

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD
Tel: 01296 744441 Fax: 01296 744600



Chief Fire Officer and Chief Executive
Mark Jones

To: The Members of the Executive Committee

21 July 2014

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 30 JULY 2014 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

A handwritten signature in black ink, which appears to read 'Graham Britten', is positioned below the text 'Yours faithfully'.

Graham Britten
Director of Legal and Governance

Councillors: Busby, Dransfield, Gomm, Lambert, Morris, Reed, Schofield
and Webb



MAKING YOU SAFER

www.bucksfire.gov.uk



EXECUTIVE COMMITTEE

TERMS OF REFERENCE

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

AGENDA

Item No:

1. Election of Chairman

To elect a Chairman for 2014/15

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2014/15

3. Apologies

4. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 14 May 2014 Item 2 **(Pages 5 - 12)**

5. Disclosure of Interests

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

6. Questions

To receive questions in accordance with Standing Order S0A7.

7. Fourth Quarter Public Safety Plan & Corporate Plan 2012-15 Performance Monitoring Report

To consider Item 7 **(Pages 13 - 28)**

8. Medium Term Financial Plan 2015/16 to 2018/19

To consider Item 8 **(Pages 29 - 36)**

9. Attendance Management Performance Improvements and Trends

To consider Item 9 **(Pages 37 - 76)**

10. Review of pay, grading, and terms and conditions for staff covered by the Buckinghamshire and Milton Keynes Fire Authority, Support Services Staff, Scheme of Conditions of Service.

To consider Item 10 **(Pages 77 - 90)**

11. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 17 September 2014 at 10.00am.

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

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 14 MAY 2014 at 10.00 am at MILTON KEYNES COUNCIL OFFICES

Present: Councillors Busby, Dransfield (part), Edwards, Gomm, Lambert (part), Morris and Reed

Officers: M Jones (Chief Fire Officer) J Thelwell (Chief Operating Officer), G Britten (Director of Legal and Governance), D Skinner (Director of Finance and Assets), L Swift (Director of People and Organisational Development), J Parsons (Head of Service Delivery), M Osborne (Head of Service Transformation), D Sutherland (Resources Manager) E Andrews (Executive Assistant to Chief Fire Officer) and K Nellist (Democratic Services Officer)

1 Member of Public

Apologies: Councillor Schofield

EX43 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that, as Members would be aware, the peer challenge that was postponed last September and was now due to go ahead the week commencing 9 June 2014.

The original summary report that was produced had been updated over recent months to reflect continued improvement.

A copy of the updated report was available in the Members' Library.

EX44 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on 5 February 2014, be approved and signed by the Chairman as a correct record.

(Councillor Dransfield joined the meeting)

EX45 FLEET STRATEGY 2014-2017

The Director of Finance and Assets explained to Members that the Fleet Strategy was part of a larger strategic review of the Resources portfolio which had begun eighteen months ago.

The aim of the Fleet Strategy was to set a clear framework for the management of vehicle assets within the Authority. Extensive research had been undertaken and Members agreed it was a very detailed report.

RESOLVED –

That the Fleet Strategy 2014-2017 as set out in Annex 1 of the report be adopted for implementation.

PARTNERSHIP GOVERNANCE FRAMEWORK

(Councillor Lambert joined the meeting)

The Committee considered the Partnership Governance Framework. As part of the continuous audit process a number of audit recommendations were made, including a review of the Partnership Governance Framework.

An internal and external review of all parts of the partnership framework had been carried out. The internal scrutiny looked at current partners and their relevance to the service delivery of Buckinghamshire & Milton Keynes Fire Authority and an independent external reviewer used set criteria recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) to review the remaining partnerships. All partnerships had been reviewed and a number of recommendations had been made.

A discussion ensued as to what else might fall within the definition of 'Partnership' and therefore be included in the Partnership Register and that a further review by the Executive Committee of external partnership arrangements should be undertaken.

At a recent Fire Commission meeting attended by the Chairman and Vice-Chairman, a discussion was held as to whether there should be a statutory obligation for flood rescue by fire and rescue authorities.

It was felt that if fire and rescue authorities were given a statutory obligation, there would be no additional funding from Government. Fire and rescue authorities have a statutory responsibility for rescue as set out in the Fire and Rescue Services Act 2004.

The Chief Fire Officer said that historically the Chief Fire Officers Association (CFOA) were very much in favour, as following the floods of 2007 the Pitt Review said such responsibilities should be given to fire and rescue authorities, but two successive Governments had not enacted it. He also felt there was money available to deal with flooding but it would not come from the Government grant.

The Chief Fire Officer also said that flooding was only one emergency the Authority needed to be prepared for and that the Thames Valley area was well provided for in terms of emergency planning.

RESOLVED –

1. That Members approve the partnership strategy;
2. That the principles set out in Paragraph 9 of the Partnership Strategy be adopted as the Partnership Policy.

It being moved and seconded it was

RESOLVED -

3. That the Executive Committee receives a review in 12 months of Member and Officer participation in external partnership arrangements.

EX47

BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2013 – MARCH 2014 (PROVISIONAL OUTTURN)

The Vice-Chairman introduced the report and advised Members that it was another good news story. The residual favourable variance for the year of £170k was a good outturn and the Chief Fire Officer and Senior Management Team should be congratulated for the good work on achieving this outcome.

The Director of Finance and Assets also referred the Committee to the residual favourable variance of £170k and advised that money had been put aside throughout the year, rather than at the end of the year as in previous years. He also advised there was a degree of slippage in terms of capital, which related to property, vehicles and control but would be caught up with within the year.

In respect of the retirement profile, the Director of Finance and Assets stated that the establishment line flattened, but when the Authority launched a new Integrated Risk Management Plan (IRMP) things could change.

The Chief Fire Officer was particularly pleased to advise that reserves had not been used and although it had been a tough year, the Authority was coming out of it with a net underspend.

The Chief Fire Officer also told Members that the IRMP would not be based solely on cost. It would be based on the Authority's IRMP and on the plummeting risk levels in society. He told Members there were fewer calls, deaths and injuries every year, and this steady decline was an appropriate and balanced way to measure a reduction in the workforce by looking at the risks that were prevalent to the people served and protected and that would be the approach recommended to the Authority.

A question was asked regarding the Employee Direct Costs saving of £710k and whether there was any direct relationship to vacancies the Authority was carrying and not recruiting for. It was explained that there were a lot of costs taken out by using consultants and temporary staff. Working practices had not changed but had become more efficient. An example was Control: staff had left and not been replaced as the Authority was moving to the new Control room partnership later this year.

A question was asked regarding the completion date of the Control room project. The date for completion was given as 10 December 2014.

RESOLVED -

1. That the provisional outturn forecast for the Fire Authority as at 31 March 2014 be noted.
2. That the residual balance of the underspend be transferred to the redundancy and early retirement reserve once the final outturn figures have been confirmed.
3. That the £3,058k financing of carried forward capital commitments for slipped schemes be approved.
4. That the virements as detailed at the end of section 10 of the report be authorised.
5. That the capital budget virement as detailed at the end of section 10 of the report be authorised.
6. That delegated authority be given to the Treasurer in consultation with the lead member for finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.
7. That should any changes to the amounts referred to above be required, then the Treasurer will report these to Members at the next available meeting.

EX48 TREASURY MANAGEMENT PERFORMANCE 2013/14 - QUARTER 4

The Committee noted that this was the final quarter of the first year since the Authority had been investing in its own name. The report highlighted the performance of the in-house treasury management function for the fourth quarter 2013/14.

The Committee also noted that the accrued interest earned for 2013/14 was £126k, which was £56k higher than the budget for the year and £62k higher than the interest that would have been earned under the previous Service Level Agreement with Buckinghamshire County Council.

The Vice-Chairman observed that although the counterparty list showed incredibly secure and highly rated organisations, there was still an exceedingly small risk which was previously covered by Buckinghamshire County Council.

RESOLVED -

That the Treasury Management Performance 2013/14 - Quarter 4 report be noted.

EX49**EXCLUSION OF PUBLIC AND PRESS**

RESOLVED –

That the press and public be excluded from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as the following Agenda item contained information relating to the financial or business affairs of an individual; and Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972 as it also contained information relating to actual, or contemplated, consultations or negotiations in connection with labour relations and on all these grounds it was considered the need to keep information exempt outweighed the public interest in disclosing the information, so that the committee could consider the following matter:

Exempt minutes

(Officers with the exception of the Director of Legal and Governance and the Democratic Services Officer left the meeting)

EX50**EXEMPT MINUTES**

A question was asked and answered regarding the recording of votes.

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on 5 February 2014, be approved and signed by the Chairman as a correct record.

(Councillor Morris left the meeting)

(Officers re-joined the meeting)

At the direction of the Chairman the Chief Fire Officer and Chief Operating Officer were requested to give a verbal update to the Executive Committee on the recent industrial action which had taken place over the Mayday weekend.

It was reported by the Chief Fire Officer (CFO) that industrial action had taken place on the 2, 3 and 4 May with discontinuous action being employed; that emergency cover was tested (more tested than on previous occasions) but the Service continued to deliver its high quality services. He had implemented his decision not to accept part shift performance, which he had announced on 3 January 2014.

In spite of no representations on that issue being made by any staff member or representative of staff members in the intervening five-month period, the National Executive Committee of the Fire Brigades Union had visited pickets outside fire stations in Buckinghamshire and Milton Keynes.

The CFO stated that for an issue on which no formal concern had been expressed and remains to be expressed formally, the

technique appeared to be one of running a hate campaign on twitter, Facebook and other social media, but not to negotiate with managers.

There had been a massive lobby which the CFO described as a 'snowstorm', where many elected people had been lobbied; and a lot of the correspondents asked for their details to be kept confidential whilst deliberately and actively misleading the people they corresponded with. The CFO stated his view that this was bad enough as a technique, but worryingly some of the correspondents (including people in high office, and elected members on other local authorities) were subsequently expressing concerns over what they had been told before establishing the facts.

The CFO reported that he had read many personalised assaults against him and other senior staff but that there would be no negotiation on these matters whilst personal abuse and threats remain. Until such time as the FBU stop their agents from doing it, or come out with a positive statement against such behaviours, he would not allow his managers to deal with them.

He reported that he had plenty of evidence to give to the Carr Review on Trade Union intimidation, which he would make available through the Members library; that he sincerely hoped that many of the people claiming to be acting on behalf of the FBU on social media are actually not, and are not employed by the Fire Brigade at all; and that there had been some bullying in this service of people who chose to work by those who didn't. He stated that he took a very severe view of this and that it was intolerable.

It was reported that in December the economics of the strike action was costing £10k-£12k per day. However over the weekend in question £30k was saved instead of costing £30k – a net benefit of £60k - and the citizens of Buckinghamshire and Milton Keynes were still protected.

It was reported by the Chief Operating Officer (COO) that there had been 12 strikes so far, and that the FBU targeted these strikes on specific times, the run up to Guy Fawkes night, Christmas, New Year's, Bank Holiday weekends and they are designed specifically to give the most relief for the people who are on strike and cause the most disruption to the people who chose to work.

The COO stated that there are other Authorities who have recruited people, given them two weeks' training and cover the strikes in that way, whereas this service uses its professionally trained people who volunteer to work in the event of strike action. When considering whether to accept partial performance, there are a number of things considered: public safety; the views of the community; elected representatives; and the views of the people who are working.

If partial performance had been accepted for the weekend in question, people would have been asked to come in at 11am on Saturday morning, work all the way through till 4am Sunday morning, go home for 2 hours and then come back in at 7am, to then distribute all the fire engines again and then go home at 6pm the next evening.

The COO observed that people have a dispute, and that dispute is between the Government and the FBU, but the Authority still has a responsibility to ensure there are enough fire engines available and make sure the people who work are supported, so when decisions on partial performance are taken, they are sound operational decisions.

The COO added that he had seen the level of vitriol against the Chief Fire Officer and seen some of the words that had been used (which were an absolute disgrace) about a lawful position adopted by an elected Authority.

A discussion was held by Members who showed their support for the Chief Fire Officer in the face of the totally unacceptable personal attacks and vilifications made against him; that the FBU need to reflect on the personalisation of this dispute which is totally unacceptable; that Members were being hypocritically criticised as an organisation over the way in which the Authority managed the situation by an organisation that had withdrawn its labour; that whilst supportive of people withdrawing their labour Members felt they should not then challenge the Authority on the way it managed that situation; and that those members of staff who worked must continue to received the thanks of the Authority.

Councillor Reg Edwards

A presentation was made by the Chairman and Chief Fire Officer to Councillor Reg Edwards who was retiring as a Councillor from Milton Keynes Council and Buckinghamshire and Milton Keynes Fire Authority. Councillor Reg Edwards responded.

THE CHAIRMAN CLOSED THE MEETING AT 11.40 AM.

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Buckinghamshire & Milton Keynes Fire Authority

| | |
|------------------------------|--|
| MEETING | Executive Committee |
| DATE OF MEETING | 30 July 2014 |
| OFFICER | Mick Osborne, Head of Service Transformation |
| LEAD MEMBER | Councillor Adrian Busby |
| SUBJECT OF THE REPORT | Fourth Quarter Public Safety Plan & Corporate Plan 2012-15 Performance Monitoring Report |
| EXECUTIVE SUMMARY | <p>This report identifies specific areas in the quarterly monitoring of the Authority's Public Safety Plan (PSP) 2012-17, where performance issues have been identified, or notable good practice has been exhibited, and covers the out-turn performance from 1 April 2013 to 31 March 2014.</p> <p>This report addresses our key strategic aims and focuses on - Prevention, Protection and Response. These are underpinned by 6 priorities with 12 targets for monitoring performance against them.</p> <p>Further indicators and targets are being developed in readiness for the reporting year 2014-15 focused upon People and Resources to allow performance monitoring against them. This will provide a holistic view of performance against the Corporate Plan and the five strategic aims overall. A review of our current performance indicators and tolerances for reporting purposes is also underway.</p> <p>Overall performance is good and continues to improve in most areas and early indications since these figures were produced supports this improving trend across areas in exception such as call handling and 1st attendance.</p> <p>It can be noted in respect of call handling, that due to continual improvement, these targets were adjusted to be more stretching and were almost met, despite being ambitious.</p> <p>Although there are some areas in exception, the overall trend in respect of people being safe in respect of fire, whether in their homes or at work within BMKFA area, are positive and continue to improve.</p> <p>ANNEX A focuses on the five targets that are in exception at end of 4th Quarter;</p> |

| | |
|-------------------------------|---|
| | <ul style="list-style-type: none"> • Killed and Seriously Injured on our Roads • Call Handling • 1st Attendance within 10 minutes • 1st Attendance within 20 minutes • Malicious False Alarms |
| ACTION | Information. |
| RECOMMENDATIONS | That the Executive Committee acknowledge the out-turn performance against the objectives and targets set in the Public Safety Plan 2013-14. |
| RISK MANAGEMENT | Members should make use of performance information to assist them in the strategic decision-making of the Authority. Performance management is a contributor to service improvement and to effective prioritisation of resources. |
| FINANCIAL IMPLICATIONS | None at present. |
| LEGAL IMPLICATIONS | None at present. |
| HEALTH AND SAFETY | None at present. |
| EQUALITY AND DIVERSITY | <p>Where applicable the limited resources we have are being targeted at the most vulnerable based upon collected demographic data and available intelligence. This demonstrates an equitable process based upon risk to all members of the community. Non-domestic and domestic properties are targeted according to their risk thus identifying the most vulnerable in the community.</p> <p>The issue of RDS recruitment and retention identified continues to be addressed with action plans in place.</p> |
| USE OF RESOURCES | <p>Performance monitoring Provision of timely performance monitoring information enabling feedback to members.</p> <p>Future targeting and planning will be based upon the intelligence and performance which will be reported in the upgraded version to Performance Plus "Viper" which will improve the availability of information to all stakeholders. This will continue to develop into the Autumn of 2014 incorporating the Community Safety Strategy and the Strategic Aims; People and Resources, to further enhance the information that is available for decision making.</p> <p>Communication with stakeholders Informative and structured performance information incorporating stakeholder contributions.</p> |

| | |
|--|---|
| <p>PROVENANCE SECTION & BACKGROUND PAPERS</p> | <p>Background papers:</p> <ul style="list-style-type: none"> • Corporate Plan 2012-15 • Public Safety Plan 2012-17 |
| <p>APPENDICES</p> | <p>Annex A – Quarterly Strategic Performance Monitoring Report – Fourth Quarter 2013-14</p> |
| <p>TIME REQUIRED</p> | <p>10 minutes.</p> |
| <p>REPORT ORIGINATOR AND CONTACT</p> | <p>Toni D’Souza, Manager - Information Team tdsouza@bucksfire.gov.uk 01296 744444</p> |



Quarterly Strategic Performance Monitoring Report – Quarter Four 2013-14



Purpose of the report

To provide Executive Committee with a strategic overview of:

- Out-turn Performance for Fourth Quarter 2013-14 against the Corporate Plan – Public Safety Plan Targets

Index:

| | | | |
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| Strategic Aim 1 Prevention | Priority 1 – L1, L2, L4 Priority 2 – W2, W3 Priority 3 – T1 Priority 4 – L3 | Reducing the risks to people from fire in the home. Working with partners on education programmes to reduce risks to people from fire. Working with partners to reduce the number of road traffic collisions targeting young people and those most at risk. Reducing anti-social behaviour and improving social well-being. | G G R G |
| Strategic Aim 2 Protection | Priority 1 – W1, W3 Priority 2 – W1, W3 | Maintaining risk based inspection and enforcing fire safety legislation. Providing education and advice on fire protection. | G G |
| Strategic Aim 3 Response | Priority 1 – R1 Priority 2 – R2, R3, R4 | To protect our community and firefighters ensuring risks are known prior to our arrival. Providing an effective response to fires, road traffic collisions and other incidents. | G A |
| Strategic Aim 4 People | Priority 1 Priority 2 Priority 3 | Developing and maintaining a safe and competent workforce. Strengthening the effectiveness of our workforce. Attracting, recruiting and managing a diverse and representative workforce. | |
| Strategic Aim 5 Resources | Priority 2 – 5.7 | Ensuring our resources are effectively and efficiently deployed. | |
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Vision:







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

Strategic Aims

| Prevention | Protection | Response | People | Resources |
|---|---|--|---|---|
| We will improve the safety of the community by identifying 'at risk' groups and work with effective partners to help prevent fires and other incidents occurring. | We will ensure that our public buildings and workplaces are protected from risk of fire by promoting ways of making all types of property safer, proactively targeting premises most at risk, and where necessary enforcing fire safety legislation. | When required to intervene and respond to fires and other incidents, we will ensure that we provide an effective and efficient operational response. | We will continually invest in our staff to ensure that they are competent, safe and have the skills and knowledge to work effectively with the public and our partners. | We will manage all our resources to provide the best value for the residents and businesses of the communities we serve. |
| Priorities (in rank order) | | | | |
| <ol style="list-style-type: none"> 1. To reduce the risks to people from fire in the home, targeting those most at risk. 2. To work with effective partners on education programmes which reduce risks to people from accidental and deliberate fires. 3. To reduce the numbers of road traffic collisions, in Buckinghamshire & Milton Keynes, working with effective partners to improve education, targeting young people and those most at risk. 4. To work with effective partners to deliver externally funded programmes to reduce anti-social behaviour and improve wider social well-being in the community through education for young people and youth diversion programmes when capacity permits. | <ol style="list-style-type: none"> 1. To support and maintain a risk based inspection programme to enforce fire safety legislation, targeting premises that pose the greatest risk to life 2. To provide education and advice to promote a better understanding of how fire protection measures can reduce the impact of fire on life safety, the environment and economy. 3. To promote the use of fire suppression systems, sprinklers and fixed installations in non-domestic properties to reduce the risk to life, property, the economy and environment from fire. | <ol style="list-style-type: none"> 1. To protect our community and reduce the risks to fire-fighters by ensuring known risks are quickly and accurately made available to them prior to their arrival, to support a safe and effective response. 2. To provide an effective operational response to fires, road traffic collisions and other incidents; protecting and saving lives and reducing the damage to the environment. 3. To reduce the risk to people by planning and working with partners to provide an effective operational response to large scale events or incidents. 4. To introduce co-responding to medical emergencies within targeted areas in partnership with South Central Ambulance Service. | <ol style="list-style-type: none"> 1. To develop and maintain a safe and competent workforce, targeting risk and professionally critical training and learning to effectively deliver our services. 2. To strengthen the effectiveness of our workforce. To realise capacity and to support the safe and effective delivery of our services. 3. To attract, retain and manage a workforce that is more representative of the diverse communities we serve. | <ol style="list-style-type: none"> 1. To provide high quality, value for money, equipment, vehicles and premises supported by safe operating procedures and systems of work, to support the safe and effective delivery of our services. 2. To continually review our performance, ensuring that our resources are effectively and efficiently deployed to reduce risks to our staff and communities. 3. To enhance our efficiency by ensuring our assets and operations minimise the impact on the environment. |







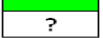


Public Safety Plan - Performance against target 1st April 2013 to 31st March 2014

Key:

| | | |
|--------------|---|---|
| Red |  |  Off target |
| Amber |  |  Marginally off target |
| Green |  |  On target |

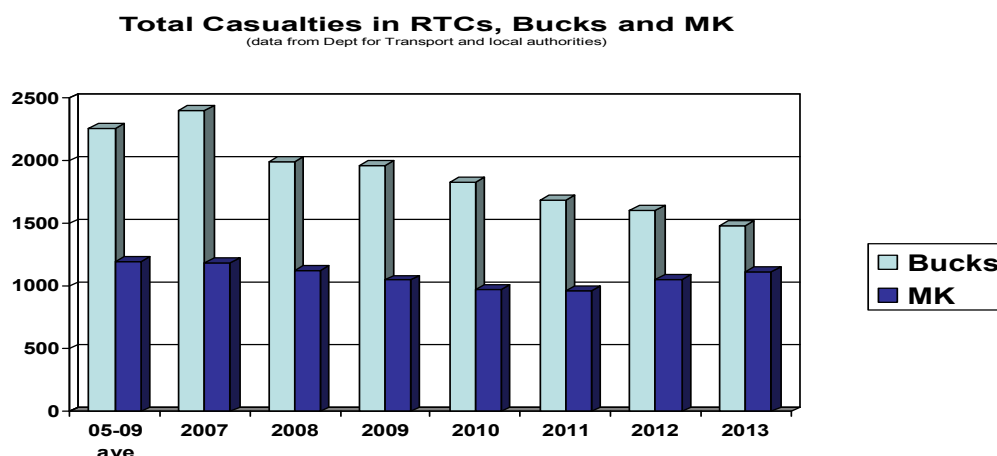
| | | Year-end Outturn | R A G | Year-end Target | Direction of Travel Vs. previous year |
|--|------------------|------------------|-------------|-----------------|---------------------------------------|
| LIVE - Making People Safer in their Homes | | | | | |
| L1. Number of accidental dwelling fires | Lower is better | 411 | G | 429 | Positive |
| L2. Number of injuries arising from accidental dwelling fires per 100,000 population | Lower is better | 2.65 | G | 2.8 | Positive |
| L3. Number of Deliberate Dwelling Fires per 10,000 dwellings | Lower is better | 0.74 | G | 1.03 | Positive |
| L4. Number of Home Safety Checks carried out | Higher is better | 5490 | G | 5120 | Positive |
| WORK - Making People Safer at Work and in Public Places | | | | | |
| W1. Number of non-domestic fires per 1,000 non-domestic properties | Lower is better | 14.58 | G | 15 | Positive |
| W2. Number of killed & seriously injured from work related activities | Lower is better | 0 | G | 0 | No Change |
| W3. Number of automatic fire alarms per 1,000 non domestic premises | Lower is better | 47 | G | 51 | Positive |
| TRAVEL - Making People Safer on the Roads | | | | | |
| T1. Reduction in number of killed and seriously injured in road traffic collisions | Lower is better | 407 | R | 319 | Negative |
| EMERGENCY RESPONSE - making People Safer in an Emergency | | | | | |
| R1. Per-cent of calls handled within 120 seconds | Higher is better | 67.4% | R | 75% | Positive |
| R2. Per-cent of incidents attended within 10 minutes | Higher is better | 77.8% | A | 80% | Negative |
| R3. Per-cent of incidents attended within 20 minutes | Higher is better | 97.2% | A | 99% | Negative |
| R4. % False Alarm Malicious attended | Lower is better | 58.2% | R | 48.6% | Negative |

Prevention Priority 3 – To improve the safety of the community

| <p>Key to Symbols</p> <p>Red  Off target </p> <p>Amber  Marginally off target </p> <p>Green  On target </p> <p> Missing data </p> | Actual Q4 | Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|----------------------|---|--------------------|---|
| <p>T1. Reduction in the number of killed and seriously injured in road traffic collisions</p> | 407 | 407 | <p>R </p> | 319 | Negative |

What is happening; The previous government set some very challenging casualty reduction targets to be met by 2010 and these were met locally. The present government did not set any further targets beyond 2010. They removed the ring fencing that had previously been around the Road Safety Grant, which was the money provided to highways authorities (BCC and MKC) by central government for road safety education, training and publicity (ETP). Consequently, local authorities took the opportunity to redirect some of that funding to other essential services. The size of the Road Safety Team in Milton Keynes has been steadily reduced in recent years as people who left were not replaced. The Team at Bucks CC has recently shrunk significantly, with 3 Road Safety Officers posts reduced to just 1.

Where and Why are they happening; Road safety professionals nationally fear that this reduction in funding, and the consequential reduction in ETP activity, will be reflected in a slowing of the reduction of casualties, or even a slight increase. This is certainly being seen locally as the chart below indicates;



There are also concerns as to the consistency and accuracy of the statistics which are provided to us by third parties. In particular the interpretation of seriously injured.




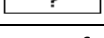

What are we doing & what is working; BMKFRS continues to provide a number initiatives both centrally led and delivered and at station level. It is noted that Buckinghamshire's figures continue to steadily decline while there has been a two year upturn in the MK figures. There continues to be much concern over the turning gaps that allow slow moving traffic to cross the dual carriage ways. These continue to contribute to a relatively high incidence of serious injuries and fatalities in the Milton Keynes area.

