



**Senior Management Team Remuneration and Performance Review,
and Annual Report on Employee Bonus Scheme**

Buckinghamshire and Milton Keynes Fire Authority (BMKFA)

Report to the Executive Committee 6 February 2019

1. Executive Summary

1.1 This report provides information for members' consideration in their review of the corporate and individual performance of the senior management team (SMT), and whether a bonus payment would be appropriate. A local pay review is conducted annually and any changes are normally effective from the preceding January. The last remuneration review was in February 2018.

1.2 The senior management posts under consideration in this review are

- Chief Fire Officer / Chief Executive
- Chief Operating Officer / Deputy Chief Fire Officer
- Director of Finance and Assets
- Director of People and Organisational Development
- Director of Legal and Governance
- Head of Service Delivery
- Head of Service Development.

These posts are considered under the 'Gold Book' arrangements of national and local review.

1.3 To support members in their considerations, account has been taken of the pay context in which the fire service operates, conditions of employment, local methodology for conducting a pay review, pay policy, financial position, performance data compared with other fire authorities (council tax precept), and salary benchmarking.

1.4 Context and service performance data has been drawn from management reports to the Fire Authority (FA) and from published national data collected by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Local Government Association (LGA).

Annex A

- 1.5 Overall, the data presented continues to reflect a strong and effective leadership team that ensures efficient deployment of assets and operational outputs. There is a wide provision of services to the community and proactive engagement with external partners.
- 1.6 This is against a backdrop of continuing tighter fiscal measures and fewer resources including a decrease of 57% in revenue support grant from 2015/16 until 2019/20.
- 1.7 The change in the Government's core spending power for BMKFA between 2017/18 and 2018/19 is estimated to be an increase of 1.5% based on assumptions relating to future council tax calculations including an increase to the maximum (by 3%) without triggering a referendum.
- 1.8 The Government has set an expectation that council tax will be increased every year during the current spending review. In 2016/17 and 2017/18 this was increased by 1.98%. The actual growth in the council tax base between 2017/18 and 2018/19 was 1.4% which negated much of the benefit of the increase of the referendum limit from 2% to 3%.
- 1.9 The cost of providing the BMKFA fire service compared to other combined fire authorities in 2018/19 is currently the lowest in the country in Band D equivalent council tax. (**Appendix 5**)
- 1.10 The Annual Report to Bucks County Council 2018 states that BFRS continues to experience a plateau in the overall trend in incident demand as the number of incidents remain at around 4,000 for the fifth year. Also, BFRS attended over 450 co-responder incidents during this period. This is against a backdrop of an increasing population. The average response time to incidents remains at an improved level in the last three years after a period of increase. This partially reflects the benefits of technology within the Thames Valley Fire Control mobilising system.
- 1.11 The largest savings relate to operational staffing and innovative crewing through the development of flexible and resilient resourcing models to better meet risk, response standards and service demands.

2 Background and context to pay and remuneration

- 2.1 The National Joint Council (NJC) for Brigade Managers Salaries and Numbers Survey 2017 was published by the LGA on 17 January 2018. This covered pay, gender, ethnic origin, age and use of Gold Book rates by fire authorities that do not employ Brigade Managers on Gold Book terms and conditions. A link to this report is on the South East Employers (SEE) website <https://seemp.co.uk/free-resources/latest-on-pay/>

