

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
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Chief Fire Officer and Chief Executive

Jason Thelwell

To: Members of Buckinghamshire and Milton Keynes Fire Authority

8 October 2018

MEMBERS OF THE PRESS
AND PUBLIC

Please note the content of
Page 2 of this Agenda Pack

Dear Councillor

Your attendance is requested at a meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury on **WEDNESDAY 17 OCTOBER 2018 at 11.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Chairman: Councillor Reed

Councillors: Carroll, Clare, Cranmer, Exon, Farrow, Geary, Glover, Hopkins, Irwin, Lambert, Marland, McDonald, Roberts, Teesdale, Watson and Wilson



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Recording of the Meeting

The Authority supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public. Requests to take photographs or undertake audio or visual recordings either by members of the public or by the media should wherever possible be made to enquiries@bucksfire.gov.uk at least two working days before the meeting.

The Authority also allows the use of social networking websites and blogging to communicate with people about what is happening, as it happens.

Adjournment and Rights to Speak – Public

The Authority may, when members of the public are present, adjourn a Meeting to hear the views of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.

Prior to inviting the public to speak, the Chairman should advise that they:

- (a) raise their hands to indicate their wish to speak at the invitation of the Chairman,
- (b) speak for no more than four minutes,
- (c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present.

Adjournments do not form part of the Meeting and should be confined to times when the views of the public need to be heard.

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes.

Petitions

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

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

Questions

Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing or by fax*, 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. Apologies

2. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 13 June 2018 (Item 2) **(Pages 7 - 14)**

3. Disclosure of Interests

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

4. Chairman's Announcements

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

5. Petitions

To receive petitions under Standing Order SOA6.

6. Questions

To receive questions in accordance with Standing Order SOA7.

7. Committee Matters:

Revision of the Authority's Standing Orders

The Authority's Standing Orders currently allow written questions and motions to be submitted to the Monitoring Officer by fax. There remains a fax address quoted on Agenda packs yet, with the move to multi-functional devices, there is no way of monitoring receipt of such communications. It is therefore recommended that it is made clear that service by this means is no longer accepted. SOA 21 applies the Interpretation Act 1978 to the Standing Orders, so that 'in writing' means "*typing, printing, lithography, photography and other modes of representing or reproducing words in a visible form*".

It is recommended:

that the Authority's Standing Orders be amended so that the following text shown struck through at SOA7 (4) and SOA 8(1) be deleted:

"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 or by fax*, at least two clear working days before the day of the Meeting of the Authority or the Committee".

"Except for Motions under Standing Order SOA 9 which may be moved without notice, every notice of motion shall be given *in writing or by fax*, signed by the

Member or Members of the Fire Authority giving the notice, and delivered at least twelve clear days, excluding Sundays and Bank Holidays before the next meeting of the Authority, at the office of the Monitoring Officer to the Authority, by whom it shall be dated and entered in a book which shall be open to the inspection of every Member of the Authority during normal office hours”.

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

8. The Authority's Prevention Strategy 2018-2023

To consider item 8 (**Pages 15 - 36**)

9. The Authority's Protection Strategy 2018-2023

To consider item 9 (**Pages 37 - 58**)

10. The Authority's Response Strategy 2018-2023

To consider item 10 (**Pages 59 - 80**)

11. Efficiency Plan Progress Report

To consider item 11 (**Pages 81 - 92**)

12. The 2019-20 Local Government Finance Settlement: Technical Consultation Paper

To consider item 12 (**Pages 93 - 130**)

13. Local Authority Planning Consultations

To consider item 13 (**Pages 131 - 142**)

14. Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress

To consider item 14 (**Pages 143 - 200**)

15. Date of next meeting

To note that the next meeting of the Fire Authority will be held on Wednesday 12 December 2018 at 11am.

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

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MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES
FIRE AUTHORITY HELD ON WEDNESDAY 13 JUNE 2018 AT 11.00 AM

Present: Councillors Carroll, Clare, Cranmer, Exon, Farrow (part), Geary, Glover, Hopkins, Irwin, McDonald, Reed, Watson and Wilson

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), D Sutherland (Director of Finance and Assets), N Boustred (Head of Service Delivery), M Hemming (Deputy Director of Finance and Assets), S Gowanlock (Corporate Planning Manager), P Mould (Group Commander, Community & Business Safety Policy), C Turner (HR Projects Manager), A Chart (Health and Safety Manager), F Pearson (Communication and Consultation Manager) F Hale (Senior Administrator POD) and C Jordan (Team PA)

Apologies: Councillors Lambert, Marland, Roberts and Teesdale

FA01 ELECTION OF CHAIRMAN

(Vice Chairman presiding)

It was proposed and seconded that Councillor Reed be elected Chairman of the Fire Authority for 2018/19.

RESOLVED –

That Councillor Reed be elected Chairman of the Authority for 2018/19.

(Councillor Reed in the Chair)

(Councillor Farrow joined the meeting)

FA02 APPOINTMENT OF VICE-CHAIRMAN

It was moved and seconded that Councillor McDonald be appointed Vice-Chairman of the Fire Authority for 2018/19.

RESOLVED –

That Councillor McDonald be appointed Vice-Chairman of the Authority for 2018/19.

FA03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 14 February 2018, be approved and signed by the Chairman as a correct record.

FA04 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed the new Members, Councillors Charlie Clare and Martin Farrow from Buckinghamshire County Council and Councillors David Hopkins and Andrew Geary from Milton Keynes Council to the Authority.

Chairman's Announcements had been circulated in advance.

The Chairman also acknowledged the award given to the firefighters and officers from Buckinghamshire Fire and Rescue Service (BFRS) and partners from the other blue light services for their work following the incident on the M1 in Milton Keynes that claimed the lives of eight people who were travelling in a minibus. The presentation took place at Aylesbury Crown Court on 5 June at the invitation of the judge who presided at the trial of the criminals responsible for the horrendous event. A framed citation was accepted by Chief Fire Officer Jason Thelwell on behalf of crews from Broughton, Newport Pagnell, Great Holm, Bletchley and Aylesbury who attended the incident.

A Member extended his thanks to the Fire Authority for the professional way they responded to the flooding in the Milton Keynes area on Sunday 27 May 2018. A question was raised regarding how the BFRS and the Milton Keynes Council liaise. Members were informed that the close working was enabled via the Local Resilience Forum. The Chief Fire Officer suggested that a multi-agency de-brief would be helpful and that BFRS would be happy to participate.

FA05

MEMBERSHIP OF THE AUTHORITY

The Authority noted that the following Members had been appointed by the Constituent Authorities to serve on the Fire Authority for 2018/19:

Buckinghamshire County Council (11)

Councillors Carroll, Clare, Cranmer, Farrow, Glover, Irwin, Lambert, Reed, Roberts, Teesdale and Watson

Milton Keynes Council (6)

Councillors Exon, Geary, Hopkins, Marland, McDonald and Wilson

FA06

COMMITTEE MATTERS

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

The Authority noted that the allocation of seats on the Authority was:

(i) Conservative Group:	12 seats	(70.59%)
(ii) Liberal Democrat Group:	3 seats	(17.65%)
(iii) Labour Group:	2 seats	(11.76%)

- (b) Committee Matters – Committee Appointments

RESOLVED-

That the following Committees be appointed and seats be allocated, as follows:

(a) Executive Committee (8 members):

- (i) Conservatives – 6 seats
- (ii) Liberal Democrats – 1 seats
- (iii) Labour – 1 seat

(b) Overview and Audit Committee (9 members):

- (i) Conservatives – 6 seats
- (ii) Liberal Democrats – 2 seat
- (iii) Labour – 1 seat

RESOLVED

1. That the following Members be appointed to the Executive Committee:

Councillors Carroll, Lambert, Marland, McDonald, Reed, Roberts, and 2 Conservative Members in accordance with the Group Leader's wishes.

2. That the following Members be appointed to the Overview and Audit Committee:

Councillors Cranmer, Exon, Farrow, Glover, Irwin, Teesdale, Watson and Wilson, and 1 Conservative Member in accordance with the Group Leader's wishes.

It being proposed by Councillor Wilson and seconded it was moved that:

"The Overview and Audit Committee be invited to consider at its first meeting the benefits of appointing a minority Member as its Chairman"

On being put to a vote the motion was declared lost.

FA07

CALENDAR OF MEETINGS

The Authority considered proposed dates for its meetings and meetings of its committees during 2018/19.

RESOLVED -

1. That meetings of the Authority be held on Wednesday 17 October 2018, 12 December 2018, Wednesday 13 February 2019 and Wednesday 12 June 2019, all at 11 a.m.
2. That meetings of the Executive Committee be held on Wednesday 11 July 2018, Wednesday 19 September 2018, Wednesday 21 November 2018, Wednesday 6 February 2019 and Wednesday 6 March 2019, all at 10 a.m.

3. That meetings of the Overview and Audit Committee be held on Wednesday 18 July 2018, Wednesday 14 November 2018, and Wednesday 13 March 2019, all at 10 a.m.

FA08 APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

The Authority considered the appointment of representatives to outside bodies:

RESOLVED –

1. That Councillor Reed be appointed as the Authority’s representative (and Councillor McDonald as the Standing Deputy) to the Local Government Association Annual Conference.
2. That Councillor Reed be appointed as the Authority’s representative (and Councillor McDonald as the Standing Deputy) to the Local Government Association Fire Commission.
3. That Councillor Reed be appointed as the Authority’s representative (and Councillor McDonald as the Standing Deputy) to the Local Government Association Annual Fire Conference.
4. That Councillor Reed be appointed as the Authority’s representative (and Councillor McDonald as the Standing Deputy) to the Combined Fire Authorities Conference.
5. That Councillors Reed and Carroll be appointed as the Authority’s representatives on the Thames Valley Fire Control Service – Joint Committee.
6. That Councillors Claire and Crammer be nominated as substitute members on the Thames Valley Fire Control Service – Joint Committee.

FA09 LEAD MEMBER RESPONSIBILITIES

RESOLVED –

1. that Members be appointed as Lead Members for 2018/19 as follows:

Responsibility	Lead Member
Community Protection	Councillor Teesdale
People and Equality and Diversity	Councillor Lambert
Finance, IT and Procurement	Councillor McDonald
Health and Safety, Corporate Risk	Councillor Glover
Property and Resource Management	Councillor Carroll
Collaboration and Transformation	Councillor Reed

FA10

FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND

The Deputy Chief Fire Officer introduced the report and informed Members that this was a follow up paper that had been presented at the Authority meeting in February 2018. The Corporate Planning Manager then advised on changes made in the new report and appendices and the emphasis made in the new Framework on ensuring that the delivery of core functions was not compromised by the provision of ancillary services.

The Chairman asked if comments submitted by the Authority which had not been responded to by the Home Office should be resubmitted. Following a discussion the Corporate Planning Manager advised that it would not be productive to do so at this time.

RESOLVED –

That the content of the new National Framework and the Government's response to the outcomes of the public consultation in relation to the same, be noted.

FA11

UPDATE ON BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY APPRENTICESHIP PROGRAMME

The Director of People and Organisational Development introduced the report and informed Members that it had been three years since the Authority had approved the principles of the Apprenticeship Programme.

The HR Projects Manager advised on the programme's progress. Apprentices now make up 11% of our total headcount and the average age of our operational workforce had gone down from 41 to 39. In August 2018 the first intake of apprentices, both fire fighters and support staff, would complete their apprenticeships.

In answer to a Member's question the Chief Fire Officer confirmed that retention of graduate apprentices and firefighters generally was an issue for the Authority especially given house prices in the region and the attraction of London Weighting for firefighters in the south of Buckinghamshire. The Authority faced a lot of competition for its well-trained and highly prized staff.

The Chairman reminded Members that this year's graduation from the Fire Service College would be held on Thursday 12 July. The Chairman encouraged all Members to attend if possible and to notify the Democratic Services Officer of their availability for the event.

The Members congratulated all concerned on the progress made over the last three years.

RESOLVED –

That the content of the update be noted.

FA12**IMPLEMENTING THE WELL-BEING STRATEGY**

The Director of People and Organisational Development introduced the report and the Health and Safety Manager provided an updated on progress made; emphasising that the implementation of the Well-being Strategy would help to provide a holistic overview of the well-being needs of an employee throughout their career in the fire service. Since January BFRS had been using the College of Policing's Blue Light Well-being Framework which had been endorsed by the National Fire Chiefs Council.

In answer to a Member's question about mental health well-being it was reported that there had been an increase in requests for de-briefing after incidents.

Members congratulated all involved, including the Lead Member, on work that had been carried out and the way in which it had been implemented.

RESOLVED –

That the report be noted.

FA13**UPDATE ON THE FIRE AUTHORITY'S FINANCIAL SUPPORT FOR SPRINKLER INSTALLATION**

The Head of Service Delivery introduced the report and the Group Commander, Community & Business Safety Policy updated Members.

Since the decision in 2016 to offer financial assistance to organisations considering installing sprinklers in domestic premises was taken we have not been successful in match funding any sprinkler installations. BFRS was in contact with a number of services across the country and hoped to get involved with projects from the beginning at the planning stage. The Milton Keynes Protection team would be promoting the sprinkler initiative at the National Construction Expo, in Milton Keynes in September.

The Group Commander, Community & Business Safety Policy was congratulated on the informative report. A Member requested that such a document could be used by Members as a briefing tool for them to extol the benefits of sprinkler installation.

Following a discussion Members asked if the funding had to be matched. The Head of Service Delivery advised that the match funding was in place to incentivise agencies to fit sprinkler systems but not to fund entire projects.

RESOLVED –

That the content of the update be noted.

FA14**EXCLUSION OF PRESS AND PUBLIC**

RESOLVED -

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

FA15

FIREFIGHTERS' PENSIONS TOP UP GRANT

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

THE CHAIRMAN CLOSED THE MEETING AT 12:45 PM

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Neil Boustred, Head of Service Delivery
LEAD MEMBER	Councillor Jean Teesdale
SUBJECT OF THE REPORT	The Authority's Prevention Strategy 2018 - 2023
EXECUTIVE SUMMARY	<p>The purpose of the refreshed and updated Prevention Strategy as set out in Annex A, is to provide a focus on the Service Delivery Directorate's priorities over the next five years, ensuring Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the Authority's Public Safety Plan.</p> <p>This Strategy has been aligned with the Protection Strategy 2018-2023 and Response Strategy 2018-2023, developing a suit of three Strategies that underpin Service Delivery.</p> <p>The Prevention Strategy focuses on four key areas, which encompass all of our Prevention activities.</p> <p>Safer Homes, Fires, Road Safety and Fire as a Health and Wellbeing Asset.</p> <p>Success of the Strategy will be measured through:</p> <ul style="list-style-type: none"> ▪ how effective we are at preventing fires and other emergencies; ▪ how well we use data and information to understand our current and future risks, taking account of national risks and trends; ▪ how well we use our resources, optimising the contribution to well-being of our people; ▪ how well we understand our community; ▪ how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future. <p>The delivery and measurement of the success of the Prevention Strategy, will be further enabled as the Premises Risk Management System develops, allowing the greater use of quality data, targeting service delivery where it is identified as being needed the most.</p>

ACTION	Decision.
RECOMMENDATIONS	That the Prevention Strategy 2018–2023 be approved.
RISK MANAGEMENT	<p>We continue to develop our Premises Risk Management System (PRMS), which will integrate our various risk information systems to improve our ability to target those most vulnerable to the risk of fire and other emergencies.</p> <p>Improving our ability to report and in turn analyse statistical information and trends. Not only on risks from fire, but other societal risk factors.</p>
FINANCIAL IMPLICATIONS	<p>There are no additional costs associated with this refreshed Strategy, which will run for the next five year period.</p> <p>All activities will be delivered within the current financial envelop, with savings having already been achieved through developing the role of the Prevention Policy Manager, from grey book to a support staff role (Community Safety and Safeguarding Manager).</p>
LEGAL IMPLICATIONS	Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the strategy.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>All primary activities within the strategy will consider collaboration opportunities at an early stage.</p> <p>There are already examples of well embedded collaborative initiatives, such as: Biker down, Safe Drive Stay Alive, the Safety Centre (Hazard Alley).</p> <p>With future collaborative work being developed around the Neighbour Alert system and the purchasing of shared data, as part of our aim to target the most vulnerable groups within the community. These data sets have been purchased collaboratively through the Thames Valley operational alignment programme.</p>
HEALTH AND SAFETY	No implications identified.
EQUALITY AND DIVERSITY	It is anticipated that the refreshed Strategy will enhance Equality and Diversity, through the use of data to better understand the varied make up of our communities. This will enable us to develop our initiatives to meet their specific needs and focus our resources on those identified as most vulnerable.
USE OF RESOURCES	<p>This Strategy has been refreshed and developed utilising current resources from within Service Delivery.</p> <p>Consultation has been focussed internally within the Leadership Group and Representative bodies.</p> <p>Wider consultation is underway with partners through</p>

	<p>the Local Resilience Forum (LRF).</p> <p>Developing the role of the Prevention Policy Manager, from grey book to a support staff role, Community Safety and Safeguarding Manager has not only delivered financial savings, but has created capacity within the new role.</p> <p>Prevention activities will continue to be developed and delivered through a variety of methods, coordinated by the Central Prevention team and Community Safety Coordinators, captured within the Premises Risk Management System.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>The Prevention Strategy 2018–2023 has been developed and aligned to the Protection Strategy 2018–2023 and the Response Strategy 2018–2023, developing a suit of three Strategies that underpin Service Delivery.</p> <p>FA Paper Prevention Strategy 2014 - 2020</p>
<p>APPENDICES</p>	<p>Annex A - The Authority's Prevention Strategy</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Phill Mould pmould@bucksfire.gov.uk 07786 747712</p>

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1. Changes since the last version

Version:	2.0
Information Asset Owner:	Head of Service Delivery
Author:	GC Community & Business Safety
Approval:	Fire Authority
Date:	17 October 2018

This version has been placed on to the updated and approved service document template, the content has been refreshed and amended to reflect current governance and wider strategies.

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

2. Index

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3. Purpose and scope

The purpose of this strategy is to provide a focus on the Service Delivery Directorate's priorities over the next five years, to ensure Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the Authority's Public Safety Plan.

4. Roles and responsibilities

Fire Authority - Ensuring public safety, strengthening collaboration, driving transformation and enhancing effectiveness.



Chief Fire Officer- Responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management.

Deputy Chief Fire Officer- Responsible for Service Delivery, Corporate Development and Planning arrangements.

Head of Service Delivery- Responsible for effective Prevention, Protection and Response activities.

Managers- Responsible for the day to day management and delivery of fire and rescue service activities.

All employees- collectively responsible for upholding the expected values, behaviours and objectives of the Authority.

5. Legislative Requirements

BMKFA discharge all their functions under a backdrop of some key pieces of legislation. This legislation establishes our duties and obligations to provide an effective and efficient fire and rescue service.

The Fire and Rescue Services Act 2004

This is our core legislation, establishing our legal powers and responsibilities as a Fire Authority. The Secretary of State prepares the Fire and Rescue National Framework under Section 21 of the Fire and Rescue Services Act 2004 to establish a set of key priorities, objectives and direction for fire authorities to follow.

The Civil Contingencies Act 2004

This legislation establishes Buckinghamshire Fire and Rescue Service (BFRS) as a Category 1 responder agency, with specific responsibilities to plan for and respond to defined "emergencies" alongside other agencies. To effectively achieve this we are active members of the Thames Valley Local Resilience (TVLRF) Forum, who collectively plan for a multi-agency response to a full range of incidents across the area.

Policing and Crime Act 2017

The police, fire and rescue and emergency ambulance services now have a duty to collaborate. This Act provides us with a tangible legal framework to increase the scope of collaborative work and keep our communities safer.

Crime and Disorder Act 1998

The key areas of this act, Anti-Social Behaviour Orders, Sex Offender Orders, Parenting Orders, granting local authorities more responsibilities with regards to strategies for reducing crime and disorder, and the introduction of specific laws.



The Care Act 2014

This Act Places a general duty on all Local Authorities to promote the wellbeing of all individuals.

General Data Protection Regulations (GDPR) and the Data Protection Act 2018

Following the GDPR coming in to force, May 2018, new responsibilities have been placed on BMKFA in relation to the information held and how it is managed. This includes information on employees, other organisations and members of the public.

6. Our Vision

Our Vision is to ensure Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel.

7. Our Aim

Our aim is to improve the health, safety and wellbeing of the community, by identifying those groups who are at greatest risk and effectively work with partners, to help prevent fires and other incidents occurring and safeguarding those who are most vulnerable.

8. The Challenge

Our Public Safety Plan describes the internal and external factors that will influence our risk and demand challenges into the future.

Our Corporate Plan shows how we will meet the challenges we face and our commitment to delivering consistent improvement and taking a fresh look at how we deliver our services in line with those identified risks and demand.

Our Medium Term Financial Plan and Efficiency Plan identify the financial resources required, projected into the future based on the delivery of specific aims and objectives as set out in the Public Safety Plan and Corporate Plan.

Together these plans establish a responsibility to deliver strategies which meet these challenges and help us to achieve our aim and vision.

9. Our Values

We will work with all groups to target and reduce risk and will pro-actively seek opportunities to collaborate with our partners.

We will treat everyone fairly and with respect, challenging any prejudice or discrimination and respecting people's right to privacy and protecting any personal information we hold.

We place value on diversity within our Service and the communities we serve.



We will create opportunities to develop and learn, encourage innovation and creativity, work honestly to develop trust and will strive for excellence in all that we do.

We will accept responsibility and accountability for our performance and actions, being answerable to those we serve.

10. Our Principles

The Authority will aim to;

Ensure that all employees are aware of the vision, values and behaviours expected within the workplace

Improve the Authority's performance through building the skills of a diverse workforce that reflect the community

Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role

11. Our Priorities

Our priorities are always to prevent incidents that cause harm from happening and to render humanitarian services. We will do all we can to protect homes, public buildings and businesses from the effects of fire.

Our duty is also to ensure that wherever required, we provide a timely and proportionate emergency response to incidents, ensuring we are there to save life, mitigate damage and help safeguard our environment.

To achieve these priorities, we will identify and assess the full range of foreseeable risks within our area, from across a spectrum of local and national influences, and give our employees the tools they need to succeed in ensuring these risks are assessed and managed in the most effective, efficient and safest way.

We will align and integrate our Prevention, Protection and Response strategies, ensuring they complement each other towards achieving our vision.

12. Measuring Success

Our Prevention Strategy will be continually measured on the following criteria:

- how effective we are at preventing fires and other emergencies
- how well we use data and information to understand our current and future risks, taking account of national risks and trends



- how well we use our resources, optimising the contribution to well-being of our people
- how well we understand our community
- how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future

13. Prevention Strategy framework

Our Prevention Strategy framework focuses on four key pillars:

Ensuring Buckinghamshire & Milton Keynes are the safest places in England to live, work and travel

Safer Homes

Fires

Road Safety

Fire as a Health & Wellbeing Asset

Safe & Well visits:
Percentage of visits offered through screening
Percentage of targeted properties accessed
Referrals made to third parties
Education:
In school
Outside of the classroom

Property Fires:
Primary / secondary
Percentage of damage caused
Deliberate
Accidental Human / Non-Human
Injuries sustained, numbers of fatalities
Working smoke detector(s)
Non-Property Fires:
Damage caused
Deliberate
Accidental Human / Non-human

Incidents:
Number of killed
Seriously injured
Incidents involving other road users
Age demographic
Education:
Targeted initiatives delivered
Partnerships delivered

Understanding our community:
Sharing facilities with communities
Sharing facilities with other agencies
Supporting our communities in:
Starting well
Living well
Ageing well
Multi-agency working
Safeguarding Alerts



Safer Homes

We will improve safety, health, and well-being and reduce the impact which fire and other incidents have on people living in their homes.

- concentrating on those individuals and communities who are most vulnerable: the elderly, those at risk of social isolation and substance misuse
- improving the understanding of the risks to our communities
- educating the community to enable them to be equipped to make safe preventative action against risks
- promoting engagement with partners to reduce the incidence of inappropriate lifestyle choices that result in increased vulnerability
- applying the lessons learnt from fire investigations and recommendations from the Preventing Future Deaths Reports (Regulation 28)
- reducing the number of deliberate fires (arson)
- lobbying for greater use of sprinklers, especially in social housing and areas where the most vulnerable reside, including high rise buildings
- improving electrical safety
- working with partners to improve safety within social housing

Our Home Safety Activities

- **Safe and Well** – Following the National Fire Chiefs Council (NFCC) framework, Safe and Well visits have replaced the traditional home safety check. These will be carried out either by operational fire crews or community safety co-ordinators. These visits are available to those assessed as being at greatest risk from fire or who are deemed as more vulnerable from a number of other societal or health and well-being risks. Safe & Well visits will, where necessary continue to include the fitting of smoke alarms and the provision of fire safety information and advice, incorporating guidance and where appropriate referral to a number of support services or agencies.
- **NFCC Monthly Campaign Toolkits** – By supporting the NFCC annual Fire Kills themes, we will offer communities advice through various channels to raise their awareness to the risks from fire and the simple measures they can take themselves to prevent fires and protect their homes. These monthly themes will be coordinated by the Central



Prevention Team and planned across the year by each station, reflecting local risk, need and trend.

- **Local Home Safety Initiatives** - The service will actively target specific “at risk” groups, utilising data such as; Acorn, Exeter and Mosaic. Multi-agency partnerships will proactively assist us to access “hard to reach” groups to ensure that our message of safety and health and wellbeing can get to those who need it most. Any initiatives designed to address these risks will be evaluated for efficacy and enable learning for further development.

Our Community Safety Activities

- **Community Initiatives** - We will work with effective partners to deliver programmes to reduce antisocial behaviour and improve wider social well-being in the community through education for young people and youth diversion programmes when capacity permits.
We have successful education programmes which tackle these and we are recognised as a highly valued partner with other forms of preventing anti-social behaviour. The unique nature of the Fire and Rescue Service (FRS) allows us to work with challenging young people on cognitive therapy programmes which help them recognise the consequences of their own behaviour. We support young people in addressing other behaviours such as aggression, vandalism, anti-social alcohol and substance misuse, the dangers that take place on the roads and our own Firesetter Intervention Scheme. This offers help and support predominantly to children and young people involved in fire play and starting fires, and on occasion, where appropriate, work with adults who have been convicted of arson or other fire-related crime.
- **Multi-Agency Working** - Co-operation and mutual assistance between the Police and FRS in the investigation of a deliberate fire is not new, but the ethos of the Crime and Disorder Act 1998 embodies the multi-agency approach to tackling crime and disorder. It provides opportunities for the Police and FRS to develop local initiatives and programmes with a range of partners, including the County, District Councils and Unitary Authorities.

Work will also take place at a local level with station attendance at multi-agency partnership meetings to support community well-being, safety and healthy living.

- **Education** - To work with effective partners on education programmes which reduce risks to people from accidental and deliberate fires and other emergency incidents.



We believe educating residents of all ages and backgrounds is an investment in the safety of communities in Buckinghamshire and Milton Keynes. We focus our education programmes on embedding responsible behaviour in people and helping them to make positive decisions about their own safety and of those around them.

We aim to deliver a range of programmes for children and young people. To meet these aims we will work proactively with partner agencies, ensuring the welfare of children and young people is at the core of what we do.

Integral to BFRS education strategy is supporting and working with the Safety Centre – Hazard Alley, a facility using twelve different interactive scenarios to deliver practical, interactive, education to children in Years 2-6 (ages 6-11) in safety, citizenship and life skills.

Our overall strategy for children and young people is to deliver our safety packages across the Key Stages, from Early Years to Key Stage 5 and beyond:

- to provide appropriate safety education to young people at selected intervals during their school years
- to address those parts of our Service area that experience higher levels of arson and fire-related antisocial behaviour
- to support the work of The Safety Centre in Milton Keynes ensuring that it remains up to date and relevant to deliver modern scenarios in an ever evolving community

We will deliver safety skills to children and young adults who are engaged in groups such as Scouts, Guides, the Duke of Edinburgh Award Scheme, Duke of Cambridge Scheme, youth clubs and other community groups. This includes those that are not currently engaged in full time education or from a special educational needs setting (SEND), tailoring educational support to their specific needs.

We will work with partners to deliver focussed programmes, such as: the Duke of Edinburgh Award, Princes Trust, EMBERS, Team Fire Hose, Firefit, or START. Empowering these groups and individuals and creating a possible pathway to: build self-esteem, re-engage in education, seek work experience and gain employment and access to apprenticeships.

- **Local Campaigns and Events** - These will be promoted to benefit the safety and well-being of our communities in Buckinghamshire and Milton Keynes. We will engage with a variety of local community groups to



provide fire safety messages and support partners at events such as the 'National No Smoking Day'.

- **Water Safety** - Statistics show nearly half of people who accidentally drown in the UK never intended to enter the water. Figures state that over 250 people lost their lives through accidental drowning in 2017, with a disproportionate amount of these being male (over 200).

Working with partners such as NFCC, the Royal National Lifeboat Institution (RNLI), Royal Life Saving Society UK (RLSS), the Parks Trust and the Canal and River Trust, we will take part in education activities promoting awareness of the dangers associated when near water.

We will support the NFCC annual drowning prevention and water safety week 'Be Water Aware'.

Local activities will target known seasonal risk areas, such as; canals, lakes, rivers and weirs.

We will target those groups identified as most at risk, such as runners and walkers, young adult drinkers and those away from home.

We will provide familiarisation and training where appropriate in the use of publicly available safety devices such as throw lines and buoyancy rings.

Fires

We will reduce cost and detrimental impact of fires and other incidents on communities and community facilities by:

- improving our understanding of the risks to our community facilities
- educating the community to enable them to be equipped to take safe preventative action against risks
- promoting effective engagement with communities and partner agencies to ensure effective collaborative working
- applying the lessons learnt from fire investigations
- reducing the number of deliberate fires (arson), hoax or malicious calls
- lobbying for greater use of sprinklers especially in schools, sheltered housing and high rise buildings. This includes the consideration of match funding sprinklers, within a new build or retrofitting in existing premises



Road Safety

We are all road users regardless of our mode of transportation and we are all exposed to the risk of using our roads. Road safety can only be achieved effectively by addressing the main three factors: Education, Enforcement and Engineering.

Great Britain as a whole and Buckinghamshire and Milton Keynes on a local level have seen substantial and sustained reductions in the number of road casualties, especially killed and seriously injured (KSI) casualties, since the early 1990s, despite the number of licensed vehicles growing by about a fifth nationwide.

According to the Department for Transport (DfT), this significant progress in casualty reduction is due to several factors, including advanced vehicle safety, enhanced road safety engineering, improved driver training, better road safety education, improvements in post-accident care as well as a continued reduction in free-flow traffic speeds. Working in greater partnership under the South Central Road Safety Board, with the Police, Ambulance Service, Highways Agency, Local – District – County Councils and sharing of data we can improve the safety of everyone travelling by road. Building relationships and sharing good practice with neighbouring FRS.

- we will improve our understanding of the risks to our most vulnerable road users, regardless of their mode of transport
- prevent incidents from happening
- educate road users
- offer training and skills to mitigate the effects when an incident does occur
- work with partners to understand how they can influence road safety

Fire-fighters are seen as very positive role models and they have an important part to play in educating children in road safety and giving them skills they will use for the rest of their lives.

We will support road safety education in schools; specifically we support the work of the Junior Road Safety Officer (JRSO) schemes the local authorities operate in both Buckinghamshire and Milton Keynes.

We will focus on the most vulnerable road users and inconsiderate driver behaviours across our area.

Specific road users include:

- car drivers, particularly those in the 17 – 24 age group
- occupational road users
- older drivers



- car passengers, particularly those in the 15 – 18 age group
- motorcyclists, including young moped and scooter riders
- cyclists
- foot commuters
- horse Riders

Inconsiderate driver behaviours include:

- distraction (mobile phone use)
- non-wearing of seatbelts
- careless and dangerous driving
- Tiredness
- drink and drug driving
- inappropriate speed

Our Road Safety Activities

- continue to work with and support our road safety partners, particularly the Road Safety Teams from Buckinghamshire County Council and Milton Keynes Council and Thames Valley Police road safety teams
- deliver specific road safety initiatives in support of national and local road safety campaigns, including the BRAKE Road Safety Week, the NFCC National Road Safety Week and Walk to School week
- the Road Safety Officer will continue to facilitate the Learn & Live and Safe Drive, Stay Alive programs for schools with children in Years 12 and 13 (ages 16-18)
- provide facilities and support for our partners to deliver road safety education and training. Speed awareness, Drink drive, Biker down
- coordinate and deliver 'Biker Down' to vulnerable road users, not only motorcyclists, but also pedal cyclists and horse riders



Fire as a Health and Welfare Asset

Partnership and collaboration are an important means of delivering improved outcomes for communities and citizens in all areas of the public sector. The FRS should be a partner of choice for other public services, agencies, charities and businesses working to:

- develop facilitating groups to assist those in the community to overcome negative lifestyle choices, such as hoarding.
- work with the NHS on falls prevention activities
- support the NHS with its national blood donor campaign
- develop a network of Carers Champions
- develop service premises to make them appropriate venues for use by community groups and other agencies
- safeguard the most vulnerable
- developing a network of Dementia Friends and Champions
- become a friends against Scams organisation by developing Scams Champions
- work with trading standards to support those who are most vulnerable, with activities such as fitting dummy CCTV cameras to deter potential scammers

Safeguarding

The Care Act 2014 sets out statutory responsibility for the integration of care and support between health and local authorities. Local Authorities have a statutory responsibility for safeguarding, in partnership with the health service they have a duty to promote wellbeing within local communities.

As a Combined Fire Authority, the Act does not place this statutory duty on BMKFA. However, we see Safeguarding as an essential tool and will ensure that all personnel understand their roles and responsibilities in ensuring the Safe and Wellbeing of our communities. Creating a strong multi-agency framework for safeguarding, enabling access to mainstream community safety measures and clarifying the interface between safeguarding and quality of service provision.

We will achieve this through:



- relevant training at each level of staff, including ELearning, face to face and Continued Professional Development (CPD) workshops
- having a clear safeguarding policy statement and procedure
- supporting front line staff in identifying safeguarding concerns and making referrals
- effective internal recording mechanisms, complying with the Data Protection Act 2018 and (GDPR)
- financially supporting both Buckinghamshire and Milton Keynes Safeguarding Boards for adults and children
- representation at Safeguarding Board meetings and other subgroups as required
- participation in Risk Assessment Multiagency Panels (RAMP)
- attendance at Multi-Agency Risk Assessment Conferences (MARAC)

CONTEST

The Government has updated and strengthened its CONTEST strategy, which reflects the findings of a fundamental review of all aspects of counter-terrorism, to ensure that the UK has the best response to the heightened threat in coming years. The review found CONTEST to be well-organised and comprehensive and that the approach should be updated within the tried and tested strategic framework of four 'P' work strands:

- Prevent: to stop people becoming terrorists or supporting terrorism
- Pursue: to stop terrorist attacks
- Protect: to strengthen our protection against a terrorist attack
- Prepare: to mitigate the impact of a terrorist attack

This strategy supports the Prevent work strand, aiming to safeguard people from becoming terrorists or supporting terrorism.

