

**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



Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

1 July 2019

**MEMBERS OF THE PRESS
AND PUBLIC**

**Please note the content of
Page 2 of this Agenda Pack**

Dear Councillor

Your attendance is requested at a meeting of the **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 10 JULY 2019 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

A handwritten signature in black ink that reads 'Graham Britten'.

Graham Britten
Director of Legal and Governance

Councillors: Clarke OBE, Hopkins, Lambert, Marland, McCall, McLean, Roberts and Teesdale



MAKING YOU SAFER

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Recording of the Meeting

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

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

Adjournment and Rights to Speak – Public

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

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

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

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

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

Rights to Speak - Members

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

Where the Chairman of a Committee has agreed to extend an invitation to all Members of the Authority to attend when major matters of policy are being considered, a Member who is not a member of the Committee may attend and speak at such Meetings at the invitation of the Chairman of that Committee.

Questions

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

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 2019/20

2. Appointment of Vice Chairman

To appoint a Vice Chairman for 2019/20

3. Apologies

4. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 6 March 2019 (Item 4) **(Pages 7 - 10)**

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. Recommendations from Committees

Overview and Audit Committee – 13 March 2019

(a) Equality, Diversity and Inclusion Policy

"That the content of the EDI policy, as detailed in Appendix 1, be approved for presentation to the Executive Committee for adoption"

The report considered by the Overview and Audit Committee is attached at Item 7(a) **(Pages 11 - 26)**

Note: At its meeting on 19 June 2019 the Authority resolved that references in the EDI policy to the Director of People and Organisational Development be deleted and replaced by the Deputy Chief Fire Officer.

(b) Updated Code of Conduct (V3.0)

"That the content of the updated Code of Conduct as detailed in Appendix 1 be approved for presentation to the Executive Committee for adoption"

The report considered by the Overview and Audit Committee is attached at Item 7(b) **(Pages 27 - 64)**

8. Budget Monitoring Performance and Debt Management April 2018 - March 2019 (Provisional Outturn)

To consider Item 8 (**Pages 65 - 78**)

9. Emergency Services Mobile Communications Programme (ESMCP)

To consider Item 9 (**Pages 79 - 102**)

10. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 16 October 2019 at 10am

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

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Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 6 MARCH 2019 at 10.00 AM

Present: Councillors Carroll, Clare, Hopkins, Lambert, Marland and Reed (Chairman)

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), L Swift (Director of People and Organisational Development), M Hemming (Director of Finance and Assets), D Norris (Head of Service Delivery), K Nellist (Democratic Services Officer), P Mould (Group Commander Community & Business Safety Policy), D Whitelock (Station Commander POD Projects), C Koutsou (Firefighter), E Williams (Operational Assurance Apprentice), M Chandler (Apprentice Firefighter) and M Morton (Procurement/Firefighter Apprentice), A Collett (Organisational Development Manager) and F Pearson (Communication and Consultation Manager)

Apologies: Councillors McDonald and Roberts

EX34 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 6 February 2019, be approved and signed by the Chairman as a correct record.

EX35 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 6 February 2019, be approved and signed by the Chairman as a correct record.

EX36 THE AUTHORITY'S SAFEGUARDING POLICY

The Lead Member for People and Equality and Diversity introduced the report and advised Members that the Children Act 2004 and Care Act 2014 set out the statutory responsibilities for the promotion and safeguarding of the welfare of children; and of the promotion and safeguarding of the wellbeing of vulnerable adults respectively.

Group Commander Community & Business Safety Policy advised Members that as they would be aware, there was no statutory duty placed on the Authority with regard to safeguarding adults and children, but under the umbrella of the Prevention Strategy, the Safeguarding Policy Statement had been drafted to confirm the Authority's commitment to ensure that everyone had the right to live their life free from abuse and neglect, safeguarding the most vulnerable members of its community. These vulnerable characteristics being determined by physical, social,

economic and environmental factors or processes, which increased the susceptibility of an individual or community, to the impacts of hazards.

The Group Commander Community & Business Safety Policy advised Members that this policy statement had been consulted on through the joint consultation forum, leadership group, members of the senior management team, and the Lead Member for People and Equality and Diversity. The Safeguarding Procedure Note had been produced following an extensive review and consultation process to ensure that all information was correct and that the referral process was easy for staff to follow.

The Group Commander Community & Business Safety Policy advised Members that the Policy Statement referenced the Safeguarding Board and following a financial review, the Committee had previously recommended continuing to support both the Milton Keynes and Buckinghamshire Safeguarding Boards. Membership had helped to develop community and agency engagement, information sharing, access to data sets and joint working. Since the 1 April 2018, 72 safeguarding referrals had been made across the county, relatively evenly spread across Milton Keynes and Buckinghamshire. The referrals ranged from self-neglect, mental health, modern slavery and most recently historical financial abuse.

The proposed policy statement if approved would be continually monitored and updated should there be significant changes in legislation or best practice effecting its delivery or compliance.

A Member advised that legislation was changing this year and local authorities would no longer be obliged to have the same safeguarding board arrangements. Milton Keynes Council was currently discussing and consulting on what the future safeguarding arrangements would be in Milton Keynes, the old safeguarding board with an independent chair person was no longer a legislative requirement.

RESOLVED –

That the new Safeguarding Policy Statement be approved.

EX37

GENDER PAY GAP REPORT 2018

The Lead Member for People and Equality and Diversity advised Members that as they were aware, The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority was required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation: mean gender pay gap in hourly pay; median gender pay gap in hourly pay; mean bonus gender pay gap; median bonus gender pay gap; proportion of males and

females receiving a bonus payment and proportion of males and females in each pay quartile. The snapshot data for public sector employers was 31 March each year. It was encouraging to note that the mean gender pay gap had decreased by 2.75%.

The Director of People and Organisational Development advised Members that one of the key points to note about gender pay, was that it should not be confused with equal pay. The Authority does pay its males and females the same and where the gap comes, was around earnings. Males on average, as the data shows, were earning more than females. There had been some initial analysis, and like most fire and rescue services, there was a low proportion of females, particularly in operational roles. The Authority was focusing on raising awareness that if someone wants to become a firefighter or have a career in the fire service, this was open to females, ethnic minorities etc., The Authority's long term strategy was to try and bring more females into the service. The data showed that male increase in earnings was slightly higher than female increase in earnings. A focus group was being set up, to try and understand if there were any structural reasons why females in particular, did not put themselves forward for promotion.

The Director of People and Organisational Development advised Members that included in the report was a comparison of other fire and rescue services. Although the Authority's gender pay gap was significantly higher than some other services, it had been noted that the range of ways of measuring data was different across all fire services. The LGA had issued some guidance for fire and rescue services and their advice was followed to try and ensure that the gender pay gap figure was as accurate as it could be. There was a national piece of work, coordinated by Essex Fire and Rescue Service, to ensure that in future years, all services would measure it the same.

Members noted the excellent work of the Equality, Diversity and Inclusion group.

RESOLVED –

1. That the content of the gender pay gap report 2018 be noted.
2. That the report be approved for submission to the government's website (gov.uk) as per reporting requirements, before the 30 March 2019.

EX38

APPRENTICESHIPS – CELEBRATING SUCCESS

As part of National Apprenticeship Week, Members received a presentation from Station Commander POD Projects, Firefighter Chantelle Koutsou and Operational Assurance Apprentice Elias Williams. Station Commander POD Projects highlighted the excellent contribution that apprentices had made to the Service, as well as the national recognition the Authority had received for its innovative approach to introducing apprentices in the sector.

Chantelle and Elias shared their personal journeys, and how being an apprentice had made a huge positive impact on their lives.

Members were shown a video produced by the Institute for Apprenticeships featuring the Authority's own Apprentice Firefighter Michael Chandler. The Committee were also introduced to Melissa Morton. Last month Melissa completed her Business & Administration Apprenticeship whilst working in the Procurement team. Melissa was now leaving Procurement to become one of the new cohort of Firefighter Apprentices.

The Chairman presented Melissa with her certificate for completing the Business & Administration Level 3 Apprenticeship.

Members thanked the apprentices for their presentations.

THE CHAIRMAN CLOSED THE MEETING AT 11.00 AM



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	13 March 2019
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Equality, Diversity and Inclusion Policy
EXECUTIVE SUMMARY	<p>The Authority's philosophy is to embed equality, diversity and inclusion into everything it does, both internally and externally. The updated Equality, Diversity and Inclusion (EDI) policy supports delivery of corporate objectives.</p> <p>This report presents the updated EDI policy, which has been reviewed in line with normal practice. This document has undergone formal consultation and all feedback has been considered and incorporated into the updated document, as detailed in Appendix 1, where appropriate. Apart from accepted minor amendments, changes are shown as either additional text underlined (<u>underlined</u>) or deleted text struck through (struck through).</p> <p>Appendix 2 details the feedback received during the formal consultation process and the responses to each, as incorporated into the updated EDI policy. As noted, some changes have been made to the document, such as: including reference to the structured groups established throughout the Service who will support and promote inclusion and engagement. The section on monitoring sensitive personal information has been amended to confirm that whilst submitting information is optional, it is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress as required to meet legislation under the Equality Act (2010). The nine protected characteristics have also been added to aid understanding for the reader. In addition, minor amendments have been made to the document to ensure relevance to current working practices and alignment to other procedures.</p> <p>If approved, this policy will be presented to the Executive Committee with recommendations for adoption. The approved policy would then be published both internally and externally as the Authority's EDI policy.</p>

ACTION	Decision
RECOMMENDATIONS	<p>It is recommended that the Committee:</p> <ol style="list-style-type: none"> 1. approve the content of the EDI policy, as detailed in Appendix 1, for presentation to the Executive Committee for adoption; 2. note the proposed changes to the current EDI policy and consultation feedback as detailed in Appendix 2.
RISK MANAGEMENT	<p>If managers and employees do not have directional guidance from fit for purpose policies and procedures aligned to the corporate objectives, there is a risk of potential employment relations issues and a non-consistent management approach.</p> <p>On a three yearly or risk critical basis, employment related policies, procedures and guidance notes are created and amended to support each employment related policy theme and corporate objectives.</p>
FINANCIAL IMPLICATIONS	There are no financial implications.
LEGAL IMPLICATIONS	<p>The Authority is subject to the general and specific duties set out in the Equality Act (2010). The general duty requires the Authority, when carrying out its function, to have due regard to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation • Advance equality of opportunity between different groups and foster good relations between different groups <p>Specific duties are set out in regulations made under the Equality Act (2010), bringing together existing race, disability and gender duties and also covering sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment. The specific duties are intended to help public bodies to meet the requirements of the general duties.</p>
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>The Policing and Crime Act 2017 requires the Authority to keep opportunities for collaboration with the police and ambulance services under review. The Authority continues to collaborate with other Fire Authorities in the development of employment related policies and procedures where practicable. The current operational focus is on alignment of operational policy and procedures. The workforce reform focus is on operational recruitment and apprenticeships related processes and procedures.</p>
HEALTH AND SAFETY	There are no health and safety implications.

<p>EQUALITY AND DIVERSITY</p>	<p>The Authority has a statutory obligation under equality legislation to eliminate unlawful discrimination. Internal policies and procedures aim to support the Service in meeting these requirements.</p> <p>The Integrated Impact Assessment/Privacy Impact Assessment has been completed as part of the update.</p> <p>There are no identified adverse impacts on any protected characteristics.</p>
<p>USE OF RESOURCES</p>	<p>Contribution to delivery of corporate objective;</p> <p>The EDI policy supports the overarching employment related policy themes and therefore compliant with the strategic direction of the Authority on employment related policy matters and supports delivery of the current corporate plan.</p> <p>Communication with stakeholders;</p> <p>Stakeholder communication is a significant element of successful implementation of the employment related policies and procedures. Following approval of the EDI policy, this document will be communicated to employees in accordance with usual practice. This will be followed up as part of a suite of training and awareness sessions during 2019.</p> <p>The structured Equality, Diversity and Inclusion groups within the Service will be instrumental in supporting delivery of corporate Equality, Diversity and Inclusion objectives and engaging with the workforce in promoting equality, diversity and fairness and establishing a culture of inclusion.</p> <p>Systems of Control;</p> <p>To ensure the highest standards of public service and provide necessary assurance to the Authority, routine monitoring of activity in relation to equality, diversity and inclusion will be carried out and reported. This will include reviewing the appraisal system for behaviours, analysing results from the culture survey and reviewing case management statistics for example.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <ul style="list-style-type: none"> • Report to the Fire Authority held 17 October 2018 - Equality, Diversity and Inclusion Objective 2016 -2020: Review of Year Two progress: https://bucksfire.gov.uk/files/6315/3898/6426/IT_EM_14_Equality_Diversity_and_Inclusions_Objects_2016_-_2020_Review_of_Year_Two_Progress_cover_report_Appendices.pdf • The Equality Act (2010) (Specific Duties and Public Authorities Regulation 2017: http://www.legislation.gov.uk/uksi/2017/172/con

Equality, Diversity and Inclusion Policy

	tents/made
APPENDICES	Appendices: <ol style="list-style-type: none">1. Equality, Diversity and Inclusion policy2. Formal consultation feedback
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	Faye Mansfield; HR Development Manager fmansfield@bucksfire.gov.uk 01296 744623



1. Policy statement

Buckinghamshire and Milton Keynes Fire Authority (the Authority) is fully committed to equality, diversity and inclusion. These qualities are fundamental to achieving the Authority's aim of making the public of Buckinghamshire and Milton Keynes safer. The Authority's values incorporate honesty and trust, treating each other fairly and with respect, in an environment, which expects cooperation and inclusive teamwork, free from any prejudice and discrimination.

The Authority will encourage everyone to strive for excellence and achieve their goals, and at all times deliver a high quality service to the public during the lifecycle of their career.