Annex A

- 2.2 The Local Government Transparency Code 2015, Department for Communities and Local Government (DCLG) and Code of Recommended Practice for Local Authorities on Data Transparency and the Accounts and Audit (England) Regulations 2011, seeks to ensure local people can access data including salary levels for senior staff. A link to this published data is available on the BMKFA website with a list of responsibilities, details of bonuses and 'benefits in kind' for all staff earning over £50k.
- 2.3 The Localism Act, 2011 requires authorities to produce a Pay Policy Statement showing the dispersion of pay (including variable pay, use of performance related pay, bonuses, allowances and cash value of benefits in kind) and the ratio of pay showing the relationship between the remuneration of chief officers and other employees, known as a 'pay multiple'. A maximum pay multiple of 20:1 was proposed in the Hutton Report Review of Fair Pay in the public sector, 2011.
- 2.4 The focus on pay restraint for senior managers remains central to the government's deficit reduction strategy. Planning assumptions have been made based on public sector pay increases being capped at 1% and the finance settlement up to 2020 was agreed on that basis.
- 2.5 Government guidance regarding expectations was published in May 2018, 'Fire and Rescue national framework for England'. This outlined high level expectations to promote public safety and the economy, efficiency and effectiveness of fire and rescue authorities.
- 2.6 Particular reference was made to the importance of transparency, assurance, scrutiny and accountability in the expenditure of public funds. In addition, the focus was on achieving value for money, 'to manage their budgets and spend money properly and appropriately and ensure the efficient use of their resources'. There was additional clarification regarding the re-engagement of senior officers to the same or similar posts soon after retiring due to the significant increased costs to tax payers.
- 2.7 In October 2018, the Fire Brigades Union made its pay claim for a 17% increase to firefighter pay due to the significant expansion of the role over recent years. They referred to some roles being introduced by agreement and with some form of pay, and others being introduced without agreement and without pay, which they consider to be unfair and unacceptable.
- 2.8 There are currently discussions with the Home Office and devolved administrations about additional funding across UK fire services, including pay. There is work currently taking place to look at broadening the role for Grey Book employees. Meanwhile a figure of 2% pay increase has been agreed from July 2018 on an interim basis. It is not yet clear how this will conclude, nor the impact, therefore, on Brigade Manager pay.

Annex A

- 2.9 As coroners, chief officers and chief executives in local authorities have received a 2% increase, it seems appropriate to plan for a similar level for future pay planning in the absence of anything more substantive. It is unlikely a claim will be received from the National Joint Council (NJC) for Brigade Managers until the outcome of Grey Book negotiations is known.
- 2.10 The National Living Wage (NLW) level is currently at £7.83 per hour and is due to increase in April 2019 to £8.21 per hour. It is still unclear what 60% of the UK median earning will be by 2020 but it is expected to be between £9 - £9.40 per hour.
- 2.11 The NLW may present a challenge for local authorities in planning for future pay policies as it may impact on established pay structures and pay differentials. However, firefighter pay is established at a national level and is not affected by the NLW levels.
- 2.12 There is work being carried out at a national level regarding gender pay reporting through the NJC-led Inclusive Fire Service Group, but it is likely a further period of bedding down may need to take place after the second year of reporting. To date they have not published their findings, and it is expected that their work will cover other protected characteristics. The quality of gender pay data being reported remains problematic in some areas, as is still found in some areas regarding the transparency of pay reporting.

3 Fire Service Conditions of employment

- 3.1 BMKFA applies national conditions of pay for the majority of operational and senior staff. Operational members of SMT are contracted under the NJC for Brigade Managers of Fire and Rescue Services Constitution and Scheme of Conditions of Service 'Gold Book'. This provides for a national and local review of pay. The three non-operational Directors are only contracted to "Gold Book" for pay purposes.
- 3.2 Operational staff below Brigade Manager are conditioned to the 'Grey Book'. However, the FA recognises that new employees may be employed on terms and conditions outside the Grey Book. This includes the operation of a 'Bank System' where staff make themselves available when not on duty for operations. Payment for this is agreed locally.
- 3.3 A pilot of flexible arrangements for firefighters was carried out in May 2016. Terms and rates of pay were agreed outside the Grey Book for the protection of services and provision of enhanced resilience, including agreement not to participate in industrial action, on a voluntary basis.
- 3.4 A number of options were considered to take this forward and the role of the flexible firefighter was made permanent on a current flexible crewing

Annex A

arrangement (15% + mileage to align to a central station). The Flexi firefighters are in place and the last recruitment exercise attracted 70 applications