Training and education, professional curiosity and Building stronger partnerships with communities, civil society groups, public sector institutions and industry will assist and improve Prevent delivery.



14. Consultation/Publication/Communication

Development of this strategy is supported by engagement with:

The Protection Team

Joint Consultation Forum

Leadership Group

Our partners and key stakeholders through the Thames Valley Local Resilience Forum.

Following approval at the Combined Fire Authority, the strategy is published on the BFRS Document Management System with an externally facing version published on the Bucks Fire website.



15. Integrated Impact Assessment (IIA)

A) The impact table

Are there any possible impacts which need further investigation? To complete the table tick ✓ the likely impact.

Impact Table						
Impact on people (protected groups and "others")	External Individuals			Authority Employees		
	Positive	Negative	None	Positive	Negative	None
People						
Gender			✓			✓
Race			✓			✓
Age			✓			✓
Religion/Belief			✓			✓
Sexual Orientation			✓			✓
Gender Reassignment			✓			✓
Pregnancy / Maternity			✓			✓
Marriage/Civil Partnership			✓			✓
Disability			✓			✓
Place						
Strengthen Community Cohesion			✓			✓
Tackling Poverty / Promoting Social			✓			✓
Privacy			✓			✓
Health			✓			✓



Environment			✓			✓
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If you have a tick in any negative box you need to consider why and include this in your risk assessment.

B) Privacy impact assessment screening questions

These questions are intended to help Authority staff involved with new projects and / or processes (or significantly changed processes) decide whether an Impact Assessment is necessary. Answering 'yes' to any of these questions is an indication that an Impact Assessment would be a beneficial exercise.

Privacy Screening Questions		
Question	Yes/ No?	Comment
Will the project involve the collection of new information about individuals?	Yes	When carrying out investigations in to breaches of the Fire Safety Order, other members of staff or organisations may be interviewed.
Will the project compel individuals to provide information about themselves that they have not had to previously?	No	
Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	No	
Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	No	
Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	No	
Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?	No	



Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.	No	
Will the project require you to contact individuals in ways which they may find intrusive?	No	

People Screening Questions		
Question:	Yes/No:	Comment
Will the project you are undertaking affect any of the following factors explicitly? <ul style="list-style-type: none"> - Race - Disability - Gender - Religion/Belief - Sexuality - Age - Gender Reassignment - Pregnancy / Maternity - Marriage / Civil Partnerships 	No	
Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?	No	
Does the progression of your project affect the status of any person/s within the organisation or externally?	No	
Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?	No	



Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally.	No	
Is there any aspect of a person/s status that will negatively impact your project?	No	
Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?	No	
If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?	N/A	

Did you answer yes to any of the screening questions?

- If so, it is recommended that you carry out a full Impact Assessment.
- If you answered YES to questions in both sections, it is recommended that you carry out a full IIA – see Service Document Template for more information.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Neil Boustred, Head of Service Delivery
LEAD MEMBER	Councillor Jean Teesdale
SUBJECT OF THE REPORT	The Authority's Protection Strategy 2018 - 2023
EXECUTIVE SUMMARY	<p>The purpose of the refreshed and updated Protection Strategy as set out in Annex A, is to provide a focus on the Service Delivery Directorate's priorities over the next five years, ensuring Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the Authority's Public Safety Plan.</p> <p>It is also cognisant of the Dame Judith Hackitt – 'Building a Safer Future Report' and the Regulation changes that may be introduced following its publication in May 2018.</p> <p>This Strategy has been aligned with the Prevention Strategy 2018-2023 and Response Strategy 2018-2023, developing a suit of three Strategies that underpin Service Delivery.</p> <p>The Protection Strategy focuses on four key areas, which encompass all of our Protection activities.</p> <p>Audits, non-domestic property fires, quality of service and automatic fire alarms.</p> <p>Success of the Strategy will be measured through:</p> <ul style="list-style-type: none"> ▪ how effective we are at protecting non-domestic premises from fires and other emergencies; ▪ how effective we are at enforcing non-compliance within non-domestic premises of the Regulatory Reform (Fire Safety) Order; ▪ how well we use data and information to understand our current and future risks, taking account of national risks and trends; ▪ how well we use our resources, optimising the contribution to business continuity of our people ▪ how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future;

	The delivery and measurement of the success of the Protection Strategy will be further enabled as the Premises Risk Management System develops to encapsulate non-domestic premises.
ACTION	Decision.
RECOMMENDATIONS	That the Protection Strategy 2018-2023 be approved.
RISK MANAGEMENT	<p>By approving this Strategy, the Service will ensure that it is best placed to deliver its duty under the Regulatory Reform (Fire Safety) Order 2015.</p> <p>We continue to develop our Premises Risk Management System (PRMS), which will integrate our various risk information systems</p> <p>As the PRMS develops, it will encapsulate non-domestic premises, allowing Protection activities to be recorded in real time and take account of additional information through the system.</p> <p>Improving our ability to report and in turn analyse statistical information and trends. Not only on risks from fire, but other societal risk factors.</p>
FINANCIAL IMPLICATIONS	<p>There are no additional costs associated with the refreshed Strategy, which will run for the next five year period.</p> <p>As partnerships continue to be developed through the Primary Authority Scheme (PAS), there is the scope for income generation.</p>
LEGAL IMPLICATIONS	Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the strategy.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>All primary activities within the strategy will consider collaboration opportunities at an early stage.</p> <p>There are already examples of well embedded collaborative approaches, through the Thames Valley out of hours enforcement agreement.</p> <p>Future collaborative work is being developed through the Thames Valley Protection Collaboration group.</p>
HEALTH AND SAFETY	No implications identified.
EQUALITY AND DIVERSITY	No negative impacts identified through the implementation of this Strategy.
USE OF RESOURCES	<p>This Strategy has been refreshed and developed utilising current resources from within Service Delivery.</p> <p>Consultation has been focussed internally within the Leadership Group and Representative bodies.</p>

	<p>Wider consultation is underway with partners through the Local Resilience Forum (LRF).</p> <p>Protection activities will continue to be primarily delivered by the three Protection teams, one based in Milton Keynes and two based in Buckinghamshire. A variety of other methods of delivering Protection based activities are being considered.</p> <p>One way currently being developed, is to expand the knowledge and experience of operational crews, enabling them to be able to carry out audits at those premises that present us with a lesser risk, enabling the protection team to focus on those premises identified as at the greatest risk. Importantly, this will also significantly improve firefighter safety.</p> <p>As the Premises Risk Management System develops, it will encapsulate non-domestic premises, allowing Protection activities to be recorded in real time, reducing the burden and releasing capacity of Inspecting Officers and Admin teams.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>The Protection Strategy 2018 – 2023 has been developed and aligned to the Prevention Strategy 2018 – 2023 and the Response Strategy 2018 – 2023, developing a suit of three Strategies that underpin Service Delivery.</p>
<p>APPENDICES</p>	<p>Annex A - The Authority's Protection Strategy</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Phill Mould pmould@bucksfire.gov.uk 07786 747712</p>

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Changes Since The Last Version

Version:	2.0
Information Asset Owner:	Head of Service Delivery
Author:	GC Community & Business Safety
Approval:	Fire Authority
Date:	17 October 2018

This version has been placed on to the updated and approved service document template, the content has been refreshed and amended to reflect current governance and wider strategies.

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

Index

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7. [Integrated Impact Assessment \(IIA\)](#)

Purpose and Scope

The purpose of this strategy is to provide a focus on the Service Delivery Directorate's priorities over the next five years, to ensure Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the Authority's Public Safety Plan.

Roles and Responsibilities

Fire Authority - Ensuring Public Safety, Strengthening Collaboration, Driving Transformation and Enhancing Effectiveness.

Chief Fire Officer - Responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management.

Deputy Chief Fire Officer - Responsible for Service Delivery, Corporate Development and Planning arrangements.



Head of Service Delivery - Responsible for effective Prevention, Protection and Response activities.

Managers - Responsible for the day to day management and delivery of fire and rescue service activities.

All employees- collectively responsible for upholding the expected values, behaviours and objectives of the Authority.

Legislative Requirements

BMKFA discharge all their functions under a backdrop of some key pieces of legislation. This legislation establishes our duties and obligations to provide an effective and efficient fire and rescue service.

The Fire and Rescue Services Act 2004

This is our core legislation, establishing our legal powers and responsibilities as a Fire Authority. The Secretary of State prepares the Fire and Rescue National Framework under Section 21 of the Fire and Rescue Services Act 2004 to establish a set of key priorities, objectives and direction for fire authorities to follow.

The Civil Contingencies Act 2004

This legislation establishes Buckinghamshire Fire and Rescue Service (BFRS) as a Category 1 responder agency, with specific responsibilities to plan for and respond to defined “emergencies” alongside other agencies. To effectively achieve this we are active members of the Thames Valley Local Resilience Forum, who collectively plan for a multi-agency response to a full range of incidents across the area.

Policing and Crime Act 2017

The police, fire and rescue and emergency ambulance services now have a duty to collaborate. This Act provides us with a tangible legal framework to increase the scope of collaborative work and keep our communities safer.

The Regulatory Reform (Fire Safety) Order 2005 (RRO)

Every enforcing authority must enforce the provisions of this Order and any regulations made under it in relation to premises for which it is the enforcing authority’.

Crime and Disorder Act 1998



The key areas of this act, Anti-Social Behaviour Orders, Sex Offender Orders, Parenting Orders, granting local authorities more responsibilities with regards to strategies for reducing crime and disorder, and the introduction of specific laws.

General Data Protection Regulations (GDPR) and the Data Protection Act 2018

Following the GDPR coming in to force, May 2018, new responsibilities have been placed on BMKFA in relation to the information held and how it is managed. This includes information on employees, other organisations and members of the public.

Our Vision

Our Vision is to ensure Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel.

Our Aim

Our aim is to improve the health, safety and wellbeing of the community, by identifying those groups who are at greatest risk and effectively work with partners, to help prevent fires and other incidents occurring and safeguarding those who are most vulnerable.

The Challenge

Our Public Safety Plan describes the internal and external factors that will influence our risk and demand challenges into the future.

Our Corporate Plan shows how we will meet the challenges we face and our commitment to delivering consistent improvement and taking a fresh look at how we deliver our services in line with those identified risks and demand.

Our Medium Term Financial Plan and Efficiency Plan identify the financial resources required, projected into the future based on the delivery of specific aims and objectives as set out in the Public Safety Plan and Corporate Plan.

Together these plans establish a responsibility to deliver strategies which meet these challenges and help us to achieve our aim and vision.

Our Values

We will work with all groups to target and reduce risk and will pro-actively seek opportunities to collaborate with our partners.

We will treat everyone fairly and with respect, challenging any prejudice or discrimination and respecting people's right to privacy and protecting any personal information we hold.



We place value on diversity within our Service and the communities we serve.

We will create opportunities to develop and learn, encourage innovation and creativity, work honestly to develop trust and will strive for excellence in all that we do.

We will accept responsibility and accountability for our performance and actions, being answerable to those we serve.

Our Principles

The Authority will aim to;

Ensure that all employees are aware of the vision, values and behaviours expected within the workplace

Improve the Authority's performance through building the skills of a diverse workforce that reflect the community

Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role

Our Priorities

Our priorities are always to prevent incidents that cause harm from happening and to render humanitarian services. We will do all we can to protect homes, public buildings and businesses from the effects of fire.

Our duty is also to ensure that wherever required, we provide a timely and proportionate emergency response to incidents, ensuring we are there to save life, mitigate damage and help safeguard our environment.

To achieve these priorities, we will identify and assess the full range of foreseeable risks within our area, from across a spectrum of local and national influences, and give our employees the tools they need to succeed in ensuring these risks are assessed and managed in the most effective, efficient and safest way.

We will align and integrate our Prevention, Protection and Response strategies, ensuring they complement each other towards achieving our vision.

Measuring Success

Our Protection Strategy will be continually measured on the following criteria:

- how effective we are at protecting non-domestic premises from fires and other emergencies

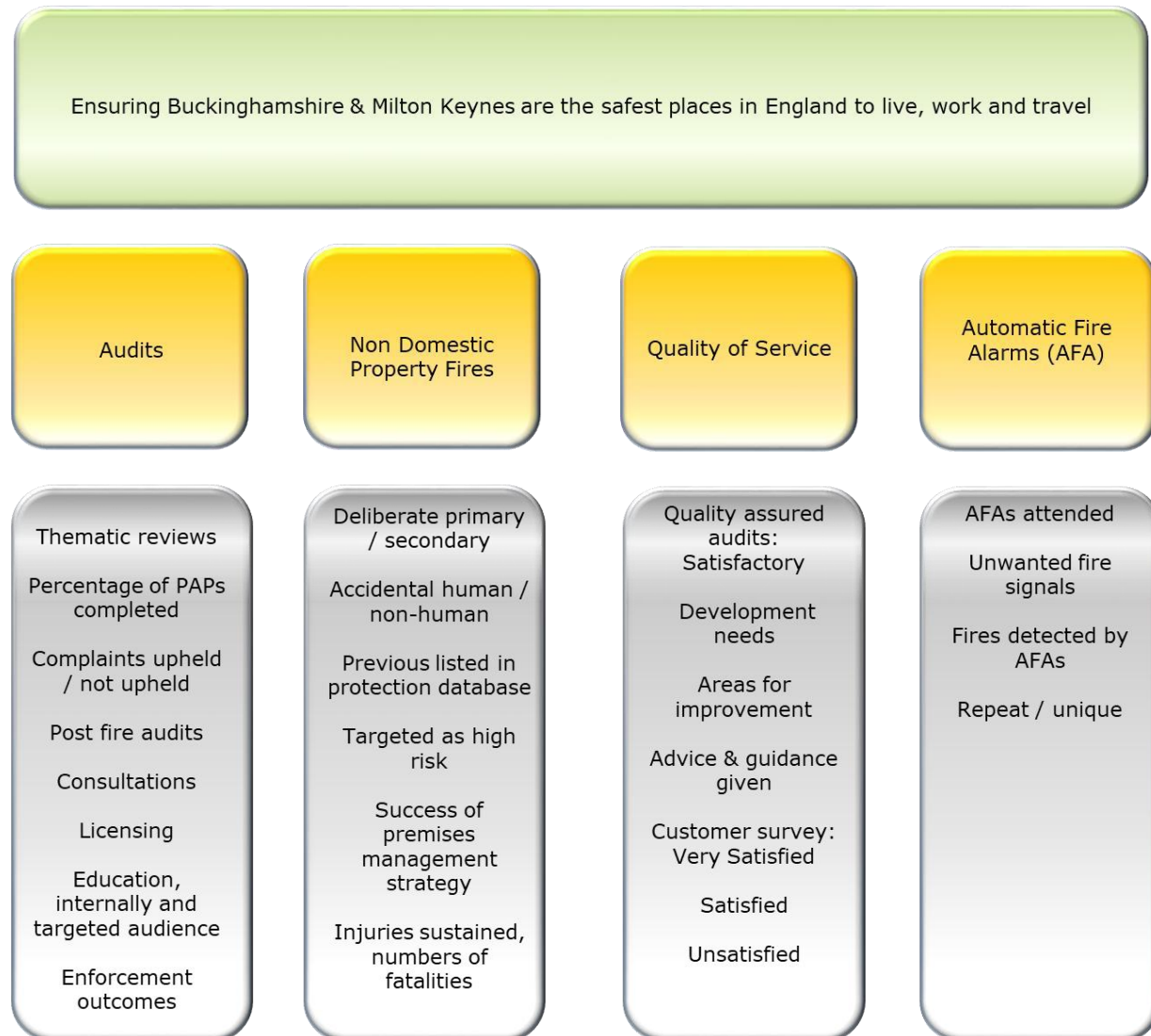


- how effective we are at enforcing non-compliance within non-domestic premises of the RRO
- how well we use data and information to understand our current and future risks, taking account of national risks and trends
- how well we use our resources, optimising the contribution to business continuity of our people
- how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future



Protection Strategy framework

Our Protection Strategy framework focuses on four key pillars:





Dame Judith Hackitt – Building a Safer Future May 2018

Following the tragic events which unfolded at the Grenfell Tower fire, London, in June 2017, an independent review of building regulations and fire safety was undertaken by Dame Judith Hackitt. The full report released in May 2018 has made recommendations across a number of areas:

- a new regulatory framework is required
- design, construction and refurbishment
- occupation and Maintenance
- residents voice
- competence
- guidance
- products
- golden thread

Until these recommendations have been through Parliament and they become Regulations, we will not fully understand the implications for us as an enforcing authority. We will engage and inform where we can and ensure we are fit for purpose to deliver fire safety for the future.

Periodic Audit Programme

The current audit process uses a well-established “high risk” based programme.

BFRS aim to work with those who wish to engage with us and comply with the RRO; however, we will take enforcement action under the RRO where compliance or a willingness to comply is not demonstrated.

The Statutory Regulators’ Code is a central part of the Government’s ‘Better Regulation Agenda’. Its aim is to embed a risk-based, proportionate and targeted approach to regulatory inspection and enforcement among regulators and seeks to ensure that the enforcement of regulation does not unnecessarily inhibit economic progress. It comprises of five principles, one of which is risk assessment, stating:

“Regulators should take an evidence-based approach to determining the priority risks in their area of responsibility, and should allocate resources where they would be most effective in addressing those priority risks.”

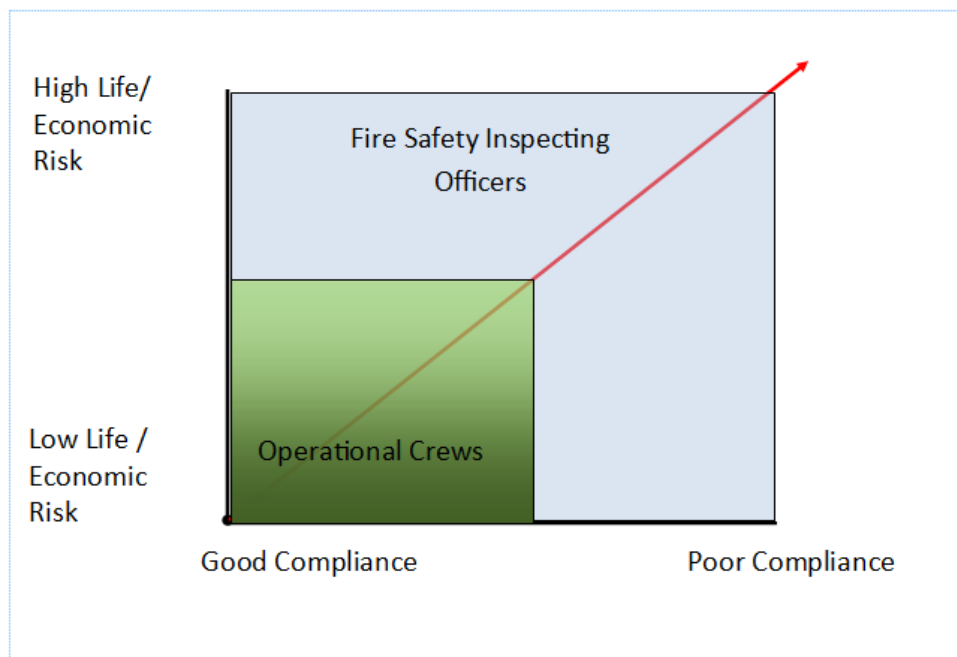
To support this approach, BFRS follow the Enforcement Management Model (EMM). The EMM is a logical system that provides enforcers with a framework for making fair and consistent enforcement decisions.

There is a need to focus Protection audits on the most vulnerable premises. This would focus on risk to life, premises with historically poor compliance and premises with a greater risk of high economic, social value and historic value



loss. Use of a risk profiling model will enable BFRS to make an intelligence-led decision on where the key areas of activity should be. This will assist us in identifying those businesses that are less likely to comply with legislation and more likely to have a severe fire that will have a greater impact on business and the local community. Once identified, these premises would receive support and education on risk assessment awareness and business continuity. They would also receive information on common causes of fire in these types of premises. Additionally, operational site specific risk information will be updated.

A closer relationship between Prevention, Protection and Response personnel and by the use of a Premises Risk Management System (PRMS) as part of Business and System Integration (BASI), sharing this data.



Firefighter Safety and Sound Operational Decision-making

Protection activities can significantly improve firefighter safety in three ways.

Firstly, protection activity will reduce the future risk to firefighters by supporting fire risk management. This will reduce the number of fires and their severity, exposing firefighters to fewer, smaller fires. Fewer fires and early fire extinguishment will allow premises to return to business sooner, promoting economic growth.

Secondly, educating firefighters about building construction, specially provided firefighting facilities, access facilities and water supplies will enable them to plan an effective firefighting strategy using this essential knowledge.



Operational crews will also be able to utilise this knowledge and experience to carry out audits at those premises that present a lesser risk, enabling the protection team to focus on those premises identified as at the greatest risk.

Thirdly, by liaising closely with firefighters on site specific risk assessment of buildings, the protection team can improve firefighters' risk assessment skills in relation to building hazards and inherent control measures. This would further enhance a consistent approach to the gathering of site specific Risk information and will subsequently improve awareness of the significant hazards, enabling better informed command decisions based on an understanding of risk.

We will utilise the PRMS which will join up both risk data from protection and prevention activities with accessible risk information of the build environment for operational personnel to achieve cross-cutting information exchange.

Automatic Fire Alarms (AFA) and Unwanted Fire Signals (UFS)

BFRS continues to lead nationally on Fire and Rescue Service (FRS) process and procedures to reduce the occurrence of false alarms and unwanted fire signals. We will continue to work with business and Alarm Receiving Centres (ARCs) to progress our aim of supporting business and reducing the burden on our response resources.

BFRS routinely attend AFA's and value the opportunity to engage with businesses and their staff. On 76 occasions, BFRS has attended an AFA that has required a level of intervention by operational crews.

Businesses understandably want to know when a real fire has started and for a message to be sent so that BFRS resources make an attendance. This avoids risk to life, reduces fire damage and supports business continuity and growth. Working closely with fire alarm engineers at the development and planning stage, business owners and ARCs, we aim to achieve a greater consistency to call reductions. In so doing, businesses will be free to grow without disruption and cost from UFS and escalating incidents.

Training and Competency Framework

The delivery of effective regulation depends on the competency of the professionals who carry out the work. Common regulatory competence standards, underpinned by a robust development process and comprehensive learning materials, are essential to the effective delivery of the regulated activity.

BFRS are committed to complying with the Chief Fire Officers Association (CFOA) Competency Framework for Business Safety Regulators. This Framework takes cognisance of, and includes all of the essential elements within the 'Common Approach to Competency for Regulators' produced by the Better Regulation



Delivery Office (BRDO); these core competencies include skills, attitude, knowledge of the sector for regulation and relevant legislation. This approach satisfies the desire for all regulators to adopt a common and consistent approach to supporting business and to reduce regulatory burdens. The Office for Product Safety and Standards (OPS&S) supersedes the former Regulatory Delivery directorate, and will work with local authorities and others to take forward its responsibilities, including Primary Authority and Better Business for All.

Primary Authority Scheme / Consistency and Common Application of Legislation

BFRS can support a consistent approach to fire safety legislation and support business through the Primary Authority Scheme (PAS). PAS is a statutory scheme providing a means for businesses to receive assured and tailored advice on meeting environmental health, trading standards or fire safety regulations through a single point of contact where businesses have a presence in more than one local authority area.

Primary Authority is based on legal partnerships between businesses and individual local authorities. Businesses can set up their own partnership or belong to a trade association (or other type of group) with an existing partnership.

A business can enter into a legal partnership with a single local authority to secure greater coordination of regulatory and enforcement activities. It applies to a range of regulations, including the Fire Safety Order.

There are two types of partnership. A business can form its own direct partnership. It then receives Primary Authority Advice tailored to its specific needs from its primary authority.

Alternatively, a business can belong to a trade association (or other type of group) to benefit from a co-ordinated primary authority. In this case, the Primary Authority Advice is still from the primary authority, but provided via the trade association, and tailored to the general needs of its members.

A business can choose the type of partnership best suited to its needs. Most businesses only have one partnership, but it is possible to be in different partnerships for different areas of regulation.

The advantages to business include:

- consistency of interpretation of Fire Safety regulations
- better intelligence
- advice and guidance
- access to specialist advice about Fire Safety



This in turn saves time and money whilst also ensuring compliance and supports economic growth and business continuity.

The advantages to BFRS include: more productive relationships with business, wider input into the safety agenda, quicker enforcement actions and enhancement of compliance across the relevant industries.

This scheme not only assists with a less punitive approach towards fire safety compliance but also provides the opportunity for BFRS to expand its Protection knowledge within the Service.

A full business case setting out detailed costs including full charging of overheads and recovery schedule (income) will be set out for each Memorandum of Understanding (MOU).

Business Engagement

The commercial landscape across Buckinghamshire and Milton Keynes is constantly changing and the types of businesses that can develop are varied. Examples include Logistics, storage, and hand car washes to name but a few.

With a move to an enhanced advisory and educational role of the Service, we will deliver advice in the workplace and target the business community with initiatives which provide information on fire safety, arson prevention and sprinkler systems, in addition to our work on AFAs and UFS.

The overarching aim of our business engagement is to make our communities safer, healthier and more prosperous environments for individual citizens, businesses and their employees across Buckinghamshire and Milton Keynes. We will achieve this by promoting best practice across business sectors, provide advice and guidance to businesses on fire safety and listen to and understand the challenges and barriers that businesses face to achieve compliance.

We will continue to develop our approach to engagement with all non-domestic premises, as our understanding of those at highest risk of fire is captured through the use of data and current & emerging trends. A targeting methodology will be developed utilising the most up to date data available in collaboration with Thames Valley partners and National Fire Chiefs Council (NFCC) guidance. This methodology will constantly evolve and develop as risks and trends change.

Automatic Suppression Systems

The promotion of sprinkler installations is detailed within the Corporate Plan. Sprinklers mitigate fires developing and so improve public and firefighter safety. They are a part of the suite of fire safety tools used by the FRS and should be seen as part of a wider approach.



The NFCC stated that 'An effective part of an overall fire safety solution to improve fire safety in a range of new and existing buildings is the inclusion of sprinkler systems'. The NFCC supports the concept of risk assessed retro-fitting of sprinklers in existing buildings and welcomes the prioritisation of a review of the Building Regulations, specifically Approved Document B, to ensure fire safety requirements keep pace with new building developments'.

BFRS promotes and encourages the use of Automatic Suppression Systems when working with businesses and premises occupiers while carrying out consultations.

Sprinklers; are unsightly, cause significant water damage, and are only for protecting property. BFRS aims to dispel these views whilst engaging with businesses and promoting their use.

Finances have been made available, through a match funding scheme, to Local Authorities, Housing Associations and Charities (and such non-profit organisations) and those at highest risk to support the installation of sprinklers, both retro fitted and in new builds properties.



Consultation/Publication/Communication

Development of this strategy is supported by engagement with:

The Protection Team

Joint Consultation Forum

Leadership Group

Our partners and key stakeholders through the Thames Valley Local Resilience Forum.

Following approval at the Combined Fire Authority, the strategy is published on the BFRS Document Management System with an externally facing version published on the Bucks Fire website.



Integrated Impact Assessment (IIA)

A) The impact table

Are there any possible impacts which need further investigation? To complete the table tick ✓ the likely impact.

Impact Table						
Impact on people (protected groups and "others")	External Individuals			Authority Employees		
	Positive	Negative	None	Positive	Negative	None
People						
Gender			✓			✓
Race			✓			✓
Age			✓			✓
Religion/Belief			✓			✓
Sexual Orientation			✓			✓
Gender Reassignment			✓			✓
Pregnancy / Maternity			✓			✓
Marriage/Civil Partnership			✓			✓
Disability			✓			✓
Place						
Strengthen Community Cohesion			✓			✓
Tackling Poverty / Promoting Social Inclusion			✓			✓
Privacy			✓			✓
Health			✓			✓
Environment			✓			✓



If you have a tick in any negative box you need to consider why and include this in your risk assessment.

B) Privacy impact assessment screening questions

These questions are intended to help Authority staff involved with new projects and / or processes (or significantly changed processes) decide whether an Impact Assessment is necessary. Answering 'yes' to any of these questions is an indication that an Impact Assessment would be a beneficial exercise.

Privacy Screening Questions		
Question	Yes/ No?	Comment
Will the project involve the collection of new information about individuals?	Yes	When carrying out investigations in to breaches of the Fire Safety Order, other members of staff or organisations may be interviewed.
Will the project compel individuals to provide information about themselves that they have not had to previously?	No	
Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	No	
Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	No	
Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	No	
Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?	No	



Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.	No	
Will the project require you to contact individuals in ways which they may find intrusive?	No	

People Screening Questions		
Question:	Yes/No:	Comment
Will the project you are undertaking affect any of the following factors explicitly? <ul style="list-style-type: none"> - Race - Disability - Gender - Religion/Belief - Sexuality - Age - Gender Reassignment - Pregnancy / Maternity - Marriage / Civil Partnerships 	No	
Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?	No	
Does the progression of your project affect the status of any person/s within the organisation or externally?	No	
Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?	No	
Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally.	No	



Is there any aspect of a person/s status that will negatively impact your project?	No	
Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?	No	
If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?	N/A	

Did you answer yes to any of the screening questions?

- If so, it is recommended that you carry out a full Impact Assessment.
- If you answered YES to questions in both sections, it is recommended that you carry out a full IIA – see Service Document Template for more information.

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Neil Boustred, Head of Service Delivery
LEAD MEMBER	Councillor Jean Teesdale
SUBJECT OF THE REPORT	The Authority's Response Strategy 2018-2023 - To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand.
EXECUTIVE SUMMARY	<p>This Response Strategy as set out in Annex A aims to provide a clear, simple framework and a focus for the Service Delivery Directorate's priorities over the next five years, to ensure Buckinghamshire and Milton Keynes Fire Authority can deliver the most effective response to the risks set out in the Public Safety Plan.</p> <p>The strategic framework highlights four key areas.</p> <p>Within each area there are a number of strategic outcomes which align to the future direction of the Service.</p> <p>The four key areas are:</p> <ul style="list-style-type: none"> • Maintain a continual state of operational readiness; • Deliver a highly effective emergency response; • Demonstrate openness, transparency and be a learning organisation; • Deliver Best Value to the public. <p>This strategy takes an integrated approach with the Authority's Prevention and Protection Strategies, ensuring they complement each other towards achieving our vision.</p>
ACTION	Decision.
RECOMMENDATIONS	That the Response Strategy 2018-2023 be approved.
RISK MANAGEMENT	The Response Strategy enables the Authority to ensure foreseeable risks documented in the Public Safety Plan are mitigated in the most efficient way by maintaining a continual state of operational readiness and a highly effective emergency response.
FINANCIAL	This Strategy further enables and contributes to the Authority achieving its response objectives in the

IMPLICATIONS	Public Safety and Corporate Plan within agreed budgets and our medium term financial planning.
LEGAL IMPLICATIONS	Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the Strategy.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>All primary activities within the Strategy will consider collaboration opportunities at an early stage.</p> <p>For example, as part of our aim to deliver a first class emergency response, the operational alignment programme seeks to align all operational procedure, equipment, training and practice across the Thames Valley. Much of this work is already underway as we are collaborating on a series of operational alignment activities across Thames Valley and beyond.</p>
HEALTH AND SAFETY	As part of our aim to make the best use of our resources, we commit to identifying and assessing the full range of fire and related risks in our area, and providing high quality equipment, training and validation to our employees, whilst ensuring they maintain the required level of fitness to carry out their role safely.
EQUALITY AND DIVERSITY	<p>The Strategy complements our Equality and Diversity objectives; particularly where we will provide a more diverse range of services to protect the communities we serve.</p> <p>Integrated impact screening has been completed and no negative impacts have been identified.</p> <p>Further impact assessments will complement the implementation phases of the respective strands of the Strategy.</p>
USE OF RESOURCES	<p>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;</p> <p>The Response Strategy provides a mechanism to align the strategic enabler ('to provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand') to individual project outcomes, measured by critical success factors.</p> <p>These factors are:</p> <ul style="list-style-type: none"> • How effective we are at responding to fires and other emergencies; • How well we understand our current and future

	<p>demand and risk;</p> <ul style="list-style-type: none"> • How well we use our resources to manage risk; • How effective we are at responding to national risks; • How well we secure an affordable way of managing the risk of fire and other risks now and in the future; <p>Communication with stakeholders; Stakeholder communication is a significant element of successful development and implementation of the Response Strategy.</p> <p>The Response Strategy has been through a process of employee involvement and consultation. Comments received have been considered and assist development of the objectives and narrative. An internal consultation feedback report is attached as Appendix 1.</p> <p>The Strategy has also been through a process of consultation with partners through the Local Resilience Forum.</p> <p>The system of internal control; The Response Strategy will be measured by critical success factors. These factors will be reflected in our performance management reporting tool and will be monitored through Service Delivery management, Performance Management Board and the Business Transformation Board.</p> <p>The medium term financial strategy; This document further enables and contributes to achieving savings identified in the Public Safety, Corporate and Medium Term Financial Plans.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>The Response Strategy translates the foreseeable risks identified within the Public Safety Plan to Service-wide initiatives and projects, demonstrating how we are working to achieve each aim.</p> <p>The way that success is measured will also link to evidence. This will be updated regularly, allowing transparency regarding how the Service is performing.</p> <p>This approach aims to ensure employees can see how they translate strategic aims into day to day business and highlights how important every person's contribution is to achieving the Authority's Vision.</p>
<p>APPENDICES</p>	<p>Annex A - The Authority's Response Strategy Appendix 1 - Consultation feedback report</p>

THE AUTHORITY'S RESPONSE STRATEGY

TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Simon Tuffley stuffley@bucksfire.gov.uk 07766 781389



1. Changes since the last version

Version:	1.0
Information Asset Owner:	Head of Service Delivery
Author:	GC Policy & Development
Approval:	Fire Authority
Date:	17 October 2018

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

2. Index

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- [2. Index](#)
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- [4. Roles and responsibilities](#)
- [5. Legislative Requirements](#)
- [6. Our Vision](#)
- [7. Our Aim](#)
- [8. The Challenge](#)
- [9. Our Values](#)
- [10. Our Principles](#)
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- [13. Response Strategy Framework](#)
- [14. We will maintain a continual state of operational readiness](#)
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- [16. We will demonstrate openness, transparency and be a learning organisation](#)
- [17. We will deliver Best Value to the public](#)
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- [19. Integrated Impact Assessment](#)

3. Purpose and scope

The purpose of this strategy is to provide a focus on the Service Delivery Directorate's priorities over the next five years, to ensure Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the Authority's Public Safety Plan.



4. Roles and responsibilities

Fire Authority - Ensuring public safety, strengthening collaboration, driving transformation and enhancing effectiveness.