The Authority believes that a workforce, which better reflects the diversity of the public, will create a stronger, more enriched and well-informed organisation, able to meet the expectations for a modern fire and rescue service. The Authority will attract talented people from all parts of the community and support their development and retention.

By embracing equality, the Authority will promote this policy in both employment opportunity and in the delivery of its services. It will not tolerate unlawful discrimination. The Authority is fully committed to the duties placed on it as an employer, service provider and public body under the Equality Act (2010) and other relevant legislation and respects the rights and privacy of all.

By embracing diversity, the Authority acknowledges the full breadth of people within the community ~~who work for the Service~~ and seeks to reflect that variety within its workforce. The Authority is open-minded and receptive to alternative approaches and encourages innovation. Such an environment is best established when people feel they can express their views within the context of our values.

By embracing inclusion, the Authority recognises that everyone that works for the Service has a valuable contribution to make. The Authority will meet the different needs of people and the communities, and will ensure the working environment is receptive, welcoming and inclusive of all its people.

2. Scope

This policy applies to all employees and Members within the Authority. It applies to all aspects of the employment lifecycle, from recruitment and selection through to leaving the Authority.

This policy also applies to collaborative partners, contractors, job applicants and those working within the Service via a third party.



3.0 Roles and responsibilities

All employees are responsible for ensuring the values and behaviours are demonstrated through their actions and conduct, and to behave professionally at all times. Mutual confidence, trust, loyalty and respect between managers, employees and other partners is critical to the Authority achieving its corporate aims and providing a high quality service to the public.

The **Authority** has primary legal responsibility for compliance with the Equality Act (2010). In particular, Members of the Authority will review and approve publication of its corporate equality, diversity and inclusion objectives and monitor progress against these objectives on an annual basis.

The **Strategic Management Board (SMB)** has corporate responsibility for ensuring the Authority delivers this policy. Leading by example, SMB will ensure equality, diversity and inclusion is reflected in the values and underpins all aspects of the Service.

All **Managers** are expected to lead by example and promote a culture that is supportive of the benefits of equality, diversity and inclusion. Managers are responsible for implementing this policy in service delivery and are expected to:

- Promote a professional and positive working environment by being inclusive and open, and challenge any behaviour or decisions that breach this policy
- Raise awareness of equality, diversity and inclusion, act as role model for others and develop personal skills to promote equality, diversity and inclusion
- Take accountability for timely and appropriate action to address and resolve issues relating to bullying, harassment and discrimination

The Authority expects all employees to:

- Treat everyone with respect and dignity and set excellent standards of behaviour
- Understand the value and benefits of equality, diversity and inclusion
- Follow policies and procedures, ensuring that any employee for whom they are responsible do the same
- Consider the diverse needs of both employees and service users, to ensure services are as inclusive and accessible as possible
- Challenge unacceptable behaviour and inform their line manager about any instances of discrimination, or any perceived problems in



relation to employment, or potential discrimination in the way that services are provided to the public

4.0 Principles

The Authority will become a more diverse and inclusive organisation, establishing a culture that puts the community at the heart of all that we do. To achieve this, the Authority is committed to recognising the value and benefits brought by everyone. ~~people from different backgrounds.~~

The Authority acknowledges the role the trade unions and staff representatives can provide in working jointly to develop a more diverse and inclusive culture within the Service. The Authority commits to working within existing agreements, or where appropriate develop these further.

The Authority will ensure that equality, diversity and inclusion is embedded in its culture and reflected in its people and behaviours, all of which will help to better serve the public. The Authority will endeavour to:

- Be an employer of choice for people from diverse backgrounds and improve our ability to attract, develop and retain employees from these groups
- Provide fair, open and transparent access to development opportunities in order to fully utilise the talent of its employees
- ~~Improve the recruitment and retention of people from diverse backgrounds~~
- Ensure employment decisions are fair and objective, and free from bias or discrimination
- Enhance improvement and innovation through positive interaction and involvement across the Service
- Respond to the needs and expectations of the public
- Build effective relationships in the wider community, through partnerships, the wider public and community-based groups
- Exceed the minimum legal requirements. There are nine specific areas (or protected characteristics) covered by equality and diversity legislation; age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. It is unlawful to discriminate directly or indirectly in recruitment or employment because of any protected characteristics
- Ensure that people are treated fairly and protected from discrimination, bullying or harassment and to take appropriate action where necessary
- Review all existing policies and procedures to ensure they demonstrate equality, diversity and inclusion



5.0 How the Authority will demonstrate its commitment

The Authority will ensure this policy is enabled through the Public Safety Plan and internal planning processes. It will also be fundamental to all policies, procedures, practices and processes. The Authority will support its commitment and:

- Report on and publish equality, diversity and inclusion objectives on an annual basis
- Establish monitoring systems that enable the Authority to assess performance across activities
- Establish structured groups to include managers, employees, trade union and staff representatives throughout the Service, which will support and promote inclusion and engagement
- Ensure equality, diversity and inclusion are considered as part of everyday business and continuously seek opportunities to promote equality and diversity for employees and service users
- Promote a good work-life balance and opportunities to work flexibly wherever possible
- Introduce reasonable adjustments for less-able people where appropriate
- Provide ongoing training and development on the positive impact of equality, diversity and inclusion and raise awareness through regular communications
- Ensure recruitment and selection is fair, transparent and consistent
- Ensure business change programmes consider wider inclusion matters
- Ensure unacceptable behaviour in the workplace is challenged and complaints about discrimination, harassment or bullying are fully investigated
- Ensure that employees and service users know how to raise an issue if they feel discrimination, harassment or victimisation has taken place
- Ensure that services, including premises are as accessible and inclusive as possible, for all employees and service users

6.0 Implementation

We are committed to making ~~society~~ communities safer and more inclusive. All employees will strive to deliver a high quality service to the public, responsive to the needs of all service users.

The Director of People and Organisational Development has delegated responsibility from the Authority for overseeing the implementation, consistent application of, and continuing effectiveness of this policy. This includes ensuring that the provisions of this policy informs other policies, procedures and practices where appropriate.



All employees will be made aware of this policy and the responsibilities of both the Authority and the individuals to observe and commit to its aims.

The Authority will communicate this policy to employees through internal staff communication channels and will ensure the policy is widely available

7.0 Monitoring

Human Resources will collect, monitor and analyse diversity data, including information about gender, age, ethnicity and disability of employees and job applicants to make sure employment processes are fair and are achieving the aims of this policy. This information will be held in strictest confidence and will only be used for anonymised monitoring and reporting purposes.

Any patterns of under-representation will be investigated and positive steps to remove any barriers or discrimination, and promote diversity and inclusion will be taken.

Whilst submitting sensitive personal information is optional, it is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress as required to meet legislation under the Equality Act (2010). Diversity information will also be collected from service users, to ensure that members of the public from all communities are accessing our services, and to support the identification of any barriers.

This policy will be reviewed every three years, or earlier if required by legislative or business changes.



Integrated Impact Assessment (IIA)

A) The impact table

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

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



B) Privacy impact assessment screening questions

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

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



People Screening Questions		
Question:	Yes/No:	Comment
<p>Will the project you are undertaking affect any of the following factors explicitly?</p> <ul style="list-style-type: none"> - Race - Disability - Gender - Religion/Belief - Sexuality - Age - Gender Reassignment - Pregnancy / Maternity - Marriage / Civil Partnerships 	Yes	In a positive way. The Equality, Diversity and Inclusion policy aims to ensure that the Service operates in a fair, open and transparent manner, working towards the elimination of unlawful discrimination and establishing a culture of inclusion, which enables the Service to meet the needs of all diverse communities.
Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?	No	
Does the progression of your project affect the status of any person/s within the organisation or externally?	No	
Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?	No	
Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally?	No	
Is there any aspect of a person/s status that will negatively impact your project?	No	
Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?	No	
If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?	No	

Internal consultation feedback received in relation to Equality, Diversity and Inclusion Policy
issued for consultation between December 2018 to January 2019

ID no	Section	Feedback	Response to feedback
		<ul style="list-style-type: none"> • Sent to EDI Group and Leadership Group for feedback 05.12.18 • Presented to joint consultation forum 28.11.18 and taken back 17.01.19 • Published on iDrive for wider feedback 10.12.18 to 09.01.19 • Presented to BTB 24.01.19 • Presented to Strategic Management Board 12 February 2019 • Presented to Overview and Audit 13 March 2019 	
1.		<p>The only comment I have is that the document makes no mention of the EDI Advisory Group that was initially established in March 2017 and who's 'Core Function', as detailed in its TORs, includes 'working with all colleagues to develop a working environment where individual diversity is valued' and 'creating an inclusive workplace free from discrimination'.</p> <p>As such, I feel the EDI Advisory Group needs to be referenced within the policy, either at Paragraph 3 ('Roles and Responsibilities') or Paragraph 5 ('How the Authority will demonstrate its commitment')</p>	<p>S.5. - an additional bullet has been added 'Establish structured groups to include managers, employees, trade union and staff representatives throughout the Service, which will support and promote inclusion and engagement'</p>
2.		<p>This policy is ok for me. However, I have a question that links section 5 and section 7.</p> <p>We are in a position where we, all the way through the document, talk about our commitment and what we corporately will do and how we will report etc., but it does not address what staff should be doing to helping us achieve this. Specifically, it misses what should be a simple piece of work for everyone to do on iTrent, that we need people to put their gender, religion or ethnicity into the system so that we can actually report accurately and truly enable us to build plans to achieve equality of understanding so that we can demonstrate clearly what we do and how we do it against the policy.</p> <p>We know this is a knowledge gap in iTrent, so how can we achieve this aspect and get accurate reporting and build plans to overcome diversity barriers, because at the moment some of our work is guesswork?</p>	<p>S.7. - on monitoring has been amended, from 'Diversity information ... identification of any barriers' has been removed and replaced with;</p> <p>'Whist submitting sensitive personal information is optional, it is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress as required to meet legislation under the Equality Act (2010).'</p>

Internal consultation feedback received in relation to Equality, Diversity and Inclusion Policy
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<p>3.</p>	<p>S.1 S.4</p>	<p>1 - 'By embracing diversity, the' Should these read something along the lines of '..acknowledges the full breadth of people we serve and seek to reflect that variety within the workforce'</p> <p>4 - (bullet points) 'Built' to 'build' & 'Exceed the minimum legal requirements' - It is not clear what this means</p> <p>Following considerations also made:</p> <ul style="list-style-type: none"> • Would it aid understanding if we were to include details of 'protected characteristics' - I think we are assuming that those bound to this policy understand what these are and this won't always be the case. • Within Paragraph 3.0 (Roles and Responsibilities) we state 'Members of the Authority will review and approve publication of its corporate, equality, diversity and inclusion objectives and monitor progress against these objectives on an annual basis.' - In line with this, there may be benefit in stating how we will demonstrate a clear link between meeting our equality objectives and achieving positive outcomes for our communities (as per the Fire & Rescue Service Equalities Framework - FRS' will need to demonstrate a clear link between meeting our equality objectives and positive outcomes for its communities). 	<p>S.1. - sentence amended to say 'By embracing diversity ... within the community and seeks to reflect that variety within its workforce.'</p> <p>S.4. - bullet points - Grammatical amendment made and further wording added to legal requirements</p> <p>S.4. - Wording added on protected characteristics</p> <p>Stating how we demonstrate a clear link - noted</p>
<p>4.</p>	<p>S.1</p>	<p>If we want people to engage with EDI we need documentation to be attractive and appealing. I am asking myself whether the policy itself discriminates against people with learning disabilities e.g. dyslexia, dyspraxia, people whose first language may not be English, people who are visually impaired etc.</p> <p>Would it be worth including a definition of the separate words - equality, diversity, inclusion? I think it can be confusing - and I am not sure whether the information below really clarifies what we mean.</p> <p>S.1. In 'By embracing diversity' section - 'the Authority acknowledges the full</p>	<p>S.1 - Sentence amended to say 'By embracing diversity .. within the community and seeks to reflect that variety within its workforce.'</p> <p>S.1 - Alternate approaches - noted</p> <p>S.1. - 'instances of ...' - noted</p> <p>S.4. - Different backgrounds replaced with 'everyone'</p>

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	<p>breadth of people who work for the Service and seeks to reflect that variety within its workforce' - I'm not sure this sentence makes sense, do you mean the Authority acknowledges the full breadth of people in the community and seeks to reflect that variety within its workforce?</p> <p>S.3 S.1. Alternative approaches – to what?</p> <p>S.4 S.1. Last bullet point, sub bullet 'instances of' to discrimination, any perceived problems and potential discrimination</p> <p>S.4. I wonder about the wording of "different backgrounds" in the previous sentence, I do not think it describes what we mean. Two people could have the same background, lived next door to each other, similar financial status, employment etc. but one may have a disability and one may not. Not sure whether I am making sense, happy to try to clarify verbally.</p> <p>S.4. Third bullet point – retention is already mentioned in the point above, if this point remains, consider moving up to sit under the first bullet point</p> <p>S.5 S.5. In the bullet points. Point 5 - Less able – not sure about the wording Point 7 – is this a duplication of point 4 Point 9 – duplication again</p> <p>S.6 S.6. Second paragraph – 'The Director of People and Organisational Development has delegated responsibility from the Authority for overseeing the implementation, consistent application of, and continuing effectiveness of this policy.' I think the previous sentence needs to be reworded to make a little more sense.</p> <p>S.7 S.7. Earlier in the policy there is mention of respecting privacy. There may always be under-representation or perceived under-representation of certain</p>	<p>S.4. - Third bullet point removed S.5. - 'less able' removed and 'where appropriate' added Duplications of points 7 noted (this has been removed in S.4) Duplication of point 9 noted</p> <p>S.6. - Noted, not amended</p> <p>S.7. - Amended to state that submitting diversity data is optional</p>
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Internal consultation feedback received in relation to Equality, Diversity and Inclusion Policy
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		groups due to people maintaining their privacy. This will be reflected across staff in the Service and service users. Whilst we may try to collect 'diversity' information from service users, our ability to do so effectively will always impact on data. Should this be acknowledged as it could affect performance data?	
5.		The policy looks sound to me. Just wondering whether we want to make reference to the existing diversity pledge we have signed-up too as an example of our commitment to this policy?	Noted
6.	S.6 S.7	<p>S.6. Delegated responsibility – I do not think this is completely accurate – probably should lose delegated from the Authority.</p> <p>S.7. Monitoring – this does not explain the collection of data. I think this policy could easily include a privacy statement, as it is a key facet of respect and equality to respect an individual's privacy.</p> <p>I am looking to separate the integrated impact assessment as the requirements of the Data Protection Impact Assessment are more onerous than previously (It may be possible to reintegrate at a future point). There does not appear to be mention of the process in the document.</p> <p>Monitoring – it is unclear how this data will be collected and anonymised. There is nothing specific to EDI in the retention schedule and the details of access to different areas of iTRENT. Although positioned as a policy it feels like a hybrid – cross between a policy and procedure</p> <p>It does not have an Integrated Impact Assessment</p>	<p>S.6 – noted</p> <p>S.7 - amended to state collection of data is optional and reference is made to information being held in strictest confidence and only used for anonymised monitoring and reporting purposes</p> <p>Delegated authority – noted</p> <p>Privacy statement – noted</p>
7.	S.1	S.1. (in second paragraph) 'aspirational for all employees' this should include everyone, i.e. also FA members	This paragraph has been amended