- 3.5 Support services are on local terms and conditions of employment and progression through pay scales is determined based on evidenced performance.
- 3.6 Twenty two apprentice firefighters started in August 2016, and four support staff apprentices were taken on. Twelve were recruited in 2017 and fourteen in 2018. All apprentices are progressing through the programme and are expected to complete in September 2019.
- 3.7 12 firefighter apprentices are currently undertaking 12 month assessments and are due to rotate stations on 1 January 2019 to ensure they have a broad range of skills. There are firefighter, business administration, information communication technology and management and leadership apprenticeships currently running with a blend of new and existing employees. Recruitment is currently underway for the next cohort of apprentice firefighters.
- 3.8 Annual reviews are considered by the NJC to negotiate on national pay, taking account of affordability of local authorities, other relevant pay deals and the rate of inflation.
- 3.9 There was an increase of 1% in Brigade Managers' pay with effect from 1 January 2017 and of 1% with effect from 1 July 2017 for Grey Book staff. In July 2018, the NJC for Brigade Managers agreed a two-stage approach with a 1% increase on 2017 basic salary levels with effect from 1 January 2018, rising to a 2% increase on 2017 basic salary levels with effect from 1 July 2018. This reflects a minimum annual rate of pay for Population Band 2 at £101,782, see **Appendix 1**.
- 3.10 The Chief Officers' pay agreement 2018-20 for Local Authorities was agreed in July 2018. Salaries of officers conditioned to JNC Chief Officers was increased by 2% with effect from 1 April 2018 and 2% with effect from 1 April 2019. This does not cover the Fire Service.
- 3.11 Agreement was reached for NJC Local Government Services pay 2018 and 2019 in April 2018. In 2018/19 this included 'bottom loading' for the lower pay scales (up to Spinal column point (SCP 19)) to arrive at a lowest rate of £8.50 per hour, and a flat rate of 2% for posts above SCP 20. In 2019/20 it provided a 'bottom rate' of £9 per hour, a revision to the pay spine arrangements at the lower end to iron out gaps created by compacting the lower pay point, and a flat rate of 2% from the new SCP 23 upwards.
- 3.12 The NJC agreement requires Fire and Rescue Authorities (FRAs) to review Principal Officers' salary levels annually and determine this at a local level. 'When determining the appropriate level of salaries for all Brigade Managers, the FRA

should refer to the relevant minimum salary of the Chief Fire Officer (CFO) and the most relevant benchmark data’.

- 3.13 This takes account of such factors as national benchmarking, special market considerations, local factors, complex responsibilities of fire services and size of management teams.
- 3.14 Consideration in setting salary levels locally are likely to include:
1. Minimum salary levels for Chief Officers in relevant sized local authorities
 2. Market rates of pay for senior managers in a range of private and public sector organisations
 3. Evidence of recruitment and/or retention difficulties with existing minimum rates.
- 3.15 The revised minimum levels of annual rates of pay for CFOs from 1 January 2018 covering Bands 1 to 4 is provided by the LGA as shown in **Appendix 1**. The relevant Population Band for BMKFA is Band 2.

4. BMKFA Policies and Plans

- 4.1 The Pay Policy Principles and Statement 2018/19 set out the factors that are taken into account in determining the recommendations for the future pay position for senior managers.
- 4.2 Decisions on pay policy are taken by elected members as they are directly accountable to local communities and all decisions on pay and reward for Chief Officers must comply with the current Pay Policy Statement.
- 4.3 Appendix 3 of the Pay Policy refers to bonus payments being *‘one-off ... to reflect excellent performance... which exceeds standards and targets agreed with the employee during their annual appraisal process...’*. Recognition does not have to take the form of payment, and where financial awards are proposed, it requires a fair and transparent process to be in place. Objectives are to reward those who demonstrate sustained, outstanding achievement or excellence in role.
- 4.4 In March 2016, eligibility criteria for the payment of “merit/bonus” awards for use by managers was agreed. This decision reflected the high performance and delivery of corporate objectives across the FA. The established criteria is outlined at **Appendix 2**.
- 4.5 Bonus payments are not intended as additional reward to staff who are performing at a fully satisfactory level and/or developing in line with normal expectations. Discretionary payments, such as merit awards, are not to be used

where the requirements of a job have changed significantly and permanently, as this would be for consideration under job evaluation.

- 4.6 Managers are invited to make applications for merit/bonus awards for non SMT staff in line with the criteria. The outcome of managers' recommendations with supporting evidence (e.g. performance rating, attendance levels, amounts applied for) are considered by a panel of SMT members.
- 103 applications were received for operational staff (compared to 66 in 2017 and 44 in 2016). In some cases, payments were made to stations or watches.
 - 36 applications were received for support services staff including 8 from senior managers, compared to 37 last year. In some cases, payments were made to teams.

The total cost of successful applications for the workforce (excluding SMT) was £91,943, almost 100% increase on the 2017 figure of £46,250, and significantly higher than the 2016 figure of £38,100. Feedback from employees via the culture survey showed that awarding SMT and employees a bonus, whilst balancing finances and ongoing reductions in personnel did not sit comfortably with them.