Chief Fire Officer - Responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management.

Deputy Chief Fire Officer - Responsible for Service Delivery, Corporate Development and Planning arrangements.

Head of Service Delivery - Responsible for effective Prevention, Protection and Response activities.

Managers - Responsible for the day-to-day management and delivery of fire and rescue service activities.

All employees - collectively responsible for upholding the expected values, behaviours and objectives of the Authority.

5. Legislative Requirements

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) discharge all their functions under a backdrop of some key pieces of legislation. This legislation establishes our duties and obligations to provide an effective and efficient fire and rescue service.

The Fire and Rescue Services Act 2004

This is our core legislation, establishing our legal powers and responsibilities as a Fire Authority. The Secretary of State prepares the Fire and Rescue National Framework under Section 21 of the Fire and Rescue Services Act 2004 to establish a set of key priorities, objectives and direction for fire authorities to follow.

The Civil Contingencies Act 2004

This legislation establishes Buckinghamshire Fire and Rescue Service (BFRS) as a Category 1 responder agency, with specific responsibilities to plan for and respond to defined "emergencies" alongside other agencies. To effectively achieve this we are active members of the Thames Valley Local Resilience Forum, who collectively plan for a multi-agency response to a full range of incidents across the area.

Policing and Crime Act 2017

The police, fire and rescue and emergency ambulance services now have a duty to collaborate. This Act provides us with a tangible legal framework to increase the scope of collaborative work and keep our communities safer.



6. Our Vision

Our Vision is to ensure Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel.

7. Our Aim

The aim of this strategy is to enable the Authority to deliver a timely and proportionate response to incidents within the parameters of our existing and projected financial arrangements, by allocating BFRS assets and resources in relation to anticipated risk and demand.

8. The Challenge

The Authority's Public Safety Plan describes the internal and external factors that will influence our risk and demand challenges into the future.

The Corporate Plan shows how we will meet the challenges we face and our commitment to delivering consistent improvement and taking a fresh look at how we deliver our services in line with those identified risks and demand.

The Medium Term Financial Plan and Efficiency Plan identify the financial resources required, projected into the future based on the delivery of specific aims and objectives as set out in the Public Safety Plan and Corporate Plan.

Together these plans establish a responsibility to deliver strategies, which meet these challenges and help us to achieve our aim and vision.

9. Our Values

We will work with all groups to target and reduce risk and will pro-actively seek opportunities to collaborate with our partners.

We will treat everyone fairly and with respect, challenging any prejudice or discrimination and respecting people's right to privacy and protecting any personal information we hold.

We place value on diversity within our Service and the communities we serve.

We will create opportunities to develop and learn, encourage innovation and creativity, work honestly to develop trust and will strive for excellence in all that we do.

We will accept responsibility and accountability for our performance and actions, being answerable to those we serve.



10. Our Principles

The Authority will aim to:

Ensure that all employees are aware of the vision, values and behaviours expected within the workplace

Improve the Authority's performance through building the skills of a diverse workforce that reflect the community

Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role

11. Our Priorities

Our priorities are always to prevent incidents that cause harm from happening and to render humanitarian services. We will do all we can to protect homes, public buildings and businesses from the effects of fire.

Our duty is also to ensure that wherever required, we provide a timely and proportionate emergency response to incidents, ensuring we are there to save life, mitigate damage and help safeguard our environment.

To achieve these priorities, we will identify and assess the full range of foreseeable risks within our area, from across a spectrum of local and national influences, and give our employees the tools they need to succeed in ensuring these risks are assessed and managed in the most effective, efficient and safest way.

We will align and integrate our Prevention, Protection and Response strategies, ensuring they complement each other towards achieving our vision.

12. Measuring Success

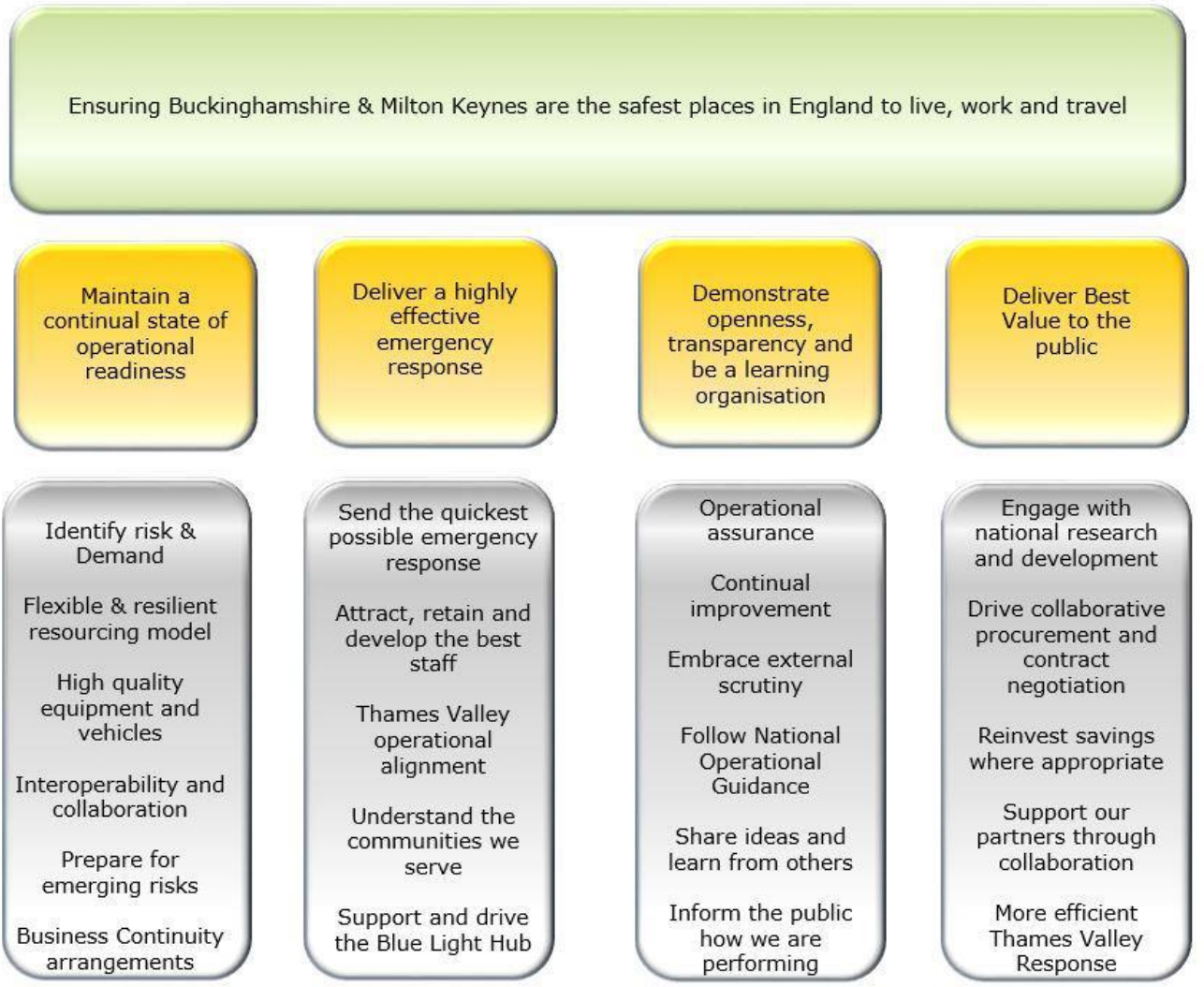
The performance of our Response Strategy's aims will be continually measured on the following criteria:

- How effective we are at responding to fires and other emergencies
- How well we understand our current and future demand and risk
- How well we use our resources to manage risk
- How effective we are at responding to national risks
- How well we secure an affordable way of managing the risk of fire and other risks now and in the future



13. Response Strategy framework

Our commitment to responding to emergencies focuses on four key pillars:



14. We will maintain a continual state of operational readiness

The Challenge

Over the past decade there has been a dramatic reduction in the number of fire related incidents and consequent deaths and injuries across the Country. This reduction is reflected across Buckinghamshire and Milton Keynes, but against a local backdrop of extensive housing and infrastructure growth, with particular focus on expansion across Aylesbury, Milton Keynes, Princes Risborough, Haddenham and Winslow. This is coupled with infrastructure projects like the HS2 and East/West Railway and road networks, all of which lead to an increase in population of those who live, work and travel within our area.

Other influences such as an increasing ageing population, a changing environment, and a number of houses in multiple occupation and pockets of



social deprivation amongst an abundance of new housing stock will effectively redesign our risk and demand profile over time, creating a challenge to maintain a timely and proportionate response within the parameters of our Medium Term Financial Plan.

Our Public Safety Plan describes a risk profile that indicates a potential for severe building fires, road traffic collisions on our rural roads and busy motorways and an increase in the number of low frequency, high impact events such as wide area flooding.

Therefore, we need to secure the right people with the right skills and resources to respond to our changing daily risk and demand profile, whilst ensuring we are resilient to the higher demand incidents which we occasionally face.

What we will do

Our aim is to make the best use of our resources. We will:

- Identify and assess the full range of fire and rescue related risks in our area taking a collaborative approach wherever appropriate
- Align the design and shape of the Service with current and future demand at a local, regional and national level
- Collaborate with other fire and rescue services and other partners to deliver intraoperability and interoperability in line with the Joint Emergency Services Interoperability Principles.
- In partnership with other agencies, ensure we are able to provide a multi-agency response to the threat of terrorism within our area.
- Provide and maintain excellent operational equipment and vehicles and deliver high quality training, validation and assessment to our employees.
- Enable our staff to maintain the required levels of fitness to carry out their role
- Establish and embed a resourcing model which delivers a flexible and resilient response to the wide range of incidents we attend
- Ensure we are resilient through sound business continuity and multi-agency planning
- Engage and prepare the Service for HS2 and other emerging risks

15. We will deliver a highly effective emergency response

The Challenge

It is imperative that when we are called upon in an emergency, we deliver an excellent service to the public. An effective emergency response is of the utmost importance to us all. The challenge is to deliver a timely and proportionate response to incidents amidst the landscape of reduced budgetary provision and our evolving risk and demand profiles.



Increasing demands on other public services, such as our partners in Policing and Health has led to collaboration opportunities in the field of medical response, and searches for high-risk missing persons, where we can assist in saving lives in a different way. Where this is achieved, it must be done without any negative impacts on our core functions as a fire and rescue service.

Following our move to Thames Valley Fire Control Service (TVFCS) in 2015, we now work closer than ever with our Thames Valley colleagues in Oxfordshire and Royal Berkshire fire & rescue services. This move has opened up the challenge to better align our services across the Thames Valley, to share resources when planning and modelling for incidents, and when responding to and evaluating the incidents we attend.

What we will do

Our aim is to deliver a first class emergency response. We will:

- Ensure the public are receiving the quickest possible emergency response appropriate to the type of incident to aid recovery for individuals and communities affected by emergencies
- Work with our partners in TVFCS to secure the best possible call handling and pre-determined mobilising arrangements in place to effectively deal with incidents
- Ensure our crews understand the needs of their communities, including changing demographics and risks associated with the incidents they may attend
- Work with partners to keep communities informed of ongoing incidents and advise on action to be taken
- Achieve operational alignment with Oxfordshire and Royal Berkshire Fire & Rescue Services and a single Thames Valley Mobilising Policy with TVFCS
- Mitigate road risks by returning unnecessary resources at the earliest opportunity once incidents are dealt with on scene
- Continue to support the medical response partnership with South Central Ambulance Service where appropriate
- Support and drive the Milton Keynes transformation project to provide a state of the art Blue Light Hub in West Milton Keynes, enhancing intraoperability with our blue light partners.

16. We will demonstrate openness, transparency and be a learning organisation

The Challenge

As a public service, it is important that we demonstrate an open and transparent approach to conducting our activities. With the recent reintroduction of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS),



there will clearly be a revitalised focus on how we demonstrate our effectiveness and efficiency to the public. A focus on continual improvement, with an honest and open approach not only makes individual organisations more resilient, but by sharing learning services can also learn from each other. The challenge is to make this information accessible to all the public we serve in a way that is easily understood.

What we will do

Our aim is to be an “Outstanding” fire and rescue service. We will:

- Utilise an operational assurance model and improvement plan, providing a sound mechanism and focus for continual operational improvement.
- Attract and retain the best staff and provide opportunities for robust development and training
- Develop performance metrics to measure our effectiveness and use them to influence decisions and drive continual improvement
- Publish our performance outcomes with a commentary which is easy to understand, using a benchmark against other similar fire and rescue services.
- Keep up to date with national best practice through our policies, procedures, guidance and information
- Share our own learning at a local, regional and national level through collaborative working and National Operational Learning
- Continue to review this strategy to continually meet our anticipated risk and demand.

17. We will deliver Best Value to the public

The Challenge

Reduced budgetary provision amid a landscape of rising running costs continues to influence the way in which we provide our services to the public. The challenge is to continue to deliver a first class emergency service within the parameters of our Medium Term Financial Plan and Efficiency Plan by prioritising our activities to drive down cost and gain the most benefit from our resources as risk and demand profiles change.

What we will do

Our aim is to deliver a highly efficient, effective and resilient fire and rescue service. We will:

- Drive collaborative procurement and contract negotiation to deliver best value and better use of operational resources
- Share our good practice and be open to learn from others



- Where appropriate, reinvest savings in new technologies which assist fire and rescue services and partners in improving key service delivery activities
- Engage with national research and development programmes, including those overseen by the National Fire Chiefs Council.
- Utilise a new national procurement framework to equip firefighters with the next generation of firefighting and rescue protective clothing, whilst delivering best value to the public through enhanced economies of scale and joint tendering processes.
- Develop our equipment, procedures, guidance and tactics in response to the changing operational environment
- Replace our old fire appliances with a new collaborative fire appliance with a specification and inventory for the Thames Valley Fire & Rescue Services' at a significantly reduced cost to the taxpayer than if purchasing alone.
- Create efficiencies at our County border deployments by aligning operations within the Thames Valley partners. This will lead to fewer appliance and officer mobilisations whilst maintaining the quickest possible appropriate response.
- Support our partners to deliver some of their key functions more efficiently, for example when assisting the Police in the search for high risk missing persons, or assisting South Central Ambulance Service when responding to medical emergencies.

18. Consultation/publication/communication

Development of this strategy is supported by engagement with:

Joint Consultation Forum

Leadership Group

All BFRS Employees

Our partners and key stakeholders through the Thames Valley Local Resilience Forum.

Following approval at the Combined Fire Authority, the strategy is published on the BFRS Document Management System with an externally facing version published on the Bucks Fire website.

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Are there any possible impacts which need further investigation? To complete the table tick ✓ the likely impact.



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Sexual Orientation	✓					✓
Gender Reassignment			✓			✓
Pregnancy / Maternity			✓			✓
Marriage/Civil Partnership			✓			✓
Disability	✓					✓
Place						
Strengthen Community Cohesion	✓					✓
Tackling Poverty / Promoting Social Inclusion			✓			✓
Privacy	✓					✓
Health	✓			✓		
Environment	✓			✓		

If you have a tick in any negative box, you need to consider why and include this in your risk assessment.



B) Privacy impact assessment screening questions

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Privacy Screening Questions		
Question	Yes/ No?	Comment
Will the project involve the collection of new information about individuals?	No	
Will the project compel individuals to provide information about themselves that they have not had to previously?	No	
Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	No	
Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	No	
Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	No	
Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?	No	
Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.	No	
Will the project require you to contact individuals in ways which they may find intrusive?	No	



People Screening Questions		
Question:	Yes/No:	Comment
<p>Will the project you are undertaking affect any of the following factors explicitly?</p> <ul style="list-style-type: none"> - Race - Disability - Gender - Religion/Belief - Sexuality - Age - Gender Reassignment - Pregnancy / Maternity - Marriage / Civil Partnerships 	No	
<p>Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?</p>	No	
<p>Does the progression of your project affect the status of any person/s within the organisation or externally?</p>	No	
<p>Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?</p>	No	
<p>Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally.</p>	No	
<p>Is there any aspect of a person/s status that will negatively impact your project?</p>	No	
<p>Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?</p>	No	
<p>If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?</p>	No	



RESPONSE STRATEGY CONSULTATION

Internal feedback summary

A brief summary of the consultation so far and next steps, with a feedback table noting responses to comments

Tuffley, Simon
stuffley@bucksfire.gov.uk

Background

- Preparations for the Authority's Response Strategy began in January 2018, with initial ideas circulated to Service Delivery managers for comment throughout February and March. Proposals focused on how best to integrate our Response, Protection and Prevention strategies and how they will best link to tangible performance measures over the next 3-5 years.
- It was decided that there is a need for three separate strategies to cover each element of Service Delivery, but the strategies should be aligned and integrated in a way that ensures they complement each other. The strategies must have synergy with the People Strategy and success criteria and performance measures should link to Viper to enable effective monitoring and improvement.
- The National Framework for fire & rescue services was published in May 2018 which was a further opportunity to enhance the proposal to ensure the Authority delivers to refreshed Government expectations.
- The Response, Prevention and Protection strategies are being developed and refined concurrently and will be presented to the Authority together.
- Version 0.5 of the Response Strategy has completed a phase of internal consultation ahead of further engagement with external stakeholders, further refinement and presentation to the Authority in October 2018

Consultation to date

- The internal consultation on version 0.5 took place between June 13th and July 30th
- Initially the document was sent to employee representatives and the Leadership Group for comment between June 13th and July 4th.
- The draft was presented to the Joint Consultation Forum on June 29th
- Wider consultation to all employees took place between 30th June and July 30th

Next steps

- Version 0.6 will consider all the feedback received within the feedback table below.
- The Response, Prevention and Protection strategies will be released for consultation to our partners through the Local Resilience Forum throughout late August and early September.
- The strategy will be ready for lead Member engagement throughout September and into October.
- A draft version will be submitted to the Business Transformation Board in early September, with the final draft submitted to Strategic Management Board in late September.
- The final version will be presented to the Fire Authority in October
- Once the strategy is finalised and approved work will commence to develop a "front end" strategy which is public facing via the Service website.

Feedback table

Section	Consultation feedback	Response to comment
Legislative background	Add Policing and Crime Act - Duty to collaborate	Noted. Will add reference to this section
Our aim is to be an outstanding FRS	Consider adding “we will attract and retain the best staff and develop and train staff”	Noted. These appear within the People Strategy, but there is an opportunity to reference this here too. Added to objective.
Our aim is to deliver a first class emergency response	Consider adding a section on understanding changing demographics and risk changes, and how these will be monitored to address emerging/changing risks	Noted. Added to the objective
Maintain a continual state of operational readiness	are we going to link in the response and resilience model to the strategy at all?	Noted. The objective is now enhanced to read- We will establish and embed a resourcing model which ensures a flexible and resilient response to the wide range of incidents we attend
General	Is this strategy aimed at an internal audience only or will it be published on the website?	Both. There will be a public facing element of this strategy and it will influence the direction of Service Delivery over the next 3-5 years
Principles	respecting people’s right to privacy and protecting any personal information we hold.	Noted. Added to the principles section
Measuring success	Change to “The performance of our response strategy’s aims will be continually measured on the following criteria:”	Noted. Amended section
Legislative background	Add 2004 to FRS act	Noted. Amended section
We will maintain a continual state of operational readiness- The Challenge	Add some commentary around the reductions in incidents in Bucks.	Noted. This is now reflected in the narrative.
What we will do Our aim is to make the best use of our resources.	Remove intraoperability	Noted, however this is specifically referenced in the National Framework for fire & rescue services, so needs to be within our strategy. Intraoperability and interoperability will remain within the strategy as the national framework recognises them as different things..
What we will do Our aim is to make the best use of our resources	Consider reword- In partnership with other agencies, we will ensure we are able to provide a proportionate response to the threat of terrorism within our area .	Noted. Amended objective. Although suggest amend proportionate to multi-agency

What we will do Our aim is to make the best use of our resources	We will provide the best operational equipment and vehicles and the best training , validation and assessment to our employees- Subjective	Noted- Amend section to be less subjective.
We will deliver a highly effective emergency response The Challenge	This reads as a lift from another document and some of the tense is no longer in the first person.	Noted. Amended narrative
We will deliver a highly effective emergency response The Challenge	Amend TVFC- Remove centre	Noted. Removed
We will demonstrate openness, transparency and be a learning organisation The Challenge	And efficiency	Noted. Added
We will deliver Best Value to the public The Challenge	I agree, however suggest a different form of words from “a key driver”	Noted. Section amended
Our Principles	Is this an opportunity to align the Service policy statements and information on the I:Drive? Statement of principles The Authority will aim to; <ul style="list-style-type: none"> • Ensure that all employees are aware of the vision, values and behaviours expected within the workplace • Improve the Authority’s performance through building the skills of a diverse workforce that reflect the community • Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role 	Noted. Previous wording is taken from Authorities Values. Section on values amended and added a section on the Authority’s Principles.
Our Priorities	need to succeed in ensuring these risks <i>are assessed and managed</i> in the most effective, efficient and safest way.	Noted section amended.
Framework	Add in England to vision	Noted. Amended framework

Framework	Reinvigorate the On Call: Resilience and BC: Send the quickest emergency response: Consider slight re wording of the above	
What we will do Our aim is to make the best use of our resources.	We will establish a resourcing model which is fit for the future- Add flexible to meet risk and demand	Noted. Added to objective
What we will do Our aim is to make the best use of our resources.	We will provide the best operational equipment and vehicles and the best training, validation and assessment to our employees- use quality and effective?	Noted. Amended objective to be less subjective
We will deliver a highly effective emergency response The Challenge	our Thames Valley colleagues in Oxfordshire and Royal Berkshire .- Add FRS	Noted. Added.
What we will do Our aim is to deliver a highly efficient, effective and resilient fire and rescue service	We will replace our old fire engines – change to appliances	Noted. Amended.
General	Which other strategies align to this one and are they being reviewed?	Yes. The Prevention and Protection strategies are being reviewed concurrently. The People Strategy is also being reviewed.
What we will do Our aim is to make the best use of our resources.	“We will make” is more positive. Remove we will from bullet points, add to the top	Noted. Amended.
We will maintain a continual state of operational readiness The Challenge	So we need to ensure we have the right people with the right skills and resources. Add right skills, pay and right place	Noted. Amended narrative although did not add reference to pay
General	Change to TVFC throughout	Noted. Amended to TVFCS
General	Lots of ensures throughout document	Noted. Rebalanced wording. Reduced reference to “ensure” from 15 to 9 references
We will demonstrate openness, transparency and be a learning organisation	Change people to public	Noted. Amended

<p>We will deliver Best Value to the public The Challenge</p>	<p>Change has been to is</p>	<p>Noted. Amended narrative.</p>
<p>What we will do Our aim is to deliver a highly efficient, effective and resilient fire and rescue service</p>	<p>☐ We will develop our tactics in response to the changing operational environment. What does this mean?</p>	<p>Noted. Clarified by amending to- Develop our equipment, procedures, guidance and tactics in response to the changing operational environment</p>
<p>General</p>	<p>For consideration, I feel that the strategy might also benefit from reference to the following essential areas of work;</p> <ul style="list-style-type: none"> • Scoping risks locally, regionally and nationally through a collaborative approach • Alignment of response policies, procedures and guidance to satisfy national best practice • Efficient response to promote effective recovery for individuals and communities affected by emergencies • Communications – warn and inform; working with partners to keep communities informed of ongoing incidents and precautions to be taken • Resilience – working with other agencies and other Fire & Rescue services, to provide a resilient service provision • Continual learning and development through engagement with National Operational Learning 	<p>Noted. These have been considered and added to the strategy if not covered already.</p>



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Mark Hemming, Director of Finance and Assets
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Efficiency Plan Progress Report
EXECUTIVE SUMMARY	<p>The purpose of this paper is to update Members on the progress of the Efficiency Plan.</p> <p>The Efficiency Plan was approved by the Executive Committee at its meeting on 21 September 2016 and was a pre-requisite for the Service to accept the guaranteed four-year settlement.</p> <p>The Plan contained total savings required of £4.5m between 2015-16 to 2019-20. It is forecast that by the end of this period the Authority would have achieved savings totalling £5m.</p> <p>However, the Service has also been subject to increased costs. Annex A details the savings and costs, noting the increased funding available, as well as the planned use of reserves in order to set a balanced budget.</p> <p>Although the Service has made significant savings to date, there are limited further savings that can be made without affecting service quality, especially frontline appliance availability. We will continue to lobby for the Council Tax referendum limits to be increased, and to be expressed in monetary terms so as not to disadvantage authorities that have shown significant financial restraint in previous years.</p>
ACTION	Noting.
RECOMMENDATIONS	That the progress against the Efficiency Plan be noted.
RISK MANAGEMENT	No direct impact.
FINANCIAL IMPLICATIONS	All financial implications are shown in the main body of the report.
LEGAL IMPLICATIONS	No direct impact.
CONSISTENCY WITH THE PRINCIPLES OF	No direct impact.

THE DUTY TO COLLABORATE	
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	No direct impact.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>Four Year Settlement and Efficiency Plan, Executive Committee, 21 September 2016: https://bucksfire.gov.uk/files/3414/7333/8081/ITEM_6_BMKFA_Efficiency_Plan_Appendix.pdf</p>
APPENDICES	Annex A - Efficiency Plan Progress Report Appendix 1 - Additional Tables
TIME REQUIRED	15 minutes
REPORT ORIGINATOR AND CONTACT	Mark Hemming mhemming@bucksfire.gov.uk 01296 744687

Annex A – Efficiency Plan Progress Report

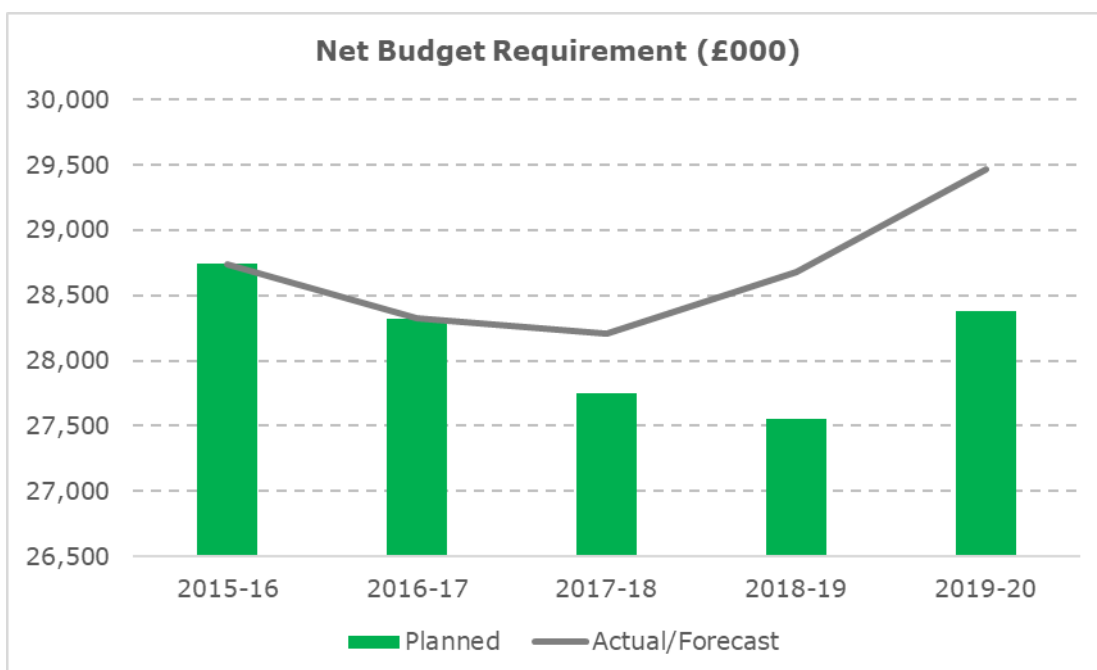
1. Introduction

- 1.1. The Efficiency Plan was approved by the Executive Committee in September 2016. A robust and transparent efficient plan was required in order to accept the Government’s offer of a firm four-year funding allocation through to the end of 2019-20.
- 1.2. This report sets out progress against the Plan to date, as well as projecting forward to the final year of the Plan.

2. Net Budget Requirement

- 2.1. The Net Budget Requirement is the total expenditure of the Authority, less any income (excluding funding).
- 2.2. The table and chart below show the Net Budget Requirement for each year in the Plan, compared to the actual budget approved by the Authority each year (and the current forecast for 2019-20):

	Net Budget Requirement (£000)				
	2015-16	2016-17	2017-18	2018-19	2019-20
Planned	28,740	28,323	27,750	27,552	28,381
Actual/Forecast	28,740	28,323	28,210	28,675	29,465
Higher/(Lower)	0	0	460	1,123	1,084



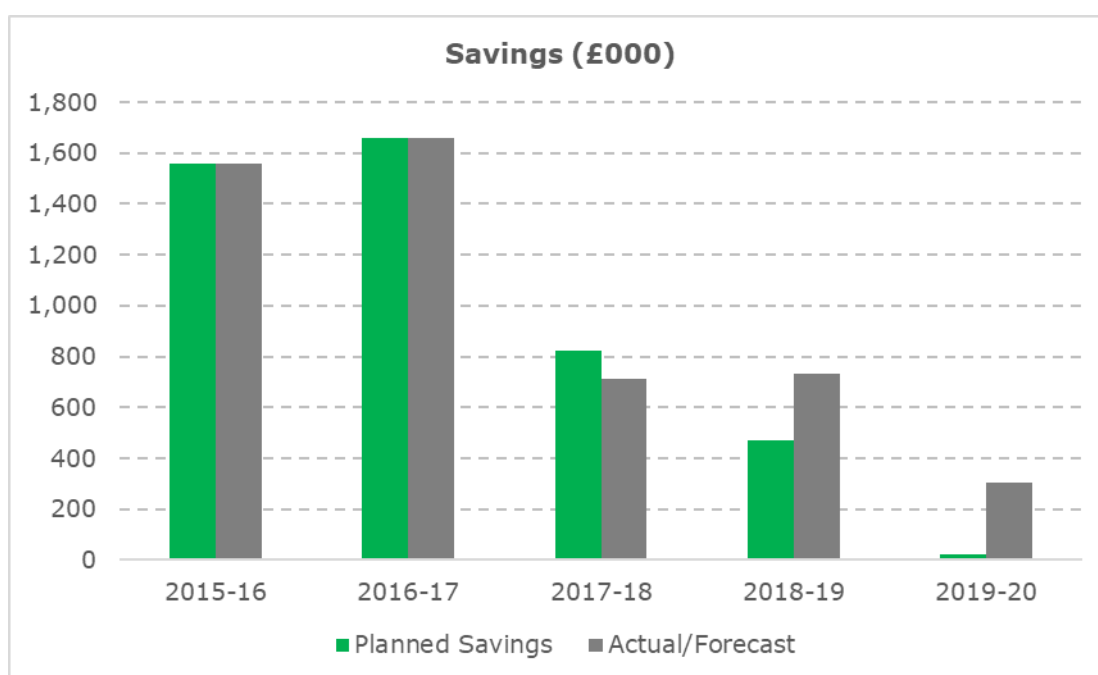
- 2.3. In the table above it should be noted that the budget for 2018-19 is £183k higher than that approved by the Fire Authority in February 2018. This is due to the proposed pay award being 2% rather than 1% for the year.
- 2.4. The movement in the Net Budget Requirement can be explained by higher expenditure than planned, as well as variances against planned income. The table below shows the split of these variances for each year:

Net Budget Requirement Movement (£000)					
	2015-16	2016-17	2017-18	2018-19	2019-20
Expenditure	0	0	410	1,198	1,159
Income	0	0	50	-75	-75
Net Movement	0	0	460	1,123	1,084

2.5. The variation in Expenditure is explained in Section 4 of this report, and the variation in income is explained in Section 5.