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	13 March 2019
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Updated Code of Conduct (V3.0)
EXECUTIVE SUMMARY	<p>The Authority's Code of Conduct provides individuals with an understanding of the standards expected when performing duties as an employee and guides behaviour, placing an obligation on all employees to take responsibility for their own conduct.</p> <p>This report presents the updated Code of Conduct (Appendix 1), which has been reviewed in line with normal practice. This document has undergone formal consultation and all feedback has been considered and incorporated into the updated document where appropriate. Apart from accepted minor amendments, changes are shown as either additional text underlined (<u>underlined</u>) or deleted text struck through (struck through).</p> <p>Appendix 2 details feedback received during the formal consultation process and responses to each, as incorporated into the updated Code of Conduct. As noted, some changes have been made to the document, such as making specific reference to the Authority's values in Section 3 and other sections have been amalgamated to give a more concise document. In addition, minor amendments have been made to the document to ensure relevance to current working practices and alignment to other procedures.</p> <p>If approved, this document will be presented to the Executive Committee with recommendations for adoption. The approved document would then be published both internally and externally as the Authority's Code of Conduct. This document will be monitored by Human Resources, with a full review undertaken three years from the date of publication. However, a review of the Authority's values as part of the employee engagement culture survey action plan is scheduled for Autumn 2019. In addition as part of the updated Public Safety Plan (2020-2025) the Authority's Vision may also be reviewed. The</p>

	outcomes of these reviews may require that changes to the Code of Conduct be considered to ensure it remains fully aligned with these key strategic documents.
ACTION	Decision
RECOMMENDATIONS	It is recommended that the Committee: <ol style="list-style-type: none"> 1. note the proposed changes to the current Code of Conduct and consultation feedback as detailed in Appendix 2; 2. approve the content of the updated Code of Conduct as detailed in Appendix 1, for presentation to the Executive Committee for adoption.
RISK MANAGEMENT	If managers and employees do not have directional guidance from fit for purpose procedures aligned to the corporate objectives, there is a risk of potential employment relations issues and a non-consistent management approach. On a three-yearly or risk critical basis, the employment related procedures and guidance notes are amended or created to support each employment-related policy theme.
FINANCIAL IMPLICATIONS	There are no financial implications.
LEGAL IMPLICATIONS	All procedures give due regard to appropriate legislation and best practice.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	The Policing and Crime Act 2017 requires the Authority to keep opportunities for collaboration with the police and ambulance services under review. The Authority continues to collaborate with other Fire Authorities in the development of employment-related policies and procedures where practicable. The current operational focus is on the alignment of operational policy and procedures. The workforce reform focus is on operational recruitment and apprenticeships related processes and procedures.
HEALTH AND SAFETY	There are no health and safety implications.
EQUALITY AND DIVERSITY	The Integrated Impact Assessment/Privacy Impact Assessment has been completed as part of the update. There are no identified adverse impacts on any protected characteristics.
USE OF RESOURCES	Contribution to delivery of corporate objective; The Code of Conduct supports the overarching employment-related policy themes and is, therefore,

	<p>compliant with the strategic direction of the Authority on employment-related policy matters, and supports delivery of the current corporate plan.</p> <p>Communication with stakeholders; Stakeholder communication is a significant element of successful implementation of the employment related procedures.</p> <p>Following approval of the updated Code of Conduct, this document will be communicated to employees in accordance with usual practice. This will be followed up as part of a suite of training and awareness sessions during 2019, which will target understanding of the Authority's values along with other key standards of behaviour.</p> <p>Systems of Control; To ensure the highest standards of public service and provide necessary assurance to the Authority, routine monitoring of activity as specified within the Code will be carried out and reported. This will include reviewing the appraisal system for behaviours and achievement of objectives, analysing results from the employee engagement culture survey and reviewing case management statistics. These reports will be presented to the Performance Board or Business Transformation Board as appropriate.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background Report to Executive Committee held 29 July 2015 - Revised Code of Conduct (V2.0): https://bucksfire.gov.uk/files/7114/5527/6772/EXECUTIVE_COMMITTEE_PACK_290715.compressed.pdf</p>
<p>APPENDICES</p>	<p>Appendices:</p> <ol style="list-style-type: none"> 1. Updated Code of Conduct 2. Formal consultation feedback
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Faye Mansfield; HR Development Manager fmansfield@bucksfire.gov.uk 01296 744623</p>

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1.0 Changes since the last version

Current version 3.0 - Document reviewed and reissued following a three-year review. Minor amendments have been made to the previous version 2.0. This document will be monitored by Human Resources and reviewed three years time from the date of publication, unless there is need to review earlier.

Document author - Faye Mansfield, HR Services and Development Manager

Information Asset Owner (IAO) - Lynne Swift, Director of People and Organisational Development

Approval date – TBC

Review date - TBC

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

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3.0 Purpose and scope

Buckinghamshire & Milton Keynes Fire Authority (the Authority) is a publicly accountable body, which manages Buckinghamshire Fire & Rescue Service (the Service) on behalf of the public. The Service will:

- Ensure that all employees are aware of the vision, values and behaviours expected within the workplace
- Improve the Service's performance through building a diverse workforce
- Ensure employees understand how the Service operates, in order to be as effective as possible within their role

The Service's **Vision** is to ensure that:

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

Underpinning everything the Service does is a set of **Values**, which are aspirational for all employees where they engage with others; be it with the public, partner agencies or colleagues. These values are:

- **Service to the Community** – we will serve the community by:
 - Working with all groups to reduce risks
 - Treating everyone fairly and with respect
 - Striving for excellence in all we do
 - Being answerable to those we serve
- **People** – by everyone practising and promoting:
 - Fairness and respect
 - Recognising commitment and the achievement of excellent service
 - Honesty and trust
 - Opportunities to develop and learn
 - Co-operation and inclusive working
- **Diversity** – we value diversity in our Service and in the community by:



- Treating everyone fairly and with respect
- Challenging prejudice and discrimination
- Creating opportunities to meet the different needs of people and the communities
- Promoting equal opportunities in terms of recruitment, promotion and retention
- **Improvement** – we value improvement at all levels of the Service by:
 - Accepting responsibility for our performance and actions
 - Being open-minded and receptive to alternative approaches
 - Learning from our experiences
 - Supporting others to enable them to achieve their goals
 - Encourage innovation and creativity

These values will be reflected throughout the employment related policy themes and will continue to be utilised as corporate and public safety plans are developed and implemented.

The public expect the highest standards of professional conduct from all employees. This Code provides information for employees on the minimum expected standards of professional conduct. It is not exhaustive, and does not address every possible circumstance. Simply because a particular action may not be addressed within the Code, does not condone that action by its omission.

Supplementary Codes of Conduct are applicable for Councillors and Co-opted Members of the Service and Members of the Local Pension Board.

4.0 Roles and responsibilities

Employees at all levels are required and expected to show professional conduct and behaviour professionally at all times. A climate of mutual confidence, trust, loyalty and respect between managers, employees and other partners is critical to achieving the corporate aims and providing a high quality service to the public. An employee must observe this Code of Conduct whenever they:

- Conduct the business of the Service
- Conduct the business of any office to which they are appointed by the Service
- Represent the Service



Employees who have concerns over meeting any aspect of the Code of Conduct or any concerns about impropriety or breach of the Code should discuss these with their line manager at the earliest opportunity.

5.0 Working within the Code of Conduct

Employees are expected to give the highest possible standard of service to the public and, where it is part of their duties, to provide appropriate advice to members, managers and other employees with impartiality. Employees must perform their duties with honesty, integrity, impartiality and objectivity. This includes complying with all policies and procedures and not giving personal opinions about Service policies or procedures via any media, including social media. All employees should:

- Work reliably and diligently
- Carry out any proper instruction given by managers, including general instructions contained in policies, procedures, financial regulations and instructions, contracts, legal requirements, safety or other codes of conduct and rules applicable
- Complete accurately and honestly any document, form or record required for work. Never maliciously damage or falsify documents or records

Employees should, at all times, treat colleagues with dignity, respect and politeness. Expected behaviours are reviewed as part of the annual performance review process. If an employee believes they are directly affected by unacceptable behaviour, or witnesses any unacceptable behaviour, they should speak with their line manager or Human Resources.

Should an employee have any concern about impropriety, breach of procedure, any deficiency in the provision of the Service, it should be reported to their line manager or through another appropriate procedure, such as the Grievance procedure.

All employees are expected to work in accordance with the Service's published policies, procedures, guidance document, financial regulations and instructions, which describe important rules and standards. These documents can be found on the Service's Intranet (currently known as the I Drive).

The Service will apply this Code of Conduct consistently and fairly. Any breach of the Code may result in disciplinary action. Some categories of breaches (known as gross misconduct) can be serious enough to warrant



disciplinary action up to and including dismissal. Examples of gross misconduct can be found in the Discipline procedure.

6.0 Working within the law

~~The Service, through its employees, must carry out its business in a way that is proper and fair.~~ Employees must not act or do anything without statutory authority and without following the relevant procedures.

All employees must:

- ~~Uphold the law at work~~
- Understand the law relevant to their sphere of work
- Never break or disregard a law away from work which could damage public confidence in them or the Service, or which makes them unsuitable for the role they do

Should an employee be found guilty of any criminal offence whilst employed by the Service, they must inform their line manager as soon as practicable. If an employee is unable to contact their line manager, they should notify a suitable alternative, such as a Duty Officer or HR Manager. If an employee is unsure about whether or not an offence should be disclosed, guidance should be sought from Human Resources. Employees must:

- Disclose any criminal charges which have been made against them
- Disclose any criminal offence they have been convicted of
- Notify the Service of any endorsement to their driving licence

The Service expects employees to work within the law. Unlawful or criminal behaviour at, or away from work, may result in a loss of trust and confidence in the employee or the Service and may result in a disciplinary investigation and action under the Discipline procedure.

7.0 Equality, diversity and inclusion

The Service is fully committed to equality, diversity and inclusion. It recognises that fairness and inclusion is fundamental to everything the Service does in order to achieve its aim of making the public of Buckinghamshire and Milton Keynes safer. The Service's policies, procedures and practices will be fair, open and transparent, providing equality of opportunity to all employees. ~~and an effective service that understands and meets the needs of all parts of the local communities~~



The Service believes that a workforce, which better reflects the diversity of the local working population, will create a stronger, more enriched, and well informed organisation, able to meet the expectations for a modern Fire and Rescue Service. The Service will actively seek to attract talented people from all parts of the community, and to support their development and retention. The Service promotes equality both in employment and in the delivery of its services and does not tolerate unlawful discrimination. The Service is fully committed to undertaking the duties placed on it as an employer, service provider and public body under the Equality Act (2010) and other relevant legislation, and respects the rights and privacy of all.

~~Bullying, harassment, unfair discrimination and unacceptable behaviours will not be tolerated. The Service will ensure that it manages any complaints or concerns in a prompt, fair and equitable manner.~~

~~The Service respects both visible and non-visible differences, and believes that such an environment will enable the Service to achieve exceptional results.~~

8.0 Health, safety and welfare

The Service takes its legal, contractual and moral obligations as an employer seriously and aims to provide a safe and healthy place of work. Each employee has a legal obligation under Section 7 of the Health and Safety at Work Act 1974 to take reasonable care for their own health and safety and for the safety of others who may be affected by their acts or omissions. Employees also have a duty to comply with the Working Time Regulations 1998, Driving Regulations and any other health, safety and welfare legislation and guidance. Failure to do so may endanger the public and employees.

- 8.1 ~~**Operational Fitness**~~ - All employees are expected to take reasonable measures to be fit for work. ~~maintain an appropriate level of fitness to undertake their role. The operational firefighter role imposes a significant physiological strain on the body. The maintenance of an appropriate level of fitness is essential~~ for our own health and well-being and will ensure employees are able to perform their roles safely and effectively.

~~**Support Services staff**~~ - Whilst there is not an expectation for Support Services staff to maintain an appropriate level of fitness to undertake their role, they are encouraged to maintain an acceptable level of fitness for their own health and well-being.