All that said, we have continued to provide road safety education input for our vulnerable road users, often in partnership with other organisations;

- a) The multi-agency '**Safe Drive Stay Alive**' presentation for 17 – 18 year olds was seen by over 18,000 people in 2013 and the total audience will top 100,000 this year.
- b) Our Road Safety Officer delivers our own '**Learn & Live**' presentation to 3 – 4,000 6th Form and college students each academic year, and has spoken to over 25,000 young people in the last 8 years.
- c) Our '**Biker Down!**' first aid presentation for motorcyclists was first introduced in February of 2013. Since then, over 50 sessions have been delivered and over 500 local riders are now able to provide first aid at the scene of a collision. Some have already used those skills to help other road users.
- d) A road safety presentation for Year 11 students (16 year olds) has been provided to fire stations for them to offer to local schools.
- e) We have provided venues to Bucks CC for their '**Get In Gear**' course for young people who have recently passed their driving tests.
- f) Our Road Safety Officer provides input into 'pre-driver' courses for under-17s that are run by driving instructors in the High Wycombe area.
- g) We have engaged with young moped and scooter riders at local schools and colleges, to talk to them about protective clothing, rider training and vehicle maintenance.

The effect of funding changes on local authority Road Safety Teams presents us with a great opportunity to extend our road safety education and training work locally. This would be in line with the CFOA aim to 'ensure that Fire & Rescue Services are seen as a preferred partner to deliver educational initiatives leading to safer roads'.

Response Priority 1 – Support a Safe & Effective Response to Incidents





| <p>Key to Symbols</p> <p>Red  Off target</p> <p>Amber  Marginally off target</p> <p>Green  On target</p> <p> Missing data</p> | Actual Q4 | Average Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|---------------------------|---|-----------------|---------------------------------------|
| <p>R1. Per-cent of calls handled within 120 seconds</p> | 77.8% | 67.4% | <p>R </p> | 75 | Positive |

What is happening; The 2012/13 stats for the current target of 75% of emergency calls handled within 120 seconds was disappointing with only 50.7% reached within this time. Although the target within the Public Safety Plan has still not been met, it is an upward trend and over the last few months the control room staff have been exceeding target.

Where and Why are they happening; historically, control operators did not mobilise resources until all the relevant information pertaining to the incident has been obtained. A change to this method was introduced in March 2013 and resources are now mobilised wherever possible, as soon as the incident type and location has been determined with additional information being gained afterwards and passed to the responding resources.







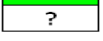

What are we doing; In order to address this issue, new ways of working were introduced in the control room which includes a new salutation which helps to focus the caller on the emergency they are calling about which in turn allows the control operator to determine the correct type of incident in a reduced amount of time.

What is working; With the introduction of the revised procedure, together with Control Watch Managers being given the tools to monitor call handling performance of staff and control operators themselves, actively developing more effective and efficient ways of call handling, there has been a positive improvement in the average number of calls being handled across the year of 67.4% compared to 50.7% in the previous year. Although the target within the PSP has still not been met (average across the reporting year), it is an upward trend and over the last few months the Control staff have been exceeding the target.

| | | 31/12/2013 | 31/01/2014 | 28/02/2014 | 31/03/2014 |
|--|-------------|---|---|---|---|
| <p>+ CP. Emergency R1 Achieve emergency call handling time targets : IRMP6.1 % of calls handled within 120 seconds</p> | Actual | 68.2 % | 72.4 % | 77.4 % | 77.8 % |
| | Target | 75.0 % | 75.0 % | 75.0 % | 75.0 % |
| | Performance |  |  |  |  |

It should be noted that the above has been achieved in conjunction with a reduction in the number of Control staff and is credit to the hard work and dedication of the all the individuals in providing an improved service to our community.







Response Priority 1 – Support a Safe & Effective Response to Incidents

| <p>Key to Symbols</p> <p>Red   Off target</p> <p>Amber   Marginally off target</p> <p>Green   On target</p> <p> Missing data</p> | Actual Q4 | Actual Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|--------------------------|--|-----------------|---------------------------------------|
| R4. The number of malicious false alarms attended. | 58.2% | 58.2% | R  | 48.6% | Positive |

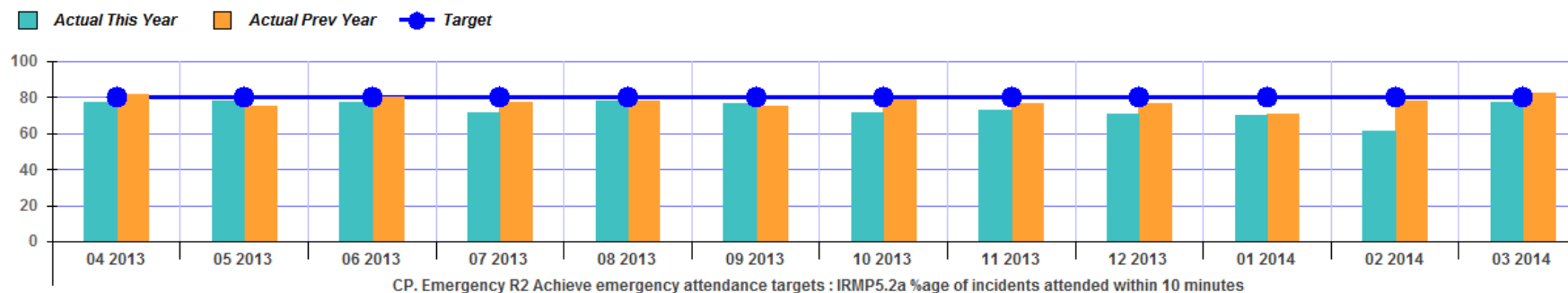
What is happening; The number of malicious false alarms saw an increase during the third quarter and this has impacted overall on the out-turn performance against target for the year. During the fourth quarter, a steady decline in the number of these types of false alarms received has steadily declined.

What are we doing & what is working; Further to addressing the issues associated to call handling and the new ways of working that were introduced in the control room which includes a new salutation which helps to focus the caller on the emergency they are calling about which in turn allows the control operator to determine the correct type of incident in a reduced amount of time, we continue to call challenge in order to determine the appropriate response.

Response Priority 2 & 3 – Support a Safe & Effective Response to Incidents







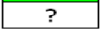


| <p>Key to Symbols</p> <p>Red  Off target</p> <p>Amber  Marginally off target</p> <p>Green  On target</p> <p> Missing data</p> | Actual Q4 | Average Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|---------------------------|---|-----------------|---------------------------------------|
| <p>R2. Emergency Attendance Targets – 10 minutes</p> | 77.4% | 73.7% | A  | 80% | Negative |
| <p>R3. Emergency Attendance Targets – 20 minutes</p> | 97.4% | 97.2% | A  | 99% | Negative |

What is happening; The marginal off target performance has resulted from the recent spate weather conditions particularly through January and February which have resulted in a negative impact upon our average attendance targets for the year.



What are we doing & what is working; In tandem with the On Call (RDS) Improvement Project we are looking to remove some of the restrictions with regard to catchment areas for recruiting On Call staff which should have the net effect of improving response standards across the County. Equally there is the on-going Milton Keynes Response and Mobilising project which will deliver improvements in that area, coupled with the new Day Crew Review across the four stations currently on that duty pattern.

Prevention Priority 4 – Reducing Anti-social Behaviour




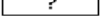

| <p>Key to Symbols</p> <p>Red  Off target </p> <p>Amber  Marginally off target </p> <p>Green  On target </p> <p> Missing data </p> | Actual Q4 | Actual Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|--------------------------|---|-----------------|---------------------------------------|
| <p>L3. Reduce the number of deliberate dwelling fires per 10,000 dwellings</p> | 0.74 | 0.74 | <p>G </p> | 1.03 | Positive |

What are we doing & what is working; Antisocial behaviour includes a whole list of behaviours which goes from disorder/disturbance, noise nuisance parking/obstruction, suspicious circumstance etc., and a whole manner of other behaviours including Arson and fire setting.

We have been hugely successful in reducing Arson suspected incidents by working consistently to prevent and detect Arson and resulting in Arson declining consistently year on year.

In other research of antisocial behavior the figures received from ASB teams in the South of the county indicate that there is very little or no arson in the antisocial behaviour returns which appears to bear out the above findings.

Protection Priority 2 – Making people safer in public buildings and workplaces

| <p>Key to Symbols</p> <p>Red  Off target</p> <p>Amber  Marginally off target</p> <p>Green  On target</p> <p> Missing data</p> | Actual Q4 | Actual Year End Out-turn | Target Performance Q4 | Year-end Target | Direction of Travel Vs. Previous Year |
|---|-----------|--------------------------|---|-----------------|---------------------------------------|
| W3. Reducing the number of false alarms in non-domestic premises (per 1,000 non-domestic properties) | 47 | 47 | G  | 51 | Positive |

What is happening; Sheltered Housing schemes are currently causing the most problems with unwanted fire signals and we are currently working closely with the Vale of Aylesbury Housing Trust (VAHT) and MK Council in an effort to reduce the number of calls we attend. Apart from the demographic of the occupants, the main problem in all the premises is a poorly performing or wrongly configured fire alarm system. VAHT have agreed to fit new fire alarm systems in the 3 worst performing premises i.e. Thistle Court, The Beeches and Langdon Court, which should reduce the number of false alarms drastically. MK Council have agreed to reconfigure some of their alarm systems and fit better extraction systems in kitchens which has already reduced the number of alarm activations we attend at sheltered housing schemes managed by them.

What are we doing & what is working; This indicator has two underlying targets;

- a. to reduce the number of automatic false alarms received by through by 5 per cent and reflecting this as a fraction of the total number of commercial premises within the county in that year and comparing it to the 3 year average;

3yr average = 1081

This year = 996 (This includes an additional 130 non-domestic premises in Bucks & MK during 2013-14)

Reduction = 8%

- b. To further reduce the number of calls received from the top 100 premises in the previous year by 10 per cent.

2012/13 - Top 100 premises produced 606 UFS

Reduced to 303 by end of year 13/14 = 51% reduction

Foam Engineers, High Wycombe: Called us 10 times during previous year, worked with them on their procedures and issued NOD to fit emergency lighting throughout the premises. Not called at all during year 13/14.

Grendon Prison: Consistently calling us between 10 & 20 times a year for the last 6 years, very difficult to enforce as under Crown jurisdiction but worked with Assistant Governor on their procedures and didn't attend at all for UFS in 13/14.

Global Infusion, Chesham: Called us 8 times previous year, had a problem with their alarm system and procedures, issued NOD and worked with them to solve the problem resulting in no callouts in 13/14.

Bespack, Milton Keynes: This is an empty building owned and managed by a company in Kings Lynn, were called here 10 times during 2013 mainly due to water leaks permeating the electrics. Worked with owners to change procedures and call a key holder in the first instance if alarm activates and not the Fire Service, no callouts 13/14.

Chilterns Shopping centre summoned us 14 times in year 12/13 due to a persistent problem with their fire alarm system and the way it was set up with newly built student accommodation on the same site, worked with them to resolve the problem and were only called once in 13/14.

Bucks NHS 3 main Hospitals between them used to call us nearly 250 times a year (06/07) for UFS, last year we only attended on 8 occasions. Stoke Mandeville Hospital used to be our biggest offender for UFS with a high of 149 in year 06/07. Last year we were only summoned on 2 occasions to false alarms.

MK Hospital not quite as proactive, reduced from 54 to 12 in same period. Chiltern Hospital was another problem premises that used to call us 20 times a year to UFS, last year did not call us at all.

Centre MK (approx 240 retail outlets): Another premises that used to call us in excess of 30 times a year, worked with them over the years to refine their procedures and last year reduced this down to 6 calls for UFS.

Open University, MK: A problem premises of the past that called us 54 times in 06/07 for UFS. During last year (13/14) didn't attend any UFS.

Wycliffe End (the old Vale House) called us on 32 occasions in 06/07, only called us once in the last 2 years.

Willen Hospice called us 33 times in 06/07, no callouts in 13/14

BFRS have assisted the Building Research Establishment in producing a report on causes of alarm activations. BFRS were chosen as we were the only Fire Service that could be found to assist as a result of having accurate records of the alarm activations they attend. In a report published by Raman Chaggar (senior consultant with the Building Research Establishment), he strongly recommends that the 'Buckinghamshire & Milton Keynes Strategy' for dealing with Unwanted Fire Signals is introduced across the fire service nationally.

"It is clear that a technical and experienced unwanted fire signals officer dedicated to investigating UWFSs and working with the RP is a very effective means for FRS's to reduce UWFSs and keep them low as newbuildings come "on-line". It is a strong recommendation that other FRSs within the UK adopt this strategy and proactively engage with the community to reduce UWFSs rather than choosing selective nonattendance or introducing charges to regular offenders."

Glossary

| | |
|------------------------|--|
| Primary Fire | Primary fires are those where one or more of the following apply: i) all fires in buildings and vehicles that are not derelict or in outdoor structures, ii) any fires involving casualties or rescues, iii) any fire attended by five or more appliances. |
| Secondary Fire | Secondary fires are the majority of outdoor fires including grassland and refuse fires, unless they involve casualties or rescues, property loss or unless five or more appliances attend. They include fires in derelict buildings. |
| Chimney Fire | These are reportable fires in occupied buildings where a fire was confined within the chimney structure, did not involve casualties or rescues and was attended by four or fewer appliances. |
| Fatal Casualty | A person whose death is attributed to a fire is counted as a fatality even if death occurred weeks or months later. |
| Non-fatal Casualty | Non-fatal casualties consist of persons requiring medical treatment beyond first aid given at the scene of the fire and those sent to hospital or advised to see a doctor for a check-up or observation. People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as "precautionary check-ups". |
| False Alarm | <p>A false alarm is defined as an event in which the fire and rescue service believes they are called to a reportable fire and then find there is no such incident. False alarms are categorized as:</p> <p>Malicious – the call was made with the intention of getting the fire and rescue service to attend a non-existent fire related event. This includes 'deliberate' and 'suspected malicious' intentions.</p> <p>Good Intent – the call was made in good faith in the belief that the fire and rescue service really would attend a fire.</p> <p>Electrical – the call was initiated by a fire alarm and firefighting equipment operating (including accidental initiation of alarm apparatus by person).</p> |
| Appliance Availability | The availability of an appliance based upon the required number of firefighters, officer in charge and driver. |

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Buckinghamshire & Milton Keynes Fire Authority



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|-------------------------------|--|
| MEETING | Executive Committee |
| DATE OF MEETING | 30 July 2014 |
| OFFICER | David Skinner, Director of Finance & Assets |
| LEAD MEMBER | Councillor Andy Dransfield |
| SUBJECT OF THE REPORT | Medium Term Financial Plan 2015/16 to 2018/19 |
| EXECUTIVE SUMMARY | To present an update on the Medium Term Financial Plan process for 2015/16 to 2018/19. Attached at Appendix A and Appendix B is a list of key dates and the guidance that has been sent out to cost centre managers. |
| ACTION | Information. |
| RECOMMENDATIONS | That Members; <ol style="list-style-type: none"> 1. note the key dates at Appendix A which have been set to enable challenge and scrutiny of revenue and capital bids during the budget build and MTFP process; 2. note the guidance document at Appendix B sent out to cost centre managers in June 2014. |
| RISK MANAGEMENT | Management of our Financial resources is a key risk to the Authority. By projecting forward and monitoring our financial plans, we are in a better position to avoid and mitigate the risk of adverse financial consequences. |
| FINANCIAL IMPLICATIONS | None, for information only. |
| LEGAL IMPLICATIONS | None. |
| HEALTH AND SAFETY | None. |
| EQUALITY AND DIVERSITY | None. |
| USE OF RESOURCES | The Medium Term Financial Plan identifies the financial resources required projected into the future based on the delivery of specific aims and objectives of the Authority as set out in the Integrated Risk Management Plan and Public Safety Plan. |

| | |
|---|--|
| | Members, Strategic Management Board and many staff will be involved in agreeing priorities and the budget setting process over the forthcoming months in line with the enclosed outline timetable. |
| PROVENANCE SECTION & BACKGROUND PAPERS | Medium Term Financial Plan 2014/15 to 2017/18, CFA Meeting 19 February 2014; |
| APPENDICES | Appendix A - Key dates Appendix B - Guidance issued to cost centre managers |
| TIME REQUIRED | 10 minutes. |
| REPORT ORIGINATOR AND CONTACT | Graham Young – Management Accountant gyoung@bucksfire.gov.uk 01296 744429 |

Appendix A

Medium Term Financial Plan Timetable

| Activity | Objective | Dates |
|---|--|---|
| Timetable and briefing distributed for sign-off | To provide information on the budget setting and MTFP process for the year commencing 1 April 2015. | BTB 5 June SMB 17 June Exec 30 July |
| MTFP, Budget Setting, Growth and Savings and Capital Bid updates | Finance to provide update on the guidance on budget setting, MTFP and how to complete new templates and write effective business cases | June |
| Salary Estimates | Finance to provide salary estimates and assist cost centre managers in identifying differences and completing updated establishment | Cost centre manager sign off by end of July |
| Non-Salary Budgets | Finance to provide non-salary budgets and assist cost centre managers by investigating previous years actuals and identifying potential savings and growth | Cost centre manager sign off by end of July |
| Directors / Area Managers to meet with cost centre managers | To discuss potential growth and savings bids to report to BTB challenge session | July/August |
| Cost Centre Managers / Area Managers (assisted by finance) to submit revised budget forms to finance. Changes to be backed up by relevant growth and savings bids | Finance to QA submissions and collate | Deadline for return to finance 5 September |
| Finance collate information | To produce first iteration of overall Authority position and ensure consistency of treatment within and across Directorates and verify base position | 26 September |
| BTB Budget Challenge | BTB to consider latest overall position, challenge bids and forward to SMB. | 2 October |
| SMB | SMB to consider latest overall position, sign off smaller items and forward on for Members consideration, challenge and scrutiny. | 21 October |

| | | |
|--------------------------------|--|--------------------------------|
| | | |
| First Member Budget Challenge | To test robustness and appropriateness of submissions from budget holders in light of the guidance given | 27 October |
| Finance collate information | Second iteration to produce overall Authority position in light of feedback from Senior Officer and Member Challenge panels | 3 November |
| Executive Committee | Update members on latest overall position, any CSR announcements and assumptions made relating to funding, inflation and pay increases. | 19 November |
| Spending Review Announcement | If update available, potential funding position and guidance | Early December |
| BTB | BTB to consider latest overall position, challenge bids and forward to SMB. | 4 December |
| SMB | SMB to consider latest overall position and forward on to Members for consideration, challenge and scrutiny. | 6 January |
| Second Member Budget Challenge | To further test robustness and appropriateness of submissions from budget holders in light of the guidance given and to make recommendations on the implications of investment and service reduction proposals | 6 January |
| Finance collate information | Third iteration to produce overall Authority position in light of feedback from Senior Officer and Member Challenge panels for update to SMB and Executive Committee | By 9 January |
| BFRS Settlement | To refine funding position once certain and update guidance | Early January to Feb – ongoing |
| Executive Committee | Executive Committee meeting to forward 2015/16 budget and MTFP 2016/17 to 2018/19 onto CFA | 4 February |
| CFA Meeting | CFA meeting to approve 2015/16 budget and MTFP 2016/17 to 2018/19 | 25 February |

MTFP 2015/16 to 2018/19 Guidance

The Medium Term Financial Plan (MTFP) is a statement of the resources that will be required to deliver the planned outcomes as set out in the Integrated Risk Management Plan (IRMP)/Public Safety Plan (PSP) and in the Corporate Plan over a four-year period.

Funding Position

The financial position of the Fire Authority for both Capital and Revenue is significantly constrained due to Government Funding cuts and restrictions affecting the level of Council Tax income resulting from the Comprehensive Spending Review. Exact figures for inflation, savings and growth requirements have yet to be agreed but the following guidance hopes to outline the methodology and timetable to enable us to gather the information required, so that SMB and Members can make decisions which will eventually produce a balanced budget for the year 2015/16 and also indicative financial plans for the years 2016/17 to 2018/19.

The Process

This will be fairly similar to last year in that we will look at current base budget for 2014/15 and amend for any changes as and when they are agreed building up line by line to get a final budget 2015/16 for each cost centre. However, we are bringing some of the dates and deadlines forward in order that there is sufficient time to produce updates for SMB and Members. A high-level timetable is attached at Appendix A.

Salary Estimates

The "establishment" is a list of posts controlled by HR which are quantified in financial terms. It has been updated to accommodate recent approved restructures and other approved changes and will be the starting point for setting the new salary budget for 2015/16.

All cost centre managers will be contacted in June by the finance team to go through the salary budgets for each of their cost centres to match the information and identify whether there are any differences to what is expected. Cost centre managers will be asked to sign-off the starting point by the end of July. No amount for salary increases will be added at this stage, should negotiations and agreement be reached at a later date, an amount will be transferred from the contingency budget to cover this.

Building up non-salary budgets

The Finance team will be completing the following work on the budget:

- start with the base 2014/15 budget,

- transfer permanent approved changes to the budget which have been applied in 2014/15,
- remove budgets for growth bids which were agreed for 2014/15 only,
- apply full year effect of items commenced in 2014/15,
- update the base for other adjustments of which we are aware,
- it is unlikely that adjustments for inflation will be made for expenditure or income during the first round, other than for known large impact changes (i.e. fuel, utilities, rates),
- add costs for 'unavoidable commitments' already set out in the IRMP – note that these items will be revisited during the challenge process, see below,
- model the likely income for the next four years,
- model the effect of the current capital programme within existing projections of spend,
- re-visit the likely impact of the loss or reduction of Revenue and Capital Grants,
- re-visit projects which have been built into previous MTFP's in preparation for the challenge process, see below.

The above work will be incorporated into our new budget build system and detailed budgets for each area will be distributed to cost centre managers with a higher level report going to Directors and Area Managers.

Growth Bids/Capital Bids

The growth and capital bid templates have been revised so that they are now more in line with guidance from the DCLG. Please let one of the finance team know if you require any assistance in the completion of the new template.

The challenge of growth and capital bids will focus more on;

- How does the project link to corporate priorities?
- What does it contribute?
- What are the outcomes?
- Does it provide value for money?
- Does it support lean processes?

It will be expected that budget holders will discuss the bids with their Area Manager/Director and that bids will be challenged at this stage before the bids are forwarded to the BTB/SMB/Member challenge sessions. The members of BTB will score bids, in order to prioritise which they then put forward for further challenge by SMB/Members.

Savings Bids

The initial exercise for savings will be to critically look at budgets and identify where repeated under spends year-on-year can be offered up. Finance staff will be looking at under spend areas from previous years and where appropriate discussing with each cost centre manager to advise where there may be some budget slack which can be offered up. Budget Holders will need to look at this in terms of what overall plans they have for budget areas, where they are relevant to the latest IRMP and Corporate Plans and what the risks are if they no longer have that budget.

There should also be an amount of critically appraising whether the current level of service is still appropriate i.e. can we get something cheaper, can we use up old stocks etc, the point of the exercise is to deliver the same or better level of service to our customers more efficiently thus giving Value for Money. It also helps us understand the make-up of our budgets better so that we can monitor them more effectively throughout the forthcoming year. We need to ensure we are aware of the risks and knock-on effect any changes made could have on other projects or budgets, whether Capital or Revenue as these could end up resulting in new growth bids. Finance staff are available to help with this.

Note that bid templates for revenue savings or growth of £10k or more and Capital Bids will need to be completed with a full business case. It is assumed that growth under £10k can be absorbed by the budget manager/Area Manager/Director or funded through savings identified elsewhere.

All bid documents will be scrutinised by BTB, SMB and Members during the Challenge Process (see below).

Challenge process

There will be an officer led scrutiny process of the budgets and the savings offered by each Directorate. A panel of Members selected by the Chairman will be asked to consider bids at this time. These meetings will be challenging every aspect of the budget with the expectation that there will be justification for each area of spend by activity in order to achieve the targets set in the IRMP.

Further officer and Member led challenges are likely to continue in the ensuing months and these will be notified to those required to attend.

Information gathering for the MTFP is an iterative process, this is to allow sufficient officer and member engagement and also so that all the other unknown elements can be updated as and when they are published/become known. Due to time limitations and other factors which affect the process, it is necessary to repeat the process until all the necessary information has been gathered and reported through the appropriate channels for setting the final budget and MTFP in February 2015.

The first set of growth and savings bids will need to be signed off by Area Managers/Directors and returned to finance by close of play on **5 September 2014** to allow Finance staff to collate and summarise ready for BTB/SMB challenge.