3. Savings

3.1. The Efficiency Plan required total savings of £4.5m between 2015-16 and 2019-20. We are currently forecasting that by the end of 2019-20 total savings made will total £5m. The chart below shows savings in the Plan, compared to actual savings for each year (and forecast savings for 2019/20):



3.2. Although planned savings have been achieved there have also been additional costs experienced, which weren't in the original Plan. The table below shows the savings as per the chart above, plus additional growth, which reconciles to the Expenditure variations shown in Section 2.4:

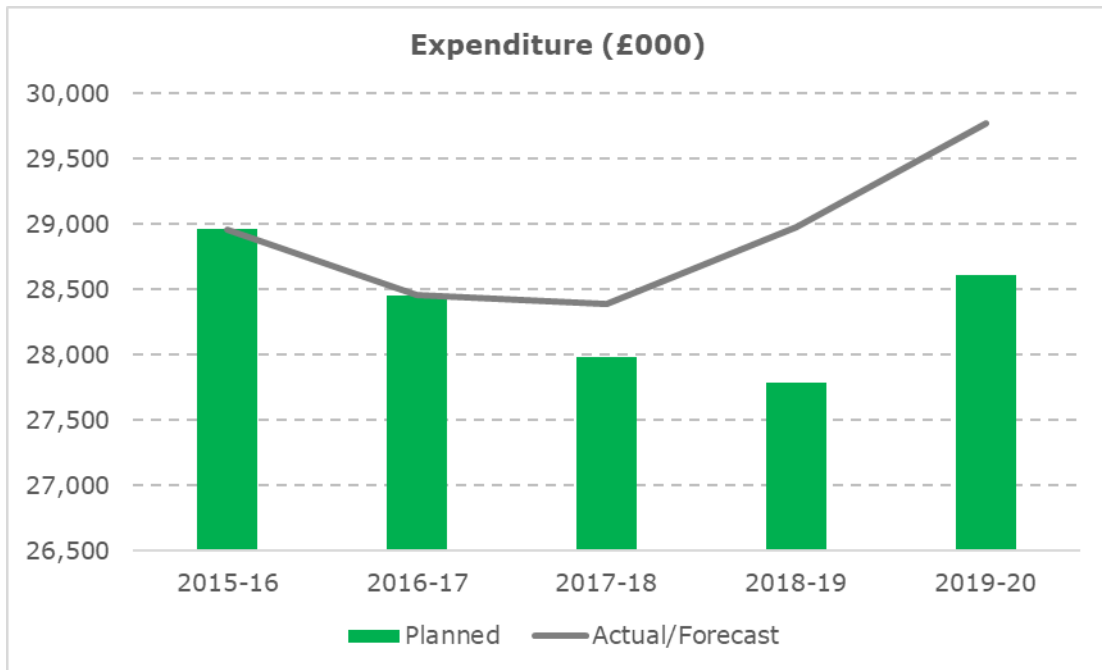
Savings and Growth (£000)					
	2015-16	2016-17	2017-18	2018-19	2019-20
Planned Savings	1,557	1,658	822	469	20
Actual/Forecast	1,557	1,658	710	732	306
Higher/(Lower)	0	0	-112	263	286
Growth	0	0	298	1,051	247
Net Growth	0	0	410	788	-39
Cumulative Growth	0	0	410	1,198	1,159

3.3. A breakdown of the variation in savings and unplanned growth by category can be seen in Appendix 1.

4. Expenditure

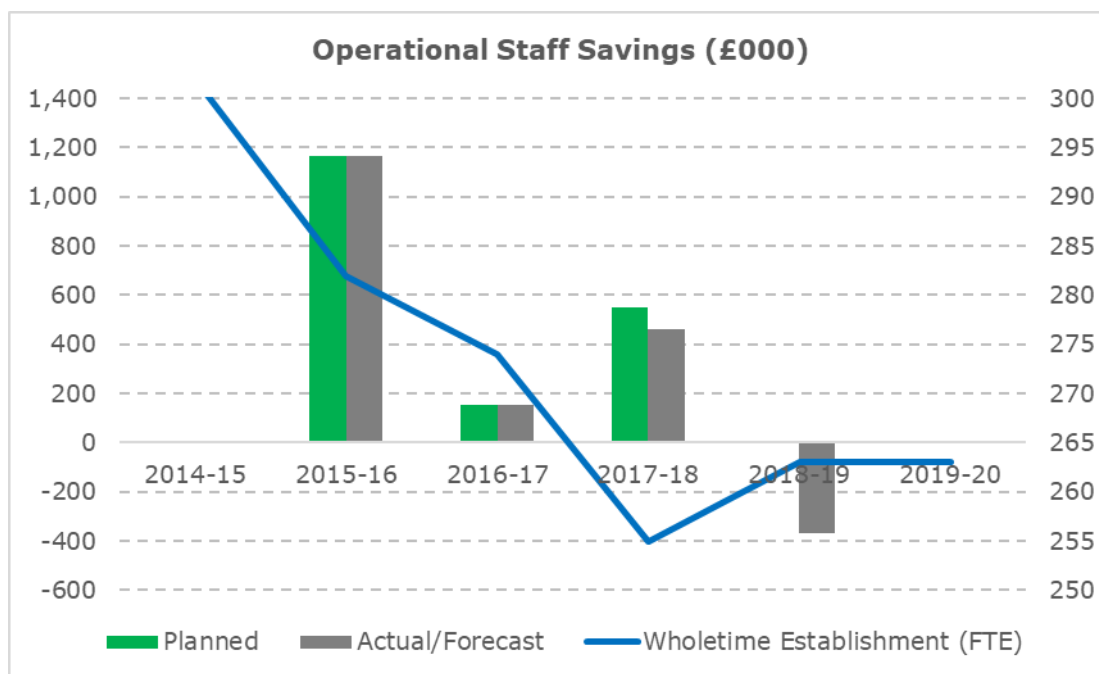
4.1. The table and chart below show the Expenditure for each year in the Plan, compared to the expenditure budget approved by the Authority each year (and the current forecast for 2019/20):

	Expenditure (£000)				
	2015-16	2016-17	2017-18	2018-19	2019-20
Planned	28,957	28,455	27,980	27,782	28,611
Actual/Forecast	28,957	28,455	28,390	28,980	29,770
Higher/(Lower)	0	0	410	1,198	1,159



4.2. As noted in Section 3, the variation in expenditure can be explained by variations in savings, added to unplanned growth. As noted earlier, the variation in savings and growth by category can be seen in Appendix 1. This section explains the most significant variances.

4.3. The largest net increase in expenditure is in Operational Staffing. The Authority has reduced the size of the Operational Staff considerably since the end of 2014-15, when there were a total of 302 wholetime staff budgeted for. This number went down as low as 255 in 2017-18, but was increased slightly to 263 in 2018-19 to improve resilience. Throughout this period, the Authority has still maintained the same number of pumps available and efficiencies have been achieved through innovative resourcing models, such as the use of bank staff and flexible firefighters. The chart on the following page shows the savings made against the Plan, as well as noting the number of wholetime operational staff within the budget:

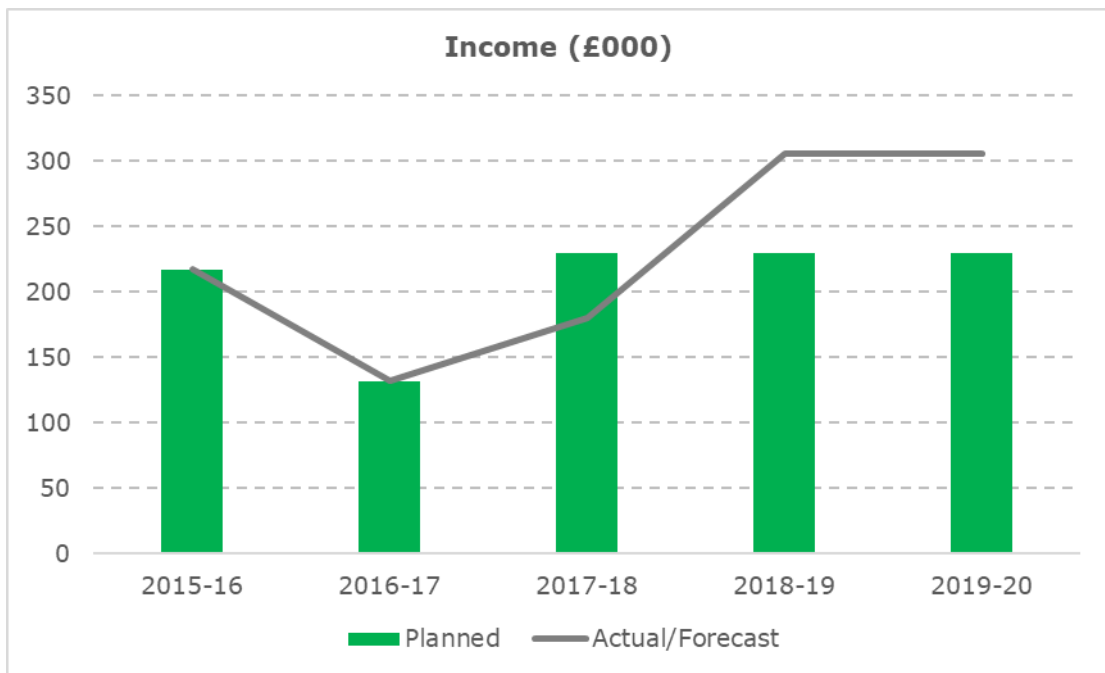


- 4.4. Another significant variation is in relation pay awards. The Efficiency Plan was based on an assumption of a 1% increase per annum, which was in line with the public sector pay cap at the time. However, the proposed pay award for 2018-19 is 2%, and it seems likely this will also be the case for 2019-20. This is forecast to cost the service an additional £366k per annum by 2019-20 (the remainder of the variance noted in Appendix 1 is due to job re-evaluations).
- 4.5. Property costs are showing a net variation of £177k compared to the Plan. This is due to delays in completion of the Blue Light Hub in Milton Keynes. These savings are now forecast to be realised in 2020-21.
- 4.6. A number of items make up the additional costs within Other Running Costs. Some of the significant items include an increase in Business Rates, as well as additional investment in Personal Protective Equipment (PPE), Staff Development and procuring external operational assurance services to quality assure our operational performance.

5. Income

- 5.1. As noted in Section 2, the variation in forecast income has had an impact on the Net Budget Requirement (although this is relatively small compared to the movement in Expenditure).
- 5.2. The table and chart below shows income in the Plan, compared to budgeted income for each year (and forecast income for 2019/20):

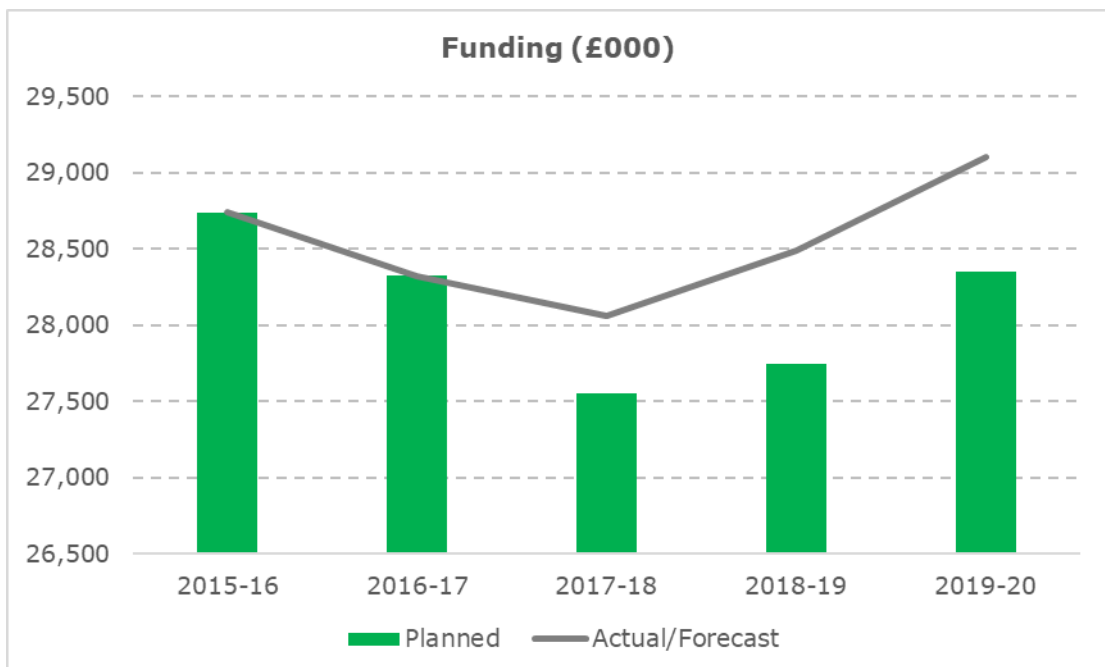
	Income (£000)				
	2015-16	2016-17	2017-18	2018-19	2019-20
Planned	217	132	230	230	230
Actual/Forecast	217	132	180	305	305
More/(Less)	0	0	-50	75	75



5.3. Budgeted income was lower than planned in 2017-18 as the increased income target for Treasury Management was delayed until 2018-19 due to market conditions at the time. Additional income is seen in 2018-19 and 2019-20 due to successful renegotiation of lease agreements for telecommunications equipment on a number of drill towers across the county.

6. Funding and Reserves

6.1. Although the four-year settlement guaranteed the level of Revenue Support Grant through to 2019-20, there have been variations in other sources of funding during this period. The chart below shows funding in the Plan, compared to budgeted and forecast funding for each year:



6.2. For reference, the table below shows the variances as per the chart above, plus the forecast additional use of reserves required in order to set a balanced budget:

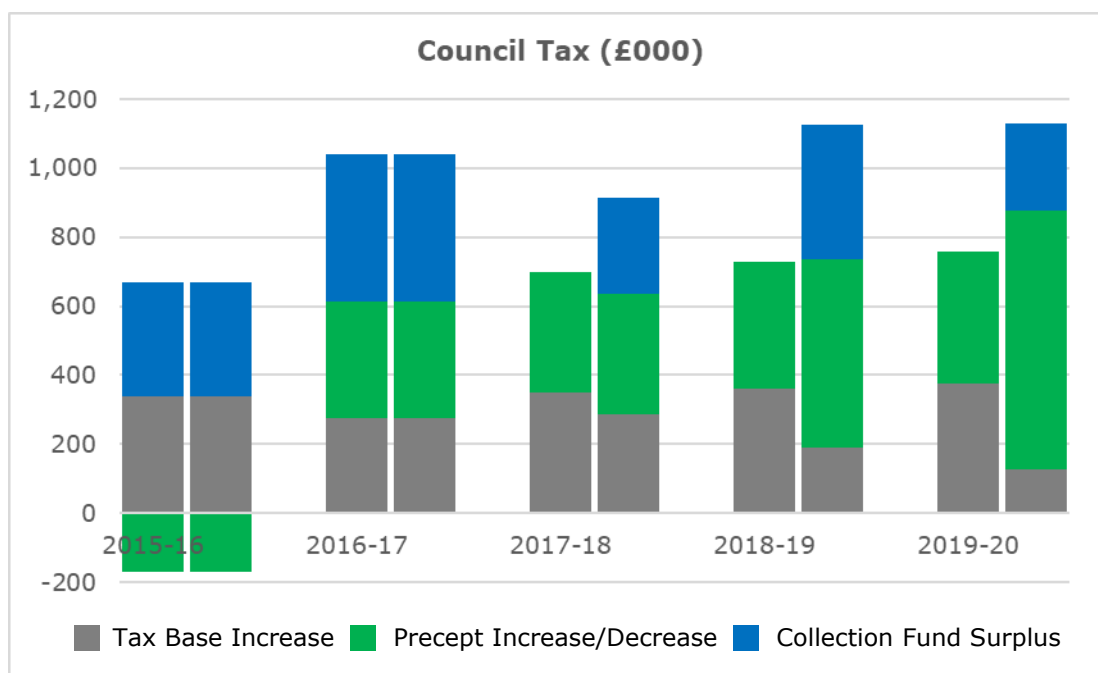
	Funding (£000)				
	2015-16	2016-17	2017-18	2018-19	2019-20
Planned	28,740	28,323	27,556	27,746	28,350
Actual/Forecast	28,740	28,323	28,060	28,492	29,099
Higher/(Lower)	0	0	504	746	749
Use of Reserves	0	0	150	183	366
Balancing Figure *	0	0	-194	194	-31
Net Movement	0	0	460	1,123	1,084

* This figure is required to reconcile the net movement as the original Efficiency Plan didn't balance exactly to zero

6.3. The variation in funding is due to two sources, Council Tax and Business Rates. The following table shows the split in the variation between these:

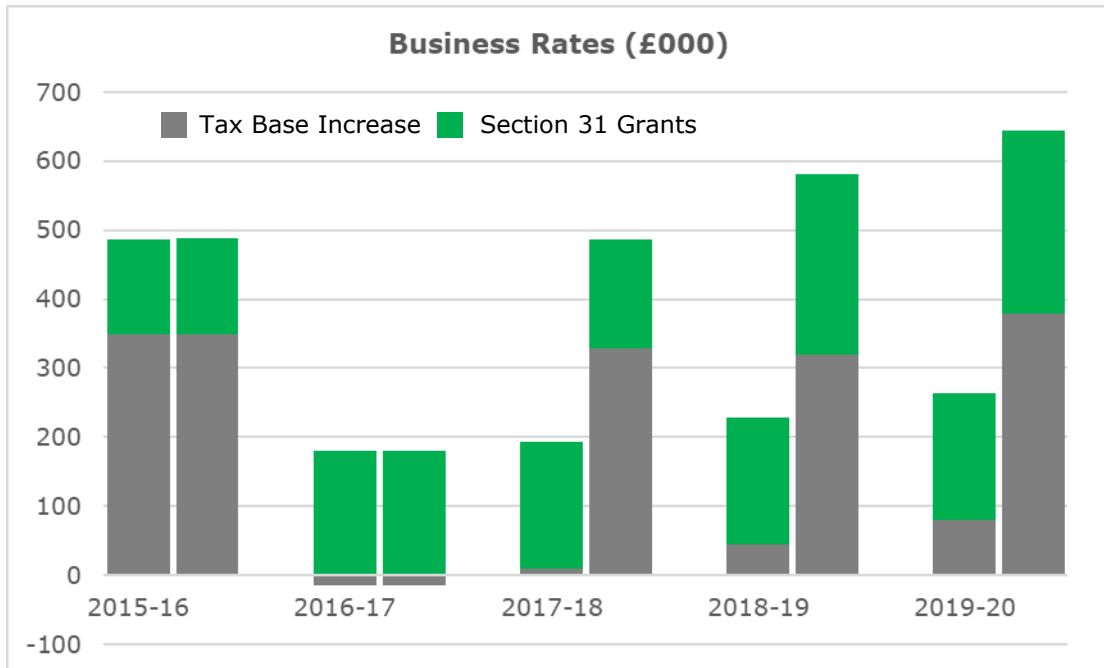
	Funding (£000)				
	2015-16	2016-17	2017-18	2018-19	2019-20
Council Tax	0	0	214	395	370
Business Rates	0	0	290	351	379
Higher/(Lower)	0	0	504	746	749

6.4. The chart below further breaks down the variation in Council Tax between its principal elements. For each of the years shown below there are two columns. The left-hand column shows the amounts within the Efficiency Plan and the right-hand column shows the actual amounts received (or forecast amounts for 2019-20 only):



- 6.5. As can be seen on the previous page, the primary reason for the increase is the Collection Fund surplus. At the time the plan was set a prudent view was taken and no surpluses beyond 2016-17 were forecast. Lower than predicted growth in the base meant that (excluding the surplus) Council Tax receipts were lower than forecast in 2017-18. The increase in the referendum limit from 2% to 3% for 2018-19 helped mitigate this, and will help to provide slightly more funding than forecast in 2019-20.
- 6.6. The Authority continues to lobby for the referendum limit to be increased in order to mitigate forecast deficits in future years and increase investment in key areas of the service. We continue to highlight that despite a longer-term decrease in demand, fire and rescue authorities need to be resourced for risk. There are also a number of pressures facing the service, including the recruitment and retention of on-call firefighters, the cost of training new apprentices, declining central government grant funding and the likelihood of pay awards being higher than the 1% included within the Efficiency Plan.
- 6.7. A number of other categories of authority currently have significant additional flexibility not available to fire and rescue authorities. Most notably, Police and Crime Commissioners were able to increase their precept by up to £12 in 2018-19 and will have the same flexibility available to them for 2019-20.
- 6.8. This Authority has the lowest Band D equivalent Council Tax of all non-metropolitan combined fire and rescue authorities. Continuing to express the referendum limit in percentage terms disproportionately penalises those authorities that have shown significant restraint in increasing Council Tax in prior years. As well as lobbying for the referendum limit to be increased, the Authority will continue to assert that limits should be expressed in monetary terms, not percentage terms.

6.9. The chart below breaks down the variation in Business Rates between its principal elements. For each of the years shown below there are two columns. The left-hand column shows the amounts within the Efficiency Plan and the right-hand column shows the actual amounts received (or forecast amounts for 2019-20 only):



6.10. Having experienced a contraction in the business rates base in 2016-17, the Authority took a prudent view and forecast low growth for future years. However, growth in business rates has picked up, resulting in additional funding not forecast in the original Plan.

6.11. The Authority forecast that it wouldn't use general reserves to balance its budget during the life of the efficiency plan. The approved budgeted use of reserves shown in Section 6.2 for 2017-18 wasn't required, as the associated expenditure did not materialise.

6.12. The Authority anticipates it will need to use reserves to fund pay awards above 1% in 2018-19 and 2019-20.

Appendix 1 – Additional Tables**Table 1.1: Net Increase/(Decrease) in Expenditure by Category [Cumulative] (£000)**

	2015-16	2016-17	2017-18	2018-19	2019-20
Pay Award	0	0	14	197	380
Inflation	0	0	37	-51	-137
Operational Staffing	0	0	90	457	457
Non-Operational Staffing	0	0	183	31	31
Employer Pension Contributions	0	0	-47	-47	-47
Revenue Contribution to Capital	0	0	0	150	0
Contingency Budget	0	0	0	0	0
Debt Servicing Costs	0	0	0	0	0
Property Costs	0	0	0	177	177
Other Running Costs	0	0	133	284	298
Total	0	0	410	1,198	1,159

Table 1.2: (Additional)/Less Savings than in the Plan by Category (£000)

	2015-16	2016-17	2017-18	2018-19	2019-20
Pay Award	0	0	0	0	0
Inflation	0	0	0	-88	-86
Operational Staffing	0	0	90	0	0
Non-Operational Staffing	0	0	120	-152	0
Employer Pension Contributions	0	0	-47	0	0
Revenue Contribution to Capital	0	0	0	0	-150
Contingency Budget	0	0	0	0	0
Debt Servicing Costs	0	0	0	0	0
Property Costs	0	0	0	177	0
Other Running Costs	0	0	-51	-200	-50
Total	0	0	112	-263	-286

Table 1.3: Unplanned Growth by Category (£000)

	2015-16	2016-17	2017-18	2018-19	2019-20
Pay Award	0	0	14	183	183
Inflation	0	0	37	0	0
Operational Staffing	0	0	0	367	0
Non-Operational Staffing	0	0	63	0	0
Employer Pension Contributions	0	0	0	0	0
Revenue Contribution to Capital	0	0	0	150	0
Contingency Budget	0	0	0	0	0
Debt Servicing Costs	0	0	0	0	0
Property Costs	0	0	0	0	0
Other Running Costs	0	0	184	351	64
Total	0	0	298	1,051	247

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Mark Hemming, Director of Finance and Assets
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	The 2019-20 Local Government Finance Settlement: Technical Consultation Paper (the Consultation)
EXECUTIVE SUMMARY	<p>The Consultation was published on 24 July 2018, with a deadline for responses of 18 September 2018. In accordance with the Scheme of Delegation to Officers, the response was discussed with the Chairman and Lead Member before submission. This paper details the content of the submission for the attention of the Authority.</p> <p>The Consultation sought views on two key elements of the local government finance settlement:</p> <ul style="list-style-type: none"> i. Maintaining the certainty of the four-year settlement offer (Question 1) ii. Council tax referendum principles (Question 2) <p>The Consultation also sought views on a number of other areas not directly relevant to the Authority, so a response of 'no comment' was submitted in relation to those questions.</p> <p>The response to Question 1 was that the Authority is in favour of maintaining the certainty provided by the four-year offer. Our existing Medium Term Financial Plan is based on these known amounts and the certainty will aid with planning for 2019/20.</p> <p>The current proposal within the Consultation is that the council tax referendum limit for fire and rescue authorities will be less than 3%. The response to this was that the Authority would recommend that fire and rescue authorities have the flexibility to increase council tax by [less than 3% or] up to and including £12, whichever is higher. The rationale and supporting evidence for this is contained within the submitted response (see Appendix B, Question 2).</p>
ACTION	Noting.
RECOMMENDATIONS	That the response to the consultation be noted.

RISK MANAGEMENT	No direct impact.
FINANCIAL IMPLICATIONS	<p>In 2018/19 BMKFA had the lowest precept of any non-metropolitan combined fire and rescue authority. The band D equivalent charge is £62.70. The total council tax receivable for 2018/19 (excluding prior years' surpluses) is £18.8m.</p> <p>The current draft medium-term financial plan assumes that council tax will be increased by 2.99% every year. For 2019/20 this would result in total council tax receipts of £19.4m (ignoring the effects of any growth in the council tax base).</p> <p>If the band D equivalent was increased by £12 for 2019/20 the total council tax receipts (ignoring any increases in the council tax base) would be £22.5m.</p>
LEGAL IMPLICATIONS	The Chief Fire Officer may make a formal response on behalf of the Authority to a Government Consultation Paper provided that such a response is subsequently referred to the appropriate committee for their attention.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	No direct impact.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	See Financial Implications.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>The 2018-19 Local Government Finance Settlement: Technical Consultation Paper, Fire Authority, 18 October 2017:</p> <p>https://bucksfire.gov.uk/files/5115/0719/9506/ITEM_10_Local_Government_Finance_Settlement_2018-19Appendices.pdf</p> <p>Buckinghamshire & Milton Keynes Fire Authority Scheme of Delegation to Officers, June 2013</p>
APPENDICES	<p>Appendix A – The 2019-20 Local Government Finance Settlement: Technical Consultation Paper</p> <p>Appendix B – Response to the Consultation</p>
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	<p>Mark Hemming</p> <p>mhemming@bucksfire.gov.uk</p>



Ministry of Housing,
Communities &
Local Government

The 2019-20 Local Government Finance Settlement

Technical Consultation

24 July 2018

Ministry of Housing, Communities and Local Government



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Scope of the consultation

Topic of this consultation:	This consultation covers proposals for the local government finance settlement for 2019-20.
Scope of this consultation:	This consultation seeks views on proposals for the local government finance settlement for 2019-20, in particular from representatives of local government.
Geographical scope:	These proposals relate to England only.
Impact Assessment:	Since the Government does not envisage that the proposals within this consultation document will have an impact on business, no impact assessment has been produced.

Basic Information

To:	The consultation will be of particular interest to local authorities, and representative bodies for local authorities.
Body/bodies responsible for the consultation:	Local Government Finance Directorate within the Ministry of Housing, Communities and Local Government.
Duration:	This consultation will last for 8 weeks from 24 July 2018 to 18 September 2018.
Enquiries:	For any enquiries about the consultation please contact James Whitehouse: James.Whitehouse@communities.gsi.gov.uk
How to respond:	You can respond to the questions in this consultation via a pro-forma found at: https://www.gov.uk/government/consultations/local-government-finance-settlement-2019-to-2020-technical-consultation If the link is inoperable, the pro-forma can also be found as an Annex to this consultation document. Email details and an address for written responses can be found in the pro-forma.

About this consultation

This consultation document and consultation process have been planned to adhere to the Consultation Principles issued by the Cabinet Office.

Representative groups are asked to give a summary of the people and organisations they represent, and where relevant who else they have consulted in reaching their conclusions when they respond.

Information provided in response to this consultation, including personal data, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the EU General Data Protection Regulation, and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, as a public authority, the Department is bound by the Freedom of Information Act and may therefore be obliged to disclose all or some of the information you provide. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Ministry of Housing, Communities and Local Government will process your personal data in accordance with the law and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties. A full privacy notice is included at Annex C.

Individual responses will not be acknowledged unless specifically requested.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

Are you satisfied that this consultation has followed the Consultation Principles? If not or you have any other observations about how we can improve the process please contact us via the [complaints procedure](#).

1 Summary of proposals

1.1 Background

- 1.1.1 Proposals for the 2019-20 Local Government Finance Settlement have been designed in the context of the overall Spending Review package, announced in 2015.
- 1.1.2 The Government's current intention is that the 2019-20 settlement will confirm the final year of the multi-year settlement that has provided certainty for 4 years. The 2019 Spending Review will confirm overall local government resourcing from 2020-21, and the Government is working towards significant reform in the local government finance system in 2020-21, including an updated, more robust and transparent distribution methodology to set baseline funding levels, and resetting business rates baselines.
- 1.1.3 Prior to these reforms in 2020-21, the Government is committed to testing aspects of the new system, and will be implementing a further round of Business Rates Retention pilots in 2019-20.
- 1.1.4 The 2016-17 multi-year settlement offered local authorities greater certainty over elements of their funding across the spending period and was accepted by 97% of local authorities. The Government proposes to allocate funding in 2019-20 in accordance with the agreed methodology announced by the Secretary of State in 2016-17, which ensures that local councils delivering similar services receive a similar percentage change in settlement core funding for those services¹.

1.2 Summary of proposals

- 1.2.1 The remaining sections of this document set out the Government's proposed approach to the 2019-20 settlement. It:
- outlines the fourth year of the multi-year settlement offer for those councils that accepted the offer, and arrangements for those that did not.
 - outlines the Government's position on the New Homes Bonus threshold.
 - outlines the Government's proposals for council tax referendum principles for 2019-20.
 - outlines the Government's proposals for dealing with the issue known as 'Negative Revenue Support Grant'.

¹ Please note that the exact percentage change in 'Settlement Core Funding' will be influenced by the Government's decision on the issue of 'Negative RSG'. An explanation of, and consultation on, the issue of Negative RSG can be found at Section 5.

2 The multi-year settlement offer

2.1 Certainty of funding

2.1.1 The 2016-17 settlement offered councils a four-year settlement, giving greater certainty of funding until the end of the spending period. The offer included:

- Revenue Support Grant
- Business rates tariff and top-up payments²
- Rural Services Delivery Grant, and
- Transition Grant

2.1.2 97% of councils accepted the multi-year offer in return for publishing efficiency plans, allowing councils the confidence to plan ahead and implement reforms.

2.1.3 The Government will need to take account of any structural and functional changes, such as transfers of responsibility for functions between local authorities, mergers between authorities and any other relevant events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the Local Government Finance settlement³, the Government intends to present these figures to Parliament as part of the 2019-20 Provisional Local Government Finance Settlement following Autumn Budget.

2.1.4 Those councils that did not accept the original offer made in 2016-17 will be subject to the existing annual process for determining the level of central funding that they will receive.

2.1.5 The Government has previously published individual local authority allocations for the improved Better Care Fund which total £1.8 billion in 2019-20⁴.

Question 1: Do you agree that the Government should confirm the final year of the 4-year offer as set out in 2016-17?

² Business rates tariff and top-up payments will not change for reasons relating to the relative needs of local authorities.

³ As described in sections 78 and 78A of the Local Government Finance Act 1988.

⁴ <https://www.gov.uk/government/publications/the-allocations-of-the-additional-funding-for-adult-social-care>

2.2 Business Rates Retention Pilots

- 2.2.1 The Government is committed to working with local government to consider how best to implement our manifesto commitment to give local government greater control over the money they raise and address concerns about the fairness of current funding distributions.
- 2.2.2 Giving local government greater control of the money that they raise is a commitment in the Government's Industrial Strategy, which sets out a long term plan to boost productivity throughout the UK.
- 2.2.3 We have recently launched a prospectus that invites local authorities to submit proposals to pilot 75% business rates retention in 2019-20. This can be found at: <https://www.gov.uk/government/publications/75-business-rates-retention-pilots-2019-to-2020-prospectus>.
- 2.2.4 These pilots will help us test increased business rates retention and aid our understanding of the retention system at this level.
- 2.2.5 The one-year 2018-19 pilots will end on 31 March 2019, with participants invited to reapply for the 2019-20 75% pilots. The Department will continue to negotiate separately with London about the potential continuation of a business rates retention pilot in 2019-20.
- 2.2.6 Existing pilots in devolution deal areas will continue in 2019-20. This includes Cornwall, Liverpool City Region, Greater Manchester Combined Authority, West Midlands Combined Authority and the West of England.
- 2.2.7 As in previous years, the methodology for calculating the agreed changes in the local share of retained business rates and the level of tariff and top-ups for local authorities piloting business rates retention will be confirmed at provisional settlement. This methodology will be designed to ensure that no authorities anywhere in the country are adversely affected by these pilots.

2.3 Business Rates Revaluation

- 2.3.1 The most recent business rates revaluation took effect from 1 April 2017. This created change in business rates revenues outside the control of local authorities. When the Government introduced the 50% business rate retention scheme it signalled that it would adjust each authority's tariff or top-up following a revaluation to ensure, as far as is practicable, that their retained income is the same after revaluation as immediately before.

2.3.2 In the 2016-17 Local Government Finance Settlement technical consultation the Government detailed the method by which the impact of the 2017 business rates revaluation would be neutralised in the rates retention scheme. The Government committed to making the revaluation adjustment in three stages. The final stage of adjustment will occur in 2019-20 where we will cancel the one-off reconciliation adjustment for 2018-19 adjustments to tariffs and top-ups.

3 New Homes Bonus

3.1 Background

3.1.1 The New Homes Bonus (the 'Bonus') was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. Over £7 billion has been allocated to local authorities through the scheme to reward additional housing supply.

3.1.2 Although the Bonus was successful in encouraging authorities to welcome housing growth, it did not reward those authorities who are the most open to growth. In December 2016, following consultation, the government announced reforms to the Bonus as follows:

- reduction of the number of years New Homes Bonus payments are made from 6 to 5 years in 2017-18 and to 4 years from 2018-19; and
- introduction of a national baseline for housing growth of 0.4% of council tax base (weighted by band) from 2017-18, below which the Bonus will not be paid.

3.2 New Homes Bonus baseline 2019-20

3.2.1 The Government has retained the option of making adjustments to the baseline in future years to reflect significant additional housing growth and to remain within spending limits set at Spending Review 2015.

3.2.2 In 2018-19 the baseline remained at 0.4%. Due to the continued upward trend for house building, the Government expects to increase the baseline in 2019-20.

3.2.3 New Homes Bonus calculations are based on additional housing stock reported through the council tax base and decisions on the baseline for 2019-20 will be made following a review of the data when it is published in November. Any changes intended for the baseline in 2019-20 will be detailed at the time of the provisional settlement. Any funding intended for New Homes Bonus payments that is not used for this purpose will be returned to local government.

3.3 New Homes Bonus 2020 Onward

- 3.3.1 2019-20 represents the final year of funding agreed through the Spending Review 2015. In light of this, it is the Government's intention to explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need. Government will consult widely on any changes prior to implementation.

4 Council tax referendum principles

4.1 Council tax referendum principles for local authorities

4.1.1 The 2018-19 Settlement struck a balance on council tax, giving local authorities the flexibility to address pressures on services while also recognising that many households face their own pressures. It also set out the Government's intention to maintain the same core principle and package of flexibilities in 2019-20.

4.1.2 The Government remains minded to do this. This would mean:

- a core principle of up to 3%. This would apply to shire county councils, unitary authorities, London borough councils, the Common Council of the City of London, the Council of the Isles of Scilly, the general precept of the Greater London Authority, and fire and rescue authorities.
- a continuation of the Adult Social Care precept, with an additional 2% flexibility available for shire county councils, unitary authorities, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly. This is subject to total increases for the Adult Social Care precept not exceeding 6% between 2017-18 and 2019-20, and consideration of authorities' use of the Adult Social Care precept in the previous years.
- shire district councils in two-tier areas will be allowed increases of up to 3%, or up to and including £5, whichever is higher.
- police and crime commissioners (PCCs) will be allowed increases of up to £12 in 2019-20 (including the Greater London Authority charge for the Metropolitan Police, and the PCC component of the Greater Manchester Combined Authority precept) subject to the delivery of clear and substantial progress on productivity and efficiency which will be assessed in advance of the provisional settlement.

4.2 Following consideration of responses, the Government intends to provide an update on its proposals for council tax referendum principles including the Adult Social Care precept, alongside the provisional Local Government Finance Settlement later in the year.

Council tax referendum principles for Mayoral Combined Authorities

4.2.1 Devolution Deals have led to the creation of 6 Mayoral Combined Authorities (MCAs) with powers such as transport and planning.

- 4.2.2 From 2018-19 five Combined Authority mayors had powers to raise additional resources to meet the costs of their functions through a precept (or additional charge) on local council tax bills. The precept may only be set with the agreement of the Combined Authority.
- 4.2.3 In May 2018, a mayor was elected to the Sheffield City Region and will also have powers to raise additional resources through a precept (or additional charge) on local council tax bills in 2019-20.
- 4.2.4 In 2018-19 the Government concluded that it should be for each mayor to balance their ambitions and other resources and to decide the level of the first precept they set, with the expectation that mayors would exercise restraint and set a precept proportionate to their needs and not burdensome to their residents. Only the Greater Manchester Combined Authority charged council tax for mayoral functions, a large proportion of which was to fund the fire service previously operated by the Greater Manchester Fire and Rescue Authority.
- 4.2.5 Given the restraint shown by Mayors in the setting of their precepts, the Government is minded not to set referendum principles for Mayoral Combined Authorities in 2019-20.