- 8.2 **Substance misuse** - Employees must not report, or try to report to work whilst impaired through alcohol, drugs or other substances. The use of substances by any employee must not impair the safe, efficient running of the Service or put at risk the health, safety or welfare of its employees, suppliers or members of the public.
- 8.3 **Smoking** - The Service is committed to the provision of a smoke free working environment. Employees are not permitted to smoke or vape:
- Indoors - This applies to all offices and work areas regardless of the occupancy. No employee or visitor may smoke/vape whilst visiting other workplaces, or whilst carrying out duties on behalf of the Service. The smoke free environment also applies to any social or community event taking place on Service premises ~~In the workplace~~
 - Outdoors - Any common access areas, regardless of whether they are accessed by employees only, public only, or both. This includes car parks, yards and pathways. The workplace also includes the "Incident Ground" or when carrying out exercises, training or Service public events
 - ~~Undertaking their duties~~
 - ~~Whist in uniform or corporate wear representing the Service~~
 - Vehicles - In any Service vehicle or lease vehicle

Exclusion – employees may smoke/vape in Service property, occupied under the arrangements for Day Crewing Housing Provision, whilst off duty.

9.0 **Privacy and Data protection**

The Service is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information.

The Service collects and uses information about the people with whom they deal. The Service will also acquire information about others in the course of those dealings. These people – collectively called 'data subjects' - include employees, users of services, staff in other organisations and institutions, as well as contractors and suppliers of various kinds. The information can be factual information, such as name and address, or expressions of opinion about our intentions towards individuals. It can occur in any form or format, such as word documents, databases and spread-sheets, emails, CCTV, audio recordings, photographs, paper files etc.

Any individual about whom personal data is going to be processed will be informed of the collection and use of their personal data; how long it will be kept for and with whom it will be shared. This is called 'privacy information'. The Service will provide privacy information to individuals at the time personal



data is collected from them and if we obtain personal data from other sources, we will provide individuals with privacy information within one month. For further information about how personal information is dealt with refer to the 'Dealing with requests for information procedure' and 'How employees and potential employee personal information is managed'.

All employees have a responsibility to ensure compliance with regulations and protecting and respecting the privacy of individuals. Any employee acting under the authority of the Service, who has access to personal data, must not process data except on instruction as part of their role. Any breaches may lead to disciplinary action, which could include action up to and including dismissal.

The Data Protection Act obliges the Service, as a Data Controller, to manage the information they hold in a proper way. It states that anyone who processes personal information must comply with the data protection eight principles, which make sure that it is:

1. — Fairly and lawfully processed
2. — Processed for limited purposes
3. — Adequate, relevant and not excessive
4. — Accurate and up to date
5. — Not kept for longer than is necessary
6. — Processed in line with individual rights
7. — Secure
8. — Not transferred to other countries without adequate protection

Any individual about whom personal data is retained or is being processed will be informed of:

- — The purpose for which this is being done
- — To whom such data may be disclosed
- — The source of such data and who will have access to it on request
- — How to have such data corrected or erased, where appropriate

Confidentiality

The Service acknowledges the importance of preserving confidentiality of information. It is expected that all employees understand the importance of treating information in a discreet and confidential manner and do not disclose such information. Breaches of confidentiality may lead to disciplinary action, which could include dismissal.



10.0 Politically restricted posts

Some posts within the Service are politically restricted under Part 2 of the Local Government and Housing Act 1989 (the LGHA 1989) (as amended). The restriction covers behaviour in politically sensitive posts and restricts the post holders activity in the political space. ~~aim to prevent politics coming into play where an employee is in a politically influential position.~~ This could be where an employee implements the Service's policies, gives advice to, or speaks on behalf of the Service.

~~If this applies to a post, political restrictions mean that the post holder will be prevented from having any active political role either inside or outside the workplace.~~ Individuals will be advised if a post is politically restricted at the application stage of the recruitment process. The post holder will not be able to:

- Hold or stand for elected office
- Participate in political activities, publicly express support for a political party or undertake other activities such as canvassing on behalf of a person who seeks to be a candidate
- Speak to the public at large or publish any written or artistic work that could give the impression they are advocating support for a political party

11.0 Political neutrality

Employees must not do anything which compromises, or which is likely to compromise, their own political impartiality or that of others who work for, or on behalf of the Service. Amongst other things, this means employees will:

- Provide appropriate advice with impartiality
- Without fear of recrimination, bring to the attention of management any deficiency in the provision of service or any impropriety or breach of policy or procedure
- Serve the Service as a whole, i.e. all employees and not just those of, for example, a controlling political group
- Ensure that the individual rights of all employees are protected
- In advising political groups or their representatives, not compromise political neutrality and to respect the individual rights of all Councillors or groups
- When using or authorising the use by others, the resources of the Service, act in accordance with the Service's lawful requirements and not allow their own political or personal opinions to interfere with work



- Maintain political impartiality during pre-election periods and particularly around election campaigns

Councillors usually direct enquiries for information through the Chief Fire Officer/CEO or Directors within the Service. However, if an employee receives a direct approach from a Councillor for information and they are doubtful about whether it is appropriate to provide the information or about the Service's ability to supply the information, they should advise the Councillor accordingly. In all cases, the employee should speak with their line manager to establish the best approach to dealing with such matter.

12.0 Use of financial resources

Employees must ensure they use any public funds, vehicles or equipment entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Service in all circumstances.

13.0 Appointments and other employment matters

It is against the Authority's values and unlawful for an appointment to be made on the basis of anything other than ability of the candidate to undertake the duties of the post. Employees involved in recruitment, selection and promotion decisions should ensure their decisions are made in accordance with Service procedures. Appropriate training will be given to those involved in appointment decisions.

In order to avoid bias or conflict of interest, an employee must not be involved in an appointment in which they may have a personal or family relationship, either within or outside the Service. ~~where they are related to an applicant, or they have a personal relationship (outside work) with them.~~

14.0 Secondary employment

The Service expects the highest standard of conduct from all employees. Employment or other personal interests which may impact upon, or conflict with, the Service's interests should not be pursued. Further detail can be found in the Secondary Employment procedure.

Secondary employment is prohibited unless the employee has the express written permission of the Service. An approval authorising secondary employment is conditional upon the employee being compliant with the



Working Time Regulations 1998 and the Working Time (Amendment) Regulations 2003.

If employees are unsure of whether they need to notify the Service of outside roles / secondary employment they should seek guidance from their line manager in the first instance who will take advice as necessary from Human Resources or the Service Monitoring Officer – Director of Legal and Governance.

Voluntary work will be looked at on a case by case basis, and the individual should discuss this with their line manager in the first instance. Consideration will be given to the type of role and the potential impact this may have on the individual's primary role.

15.0 Standards of dress and appearance

The Service expects employees to dress in appropriate business attire or uniform. Employees are expected to demonstrate good professional judgement and taste and courtesy to co-workers by dressing appropriately for the workplace.

An acceptable standard of personal hygiene must be maintained by all employees. Employees should come to work having attended to their personal hygiene each day, with clean clothes and hair and free from unpleasant odours.

Line managers should ensure that employees under their supervision follow the standards of dress, are responsible for identifying cases that do not meet with this Code, and for taking appropriate action to resolve such matters.

15.1 Dress - Some roles require the wearing of uniform. If provided with a uniform, this must be worn as specified and not in conjunction with non-issued clothing. Provided uniform must not be worn whilst out of work, except for travelling to and from work, or attendance at Service functions. If uniform is to be worn for any other reason, prior written permission must be obtained from the line manager.

Employees who are required to wear personal protective equipment (PPE) (clothing) which is provided by the Service must not, under any circumstances, wear alternative clothing whilst performing safety critical tasks for which PPE is provided. ~~The contravention of this requirement will be treated as a disciplinary matter.~~



Employees who wear business attire that is deemed inappropriate in the workplace will be dealt with on an individual basis. Unsuitable business attire includes, but is not limited to, denim jeans, logo t-shirts, shorts, and flip-flops. The Service respects the right of employees who, by the nature of their religious convictions, may choose to wear items of clothing, jewellery or insignia at work. However, this must be appropriate for the workplace and for the role undertaken; it cannot inhibit the employee from carrying out their role or compromise any health and safety procedures.

Particular items of uniform or corporate clothing can be provided or adjusted in order to meet the needs of pregnant women, or staff with individual needs associated, for instance, with a disability.

- 15.2 **Jewellery** - Should be kept to a minimum and must not represent a hazard when dealing with equipment or PPE, or inhibit work performance. The wearing of earrings and studs is acceptable subject to the above provisions. However, other visible piercings (for instance, eyebrow, lips, nose, and tongue piercings) are not considered in keeping with a professional image if an employee deals regularly with the public or represents the Service at meetings. At all times, jewellery should be restricted to a small stud **minimum**.
- 15.3 **Hair** - Is be worn in a smart and professional manner. Hairstyles such as mohicans are not acceptable. If hair is coloured or bleached, it must remain within naturally occurring hair colours. Flammable styling products are not to be used by operational employees.

When at incidents, employees should wear their hair so they do not put their safety and the safety of others at risk. Uniformed employees who choose to wear their hair long for religious or other reasons must maintain it in a safe manner. If wearing a helmet, hair will be completely inside the helmet or fastened back and under the fire kit.

The maintenance of hair to a safe and satisfactory standard will rest with the individual; however, the line manager will be responsible for ensuring that hair is worn in a manner that does not jeopardise the health and safety of themselves or others whilst at work.

Hair, including facial hair can compromise the seal of a facemask. All uniformed operational have a responsibility to ensure an adequate seal is maintained whilst wearing Breathing Apparatus (BA) as laid out in the Breathing Apparatus (BA) set general checks. Operational employees must also comply with the Facial Hair and Cosmetics procedure and ensure that the integrity of the facemask is not detrimentally affected by the wearing of cosmetics.



- 15.4 **Tattoos** - ~~Employees must consider the requirements of the workplace when choosing the placement and style of new tattoos. Any tattoos considered discriminatory, violent, profane or intimidating are prohibited.~~

For those employees engaged in community facing roles, the Service prohibits visible tattoos, primarily on the ~~hands~~, face and above the collar line. Where tattoos are visible, these should be discreet and in keeping with the professional image of the Service.

For those employees in non-community facing roles, where tattoos are visible, these should be discreet and in keeping with the professional image of the Service.

Employees may be requested to cover tattoos, for example by wearing long sleeved shirts where there is likelihood that they may cause offence or project an unprofessional image.

For those employees, who in the absence of there being a previously defined procedure, have chosen to have what are termed visible tattoos, a professional discussion between the line manager and the individual concerned should take place, in order to make clear the future expectations required of them. This may include determining what work related activities will require the covering of the visible tattoos (where practicable).

For employees considering a new tattoo, it is recommended they speak with their line manager in the first instance, to remove any uncertainty with regards to what constitutes being a visible or unacceptable tattoo. The line manager must determine the suitability of the tattoo being proposed and whether it will comply with the professional image of the Service.

An employee, who chooses to get a tattoo that the Service deems as unacceptable, may be requested to get the tattoo removed at the employee's expense if it is not practicable for the tattoo to be covered up.

16.0 Relationships

There is an expectation that employees inform the Service of any relationships they may have with other members of staff. The definition of relationship in this circumstance is:

- Spouse or partner
- Siblings
- Parents/grandparents



- In-laws
- Any other relationship with another colleague within the Service which could be viewed as a conflict

Personal relationships that may result in a conflict of interest pose a risk for the employee and the Service are:

- Participating in any recruitment, selection and promotion activity where there is a personal relationship with a candidate
- Line management responsibility
- Providing input into any performance appraisal or development
- Providing input into any recommendation for salary or reward

16.1 Councillors

Employees are responsible to the Service through their senior managers. A role may require an employee to give advice to Councillors on the Fire Authority, independent Members of the Fire Authority and Members of other Authorities. Mutual respect between employees, Councillors and independent Members is essential. Close personal familiarity between employees and individual Councillors can damage the relationship and prove embarrassing to other employees and Councillors. It should therefore be avoided, or if they exist, they should be declared.

~~The Local community and Service users~~

~~Employees of the Service should always remember their responsibilities are towards the community which they serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community, as defined by the policies and procedures of the Service.~~

16.2 Contractors

All relationships of a business or private nature with external contractors or potential contractors should be made known to the employee's line manager. Orders and contracts must be awarded on merit, by fair competition between other tenders, and no special favour should be shown in the tendering process. Particular care needs to be taken in relation to businesses which the employee is aware are either run by, or employ, in a senior or relevant management capacity, either existing or former employees, friends, partners or relatives.

All relationships of a personal or private business nature, whether previously or currently held, with external contractors, contractors bidding for contracts,



the purchasing of goods or services must be reported to the employee's line manager for inclusion in the relevant Register of Interests.

17.0 Disclosure of information

There is a statutory responsibility that requires certain types of information to be made available to Councillors, auditors, government departments, service users and the public. The Service itself may decide to be open about other types of information, some of which is posted on the website. Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way.

It is expected that some employees will have contact with the media when appropriate to their role, e.g. information about operational incidents, proactive use of the media to support community safety activities, or other work related activities. It is imperative that no personal or personal sensitive information is shared with the media or any information that, together with other information likely to be - or come into - their possession, could lead to the identification of an individual without the individual's consent.

Unauthorised or improper use of Service information is a serious offence, and will be dealt with in accordance with the Discipline procedure, which may include action up to and including dismissal.

Employees privy to Service information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation, including any other potential bidder whether internal or external.

18.0 Counter fraud and corruption

The Service expects all members, employees, consultants, contractors, suppliers and partner organisations, to act honestly and with integrity and to safeguard the public resources for which they are responsible, and to provide any help, information and support that is necessary to deal with fraud and corruption. The Service will not tolerate any level of fraud or corruption; consequently, any case will be thoroughly investigated and dealt with appropriately. The Service is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.



The Service will include appropriate clauses in its contracts about the consequences of fraud, bribery and corruption; evidence of such acts is likely to lead to a termination of the particular contract and may lead to prosecution. In respect of employees, the Service's disciplinary rules are such that fraud and corruption are considered to be potential gross misconduct and if proven, will normally result in dismissal.