- 4.7 The Pay Policy 2018/19 defines senior management remuneration as comprising salary, car provision or car allowance.
- 4.8 Benefits in kind are listed as car allowance value P11D. A car allowance figure has been removed from the flexible duty system required by senior operational managers as this is part of the operational cover provided. This differs from the car allowance which is applied as appropriate to non-operational staff. The breakdown of these figures is included in **Appendix 3**.
- 4.9 Any bonuses will be considered against evidenced and scrutinised delivery of performance management objectives. Payment for bonuses is discretionary and non-contractual. The amount allocated for bonuses will be self-funding linked to savings and performance. This principle is central to the FA's considerations of reward and remuneration.
- 4.10 A further requirement is the publication of a 'Pay Multiple'. This is the ratio between the highest paid employee and the median average salary figure for all employees. This is provided in **Appendix 4**.
- 4.11 In July 2017 the Mid Term Review and Refresh of the 2015-20 Corporate Plan was presented to the FA for noting progress made and approving updates. The focus was to equip the organisation to meet future challenges, respond to changes in demand and risk to the community, and reduce operating costs in line with planned reductions in government funding.

Annex A

- 4.12 The Plan outlined the strategic objectives and enablers and scheduled key work programmes arising from the 2015/20 Public Safety Plan.
- 4.13 Objectives focus on:
- Preventing incidents
 - Protecting homes, buildings and businesses
 - Allocating assets and resources according to risk and demand
 - Providing value for money.
- 4.14 Enabled by:
- People
 - Information management
 - Assets and equipment.
- 4.15 Successful implementation of the Plan is critical to the achievement of the savings required by the 2018/19 to 2020/21 Medium Term Financial Plan. The Plan identified issues to be addressed in the Integrated Risk Management Plan (IRMP) and Action Plans. These are underpinned by more detailed Directorate Plans.
- 4.16 The Medium Term Financial Plan 2018/19 to 2020/21 identifies the financial resources required to deliver the specific aims and objectives as set out in the Public Safety Plan.
- 4.17 Directorates review performance against action plans and monitor progress against agreed performance indicators. Overall performance is scrutinised by FA members at the Overview and Audit Committee.
- 4.18 Particular achievements in 2018 include:
- development of technological work streams to meet resourcing requirements
 - exceeding the national public sector target of 2.3% apprenticeship new starts annually
 - launch of the Leadership and Management apprenticeship programme
 - first fire service to be accepted by the Apprenticeship Diversity Champions Network in February 2018
 - various youth and safety awareness initiatives
 - provision of medical responses as part of the wider health agenda
 - developed and embedding flexible, resilient and innovative resourcing models
 - planned efficiency savings of £469K for 2018/19, forecast savings for 2018/19 is projected at £732K, resulting in an over achievement of £263K, as detailed in the Fire Authority Efficiency Plan Progress Report, 17 October 2018.

5. Pay review methodology

5.1 The following performance and benchmarking data have been used as the basis for members to determine any changes to local pay. This requires members to consider various types of qualitative and quantitative data, which may include:

1. Information about the extent to which corporate objectives have been met
2. Chief Fire Officer appraisal data as provided by the Chairman
3. SMT appraisal data as provided by the CFO
4. Progress on any specific projects that members had identified as high priority
5. Performance data provided by the CFO following discussions with the SMT.
6. Comparative performance data with other fire services
7. Salary benchmarking data in relation to SMT salaries for Group 2, Combined South East Region Fire Services
8. Financial data about budget provision for pay / reward costs arising from this review
9. Data about the national pay settlements awarded to Gold, local and Grey Book employees.

5.2 If members are minded to consider bonus awards as per the methodology described, this would be funded from the year-end outturn favourable variances.

5.3 A range of possible outcomes to this pay review are:

- Non-pay rewards
- Pay increases that are incorporated into salaries (consolidated and pensionable)
- Non-incorporated bonuses (non-consolidated and non-pensionable)
- Pay agreements that span more than one year
- No change to existing reward arrangements.

5.4 All statutory deductions will apply (income tax and national insurance contributions) and funds for any uplift are to be taken from savings achieved during the preceding year.

5.5 In accordance with the Pay Policy Principles, there is no right of appeal against recommendations or final decisions made.

6 Financial position

6.1 The Annual Report to Buckinghamshire County Council 2018 confirmed BMKFA demonstrated sustained improvement. A number of initiatives were outlined

including managing down the number of fire calls, providing a wider range of services to the local community and making savings across the whole service. This was delivered with the lowest council tax level for fire services in the country. This is shown in the CIPFA statistics relating to 2018-2019 in **Appendix 5**.