4.3 Council tax referendum principles for town and parish councils

- 4.3.1 In 2018-19 the Government decided to defer the setting of referendum principles for town and parish councils for three years. However, this was conditional upon:
- the sector taking all available steps to mitigate the need for council tax increases, including the use of reserves where they are not already earmarked for other uses or for “invest to save” projects which will lower on-going costs; and
 - the Government seeing clear evidence of restraint in the increases set by the sector.
- 4.3.2 In 2018-19, the average band D parish precept increased by 4.9% (£3.02). This compares to a 6.3% increase (£3.63) in 2017-18, and is the lowest year-on-year increase in parish precepts since 2015-16.
- 4.3.3 In view of this, the Government intends to continue the deferral of setting referendum principles for town and parish councils, but encourages parish councils to continue this downward trend, and will keep this area under active review.

Question 2: Do you agree with the council tax referendum principles proposed by the Government for 2019-20?

5 Negative Revenue Support Grant

5.1 Background

5.1.1 Negative Revenue Support Grant is the name given to a downward adjustment of a local authority's business rates top-up or tariff. This occurs as a consequence of changes to the distribution methodology adopted at the 2016-17 settlement, which formed the basis of the multi-year settlement.

5.1.2 The 2016-17 methodology allocated central resources in a way that ensures local authorities delivering similar services receive a similar percentage change in 'Settlement Core Funding' for those services. Core Funding takes account of the main resources available to councils comprising:

- council tax income in 2015-16 (including any Council Tax Freeze Grant)
- estimated business rates income (baseline funding level under the business rates retention scheme)
- Revenue Support Grant

5.1.3 Under this methodology, for many authorities, the required reduction of Core Funding exceeded their available Revenue Support Grant. To deal with this, it was proposed that business rates tariffs and top-ups would be adjusted so that an increased amount of business rates were redistributed away from the authority and towards other authorities. This adjustment has since become colloquially known as 'Negative RSG'.

5.1.4 This adjustment was consulted on as part of the 2016-17 provisional settlement. In addition, reductions in Revenue Support Grant in 2019-20 were displayed in figures published at the 2016-17 settlement⁵.

⁵ Negative RSG figures for the years 2016-17 to 2019-20 can be seen in Tariff/Top-up adjustment column in tables contained within the Publication "[Key information for local authorities: final local government finance settlement 2016 to 2017](#)". Please note that the same documents published at Settlement 2017-18 and 2018-19 only refers to the Tariff/ Top-up adjustment in relation to 2019-20 as the Government allocated additional resources to negate the occurrence of Negative RSG in both 2017-18 and 2018-19.

- 5.1.5 During the 2016-17 provisional settlement consultation there was strong opposition to Negative RSG. In addition, a number of authorities commented that the Negative RSG adjustment failed to recognise a commitment made during the implementation of the business rate retention scheme in 2013-14, that authorities' retained business rates baselines, which are used to determine their tariff and top-ups, would be fixed in real terms until the system was reset. This commitment was made so that local authorities would benefit directly from supporting local business growth as they would be able to keep half of any increases in business rates revenue until the reset⁶.
- 5.1.6 Following this consultation, the Government allocated additional resources to negate the occurrence of Negative RSG in both 2017-18 and 2018-19. No decision was taken over whether to remove Negative RSG in 2019-20.
- 5.1.7 At provisional settlement 2018-19, the Secretary of State committed to explore all fair and affordable options for dealing with Negative RSG in 2019-20 and consult on options ahead of the 2019-20 settlement. A number of authorities who responded to the 2018-19 settlement consultation referred to Negative RSG, and welcomed the decision to consult, whilst a minority of authorities made representations opposing this step.

5.2 Negative RSG in 2019-20

- 5.2.1 In 2019-20 Negative RSG totals £152.9m and affects 168 authorities.
- 5.2.2 The Secretary of State's commitment to explore all fair and affordable options for dealing with Negative RSG recognises both the Government's commitment not to adjust top-ups and tariffs until the system is reset in 2020-21, but also the significant strength of feeling in the sector around this issue.
- 5.2.3 MHCLG has explored a number of possible options for addressing the issue of Negative RSG, and has formed an initial preference to eliminate the issue via forgone business rate receipts as the alternative options are either unaffordable or fail to resolve the issue.

⁶<http://webarchive.nationalarchives.gov.uk/20140505105839/http://www.local.communities.gov.uk/finance/1314/practitionersguides.pdf>

5.3 Options

5.3.1 *Directly “eliminating” Negative RSG via forgone business⁷ rates receipts*

- In 2017-18 and 2018-19, Negative RSG was negated via forgone business rates, by not reflecting the downward Negative RSG adjustment of an authority’s business rates tariffs and top-ups. This targeted approach could be continued in 2019-20.
- This recognises the Government’s commitment not to adjust top-ups and tariffs until the system is reset in 2020-21. This Government believes that remaining consistent with its prior commitments is the fairest approach for the sector. This option would remove Negative RSG for all the authorities affected at a cost to the Government of £152.9m in forgone business rates receipts. In addition to being the only option which is both affordable and fair, dealing with Negative RSG in its entirety, this approach represents the most direct and simple solution to the problem.
- This funding would be met from the Government’s share of business rates.

5.3.2 *Altering the Core Funding methodology*

- The Government considered altering the funding allocation methodology to reduce Negative RSG - changing the approach taken in accounting for council tax in the Core Funding formula, and adjusting each local authority’s needs baseline assessment.
- The 2016-17 funding methodology considered full and actual amounts of council tax each authority raised in 2015-16, when it set the multi-year settlement allocations.
- Some local authorities have commented that taking actual council tax into account unfairly disadvantages certain councils due to historic differences in council tax levels.
- There could be an argument for changing the weighting of council tax in 2019-20 temporarily, until wider system reform in 2020-21. This approach would redistribute RSG across England and reduce overall Negative RSG.

⁷ Under the current business rates retention scheme, non-business rate retention pilot local authorities retain 50% of the business rates they collect. The remaining 50% is passed to central government as the central share. By forgoing business rates receipts, central government chooses to receive a smaller central share and the revenue is instead retained locally.

- However, the impact of this approach is limited. No approach to council tax weighting would completely eliminate Negative RSG. This Government believes that meeting its prior commitments, as discussed in paragraph 5.1.5, is the fairest approach for the sector, and this option fails to achieve this. Even removing council tax entirely from Core Spending Power calculations would cost in excess of £170 million and leave significant residual Negative RSG, failing to resolve the issue fairly and thus representing a poor use of resources. The cost of this approach results from meeting commitments guaranteeing all authorities at least as much RSG as agreed in the multi-year settlement.
- A second funding allocation approach considered was the adjustment of local authorities' needs baseline assessment.
- This method would alter the existing formulas to distribute funding as determined by authorities' net current expenditure on relevant services in 2015-16. The allocations would be a new, separate step in the RSG calculations, with a guarantee to authorities of at least as much RSG as agreed in the multi-year settlement.
- The Government has discounted this approach. Firstly, it goes against the Government's commitment to a multi-year settlement, providing funding certainty over the four year period. Furthermore, this would pre-empt on-going work on the review of local authorities' relative needs and resources, which will provide a new and far more robust distribution methodology to set baseline funding levels.
- In addition, this option is of limited effect, leaving significant residual Negative RSG. Finally, the cost imposed by this option as a result of guaranteeing all authorities at least as much RSG as agreed in the multi-year settlement is very substantial, in excess of £500 million, representing poor value for money and is not affordable.
- Both these options fail to fully deal with Negative RSG, and impose significant costs on the Government. In addition, authorities with residual Negative RSG would still be subject to a downward adjustment of business rates tariffs and top-up, leaving the Government in a position of being unable to meet its prior commitment to not adjust tariffs and top-ups until the system is reset in 2020-21.

5.3.3 Moving existing funding, or injecting additional funds into Core Funding

- The third policy avenue for resolving Negative RSG is by injecting resource into Revenue Support Grant. The Government considered multiple ways in which this could be achieved.

- This first option is that of allocating new funding on the basis of existing relative needs formulas, via population based metrics or through the existing RSG allocation methodology.
- However, even when modelling for significant additional funding (£500 million), these options similarly prove themselves of limited effectiveness in addressing Negative RSG. The quantum of funding needed to completely eliminate Negative RSG through this methodology is excessive totalling over £2 billion. This level of funding is not affordable.
- The second option considered is the consolidation of existing grants, outside of Core Spending power, such as Business Rates Reimbursement Grant and Indexation Grant into Revenue Support Grant.
- However, the distribution of these grants has limited correlation with Negative RSG distribution, and would still leave significant residual Negative RSG. In addition, this is primarily a technical movement of funding – that merely serves to disguise the movement in tariffs and top-ups.
- In addition, there are significant technical challenges present to the rolling in of the major grants identified. This would require the use of estimated figures for the 2019-20 settlement, and potentially lead to revised allocations in the future.

5.3.4 Remaining with the status quo of the current settlement methodology, such that authorities will have tariffs and top-ups adjusted

- In addition to exploring options for the resolution of Negative RSG, the Government has considered whether it is feasible to leave Negative RSG in place and adjust tariffs and top-ups in 2019-20 as detailed in the 2016-17 multi-year settlement.
- However, the Government does not favour the status quo option due to the following reasons:
 - In 2013 the Government made a commitment during the implementation of the business rates retention scheme, that tariff and top-ups would be fixed until the system is reset⁸. In advance of the system reset in 2020-21 and the implementation of 75% retention, the Government believes that the fairest deal for the sector is to honour this commitment.

⁸A guide to the Local Government Finance Settlement 2013, Annex A - Business Rates Retention Scheme, Paragraph 26.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/266886/LGFS_Guide.pdf

- There has been strong sector opposition to the issue of Negative RSG as demonstrated in responses to the 2016-17 provisional settlement consultation and subsequent consultations.

5.4 Preferred Option

5.4.1 The Government considers direct elimination of Negative RSG via forgone business rates receipts the preferred approach to resolve Negative RSG, meeting the key criteria of being both fair and affordable. This option also benefits from being both simple and direct. Alternative options add additional layers of complexity to the Local Government Finance system, and are either excessively expensive or fail to fully resolve the issue. Not resolving Negative RSG in its entirety would mean the Government would fail to meet its commitment not to adjust tariffs and top-ups and undermine the incentive for local government to invest in local growth.

5.4.2 Despite having made significant progress in improving the health of the public finances, we still face a challenging fiscal position in the UK and the scale of additional funding required to resolve Negative RSG via alternative routes, is not practicable.

Question 3: Do you agree with the Government's preferred approach that Negative RSG is eliminated in full via forgone business rates receipts in 2019-20?

Question 4: If you disagree with the Government's preferred approach to Negative RSG please express your preference for an alternative option. If you believe there is an alternative mechanism for dealing with Negative RSG not explored here please provide further detail.

6 Equalities impacts of these proposals

- 6.1 Equality statements have been published for every year of the multi-year settlement this far, including 2018-19. Any representations made in response to this consultation will be used to inform the equalities statement to be published at the time of the 2019-20 provisional settlement.

Question 5: Do you have any comments on the impact of the proposals for the 2019-20 settlement outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

Annex A: Summary of consultation questions

- Question 1: Do you agree that the Government should confirm the final year of the 4-year offer as set out in 2016-17?
- Question 2: Do you agree with the council tax referendum principles proposed by the Government for 2019-20?
- Question 3: Do you agree with the Government's preferred approach that Negative RSG is eliminated in full via forgone business rates receipts in 2019-20?
- Question 4: If you disagree with the Government's preferred approach to Negative RSG please express your preference for an alternative option. If you believe there is an alternative mechanism for dealing with Negative RSG not explored in the consultation document please provide further detail.
- Question 5: Do you have any comments on the impact of the proposals for the 2019-20 settlement outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

Annex B: Glossary of technical terms

Revenue Support Grant

Billing and most major precepting authorities receive Revenue Support Grant from central government in addition to their local share of Business Rates Aggregate. An authority's Revenue Support Grant amount plus the local share of the Estimated Business Rates Aggregate will together comprise its Settlement Funding Assessment.

Tariffs and top-ups

These are calculated by comparing at the outset of the business rates retention scheme an individual authority's business rates baseline against its baseline funding level. Tariffs and top-ups are self-funding, fixed at the start of the scheme and index linked to RPI in future years.

Local share

The percentage share of locally collected business rates that is retained by local government. This is set at 50% in non-pilot areas.

Baseline funding level

The amount of an individual local authority's Start-Up Funding Assessment for 2013-14 provided through the *local share* of the Estimated Business Rates Aggregate updated each year by the change to the small business multiplier (in line with RPI).

Annex C: Privacy Notice

Personal data

The following is to explain your rights and give you the information you are be entitled to under the Data Protection Act 2018.

Note that this section only refers to your personal data (your name address and anything that could be used to identify you personally) not the content of your response to the consultation.

1. The identity of the data controller and contact details of our Data Protection Officer

The Ministry of Housing, Communities and Local Government (MHCLG) is the data controller. The Data Protection Officer can be contacted at dataprotection@communities.gsi.gov.uk

2. Why we are collecting your personal data

Your personal data is being collected as an essential part of the consultation process, so that we can contact you regarding your response and for statistical purposes. We may also use it to contact you about related matters.

3. Our legal basis for processing your personal data

The Data Protection Act 2018 states that, as a government department, MHCLG may process personal data as necessary for the effective performance of a task carried out in the public interest. i.e. a consultation.

4. With whom we will be sharing your personal data

- Other Government Departments including:
 - Attorney General's Office
 - Cabinet Office
 - Department for Business, Energy and Industrial Strategy
 - Department for Digital, Culture, Media and Sport
 - Department for Education Department for Environment
 - Food and Rural Affairs
 - Department for Exiting the European Union
 - Department for International Development
 - Department for International Trade
 - Department for Transport
 - Department for Work and Pensions
 - Department of Health and Social Care
 - Foreign and Commonwealth Office
 - Her Majesty's Treasury

- Home Office
- Ministry of Defence
- Ministry of Justice
- Northern Ireland Office
- Office of the Advocate General for Scotland
- Office of the Leader of the House of Commons
- Office of the Leader of the House of Lords
- Scotland Office UK
- Export Finance
- Wales Office

5. For how long we will keep your personal data, or criteria used to determine the retention period.

Your personal data will be held for two years from the closure of the consultation.

6. Your rights, e.g. access, rectification, erasure

The data we are collecting is your personal data, and you have considerable say over what happens to it. You have the right:

- a. to see what data we have about you
- b. to ask us to stop using your data, but keep it on record
- c. to ask to have all or some of your data deleted or corrected
- d. to lodge a complaint with the independent Information Commissioner (ICO) if you think we are not handling your data fairly or in accordance with the law. You can contact the ICO at <https://ico.org.uk/>, or telephone 0303 123 1113.

7. Your personal data will not be sent overseas.

8. Your personal data will not be used for any automated decision making.

9. Your personal data will be stored in a secure government IT system.

Annex D: Local Government Finance Settlement 2019-20: **Technical Consultation**

If you are responding to this consultation by email or in writing, please reply using this questionnaire pro-forma, which should be read alongside the consultation document.

You should save the pro-forma on your own device, from which you can complete the survey at your own pace, and submit when you are ready.

There are 5 questions in this survey. You do not have to answer every question should you not wish to.

Should you wish to attach further evidence or supporting information, you may attach and send this with the pro-forma.

Please **email responses to:**

LGFsettlement@communities.gsi.gov.uk

Alternatively, **written responses should be sent to:**

Local Government Finance Settlement Team
Ministry of Housing, Communities and Local Government
2nd floor, Fry Building
2 Marsham Street
London
SW1P 4DF

Your opinions are valuable to us. Thank you for taking the time to read the consultation document and respond.

Your Details (Required details are marked with an asterisk (*))

Full Name*	<input type="text"/>
Organisation*	<input type="text"/>
Address*	<input type="text"/>
Address 2	<input type="text"/>
Town/City*	<input type="text"/>
Postcode*	<input type="text"/>
Country	<input type="text"/>
Email address*	<input type="text"/>
Phone Number	<input type="text"/>

Are the views Expressed on this form an official response from a:

- London Borough
- Metropolitan District
- Unitary Authority
- Shire County
- Shire District
- Fire and Rescue Authority
- Greater London Authority
- Combined Authority
- Parish or Town Council
- Local Authority Association or Special Interest Group
- Other Local Authority Grouping
- Local Authority Officer
- Local Authority Councillor
- Member of Parliament
- Other Representative Group
- Business
- Business Organisation
- Valuation Organisation
- Voluntary Organisation
- Member of the Public

Question 1

Do you agree that the Government should confirm the final year of the 4-year offer as set out in 2016-17?

- Yes
- No
- No comment

Additional comments

Question 2

Do you agree with the council tax referendum principles proposed by the Government for 2019-20?

- Yes
- No
- No comment

Additional comments

Question 3

Do you agree with the Government's preferred approach that Negative RSG is eliminated in full via forgone business rates receipts in 2019-20?

- Yes
- No
- No comment

Additional comments

Question 4

If you disagree with the Government's preferred approach to Negative RSG please express your preference for an alternative option. If you believe there is an alternative mechanism for dealing with Negative RSG not explored in the consultation document please provide further detail.

No Comment

Please Specify

Question 5

Do you have any comments on the impact of the proposals for the 2019-20 settlement outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

- Yes
- No
- No comment

Additional comments

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Appendix B – Response to the Consultation

Question 1: Do you agree that the government should confirm the final year of the 4-year offer as set out in 2016-17?

The Authority agrees that the government should maintain the certainty provided by the four-year offer as set out in the 2016-17.

Question 2: Do you agree with the council tax referendum principles proposed by the Government for 2019-20?

The Authority recommends that fire and rescue authorities should be allowed increases in council tax of less than 3% or up to and including £12, whichever is higher.

There are a number of pressures on the finances of fire and rescue authorities:

- Although there has been a long term downward trend in the number of incidents attended, there has been an increase in the last few years, largely driven by the increase in non-fire incidents.
- Between 2015-16 and 2016-17 the total incidents attended nationally increased by 6% and increased by a further 1% between 2016-17 and 2017-18¹. 2016-17 was the first year that FRSs attended more non-fire incidents than fires².
- Fire and rescue authorities also need to be resourced based on risk, not just demand. Recent terrorist incidents and large scale fires such as the Grenfell fire demonstrate that authorities need to be able to respond to a range of incidents. It is also likely that a number of recommendations will come from the Grenfell enquiry that will place additional financial burdens on fire and rescue authorities.
- There is a recruitment and retention issue with retained/on-call firefighters and additional resources are needed to help with this issue.
- The amount of Revenue Support Grant provided to fire and rescue authorities has decreased significantly since 2015-16. For Buckinghamshire & Milton Keynes Fire Authority (BMKFA) the decrease between 2015-16 and 2019-20 is 57%. Beyond 2019-20 the Authority has no certainty over the level of grant it will receive.
- The government produces an analysis of core spending power to measure the impact of funding reductions on authorities. However, these figures ignore the fact that capital grant funding previously provided to fire and rescue authorities was removed after 2014-15. The total amount provided to the sector in 2014-15 (and also 2013-14) was £70m. The amount relating to BMKFA was £1.2m per annum³. This equates to over 4% of BMKFA's budget and this amount now has to be found from revenue each year in order to provide essential property, fleet, equipment and IT infrastructure. This is not sustainable longer-term.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732556/fire-and-rescue-incident-infographic-march-2018-hosb1618.pdf

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/636456/fire-and-rescue-incident-1617-hosb1317-infographic.pdf

³

<http://webarchive.nationalarchives.gov.uk/20140505105840/http://www.local.communities.gov.uk/finance/1314/capgrants/index.htm>

- The current level of inflation is creating increased pressure on budgets. As of July 2018, the Retail Price Index (RPI [All Items]) shows that prices have increased by 3.2% over the past twelve months⁴. This is in excess of the 3% referendum limit.
- BMKFA has budgeted for pay awards of 1% per annum for the duration of the four-year settlement offer. However, the most recent offer to firefighters is 2% for 2018-19. For BMKFA a 2% pay award costs almost exactly the same as a 2% council tax increase would generate, leaving little other funding available to deal with any other cost pressures.
- In a written statement to Parliament on 6 September 2018⁵ it was announced that 'early indications are that the amount employers pay towards the [pension] schemes will need to increase'. Additional precept flexibility is required to fund this additional unavoidable burden.

Although the 3% referendum limit is not a 'cap' the cost of holding a referendum is prohibitive for fire and rescue authorities. The one referendum held so far, by Bedfordshire's Police and Crime Commissioner, is estimated to have cost £600,000⁶. BMKFA would have to increase its band D equivalent council tax by over 3% just to cover the cost of a referendum.

A number of other authorities currently have significant additional flexibility not available to fire and rescue authorities⁷.

- All shire districts are able to raise council tax by less than 3% or up to and including £5, whichever is higher. Since 2010-11 shire districts have on average increased their band D equivalent by £58.00.
- All PCCs are able to raise council tax by up to £12. Since 2010-11 PCCs have on average increased their band D equivalent by £30.43.
- Authorities with social care responsibility are able to increase council tax by up to 6% between 2017-18 and 2019-20, in addition to increases allowed in previous years. This has resulted in an average band D equivalent increase of £30.43.
- Parish councils currently have no referendum limit. Since 2010-11, parish councils have on average increased their band D equivalent by £19.12, which is a 43% increase.

By way of comparison, fire and rescue authorities have increased their average band D equivalent over the same period by between £8.05 and £11.27 (depending on type of authority).

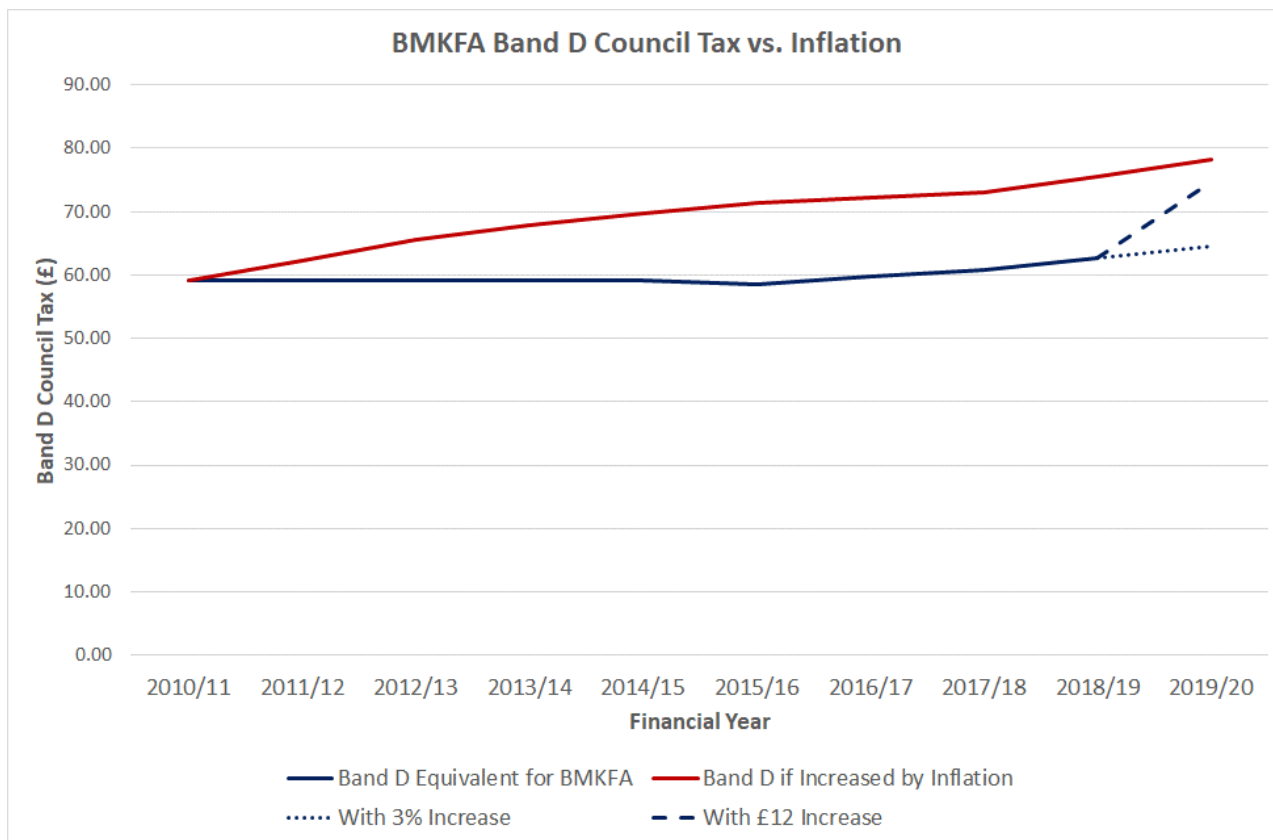
BMKFA has shown significant restraint regarding the level of council tax, increasing its band D equivalent by only £3.57 over the same period (an increase of approximately only 40p per year). Even if BMKFA was to increase council tax by £12 in 2019-20, the band D equivalent amount will still be significantly below the precept payable had it increased by the level of inflation each year:

⁴ <https://www.ons.gov.uk/economy/inflationandpriceindices/timeseries/czbh/mm23>

⁵ <https://hansard.parliament.uk/Commons/2018-09-06/debates/18090633000015/PublicServicePensionSchemesQuadrennialValuations>

⁶ <http://researchbriefings.files.parliament.uk/documents/SN05682/SN05682.pdf> (page 7)

⁷ All council tax statistics sourced from <https://www.gov.uk/government/collections/council-tax-statistics>



BMKFA also had the option to increase council tax by up to £5 in 2013-14 but showed significant restraint in not taking the option to do so at the time. It seems inequitable that this financial prudence means we are penalised in the future.

BMKFA has already achieved significant savings over a number of years without closing a single fire station or removing a single operational appliance. However, this situation cannot continue without additional funding.

Fire and rescue authorities generally make up a very small percentage of the overall council tax bill for the area. In Buckinghamshire and Milton Keynes it is less than 4% of the total bill. A £12 increase for a fire and rescue authority would be dwarfed by any increases to the county/unitary, district, police and even some parish precepts. BMKFA has a lower precept (£62.70) than the average precept for a parish council (£64.05).

Also, restricting rises in council tax to percentage terms disproportionately disadvantages those with smaller precepts. If BMKFA was to increase their precept by £12 we would still be below the average for a combined fire and rescue authority.

The cost to the tax payer of a £12 increase for fire and rescue authorities will be on average less than 25p per week. In Buckinghamshire and Milton Keynes, 47%⁸ of dwellings will pay even less than this.

This proposal has the support of local MPs.

⁸ Based on tax base data from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/587691/LA_Drop_down_-_revised_Jan.xlsx

Question 3: Do you agree with the Government's preferred approach that Negative RSG is eliminated in full via forgone business rates receipts in 2019-20?

No comment.

Question 4: If you disagree with the Government's preferred approach to Negative RSG please express your preference for an alternative option. If you believe there is an alternative mechanism for dealing with Negative RSG not explored in the consultation document please provide further detail.

No comment.

Question 5: Do you have any comments on the impact of the proposals for the 2019-20 settlement outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

No comment.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Teesdale
SUBJECT OF THE REPORT	Local Authority Planning Consultations
EXECUTIVE SUMMARY	<p>Between October and December 2017, Milton Keynes Council (MKC) and the Buckinghamshire District Councils conducted statutory six-week public consultations on the latest versions of their local plans ahead of formal examinations of the plans to be carried out by the Planning Inspectorate during Spring/Summer 2018.</p> <p>Officers responded to each of the consultations on behalf of the Authority and, in doing so, took the opportunity to make representations across a range of issues relating to the general effect of built environment planning decisions on community safety and the Authority's operations, as well as more specific local matters. These included:</p> <ul style="list-style-type: none"> • Ensuring provision of adequate infrastructure and access to new housing developments for fire-fighting and rescue purposes; • Measures to improve the safety of housing and facilities for vulnerable groups such as the elderly and disabled; • Measures to improve the safety of key parts of the public estate such as schools; • Management of flooding risks; • Provision of affordable housing for emergency services workers. <p>Detailed responses to each of the consultations are shown at Appendix A.</p> <p>Subsequent to these representations, Officers have also engaged with local authority planning officials to explore the potential effects of major infrastructure development projects on the Authority's operating environment both to inform the development of the next Public Safety Plan, which will cover the period 2020 – 2025, and longer term thinking in relation to service provision.</p>

	<p>The projects discussed included:</p> <ul style="list-style-type: none"> • HS2; • Heathrow expansion; • Crossrail; and, • The new economic corridor planned by the National Infrastructure Commission between Cambridge, Milton Keynes and Oxford which will include upgrades to rail ('East-West Rail') and road (a new 'Expressway') transport links as well as significant housing development across the 17 local authority areas affected (c. one million new homes by 2050). <p>Many of these projects will begin to take effect during the lifetime of the next, 2020 – 2025, Public Safety Plan and Authority Members will be given more detailed briefings on the implications of these as the plan is developed over the coming months.</p>
ACTION	Noting
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	<p>The scale of infrastructure development, in particular HS2 and East-West-Rail, over the lifetime of the next Public Safety Plan will present potential risks to the Authority ability to deploy resources. For example, in the form of road closures during the construction phases. These will be subject to ongoing evaluation as the projects unfold.</p>
FINANCIAL IMPLICATIONS	<p>None immediately arising from the planning consultation process. However, the potential scale of future infrastructure and built environment development envisaged over the period to 2050 is likely to have significant implications for the scale and distribution of fire and rescue service provision across the areas affected which is likely to generate a requirement for additional capital and revenue expenditure. These requirements will be considered as part of future public safety and medium term financial planning.</p>
LEGAL IMPLICATIONS	<p>The current 'Fire and Rescue National Framework for England', which has a statutory basis, requires that Fire and Rescue Authority 'Integrated Risk Management Plans' must, amongst other things:</p> <p>"reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;</p> <p>demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on</p>

	<p>its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;</p> <p>outline required service delivery outcomes including the allocation of resources for the mitigation of risks”.</p>
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>Officers will engage and consult with neighbouring fire and rescue, police and local authorities as the next 2020-2025 Public Safety Plan is developed to assess potential risks and opportunities, and the potential to address these via mutually beneficial collaborative working.</p>
HEALTH AND SAFETY	<p>None immediately arising from the planning consultation process. However these will be considered as part of the 2020-2025 Public Safety and Corporate Planning processes.</p>
EQUALITY AND DIVERSITY	<p>None immediately arising from the planning consultation process. However these will be considered as part of the 2020-2025 Public Safety and Corporate Planning processes.</p>
USE OF RESOURCES	<p>Communication with stakeholders Detailed stakeholder analysis and communication planning will be undertaken as part of the 2020-2025 Public Safety Plan development.</p> <p>The system of internal control The development of the 2020-2025 Public Safety Plan will be undertaken using the Authority’s agreed project planning, management and control processes.</p> <p>The medium term financial strategy Medium term financial implications will be considered via alignment of the public safety and medium term financial planning processes.</p> <p>The balance between spending and resources This will be considered in future public safety and medium term financial plans.</p> <p>The management of the asset base This will be considered in future public safety and medium term financial plans.</p> <p>The arrangements to promote and ensure probity and propriety No issues arising from the Authority’s response to the local plan consultations.</p> <p>Environmental Environmental risks and issues will be identified via the public safety planning process.</p>
PROVENANCE SECTION &	<p>Background Details of the Local Plan consultations discussed in this</p>

<p>BACKGROUND PAPERS</p>	<p>paper are available via the following hyperlinks:</p> <p><u>Milton Keynes Council</u> http://miltonkeynes-consult.objective.co.uk/portal/planmk/plan_mk_submission/proposed_submission_planmk?tab=info</p> <p><u>Aylesbury Vale District Council</u> https://www.aylesburyvaledc.gov.uk/section/vale-aylesbury-local-plan-valp-2013-2033</p> <p><u>Chiltern and South Bucks District Councils</u> http://www.chiltern.gov.uk/planning/localplan2014-2036</p> <p><u>Wycombe District Council</u> https://www.wycombe.gov.uk/uploads/public/documents/Planning/New-local-plan/Reg-19-Publication-Local-Plan/Wycombe-District-Local-Plan-Publication-Version.pdf</p>
<p>APPENDICES</p>	<p>A: Responses to Local Authority Plan Consultations.</p>
<p>TIME REQUIRED</p>	<p>15 Minutes</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Stuart Gowanlock, Corporate Planning Manager sgowanlock@bucksfire.gov.uk</p>



Our Ref: JP
 Enquiries to: Julian Parsons
 Direct Line: 079644 15055
 Date: 27th November 2017
 Email: jparsons@bucksfire.gov.uk

Planning Policy
 Wycombe District Council
 Queen Victoria Road
 High Wycombe
 HP11 1BB

Dear Sirs

Publication of the Wycombe District Local Plan: Representations and Comments

We have reviewed the Wycombe District Local Plan. Our representations in relation to this are set out below.

Policy DM23 – Other Residential Uses

We are supportive of the policy in general and, in particular, the requirements for:

- at point 3c), sufficient parking to meet the needs of residents – this should also be sufficient to facilitate unobstructed access to all parts of residential developments by fire appliances and other emergency services vehicles and to firefighting infrastructure such as fire hydrants (we have many examples of inadequate parking facilities on new estates leading to parked vehicles obstructing access to premises and hydrants when responding to emergency calls);
- at point 3d), sufficient bin storage - this will reduce the potential availability of materials for fire setting;
- at point 5, communal facilities - we would recommend that in addition to ensuring the adequacy of these, consideration also be given to requiring inclusion of automatic fire suppression systems for Houses in Multiple Occupation as these are at greater risk of and from fire than a typical dwelling in single occupancy.

Policy DM24 – Affordable Housing / DM25 Rural Exceptions Affordable Housing

We are supportive of this policy and, in particular, any measures that will increase the supply of affordable housing in locations where we have fire stations that operate under the 'on-call' or 'day crew' duty systems which require firefighters to live in close proximity to fire stations. We are finding it increasingly difficult to find new staff in many of these locations as rising house and rental prices have placed housing beyond the reach of people in demographic and occupational groups from which we typically recruit.

Head of Service Development
 Buckinghamshire and Milton Keynes Fire & Rescue Service
 Stocklake, Aylesbury, Bucks HP20 1BD -Tel: 01296 744400/07964415055

Policy DM39 – Managing Flood Risk and Sustainable Drainage

We are supportive of this policy but would recommend that where developments are permitted in areas at risk of flooding the requirement for a site specific flood risk assessment at point 5 be augmented to include consultation with the Fire and Rescue Service as to the feasibility of undertaking rescue and recovery operations during and in the aftermath of flooding events. Also, in relation to paragraph 6.187 we would recommend that we be notified of any locations where housing in areas at risk of flooding has been allocated for occupancy by vulnerable groups, such as elderly or disabled people, so that they can be identified for early evacuation or high priority rescue.

Policy DM41 – Optional Technical Standards for Building Regulation Approval

We recommend that a requirement for the installation of automatic fire suppression systems be included for Category 2 (accessible and adaptable) and Category 3 (wheelchair user) dwellings as occupants will face greater risk to life in the event of fire.