It is a serious criminal offence for an employee to seek to influence the placing of a contract by or from the Service through:

- The receiving or giving of any gift, loan, fee, reward or advantage, or taking inappropriate action or failing to take action when there is a clear need to do so, or
- By showing favour, or disfavour, to any person or organisation

An employee must not take advantage of their position within the Service, for example:

- By acquiring goods or services at a preferential rate which would not normally be available to other employees
- By acquiring goods or services at a reduced rate because a contractor or those bidding for contracts in the employee's area of work, or another person or body seeking influence with the Service treats the employee, their relatives or friends more favourably than others
- By accepting gifts or hospitality from a contractor or those bidding for contracts with the Service or any other person or body seeking influence with the Service
- Employees may be offered goods and services at a reduced rate by one of the Service's suppliers. If this reduced rate is widely publicised as being available to all Service employees, then the purchase of these items would not generally need to be registered. However, if an employee is in a position to influence the purchasing decisions of the Service in relation to these items, they must register them in accordance with the Register of Interest. Account would need to be taken of the level of authority that the employee had in relation to the decision making and the number of checks in place involving other levels of authority
- A relationship between a supplier of goods and/or services and the Service, should not affect the purchasing practice of an employee in a situation where the prices to the public are published and the employee is purchasing at the published prices. Therefore, an employee would not need to register where they purchase their weekly shopping, for example
- However, where there is a general expectation that prices are open to negotiation and an employee is responsible for advising on purchasing



decisions relating to those items, it would be appropriate for the employee to register this

19.0 Whistleblowing

Employees have a legal right and duty to report any concerns if they have reasonable belief that wrongdoing may be occurring, or may have occurred within the Service.

A structured mechanism is available for employees to raise any serious concerns about any aspect of the Service's work without the risk of subsequent detriment or disadvantage. Employees are encouraged to raise serious concerns within the Service initially, rather than overlooking a problem or blowing the whistle outside. Further information can be found in the Whistleblowing procedure.

The Public Interest Disclosure Act 1998 protects employees from reprisal, victimisation or harassment at work if they raise a concern in good faith.

The Service will take seriously any concerns raised that are subsequently proven to have been made maliciously. Any employee who is found to have acted maliciously, may be subject to the Discipline procedure. If, however, an employee raises a concern in good faith that is not later confirmed by an investigation, no action will be taken.

20.0 Hospitality, benefits and gifts

The Service is funded almost entirely from public funds, either through grants from central government (funded through general taxpayer), or through council tax, funded from the local taxpayer. It is essential that we can demonstrate the highest standards of probity in general, and specifically in relation to its dealings with third parties. These relationships are a source of considerable interest and subject to close scrutiny, both through formal and regular channels such as auditors, and also through channels such as Freedom of Information requests. All employees must comply with any requirements of the Service; to register or declare interests; and to declare hospitality, benefits or gifts received as a consequence of their employment within the Service.

This Code covers both the receipt and offering of Hospitality and Gifts. Offers of hospitality and/or gifts must be registered as they are received. It is not appropriate for these to be done on an annual basis. A declaration of hospitality and gifts form, which is available on the intranet,



should be completed on all occasions by the employee and line manager, for forwarding to the Legal and Governance Directorate.

A Register of Interest will be kept securely under the control of the Director of Legal of Governance.

Line managers who receive a declaration of personal interest should discuss the circumstances with the Director of Legal and Governance, who will determine what action should be taken in order to safeguard the Service's interest. This may, for example, result in a decision that the employee concerned should not engage in the particular work activity that has given rise to the declaration. Such a decision might also arise if an employee had indicated that they were not prepared to disclose an interest which the Director of Legal and Governance reasonably believes may have a detrimental impact on the Service's interest taking into account the role of the employee concerned.

- 20.1 **Hospitality** - The utmost discretion must be exercised in accepting offers of hospitality from contractors, potential contractors or their representatives, or from other organisations or individuals involved in commerce. Whether hospitality can suitably be accepted depends on the nature and on the circumstances and a precise rule cannot be laid down. Generally speaking, all hospitality, including reciprocal hospitality, should be such as would seem to be reasonable and appropriate in the circumstances.

Employees should only accept offers where there is a genuine organisational need to impart information or represent the Service in the community. Offers to attend purely social or sporting functions should not generally be accepted unless the Service specifically wishes to be represented. All offers of hospitality must be recorded on the relevant Register of Interests and those accepted must additionally be authorised by the line manager.

Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, and offered to the Service rather than the individual employee on a personal basis. Employees should obtain the consent from the line manager in advance and it must be recorded on the Register of Interests.

- 20.2 **Offering Hospitality** – Service funds should not normally be used for offering hospitality to third parties. Only in exceptional circumstances, Senior Officers may be in a position where they are required to provide hospitality (e.g. buying lunch for the purpose of managing the reputation of the Service).



For any officer other than the Strategic Management Board the need to incur such expenses must be approved in advance by a Senior Officer.

Catering (including refreshments such as tea/coffee and biscuits) may be provided for formal meetings with external bodies in certain circumstances, for example, if meetings take place outside normal office hours. Catering for meetings will not normally be provided where no external guests are present, even if these meetings are arranged over a lunchtime period, it is expected that employees would provide their own lunch as any normal working day.

Accommodation should not normally be provided for third parties. Consultants and advisors working with and for the Service should provide their own accommodation and subsistence.

- 20.3 **Gifts** - As a general rule, employees should not accept significant personal gifts from clients, contractors and outside suppliers. Gifts, such as wines or spirits, which are given to individuals, must not be accepted. However, the Service allows employees to keep insignificant items of token value such as pens, diaries etc.

Service employees must not accept personal payments from clients, contractors or outside suppliers. Cash and monetary gifts should always be refused.

An employee declining a gift should do so politely and, where practical, return it to the donor with an explanation as to why it cannot be accepted. Where returning the gift is likely to be expensive or inconvenient, it should be donated to a suitable charity and the donor advised of this and politely requested not to make similar gifts in the future.

Whether a gift (including a gift offered to a relative or partner) is accepted or refused, the employee's line manager should be informed and the circumstances should be recorded on the Register of Interests.

21.0 Sponsorship – giving and receiving

Where an outside organisation wishes to sponsor or is seeking to sponsor a Service activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.



Where the Service wishes to sponsor an event or service and an employee is involved in some way in consideration of the application, the employee or individuals connected to that employee must not benefit from such sponsorship without there being full disclosure to the line manager for inclusion on the Register of Interests. Similarly, where the Service through sponsorship, grant aid, financial or other means, gives support in the community, employees should ensure impartial advice is given and there is no conflict of interest involved.

22.0 Acceptable use of technology

Employees should not do anything which would risk the integrity of the Service's information or information systems. This can include the use of unauthorised or unlicensed software on the Service's system.

The Service provides access to ICT systems to support its business activities. During the working day these ICT systems should only be used to access role-related information.

The Service allows limited personal use of the internet and email for the duration of an authorised break or prior to the start/end of a working day. Any personal use must be in accordance with the Service values and current legislation and must not disrupt the system.

The Service accepts that employees may bring in their personal devices into work. ~~Personal devices must only be used during authorised breaks or prior to the start/end of a working day. This also applies to the use of mobile phones; however, the Service does accept that an employee may be required to use their phone in emergency situations whilst at work.~~ Whilst at work, all personal devices must be on silent and kept securely by the employee. The Service accepts no liability for loss or damage to personal property.

~~In exceptional circumstances, employees may use their own personal devices whilst at work; however, this must only be done with the express permission on the employee's line manager.~~

To help protect users from accidentally accessing inappropriate sites e.g. sites that hold unlawful, obscene, or other materials / images which conflict with Service values, a number of sites are blocked. The list of websites which are blocked is continually reviewed and revised. If a user accidentally visits a site which they feel to be inappropriate, they must notify the ICT Department immediately.



Employees should be aware that use of Service ICT resources is presumed to be for work purposes and is therefore subject to monitoring for inappropriate use.

22.1 **Protecting the Service's business reputation**

All employees are responsible for protecting the corporate reputation of the Service. Employees must not post libellous or defamatory statements about the Service, clients, suppliers and vendors, and other affiliates and stakeholders.

Employees should also avoid social media communications that might be misconstrued in a way that could damage our business reputation, even indirectly.

Employees should make it clear in social media postings that they are speaking on their own behalf when communicating via social media, write in the first person and use a personal email address when communicating via social media.

Employees are personally responsible for what they communicate in social media. What is published might be available to be read by the masses (including the organisation itself, future employers and social acquaintances) for a long time. Keep this in mind before posting content.

If an employee discloses their affiliation as an employee of the organisation, they must also state that their views do not represent those of the Service. An employee could state *"the views in this posting do not represent the views of my employer"*. An employee should also ensure that their profile and any content posted are consistent with the professional image presented to clients and colleagues.

Employees must avoid posting comments about sensitive business-related topics, such as performance. Even if they make it clear that their views on such topics do not represent those of the Service, comments could still damage reputation.

If an employee is uncertain or concerned about the appropriateness of any statement or posting, they should refrain from making the communication until it is discussed with their line manager.

If an employee sees content in social media that disparages or reflects poorly on the Service or its stakeholders, they should contact their line manager.



22.2 **Respecting intellectual property and confidential information**

Employees should not do anything to jeopardise confidential information and intellectual property through the use of social media.

In addition, employees should avoid misappropriating or infringing the intellectual property of companies and individuals, which can create liability for the Service, as well as the individual author.

Employees must not use the Service logos, brand names, slogans or other trademarks, or post any confidential or proprietary information without prior written permission from the Information Governance and Compliance Manager.

To protect employees and the Service against liability for copyright infringement, where appropriate, reference sources of particular information posted or uploaded and cite them accurately. If an employee has any questions about whether a particular post or upload might violate anyone's copyright or trademark, they should contact the Information Governance and Compliance Manager before making the communication.

22.3 **Respecting colleagues, clients, partners and suppliers**

Employees must not post anything that colleagues or clients, suppliers, vendors or other stakeholders would find offensive, including discriminatory comments, insults or obscenity.

Employees must not post anything related to colleagues, clients, suppliers, vendors or other stakeholders without their written permission.

22.4 **Social Media**

Employees need to exercise common sense when using social media. Online conduct should not be any different to offline conduct and when posting material on social networking sites employees should remember that what is written is in the public domain and may be seen or used by others the employee did not intend, even if they have privacy settings, or material is posted on a closed profile or group.

Social media should never be used in a way that breaches any of the Service's policies and procedures. If an internet post would breach any Service procedures in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:



- Breach acceptable use of communications systems, information systems and internet systems policies and procedures
- Breach any obligations with respect to the rules of relevant regulatory bodies
- Breach any obligations they may have relating to:
 - Confidentiality
 - Breaching disciplinary rules
 - Defaming or disparaging the organisation or clients, business partners, suppliers, vendors or other stakeholders
 - Harassment or bullying other employees in any way
 - Unlawfully discriminating against other employees or third parties or breach our Equality, Diversity and Inclusion policy
 - Breaching data protection (for example, never disclose personal information about a colleague online)
 - Breaching any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than themselves or by making misleading statements)

Employees should never provide references for other individuals on social or professional networking sites, as such references, positive and negative, can be attributed to the Service and create legal liability for both the author of the reference and the Service.

Using the Service's insignia to promote an individual person or external organisation without approval is prohibited.

22.5 **Cyber bullying**

ACAS define cyber bullying as "any use of information and communications technology to support deliberate and hostile attempts to hurt, upset or embarrass another person" and cite examples of cyber bullying that might include the following actions:

- Offensive emails – sending offensive emails to a colleague – even if this is meant as a joke – and continuing to send similar messages having already being asked to stop
- Email threats – this might also include ostensibly relatively inoffensive messages in terms of actual content where it is the implied meaning behind the message that constitutes a form of bullying. An example might be where a superior is using email to bombard an employee with more work than they can handle, whilst other members of the team are not being treated the same way
- Posting blogs and leaving comments on social networking sites – it



may be that a person does not experience any direct form of cyber bullying, being unaware that the bully is posting offensive messages about them on sites in the public domain

- Propagating defamatory gossip about employees on social networking sites
- Threats or offensive comments sent to a person's mobile phone via SMS text messages
- Harassment by email – sending persistent emails to a person when previous email approaches have been rejected
- Sharing a person's private data online - posting personal details – i.e. those which they would not normally want to share with complete strangers, such as home address and phone numbers – in such a way that they become available to the general public

Where an allegation is made that bullying / harassment or cyber bullying has taken place, or where these instructions and guidelines are breached, an investigation will take place and action will be taken under the Anti-Bullying and Harassment and/or Discipline procedures, whether the action has taken place in an employee's personal time or in their working time. Employees who breach any of the above procedures will be subject to disciplinary action, which may include action up to and including dismissal.

23.0 Monitoring and assurance

The Authority's Code of Conduct provides individuals with an understanding of the standards expected when performing duties as an employee and guides behaviour, placing an obligation on all employees to take responsibility for their own conduct. To ensure the highest standards of public service and provide necessary assurance to the Authority, routine monitoring of activity as specified within the Code will be carried out and reported.