6.2 BMKFA provides more services without passing the cost to the tax payer. Examples are:

- attending medical emergencies as co-responders
- increased flexibility and modernisation of working arrangements maximising the use of resources
- youth engagement
- participating in a wider health agenda
- reinforcing fire safety awareness and training in light of the tragic Grenfell Tower fire
- collaborative procurement
- use of drone imagery to support firefighting operations and investigations.

6.3 The Budget Monitoring Performance and Debt Management April – September 2018 report dated 21 November 2018 has reflected the revised figures in light of the 2% pay award for operational and support staff. The additional 1% (pro rata for 9 months equated to £134K. The total year figure is £179K) had not been reflected in the previous report for 2018/19 so has been absorbed within the current year's budget and is covered by underspends reported to the FA.

6.4 The report reflects that managers have proactively developed resilient resourcing models to meet known risk and demand levels, whilst maintaining response standards. Also, managers have positively and proactively controlled spend and there is a forecast underspend of £115k against a revenue budget of £28.492m.

7 Performance data compared with other fire authorities

7.1 Council tax precept

7.1.1 A change in Government policy led to BMKFA increasing the Band D equivalent council tax by 1.98% in 2016/17 to £59.70 per household and by 1.98% in 2017/18 to £60.88 per household. The FA will increase its Band D council tax by 2.99% in 2018/19 and by 2.99% in 2019/20.

7.1.2 The 2018/19 rate for BMKFA is £62.70 which equates to £1.20 / week. The average band D council tax for all combined fire authorities is £75.40. BMKFA charges the lowest Band D rate. The CIPFA statistics are rounded to the nearest pound. **Appendix 5** reflects BMKFA is still the FA with the lowest council tax of

all non-metropolitan fire services. The list includes other FAs that are also in the lower quartile.

- 7.1.3 The Medium Term Financial Plan 2016/17 to 2019/20 was based on the assumption that council tax for BMKFA will be raised by 1.99% for the next three years. This equates to £59.70 for Band D equivalent property for BMKFA compared to an average figure of £73.14 average Band D figure for combined fire authorities in 2016/17.

7.2 Total pay bill expenditure

- 7.2.1 A breakdown of CFO and SMT members' remuneration is provided in **Appendix 3**. A number of merit awards / bonus payments are shown paid in 2018 for performance in 2017. It should be noted that there were changes in post holder and new appointments made in 2018.

8 Salary benchmarking data in relation to SMT team salaries and LGA fire salary benchmark information

8.1 Employee costs

- 8.1.1 BMKFA is in Population Band 2. The national average of CFO basic pay in 2017 was reported in the 'NJC for Brigade Managers Salaries and Numbers Survey 2017' by the LGA at £131,423. There has been no further survey to date.
- 8.1.2 The national average of DCFO salaries in Population 2 in 2017, also reported in this survey, was at £105,704. The above are reflected in **Appendix 6a**.
- 8.1.3 The basic salary for the Chief Fire Officer in BMKFA in 2017 was £142,697 and the Deputy Chief Fire Officer was £118,485. The increase was 1%. The CFO salary figure for BMKFA was 8% higher than the mean average for Population Band 2 fire services and the DCFO figure was 11% higher. These figures were taken from the LGA survey, it is not indicated whether national figures include additional payments.
- 8.1.4 With the 1% and then 2% increases applied at 1 January 2018 and 1 July 2018 calculated from 2017 basic salary levels, I have re-calculated the figures across the national mean and BMKFA CFO and DCFO salary levels. The CFO and DCFO salary figures remain at the same differentials of 8% and 11% against the mean average for Population Band 2 fire services in 2018. The above are reflected in **Appendix 6b**.
- 8.1.5 A comparison of the national figures provided in the NJC Brigade Managers survey 2017 provided in **Appendix 6b**, shows that BMKFA CFO and DCFO pay is a little above the national average pay level. Pay data taken from combined fire

services' websites reflect variations in CFO pay across the south east region and also across those fire services in the lower quartile for council tax charges. In all cases, the CFO salary at BMKFA is benchmarked at the lowest level, as reflected in **Appendix 7**.

9 Appraisals and evidenced performance management achievements

- 9.1 A verbal update on the CFO appraisal will be provided by the Chairman at the FA meeting.
- 9.2 The CFO has indicated that bonus payments may be made to SMT individuals if they have performed over and above expectations, and if members are supportive. Any such payments will be based on evidenced performance criteria and will be dealt with by the CFO through normal managerial arrangements.