Policy PR7 – Development Requirements

We welcome the inclusion of:

- provision for affordable housing and our comments in relation to DM24 and 25 above refer;
- proposals to make cycling and walking safer specified at points 3 and 6.

We do not see a need for us to participate in the oral part of the examination but please feel free to contact me if you require any further information or evidence from us.

Yours faithfully



Julian Parsons
Area Commander – Head of Service Development



Our Ref: JP
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 Direct Line: 079644 15055
 Date: 14th December 2017
 Email: jparsons@bucksfire.gov.uk

Planning Policy
 Aylesbury Vale District Council
 The Gateway
 Gatehouse Road
 AYLESBURY
 HP19 8FF

Dear Sirs

Publication of the Vale of Aylesbury Local Plan: Representations and Comments

We have reviewed the Vale of Aylesbury Local Plan. Our representations in relation to this are set out below.

Strategic Objectives

We welcome your commitment, at 2.6-3, to working with partners to secure timely and well-located provision of infrastructure, services and facilities needed to sustain and enhance existing and new communities and the specific inclusion of fire services at point d as part of this. In the main we are of the view that this should largely consist of ensuring adequate provision of fire-fighting infrastructure such as hydrants and access requirements for fire appliances and other emergency services vehicles in the design of new residential and commercial developments. However, we also note, in particular, the significant expansion of Aylesbury to the East and North-West and the designation of Wendover / Halton Camp as a strategic settlement. We will consider and advise of the potential implications of this for fire cover along this axis as we develop our 2020-25 Public Safety Plan together with any potential requirements for new fire station and / or 'standby' facilities for fire crews which may generate the need for land allocations.

Policy H1 – Affordable Housing / H2 Rural Exception Sites

We are supportive of this policy and, in particular, any measures that will increase the supply of affordable housing in locations where we have fire stations that operate under the 'on-call' or 'day crew' duty systems which require firefighters to live in close proximity to fire stations. We are finding it increasingly difficult to find new staff in many of these locations as rising house and rental prices have placed housing beyond the reach of many people in the demographic and occupational groups from which we typically recruit.

Policy H6 – Housing Mix

We recommend that a requirement for the installation of automatic fire suppression systems be included for Category 2 (accessible and adaptable) and Category 3 (wheelchair user) dwellings as occupants will face greater risk to life in the event of fire.

Head of Service Development
 Buckinghamshire and Milton Keynes Fire & Rescue Service
 Stocklake, Aylesbury, Bucks HP20 1BD -Tel: 01296 744400/07964415055

Policy T5 Vehicle Parking

We are supportive of the policy in general and, in particular, design requirements that discourage anti-social parking on streets as we have many examples of inadequate parking facilities on new estates leading to parked vehicles obstructing access to premises and hydrants when responding to emergency calls. We recommend that the policy at T5a, on levels of parking provision, also require that this be sufficient to facilitate unobstructed access to all parts of residential developments by fire appliances and other emergency services vehicles and to firefighting infrastructure such as fire hydrants.

Policy 14 Flooding

We are supportive of this policy - particularly the inclusion of requirements for evacuation management planning in consultation with the emergency services as set out at point I. However, we also recommend that we be notified of any locations where housing in areas at risk of flooding has been allocated for occupancy by vulnerable groups, such as elderly or disabled people, so that they can be identified for early evacuation or high priority rescue.

We do not see a need for us to participate in the oral part of the examination but please feel free to contact me if you require any further information or evidence from us.

Yours faithfully



Julian Parsons
Area Commander – Head of Service Development



Our Ref: JP
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 Direct Line: 079644 15055
 Date: 20th December 2017
 Email: jparsons@bucksfire.gov.uk

Development Plans
 Growth, Economy & Culture
 Milton Keynes Council
 Civic Offices
 1 Saxon Gate East
 Central Milton Keynes
 MK9 3EJ

Dear Sirs

Milton Keynes Council Proposed Submission Plan: Representations and Comments

We have reviewed the Milton Keynes Proposed Submission Plan (October 2017). Our representations in relation to this are set out below.

9 EDUCATION AND HEALTH

We note the inclusion, at 9.2, of fire services as part of the increased levels of provision of necessary facilities and services that will be essential to support growth and development. In the main we are of the view that this should largely consist of ensuring adequate provision of fire-fighting infrastructure such as hydrants and access requirements for fire appliances and other emergency services vehicles in the design of new residential and commercial developments. However, we will also consider and advise of any potential implications from the projected growth in the borough for the strategic distribution of fire cover as we develop our next Public Safety Plan, which will cover the period 2020 – 2025. This will include any potential requirements for changes to fire station locations and / or creation of 'standby' facilities for fire crews which may generate the need for land allocations.

POLICIES SD6 EASTERN EXPANSION AREA / SD7 WESTERN EXPANSION AREA / SD8 STRATEGIC LAND ALLOCATION / SD9 NEWTON LEYS / SD14 MILTON KEYNES EAST / HN2 AFFORDABLE HOUSING / HN10 RURAL EXCEPTION SITES

We welcome measures that will increase the supply of affordable housing as we are finding it increasingly difficult to find new staff in locations where rising house and rental prices have placed housing beyond the reach of many people in the demographic and occupational groups from which we typically recruit. This is particularly acute in locations where fire cover is operated via 'on-call' and 'day crew' crewing systems which require staff to live in close proximity to fire stations.

POLICY HN4 AMENITY, ACCESSIBILITY AND ADAPTABILITY OF HOMES

We recommend that a requirement for the installation of automatic fire suppression systems be included for Category M4 (3) wheelchair accessible dwellings as occupants will face greater risk to life in the event of fire.

Head of Service Development
 Buckinghamshire and Milton Keynes Fire & Rescue Service
 Stocklake, Aylesbury, Bucks HP20 1BD -Tel: 01296 744400/07964415055

POLICIES CT2 MOVEMENT AND ACCESS / CT5 PUBLIC TRANSPORT / CT10 PARKING PROVISION / D4 AMENITY AND STREET SCENE / CC2 LOCATION OF COMMUNITY FACILITIES

We are supportive of these policies and, in particular, design requirements that discourage obstructive parking on streets as inadequate parking facilities on new developments can lead to parked vehicles obstructing access to premises and hydrants when responding to emergency calls. We recommend that the policies at CT10 iii and D4f, relating to parking area design, also require that this be sufficient to facilitate unobstructed access to all parts of residential developments by fire appliances and other emergency services vehicles and to firefighting infrastructure such as fire hydrants.

POLICY FR1 MANAGING FLOOD RISK

We are supportive of this policy but would recommend that where developments are permitted in areas at risk of flooding the requirement for a site specific flood risk assessment be augmented to include consultation with the Fire and Rescue Service as to the feasibility of undertaking rescue and recovery operations during and in the aftermath of flooding events. Also we would recommend that we be notified of any locations where housing in areas at risk of flooding has been allocated for occupancy by vulnerable groups, such as elderly or disabled people, so that they can be identified for early evacuation or high priority rescue.

We do not see a need for us to participate in the oral part of the examination but please feel free to contact me if you require any further information or evidence from us.

Yours faithfully



Julian Parsons
Area Commander – Head of Service Development



Our Ref: JP
 Enquiries to: Julian Parsons
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 Date: 22nd December 2017
 Email: jparsons@bucksfire.gov.uk

Helen Harding
 Principal Planner (Planning Policy)
 Chiltern and South Bucks District Councils
 King George V House
 King George V Road
 Amersham
 HP6 5AW.

Dear Ms Harding

Consultation on the Draft Infrastructure Delivery Schedule v 1.2 Chiltern and South Bucks Local Plan

Thank you for your email of 4 December inviting us for feedback on the above. Our comments are as follows:

CDC & SBDC Settlement Options Map / Green Belt Options Appraisal

We note the potential development scenarios for the Emerging Local Plan and are of the view that these are unlikely to affect the strategic distribution of fire cover. However, we will be undertaking a review of fire cover across the two Districts as part of the preparatory work for our next Public Safety Plan which will cover the period 2020-2025. As this work progresses we will advise if any potential implications for our fire station 'footprint', or requirements for other facilities such as 'standby points', emerge.

We also note the outline proposals for provision of affordable housing in a number of locations. We welcome measures that will increase the supply of affordable housing as we are finding it increasingly difficult to find new staff in locations where rising house and rental prices have placed housing beyond the reach of many people in the demographic and occupational groups from which we typically recruit. This is particularly acute in locations where fire cover is operated via 'on-call' (as at Great Misenden & Chesham fire stations) and 'day crew' (as at Amersham and Gerrards Cross fire stations) crewing systems which require staff to live in close proximity to fire stations.

Draft Infrastructure Delivery Schedule

Paragraph 65 invites provision of further information on infrastructure requirements and policy content in relation to flood management. We recommend that where developments are permitted in areas at risk of flooding, the requirement for a site specific flood risk assessment be augmented to include consultation with the Fire and Rescue Service as to the feasibility of undertaking rescue and recovery operations during and in the aftermath of flooding events. Also we would recommend that we be notified of any locations where housing in areas at risk of flooding has been allocated for occupancy by vulnerable groups, such as elderly or disabled people, so that they can be identified for early evacuation or high priority rescue.

Head of Service Development
 Buckinghamshire and Milton Keynes Fire & Rescue Service
 Stocklake, Aylesbury, Bucks HP20 1BD -Tel: 01296 744400/07964415055

APPENDIX A - LOCAL PLAN CONSULTATION RESPONSES

We also note, at paragraph 79, that no specific infrastructure requirements for emergency services have been identified. However, in addition to any requirements emerging from our fire cover review discussed above, there is also likely to be a requirement for additional fire hydrant provision for new developments of significant size and consideration given to ensuring that street layouts and parking provision are sufficient to facilitate unobstructed access for fire appliances and other emergency services vehicles.

These are very much our initial comments but we look forward to providing further input as your Emerging Local Plan is developed. In the meantime, please feel free to contact me if you would like to discuss any of the above points.

With kind regards.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Julian Parsons', written over a faint, illegible stamp or background.

Julian Parsons
Area Commander – Head of Service Development



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress
EXECUTIVE SUMMARY	<p>The Authority's philosophy 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. This report is the second annual progress update; two years into a four year programme.</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>In addition, amendments to the Equality Act 2010 meant that, from 30 March 2017, the Authority was required to publish equality data in regards to gender. The regulations that introduced this requirement are the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.</p> <p>Annex A provides an introduction to the statutory duties outlined by the prevailing legislation, the methodology adopted by the Service to ensure these duties are fulfilled and significant and meaningful progress made, and a summary of the headlines from Year Two.</p> <p>Annex B summarises Year Two progress against the Equality Framework for Fire and Rescue Services (FRSEF) (Revised 2017).</p> <p>Annex C provides an overview of the Year Three EDI programme.</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> <p>Appendix 2 is the FRSEF.</p> <p>The plan for Years One and Two was to ensure the EDI infrastructure was in place, and to publish and analyse equality data. The focus of Years Three and Four is to embed EDI, drive progress, and report trends.</p>
ACTION	Noting.
RECOMMENDATIONS	That the contents of the report be noted.
RISK MANAGEMENT	<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. Plans and actions to improve workforce diversity, as set out in this report, 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>The Authority's People Strategy and well-developed policies and procedures aim to mitigate these risks wherever possible.</p>
FINANCIAL IMPLICATIONS	The Equality and Diversity action plan for 2016 - 2020 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.
LEGAL IMPLICATIONS	<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"> 1) eliminate unlawful discrimination, harassment and victimisation; and 2) advance equality of opportunity between different groups and foster good relations between different groups. <p>Specific duties are set out in regulations made under Equality Act 2010, bringing together existing race, disability and gender duties and also covering sexual orientation, age, religion or belief, pregnancy and maternity, and gender reassignment. The specific duties are intended to help public bodies to meet the</p>

	<p>requirements of the general duty.</p> <p>The Equality Act 2010 (Specific Duties) Regulations 2017 (SI 2017/353) requires the Authority to; publish information to demonstrate compliance with the duty imposed by the Act, and to prepare and publish one or more equality objectives that should achieve any of the aims set out in the Act.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The Policing and Crime Act 2017 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 recruitment, focusing on On-call Firefighters and Apprenticeships recruitment. Joint working to promote fire service careers and raise awareness across community groups with the aim of improving employee diversity is the agreed priority.</p> <p>Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established. It was recently agreed to set up an Emergency Services Group, including South Central Ambulance Service (SCAS), to focus initially on attracting a diverse range of apprentices before considering common skills gaps.</p> <p>Other local authorities across the Thames Valley are also considering representation on this group, jointly initiated by the Authority and TVP.</p> <p>The Authority represented the three Thames Valley Fire Services as Equality Lead at the National Fire Chiefs Council Equality and Diversity Professionals Group during the year. This Group has revised the FRSEF. It is designed to act as a benchmarking tool, and it is expected that Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will use the FRSEF to benchmark the equality work of fire and rescue services.</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 and has built these into the implementation programme.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no implications with regard to health and safety.</p>
<p>EQUALITY AND DIVERSITY</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</p>

	<p>barriers in relation to employment and accessing services.</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. We are in the process of reviewing the evidence to determine the effectiveness in Year One of this initiative.</p> <p>The Authority was the first Fire and Rescue Service to endorse the submission of a pledge to the Apprenticeship Diversity Champions Network (ADCN) in February 2018. 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 and further dates are being organised.</p> <p>Following our first apprenticeship recruitment where attracting females proved difficult, an operational female firefighter was seconded into the role of Resourcing Officer. She maintained personal contact with females throughout the attraction and recruitment process, offering advice and providing training tips to help with the physical tests. Whilst based on small numbers, 25 per cent of the apprentices recruited in Cohort Two were female, compared to the previous year's nine per cent.</p> <p>The relevant workforce equality data is included in Appendix 1.</p>
<p>USE OF RESOURCES</p>	<p>Communication with stakeholders;</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 updated and discussed regularly at the Joint Consultation Forum.</p> <p>The EDI Advisory Group is chaired by the Director of People and Organisational Development, and attended by the Lead Member for People and Equality and Diversity. 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>The system of internal control; Monitoring arrangements include six monthly updates</p>

	<p>to the Performance Management Board, and annual reports to the Strategic Management Board and Fire Authority.</p> <p>The medium term financial strategy; It is expected that the achievement of the objectives for 2016-20 can be met within the existing budget.</p> <p>The balance between spending and resources; There are no cost implications arising from this report. The Authority’s philosophy 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>The arrangements to promote and ensure probity and propriety; This report promotes Equality and Diversity and is intended to comply with the Public Sector Equality Duty (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>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>March 2018 Executive Committee – Gender Pay Gap Report https://bucksfire.gov.uk/files/5815/2024/7138/ITEM_6_Gender_pay_gap_report_Executive_Committee_14.03.18Appendix.pdf</p> <p>October 2017 Fire Authority – Equality, Diversity and Inclusion Objectives 2016-20, Review of Year One Progress Report https://bucksfire.gov.uk/files/8415/0719/9575/ITEM_12_EDI_Cover_Report_CFA_18102017Annexes-min.pdf</p> <p>June 2016 Fire Authority - Equality and Diversity Objectives 2016-20, Public Sector Equality Duty and Review of 2012-16 Objectives https://bucksfire.gov.uk/files/4714/6425/6193/ITEM_15_ED_Cover_Paper_FA_Annex_and_Appendices.pdf</p> <p>February 2016 Executive Committee - The Authority’s People Strategy 2016 to 2020. Optimising the contribution and well-being of our people https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf</p>

	<p>The Equality Act 2010</p> <p>The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017 http://www.legislation.gov.uk/uksi/2017/353/contents/made</p> <p>The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017 http://www.legislation.gov.uk/uksi/2017/172/contents/made</p> <p>“Equality information and the equality duty: A guide for public authorities”(ECHR, Revised (fourth) edition, July 2014): https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty</p> <p>Office of National Statistics Integrated Household Survey: https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01</p> <p>Gender Identity Research and Education Society: https://www.gires.org.uk/information-on-prevalence-incidence-and-monitoring/</p>
<p>APPENDICES</p>	<p>Annex A – Introduction; Equality, Diversity and Inclusions (EDI) Objectives 2016 – 2020</p> <p>Annex B – EDI Objectives: Year Two Progress compared against the Equality Framework for Fire and Rescue Services (Revised 2017)</p> <p>Annex C - Equality, Diversity and Inclusions (EDI) Objectives 2016 – 2020: Year Three EDI Programme</p> <p>Appendix 1 –EDI workforce diversity data</p> <p>Appendix 2 - The Equality Framework for Fire and Rescue Services (Revised 2017)</p>
<p>TIME REQUIRED</p>	<p>10 Minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Anne Stunell, Head of Human Resources astunell@bucksfire.gov.uk 01296 744621</p>

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 philosophy 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 Framework for Fire and Rescue Services (Revised 2017) provides a structured approach to best practice EDI. The Authority plans to benchmark itself against this framework.

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2016 – 2020

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 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.

BMKFA Headlines

- All 39 apprentices recruited are under 34 years old; 82 per cent are under 30 years old. This bodes well for our age profile in the future, when they join the establishment at the end of their apprenticeship (Chart 2 Appendix 1)
- 25 per cent of the apprentices recruited in Cohort 2 were female, compared to the previous year's 9 per cent.
- The Authority endorsed the submission of a pledge, and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018.
- Overall females account for 19.3 per cent of the workforce (Chart 14 Appendix 1), 59.1 per cent of support staff a 7 per cent increase from 2016 (Chart 34 Appendix 1).
- The mean gender pay gap is 19 per cent and the median gender pay gap is 10.61 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 work towards reducing the gap.
- 2017/18 saw the first year since 2010 that female operational firefighters attended a promotion process and were successful in entering the development pool and securing a supervisory manager position.
- A cross directorate Well-being Group set up in partnership with the representative bodies.

**Buckinghamshire & Milton Keynes Fire Authority
Equality & Diversity Objectives 2016-2020**

OBJECTIVE 1: We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Recruitment, Training and Selection for Progression/Promotion	17 Recruiting, Retaining and Employing a Diverse Workforce	<p>Officers actively look to improve networks in the community to increase awareness of the diversity needs of the communities we serve.</p> <p>Recruitment Plan created with a particular priority to attract and retain a diverse workforce by encouraging and actively promoting employment applications from all groups in the community and, in particular, Black and Minority Ethnic (BME) and females.</p> <p>Apprentice Recruitment - structured approach to apprentice recruitment with the aim of attracting a diverse pool of applicants.</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 and further dates are being organised.</p> <p>Following our first apprenticeship recruitment where it proved difficult to attract females, we seconded an operational female firefighter into the role of Resourcing Officer. She maintained personal contact with females throughout the attraction & recruitment process, offering advice and providing training tips to help with the physical tests. Albeit a small</p>

		<p>group, 25 per cent of the apprentices recruited in Cohort 2 were female, compared to the previous year's 9 per cent.</p> <p>E-Recruitment portal implemented to ensure a modern recruitment process and to allow easier access to information about the Service, the roles available, and a modern candidate experience. This reduces time, and is efficient and cost effective.</p> <p>"A day in the life of a firefighter" video created.</p> <p>Additional target-specific videos are being scoped and created.</p> <p>Recruitment information area is on intranet/People Strategy.</p> <p>Application sifting introduced where information on protected characteristics is removed, and a range of stakeholders have a hand in selecting candidates.</p> <p>Comprehensive recruitment and selections policies in place.</p>
	<p>18 Recruitment and Selection Processes</p>	<p>Impact Assessments Training/Workshops/Education and a programme to enhance managers' capabilities and confidence in working across diversity and progressing equalities in the workplace was undertaken, including anti-discrimination legislation and the Authority's role as a provider of high quality services, and being an employer of choice.</p> <p>Unconscious bias training undertaken for the leadership group and HR in order to improve self-awareness and an understanding of how experience shapes thought and personality. HR staff have undertaken interview training, which includes unconscious bias.</p> <p>Inclusive leadership workshop for SMB held in Q3 2017/18, and scheduled to roll out throughout the Service from 2019.</p>

	<p>19 Organisational and individual learning and development</p>	<p>EDI online training in place. This is mandatory at induction and repeated regularly by all employees.</p> <p>Managers are trained in people management, including skills such as how to have difficult conversations, to ensure they all recognise their responsibilities in promoting an inclusive culture.</p> <p>All employees have an annual appraisal, where their commitment to EDI is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with business training requirements.</p> <p>77 per cent of employees had recorded appraisals in 2017/2018, against 63 percent in 2016/2017. This is a significant year on year improvement. New employees who follow a probationary period are not included for the full year and apprenticeships and are tracked separately. Management information is provided and we continuously aim for 100 per cent completion. When the new electronic appraisal system is introduced during 2019, new employees and apprenticeships will be incorporated into the statistics.</p> <p>Performance management training in appropriate procedures and best practice in discipline, anti-bullying and harassment, grievance and capability for new managers, and those that missed last year's sessions.</p> <p>There is training for Diversity Champions so they are empowered to challenge the Authority to strive for future improvements in EDI.</p>
	<p>20 Retention and Progression within the organisation</p>	<p>In November 2016 and February 2017, the Senior Management Team approved the pilot Aspiring Leaders Pathway (ALP). The pilot ALP was designed to deliver the first development centre-type process open to all staff.</p> <p>There was a notable success following the ALP in terms of the number of female staff members (both operational and non-operational) which attended and who were successful.</p>

		<p>2017/18 saw the first year since 2010 that female operational firefighters attended a promotion process and were successful in entering the development pool and securing a supervisory manager position.</p> <p>Promotion processes are open, fair and transparent and are applied consistently. They are clearly explained to all employees, and are underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.</p> <p>Support networks and meaningful mentor/coaching programmes will continue to be provided. Leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion will be available.</p> <p>Staff know the selection, promotion process is fair, and that this is reflected in the diversity of staff represented at all levels of the organisation.</p> <p>Leadership training, opportunities for development such as job shadowing and acting-up/temporary promotion (so that an individual can experience the different role) are in place. These are in line with fair and transparent policies which set out clearly the criteria by which such opportunities are offered.</p>
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OBJECTIVE 2: We will provide a more diverse range of service to better protect the communities we serve

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Effective service delivery	5 Responsive and Accessible Services	<p>Year on year the delivery of Home Fire Risk Checks (HFRC) has enabled the Service to improve the fire safety of thousands of households.</p> <p>The risk-modelling sitting behind the Safe and Well system is looking at targeting people through a combination of demographic factors combined with screening for age, health and wellbeing factors.</p> <p>New collaborations are looking at focused partnerships which target the most vulnerable e.g. beginning to work with a number of agencies under the auspices of the HIU (High Intensity User) group aimed to reduce demand on emergency services and the NHS across the county.</p> <p>Strengthening partnership working with safeguarding boards to build awareness of emerging issues, especially self-neglect. Elements have included presenting at Oculus Gateway during a recent SAR learning outcome event, and working with the Chief Executive of MKC to plan a rapid response review in October 2018 to improve public awareness and establish self-neglect indicators. This will then be used by the Board to inform an agreed and consistent strategy, which all partners can use more effectively to improve public safety.</p> <p>Preparations for a multi-agency flood fair in Marlow in October with the Environment Agency, Thames Water, BCC Resilience Forum, etc., to increase local awareness and preparedness in the event of future flooding events. This will target in particular how those</p>

		<p>who are older or less mobile would be identified and supported in their preparations in the event of a flood warning.</p> <p>Working with partners to target current and emerging risks based on a multi-agency approach e.g. educating secondary school staff about dealing with acid attacks following recent high profile recent events.</p> <p>Targeting youth engagement work on those most in need. Running evaluated programmes in conjunction with schools and Local Authority partners.</p> <p>Working in partnership with the NHS to provide venues for blood donations from members of the public. Using BFRS premises saves the NHS funds to hire rooms and gives the fire service access to members of the public to offer them fire safety advice.</p>
	<p>6 Commissioning and Procuring Services, Facilities or Estates</p>	<p>Equality and Inclusivity is an assessment criteria as part of the procurement exercise. EDI is fully embedded throughout the procurement cycle.</p> <p>The following is stated in our Purchase Order Terms and Conditions for all goods and services procured by BFRS and in our contract terms with contracted suppliers.</p> <p>“BFRS require all suppliers at all times to comply with all equal opportunities legislation and not discriminate against any person unlawfully. In particular, the Supplier shall comply in full with the requirements of the Equality Act 2010 and all amending or succeeding legislation or regulation. The Supplier shall co-operate with any investigation or proceedings concerning alleged contravention of any anti-discrimination legislation in performing the contract and shall impose the same obligations on any sub-supplier.”</p>
<p>Community knowledge and engagement</p>	<p>7 Collecting, Analysing and Using Information</p>	<p>We use data to identify the groups that are most at risk, recognising trends against local and national statistics, to pinpoint areas to address through targeted engagement.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		Business and Systems Integration (BASI), is developing a new Premises Risk Management System (PRMS) which will enable the Service to store all relevant information on all premises in one place, making trend analysis and data sharing much more straight-forward.
	8 Engagement with communities	Focus is on building a safer and more resilient community, protecting people and places from harm, targeting the hardest to reach and most vulnerable members of our community.
	9 Customer/Public Satisfaction	<p>By making every contact count, the Service is ensuring that home visits and general prevention activities improve quality of life outcomes for all members of society, and leads to a reduced demand on services.</p> <p>Further work is required to identify and better understand the needs of marginalised and under-represented members of our communities; we are committed to achieving this over the next twelve months.</p>

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OBJECTIVE 3: Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Employment, Health and Wellbeing	10 Workforce Strategies and Policies	<p>The People and Organisational Development (P&OD) Directorate uses the NJC improvement strategies, EDI Strategy and the Recruitment Plan to design, update and support the People Strategy.</p> <p>The Anti-Bullying and Harassment, Whistleblowing, and Code of Conduct procedures have been reviewed and staff consultation on the latter is underway.</p> <p>Policies are promoted through site displays and a range of communication methods, including core briefs and the I Drive. Training sessions for line managers are promoted regularly when new policy or significant changes are introduced.</p> <p>Guidance has been written on disability related absence.</p>
	11 Workforce Monitoring	<p>Improvement in workforce profile statistics relating to the protected characteristics has continued this year.</p> <p>Annual Reports to the Fire Authority include workforce profiling with community demographics. Please see Appendix 1.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		<p>We continue to develop and improve monitoring systems to identify workforce protected characteristics, following the implementation of employee self-service and the introduction of the HR Information System in April 2017 as part of the BASI project.</p> <p>We monitor cases relating to the discipline, dignity at work and grievance procedures to ensure the full abilities and attributes of all employees are recognised based on their competence, and to ensure our preventative measures regarding discrimination and inequality remain fit for purpose.</p> <p>Exit interview processes are under review, to ensure that any EDI themes are identified and actioned.</p> <p>The gender pay gap was published in March 2018. Action plans are being progressed to work on reducing the gap, and are subject to separate reporting mechanisms.</p>
	<p>12 Workforce Values and Behaviours</p>	<p>The cultural survey included questions around EDI, values and behaviours. Staff were asked specifically to look at the perceptions, to see if there were any gaps, and to help with action plans for the future. The action plans for the SMB and each department are well advanced for presentation at the 29 October 2018 Leadership and Management Forum.</p> <p>Employee engagement initiatives continue to evolve. These include the strategic review of resourcing, Chief Fire Officer Birthday forums, leadership events, shadowing opportunities and working groups.</p>
	<p>13 Staff Engagement and Communication</p>	<p>The National Inclusive Fire Service Group has identified actions and outcomes for individual fire service focus:</p> <ul style="list-style-type: none"> • Cultural survey outcomes • Various engagement initiatives outcomes

		<ul style="list-style-type: none"> • Diversity Champions identified and an EDI Advisory Group set up, with associated structures. <p>The internal voluntary EDI Advisory Group and Working Group meet regularly to seek ways of promoting EDI awareness, and to assist with progressing initiatives across the service.</p> <p>Continuous equalities communications were published on the I drive, e.g., 'How to raise a concern at work' reminder.</p> <p>We continue to embed the Authority's Vision and Values through induction, policies and the way we work. Diversity is one of the values.</p> <p>Joint Consultative Forum (JCF) – minutes and actions are recorded and circulated. EDI is a standing agenda item on the agenda.</p>
	<p>14 Performance Management</p>	<p>The Authority's policies and procedures make it clear that discrimination is unacceptable and must be eliminated. No areas have been identified as a concern through monitoring. If they were to be in the future, measures would be put in place to deal with them.</p> <p>Regular and ad hoc line manager performance management training is carried out.</p> <p>A six monthly case management report is reviewed at the Performance Management Board.</p>
	<p>15 Health and Well being</p>	<p>A cross directorate Well-being Group was set up in partnership with the representative bodies. The group uses a nationally recognised benchmarking tool designed by the College of Policing called Oscar Kilo to identifying areas of improvement in well-being initiatives.</p> <p>The group meets regularly and is working on various work streams such as Mental Health First Aiders, Critical Incident Stress Debrief, and Mind Blue Light Training.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		<p>The Employee Assistance Provision (EAP) is promoted online, via posters and leaflets, and via the managers and the HR team. This provision is available 24/7.</p> <p>Mental Health Awareness posters are displayed, leaflets are available at fire stations, and information is on the intranet.</p> <p>Our policies and procedures support employees with responsibilities for both children and elderly parents with increased flexible working arrangements.</p> <p>The employee proposition is being reviewed continuously, and a range of contracts used to support employees work more flexibly.</p>
	<p>16 Equal Pay and Job Segregation</p>	<p>An equal pay audit was carried out in 2014, and the Service is in the process of planning another audit for 2019, in line with best practice.</p> <p>The results of the gender pay gap reporting for the Service as at 31 March 2017 found a gender pay gap of 19%. The Service's aim is to prioritise ways to lower the gender pay gap to below the national UK gender pay gap of 18% and to reduce it further.</p> <p>A priority for the Service is attracting and retaining a more diverse workforce.</p>

OBJECTIVE 4: Our culture will engage and value diversity and difference to enhance our service offering to the public

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 update
Leadership, partnership and organisational commitment	1 Vision and Commitment	<p>Our vision and values are reinforced through the Corporate Plan, and through all the work that is carried out. Diversity is one of the values – “we value diversity in our service and in the community”. Our values are accessible on the intranet, message boards, in our induction programme, and as part of appraisals.</p> <p>Employees are aware of, and understand, the relevant policies. This was confirmed as part of the culture survey.</p> <p>Discipline and grievance procedures are monitored in order to identify and correct any problematic trends. This includes an element of monitoring at the informal level in order to pick up and resolve issues at an early stage.</p> <p>The latest culture survey was carried out in late 2017. Vision and values were key to it. Action plans are currently being developed by managers with their teams, and will be discussed and agreed at the next leadership event on 29 October 2018. The SMB action plan includes promotion of the values and role modelling leadership behaviours.</p>
	2 Accountability	<p>Annual EDI reports go to SMB and the Fire Authority</p> <p>All employees are educated on EDI awareness as part of induction. It is everyone’s responsibility to ensure they consider EDI in their everyday work and that they behave in the manner expected.</p>

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 update
		<p>In late March 2018, the gender pay gap was published in line with the reporting requirements of the Mandatory Gender Pay Gap Reporting for the public sector. Action plans have been written.</p>
	<p>3 Organisational Commitment</p>	<p>EDI objectives are in everyone’s appraisals throughout the organisation. The EDI objectives are monitored, and appraisals are monitored on a six monthly basis at the Performance Management Board.</p> <p>All corporate policies are written with EDI in mind, and impact assessments carried out on them</p> <p>EDI is a standing item on the Joint Consultative Forum. Minutes are taken and actions allocated and tracked</p>
	<p>4 Partnerships</p>	<p>The Authority endorsed the submission of a pledge, and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018.</p> <p>Managers attend a variety of external events, where membership includes diverse groups, encompassing both the public and private sectors, charitable groups and service end users, e.g., Asian Fire Service Association, NFCC EDI Professionals Group, and the Thames Valley collaboration group.</p>

Equality, Diversity and Inclusion Objectives (EDI) 2016 - 2020

The Authority approved its four-year objectives at the Fire Authority Meeting of 8 June 2016. The aim of the first two years has been to improve EDI data and planning, and to put in place the infrastructure to support and embed EDI in all areas of the Authority's work.

Buckinghamshire and Milton Keynes Fire Authority is fully committed to Equality, Diversity and Inclusion. The Authority recognises that it must make fairness and inclusion fundamental to everything it does in order to achieve its vision of making Buckinghamshire and Milton Keynes the safest place to live, work and travel.

The Authority believes that a workforce which better reflects the diversity of the local population will create a stronger, more enriched, and well informed organisation, more able to meet the expectations for a modern fire and rescue service.

The Authority's Equality ,Diversity and Inclusion Objectives 2016 to 2020 are:

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

These objectives are further defined as workforce and communities objectives.

Workforce Objectives - Years 1 and 2

The EDI workforce objectives are designed to meet the requirements of the equality duty in the exercise of our functions in order to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

Workforce Objectives- Years 3- 4

- Fostering good relations between people who share a relevant protected characteristic and those who do not
- Eliminate discrimination, harassment and victimisation
- Advancement of the equality of opportunity
- Public Sector Equality Duty

Communities Objectives - Years 1-2 and Years 3 - 4

The Services objectives are designed to meet the requirements of the general equality duty as defined by the Public Sector Equality Duty as follows:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

Year one progress against objectives was reported to the Fire Authority on the 18 October 2017. In order to demonstrate the work achieved and ongoing for Year Two, the main mechanism used to record our evidence is against the Equality Framework for Fire and Rescue Services (Revised 2017). Please see Appendix 2.

The table below shows the overview of the EDI programme for Year Three, set out against elements of the Authority's core values: Diversity; Service to the Community; Improvement, People.