24.0 Document history

1.0 OC81/01 issued September 2006

2.0 Document updated and approved by Executive Committee on 29 July 2015

25.0 Consultation/publication/communication

Consultation period July 2018 to September 2018



26.0 Integrated Impact Assessment (IIA)

A) The impact table

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

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

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



B) Privacy impact assessment screening questions

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

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

Service Document Procedure:

Code of conduct



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People Screening Questions		
Question:	Yes/No:	Comment
<p>Will the project you are undertaking affect any of the following factors explicitly?</p> <ul style="list-style-type: none"> - Race - Disability - Gender - Religion/Belief - Sexuality - Age - Gender Reassignment - Pregnancy / Maternity - Marriage / Civil Partnerships 	Yes	<p>In a positive way. The Code of Conduct aims to ensure that the Service operates in a fair, open and transparent manner, working towards the elimination of unlawful discrimination and inappropriate practice.</p> <p>Ensuring dignity and respect in the workplace and in the communities we serve and in a working environment that values individual contributions and</p>
Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?	No	
Does the progression of your project affect the status of any person/s within the organisation or externally?	No	
Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?	No	
Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally?	No	
Is there any aspect of a person/s status that will negatively impact your project?	No	
Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?	No	
If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?	No	

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Internal consultation feedback received in relation to Code of Conduct
Consultation period between August to September 2018

ID no	Section	Feedback	Response
		<ul style="list-style-type: none"> • Sent to POD for feedback 12.07.18 for feedback by 23.07.18 • Sent to Leadership Group 17.08.18 • Presented to joint consultation forum 23.08.18 & taken back 28.11.18 • Published on iDrive for wider feedback 23.08.18 to 23.09.18 • Presented to POD SMT 03.12.18 • Presented to Business Transformation Board 20.12.18 	
1.	Various	Grammatical amendments throughout	Amendments made where appropriate
2.	3.0	Add information on the values	Values have been added
3.	3.0	It should be clear that the whole of the Authority's and Services conduct falls from this document, otherwise it implies there are different sets of standards for different sectors of the Service and Authority.	Paragraph amended - Supplementary Codes of Conduct are applicable for Councillors and Co-opted Members of the Service and Members of the Local Pension Board
4.	5.18 hospita lity & gifts	<p>As a Fire Authority we are funded almost entirely from public funds, either through grants from central government (funded through general taxpayer), or through council tax, funded from the local tax payer and it is essential that the Authority can demonstrate the highest standards of probity in general, and specifically in relation to its dealings with third parties. These relationships are a source of considerable interest and are subject to close scrutiny, both through formal and regular channels such as our auditors, and also through more ad hoc channels such as Freedom of Information requests.</p> <p>This policy covers both the receipt and offering of Hospitality and Gifts.</p>	Inserted with slight amends to wording, e.g. 'Fire' removed, 'Policy' replaced with 'Code'

Internal consultation feedback received in relation to Code of Conduct
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5.	5.18.3	<p>Offering Hospitality – Authority funds should not normally be used for offering hospitality to third parties. Only in exceptional circumstances Senior Officers may be in a position where they are required to provide hospitality (e.g. buying lunch for the purpose of managing the reputation of the Authority). For any officer other than SMT the need to incur such expenses must be approved in advance by a Senior Officer.</p> <p>Catering (including refreshments such as tea/coffee and biscuits) may be provided for formal meetings with external bodies in certain circumstances, for example, if meetings take place outside normal office hours. Catering for meetings should not be provided where no external guests are present. In line with the Authority’s Expenses Policy and Staff Handbook Policies (put in links), even if these meetings have to be arranged over a lunchtime period – it is expected that staff would provide their own lunch as any normal working day.</p> <p>Accommodation should not normally be provided for third parties. Consultants and advisors working with and for the Authority should provide their own accommodation and subsistence.</p>	Inserted with slight amends to wording
6.	5.1	I do not believe we have separate procedure and guidance documents relating to the use of social media apart from the HEAT learning package. Suggest refer to section 5.20.1 – 5.20.5	Procedures and guidance relating to social media removed
7.	5.12	What is an acceptable standard? Acceptable to who? Needs further definition	Employees should come to work having attended to their personal hygiene each day, with clean clothes and hair and free from unpleasant odours – added
8.	5.2	It would be useful to give some examples of specific laws that apply within the FRS	Noted. Not added

Internal consultation feedback received in relation to Code of Conduct
Consultation period between August to September 2018

9.	5.2	Does this include speeding offences	Notify the Service of any endorsements to their driving licence – added
10.	5.2	Not sure what 'Uphold the law at work' adds Paragraph following bullet points - I think this should be the other way around. Employees should notify line manager at the earliest possibility. A conviction would follow the charge. We should also be clear on the reporting expectations, what is this incident occurs over the weekend, in this case what is the reporting route?	Deleted Paragraph amended and addition sentence added - If the employee is unable to contact their line manager, they should notify the Duty Officer or HR Manager
11.		Not sure what this adds - The Service expects employees to work within the law. Unlawful or criminal behaviour at, or away from work, may result in a loss of trust and confidence in the employee or the Service and may result in a disciplinary investigation and action under the Discipline procedure.	Noted. No amendment made
12.	5.3	Remove duplicate paragraph that starts 'the service values the diverse nature .. '	Deleted
13.	5.3	Added 'and respects the rights and privacy of all' to paragraph	Added
14.	5.4.2	Operational Fitness - Suggest that the paragraph is equally relevant to all roles not just the firefighter role. Support Services - Should we not expect all staff to maintain a level of fitness relevant to their role?	Section amended to 'Fitness' therefore to applying to all employees
15.	5.4.2	In Support Services staff - surely there is such an expectation? We may not take measures to test fitness of support staff but surely it is reasonable to expect them to take reasonable measures to be fit for work	Section amended to 'Fitness' therefore to applying to all employees

Internal consultation feedback received in relation to Code of Conduct
Consultation period between August to September 2018

16.	5.4.4	Smoking - Does the workplace also apply to the incident ground	Section amended to reflect what is stated in the Guidance note
17.	5.5	Add Privacy to the Data protection heading and combine information from the two separate sections into one	Section now refers to Privacy and Data Protection
18.	5.20	Amend Acceptable use of technology to Acceptable use of information and information systems	Amended
19.	5.20	There appears to be a contradiction to the acceptable use of information and information systems procedure and use of personal equipment restrictions should be consulted on to ensure that this is practiced by everyone Employees should be aware that ICT systems are monitored. – since when?	Noted The use of ICT resources is presumed to be for work purposes and is therefore subject to monitoring for inappropriate use. Added (as referenced in the contract of employment)
20.	5.12	Dismissal for dress code violation?	Dismissal reference removed
21.	5.12.1	Paragraph on wearing business attire deemed inappropriate - would it be reasonable to add a line here that covers some meetings staff are encouraged to where casual clothing	Noted. Not added as it cannot be assumed this is encouraged and should be done on a case by case basis
22.	5.12.1	Jewellery - what about other adornments such as leather/ woollen/ cotton wrist bands, necklaces and the like?	Paragraph amended to state at all times jewellery should be restricted to a minimum
23.	5.12.2	Should this include 'clean shaven'?	Noted. Not added as the importance is with the seal. In the past moustaches have been allowed therefore clean shaven would be inappropriate

Internal consultation feedback received in relation to Code of Conduct
Consultation period between August to September 2018

24.	5.12.2	Facial hair - is there something here about individual responsibility? If facial hair is preferred it is the individual's responsibility should anything occur etc?	Paragraph amended – all operational employees have a responsibility to ensure an adequate seal is maintained whilst wearing BA
25.	5.12.2	All operational personnel must comply with the Facial Hair and Cosmetics Procedure to ensure they are able to maintain suitable face seals with Breathing Apparatus sets and to ensure that the integrity of the face mask is not detrimentally affected by the wearing of Cosmetics The title of the procedure note will be amended to cover all cosmetics (make up and moisturisers etc.)	Section amended and now refers to hair, including facial hair and 'Operational employees must also comply with the Facial Hair and Cosmetics procedure and ensure that the integrity of the facemask is not detrimentally affected by the wearing of cosmetics.' Has been added to the end of the paragraph
26.	5.12.3	Is this a little bit antiquated now? We have staff that have these tattoos on forearms.	This section has been amended, reference is made to above the collar and face and the restriction of tattoos on hands removed
27.	5.12.3	Is this the right word, as the workplace cannot have requirements?	Sentence removed
28.	5.13.2	Not sure this needs to be here as it is covered in a range of other areas	Removed
29.	5.15	Register of interest – not sure this means much to the reader. Consider renaming to hospitality gifts and benefits 5.15, 5.18 5.18.1 5.18.2 have the same themes, can these be consolidated?	Section amended and now refers to 'Hospitality, gifts and benefits'
30.		Add a section on monitoring and assurance	Section added to end of document

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	10 July 2019
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	Lead Member for Finance, IT & Procurement
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April 2018 – March 2019 (Provisional Outturn)
EXECUTIVE SUMMARY	<p>To present the provisional revenue and capital outturn position and debt management performance to 31 March 2019.</p> <p>The report at Appendix A is a provisional position pending final audit recommendations and confirmation of any accounting adjustments to go through before a final position is reached.</p> <p>The provisional outturn figure for the year is a net underspend of £520k. This represents a 1.83% variance against the budget. The amount has been transferred to the Revenue Contribution to Capital Reserve in accordance with the approved Reserves Strategy.</p>
ACTION	Decision / Noting
RECOMMENDATION	<ol style="list-style-type: none"> 1. That the provisional outturn forecast for the Authority as at 31 March 2019 be noted. 2. That the slippage of £6,378k on the capital programme is approved to be carried forward into 2019/20. 3. That the Authority approve £204k to be transferred into the future funding revenue reserve to fund projects which have slipped during 2018/19. 4. That delegated authority be given to the Chief Finance Officer 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. 5. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at

	the next available meeting.
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	None.
HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	Background Medium Term Financial Plan 2018/19 to 2020/21, CFA Meeting 8 February 2018: https://bucksfire.gov.uk/files/3015/1782/9183/ITEM_7c_Medium_Term_Financial_Plan_2018-19_20-21.pdf
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – March 2019
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	Asif Hussain ahussain@bucksfire.gov.uk 01296 744421

1. Revenue Forecasts by Service Area

Table 1 The table below shows the budget and provisional outturn for each directorate as at the end of March 2019. The budget of £28.5m is compared to the outturn to give a year-end underspend of £520k.

Directorate	Area Manager	Total Plan £	Provisional Out-turn £	Year End Variance £
Corporate Core	Corporate Management	1,021,590	995,459	-26,131
	Legal & Governance	323,750	368,783	45,033
Corporate Core Total		1,345,340	1,364,243	18,903
Finance & Assets	Finance & Procurement	951,690	933,089	-18,601
	Resource Management	1,820,410	1,968,307	147,897
Finance & Assets Total		2,772,100	2,901,396	129,296
People & Organisation Development	Training & Development	2,223,560	1,874,542	-349,018
	Operations & Services	719,570	814,608	95,038
People & Organisation Development Total		2,943,130	2,689,150	-253,980
Delivery, Corporate Development & Planning	Service Delivery	16,331,300	15,691,644	-639,656
	Service Development	502,810	360,083	-142,727
	IT & Communications	1,700,930	1,714,291	13,361
Delivery, Corporate Development & Planning Total		18,535,040	17,766,018	-769,022
Statutory Accounting & Contingency	Capital Charges	2,122,000	2,122,000	0
	Contingency	494,760	1,169,815	675,055
	Non Distributed Costs	229,500	229,514	14
	Savings	50,230	0	-50,230
Statutory Accounting & Contingency Total		2,896,490	3,521,329	624,839
Total Expenditure		28,492,100	28,242,135	-249,965
Total Funding		-28,492,100	-28,762,091	-269,991
Net Position		0	-519,956	-519,956

The key variations in directorate budgets compared to year-end outturn shown above in Table 1 are:

Finance & Assets £129k over – This overspend is mainly attributable to employee costs relating to temporary fixed term posts and agency payments to cover staffing requirements. In addition to this, the one-off onboarding costs for moving to the Fire and Rescue Indemnity Company (FRIC) and the under achievement on solar income contribute to the adverse variance.

People & Organisation Development (POD) £254k under - The overall underspend predominantly relates to the limited uptake of the sponsorship of apprentices at other organisations scheme which resulted in a £213k underspend. Furthermore, there are underspends which relate to employee costs as a result of several vacancies within the directorate and a number of employees not on top of their pay scale.

The underspend would have been offset by a projected spend of £55k against one-off projects in relation to equal pay audit and review of senior pay methodology/bandings which have slipped and therefore a request has been made to carry forward the budget into 2019/20.

Delivery, Corporate Development & Planning £769k under - The overall underspend for the directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels in addition to several wholetime stations being under established. The under established wholetime stations have a direct impact on the bank system as the cover provided to the stations is charged to the bank budget. Therefore underspends in under established stations are offset by overspends shown within the bank system.

Statutory Accounting & Contingency £625k over - The overspend primarily relates to the planned recruitment of additional firefighter apprentices in order to ensure sufficient staff numbers are available to deliver our resourcing model. In March 2019, a further 16 apprentice firefighters were recruited and are currently undergoing their training. Included within the £625k overspend is a previously approved transfer of £366k to an earmarked reserve to use in 2019/20 in line with the Medium Term Financial Plan.

2. Direct Employee Costs

Table 2 shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of March 2019.

Staffing	Total Plan £	Provisional Out-turn £	Year End Variance £
Wholetime	12,976,190	12,792,602	-183,588
On-Call	1,640,690	984,881	-655,809
Apprentices	0	728,175	728,175
Support	4,181,190	4,112,653	-68,537
Technicians	255,700	248,230	-7,470
Sessional	105,070	67,384	-37,686
Agency Staff	12,000	201,878	189,878
Grand Total	19,170,840	19,135,804	-35,036

Wholetime – The underspend relating to the wholetime firefighter’s budget is due to establishment levels being lower than budgeted.

On Call – On-call firefighter employment is currently significantly under budgeted establishment levels.

Apprentices – The expenditure for apprentices is seen under contingency. Apprentices assist in ensuring sufficient staff numbers are available to deliver our resourcing model. The overspend in apprentice costs is offset by the underspends seen in wholetime and on-call budgeted establishments.

Support Staff – There is a forecast net underspend on support staff budgets across the directorates.

Agency Staff – Agency staff have been used to cover interim vacancies within support staff roles and this offsets the underspend on support staff.

3. Bank cost analysis

The graph and Table 3 below show wholetime operational staff costs from 2014/15 onwards, with Bank payments forming a significant part of these from 2015/16.