Members of the finance team will be available throughout the whole process to guide you, research and analyse past data and trends and provide “what if” or any other sensitivity models you require.

| | | |
|--------------|-----------------------|---------|
| Jacqui May | Head of Finance | ext 175 |
| Graham Young | Management Accountant | ext 178 |
| Mark Stevens | Accountant | ext 176 |
| Asif Hussain | Accountant | ext 177 |
| Laura Taylor | Finance Assistant | ext 183 |



Buckinghamshire & Milton Keynes Fire Authority

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|------------------------------|--|
| MEETING | Executive Committee |
| DATE OF MEETING | 30 July 2014 |
| OFFICER | Lynne Swift, Director of People and Organisational Development |
| LEAD MEMBER | Councillor Roger Reed |
| SUBJECT OF THE REPORT | Attendance Management Performance Improvements and Trends |
| EXECUTIVE SUMMARY | <p>This report sets out the current position of the Authority in respect of Attendance Management and the significant improvements that have been made to-date to reduce non-attendance caused by sickness absence.</p> <p>The report also provides information on our performance in comparison to 29 other fire and rescue services who now participate in benchmarking.</p> <p>Overall absence rates for 2013/2014 have shown significant improvement.</p> <p>Average working days lost per person are 6.4 days compared to 10.5 in 2012/2013.</p> <p>In terms of total days lost there has been a 35 per cent improvement.</p> <p>Absence rates compare favourably to public sector and fire and rescue services.</p> <p>The primary reasons for the Authority's continually improving attendance management performance are due to focused and consistent management interventions, supported by more robust data capture and reporting processes, underpinned by revised employee welfare and occupational health arrangements. A more detailed analysis is summarised in Annex A of this report.</p> <p>Although the Authority's overall performance trends demonstrate significant improvement, in-house analysis and benchmarking comparisons confirm that further improvements are possible through a combination of targeted absence prevention measures, earlier response to absence trends and recognition of exemplary attendance.</p> |
| ACTION | Information. |

| <p>RECOMMENDATIONS</p> | <p>It is recommended that the Executive Committee note the Authority’s recorded attendance management performance trends, absence reductions to date, and plans for further improvements as detailed in Annex A.</p> | | | | | | | | |
|--------------------------------------|--|--------------------------------|---|--------------------------------|---|-----------|-----|-------|-------|
| <p>RISK MANAGEMENT</p> | <p>There are several risks to the Authority of high absence levels with the main ones being potential adverse impacts on operational resilience, higher than budgeted employee costs, inaccurate recording, employee morale and resource intensive case management.</p> <p>As resource levels become smaller, the potential risk increases, although the need for higher attendance is more important.</p> <p>These risks are mitigated by consistent use of the Authority’s Attendance Management Procedures, improved reporting and earlier intervention.</p> <p>The lack of a robust Attendance Management IT system which integrates with HR and resource planning systems is part of the Authority’s ICT strategy and will support improved reporting and earlier intervention in cases.</p> | | | | | | | | |
| <p>FINANCIAL IMPLICATIONS</p> | <p>Based on the Occupational Sick Pay figures the cost of absence for the year 2013/2014 equates to £410,000 equivalent to 1.94 per cent of the total pay bill.</p> <p>The total cost of sickness payments for 2012/2013 was £574,000. There has therefore been a saving on sick pay costs of £164,000 (29 per cent).</p> <p>CIPD Absence Management Survey median direct cost of public sector sickness absence is £726 per employee for 2013. If these figures are applied to BMKFA headcount, then the comparative position is as follows:</p> <table border="1" data-bbox="639 1469 1457 1753"> <thead> <tr> <th>Year</th> <th>Headcount at March 2014 (headcount varies month by month)</th> <th>BMKFA Cost of Sickness Absence</th> <th>Comparative Public Sector Median Cost of Sickness Absence</th> </tr> </thead> <tbody> <tr> <td>2013/2014</td> <td>618</td> <td>£410k</td> <td>£448k</td> </tr> </tbody> </table> <p>These figures do not include the indirect costs of absence (for example, cover moves for operational staff and overtime payments to cover shortfalls).</p> <p>Other costs, which contribute to absence management, include the direct costs of interventions, Welfare Officer, Occupational Health, Employee Assistance Programme etc. is approximately £100k.</p> | Year | Headcount at March 2014 (headcount varies month by month) | BMKFA Cost of Sickness Absence | Comparative Public Sector Median Cost of Sickness Absence | 2013/2014 | 618 | £410k | £448k |
| Year | Headcount at March 2014 (headcount varies month by month) | BMKFA Cost of Sickness Absence | Comparative Public Sector Median Cost of Sickness Absence | | | | | | |
| 2013/2014 | 618 | £410k | £448k | | | | | | |

| | |
|-------------------------------|--|
| | <p>The new Occupational Health provider breaks down expenditure and service provision on a monthly basis. This will be closely monitored to ensure value for money.</p> |
| LEGAL IMPLICATIONS | <p>There are no legal implications arising from the recommendations in the report.</p> |
| HEALTH AND SAFETY | <p>Absence due to Safety Events is incorporated into the total statistics. Safety Event statistics are reviewed quarterly at the Health Safety & Welfare Committee.</p> <p>Accidents at work accounted for 111 days absence.</p> <p>The Director of People and Organisational Development is working with Middlesex University on conducting an Employee Health and Well-being survey in October 2014; a follow up on the 2012 survey .</p> |
| EQUALITY AND DIVERSITY | <p>An initial analysis of employee protected characteristics of those absent compared to the full employee characteristics has highlighted that for the majority of protected characteristics there is alignment.</p> <p>In summary, the initial analysis has highlighted that although females account for 15 per cent of the workforce they account for 26 per cent of the absence. Following more in-depth analysis there does not appear to be any underlying reasons for this, and if one significant period of absence is removed from the data, the comparison is at an appropriate ratio.</p> <p>The new Fitness Testing Procedure, which is at final stages of consultation, will enable analysis on any diversity trends. Outcomes will be reported in the next annual report.</p> |
| USE OF RESOURCES | <p>This report provides the second full year of relevant absence data for 2013/2014, both for Authority employees and a comparison to other fire and rescue services. As trend data continues to build, it will inform employee health and well-being strategies and ensure value for money investment in occupational health and welfare support, which aligns with business priorities.</p> <p>Absence tracking and recording is gathered as a routine transaction within the People and Organisational Development Directorate and further initiatives are underway to improve data capture.</p> <p>On-call (Retained Duty System) employee attendance management processes have been subject to a wider review, and revised procedures are now in place for 2014 reporting.</p> <p>Quarterly reports are presented to the Performance Management Board to maintain the performance</p> |

| | |
|--|--|
| | <p>focus on improving attendance management. Absence data is also produced for managers on an ad hoc basis (for exception reporting) and will form part of a regular data pack provided by HR to departmental managers to support them in managing staff.</p> |
| <p>PROVENANCE SECTION & BACKGROUND PAPERS</p> | <p>Improving attendance management is a corporate priority as set out in the Corporate Plan.</p> <p>High absence levels impact adversely on operating costs and performance levels; this at a time of reduced funding wastes valuable resources which could be used for service delivery and community safety improvements.</p> <p>A coordinated integrated approach is being taken to reducing absence levels as quickly and as effectively as possible.</p> <p>The aims are to:</p> <ul style="list-style-type: none"> • Minimise sickness absence levels • Reduce costs • Operate efficient, effective occupational health services to support return to work and absence prevention • Benchmark and set stretching targets to continually improve performance <p>CIPD Absence Management Surveys 2013 http://www.cipd.co.uk/research/absence-management</p> <p>Fire Authority Report meeting item10 - 18 December 2013 http://www.bucksfire.gov.uk/NR/rdonlyres/9C5494D2-846E-4CF3-B709-B6C055F0D449/0/ITEM10_AttendanceManagementPerformanceImprovementsandTrends.pdf</p> |
| <p>APPENDICES</p> | <p>Appendix 1 Attendance Management Trend Graphs</p> <p>Appendix 2 Comparison of BMKFA with other FRS</p> <p>Annex A Attendance Management Report</p> <p>Annex B National FRS Occupational Health Performance Report April 2013/March 2014</p> |
| <p>TIME REQUIRED</p> | <p>15 minutes.</p> |
| <p>REPORT ORIGINATOR AND CONTACT</p> | <p>Geoff Bottle gbottle@bucksfire.gov.uk 01296 744464</p> |

Appendix 1 - Further tables of BMKFA trend analysis

Table 4

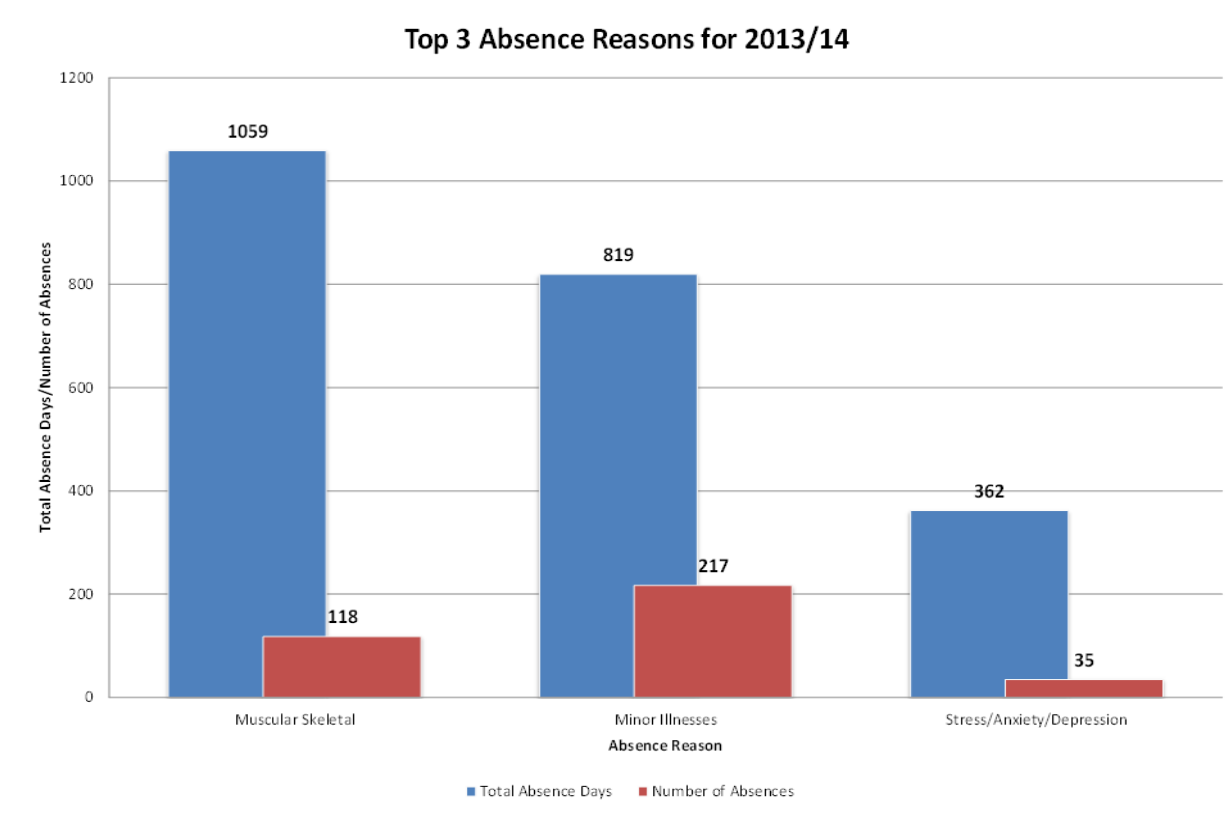
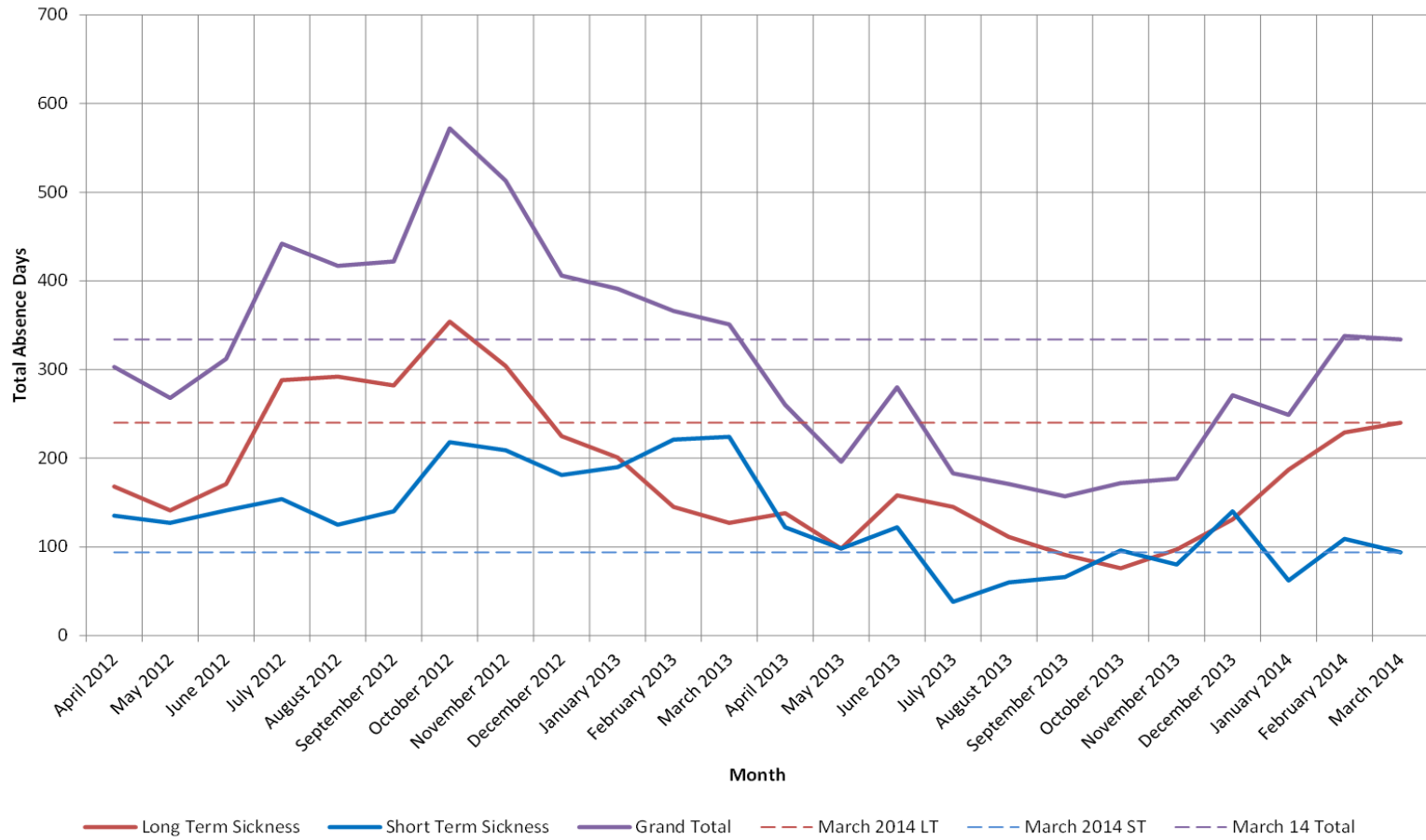


Table 5

BFRS short term and long term sickness absence: 1 April 2012 to 31 March 2014



Appendix 2 - Comparison of BMKFA with other Fire and Rescue Services

Table 6

**Wholetime Firefighters: Number of days/shifts lost to sickness per person
April 2013 to March 2014**

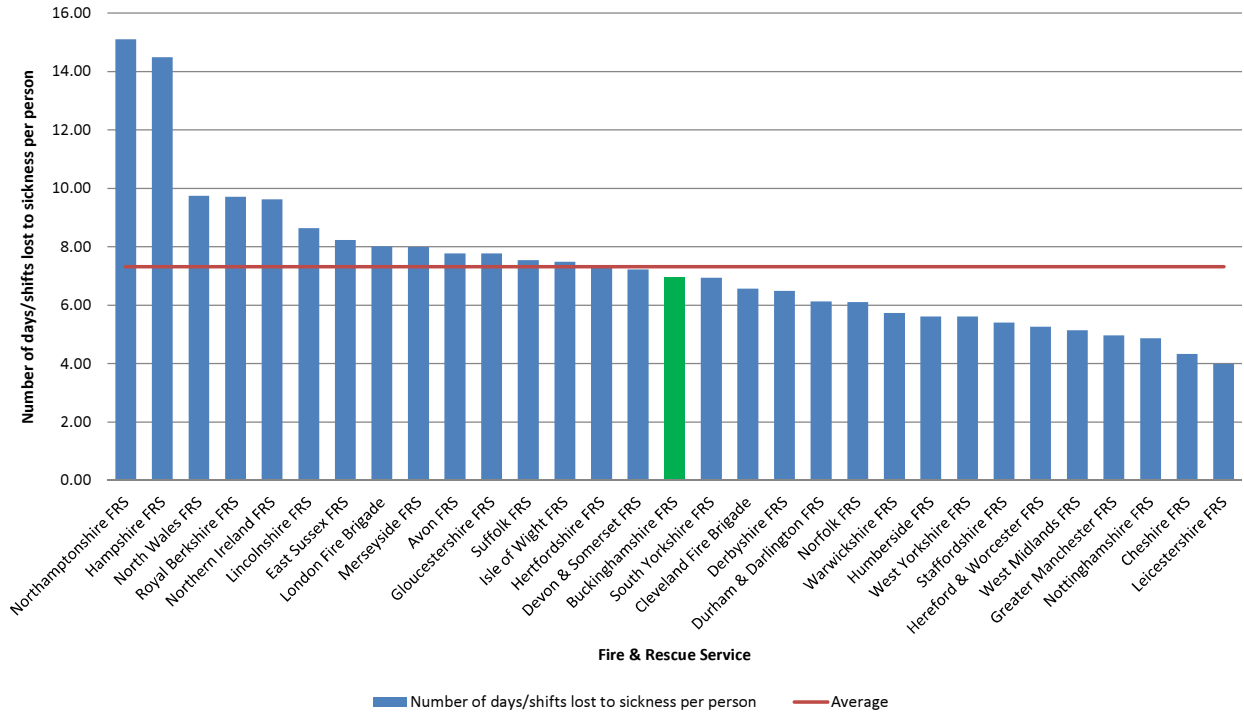


Table 7

**Support Staff: Number of days/shifts lost to sickness per person
April 2013 to March 2014**

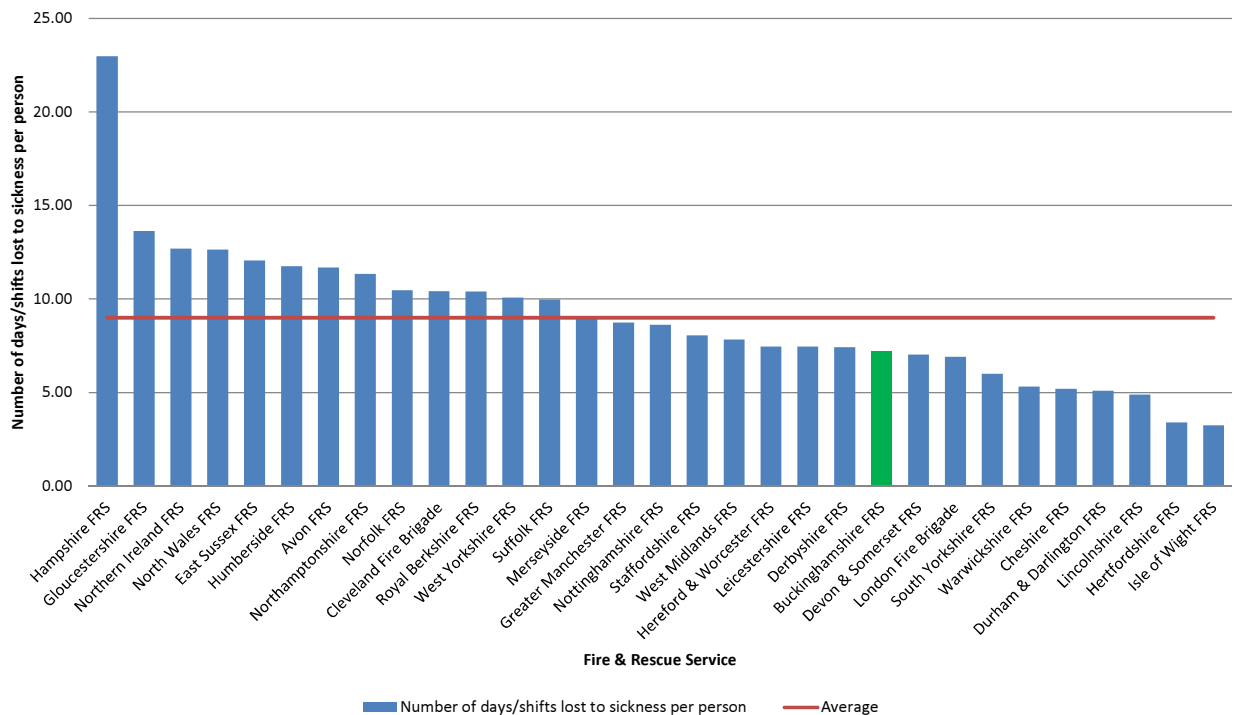
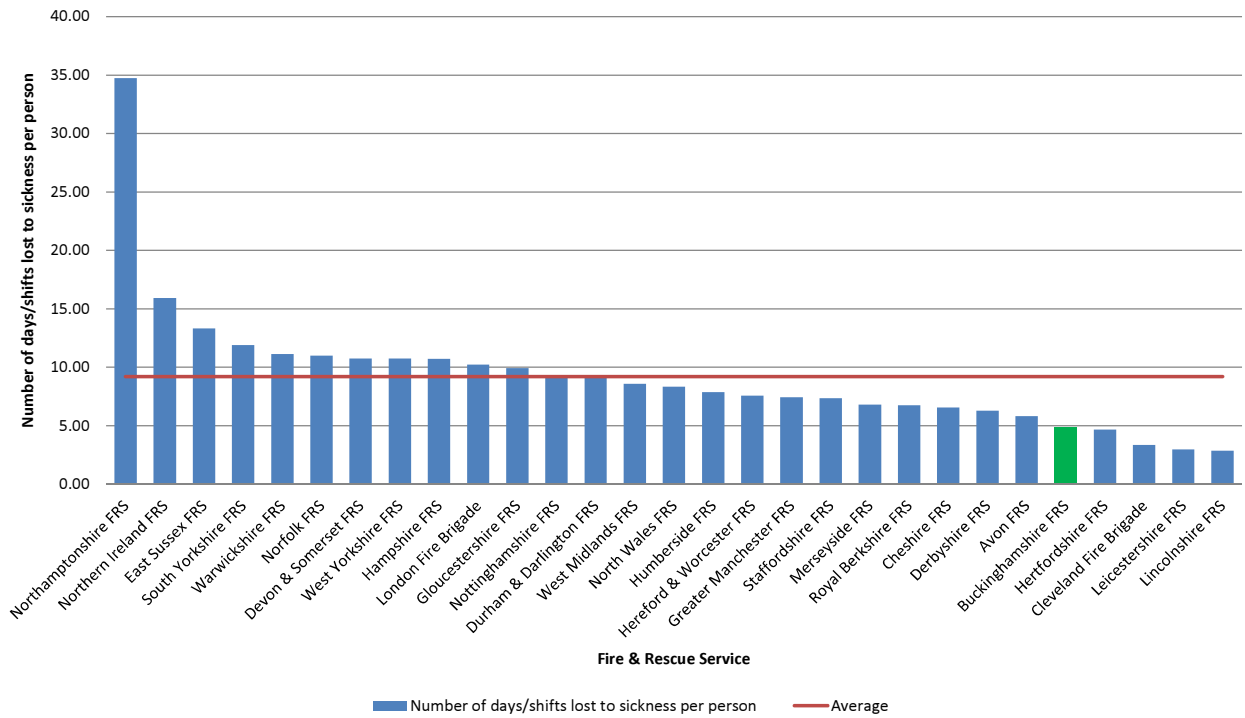


Table 8

**Fire Control: Number of days/shifts lost to sickness per person
April 2013 to March 2014**



Attendance Management Performance Improvements and Trends 2013/2014

1. Overview

Improving attendance by reducing sickness absence levels is a priority corporate objective. There has been a significant management focus on improving attendance since 2012. As previously reported (Fire Authority meeting item 10 - 18 December 2013 http://www.bucksfire.gov.uk/NR/rdonlyres/9C5494D2-846E-4CF3-B709-B6C055F0D449/0/ITEM10_AttendanceManagementPerformanceImprovementsandTrends.pdf), the introduction of the new Attendance Management Policy and Procedure set out clear standards and guidance for managers and employees, supported by occupational health interventions and improved management information.

This report focuses on the period year-ending 31 March 2014.

As a summary, there has been a continued and marked improvement in attendance, building on the latter stages of 2012/2013.

Overall the continued improvement in reporting and monitoring of sickness absence levels has led to a reduction in employee absence during the past year. The improvements in attendance levels demonstrate the power of robust and sustained managerial interventions.

It is particularly pleasing to note that when comparing our absence levels with the majority of fire and rescue services that participate in the benchmarking, in respect of days' lost, in all staff groups, the Authority has shown the highest percentage improvement out of all the FRS for both Service Support Staff and Control staff and third most improved for wholetime staff.

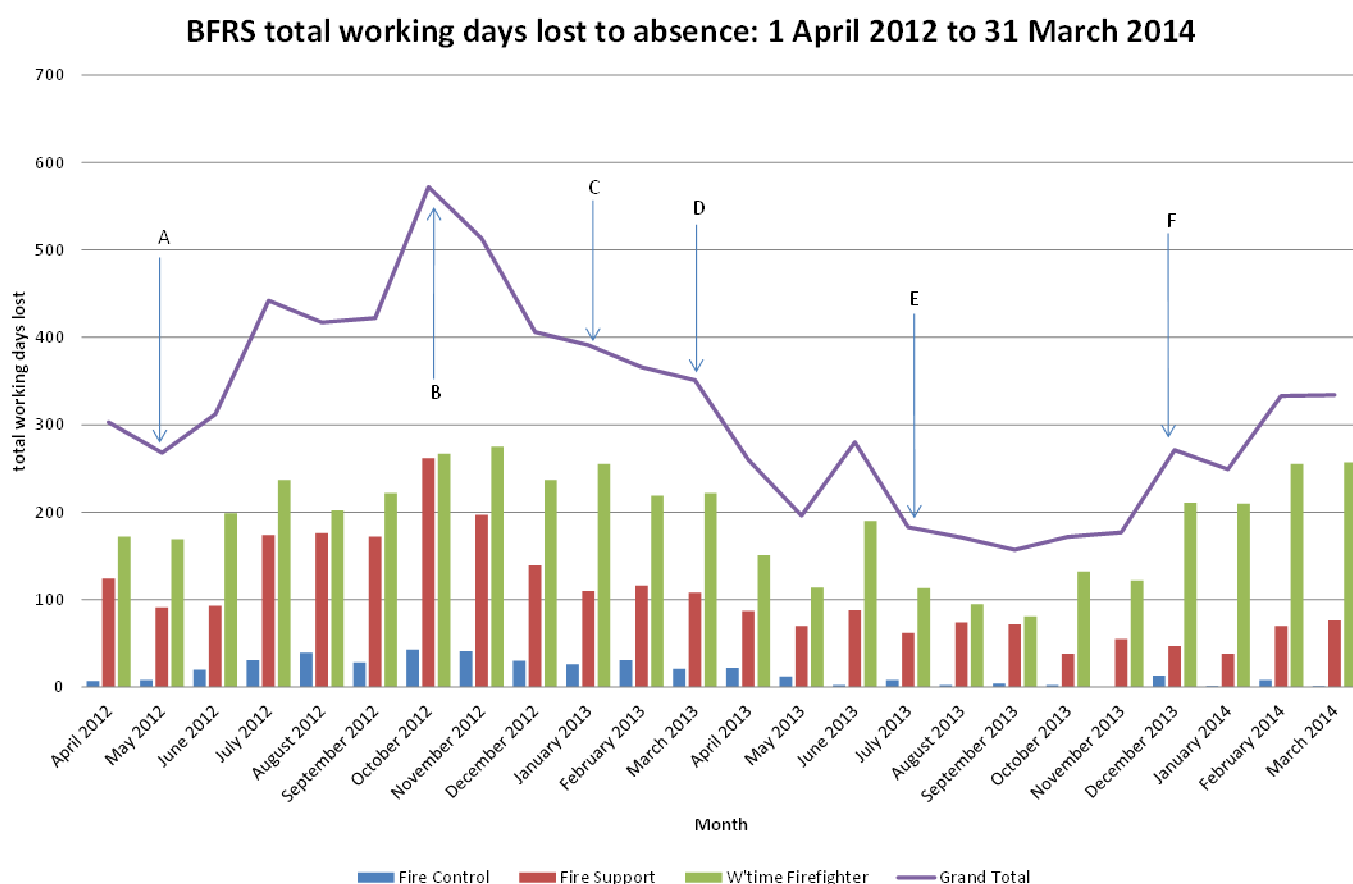
Table 1.
Headline BMKFA Attendance Management Statistics and Trends for the 24 month period from April 2012 to March 2014 across a range of measures:

| Attendance Management statistics | | Comments |
|---|--|--|
| Total days lost 2013/2014 per person | 6.4 days working per person | Compares to 8.7 days per person across all public services and 8.8 days per person for local government, both increased from the 2012 values (CIPD 2013). A significant improvement on 2012/13 BMKFA = 10.5 days per person Out of an end-year headcount of 613 employees, 269 have had reported absence. Consequently approximately 350 have had no sickness absence in the year. |
| Absence by days 2013/2014 | <ul style="list-style-type: none"> • Total - 3075 • Control -83 • Service support - 836 • Operational - 2156 | Improvement on 2012/13 <ul style="list-style-type: none"> • For Total in 2012/13 we lost 4763 days - there has therefore been a 35 percent improvement |
| Top two reasons for current sickness absence | <ol style="list-style-type: none"> 1. Musculoskeletal 2. Minor illnesses (sickness/gastric) | Compares with, and in line with, top reasons across other sectors. |

3. Overall attendance management trends since April 2012

Table 2 below shows BMKFA absence levels by month from April 2012 to March 2014 and highlights the time points of HR/line management interventions which have been implemented. The planned and dynamic interventions have progress absence reduction at pace.