Our Values	Year 3 EDI programme
<p>Diversity</p> <p>Our culture will engage and value diversity and difference to enhance our service offering to the public.</p>	<ul style="list-style-type: none"> • A programme of embedding our vision and values further is planned • Culture survey action plans reviewed to ensure equality objectives are incorporated and being progressed • Progressing the gender pay gap action plan • Target our finite resources to those most in need, sharing data with partners to ensure a joined up approach
<p>Service to the Community</p> <p>We will provide a more diverse range of services to better protect the communities we serve.</p>	<ul style="list-style-type: none"> • Improve links with communities to ensure our service delivery meets expectations and our role is better understood by the public • Continue developing fire stations as community resources, as far as practicable, and open to the public to visit and use and for the fire and rescue service to be seen as integral to the communities it serves • Ensure all staff act as ambassadors for the fire service, and for it to be seen as providing potential career paths for members of our communities • Learn from the outcomes of the Grenfell Inquiry to ensure the fire safety of the public whilst supporting businesses • Our aim is to continue to improve our diversity data (declarations) and utilisation of the data across all parts of the existing workforce. For example various stages of the employee lifecycle and during the recruitment process to see why females and BME's are deselected from the process. We must use the data to inform the decisions we make • Develop links with diverse businesses to ensure enforcement action is consistent and fair across Bucks and Milton Keynes

Equality Diversity and Inclusion (EDI) objectives 2016 – 2020: Year Three EDI Programme

<p>Improvement</p> <p>Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.</p>	<ul style="list-style-type: none"> • Reviewing our resourcing plans and data to ensure we are attracting and retaining a diverse workforce reflective of the local community • Carry out an equal pay audit in line with best practice • Greater use of flexible working arrangements will become commonplace • Target areas where we need to increase diversity - Short-term activities to be determined and run as part of apprenticeship recruitment, and other initiatives to refresh the workforce
<p>People</p> <p>We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve.</p>	<ul style="list-style-type: none"> • Recruitment – collaborative awareness campaigns, toolkit for recruitment, so that different media are added to the toolkit • Review induction training to ensure equalities training and awareness is embedded and understood from the start of the employment journey • Audit compulsory EDI training for existing and new employees at their induction, and review at two-yearly intervals for compliance. Ensure 100 per cent completion of compulsory EDI training (e.g. online) for existing employees and for new employees at their induction • Roll out unconscious bias training • Review equalities objectives in appraisals to ensure understanding and commitment • Review the talent management strategy and processes to ensure all employees do have fair access to learning and development opportunities

BMKFA Protected Characteristics by Core Group

* Less than 10

Age	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Age 0-19		0.0%	*	0.0%		0.0%	*	0.5%
Age 20-24	*	0.0%	*	8.8%	*	3.5%	13	2.9%
Age 25-29	*	3.0%	10	11.0%	*	4.3%	22	5.0%
Age 30-44	137	58.3%	46	50.5%	33	28.7%	216	49.0%
Age 45-59	89	37.9%	23	25.3%	58	50.4%	170	38.5%
Age 60-64		0.0%	*	2.2%	11	9.6%	13	2.9%
Age 65+	*	0.4%		0.0%	*	3.5%	*	1.1%

* Less than 10

Ethnic Origin	Whole-time	% of Whole-time	On Call	% of On call	Support	% of Support	ALL BMKFA	Total %
White	200	85.1%	83	91.2%	104	90.4%	387	87.7%
Mixed Ethnicity	*	1.7%		0.0%	*	0.9%	*	1.8%
Asian or Asian British		0.0%		0.0%	*	0.9%	*	0.2%
Black or Black British	*	0.9%		0.0%		0.0%	*	0.5%
Arab		0.0%		0.0%		0.0%		0.0%
Other		0.0%		0.0%	*	0.9%	*	0.2%
Not Stated	29	12.3%	*	8.8%	*	7.0%	45	10.2%

Data Sources:

i-Trent – 2018 (BMKFA)
 Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data

*Less than 10

Religion	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Christian	17	7.2%	20	22.0%	26	22.6%	63	14.3%
Buddhist		0.0%		0.0%		0.0%		0.0%
Hindu		0.0%		0.0%		0.0%		0.0%
Jewish		0.0%		0.0%		0.0%		0.0%
Muslim		0.0%		0.0%		0.0%		0.0%
Sikh		0.0%		0.0%		0.0%		0.0%
Other Religions	*	1.7%	*	0.0%	*	3.5%	*	2.0%
No Religion	26	11.1%	11	12.1%	*	7.8%	46	10.4%
Religion Not Stated	188	80.0%	59	64.8%	76	66.1%	323	73.2%

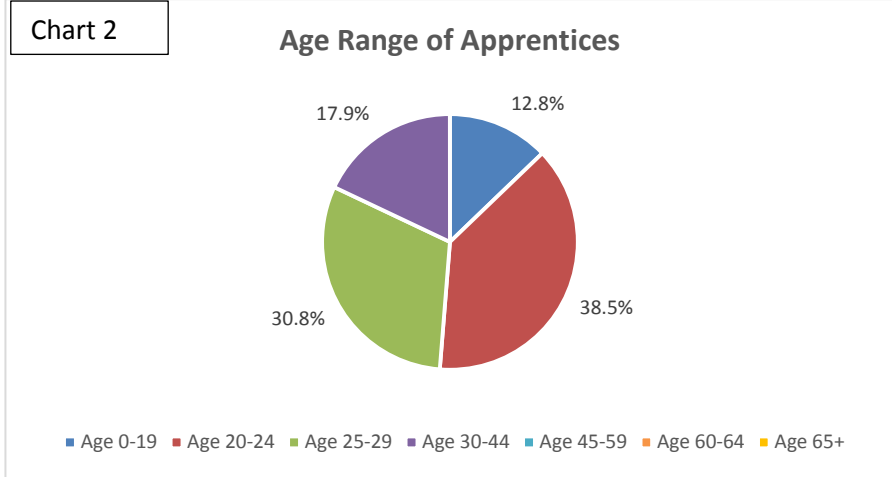
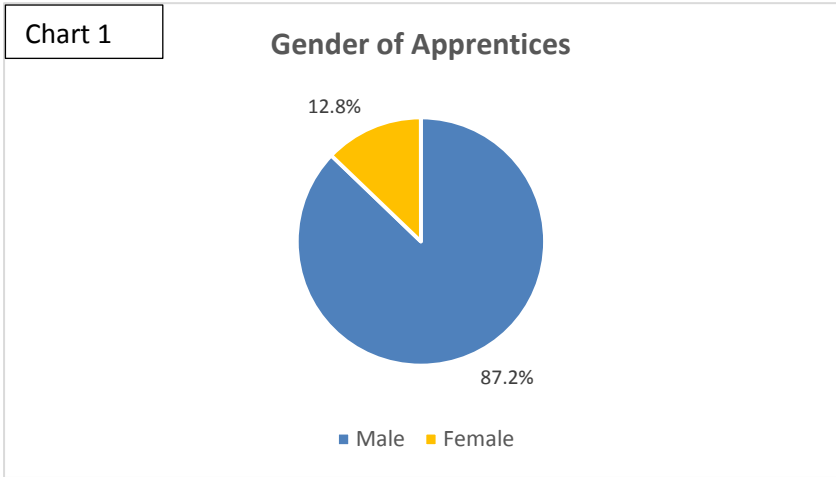
* Less than 10

Gender	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Male	224	95.3%	85	93.4%	47	40.9%	356	80.7%
Female	11	4.7%	6	6.6%	68	59.1%	85	19.3%

Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

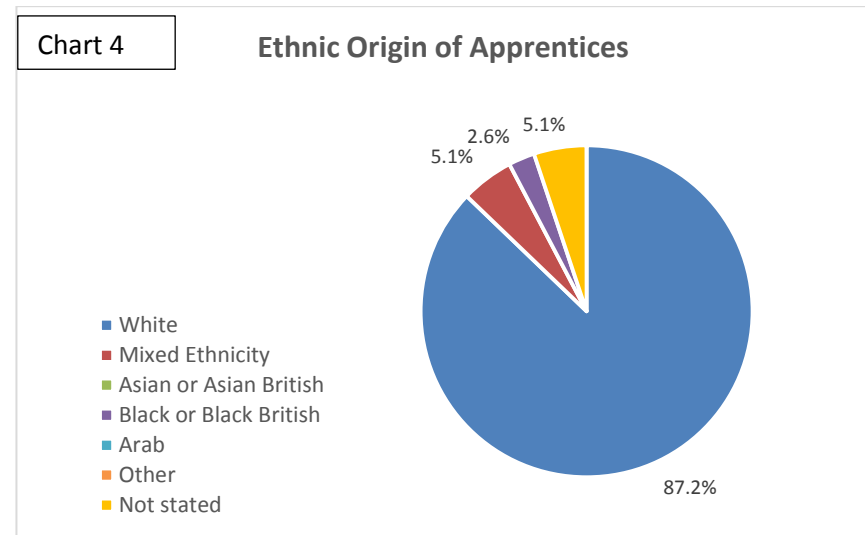
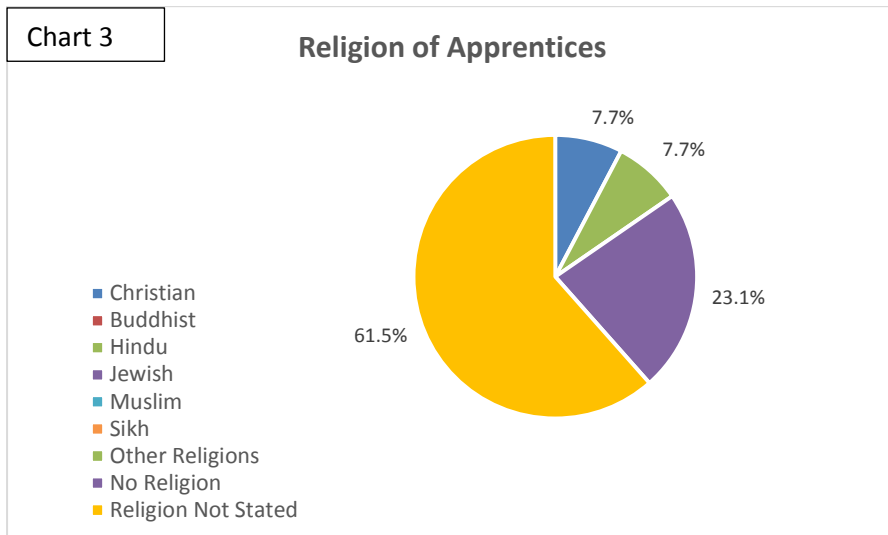
Protected Characteristics of Apprentices



Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data

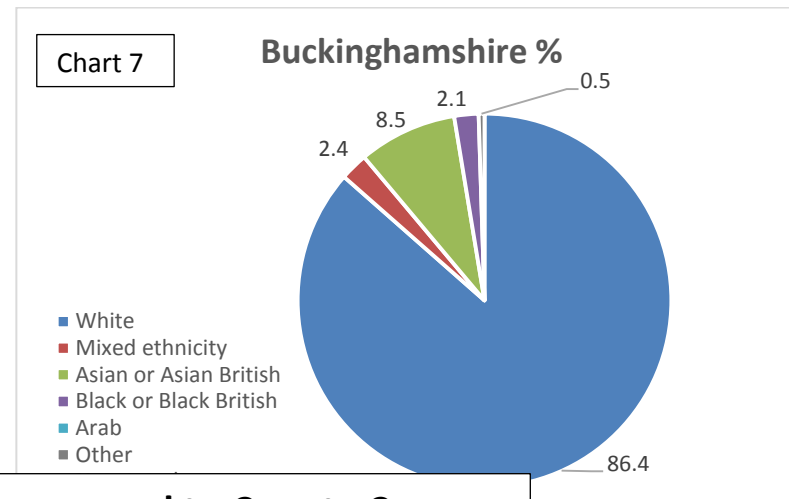
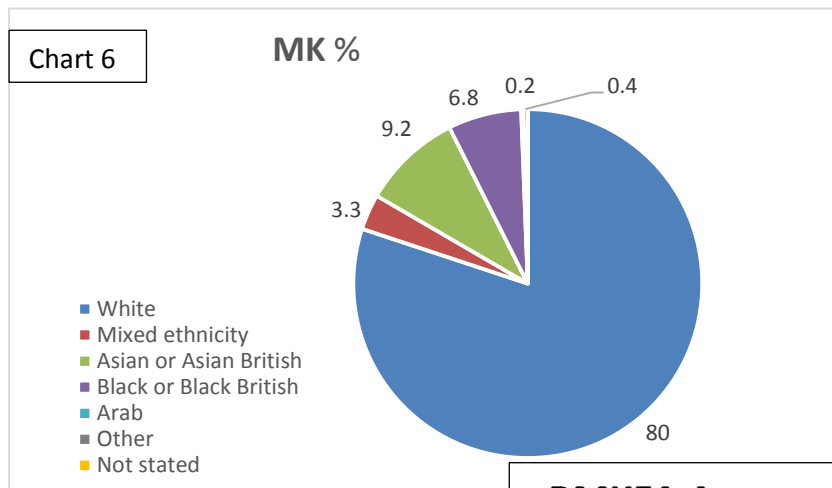
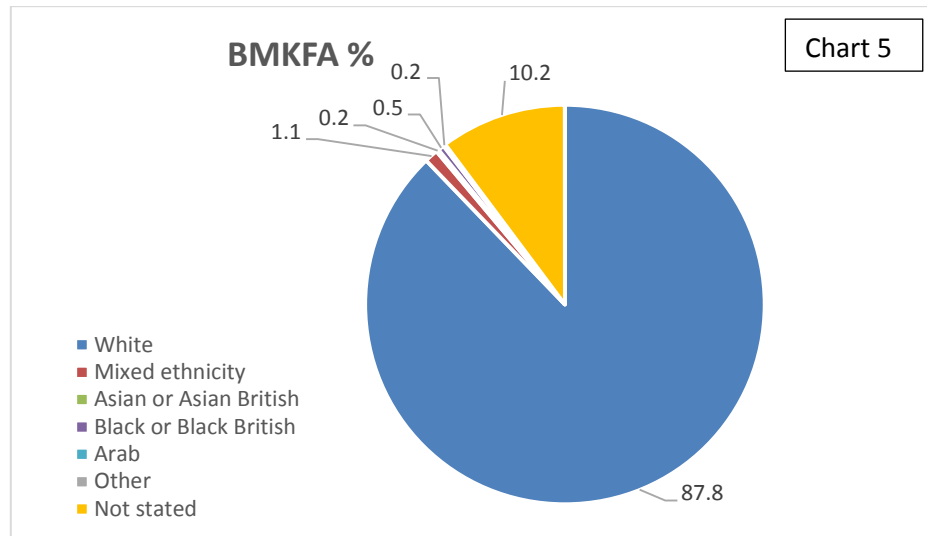


BMKFA Ethnicity compared to County Census

Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



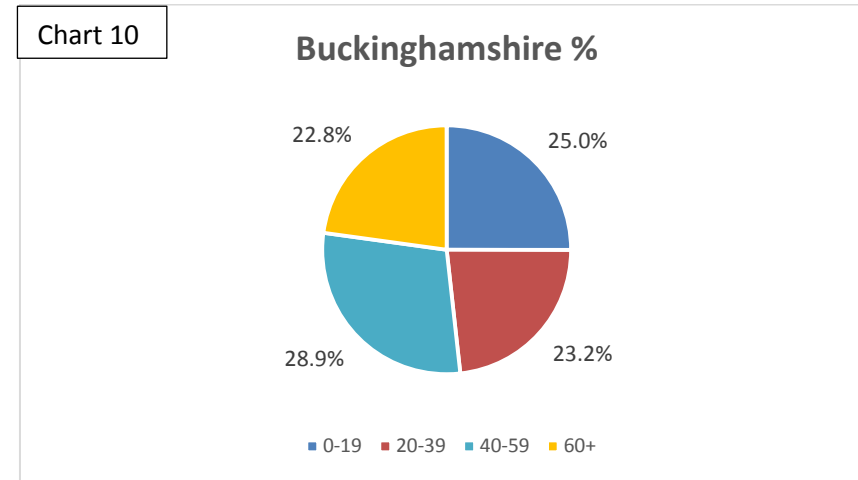
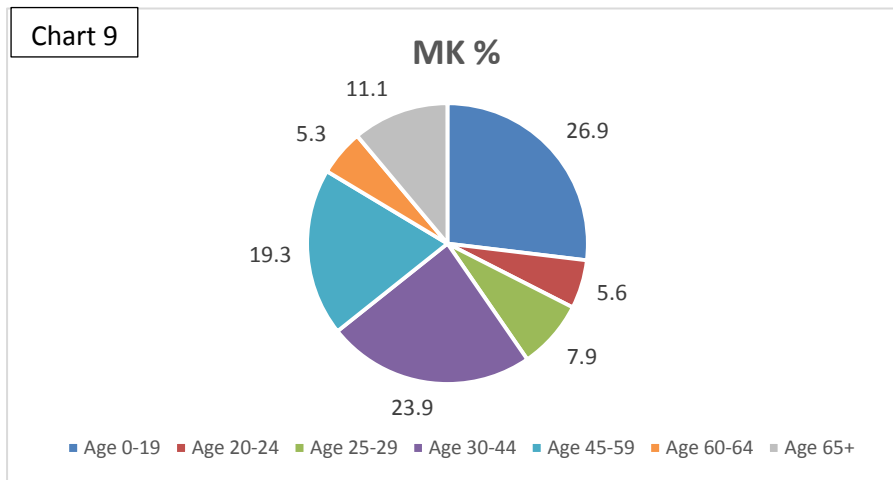
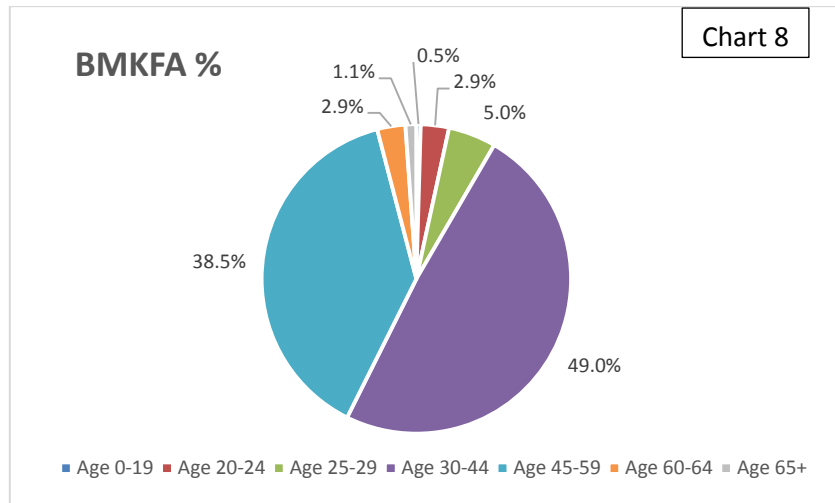
BMKFA Age ranges compared to County Census

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

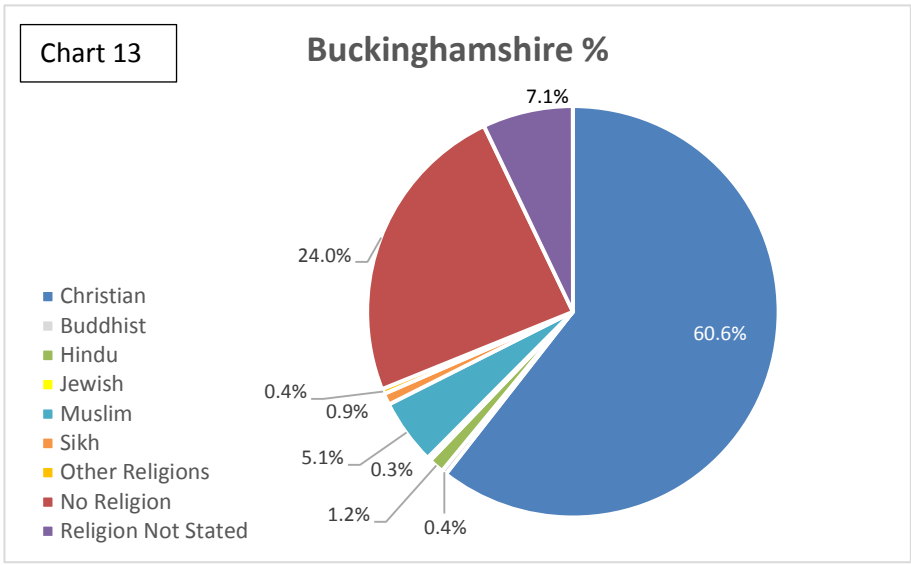
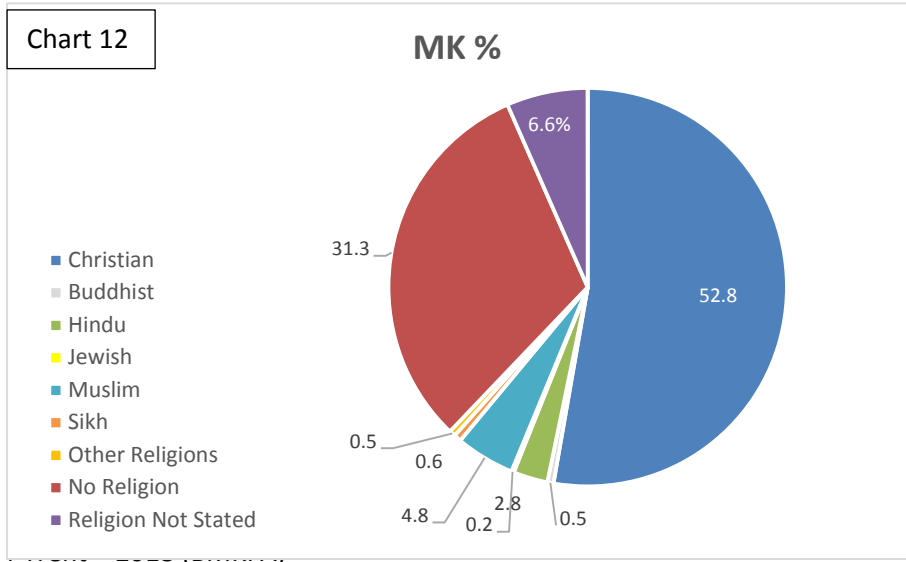
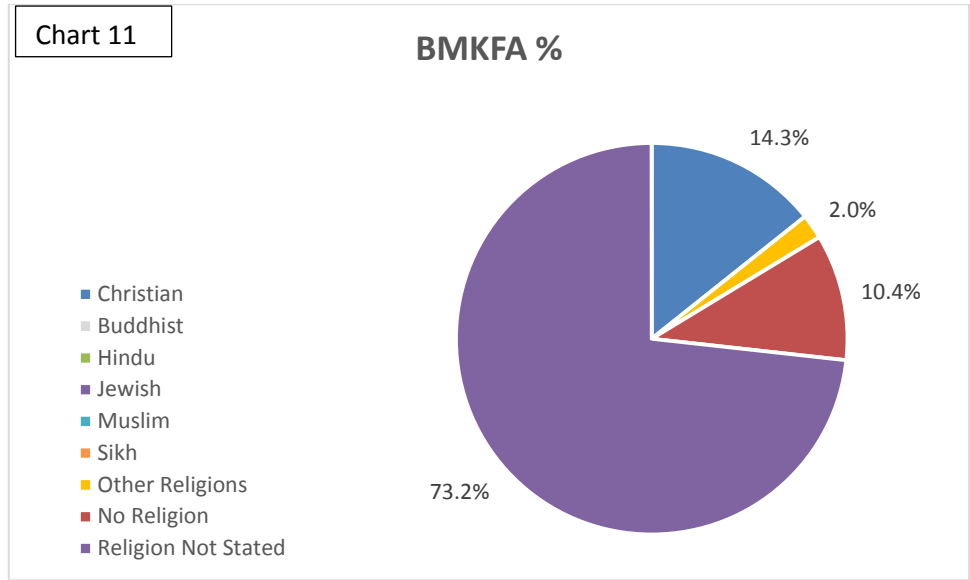
Appendix 1 EDI Workforce Diversity Data



Data Sources:

i-Trent – 2018 (BMKFA)
 Buckinghamshire County Council – Census 2011

BMKFA Religion compared to County Census



BMKFA Gender compared to County Census

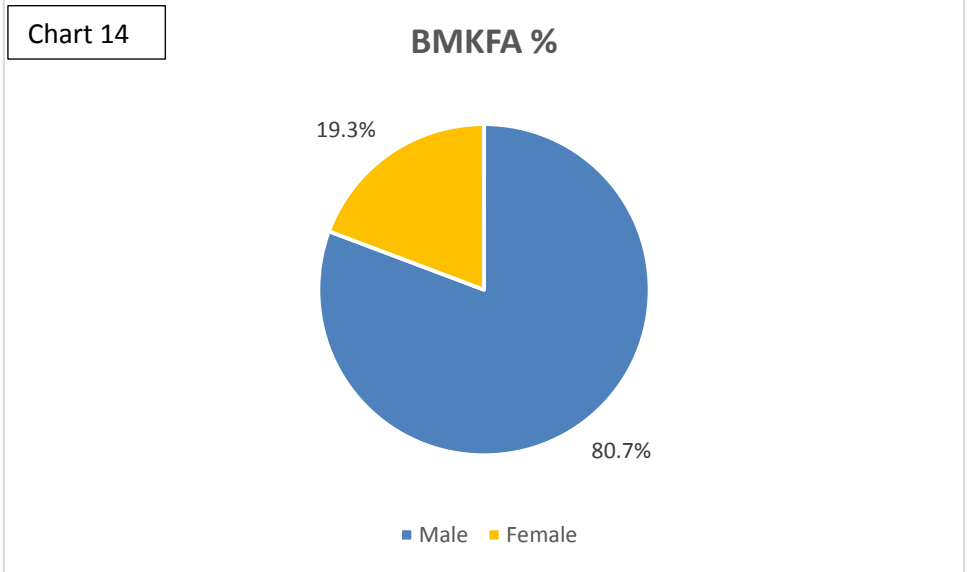
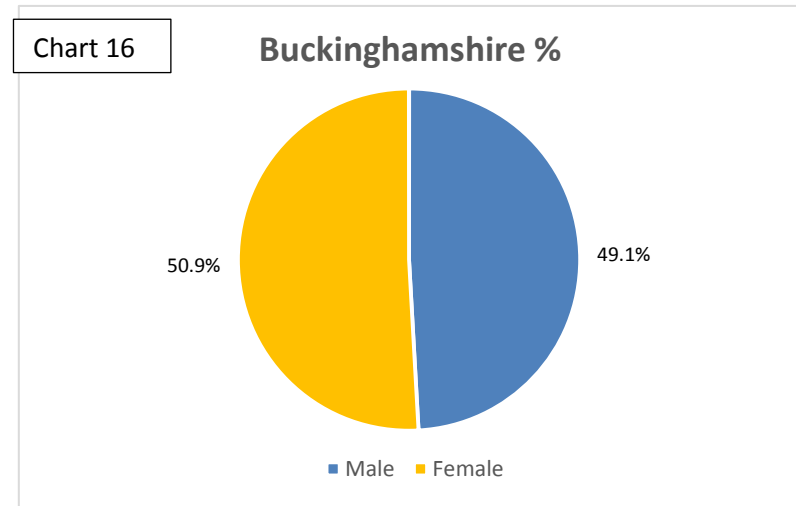
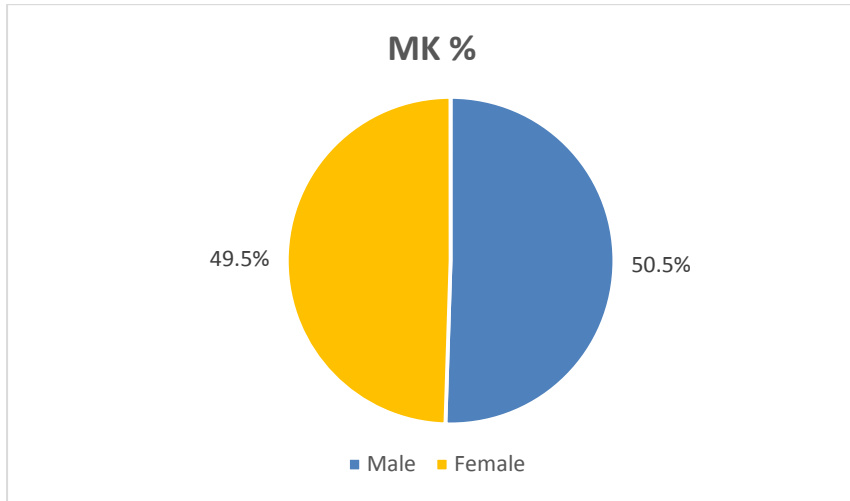


Chart 15

Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



BMKFA Ethnicity compared to County Census by Core Group

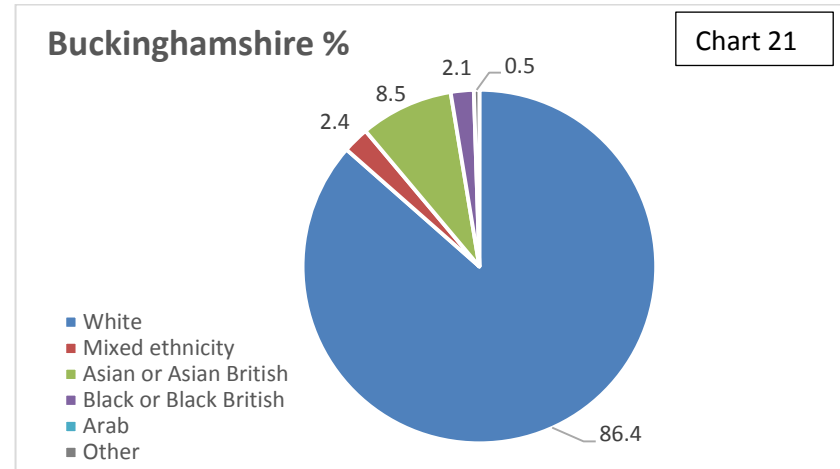
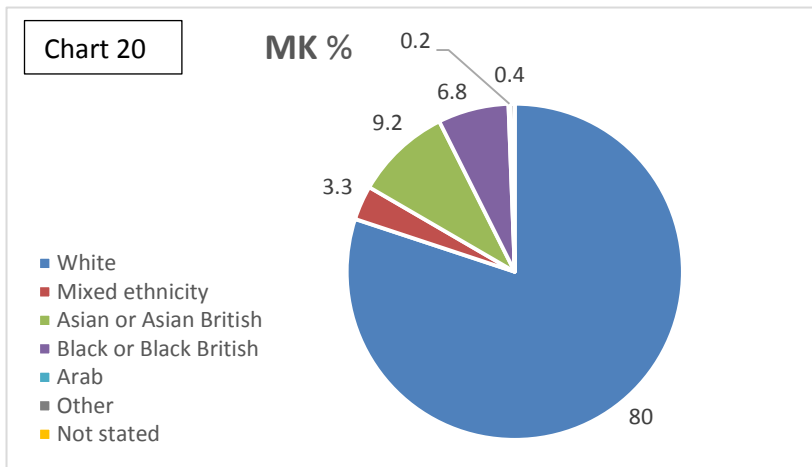
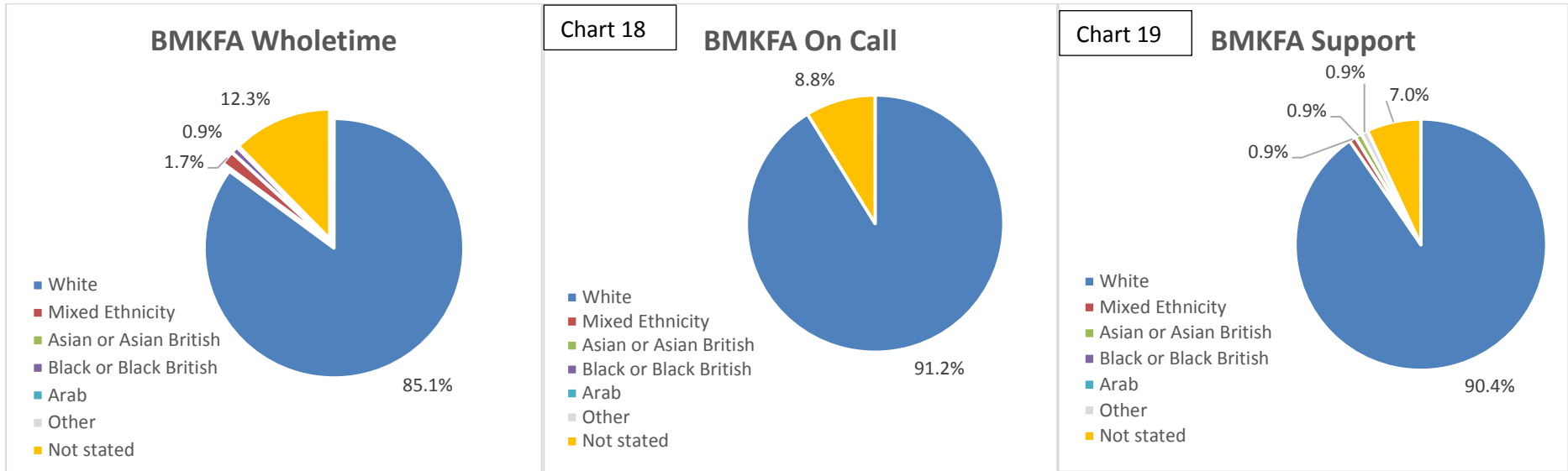
Chart 17