10 Proposal

- 10.1 There has been a continued demonstration of success in workforce reform, operational delivery, prudential financial and asset management, growing partnership working to deliver a range of services to the community.
- 10.2 The increased engagement year on year from the rest of the workforce to demonstrate higher levels of performance, and which is recognised by senior management, is impressive.
- 10.3 I propose that the total amount of funds, if any, be allocated to SMT based on individual performance reviews, through the delegated authority of the CFO as he feels appropriate.
- 10.4 In addition, I suggest that members may wish to review the level of merit award to be shared between SMT and the rest of the workforce.

List of Appendices:

- Appendix 1** Minimum annual rates of pay for chief fire officers by population band from 1 January 2018
- Appendix 2** BMKFA criteria for managers when applying for merit/bonus awards for staff
- Appendix 3** Breakdown of total remuneration of CFO and SMT members 2107 - 2018
- Appendix 4** BMKFA pay multiples – 2016/17 – 2018/19
- Appendix 5** Comparative data of fire authorities in lower quartile Council Tax 2018/19 (source CIPFA *Fire and Rescue Services statistics 2018-19*)
- Appendix 6a** Comparison of national CFO and DCFO salary levels at Band 2 in 2014 and 2017
- Appendix 6b** Comparison of national CFO and DCFO salary levels at Band 2 in 2014 and 2017 compared to CFO and DCFO levels in BMKFA
- Appendix 7** Comparison of population size 2017/18 compared to council tax 2017/18 of combined fire authorities in SE region and of fire authorities of similar size to BMKFA, CIPFA. CFO salaries 2018

Minimum annual rates of pay for chief fire officers by population band from 1 January 2018

Population Band 1	Up to 500,000
Minimum rate of pay (1 July 2018)	£101,782* £101,782
Population Band 2	500,001 to 1,000,000
Minimum rate of pay (1 July 2018)	£101,782* £101,782
Population Band 3	1,000,001 to 1,500,000
Minimum rate of pay (1 July 2018)	£111,070 £112,169
Population Band 4	1,500,000 and above (except London)
Minimum rate of pay (1 July 2018)	£122,074 £123,282

* New appointments

Source LGA

BMKFA criteria for managers when applying for merit/bonus awards for staff

Criteria	Category
Where an individual consistently demonstrates significant outcomes and achievements that are beyond what is expected for the role, performing at an exceptional standard.	A
Where there is a retention issue with a member of staff who has significant experience, knowledge and/or skills which are of high value to the work of the Authority and without whom its effectiveness would be significantly reduced.	B
Where an individual has contributed to the success of a one-off project to an exceptionally high standard and to the benefit of the Authority, beyond normal expectations.	C
Where an individual has helped to cover the absence of a colleague for a significant period of time whilst not undertaking the role in total.	D
Where an individual has developed or changed a way of working in a way which has had a significant, positive impact on the effectiveness of the service.	E
Other reason: to be described in full	F

Breakdown of total remuneration of CFO and SMT members 2017 - 2018**CFO Remuneration**

Wef 1 January	Base Salary	Bonus / merit award	Car Allowance value	Employer Pension contribution	Total cost
2017	142,156	20,000	nil	20,204	182,360
2018	143,110	20,000	nil	20,456	183,566
2019*	145,972				

Deputy CFO Remuneration

Wef 1 January	Base Salary	Bonus / merit award	Car Allowance value	Employer Pension contribution	Total cost
2017	116,762	13,000	nil	24,800	155,829
2018	118,838	13,000	nil	16,985	148,824
2019*	121,215				

Head of Service Delivery – Remuneration **

Wef 1 January	Base Salary	Bonus / merit award	Car Allowance value	Employer Pension contribution	Total cost
2017	77,081	10,000	nil	16,634	103,714
2018	90,546	8,500	nil	19,648	118,694
2019*	92,357				

Head of Service Development – Remuneration

Wef 1 January	Base Salary	Bonus / merit award	Car Allowance value	Employer Pension contribution	Total cost
2017	93,947	4,000	nil	20,257	118,204
2018	94,577	8,500	nil	20,510	123,588
2019*	95,985				