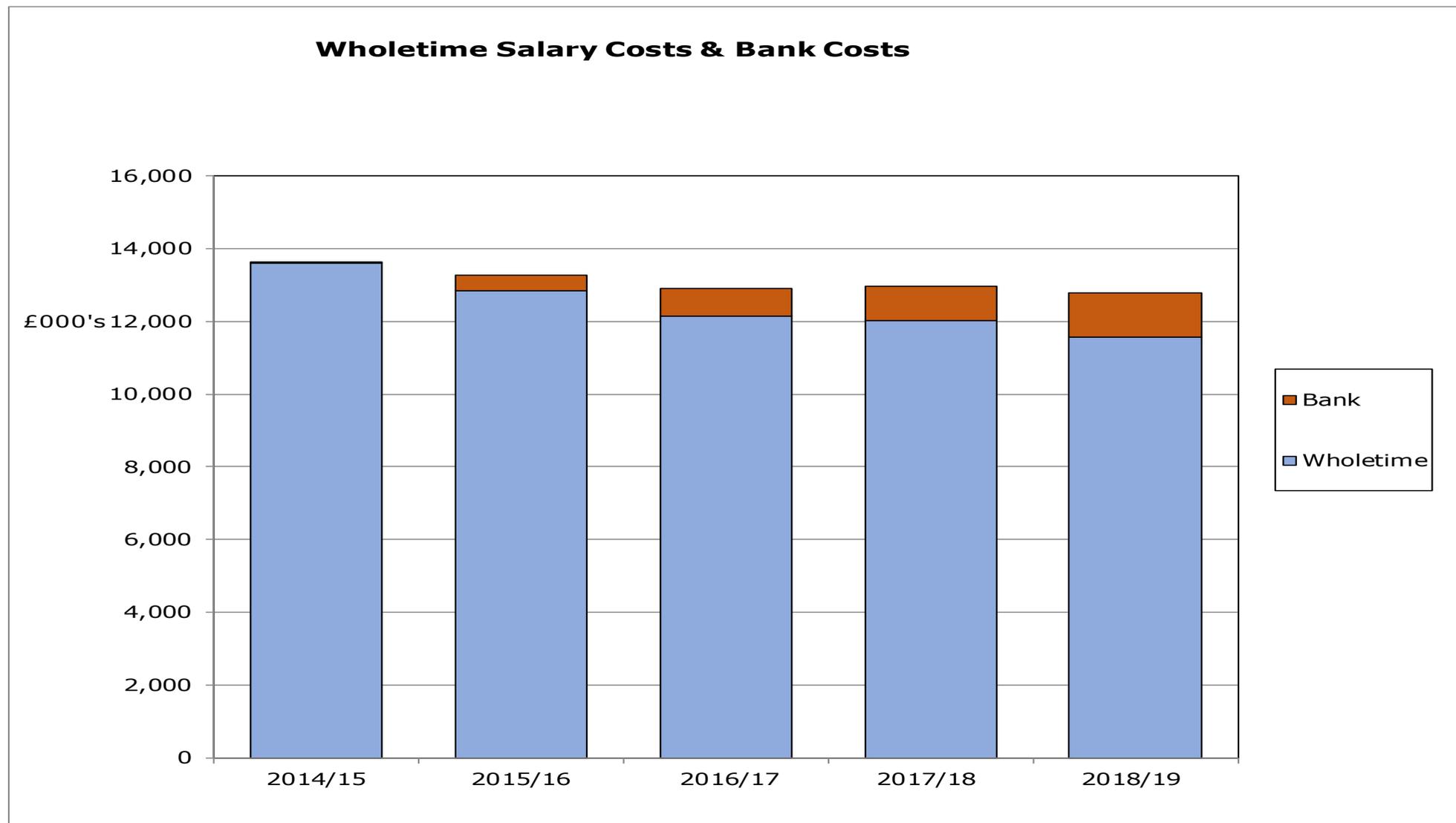


Table 3

WT & Bank - including NI and Pension					
WT & Bank	2014/15	2015/16	2016/17	2017/18	2018/19
Wholetime	13,603,248	12,844,792	12,133,692	12,011,914	11,563,935
Bank	24,592	411,864	766,632	953,506	1,228,667
Total	13,627,840	13,256,657	12,900,324	12,965,420	12,792,602

The Authority has been proactive in developing resilient resourcing models in order to meet known risk and demand levels of the service, while maintaining response standards. Examples of this approach include operating with a smaller regular establishment, which is reinforced by on-call and whole-time firefighters working 'Bank' shifts, as well as a number of firefighters on more flexible local terms and conditions.

With a smaller regular establishment being achieved via falling staff numbers from 2013/14 due to retirements and leavers, the 'Bank system' offers a flexible resource, designed to maintain appliance availability in the event of crewing shortfalls.

The aforementioned figures show how costs have continued to fall over the last few years, driven by the introduction of this more flexible resource.

4. Major Risk Areas

The monitoring process will focus more attention on areas identified by management as high risk. An initial assessment of the main financial risks faced has been undertaken by Finance against the following categories:

- High value budgets
- Historically volatile budgets
- Demand led income and expenditure budgets

		Total Plan £	Provisional Out-turn £	Year End Variance £
A.	Employee Direct Costs	19,170,840	19,135,804	-35,036
B.	Knowledge & Information Services	1,529,100	1,551,901	22,801
C.	Employment Agencies /Consultants	12,000	201,878	189,878

- The variances for A. and C. are as noted in Section 2 above.
- The variances in B predominantly relates to centralising the software budget which has resulted in disparate budgets being identified. The adverse variances relate to one-off costs which only impacted this financial year.

5. Funding

The table below details the budget and forecast outturn for each category of funding.

Funding	Total Plan £	Provisional Out-turn £	Year End Variance £
Government Funding	-2,633,000	-2,635,776	-2,776
Specific Grants	-1,097,330	-1,097,792	-462
NNDR	-3,625,030	-3,860,442	-235,412
Top-up / Pooling Receipts	-1,899,790	-2,008,810	-109,020
Precept	-19,236,950	-19,236,948	2
Movement in Reserves	0	77,677	77,677
Grand Total	-28,492,100	-28,762,091	-269,991

Central Government revised their NNDR figures early in the year which initially resulted in additional NNDR funding of £58k. In March 2019, Central Government finalised the business rates relief reconciliation for 2017/18 tax loss payments which resulted in further funding of £99k. This additional funding is to ensure the government reimburse authorities for any loss of income incurred under the business rates retention scheme which is a result of tax changes announced at fiscal event. This type of funding is very difficult to project as it is based on data not available to the Fire Authority and we are only made aware of this allocation in the year it is made available.

In addition to the above, we received £78k in levy account surplus which is the additional allocation of funding which we were anticipating in 2019/20 and had accounted for this as part of our 2019/20 budget allocation. As a result of receiving this in 2018/19, we will need to transfer this into the future funding reserve to make use of in 2019/20.

Buckinghamshire Fire and Rescue service is also part of a pooling arrangement with local county and district councils. The gains in the pooling arrangement were higher than anticipated in the region of £109k which we were only informed of in the last quarter of 2018/19.

6. Savings and efficiencies

Of the £311k savings offered up in the 2018/19 Medium Term Financial Plan, £67k is from Corporate Core, £82k from Finance & Assets, £29k from POD, £133k from Delivery, Corporate Development and Planning.

Directorate	Target Saving	Forecast Actual Saving	Under/ (Over) Recovery
	£000	£000	£000
Corporate Core	67	67	-
Finance & Assets	82	82	-
People & Organisation Development	29	29	-
Delivery, Corporate Development and Planning	133	133	-
Statutory Accounting & Contingency	0	0	-
Funding	0	0	-
Total Savings	311	311	0

Corporate Core – The income budget for interest received has been increased and supplies and service budget reduced based on historical analysis of actual spend.

Finance and Assets - The income budget for aerial sites has been increased

POD – Supplies and services budget has been reduced based on historical analysis of actual spend in this area.

Delivery, Corporate Development and Planning – The savings primarily relate to the reduction of the joint funded sprinklers budget. Supplies and services budget has been reduced based on historical analysis of actual spend in this area.

7. Capital Forecasts

The capital programme for 2018/19 is £14.6m, which includes £11.7m worth of carry forwards from 2017/18 and additional £1.7m approved in December:

Project Name	Original Budget 2018-19	Carry Forwards from 2017-18	In Year Approvals	Revised Budget 2018-19	Actual Year to Date	Slippage	Year End Variance
Property	500,000	441,694	0	941,694	500,115	0	-441,579
Property Review	0	10,592,086	1,741,000	12,333,086	6,318,544	5,874,542	-140,000
Property Portfolio	500,000	11,033,780	1,741,000	13,274,780	6,818,659	5,874,542	-581,579
CCTV Cameras	0	40,719	0	40,719	16,234	24,485	-0
Operational Vehicles Red Fleet	500,000	329,886	0	829,886	515,230	314,656	0
Operational Vehicles White Fleet	0	26,094	0	26,094	27,577	0	1,483
Hydraulic Equipment	56,000	0	0	56,000	51,980	4,020	0
Digital Radios	0	90,000	0	90,000	0	90,000	0
Operational Equipment	85,000	71,776	0	156,776	124,527	32,249	0
Fire Appliances & Equipment	641,000	558,475	0	1,199,475	735,548	465,410	1,483
ICT	75,000	66,740	0	141,740	103,355	38,385	38,385
Support	75,000	66,740	0	141,740	103,355	38,385	38,385
Total	1,216,000	11,658,996	1,741,000	14,615,996	7,657,563	6,378,337	-541,711

Funding

The capital programme will be funded as follows:

Funding	£'000
Revenue Contributions to Capital	4,832
Capital Receipts	585
Transformation Fund	2,241
Total	7,658

Property Portfolio

One of the major capital projects completed in September this year related to the replacement of the air ventilation system at brigade headquarters. Several stations have had enhancements carried out such as refurbishment of ablution blocks and general refurbishments. Broughton Fire Station had emergency works carried out in the male ablution blocks as a result of flooding which were completed in the last quarter of 2018/19. Property is projecting an underspend of £442k which is a result of the team achieving value for money when procuring contracts and due to the main focus currently on the completion of the Blue Light Hub build.

The build of the Blue Light Hub is progressing well and we are past the halfway mark of the build with the main structure in place now. It is anticipated the project will be completed in Autumn/Winter 2019 and therefore a slippage request of £5,875k has been made for the remaining budget.

The total slippage of £5,875k is requested for the property portfolio.

Fire Appliances & Equipment

The Authority has introduced several new appliances to the current fleet in line with the fleet strategy. We took delivery of two more appliances in 2018/19 which are now operational. These appliances will replace our older fleet which have come to the end of their useful life. A slippage request of £315k has been made for a further two appliances which are currently in the build stage and expected to be delivered in the second quarter of 2019/20.

Other areas of spend relate to the purchase of a USAR canine vehicle and the purchase of operational equipment to replace our end of life equipment. The portfolio is also seeing a slippage in CCTV, hydraulic equipment and operational equipment totaling £60k as a result of orders being placed but not being delivered until the new financial year.

Identifying a suitable supplier to source new digital radios is ongoing as the new radios need to be compatible with our current operational equipment. Our Research & Development (R&D) lead has liaised with R&D counterparts in Oxfordshire FRS & Royal Berkshire FRS to look at the possibility of sourcing the radios collaboratively. Therefore, the procurement of radios will take place in 2019/20 and will result in a £90k slippage.

The total slippage of £465k is requested for the Fire Appliance and Equipment portfolio.

Support

Including the slippage from 2017/18, ICT had a budget of £142k, which predominantly relates to the purchase of hardware as per the ICT replacement strategy. The in year spend related to the replacement of hardware such as laptops and other ICT equipment. A slippage of £38k is being requested which relates to hardware purchases which will be delivered in 2019/20.

The total slippage of £38k is requested for the Support portfolio.

Slippage into 2018/19

The provisional outturn figure is showing a slippage of £6,378k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2019/20.

8. Reserves

The table below shows the provisional movement in reserves during the year.

Reserves	Balance at start of year £000	Projected Movement £000	Projected year-end balance £000
General Fund	-1,500	-	-1,500
Earmarked Reserves (Revenue)*	-1,879	61	-1,818
Earmarked Reserves (Capital)	-6,348	2,268	-4,080
Total	-9,727	2,329	-7,397

* This figure includes £480k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

9. Performance Indicators

The table below shows the performance targets and actuals (rolling averages) for the year to date:

Description	2017/18 Actual	2018/19 Target	2018/19 Actual (rolling average)
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing Integra Cost Centre Report	100.0%	100.0%	100.0%
% invoices paid within 30 days	91%	100.0%	100.0%
Budget Mon. Report turn-around (working days)	7 days	7 days	6 days

Budget monitoring training is provided to managers assuming responsibility for budget management and control. A risk based approach is applied to budget monitoring with resources allocated to high risk areas. This supports a proactive challenge role for Finance and budget holder engagement. Compliance to date has been at 100%.

The percentage of invoices paid on time is 100%. Suppliers have been reminded to send all invoices directly to finance which has resulted in no delays in making payments to suppliers.

10. Debt Management

The table below shows the key debtor performance figures for the year:

DEBTOR KEY PERFORMANCE INDICATORS 2018/19	Q1	Q2	Q3	Q4
Debts over 60 days overdue	£8,043	£8,267	£11,335	£5,681
Total Debt outstanding	£48,350	£33,445	£37,577	£37,648
Debts over 60 days overdue as a % of total debt outstanding	17%	33%	32%	15%
Average time from raising invoices to receipt of income	6 days	5 days	9 days	6 days

The above figures show the quarterly average of debt during 2018/19. As at the end of March, the average total debt outstanding was £38k of which £6k relates to debt 60 days overdue. Total debt outstanding as at the end of March 2019 was £29k, with the actual value of debts over 60 days overdue being £5k.

A sizeable portion of the debt (62%) over 60 days overdue at the end of March 2019 relate to legal costs recoverable to Bucks Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments.