TABLE 2.
Total working days lost to absence. (The lettered arrows highlight the points at which key Human Resources/Line Management interventions took place.)



- A.** Introduction of consistent reasons for absence and single corporate self-certification procedures and associated documentation
- B.** New attendance management policy and procedure implemented
- C.** First report of **accurate** statistics produced
- D.** Start of management actions for exceptional cases
- E.** Eight of ten exceptional cases fully resolved
- F.** Increase in Long Term Sickness absence – all cases actively managed by line managers and Human Resources and the majority resolved.

4. Trend analysis for April 2013 to March 2014

Short-term absence levels have decreased significantly since March 2013, and have remained relatively stable aside from a spike in December 2013. A further analysis of short-term absence by location does not indicate any significant trend. There is no apparent trend on absence linked with industrial action.

Whilst Table 2 (above) demonstrates significant improvement from a below standard starting point through to October 2013, it can be seen from the graph that the number of absence days has been increasing since November 2013 – this is particularly for long-term absence.

Long-term sickness absence has seen a month-on-month increase through quarter's three and four (Appendix 1 Table 5).

This increase is primarily found with wholetime operational employees with musculoskeletal injuries making up the majority of these absences (Appendix 1, Table 4).

In the period April 2013 to March 2014 there were 47 long-term sick cases. Of these 33 have returned to work and six remained on sick leave at the year end; one employee retired, two left under ill-health retirement and five resigned.

The number of alternate duties cases fell markedly from June 2013 upon introduction of the requirement for the authorisation and approval of alternate duties cases through a business case.

| ALTERNATE DUTIES | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| No of Cases | 11 | 10 | 3 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | |

The statement made in the December 2013 report is worthy of repeat and further analysis in respect of November 2013 onwards; *'it is early days and there is no room for complacency. Managers are now taking more responsibility for managing attendance.'* Evidence from the case management analysis implies that managers are still taking responsibility and there is no evidence of complacency on their part. In addition, employees are also showing an improved commitment to better attendance. Management action for long-term sick cases remains a priority and there was an increase in managerial interventions in Quarter four in line with the increase in absence.

5. BMKFA Reasons for sickness absence and comparisons

The top three reasons for sickness absence within BMKFA over the last 12 months are: musculoskeletal, stress (including anxiety and depression) and minor illnesses (specifically sickness/gastric illness). Appendix 1 – 'BMKFA Trend Analysis Table 4 show details.

Our reasons for absence are in line with national trends across all sectors which have seen absence increase through musculoskeletal reasons.

The 2013 CIPD Absence Survey reports that two-fifths of organisations report an increase in stress related absence over the past year. The Employee Welfare Survey in 2012 highlighted a small number of areas for further investigation in relation to workload and management style.

These were investigated and actions taken included improved appraisal process management and improved employee communications. This has proved helpful in managing cases and led to clear and decisive management actions. It is proposed to repeat elements of the survey in autumn 2014 and the Director of People and Organisational Development is currently progressing arrangements with Middlesex University.

As trend data builds relating to reasons for absence, BMKFA will continue to identify appropriate priority interventions to both prevent and further reduce absence levels, working in conjunction with the Occupational Health Service.

6. Comparison with other Fire and Rescue Services

Not all fire and rescue services as yet provide sector benchmarking data. However, Tables 6 to 8 compare BMKFA's absence figures, with that of 29 of our 45 counterpart fire and rescue services for 2013/14.

The tables are split to show the comparison figures for:

- Wholetime fire fighters (Table 6)
- Support staff (Table 7)
- Control staff (Table 8)

In respect of days' lost, in all staff groups, BMKFA's improvement is significant and the Authority has shown the highest percentage improvement out of all the FRSs providing benchmarking data, for both Service Support staff and Control staff, and third most improved for wholetime staff. Improvement for Control against comparators' services has been most significant with a 62 percent improvement in attendance dropping by 8 days per person to 4.88 days.

Table 3

| | Days lost due to sickness per person | | | |
|------------------------|--------------------------------------|----------------------------|-----------|----------------------------|
| | BMKFA | Other FRS Range/Average | BMKFA | Other FRS Range/Average |
| | 2012/2013 | 2012/2013 | 2013/2014 | 2013/2014 |
| Wholetime Firefighters | 8.01 | (2.57 – 10.47) 6.18 | 6.98 | (3.99 – 15.10) 7.32 |
| Service Support staff | 14.1 | (3.41 – 16.00) 9.14 | 7.22 | (3.24 – 22.98) 9.00 |
| Control | 12.96 | (3.15 – 18.62) 9.67 | 4.88 | (2.86 – 34.75) 9.20 |

Headline Attendance Management improvement trends are:

Wholetime firefighters

The figures for 2013/14 has seen the service improve from third worst performing, and we are now positioned in sixteenth, with an average of 6.98 days lost per wholetime post, below the average of 7.32 (Table 6).

Note: For comparison purposes, based on the way the figures are presented; the higher the position number, the better performance for example, twenty-third is better than third.

Service support staff

For the year 2013/0214, the service improved from third worst, to be positioned in twenty second place, with an average of 7.22 days, again below the average of 9.00 (Table 7). This was a 48 percent improvement on days lost in the previous year.

Control staff

Control staff figures have shown the best improvement. Data for the year 2012/2013 saw the service as fourth worst performing service of those providing figures. For 2013/2014, BMKFA improved to twenty-fifth position with an average of 4.88, well below the average of 9.20 (Table 8).

7. Comparison with other sectors

Our overall attendance is improving, and in many cases, better than average when compared to other sectors. The 2013 Chartered Institute of Personnel & Development (CIPD) benchmarking data shows that BMKFA sickness absence is now 2.5 days per person less than the average annual public sector absence.

The average number of days lost per employee per year in Public Services increased from 7.9 to 9.1 for 2013. Local Government also increased from 8.0 to 9.0 days per person. By comparison the average private sector absence is slightly lower at 8.8 days, but this is a significant increase from 6.6 days in 2012. This increase in absence levels is seen throughout the 2013 CIPD report, following three years of absence reduction trends across all sectors.

The ratio of BMKFA's long-term to short-term sickness absence has moved to 57 percent: 43 percent for 2013/2014 (it was 61 percent: 39 percent). Although reduced from last year, long term absence does however still remain at odds with all sectors; the average long-term sickness in the public sector is 33 percent and 12 percent in the private sector based on 2013 CIPD benchmarking. Further work on this is being undertaken to establish any underlying causes and design interventions.

8. BMKFA Employee Diversity - Impacts on Attendance Management

An initial analysis of employee protected characteristics of those absent compared to the full employee characteristics has highlighted that for the majority of protected characteristics there is alignment.

In summary, the initial analysis highlighted that although females account for 15 percent of the workforce they account for 26 percent of the absence. Following more

in-depth analysis there does not appear to be any underlying reasons for this, and if one significant period of absence is removed from the data, the comparison is at an acceptable ratio.

The new Fitness Testing Procedure, which is at final stages of consultation, will enable analysis on any diversity trends. Outcomes will be reported in the next annual report.

9. Cost of Absence

Based on the occupational sick pay figures, provided by Payroll, the cost of absence for the year 2013/2014 equates to £410,000 equivalent to 1.94 percent of the total pay bill. These figures do not include the indirect costs of absence (for example, cover moves for operational staff and overtime payments to cover shortfalls).

The total cost of sickness payments for 2012/2013 was £574,000, demonstrating a reduction in sickness payments in 2013/2014 of £164,000. (29 percent).

Other costs which contribute to absence management include the direct costs of interventions, Welfare Officer, Occupational Health, Employee Assistance Programme. are approximately £100,000.

However, this is not all attributable to absence management. Since moving to the new Occupational Health provider (September 2013), People Asset Management (PAM), are able to provide more detailed reports for us. This contract will be closely monitored to ensure value for money, and analysis on detailed spend will be possible.

10. Next Steps

It will be critical to maintain the improvement in attendance and seek opportunities to improve further.

The following areas will be explored over the next few months:

- Review BMKFA's position on fitness including standards and revise policy and procedures. This is at final consultation stage.
- Management training on the new on line Occupational Health attendance management processes. This will enable speedier reporting and lay foundations for further value for money reviews.
- Implement electronic case management arrangements using existing "service desk" software.
- Analyse top five causes of absence (from two years of accurate data available from May 2014) and adapt occupational health support required, increasing value for money through more targeted interventions.
- Follow up the 2012 Employee Welfare Survey, autumn 2014, as referred to in Section 5 of this report.
- Analyse the ratios of long to short term sickness in order to identify underlying causes and design interventions.
- Review occupational health, health and welfare support investment and consider different ways of utilising the investment, for example, combining employee assistance packages with "mini-medical insurance packages".
- Considering a "recognition menu" and peer involvement approach to attendance management; where exemplary attendance is recognised and peer group have appropriate levels of control of work arrangements to ensure resilience and minimise absence.

- Explore transferring administration and initial data capture to Occupational Health services to provide immediate recording and triage system relating to reasons. This would radically improve Retained Duty/On Call System data capture.
- Reviewing sick pay principles to ensure they are fit for purpose.

Progress against the above will be covered in a future Attendance Management report to members. The strategic considerations will form part of a revised Workforce Strategy later in 2014, which will align with the Public Safety Plan 2015 to 2020.



National Fire & Rescue Service Occupational Health Performance Report

April 2013—March 2014

Prepared by :



Protecting local
communities



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Data Quality Statement:-

The data provided by each service has not been interrogated. It has been assumed that the figures have been calculated in accordance with the definitions provided.



Services who provided data:

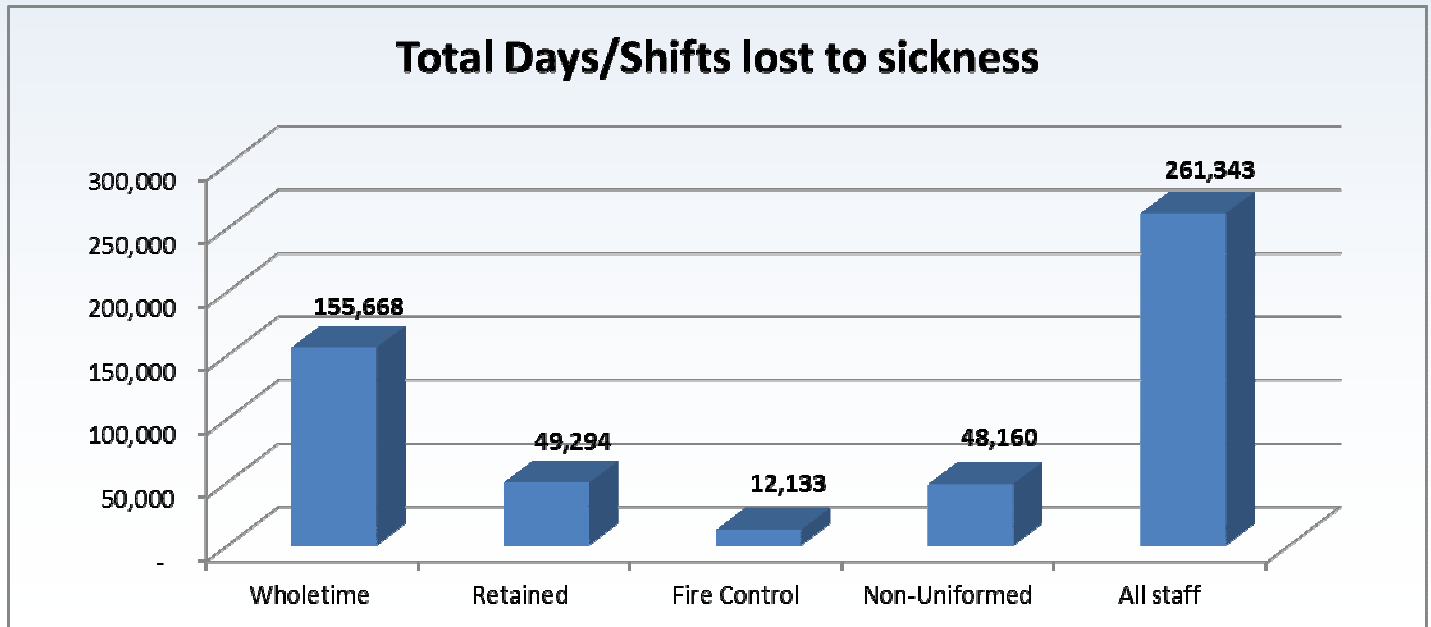
Avon FRS
Buckinghamshire FRS
Cheshire FRS
Cleveland Fire Brigade
Derbyshire FRS
Devon & Somerset FRS
Durham & Darlington FRS
East Sussex FRS
Gloucestershire FRS
Greater Manchester FRS
Hampshire FRS
Hereford & Worcester FRS
Hertfordshire FRS
Humberside FRS
Isle of Wight FRS
Leicestershire FRS
Lincolnshire FRS
London Fire Brigade
Merseyside FRS
Norfolk FRS
North Wales FRS
Northamptonshire FRS
Northern Ireland FRS
Nottinghamshire FRS
Royal Berkshire FRS
South Yorkshire FRS
Staffordshire FRS
Suffolk FRS
Warwickshire FRS
West Midlands FRS
West Yorkshire FRS

Tyne & Wear FRS , Northumberland FRS , North Yorkshire FRS and Wiltshire FRS were unable to provide data this quarter. These services have indicated that they will provide data in 2014/15.

Sickness Absence—National total data



The graph below shows the total days/shifts lost to sickness nationally. (only for those services which provided data). For the period April 2013—March 2014.

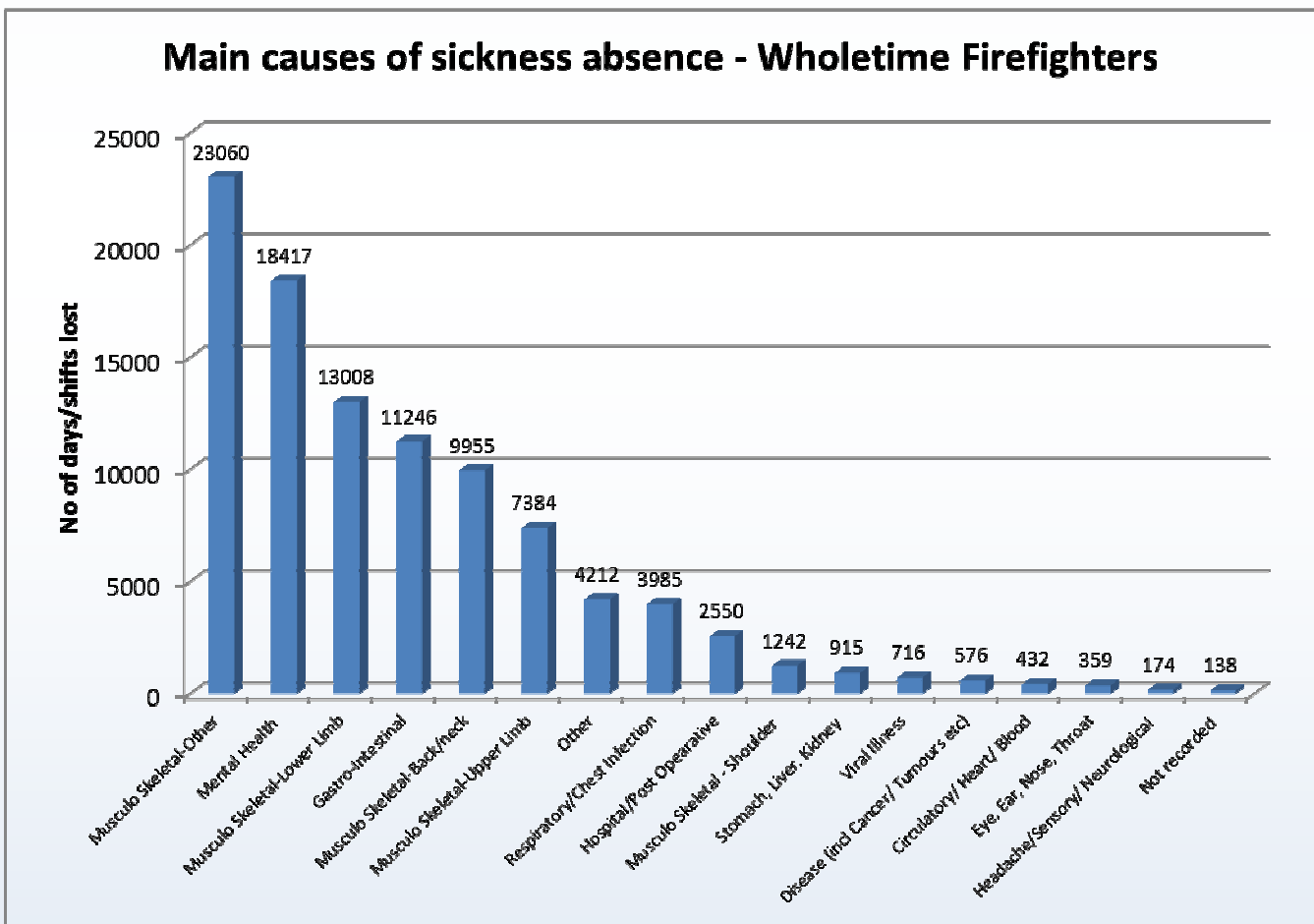




Top 5 Main Causes of Sickness Absence - Wholetime Firefighters

| Cause of Sickness Absence | No. of days/shifts lost | % of total days/shifts lost |
|------------------------------------|-------------------------|-----------------------------|
| Musculo Skeletal—Other/not defined | 23,060 | 23% |
| Mental Health | 18,417 | 19% |
| Musculo Skeletal—Lower Limb | 13,008 | 13% |
| Gastro-Intestinal | 11,246 | 11% |
| Musculo Skeletal—Back/Neck | 9,955 | 10% |

Each service provided their 5 main causes of sickness absence for Wholetime Firefighters which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of days/shifts lost to each



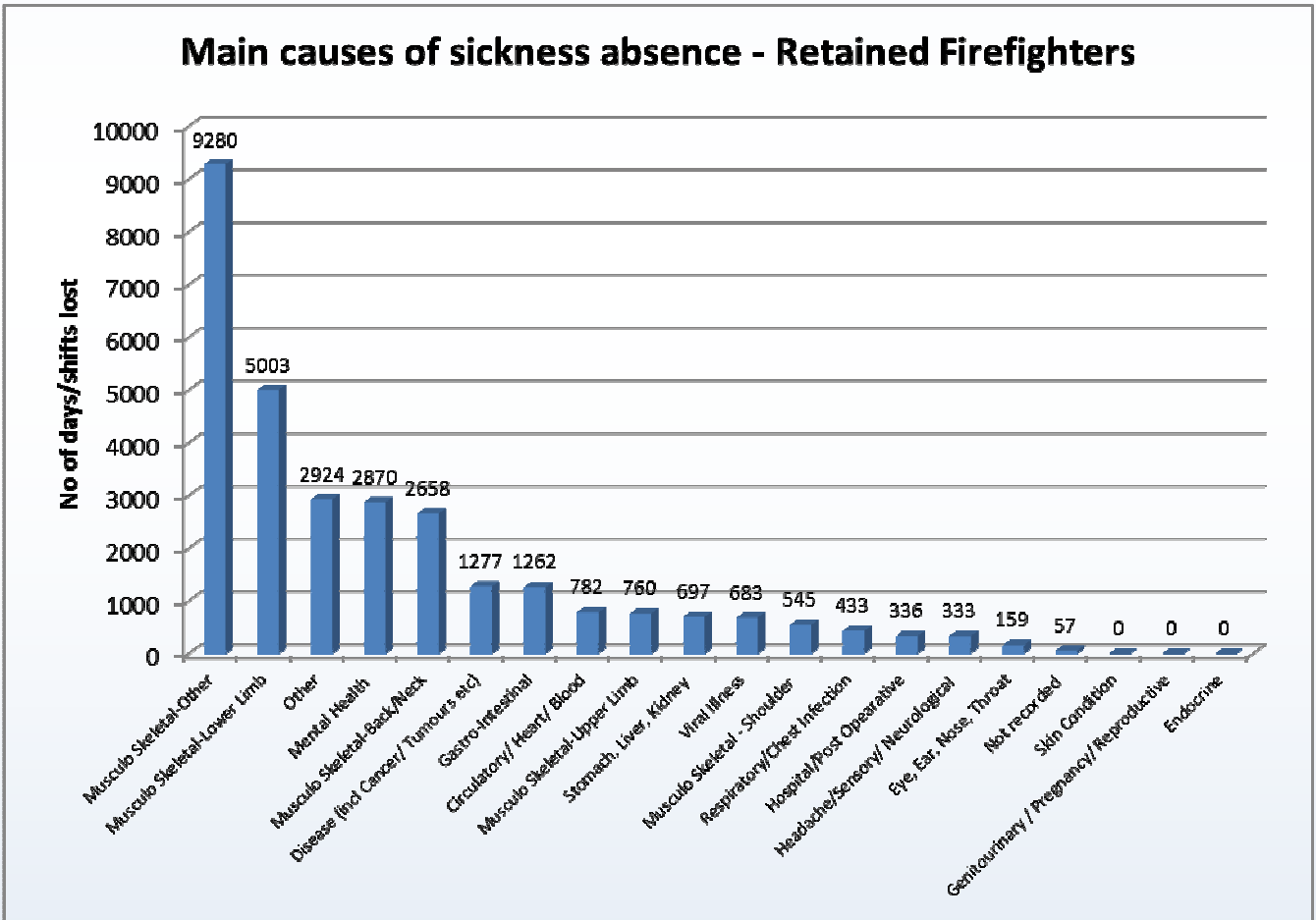
Mental Health - This includes causes of anxiety/stress/depression and other mental illness.



Top 5 Main Causes of Sickness Absence - Retained Firefighters

| Cause of Sickness Absence | No. of days/shifts lost | % of total days/shifts lost |
|------------------------------------|-------------------------|-----------------------------|
| Musculo Skeletal—Other/not defined | 9,280 | 31% |
| Musculo Skeletal—Lower Limb | 5,003 | 17% |
| Other | 2,924 | 10% |
| Mental Health | 2,870 | 9% |
| Musculo Skeletal—Back/Neck | 2,658 | 9% |

Each service provided their 5 main causes of sickness absence for Retained Firefighters which has been collated and



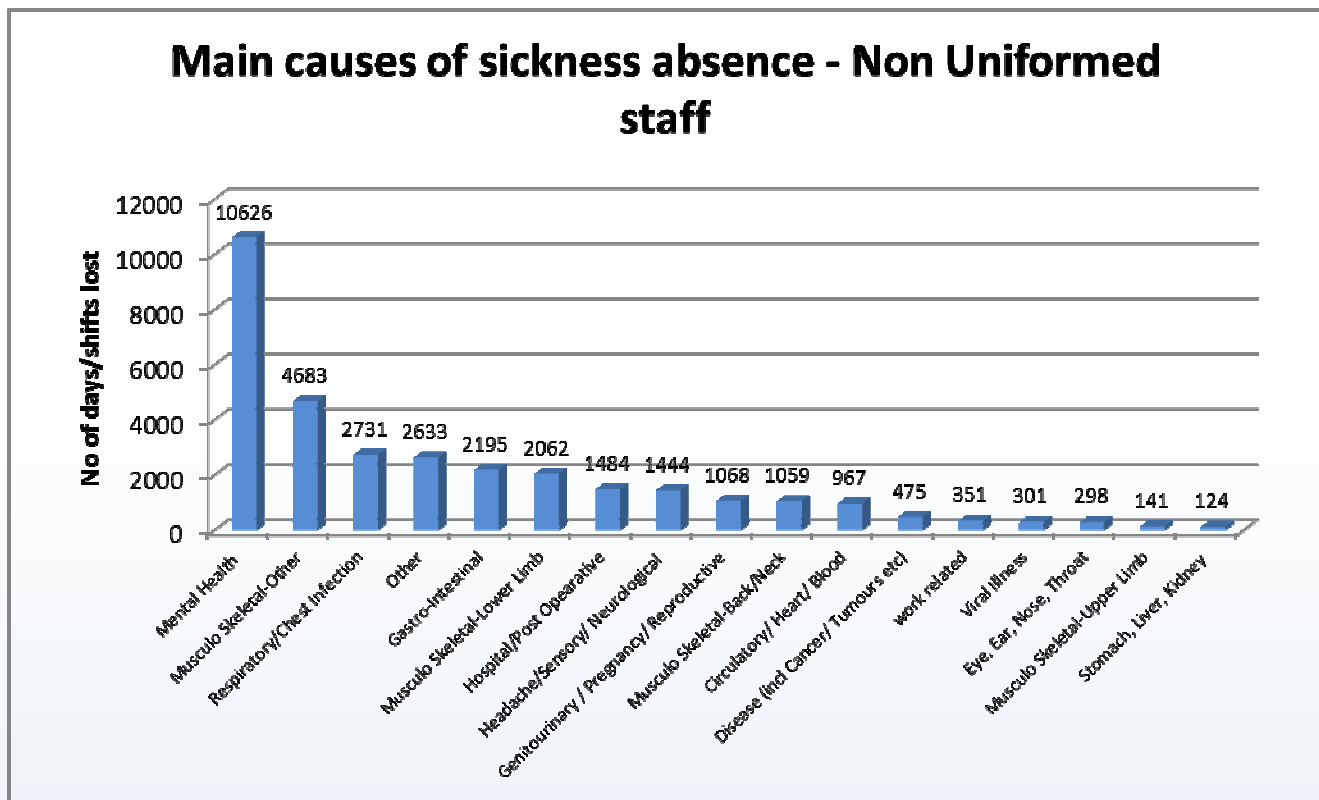
Mental Health - This includes causes of anxiety/stress/depression and other mental illness.