Director People and Organisational Development – Remuneration

Wef 1 January	Base Salary	Bonus / merit award **	Benefit in Kind Car allowance value P11D	Employer Pension contribution	Total cost
2017	90,244	13,000	9,327	12,220	124,791
2018	91,577	10,000	8,022	14,185	123,784
2019*	93,409				

Director, Legal and Governance – Remuneration

Wef 1 January	Base Salary	Bonus / merit award **	Benefit in Kind Car allowance value P11D	Employer Pension contribution	Total cost
2017	89,739	10,000	11,364	12,220	123,322
2018 total	91,577	10,000	10,199	14,185	125,961
2019*	93,409				

Director Finance Assets – Remuneration

Wef 1 January	Base Salary	Bonus / merit award **	Benefit in Kind Car allowance value P11D	Employer Pension contribution	Total cost
2017	86,494	10,000	7,149	11,408	115,051
2018	91,291	10,000	8,585	12,666	122,542
2019*	83,285				

**Assumption of 2% national pay increase 2019 Gold Book from 1 January 2019*

BMKFA pay multiples – 2016/17 – 2018/19

Year	Highest pay : Lowest pay	Highest pay : Median pay
2018/19	9.86 : 1	4.77 : 1
2017/18	10.17 : 1	4.77 : 1
2016/17	10.71 : 1	4.72 : 1

The 2018/19 Pay Policy document states that it is the service's intention that salary multiples do not reach the 1:20 ratio referred to in the Hutton Report.

Comparative data of fire authorities in lower quartile Council Tax 2018/19 (source CIPFA *Fire and Rescue Services statistics 2018-19*)

Authority Name	Authority Class	General Data - Average Band D Equivalent Council Tax 2018-19 (£)
West Midlands Fire and CD Authority	FA	59
Greater Manchester Fire and CD Authority	FA	-
Buckinghamshire Combined Fire Authority	FA	63
West Yorkshire Fire and CD Authority	FA	63
Berkshire Combined Fire Authority	FA	64
Leicestershire Combined Fire Authority	FA	65
Hampshire Combined Fire Authority	FA	66
Lancashire Combined Fire Authority	FA	67
Cambridgeshire Combined Fire Authority	FA	69
North Yorkshire Combined Fire Authority	FA	69
South Yorkshire Fire and CD Authority	FA	71
Essex Combined Fire Authority	FA	70
Avon Combined Fire Authority	FA	71

Appendix 6a**Comparison of national CFO and DCFO salary levels at Band 2 in 2014 and 2017**

Population Band 2	Mean average
2014	
CFO	£133,181
DCFO	£105,214
2017	
CFO	£131,423
DCFO	£105,704

Appendix 6b**Comparison of national CFO and DCFO salary levels at Band 2 in 2014 and 2017 compared to CFO and DCFO levels in BMKFA**

	National Mean average Population Band 2	BMKFA**	BMKFA difference above mean average
2017			
CFO	£131,423	£142,697	£11,274
DCFO	£105,704	£118,485	£12,781
2018*			
CFO	133,395	144,845	11,450
DCFO	107,290	120,269	12,979

* Calculation of 1% increase on 1.1.2018 and 2% increase on 2017 basic salary from 1.7.2018

** Basic salary for BMKFA, does not include Bonus figure

Source: LGA Fire salary survey 2017

Comparison of population size 2017/18 compared to council tax 2017/18 of combined fire authorities in SE region and of fire authorities of similar size to BMKFA. CIPFA

Combined fire authorities - South East region

Authority name Combined fire authority	Population June 2017	Average Band D council tax 2018-19 £p	2017/18 CFO salary (basic + fees and allowances)
Berkshire	905900	64.00	151,885
Buckinghamshire	803400	63.00	143,110
East Sussex	840500	91.00	152,262*
Hampshire	1837800	66.00	152,498*
Kent	1832200	76.00	149,200

Combined fire authorities – similar population size to BMKFA

Authority name Combined fire authority	Population June 2017	Average Band D council tax 2018-19 £p	2017/18 CFO salary (basic + fees and allowances)
Bedfordshire	664600	96.00	90,662**
Berkshire	885600	64.00	151,885
Buckinghamshire	803400	63.00	143,110
Cambridgeshire	847100	69.00	142,814
East Sussex	840500	91.00	152,262*
Hereford & Worcestershire	819800	69.00	126,209

* change of post holder during year / different roles over year

** pension abated

Source: Salary figures from Statement of Accounts from individual Fire Services

Jennifer McNeill
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20 December 2018

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