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data

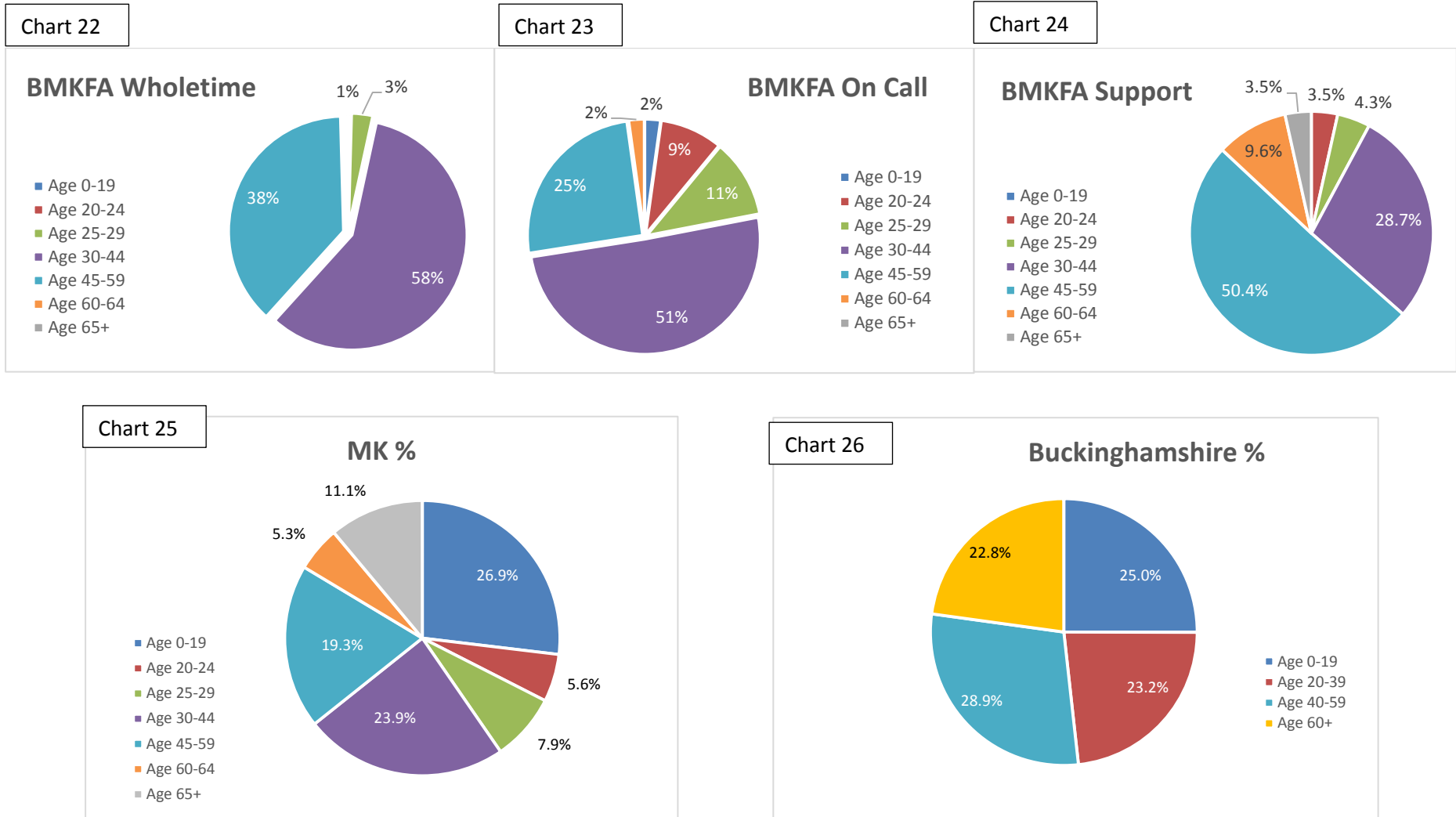


BMKFA Age Ranges compared to County Census by Core Group

Data Sources:

i-Trent – 2018 (BMKFA)
 Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

BMKFA Religion compared to County Census by Core Group

Chart 27

BMKFA Wholetime

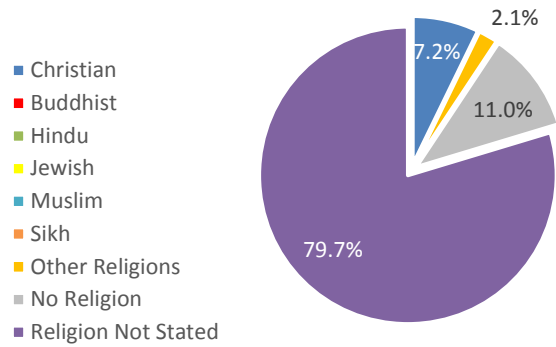


Chart 28

BMKFA On Call

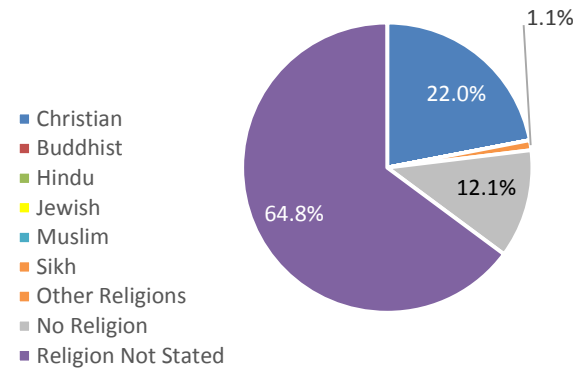


Chart 29

BMKFA Support

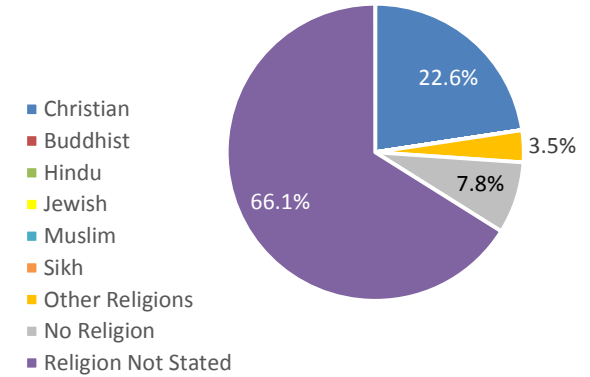


Chart 30

MK %

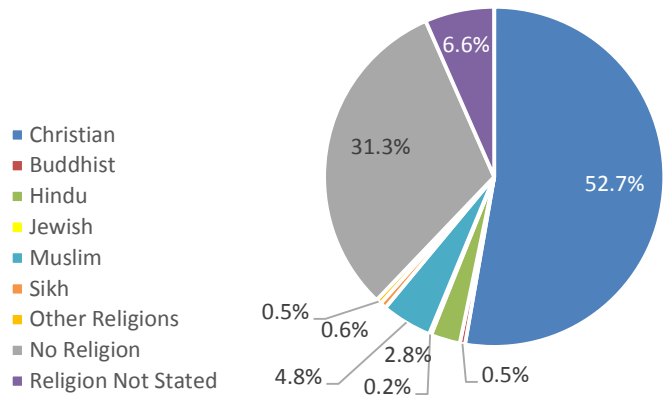
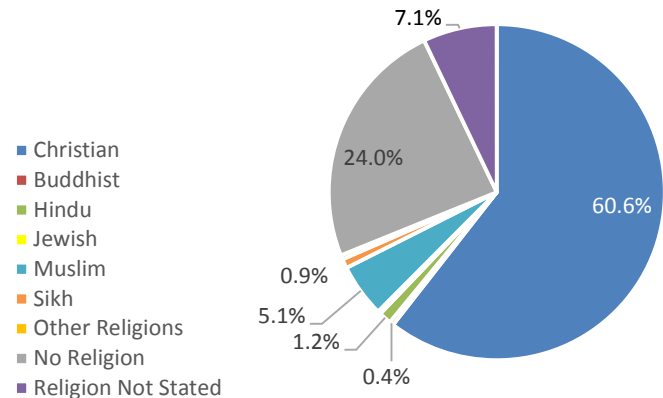


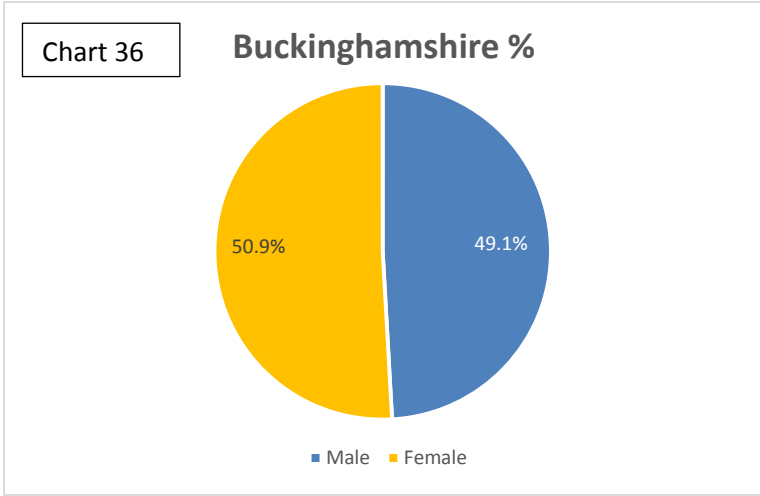
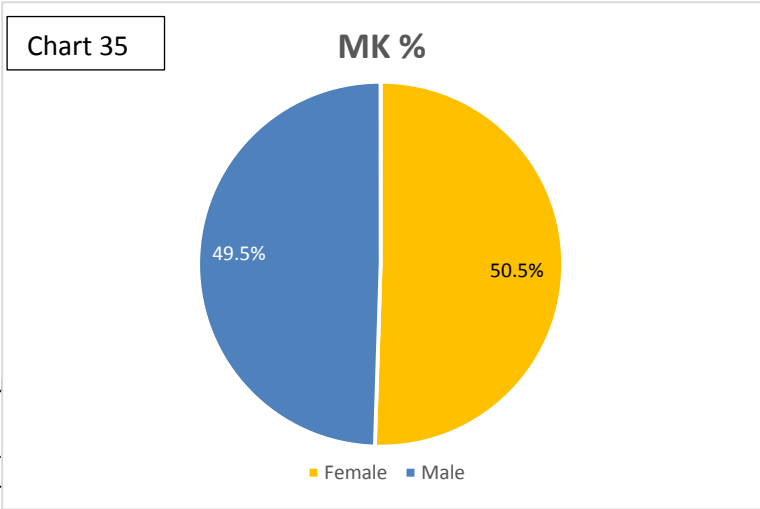
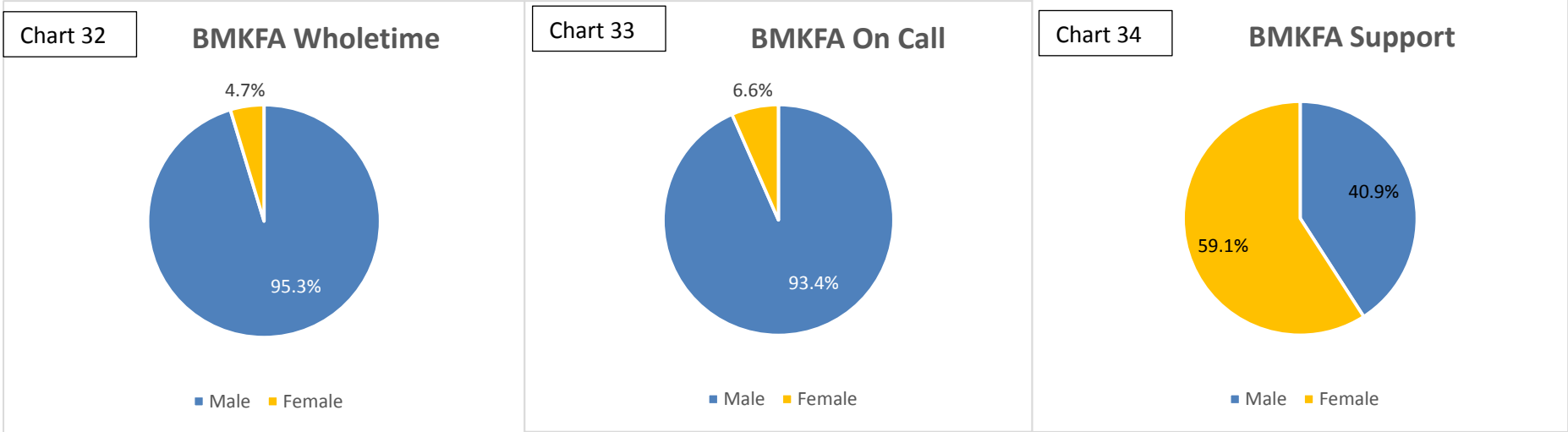
Chart 31

Buckinghamshire %



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BMKFA Gender compared to County Census by Core Group



Data Source:
i-Trent –
Buckinghamshire

Appendix 1 EDI Workforce Diversity Data

Data Sources:

- i-Trent – 2018 (BMKFA)
- Buckinghamshire County Council – Census 2011



Equality Framework for Fire and Rescue Services (Revised 2017)

Fire and Rescue Service Equality Framework (FRSEF)

Introduction

The FRSEF is part of the LGA's sector led improvement offer to the fire sector. It has been updated in response to a number of significant developments including Fire Service Reform, the establishment of a Fire Inspectorate and the work of the NJC-led Inclusive Fire Service Group. The LGA and the Home Office want to see a change in the culture of the fire service so that workforces reflect the community they serve, ensuring they continue to challenge and eradicate any form of bullying and harassment and all staff feel able to come to work and reach their full potential in the organisation.

The revised equality framework is intended to help fire and rescue services:

- deliver the best possible services to their communities and those who are most vulnerable or at risk
- employ a workforce that reflects the changing role of Services and the diversity of the area they are serving
- provide equality of opportunity for all staff and demonstrate due regard for and the value of difference
- ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying
- change the culture of their organisation to one that is genuinely inclusive, which enables all employees to be high performing because we value the difference of their: Gender or gender choice, race or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union

The framework has been developed in consultation with the following organisations and groups:

- Inclusive Fire Service Group
- Asian Fire Service Association
- National Fire Chiefs Council
- Fire Brigades Union
- Fire Officers' Association
- GMB
- Quiltbag
- Retained Firefighters Union
- Stonewall
- Unison
- Women In The Fire Service
- Faith and Fire.

The framework can be used by fire and rescue services as a toolkit for improvement. It sets out five priority areas for improvement underpinned by a range of actions and practical guidance that can help a Service plan, implement and deliver real equality outcomes for employees and the community.

It is also a self-assessment or benchmarking tool for Services to use to assess their progress on the improvement journey and determine where and how they need to improve. It includes performance criteria that can be rated on a four point scale. Where appropriate, metrics and qualitative performance measures have been included. These are not prescriptive but are another way of measuring progress.

Underlying Principles

The FRSEF has been developed in line with some key principles. The framework is:

- a factor in sector led improvement whereby organisations are responsible for their own performance
- able to influence and support real and substantial change in the sector
- one of a number of other national initiatives and strategies that are also contributing to the improvement of equality, diversity and inclusion in the Fire Service. These include:
 - NJC-led Inclusive Fire Service Group's Improvement Strategies
 - LGA and other interested stakeholders Memorandum of Understanding
 - the national Fire Service Standards
 - NFCC national Workforce Strategy for Fire and Rescue
- bespoke to the Fire and Rescue Sector but a good inclusion benchmark for other public sector services
- reflective of the views of all relevant stakeholder groups and has their support
- reflective of best practice in the fire and rescue sector and elsewhere
- is sufficiently ambitious but realistic about what can be achieved
- supportive of the LGA peer challenge process

Equality and Diversity Metrics

The equality and diversity metrics and evidence of performance included in this framework can help a Fire and Rescue Service self-assess and benchmark its' achievements with other services. Services may also devise their own metrics. They are not prescriptive and Services will have other measures and ways of evidencing progress. All metrics need to be analysed appropriately e.g. disaggregated and by role. Services should be able to comment about the story behind the numbers.

Equality, Diversity and Inclusion– Meaning and Principles: (source: National Workforce Strategy)

Equality is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

Priority Performance Areas for Focus

The Framework has five priority areas of action and performance. They are:

- Leadership, partnership and organisational commitment
- Community knowledge and engagement
- Effective service delivery
- Employment conditions, health and wellbeing
- Recruitment, training and progression.

Each priority area has a number of key criteria each with some descriptors/guidance that can help a Service make progress towards that criterion.

To enable a Service to track its own progress we have identified four stages of progression for each of the key criteria. A Service can be performing well in some priority areas but less well in others. Services should self-assess each key criterion using this rating:

- 1. No evidence**
- 2. Planning and commitment** - the organisation has a stated commitment, objectives have been set, planning is underway and systems are being developed
- 3. Established and doing:** Systems and processes are in place; actions have commenced and are starting to produce results
- 4. Delivering Outcomes:** Interventions are embedded and tangible outcomes are being generated that are making a real difference

The self-assessment process recognises that a Service can be performing well in some areas but less well in others. It could have mostly 4's in one theme, but only

2's in another. Any feedback in a peer challenge will be given according to each performance area, with no overall score.

Priority Area 1: Leadership, partnership and organisational commitment

1. Vision and Commitment

Criterion:

Political and managerial leaders demonstrate personal commitment to and leadership on, reducing inequality, challenging discrimination and delivering services that are inclusive and accessible to diverse communities.

Descriptors/Guidance:

- Political and managerial leaders have clearly stated their commitment to a diverse workforce with barriers to inclusion and equality removed. They have expressed what principles they stand by on equality and what is expected from staff when delivering services to the community
- Leadership has established robust and ongoing processes to enable all staff to understand the principles of equality and inclusion
- Senior Managers, Members and staff understand the difference between equality and vulnerability to risk, and the Service monitors how both are addressed
- It is evident that senior leaders can demonstrate a line of sight between vision/policy statements and action to improve equality outcomes
- Senior leaders regularly communicate and promote a culture that is able to demonstrate internally and publicly that it is inclusive and supportive
- The organisation has established and publicises a strong business case for its equality and inclusion work
- Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible. For example, considering the images used, the distribution methods, duty systems, staff access to IT and tone of communications

Evidence/Metrics:

- Published information, principles and data in respect of EDI within all overarching strategy and public, political, partnership and community communication as appropriate. This should be narrative based with evidence of internal strategic plans being implemented and examples of outcomes

2. Accountability

Criterion:

Senior managers and Fire Authority Members are ultimately accountable for the performance of equality and inclusion within the organisation

Descriptors/Guidance:

- There is a high level steering meeting of senior managers and Members which sets and monitors progress of equality related strategies and initiatives. This high level structure has appropriate upwards and downwards interaction with the workforce and service users etc.
- The Chief Fire Officer/ Chief Executive and other managers have personal equality objectives and are held accountable via the appraisal system
- The Service has equality objectives and targets which are supported by a SMART Action Plan with clear managerial accountability
- The Fire Authority provides effective scrutiny of setting and monitoring of equality objectives
- There are scrutiny mechanisms that monitor and challenge the differential impacts of service delivery on communities, and of workforce policies on equality
- The Service is able to demonstrate that it is meeting the Public Sector Equality Duties and the Gender Pay Gap Regulations
- As a result of equality analysis of service delivery, action is taken to mitigate any adverse impact on communities

Evidence/Metrics

- Meeting the PSED outcomes in both a narrative and a performance measure
- Publishing gender pay gap information (mandatory from April 2018).

3. Organisational Commitment

Criterion:

The Leadership provides support, commitment and challenge to ensure organisational buy-in for the equality agenda.

Descriptors/Guidance:

- The organisation seeks independent validation of its progress on equality e.g. peer reviews from local partners/experts, peer challenge, Stonewall member, the Disability Confident Scheme (formerly the Two Ticks Scheme), Mind Blue Light Campaign, Mindful Employer, Time to Change. If not, what are they doing that demonstrates these areas?
- Corporate policies consistently promote equality for all staff. Equality analysis is evident and leading to positive outcomes for under-represented or disadvantaged groups
- Operational strategies and plans undergo equality analysis and steps are taken to mitigate against adverse impacts that have been identified

- Senior leaders closely monitor progress against organisational equality objectives and challenge poor progress
- Equality standards are embedded in the procurement and commissioning process and contracts are monitored to ensure compliance by contractors
- Senior Leaders and Members have received appropriate training around strategic management of equality, diversity and inclusion
- Necessary resources and managerial time are provided to support corporate management of equality improvement work and staff involvement
- Trade Unions are consulted as part of a partnership in developing the equality agenda

Evidence/Metrics

- Results from the staff/cultural surveys is disaggregated so that the views of different staff groups or those with different backgrounds are known
- Use is made of local community data to help identify 'realistic' objectives relevant to the area/county

4. **Partnership**

Criterion:

The Service is positively contributing to shared equality plans with statutory, voluntary and community partners

Descriptors/Guidance:

- The Service uses information from community engagement and data effectively to target services to people and businesses most at risk in its communities. There is sophisticated analysis and segmenting analysis of diverse groups and other factors in the area such as rurality or economic disadvantage
- The Service works with partners to deliver services which have been informed and shaped by the needs of the local community
- The Service works effectively with partners to champion equality and determine the key strategic risks and needs of the local area and how to address them
- The Service is working closely with local partners on shared equality objectives and workstreams
- The Service is pooling its resources, skills and expertise with partners in order to deliver equality outcomes
- The Service seeks out notable practice externally and has made changes to its practices as a result. It shares its own notable practice willingly

Evidence/Metrics:

- Community groups are regularly consulted on equality plans, recruitment messages
- There is an evidenced based approach to adoption or rejection of existing notable practice based on local needs and receive regular communications and opportunities to comment

Priority Area 2: Effective service delivery

5. Responsive and Accessible Services

Criterion:

Services are accessible and responsive to the needs of people in the community

Descriptors/Guidance:

- Changes to service delivery (such as crewing models) fully consider the differential impact on communities as different areas and groups of people have different requirements Front-line services are pro-actively accessible to meet individual need and processes are in place to do this
- Collaborative working arrangements, for example Emergency First Responders, consider the positive and negative impacts on local communities and workforce
- Service Business Continuity Plans for local communities, where used, take into account the varying needs of local businesses, communities and individuals, for example the need for interpreting and translation, safe refuges, disability provision in emergency shelters
- Business Continuity Plans/Station Plans demonstrate how equality analysis and knowledge of local communities and their needs has informed them.
- Risk Management (particularly through the IRMP) is informed by disaggregated data and take into account differential impacts and varying needs
- All areas of service delivery can demonstrate how disaggregated data informed service plans and practice and how that changes over time (e.g. enforcement work and prosecutions, prevention activities)
- The Service uses a wide range of communication channels to ensure its messages, particularly during major incidents, reach as many different communities and individuals as possible
- There are appropriate changing areas/toilets facilities in all Service buildings. Personal protective equipment should be available in male and female fit and in the correct sizes

Evidence/Metrics:

- The percentage of home fire safety checks or Safe and Well visits that are delivered to the elderly, people with a disability or long-term health condition or any other at risk community which is identified using an evidence based approach
- Programs with partners, including community groups including asset based community development,
- Partnerships re slips, trips and falls
- A&E demand interventions and reduction
- Social care health agenda and interventions
- Educational interventions
- Volunteering rates.

6. Commissioning and Procuring Services, Facilities or Estates

Criterion

Procurement and commissioning considers local employment and business data and priorities, for example, supporting local SMEs, stipulating apprenticeships as part of contracts.

Descriptors/Guidance:

- Equality is embedded throughout the procurement cycle
- Contracts are effectively monitored to ensure that suppliers meet any equality standards set. Steps are taken if they are not met.
- The Service is taking steps to design, develop and purchase equipment/goods/ buildings for a more diverse workforce involving people from specific groups to inform decisions at all stages
- Facilities, clothing and similar items are purchased or managed with equality in mind
- Procurement practices are proportionate to the size of contract and do not discriminate against smaller traders
- The Public Sector Social Value act (2012) is used to guide principles of procurement and commissioning of services and goods

Evidence/Metrics:

- The mechanism for determining commissioning and procuring ensure the Service's strategic measures are met

Priority Area 3: Community knowledge and engagement

7. Collecting, Analysing and Using Information

Criterion:

Information is regularly gathered by a range of methods and from a range of sources, about local communities, residents and businesses. It is analysed appropriately to identify the varying needs of and risks for different groups, individuals and communities and used to inform services.

Descriptors/Guidance:

- Information collected directly relates to service delivery
- Disaggregated data is used to ensure widespread understanding of communities in local areas at all levels: Service wide, different departments and at station level
- Information is shared across the Service in order to maintain up to date knowledge about community risks and changing communities
- Information and data is mapped with partners to identify at-risk communities and inform service planning

- Partners share data to ensure widespread understanding of communities and their needs in different areas that the Service works in.

Evidence/Metrics:

- Qualitative intelligence is gathered using a wide range of methods
- There is sophisticated analysis of data; equality and vulnerability profiling of the community and data sharing with partners

8. Engagement with communities

Criterion:

The Service engages effectively with all its communities using a range of appropriate channels.

Descriptors/Guidance:

- The Service engages with diverse communities to identify their particular risks and concerns so that these can be adequately addressed and to ensure that those who are in a vulnerable situation are protected
- Consultation and engagement strategies and practice are inclusive of a range of diverse stakeholders to scrutinise services, decision making and progress towards equality
- Consultation and engagement is analysed and there is enough information to inform whether the Service is engaging with a cross range of communities
- The Service works with partners to avoid “consultation overload” by engaging collectively or sharing information and the results of engagement activities
- The Service demonstrates how it champions equality locally, for example at: Local Pride events, blue-light festivals and carnivals. It uses these events to promote safety messages with specific groups of people
- Community engagement is monitored and trends identified from the results of engagement activities in different localities and over time. This information feeds directly into service planning
- Relevant training is available to all involved in community engagement delivered by community members to enable people to engage effectively and sensitively

Evidence/Metrics:

- Engagement undertaken is comparable to demography. If determined higher or lower proportionate to risk, details are published.

9. Customer/Public Satisfaction

Criterion:

Customer satisfaction is generally high for all sectors of the community and across all the different aspects of the Services work.

Descriptors/Guidance:

- Customer satisfaction data is disaggregated by ethnicity, gender, age, sexual orientation and disability etc. Results and trends have been analysed and any issues identified and addressed
- Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction with the fire and rescue service
- The Service is working hard to address issues that have been discovered from customer feedback
- Positive and negative feedback is used to reward and recognise the contribution of staff and to improve services
- Customer satisfaction is measured appropriately – not just HFSC, but also protection and response services

Evidence/Metrics:

- HFSC, “After the fire” audits, etc. Equality monitoring of Safe and Well visits
- Incident profiling including fatal fires and incident conferences with partners
- Home Safety Checks - customers changing their behaviour as a result of the visit from the Fire and Rescue Service
- The Service is fulfilling the needs of customers. There can be developed tiers of measures as strategic, geographical and individual
- Qualitative data, as well as quantitative can be analysed, against numerous variables. Risk demand analysis and purpose is understood at all levels of the service as well as by partners and communities

Priority Area 4: Employment, Health and Wellbeing

10. Workforce Strategies and Policies

Criterion:

The Service has Workforce Strategies, Plans and Policies that promote and support a diverse workforce

Descriptors/Guidance:

- The Service has an up to date Workforce Strategy or Plan that reflects the principles outlined in the National Workforce Strategy
- The Service has a range of progressive workforce policies that foster and support the employment rights and health and wellbeing of all staff at all stages of their employment
- The language used in workforce policies is inclusive

- Workforce policies, programmes and frameworks have used equality analysis or equality impact assessment and mitigating actions have been taken where there are any adverse impacts
- The service is recognised internally and externally by others for their equality work; they have supported others to improve the employment rights and health and wellbeing of their employees.

Evidence/Metrics:

- Equality analysis results should pick up any language which is not inclusive

11. Workforce Monitoring

Criterion:

Workforce monitoring takes place at all levels of the Service including apprentices, cadets and volunteers. Data is regularly updated and analysed and trends are identified. Results are used to inform policies and practices and steps are taken to address any adverse trends. The organisation regularly publishes employment data in accordance with its statutory duties, including the requirement to report annually on the Gender Pay Gap.

Descriptors/Guidance:

- The composition of the workforce by protected characteristics is monitored for all employees, apprentices, cadets and volunteers. Results are used to inform policies and practices. Where there are low rates of disclosure this is investigated and addressed
- There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation
- Regular monitoring of discipline and grievances is carried out to determine if any groups are being disproportionately affected. There is evidence that mitigating circumstances including mental health issues have been taken into account
- All workforce monitoring is reported at least annually to the Fire Authority as well as senior management teams or Boards.

Evidence/Metrics:

- Rates of disclosure disaggregated by different groups of staff
- Comparison of workforce profile with community demographic
- Workforce composition across all grades and roles
- PSED report and the gender pay gap reporting requirement

12. Workforce Values and Behaviours

Criterion:

The Service promotes a clear set of values and behaviours that it expects from its staff and elected Members

Descriptors/Guidance:

- The Service has established a set of values and behaviours that everyone in the organisation has “signed up to”
- The Service has a policy on Dignity at Work and staff understand it and know how to raise concerns. There are a number of ways for issues to be raised, including formal and informal mechanisms. Formal or informal complaints are dealt with in accordance with the policy
- Staff are able to raise workplace concerns without fear of retaliation or reprisal
- All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias
- Staff surveys or cultural audits are conducted regularly and results are analysed and disaggregated and used to address inequality or other concerns

Evidence/Metrics:

- Disciplinary and grievance cases (disaggregated)
- Bullying & Harassment complaints and outcomes
- Incidents resolved informally (quantitative data to maintain confidentiality)
- Complaints from customers, staff or others
- Effective industrial relations
- An absence of silo working across all sections of the organisation including those determined by role and contract type

13. Staff Engagement and Communication

Criterion:

The Service uses effective staff engagement methods to set corporate service and workforce objectives and for achieving service transformation.

Descriptors/Guidance:

- The Service has considered the value of having a range of staff networks and forums. Staff were engaged in decisions about such networks. Where these are established they are adequately resourced and supported.
- Representative bodies are routinely involved in staff engagement, change programmes, or any other major changes
- There is appropriate negotiation/consultation with trade unions and a good working relationship between Representative bodies and senior managers. Managers and trade unions are able to challenge constructively and work together
- Union officials are able to be actively involved in workforce monitoring and addressing inequalities in the workforce
- Exit interviews are held consistently and results used to identify and address any legitimate shortcomings
- Internal communications are regularly analysed to demonstrate their impact and how they reach different groups of staff, for example RDS or on-call fire fighters, staff on stations, disabled staff

Evidence/Metrics:

- Staff survey response rates – disaggregated
- % staff who are satisfied or highly satisfied about levels of employer engagement. (has to be disaggregated in analysis)

14. Performance Management

Criterion:

The equality aspirations for the organisation have been translated into the appraisal process. The appraisal scheme includes equality objectives for all staff or groups of staff as appropriate.

Descriptors/Guidance:

- All employees have an opportunity at least once per year to discuss their performance, training and progression with their line manager which provides an opportunity for staff to discuss training and progression opportunities in the organisation. This may not be via a formal appraisal system
- Appraisal reports are analysed to ensure all staff are receiving fair appraisals

Evidence/Metrics:

- Appraisal rates

15. Health and Well being

Criterion:

The Service actively promotes the health and well-being of all staff in its workforce and other policies

Descriptors/Guidance:

- The social model of disability practice and understanding is built into staff, community engagement, protection work, building construction and advice
- Reasonable adjustments are made for staff who may temporarily or permanently be disabled, including in policies regarding pregnancy, menopause, physical sickness, mental ill-health and return to work
- Pregnant staff are treated with dignity and respect, and appropriate support and alternative work is sought if needed. This includes enabling an employee to stay in contact with their watch
- Specialist support in the form of advice, counselling, IT packages, equipment etc. is provided to staff when needed and within a reasonable timescale
- There is visible support for the health and wellbeing of employees
- There is a positive health and wellbeing culture throughout all levels and areas of the service

Evidence/Metrics:

- Analysis of sickness statistics to determine trends
- Maternity, fitness and absence procedures demonstrating this commitment

- Wellbeing groups developed and supported
- Review and redevelopment, if necessary, of flexible working policies
- Access to service sports equipment to all staff
- Canteen food available to meet diverse needs where applicable

16. Equal Pay and Job Segregation

Criterion:

The Service regularly conducts Equal Pay Reviews in order to ensure that there is no gender disparity and acts on the results

Descriptors/Guidance:

- Equal pay reviews are undertaken and any gender pay gaps are identified, reported and addressed. Where results indicate gender disparity, it has investigated the reasons and taken action to address it
- Horizontal and vertical job segregation has been explored and steps taken to address it

Evidence/Metrics:

- Gender Pay Gap report

Priority Area 5: Recruitment, Training and Selection for Progression/Promotion

17. Recruiting, Retaining and Employing a Diverse Workforce

Criterion:

The Service has a workforce which reflects the community it serves

Descriptors / Guidance:

- The Service actively promotes itself as an employer of choice for all sections of the community. Community engagement activities are used to attract a diverse workforce
- All areas and levels of the organisation engage with under-represented groups to identify and remove barriers to recruitment, progression, promotion and retention
- The Service has in place and uses strategies to attract, and recruit a workforce that is representative of the community served. This includes the use of positive action
- Apprenticeship and Cadet Schemes are actively used to promote and improve diversity within the Service. Volunteers and advocates also reflect the diversity of the community and contribute to promoting diversity within the service and externally
- The Service has tried innovative ways to attract a diverse workforce and has notable practice that can be shared

- The Service is self-aware and has learned from initiatives that haven't worked as well as intended

Evidence/Metrics:

- Comparison with demographics from local population; local authority; Census etc.
- Engagement with positive action events
- Building relationships with the community
- Promoting the role and the immense variety of that role in terms of prevention and protection
- Promotion of the service, in its entirety, as a key structure of the social infrastructure
- Programmes for positive action

18. Recruitment and Selection Processes

Criterion:

The Service promotes equality and achieves diversity through its recruitment and selection processes and uses the full extent of the legislation to progress the equality agenda

Descriptors / Guidance

- Recruitment and promotion practices are open and transparent and governed by agreed frameworks that are legally compliant and designed to ensure that all staff including RDS or external applicants are treated fairly at all stages of the selection process
- The skills of RDS staff are taken into account when they apply for Wholetime vacancies
- Recruitment and selection frameworks enable appropriate positive action to be used within the provisions of equality legislation
- Processes used to determine temporary or permanent promotion within the service or selection for special short term projects are transparent and operate within agreed frameworks
- Reasonable adjustments are used in recruitment and selection processes where the Service is aware of a specific need e.g. dyslexia, autism, mental ill-health
- Selection panels should have diversity in representation at all stages of the process wherever possible
- Any external recruitment/interview panel members are considered from diverse communities
- If recruitment consultants are used they are required to produce diverse shortlists wherever possible
- All staff involved in recruitment or selection at any stage have undergone recruitment and selection training as well as awareness training around unconscious bias

- Monitoring is carried out at all stages of recruitment or promotion including shortlisting, or fall out rates
- Creative and innovative HR policies are used to open up opportunities for staff e.g. greater use of career grades and conversion of green book posts
- Multi-tier entry is used to attract a diverse pool of applicants with training provided on the job to support staff who are applying for a specialist position
- There are creative and innovative approaches to employment and progression. Job descriptions roles are flexible enough to provide routes for staff to develop careers in different areas whether they are operational or not
- There are opportunities for talent spotting, career succession, apprenticeships etc.

Evidence/Metrics:

- Make up of selection panels
- Decision makers being held to account.

19. Organisational and individual learning and development

Criterion:

Service staff are appropriately trained and resourced to meet the diverse needs of local communities.

Descriptors/Guidance:

- The Service provides development opportunities for its uniform and non-uniform staff at all levels. This includes coaching; mentoring; and shadowing schemes. Where appropriate these can be provided as part of positive action
- A learning and development plan is in place that details how necessary skills and needs will be met. This includes all aspects of equality, diversity and inclusion training for the organisation
- All staff receive at least a basic level of equality awareness training. Learning outcomes are identified. Additional equality training is provided for any staff with managerial responsibilities. Specialist training around issues such as Safeguarding, Mental Health, Hoarding, Frail Elderly etc. is available to staff as appropriate
- The Service seeks to learn from other organisations what did and did not work

Evidence/Metrics

- % staff who have attended/successfully completed training
- % members who have attended/successfully completed training.

20. Retention and Progression within the organisation

Criterion:

All staff have an equal opportunity to develop and progress within the organisation and positive action measures are being used to address under-representation.

Descriptors/Guidance:

- The organisation ensures that all staff are valued and can develop their career within the Service whatever their role, job title or terms and conditions
- The Service has explored whether there are any barriers to progression for any group of staff and taken steps to overcome them where they exist
- Arrangements for monitoring operational training and development allow for equality of opportunity. This is regularly monitored and any adverse trends are identified, investigated and addressed
- There are transparent mechanisms in place to spot talent and succession planning takes place to progress the right people to the right levels given their potential. Creative and innovative use is made of career grade /apprenticeship schemes.

Evidence/Metrics:

- Progression at each level – not necessarily vertically through the organisation
- Staff survey results indicate staff in all areas and at all levels feel they have opportunities to progress their careers