Top 5 Main Causes of Sickness Absence - Non-Uniformed Staff

| Cause of Sickness Absence | No. of days/shifts lost | % of total days/shifts lost |
|-----------------------------|-------------------------|-----------------------------|
| Mental Health | 10,626 | 33% |
| Musculo Skeletal—Other | 4,683 | 14% |
| Respiratory/Chest Infection | 2,731 | 8% |
| Other | 2,633 | 8% |
| Gastro-Intestinal | 2,195 | 7% |

Each service provided their 5 main causes of sickness absence for Non-uniformed staff which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of days/shifts lost to each. (Not recorded has been excluded from the table above)



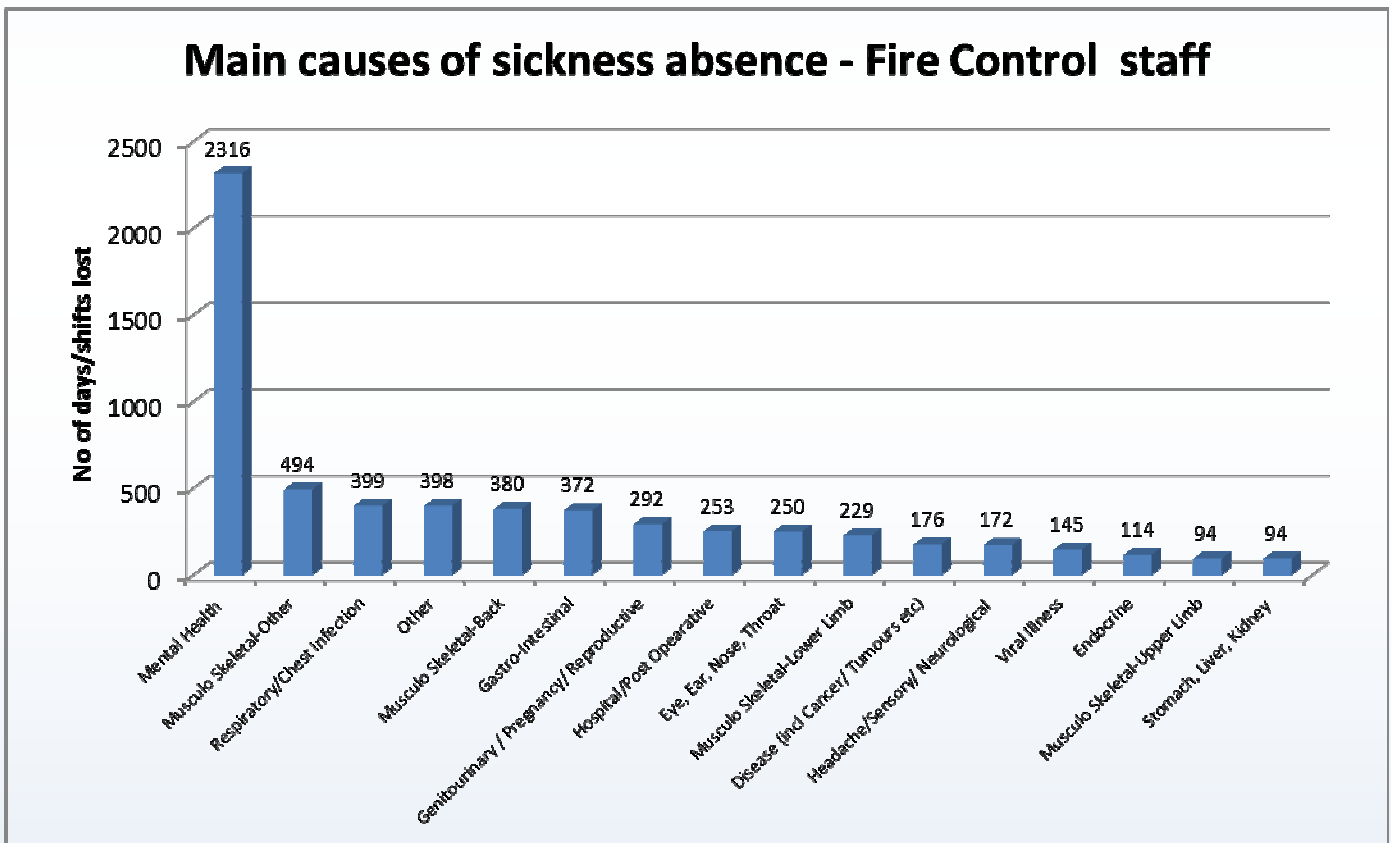
Mental Health - This includes causes of anxiety/stress/depression and other mental illness.



Top 5 Main Causes of Sickness Absence - Fire Control

| Cause of Sickness Absence | No. of days/shifts lost | % of total days/shifts lost |
|-----------------------------|-------------------------|-----------------------------|
| Mental Health | 2,316 | 37% |
| Musculo Skeletal—Other | 494 | 8% |
| Respiratory/Chest Infection | 399 | 6% |
| Other | 398 | 6% |
| Musculo Skeletal—Back/Neck | 380 | 6% |

Each service provided their 5 main causes of sickness absence for Fire Control staff which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of days/shifts lost to each (Not recorded has been excluded from the table above)



Mental Health - This includes causes of anxiety/stress/depression and other mental illness.

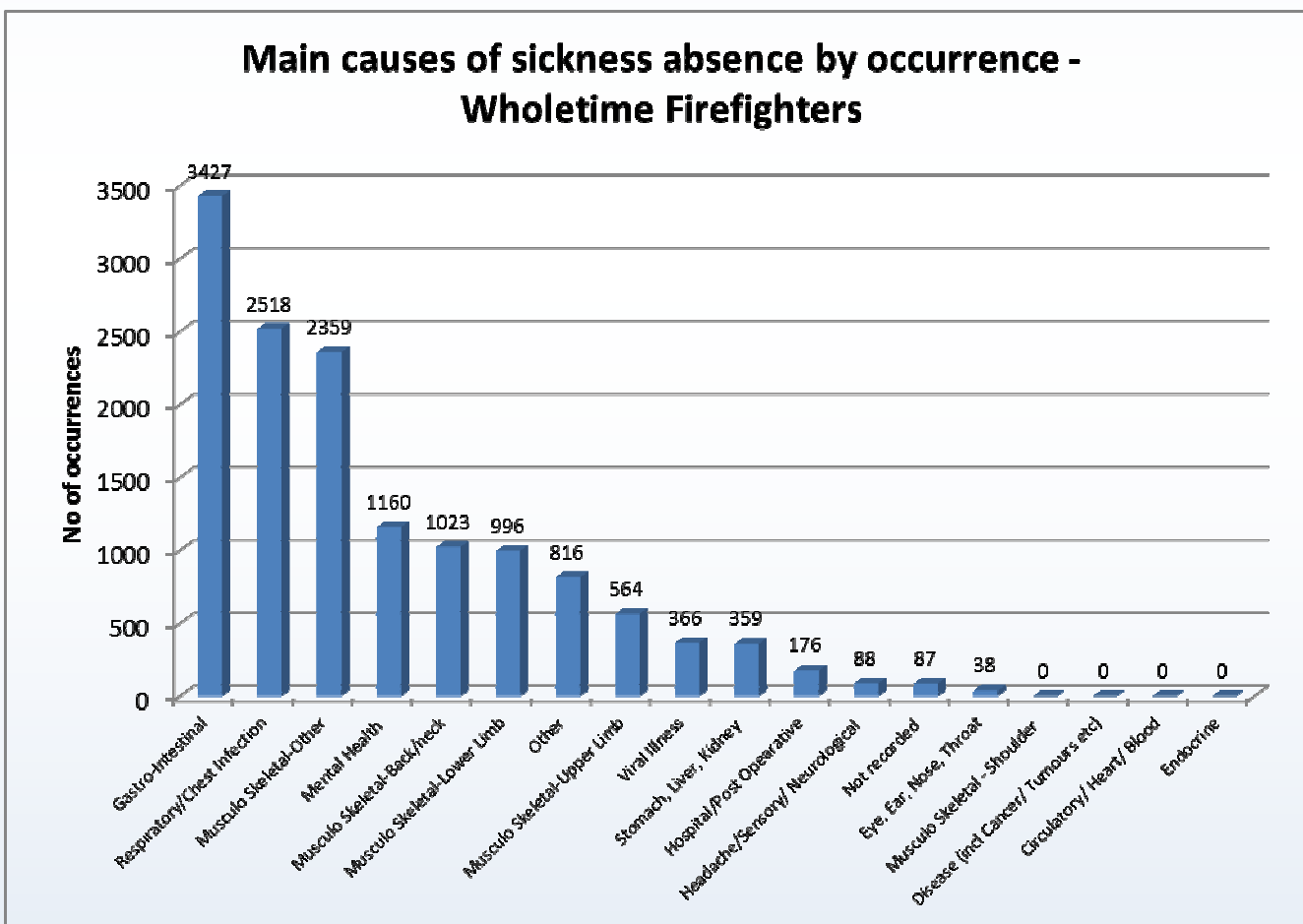
Sickness Absence by occurrence - National total data



Top 5 Main Causes of Sickness Absence by occurrence - Wholetime Firefighters

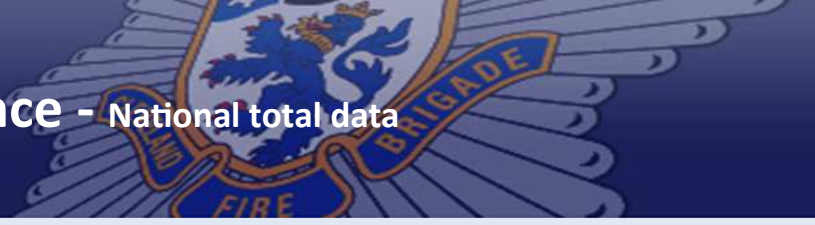
| Cause of Sickness Absence | No. of occurrences |
|-----------------------------|--------------------|
| Gastro-Intestinal | 3,427 |
| Respiratory/Chest Infection | 2,518 |
| Musculo Skeletal—Other | 2,359 |
| Mental Health | 1,160 |
| Musculo Skeletal—Back/Neck | 1,023 |

Each service provided their 5 main causes of sickness absence by occurrence for Wholetime Firefighters which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of occurrences.



Mental Health - This includes causes of anxiety/stress/depression and other mental illness.

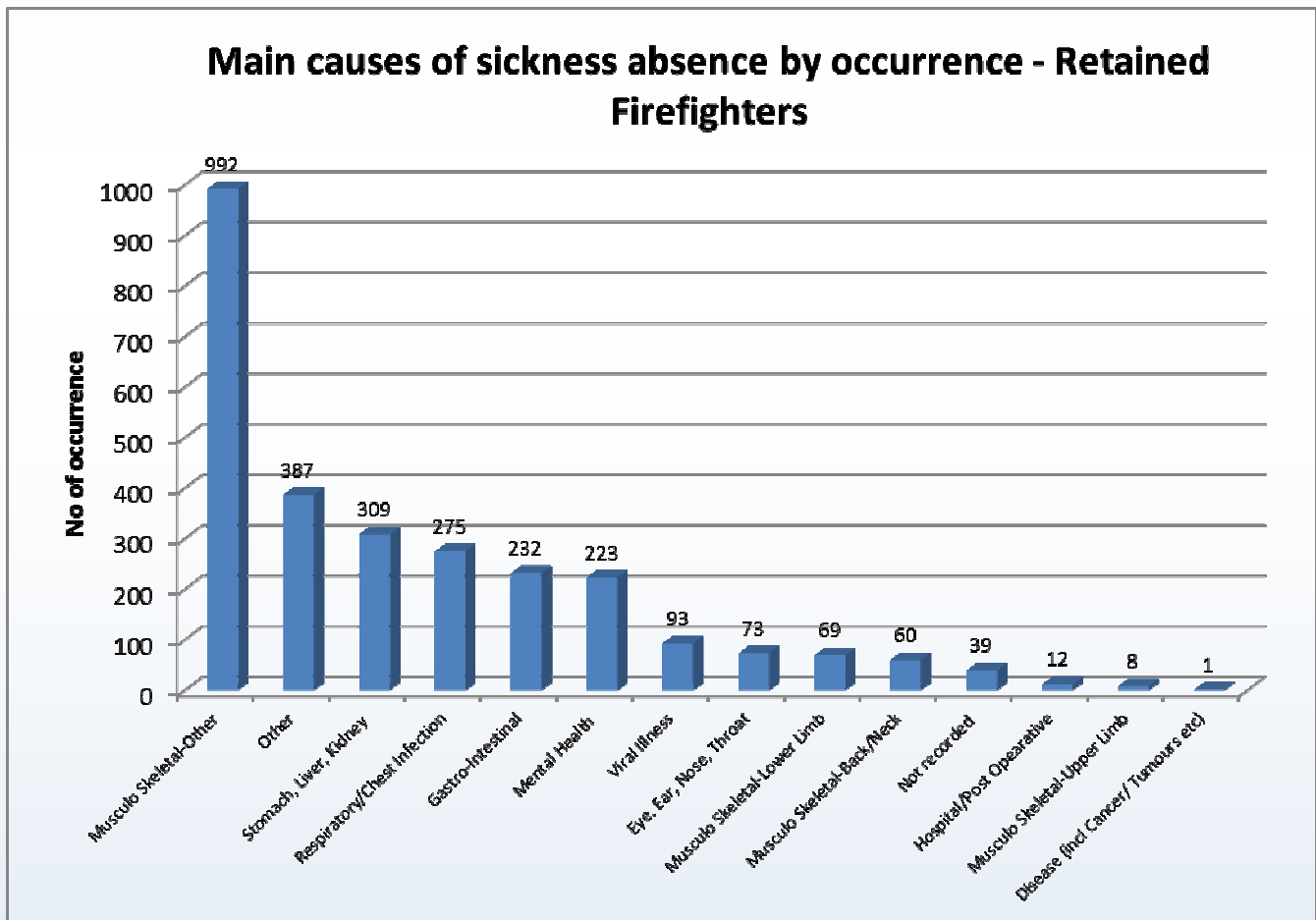
Sickness Absence by occurrence - National total data



Top 5 Main Causes of Sickness Absence by occurrence - Retained Firefighters

| Cause of Sickness Absence | No. of occurrences |
|-----------------------------|--------------------|
| Musculo Skeletal—Other | 992 |
| Other | 387 |
| Stomach, Liver, Kidney | 309 |
| Respiratory/Chest Infection | 275 |
| Gastro-intestinal | 232 |

Each service provided their 5 main causes of sickness absence by occurrence for Retained Firefighters which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of occurrences.



Mental Health - This includes causes of anxiety/stress/depression and other mental illness.

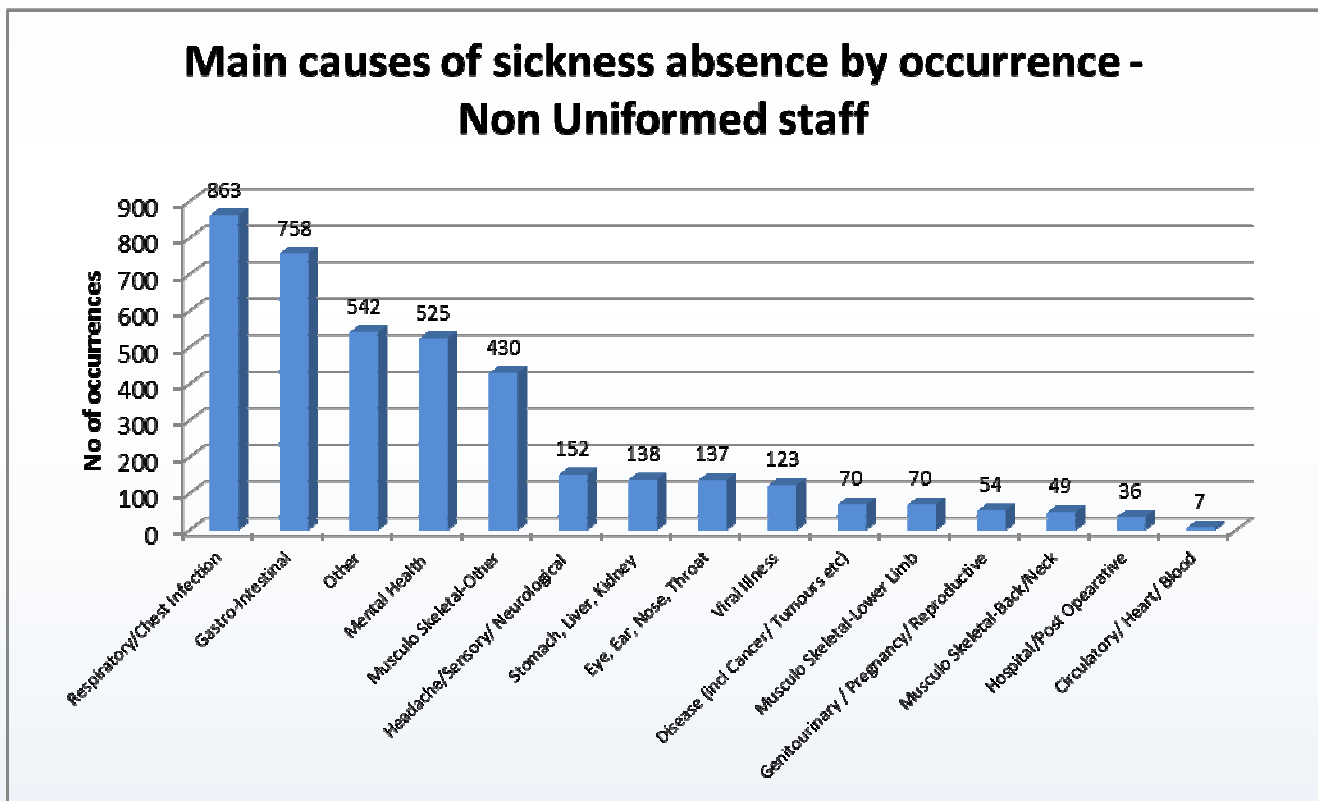
Sickness Absence by occurrence - National total data



Top 5 Main Causes of Sickness Absence by occurrence - Non-Uniformed

| Cause of Sickness Absence | No. of occurrences |
|-----------------------------|--------------------|
| Respiratory/Chest Infection | 863 |
| Gastro-Intestinal | 758 |
| Other | 542 |
| Mental Health | 525 |
| Musculo Skeletal—Other | 430 |

Each service provided their 5 main causes of sickness absence by occurrence for Non-Uniformed which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of occurrences.



Mental Health - This includes causes of anxiety/stress/depression and other mental illness.

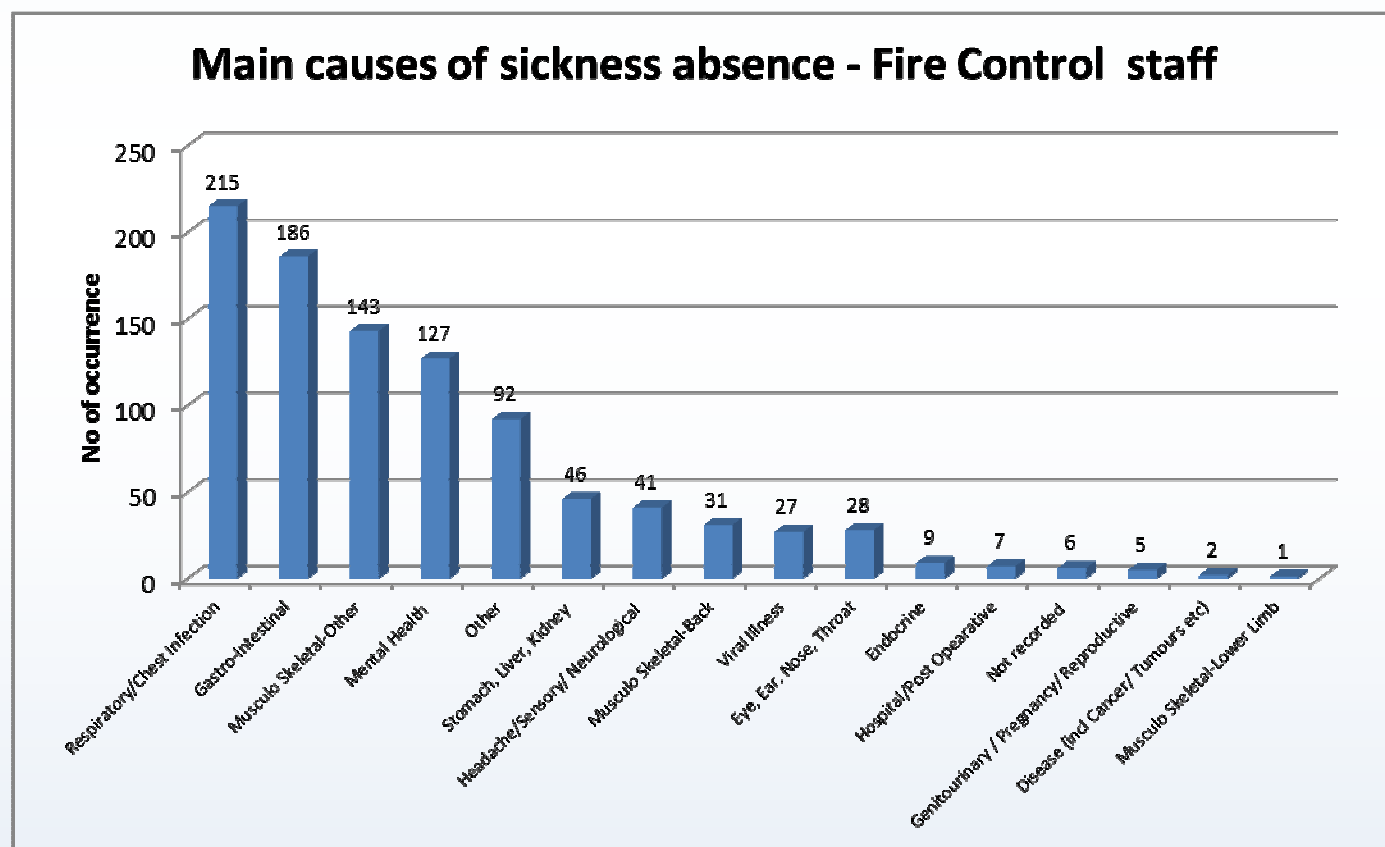
Sickness Absence by occurrence - National total data



Top 5 Main Causes of Sickness Absence by occurrence - Fire Control

| Cause of Sickness Absence | No. of occurrences |
|-----------------------------|--------------------|
| Respiratory/Chest Infection | 215 |
| Gastro-Intestinal | 186 |
| Musculo Skeletal—Other | 143 |
| Mental Health | 127 |
| Other | 92 |

Each service provided their 5 main causes of sickness absence by occurrence for Fire Control which has been collated and analysed. The graph below shows the main causes of sickness absence and the number of occurrences.



Mental Health - This includes causes of anxiety/stress/depression and other mental illness.

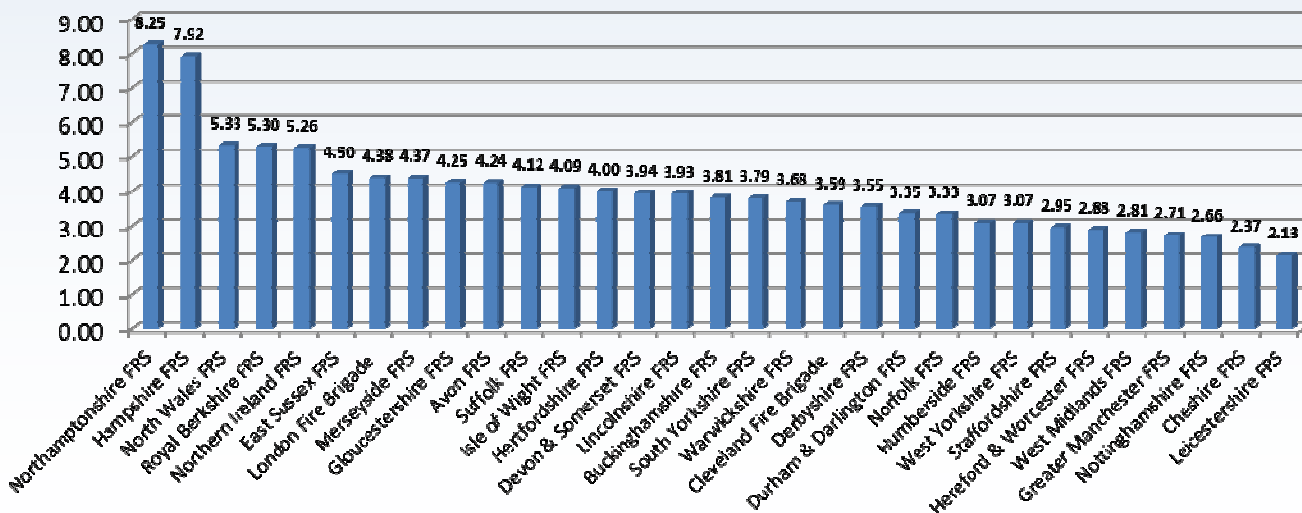
Sickness Absence - National comparator data



Percentage of total working days lost to sickness per employee

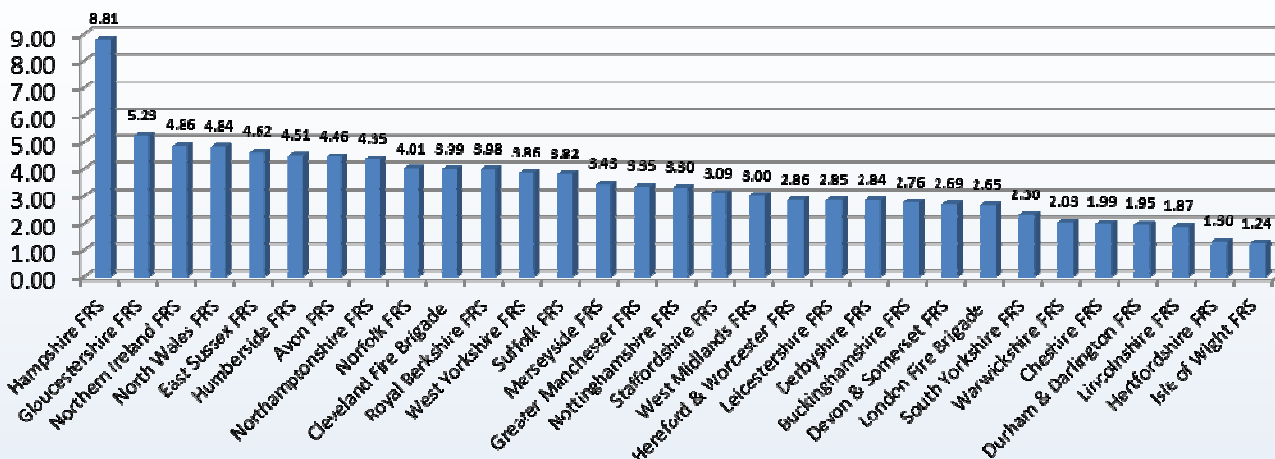
The graphs below show the percentage of total working days lost to sickness for Wholetime Firefighters, Fire Control Operators and Non-uniformed Staff. The total working days used in this calculation are 183 for Grey Book and 261 for Green Book employees.

% of total working days/shifts lost to sickness per Wholetime Firefighter

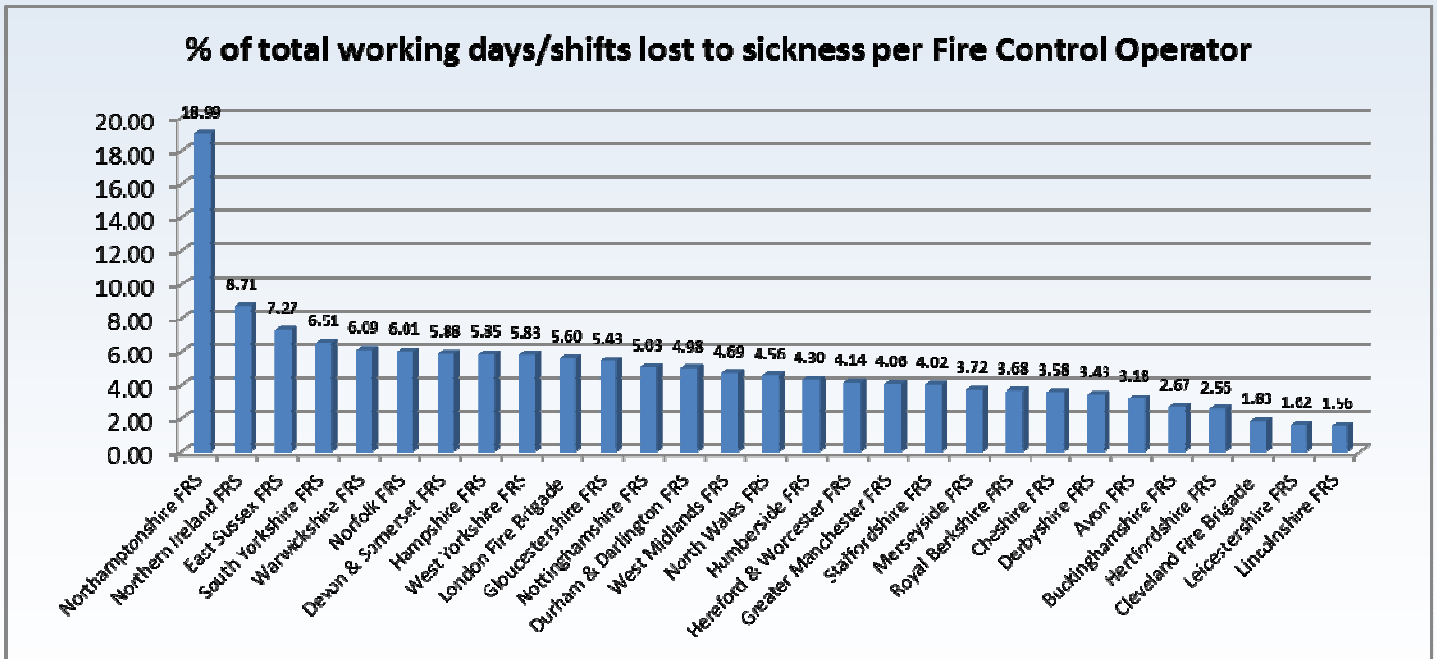


- Northamptonshire FRS have the highest % of working days /shifts lost to sickness per Wholetime Firefighter
- Leicestershire FRS have the lowest % of working days /shifts lost to sickness per Wholetime Firefighter

% of total working days/shifts lost to sickness per Non-uniformed member of staff



- Hampshire FRS have the highest % of working days /shifts lost to sickness per Non –uniformed member of staff
- Isle of Wight FRS have the lowest % of working days /shifts lost to sickness per Non –uniformed member of staff

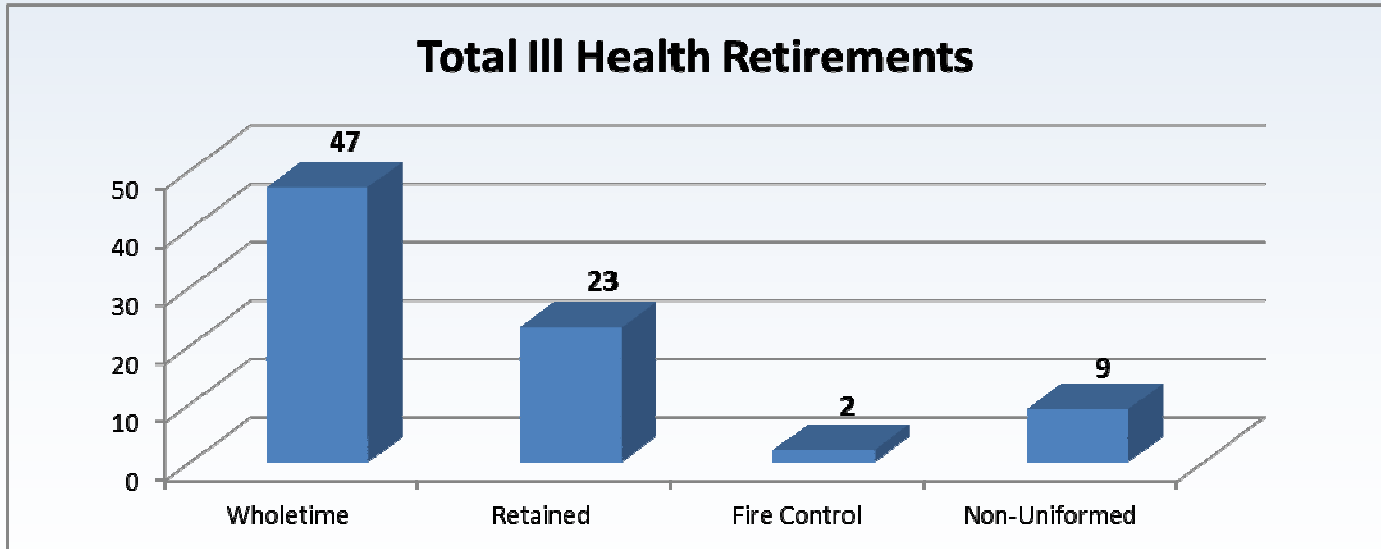


- Northamptonshire FRS have the highest % of working days /shifts lost to sickness per Fire Control Operator
- Lincolnshire FRS have the lowest % of working days /shifts lost to sickness per Fire Control Operator

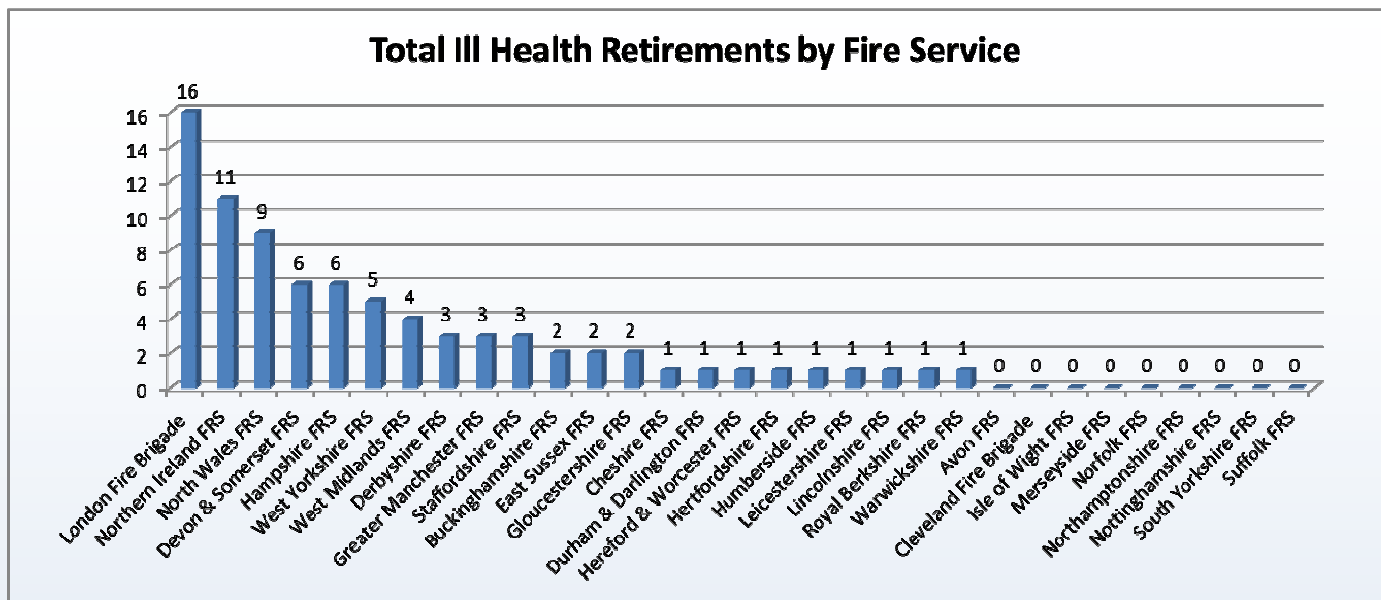
Ill Health Retirement - National & Comparator data



The graph below shows the total Ill Health retirements nationally. (only for those services which provided data)



The graph below shows the total ill health retirements split by those fire services which provided data.

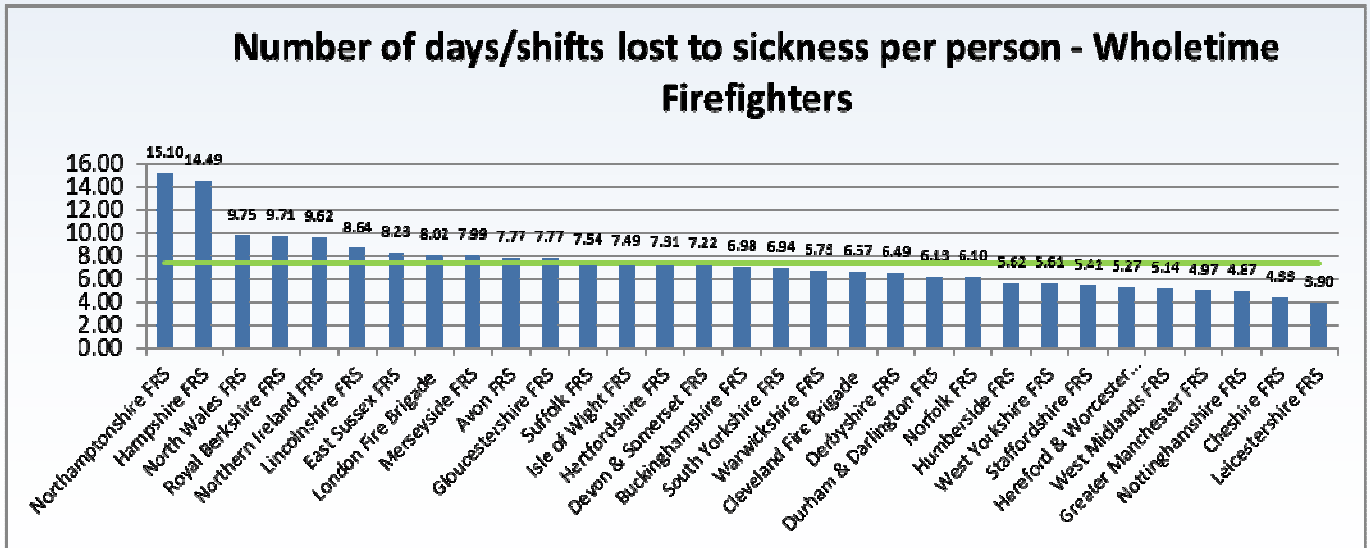


Wholetime Firefighters

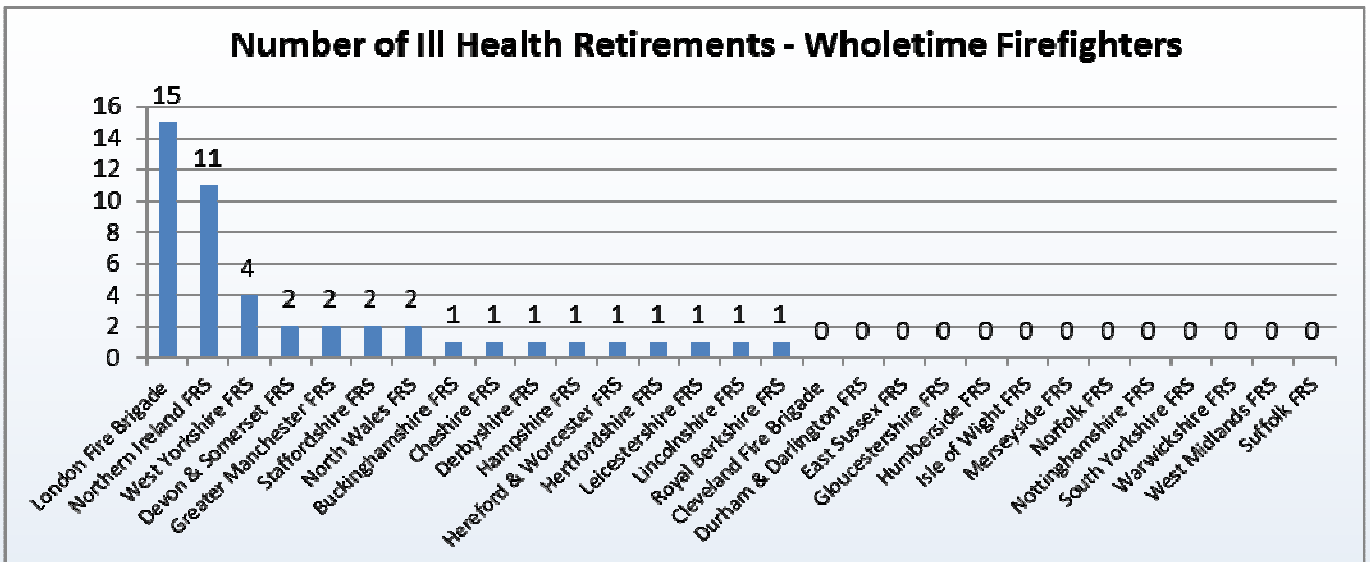


For the period April 2013—March 2014 there was a total of 155,668 days/shifts lost to sickness (Wholetime).

- Northamptonshire FRS has the **Highest** days/shifts lost to sickness per Wholetime Firefighter



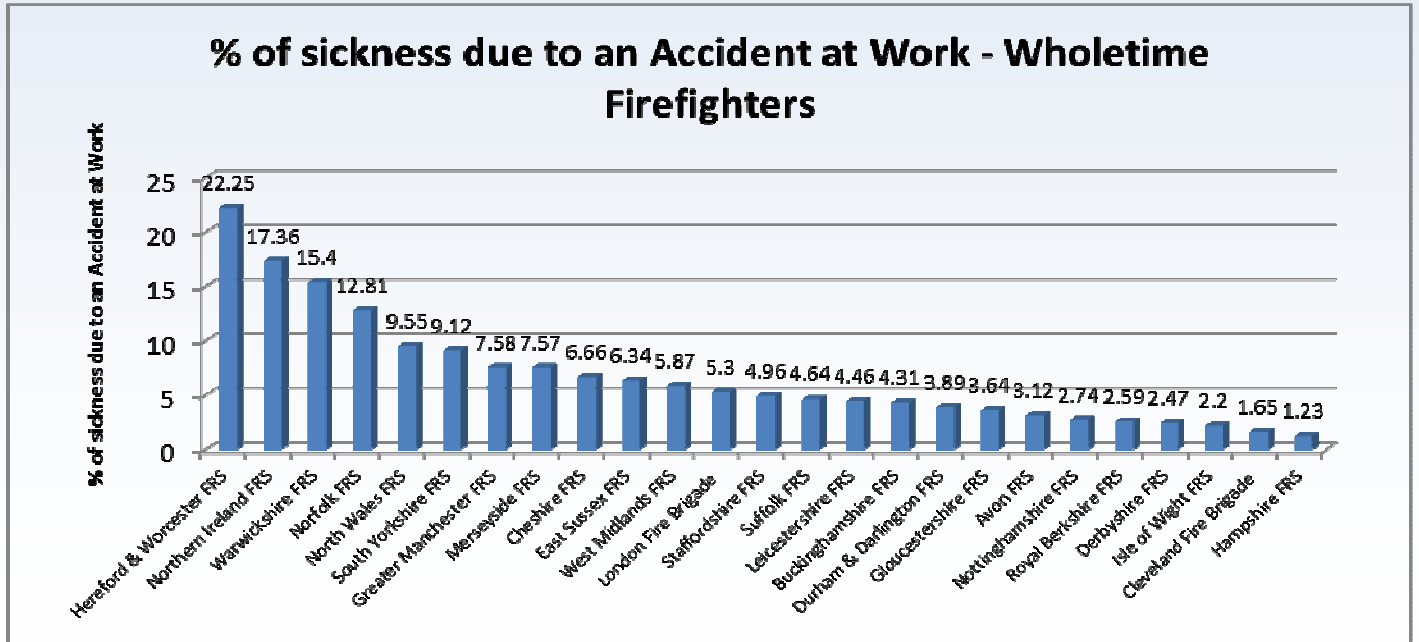
- There were a total of 47 Ill Health retirements in the period April 2013—March 2014.



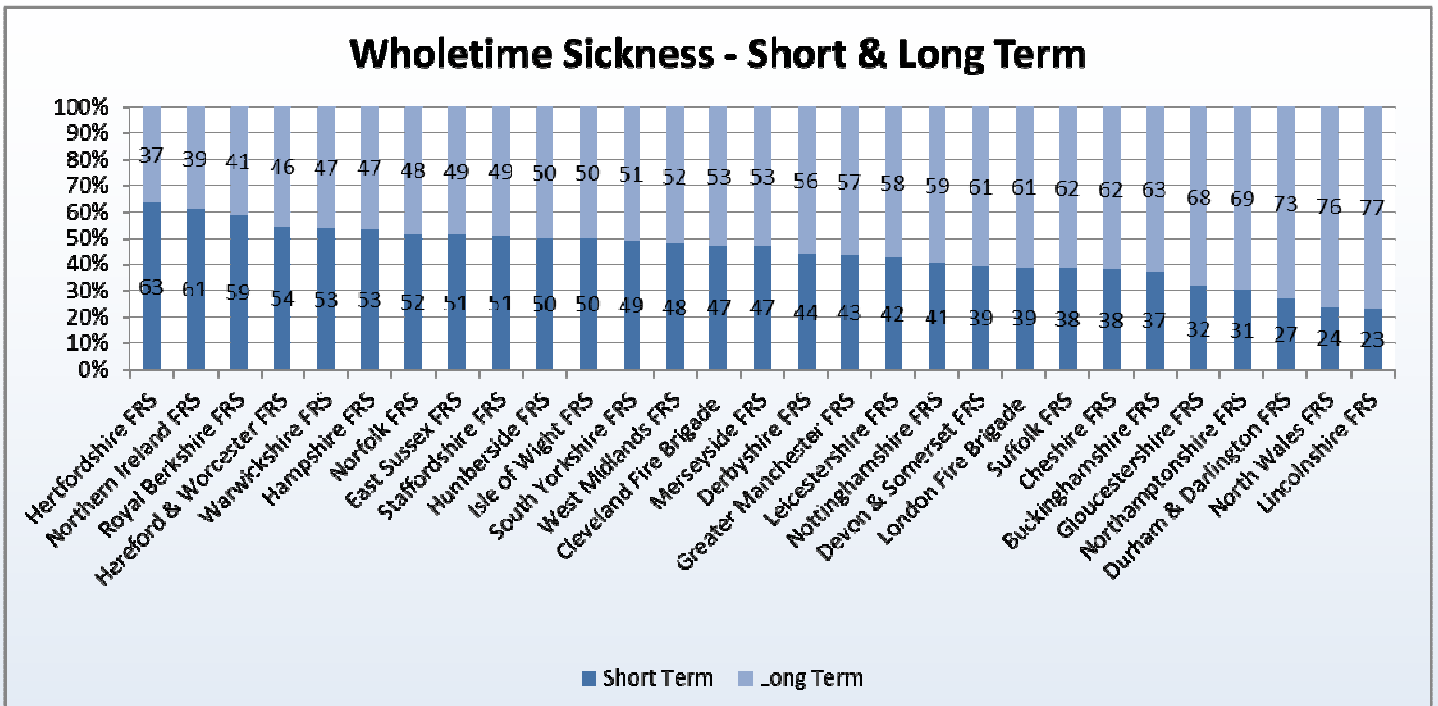
Wholetime Firefighters



- Hereford and Worcester FRS have the highest percentage of sickness due to an Accident at work for Wholetime Firefighters.
- 26% of FRS's includes absence due to stress/depression where it is perceived to be work related.



The graph below shows the split between short and long term sickness. 29 Fire Services provided their split between Short and Long Term sickness which accounted for 149,163 days/shifts lost.

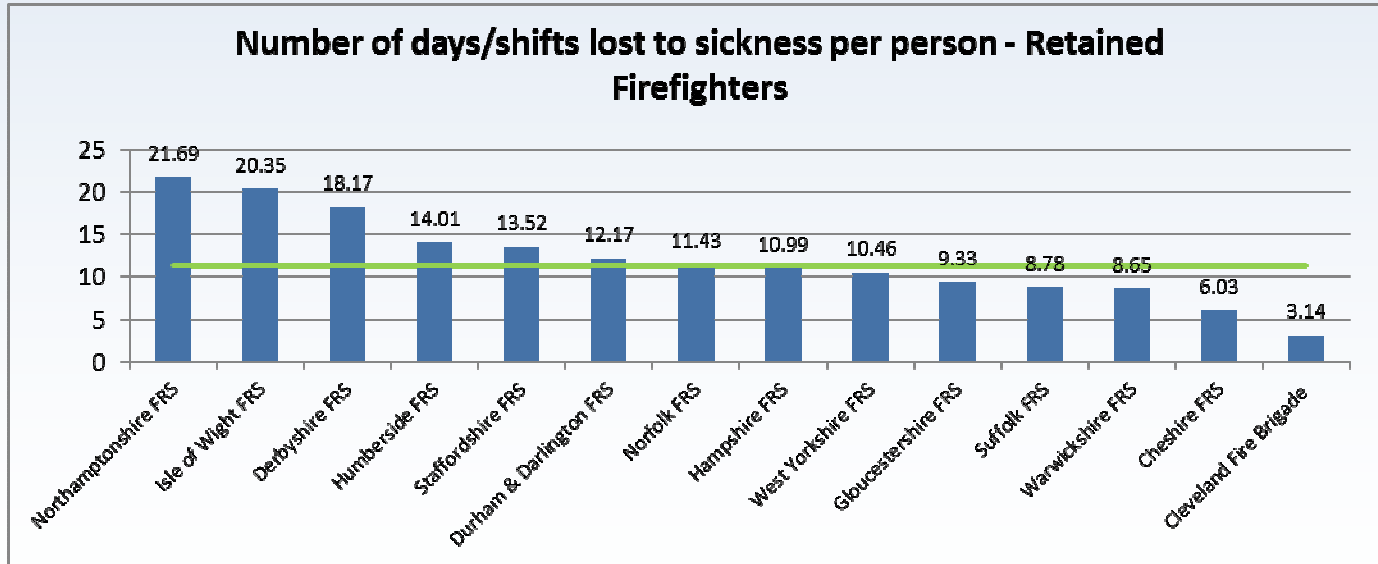


Retained Firefighters

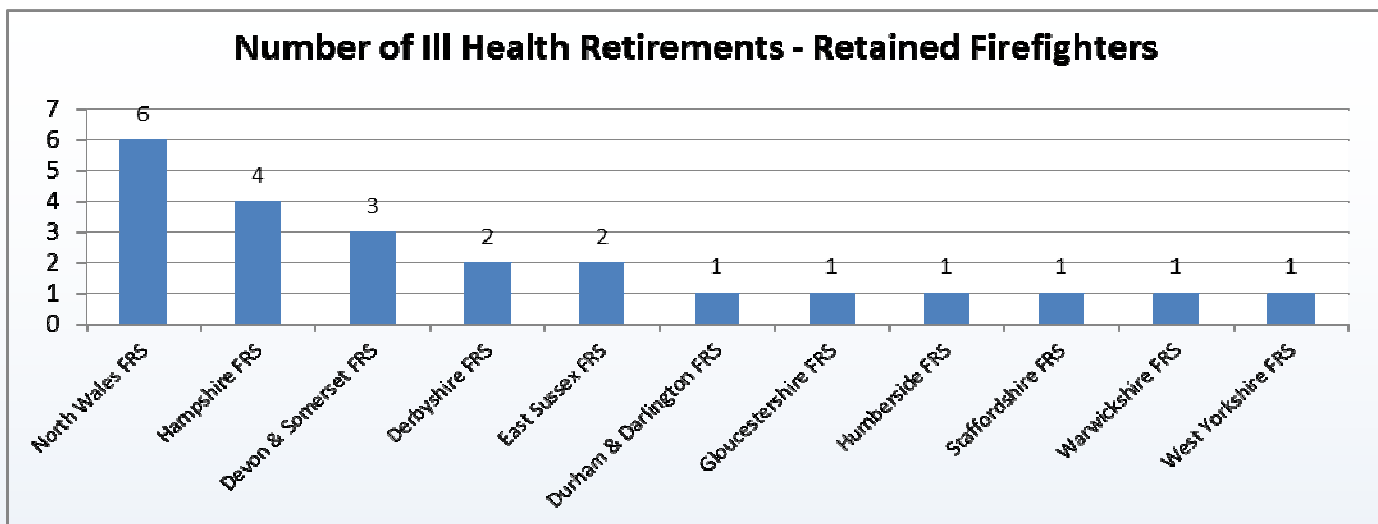


For the period April 2013— March 2014 there was a total of 49,294 days/shifts lost to sickness.

- Northamptonshire FRS has the **Highest** days/shifts lost to sickness per retained firefighter



- There were a total of 23 Ill Health retirements in the period April 2013—March 2014.



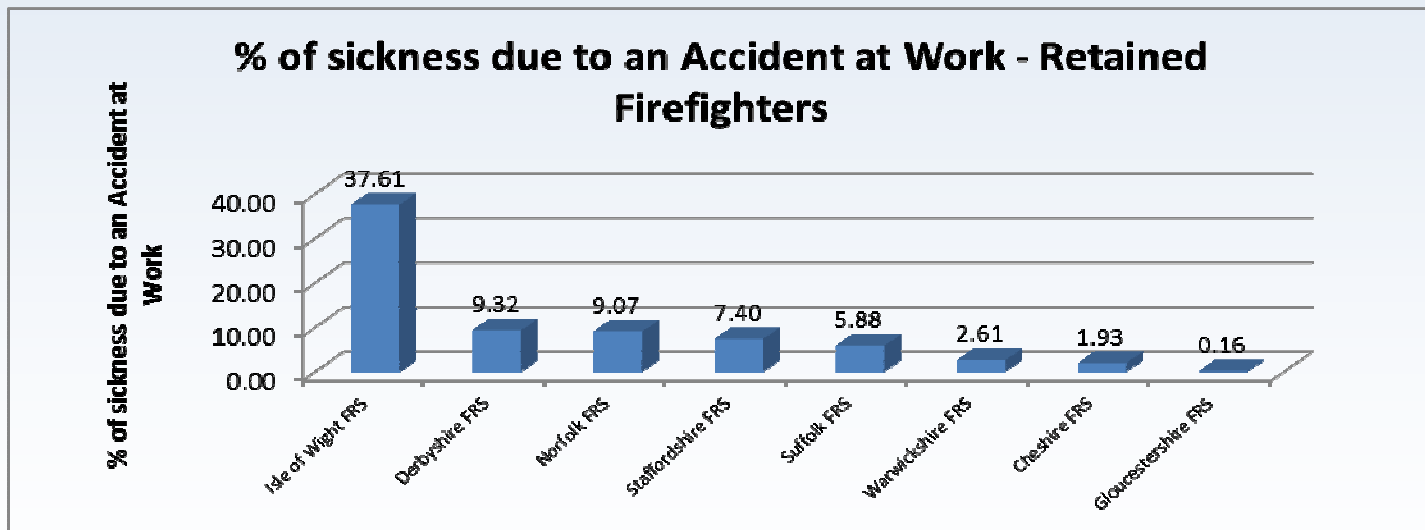
Data Quality Statement:-

The data provided by each service may not show a true representation of retained firefighter sickness. This is due to the recording of sickness, as many retained firefighters may book “not available” rather than sick.

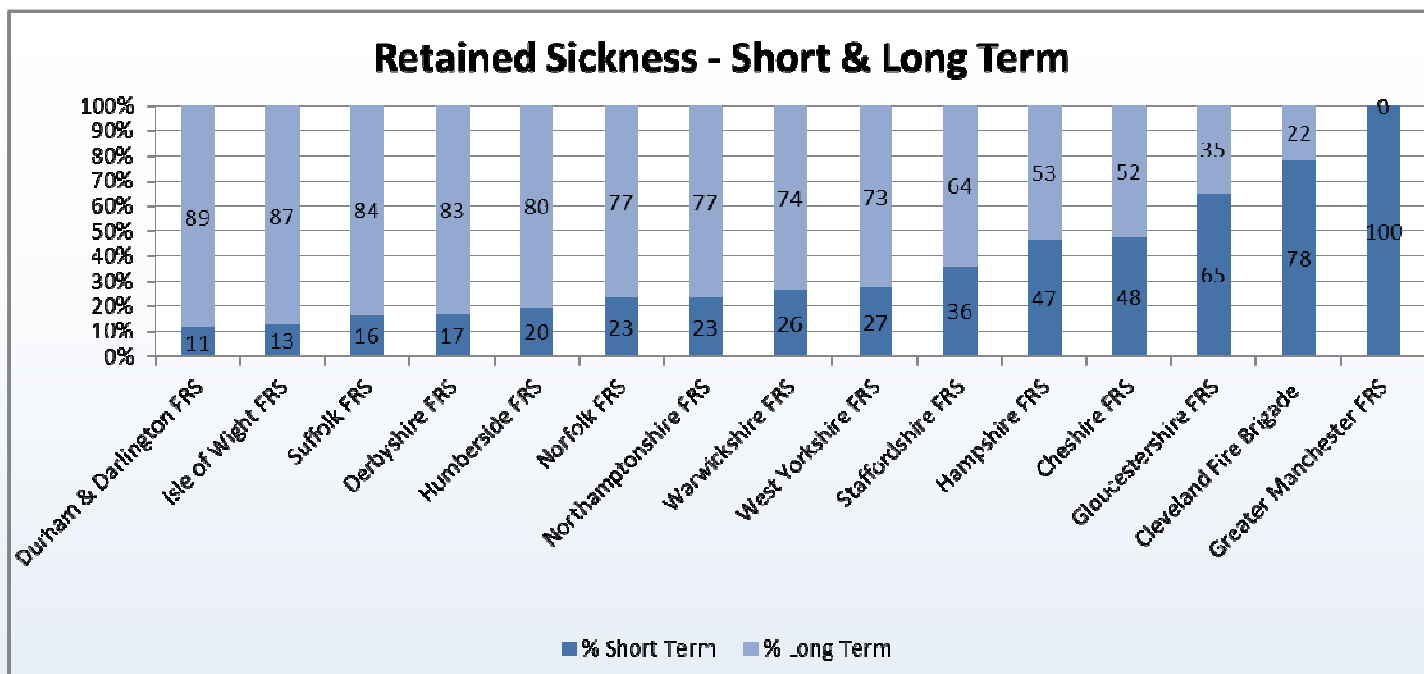
Retained Firefighters



- Isle of Wight FRS have the highest percentage of sickness due to an Accident at work for Retained Firefighters.



The graph below shows the split between short and long term sickness. 15 Fire Services provided their split between Short and Long Term sickness which accounted for 48,791 days/shifts lost.

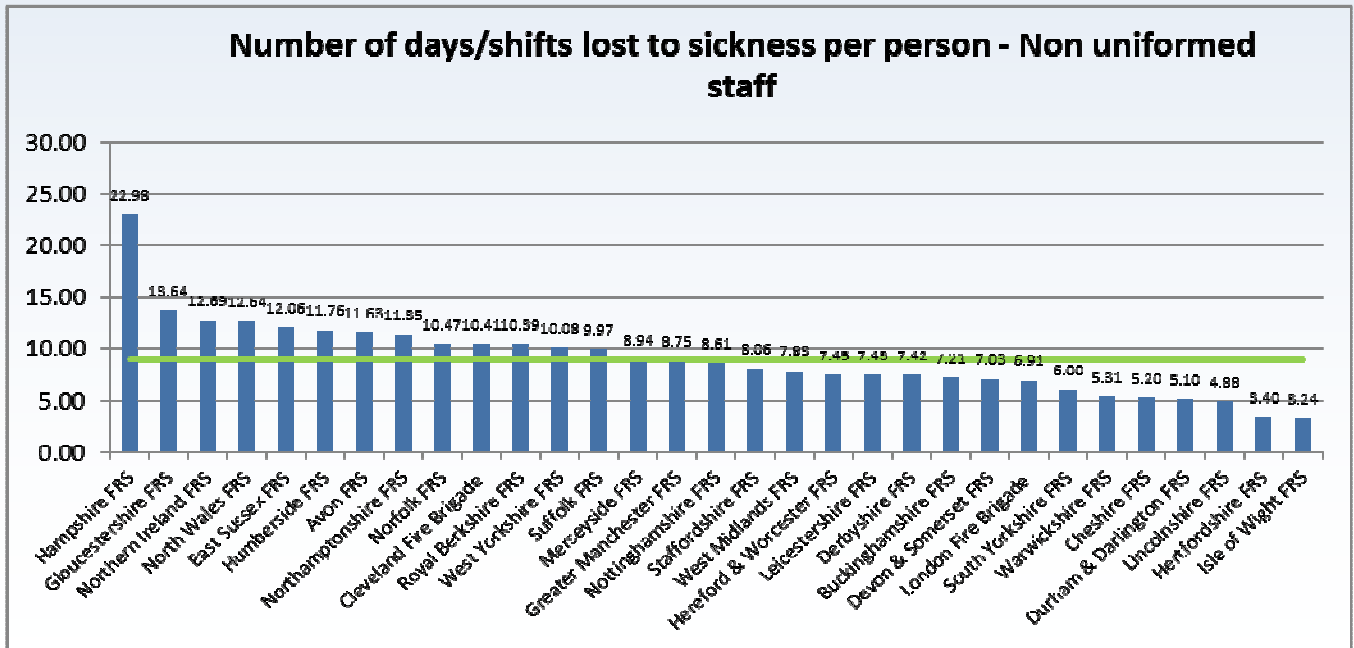


Non-uniformed staff

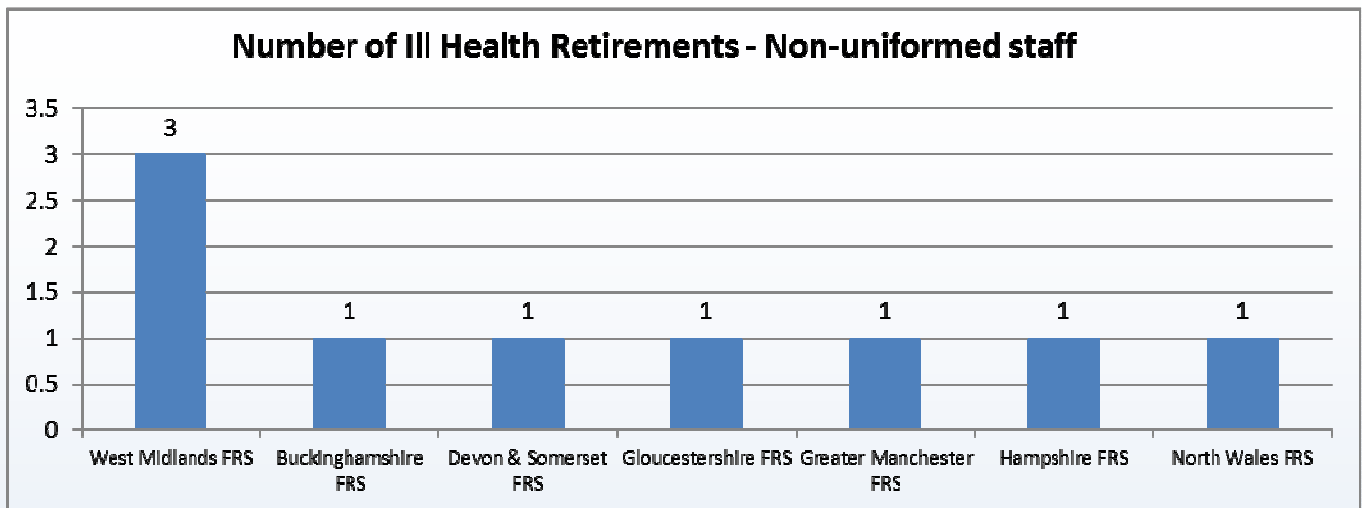


For the period April 2013—March 2014 there was a total of 48,160 days/shifts lost to sickness.

- Hampshire FRS has the **Highest** days/shifts lost to sickness per non-uniformed member of staff



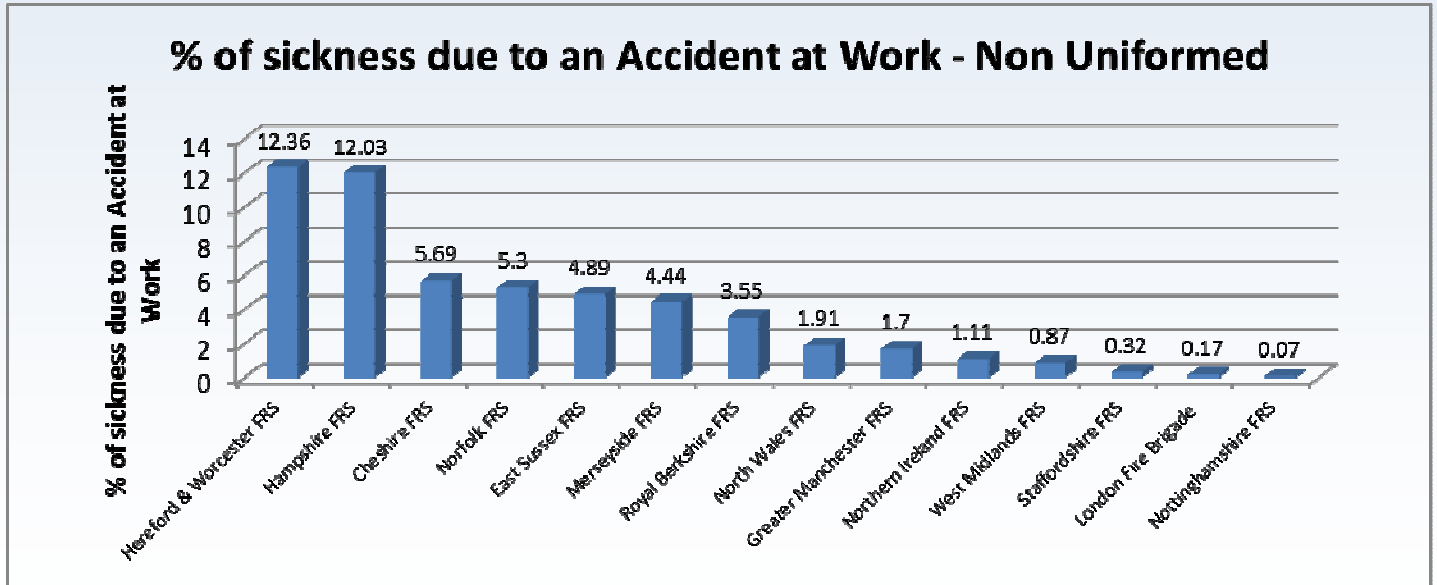
- There were a total of 9 Ill Health retirements in the period April 2013—March 2014.



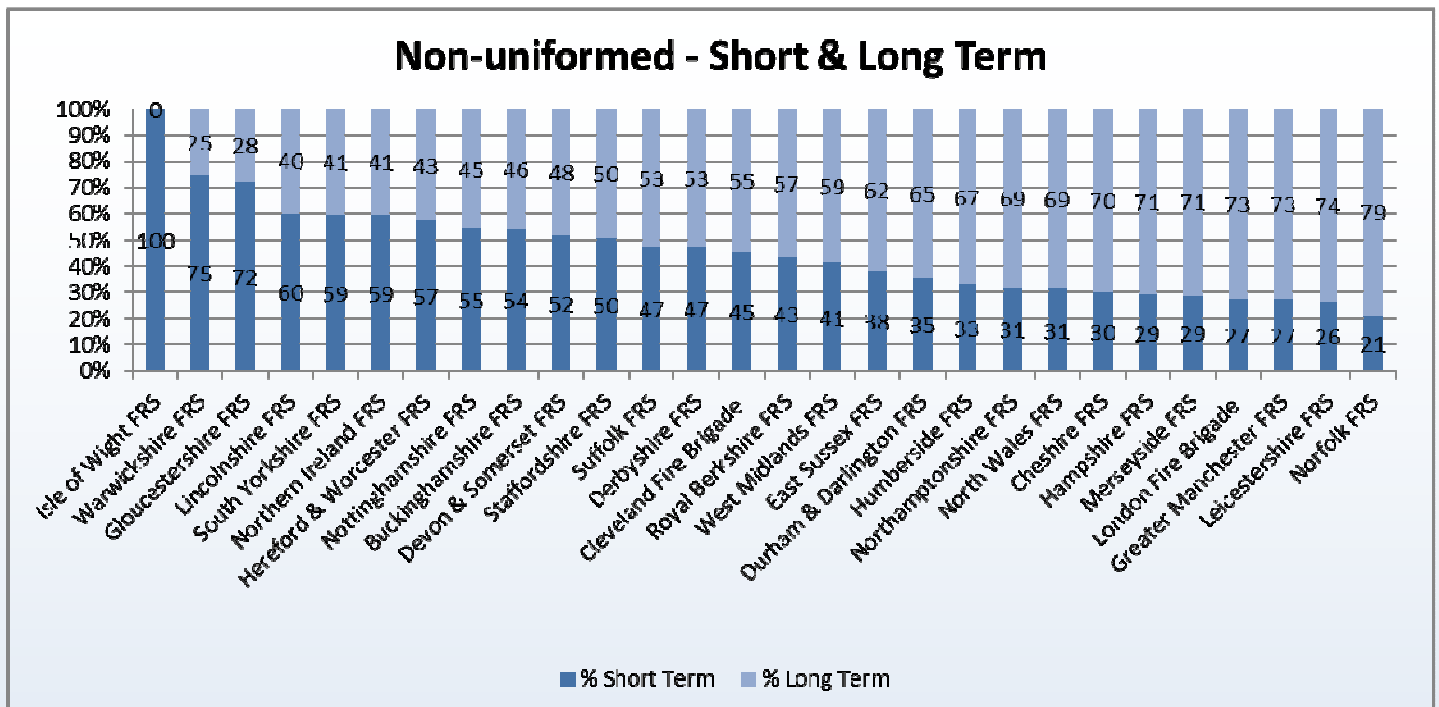
Non-uniformed staff



- Hereford & Worcester FRS have the highest percentage of sickness due to an Accident at Work for Non Uniformed Staff.



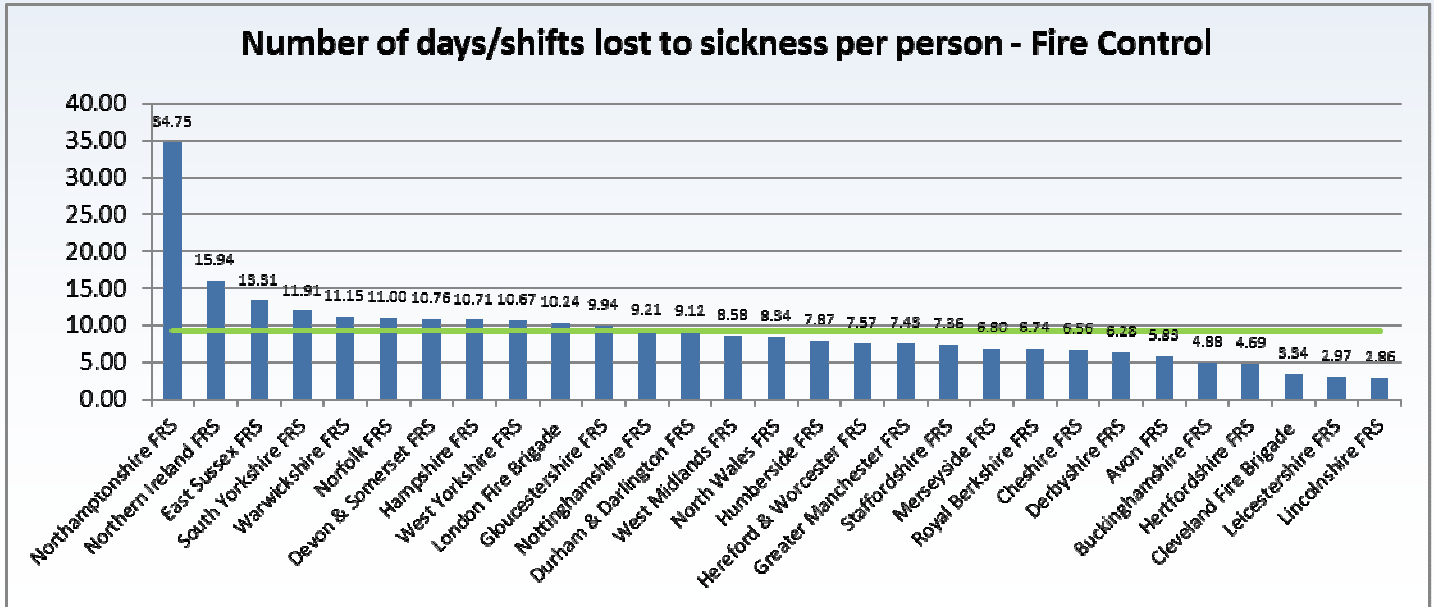
The graph below shows the split between short and long term sickness. 28 Fire Services provided their split between Short and Long Term sickness which accounted for 50,051 days/shifts lost in total.



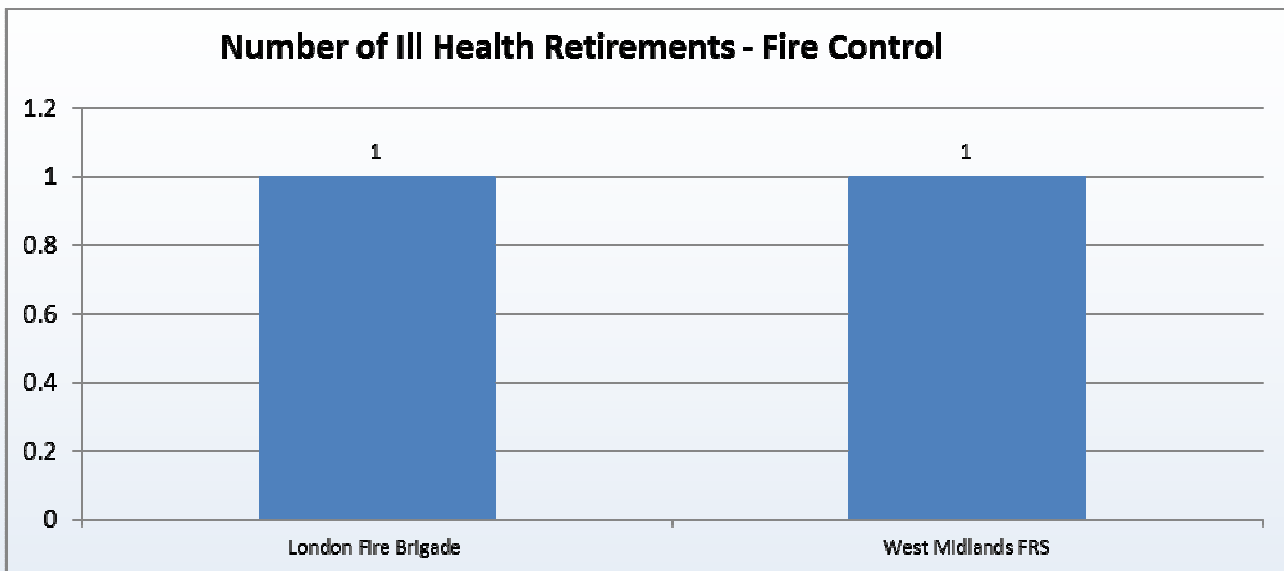


For the period April 2013—March 2014 there was a total of 12,133 days/shifts lost to sickness.

- Northamptonshire FRS have the **Highest** days/shifts lost to sickness per fire control operator.

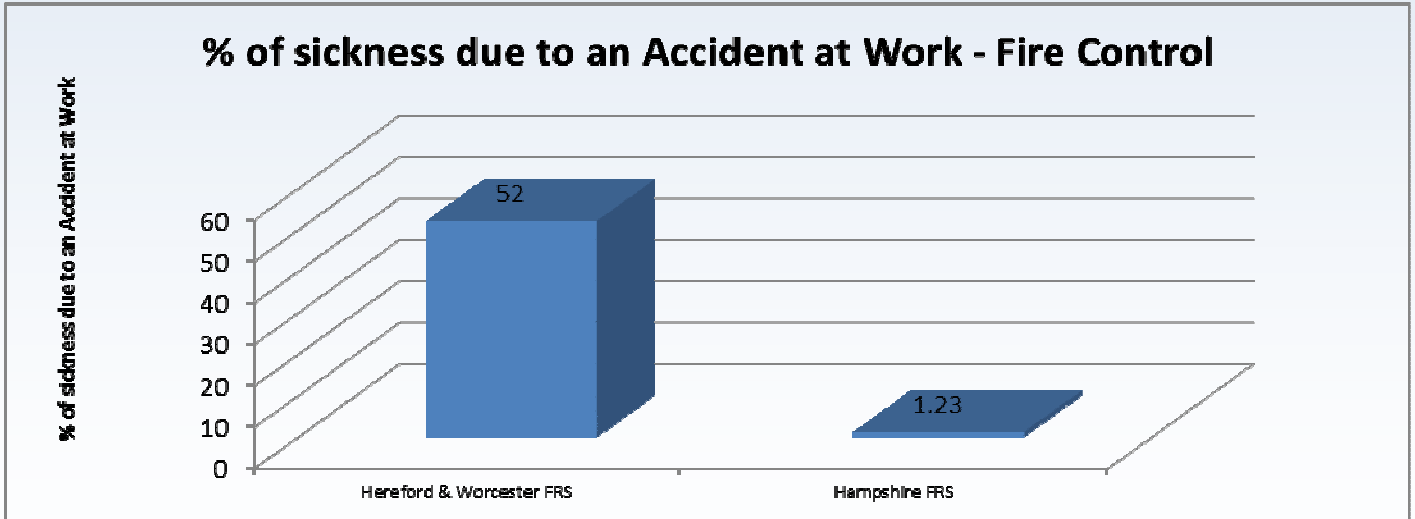


- There were 2 Ill Health retirement in the period April 2013—March 2014.

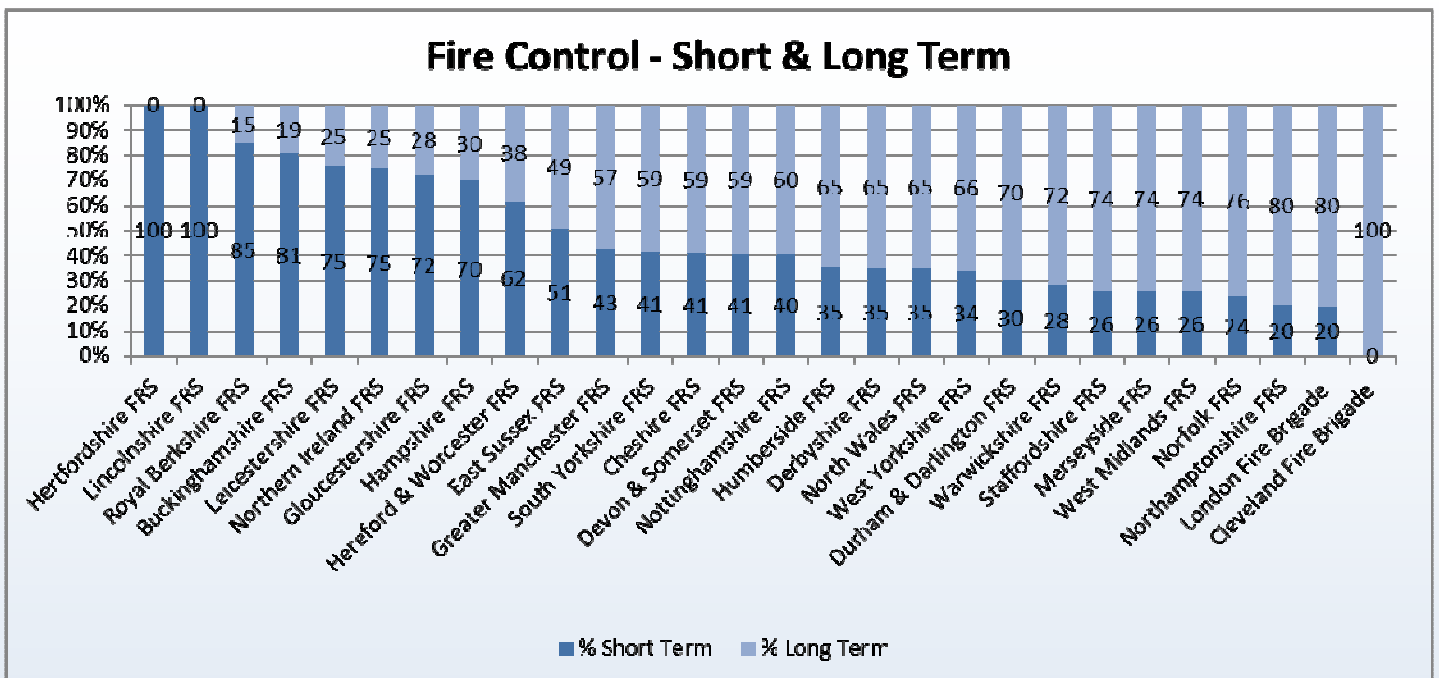




- Hereford & Worcester FRS have the highest percentage of sickness due to an Accident at work for Fire Control staff.



The graph below shows the split between short and long term sickness. 28 Fire Services provided their split between Short and Long Term sickness which accounted for 9,771 days/shifts lost in total.



Modified Duties



The table below provides details of Wholetime Firefighters on modified duties. Only 10 services were able to provide data for the period April 2013 —March 2014.

| | Modified Duties | |
|------------------------|-----------------------------|--|
| | No of WT on modified duties | Total no. of modified duty days/shifts |
| Gloucestershire FRS | 8 | 500 |
| Norfolk FRS | 16 | 518 |
| North Wales FRS | 36 | 667 |
| Humberside FRS | 17 | 697 |
| Warwickshire FRS | 45 | 861 |
| Staffordshire FRS | 45 | 944 |
| Cleveland Fire Brigade | 38 | 1276 |
| Royal Berkshire FRS | 50 | 3069 |
| West Midlands FRS | 228 | 4044 |
| London Fire Brigade | 112 | 21454 |
| TOTAL | 595 | 34030 |

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Review of pay, grading, and terms and conditions for staff covered by the Buckinghamshire and Milton Keynes Fire Authority, Support Services Staff, Scheme of Conditions of Service



Buckinghamshire & Milton Keynes Fire Authority

| | |
|------------------------------|---|
| MEETING | Executive Committee |
| DATE OF MEETING | 30 July 2014 |
| OFFICER | Lynne Swift, Director People and Organisational Development |
| LEAD MEMBER | Councillor Roger Reed |
| SUBJECT OF THE REPORT | Review of pay, grading, and terms and conditions for staff covered by the Buckinghamshire and Milton Keynes Fire Authority, Support Services Staff, Scheme of Conditions of Service |
| EXECUTIVE SUMMARY | <p>This report sets out in Annex A, the conclusions of the review of pay, grading and terms and conditions for support services staff employed under the Buckinghamshire and Milton Keynes Fire Authority, Support Services Staff, Scheme of Conditions of Service.</p> <p>The existing arrangements were subjected to a comprehensive review and the pay scales were compared to both the Authority's natural public sector comparator organisations and with the wider south-east employment market. The overall conclusions are:</p> <ul style="list-style-type: none"> • The Authority has no issues in relation to equal pay within the support services staff group. • There are no significant recruitment and retention problems with the support services staff group and therefore there is no need for a radical overhaul of the pay scales. • Although support services staff pay scales were significantly increased in 2004-06, broadly in line with the firefighters awards, which were in excess of the general awards to local authority staff, there is no evidence that the Authority's current scales are over inflated against comparator organisations. • However, the existing scales need amending to provide a more rational structure which is flexible |

| | |
|-------------------------------|--|
| | <p>to the needs of the Authority and ensure proper parity and differentiation in setting individual job grades.</p> <ul style="list-style-type: none"> • Pay progression is, and will continue to be, based on assessed performance and not time served. • The core terms and conditions of service are broadly fit for purpose. Underpinning all contracts of employment is the implied condition that terms and conditions will be applied in the context of the needs of the service. Therefore, the rules must be consistently applied and managers must manage consistently across the Authority in this context. • The changes to the pay scales and terms and conditions of service which have been approved by the Chief Fire Officer/Chief Executive are self-funding. • The changes that needed to be made to achieve the objectives of the review have been authorised within the delegated authority by the Chief Fire Officer/Chief Executive exercising his delegated Authority. |
| ACTION | Information. |
| RECOMMENDATIONS | <p>It is recommended that the Committee:</p> <ol style="list-style-type: none"> 1. Note the outcome of the review as set out in this report and in Annex A; and 2. Thank the Member led Working Group for its work and confirm that this task has been concluded. |
| RISK MANAGEMENT | <p>It is not anticipated that the outcomes of the review will have any impact on the Authority's ability to discharge its functions.</p> |
| FINANCIAL IMPLICATIONS | <p>The proposed pay and grading structure is self-funding for baseline purposes.</p> <p>In years one and two 2014/2015 and 2015/2016, it will cost no more than the existing budget. For years three and beyond there will be an annual saving of £48,000 following pay protection.</p> <p>Any future changes will be financed with the principle of self-funding and any financial pressures addressed through the Medium Term Financial Plan (MTFP).</p> |

| | |
|---|--|
| | The Authority has spent £80K with the HAY Group to support this review. |
| LEGAL IMPLICATIONS | There are no legal implications arising from the recommendations. |
| HEALTH AND SAFETY | No impact. |
| EQUALITY AND DIVERSITY | <p>The Authority's annual Pay Policy Statement sets out its position regarding equality, fairness and transparency.</p> <p>Equality proofing is an overriding principle which underpins the design of a new or revised pay, grading and reward structure.</p> <p>A review of the current pay and grading structure was a recommendation of the recent Equal Pay Audit. The review has been carried out by external reward experts, whose own governance arrangements include quality assurance.</p> |
| USE OF RESOURCES | <p>The review of pay, grading and reward arrangements for support services staff is an Authority priority outlined in the 2014/2015 Corporate Plan objectives.</p> <p>External reward experts have advised the Authority on this project including designing a range of proposed pay and grading structures, carried out the job evaluation exercise, trained an internal staff evaluation panel and provided market survey pay data, to inform the structuring of any future pay scales.</p> <p>Stakeholder consultation and communication is a significant element of implementation.</p> <p>The support staff pay bill will continue to fall in line with the Medium Terms Financial Plan. The Authority's pay arrangements for support services staff are comparable to its main comparator and competitor organisations.</p> <p>The continued application of systematic job evaluation techniques; rigorous performance appraisal coupled with establishment control and budget monitoring will enable the Authority to ensure it achieves value for money in the employment of support services staff.</p> |
| PROVENANCE SECTION & BACKGROUND PAPERS | <p>Background</p> <p>19 February 2014 Executive Committee: BMKFA Pay Policy Principles and Statement 2014/15</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/7C30F6D3-878C-49E3-94AC-7CF91BC364EE/0/ITEM7dBMKFAPAYPOLICYPRINCIPLE S.pdf</p> |

| | |
|--------------------------------------|--|
| | <p>20 November 2013 Executive Committee: Review of Support Staff (local 'Green Book') terms and conditions of service and pay, grading and reward structure.</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/692C7F4A-BA73-43BE-B758-36EB537E5E12/0/6_Reviewofsupportstafftermsandconditions.pdf</p> <p>16 January 2013 HR Sub Committee paper: Equal Pay Audit Including Review of Green Book Staff Remunerations and Conditions of Service: Update Report.</p> <p>http://www.bucksfire.gov.uk/BucksFire/How+we+make+decisions/Minutes+and+Meetings/2013/HR+meetings+2013.htm</p> |
| APPENDICES | Annex A – Pay Grading Review (including Appendix 1, 2 and 3) |
| TIME REQUIRED | 5 minutes. |
| REPORT ORIGINATOR AND CONTACT | <p>Lynne Swift, Director of People & Organisational Development</p> <p>lswift@bucksfire.gov.uk</p> <p>mailto:01296 744679</p> |

Proposed Pay, Grading and Terms and Conditions for staff covered by the Buckinghamshire and Milton Keynes Fire Authority, Support Services Staff, Scheme of Conditions of Service.

Overall Introduction

1. This report sets out a summary of the outcomes of the Review of the Pay, Grading and Terms and Conditions of Service of Support Services Staff employed under the Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service, (the Scheme). It incorporates the principles and desired outcomes agreed by the Member Working Group into a practical affordable way forward. The Member led Working Group was established following approval at the Executive Committee on 20 November 2013 of the reward principles on which to base any future Pay, Grading and Reward Framework; the Members Working Group set out a Terms of Reference attached as Appendix 1 of this report.
2. The task breaks down into four phases:
 - An Equal Pay Audit – *Section 1*
 - Those essentially, although not exclusively, non-pay related Terms and Conditions – which are dealt with in *Section 2*
 - The Basic Pay Structure - which is dealt with in *Section 3*
 - Discretionary Benefits which are dealt with in *Section 4*
3. The most significant drivers for change in the Pay, Grading and Reward arrangements are:
 - Strengthening the link between pay and business performance and contribute towards it
 - Pay bill affordability
 - Supporting organisational change, development and flexibility
 - Recruiting and retaining staff as the labour market recovers in the light of an improving economy
 - Maintaining compliance with Equal Pay Statutory requirements
4. At the start of the project there were 120 established Support Services staff posts, of which 71 were unique roles. The Authority currently employs 100 Full Time Equivalent (FTE) staff providing Support Services. In the financial years 2003/2004 to 2010/2011 the Support Services staff pay bill increased annually, with a reduction in 2011/2012, however, this was reversed in 2012/2013 and the pay bill grew again in 2013/2014. The quantum up to 2013/2014 includes the financial impact of transferring a number of posts such as Inspecting Officers from 'Grey Book' Terms and Conditions to Support Services. However, the budgeted pay bill for 2014/2015 for this staff group is £4,108,958, a reduction of £172,986. This trend is expected to continue in line with the Medium Term Financial Plan and has been brought about through restructuring and the recent job evaluation process, which has resulted in 16 posts being placed on a lower grade, saving the Authority an additional £48,000 in a full year.

5. The Scheme of Conditions of Service introduction, Appendix 2, states the Authority has agreed that a range of issues will be subject to negotiation with the recognised trade union (UNISON), for example, annual leave, notice periods, flexitime scheme. The full list is included in Appendix 2, the Preamble to the Scheme. However, as there are no changes to any of the matters which are subject to negotiation the implementation will be a matter of consultation with UNISON.
6. The context of this review is that the Authority is a public sector organisation and the range of support functions that must be fulfilled are, in general terms, similar to those that are undertaken in the County, Unitary and District Councils and Health Service organisations that serve the Authority's area. There are no particularly specialist and scarce skill requirements.
7. The Authority has a defined and very local catchment area population in which it recruits its Support Services staff. An analysis of the home addresses of Support Services staff demonstrates that these are very local to Aylesbury. The median distance from Stocklake headquarters being seven miles and the mean distance being nine miles.
8. The Authority has been created by statute and this defines its powers and obligations. It is relatively stable with no significant step changes being required in the manner in which it discharges its primary function.
9. There has been significant restructuring of Support Services functions, which has not only seen the overall numbers reduce from 135 FTE in 2010 to 100 FTE, which includes the re-designation of former Operational roles to Support Services. This restructuring, has however, resolved a number of problems in terms of pay and performance, and the smaller staff base is also one with a higher skill base. The average length of service amongst Support Staff is 9.6 years (median 7.6) and there are currently no major recruitment and retention issues.
10. These contextual issues inform the design of the Pay Structure, the range of Employment Terms and Conditions and benefits package the Authority can provide. The HAY Group, who were appointed as external remuneration experts, have undertaken a number of tasks on behalf of the Authority in respect of supporting the design of a revised Pay Structure. The work HAY have undertaken for the Authority is summarised in the table in Appendix 3.

Section 1 – The Equal Pay Audit

11. The Equal Pay Audit has ensured that Authority has a fair, transparent inclusive pay and reward structures and systems, therefore mitigating risks of equal pay claims in the future.
12. Although the integrity of the previous pay and grading structure was confirmed, it was recommended that a review of the current Scheme pay and grading structure design was undertaken. The previous grading structure had gaps between grade bands and did not provide enough necessary flexibility in pay determination.

13. The findings of the Equal Pay Audit suggested some roles were not synchronised with the market. These findings were taken into account in the revised pay and grading structure where possible and incorporated into the implementation plan/transition arrangements.

Section 2 – Terms and Conditions

14. This section deals with the key, non-base pay, terms and conditions of service, which have been subjected to review against the principles, set out above.
15. It is certainly true that Support Services staff have relatively greater flexibility in terms of when, and how, they undertake their duties than do their operational colleagues. Having said this, these working arrangements are not broadly out of kilter with arrangements for similar groups of staff in both the public and private sectors. It needs to be borne in mind that the *demands of the service* is always the determining factor in the application of schemes such as flexible working. The conclusion from this review is not that the terms and conditions are of themselves fit for purpose, but the critical issue is that they are applied as written, consistently across the organisation. It is in the hands of line managers to manage and apply the rules appropriately. There were a small number of anomalies which required adjustment which have been resolved under the delegated powers of the Chief Fire Officer/Chief Executive (CFO/CE). These adjustments will not have any fundamental impact on the contracts of employment of existing employees.

Section 3 – Pay and Grading

16. The CFO/CE determined that the broad principles set out below should inform any development of the Support Services staff pay scales.
- *Affordability*: To create a Pay, Grading and Reward structure which as far as possible is self-funding for baseline purposes, for example, in year-one it would cost no more than the existing budget. Future changes to be financed with the principle of self-funding, met where possible and financial pressures being addressed through the MTFP
 - *Market*: To design a Pay and Grading structure which provides flexibility in recruiting and retaining talent from the local and regional markets in which the Authority operates, depending on skills, availability and business urgency
 - *Competitiveness*: To identify elements of the current total reward package that are more/less competitive than the comparator market and design a reward system based on the 'total reward' approach. Competitiveness must be balanced by affordability
 - *Pay progression*: To define and develop a Pay and Grading structure which recognises the value of the roles, and gives consideration to, enabling true progression for an employee, based on performance, skills and experience where career opportunities are available

- *Variable pay*: To design and develop a Pay and Grading structure which values performance, skills and experience. This principle supports the performance/high service standards culture the Authority is shaping.
17. The above principles are embedded in the revised pay scales approved by the CFO/CE and consequently the outcome is that the new arrangements are:
- Equality Proof: Ensuring that there are no problems in relation to Equal Pay
 - Easily understood and should be 'felt fair' by the staff and their line managers
 - Easy to administer and thus not place disproportionate administrative burdens on either line managers or HR staff
 - Supported by appropriate governance, financial controls and on-going evaluation arrangements
 - Are self-funding.
18. The previous Support Services staff pay was ten scales (including the National Minimum Wage), nine of which had three vertical incremental points. The scales were neither butt ended nor overlapping, and the increments were uneven, and there were uneven gaps between increments. This was particularly noticeable from Scale 5 onwards, in that the gaps are such that there is effectively a complete scale omitted. In addition, other than the National Minimum Wage, the scales started at a higher monetary value than either of those of the two constituent authorities. The Equal Pay Audit confirmed that there were no systemic equality problems with the current pay structure; however, it was recommended that the structure should be reviewed to ensure it that would be effective for the recruitment and retention of appropriate support staff going forward
19. The primary objective in amending the current scales was to:
- Retain the principles of progression favoured by the Members Working Group
 - Deal with the uneven gaps between some of the existing scales
 - Provide additional scales at the entry level and for the most senior posts in order to provide a finer grain of differentiation of responsibility level
 - Provide a basis for transitioning to a different approach to pay whilst retaining existing earnings level, other than where the post has been evaluated at a different grade
 - Enable the revised scales to be implemented immediately for new starters without creating any pay or contractual anomalies for existing staff.
20. Five additional scales have been added to the existing Support Services pay spine. All existing staff have been accommodated within the scales on the

existing evaluated responsibility level and salary for their post. The revised scales, do however, provide for a performance based approach moving forward.

Existing staff will retain their current three point scales and progression potential, although those not yet on the top of the scale, will be subject to rigorous assessment to justify progression. Currently some 66 percent of employees are already on the top scale point. However, for new starters the scales will have only two pay points **Entry/Developing** and **Competent/Proficient**.

Any payment for **Exceptional/Advanced** performance will be in the form of regulated one-off awards that are not an on-going part of the base pay. The **third pay point** in the existing scales will not be available to new starters; staff moving internally voluntarily, or whose posts are evaluated to a different grade in the future, and will thus disappear over time through natural processes.

21. The additional scales that have been inserted into the pay range have been devised by applying the following principles, which broadly reflect those, which can be discerned in original scales, as, set out below:
 - 5 percent difference between scales for scales 1 to 5
 - 6 percent difference between scales for scale 6 and above
 - Broadly a 2.5 percent difference between 'increment' points within the scale
22. The above proposal is broadly both competitive and comparable with the arrangements of the NJC and other neighbouring fire and local authorities, the adoption of which were options considered in the review. Consequently, the scales are practical and can also be seen as reasonable in the context of ensuring Value for Money in the use of public funds.

Section 4 – Benefits

23. The Authority provides some discretionary benefits including two Salary Sacrifice Schemes: Child Care Vouchers and a Cycle Purchase Scheme and also an Employee Assistance Programme. There are other salary sacrifice schemes and discretionary benefits available and these will be reviewed during this year. "Salary Sacrifice" does not cost the Authority other than administrative time in HR and limited cash flow impact.

Pay and Reward Working Group

Terms of Reference

Working Group Membership:

Cllr. Roger Reed - Chairman
 Cllr. Catriona Morris
 Cllr. Reg Edwards
 Cllr. David Schofield
 Cllr. Andy Huxley

Supported by:

Lynne Swift, Director, People & Organisational Development
 Faye Mansfield, HR Project Lead
 External remuneration expertise (as required)

Purpose:

This working group is proposed in response to 'approval' of the SMB recommended pay, grading and reward principles as set out in the Review of Support Staff (local 'Green Book') Terms and Conditions of Service and Pay, Grading and Reward Structure" report being presented to Executive Committee on 20 November 2013.

The principles are required in order to guide the design of a fit for purpose pay, grading and reward structure for support staff (local 'Green Book') and revised terms and conditions of service. They build on the principles already approved by the Authority, set out in the BMKFA Pay Policy Principles and Statement for 2013-14. These principles are:

- Accountability
- Transparency
- Fairness

The working group is to consider the principles and make recommendations relating to the pay, grading and reward structure to adopt within the Authority.

In their deliberations, the working group will be mindful of the wider economic context and the current national pay restraints.

Deliverables:

To develop a comprehensive pay, grading and reward structure which applies to local 'Green Book' terms and conditions of service employees and which:

- Is transparent and consistent in its approach
- Based on performance improvement
- Is sufficiently flexible as to respond to financial constraints
- Is based on affordability

- Is not solely monetary, and acknowledging the different approaches to pay and reward
- Addresses all equality (legal and best practice) requirements
- Addresses consultation/communication issues with staff and trade unions
- Has a beneficial impact in terms of recruitment, retention, morale and motivation whilst balancing the need for tight ongoing financial control and value for money
- Supports the Corporate Plan

Timescales:

The working party is to agree timescales and a work plan.

PREAMBLE**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY****SUPPORT SERVICES STAFF****SCHEME OF CONDITIONS OF SERVICE**

The conditions contained within this document apply to all Buckinghamshire and Milton Keynes Fire Authority employees in the above categories employed under local conditions of service.

The Authority has agreed that the following areas will be subject to negotiation with the recognised trade union(s). All other issues will be subject to consultation:

- Length of working week
- Flexitime Scheme
- Annual leave/Extra statutory leave (Amount)
- Salary progression (principles)
- Trade Union Membership - Right to Belong
- Salary Appeals Procedure
- Period of Notice
- Honorarium Payment (principles)
- Apportionment of salary (except in industrial action)
- Protected salary (principles)
- Continuous Service
- Sickness Scheme
- Travel and Subsistence (principles not actual amounts)

The Authority reserves the right to modify, add to or delete any of the conditions or discretionary allowances following consultation and/or negotiation, as appropriate, with the recognised trade union(s).

Individual contracts of employment will contain references to these and any other specific conditions which may be applicable and should be read in conjunction with each other. Details of all the procedures and policies referred to in this document are available from Human Resources, BHQ.

| Summary of HAY Inputs to the Review | | |
|---|-------------------------|---|
| Number | Item | Outcome |
| Equal Pay Audit & Pay Review (HAY consultants) | | |
| 1. | Equal pay audit | <ul style="list-style-type: none"> • Authority consistent in pay practice with current pay structure when analysing gender difference • Only one grade where a difference of 3 per cent was identified; the trigger for equal pay considerations. Further analysis confirmed equal pay compliant • The current pay structure, whilst being applied consistently, may require amendment in order that it provides the Authority with the flexibility it needs going forward. |
| 2. | Job Evaluation Training | <p>In-house Job Evaluation/Role Sizing Panel trained (13 evaluators plus the Director People and Organisational Development (P&OD) advanced refresher). It was agreed that HAY would evaluate all roles for the pay and grading structure work, with the internal panel involved at the moderation stage.</p> <p>The internal panel is already being used for minor role changes.</p> <p>Prior to this training, each new role within BMKFA was evaluated externally; for the 2010/11 Moving Forward Programme, BCC were used at a cost of £250 per role; HAY's list price per role is £500</p> <p>It is estimated that using the in-house panel will save £3 to 5K for 2014/2015 based on planned reviews.</p> <p>The Director P&OD ensures quality assurance. Head of Finance is a trained panellist and it is proposed that the Head of HR takes over the managing process, freeing up the Director P&OD for potential appeals for major restructures, for example, the Back Office Review</p> |
| 3. | Job Evaluations | <ul style="list-style-type: none"> • All roles ranked ordered and quality assured • Annual saving to Authority of £48k if the 16 roles that have been proposed for downgrading and the three proposed to be upgraded are actioned. • HAY challenged our organisational structures as part of this process; and highlighted some anomalies; with the key ones being; management |

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|-------------------------------------|--|--|--|----------------------|-------------------------------------|-------|-------------------------|------|------------------|------|-------------|------|------------------------|-----|--|-----------------------|
| | | roles they believe to be supervisory level (Procurement, Fleet); not enough gaps between levels (Fleet); too big a gap between levels (HR, Procurement) | | | | | | | | | | | | | | |
| 4. | Market Surveys and Developed Proposed Pay Scales | <ul style="list-style-type: none"> • Demonstrated relativity of current pay scales to market* and proposed pay ranges that could meet the pay principles aspired to other than affordability, for example, move current support services staff to median pay at the proficient pay level would cost £187K. (Figures based on current establishment levels) • Proposed several options for consideration on affordability to transition from the current to the new structure, ranging from two to three years to fully implement; however these, options would only phase the £187K. • Contributed to terms and conditions review and future benefits options • Specific market and role evaluation analysis for new Director roles to support the January 2013 SMB restructure. * Market comparisons included local Milton Keynes/Buckinghamshire/Regional, South East (not London) Public Sector/Voluntary and a sample comparison within the Private Sector. | | | | | | | | | | | | | | |
| 5. | Contribution to Organisational Change Savings | <ul style="list-style-type: none"> • 17 roles identified as anomalies have been resolved through restructuring. • There are currently four individuals on pay protection • Savings to-date: <table style="margin-left: 20px;"> <tr> <td></td> <td style="text-align: right;"><u>£1000k</u></td> </tr> <tr> <td>People & Organisational Development</td> <td style="text-align: right;">£ 100</td> </tr> <tr> <td>Key Information Systems</td> <td style="text-align: right;">£ 70</td> </tr> <tr> <td>Finance & Assets</td> <td style="text-align: right;">£ 10</td> </tr> <tr> <td>Procurement</td> <td style="text-align: right;">£ 25</td> </tr> <tr> <td>Station Administration</td> <td style="text-align: right;">£ 5</td> </tr> <tr> <td></td> <td style="text-align: right;">TOTAL £230,000</td> </tr> </table> | | <u>£1000k</u> | People & Organisational Development | £ 100 | Key Information Systems | £ 70 | Finance & Assets | £ 10 | Procurement | £ 25 | Station Administration | £ 5 | | TOTAL £230,000 |
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