A further 31% relates to recovery of employee pension contributions and 7% relates to recovery of other payments.

The average time from raising invoices to receipt of income is 6 days.



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	10 July 2019
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Lead Member Finance, IT and Procurement
SUBJECT OF THE REPORT	Emergency Services Mobile Communications Programme (ESMCP)
EXECUTIVE SUMMARY	<p>This paper provides Members with a further update regarding the national status of the programme and the impact on regional and local transition. The last briefing was provided to Members in March 2019.</p> <p>The expected report from the National Audit Office (NAO) into the progress of the Programme was released on Friday 10 May. In summary, the report states that the management of this critical programmed has led to delays, increased costs and poor value for taxpayers. The forecast cost of the programme is now estimated at £9.3 billion which is £3.1 billion more than the original predicted cost. The current Airwave system was originally planned to be switched off in December 2019, however this was extended after the 'Programme re-set' to December 2022. The NAO believes that the costs stated are uncertain and that the Emergency Services Network (ESN) is unlikely to be ready by 2022.</p> <p>The Full Business Case (FBC) was to have been signed off by March 2019, however this has been further delayed. In order to progress this work, it has been decided to split out elements of the Business Case to allow Change Approval Notices with the key suppliers to be agreed and signed off.</p> <p>The NAO report was debated at the Public Accounts Committee ESN meeting on 22 May 2019 and it was made clear during this meeting that the FBC would not be completed and signed off until the end of 2019.</p> <p>Members may recall that Buckinghamshire Fire and Rescue Service (BFRS) personnel, along with colleagues from the other Thames Valley services, had been engaging in dialogue with the Programme team regarding the necessity of BFRS installing their own Direct Network Service Provider (DNSP) link. You will remember that it was decided that we would write to the Programme Director in January to seek information regarding the method of installing a centrally funded DNSP link retrospectively. We have</p>

	<p>now received a response to this letter, and as a result, we have seen a renewed engagement between the Central Team and Thames Valley representatives, however a solution to this issue has yet to be agreed.</p> <p>In the last briefing paper, we informed you of the decision made by the Home Office to withhold the final payment of Local Transition Resource (LTR) funding for the South Central Region, which was to be paid over three financial years. The Authority had received the first two payments and the final payment of £435k was due in March 2019. However, we have since been notified that this decision has been reversed, with the Home Office citing the progress being made towards the Full Business Case being signed off. This funding has now been received and arrangement have been made for South Central Services to draw down from it.</p>
ACTION	Noting
RECOMMENDATIONS	Members are requested to note the report.
RISK MANAGEMENT	<p>The National Audit Office (NAO) has released its latest report into the project to deliver the Emergency Services Network. This follows the decision by the Home Office to carry out a 'reset' of the Programme which is still underway. In summary, the NAO has reached the conclusion that the management of the ESMCP has led to delays, increased costs and poor value for taxpayers. Projected costs for the delivery of the Programme have increased to £9.3 billion which is some £3.1 billion more than originally planned. The original date for the planned switch-off of the current Airwave system was December 2019. This date was moved to December 2022 following the programme reset. The NAO believes that the predicted costs are highly uncertain and that ESN is unlikely to be ready for use by 2022.</p> <p>Emergency services (ES) remain concerned that the coverage and resilience of the new network may not match those of the Airwave network and the NAO does not believe that the Home Office has demonstrated that it understands the challenges faced by the ES to introduce ESN. The NAO has also expressed concern regarding the commercial risks to ESN as the planned renegotiations of the main contracts with EE and Motorola are behind schedule. Motorola are a main supplier for ESN and the owner of Motorola, so the relationship with them needs to be carefully managed.</p> <p>Amyas Morse, the head of the NAO has stated:</p> <p><i>"The success of the Emergency Services Network is critical to the day-to-day operations of our emergency services that keep us all safe. The Home Office needs a comprehensive plan with a realistic timetable that properly considers risks and uncertainties. It has</i></p>

	<p><i>already been through one costly reset and is in danger of needing another unless it gets its house in order.”</i></p> <p>The summary of the NAO report can be read at <i>Appendix A</i> to this report, however the full document can be read at https://www.nao.org.uk/wp-content/uploads/2019/05/Progress-delivering-the-Emergency-Services-Network.pdf The report is scheduled to be discussed at the next Public Accounts Committee sitting on 22 May 2019.</p> <p>The Full Business Case (FBC) continues to be under review at Programme level. It was expected to be signed off in February/March 2019, however this has yet to take place. It is the intention of the Programme, however, to split out elements of the FBC in order for them to be agreed ahead of full sign off. This will then allow the relevant Change Approval Notices with the two main suppliers, Motorola and EE, to be progressed and approved.</p> <p>In January of this year, it was decided that we would write to the Programme Director, Bryan Clarke to request information regarding the method of installing a centrally funded DNSP link retrospectively. We received a response to this letter in March - see <i>Appendix B</i>. This exchange has resulted in a renewed engagement between the Programme technical team, and Thames Valley representatives regarding the DNSP issue, however it has yet to be resolved as any potential solution could prove to be more complex than originally thought. What has become clear is that they are still uncertain as a Programme how DNSP will be deployed where circumstances are different to the standard ‘one service to one control room’ set-up. A further meeting has been arranged for May 2019.</p> <p>The Fixed Vehicle Device procurement process has now re-started with the supplier interest phase starting in April 2019. The Invitation to Tender phase will take place in July, with contact awards to be made by the end of September. It is envisaged that devices will be made available in Q3 of 2020.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>The Local Transition Resource (LTR) funding totalled £1.471m for the South Central Region which was to be paid over three financial years. The Authority received the first two payments and the final payment of £435k was due in March 2019. In the last briefing to Members, we informed of the decision made by the Home Office to hold back on the final grant payment of £435k as they were satisfied the region had sufficient funds remaining from the grant already provided. However, we have since been notified that the Home Office have reversed this decision citing the progress being made towards the Full Business Case being signed off - see <i>Appendix C</i>.</p>

	<p>Members will see, <i>at Appendix D</i>, a summary of the LTR funding across all regions. The South Central region amount for £435,415 has since been received and arrangements have been made for each Service to draw down from this fund.</p>
LEGAL IMPLICATIONS	<p>Buckinghamshire Fire and Rescue Service have already signed up to the principles of the ESN. Officers will continue to monitor the progress of the Programme closely and will provide challenge to the process where it is felt necessary.</p>
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>This Authority remains an active participant of the South Central Transition Delivery arrangements. The governance and delivery models have now been established and Buckinghamshire Fire and Rescue Service officers are involved at each level. The principle has been adopted that information is shared across all five services and where appropriate, joint responses to work requests are submitted.</p> <p>The Head of Service Development is the Vice Chair of the Regional Strategic Board as is also the Fire representative on the equivalent Police Board.</p> <p>Funding awards have been pooled centrally, and Buckinghamshire Fire and Rescue Service are now acting as treasurers for the region.</p>
HEALTH AND SAFETY	<p>There are no health and safety implications perceived at this time. There is constant review of this and any issues that may arise in the future will be referred.</p>
EQUALITY AND DIVERSITY	<p>There have been no equality and diversity implications identified to date. As the programme progresses, further information, and a confirmed plan become available, then an Integrated Impact Assessment will be completed.</p>
USE OF RESOURCES	<p>As stated in previous updates to Members, the organisation's Programme Manager is the Project Manager for ESMCP delivery.</p> <p>The Area Commander Service Development is the Senior User for this Authority and is Vice Chair of the South Central Steering Group.</p> <p>This Authority is providing officers to lead in two workstreams of the South Central Region Transition Team – in Procurement and Finance, and Operational Policy (this officer is also the lead for Operational Alignment within the Thames Valley collaboration programme).</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>ESMCP is the programme which will provide the next generation of mobile communications for emergency services and will replace the Airwave Tetra network</p>

	<p>introduced to fire services in 2009.</p> <p>The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.</p> <p>The current national Airwave contracts have been extended and are now due to be terminated at the end of December 2022.</p> <p>The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018. These dates are have been reviewed and a revised plan is due to be released following the Programme reset.</p> <p>Background Papers</p> <p>ESMCP Update November 2018</p> <p>ESMCP Update March 2019</p>
<p>APPENDICES</p>	<p>Appendix A: Summary - NAO Report into ESN delivery</p> <p>Appendix B: Letter from the Central Programme regarding DNSP link</p> <p>Appendix C: Letter from HO to Regional ESMCP Nominated Leads ref LTR Funding</p> <p>Appendix D: Summary of LTR Funding</p>
<p>TIME REQUIRED</p>	<p>10 minutes</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Marie Crothers</p> <p>mcrothers@bucksfire.gov.uk</p> <p>07765 001907</p>

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National Audit Office

Report

by the Comptroller
and Auditor General

Home Office

Progress delivering the Emergency Services Network

Key facts

£9.3bn

total amount the Home Office now forecasts that the Emergency Services Network (ESN) will cost

£1.5bn

the Home Office's estimate of the current value of financial and economic benefits it now expects ESN to produce in the period from 2015 to 2037

3 years

minimum forecast delay in switching off the current Airwave system, now scheduled for December 2022

49%

increase (£3.1 billion) between the Home Office's forecast total cost of implementing ESN in 2015 and the current forecast total cost

£1.4 billion

the increase in the ESN programme budget attributable to the cost of extending Airwave

470

organisations expected to use ESN when it is ready; this includes all 107 police, fire and ambulance services in England, Scotland and Wales, and another 363 other organisations in the public, private and third sectors also expected to use the network and contribute to its costs

July 2029

month when total financial benefits are now expected to outweigh the costs that would have been incurred by continuing with Airwave, seven years later than the prediction in the 2015 business case

5 minutes

time that the Home Office expects ESN to save each police officer on each shift, compared with current arrangements (the largest economic benefit expected)

Summary

1 The Emergency Services Network (ESN) is the government's chosen option to replace the Airwave system, which 107 police, fire and ambulance services in England, Scotland and Wales (the emergency services) use for communications between control rooms and the field. Airwave is also used by some 363 other organisations, many in the public sector. ESN is intended to:

- fully replace Airwave; matching it in all respects;
- allow users to take advantage of high-speed mobile data; and
- cost less than Airwave.

2 ESN is jointly funded by the Home Office, Department of Health & Social Care, the Scottish and Welsh Governments, and by the emergency services that will ultimately use it (**Figure 1** overleaf and **Figure 2** on page 7). It is intended to save money by sharing an existing commercial 4G network, unlike Airwave, which is fully dedicated to its users. The technology being developed therefore needs to give the emergency services priority over other users of the network, in particular at times of urgent need such as major events or in crises. ESN should also allow better use of mobile data than Airwave; for example, fire service control rooms could transmit information such as live video of incidents to firefighters on their way to an incident.

3 In 2015, the Home Office awarded the three main contracts for providing ESN to:

- EE Ltd (EE) to provide priority access to its existing mobile network and increase its coverage;
- Motorola Solutions UK Ltd (Motorola) to provide software and systems that ensure ESN meets the needs of emergency services; and
- KBR Ltd (KBR) to be the Home Office's delivery partner, supporting the programme in implementing ESN.

4 Since then, the Home Office has contracted other companies to carry out work on ESN. These include Vodafone in 2016, to link ESN to emergency services' control rooms, and Samsung in 2017, to develop handheld devices for use on ESN. It has yet to award contracts for other parts of the ESN system, such as air-to-ground communications with emergency service aircraft.

Figure 1

The costs of the Emergency Services Network programme

The Home Office now expects the programme to cost £9.3 billion

Component	Responsible	Current forecast (2015–2037) Nominal (£m)
Mobile communication service	EE	1,672
User services	Motorola	1,192
Delivery partner	KBR	162
Project management	Home Office	286
Other projects	Various	2,571
Previous service (Airwave, 2015–2022)	Motorola	2,921
Contingency		714
Income from non-emergency service users		(254)
		9,264

Notes

- 1 Figures are taken from the financial model underlying the Home Office's current draft business case for the programme, which has not yet been approved.
- 2 EE, Motorola and KBR are the current main contractors to the programme. The costs shown represent the forecast total costs of these services, not necessarily the revenues to be received by the current main contractors, since these services could be provided by others when the contracts end.
- 3 Further information on increases in costs is in Figure 7.

Source: National Audit Office analysis of Home Office forecast

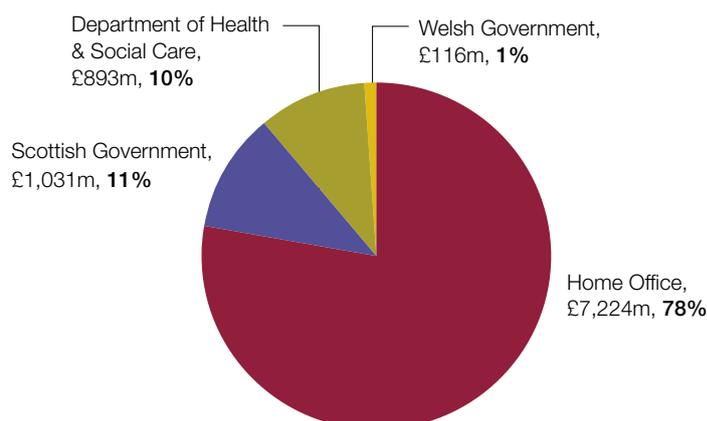
5 The Home Office previously expected that emergency services would start using ESN in September 2017, allowing Airwave to be replaced in December 2019. We reported on ESN in September 2016 and concluded that the Home Office was underrating the risks to delivering ESN successfully.¹

1 Comptroller and Auditor General, *Upgrading emergency services communications: the Emergency Services Network*, Session 2016-17, HC 627, National Audit Office, September 2016.

Figure 2

How the Emergency Services Network programme costs are shared

The costs of building and running the programme are split between the Home Office and the other sponsors

**Notes**

- Figures are taken from the financial model underlying the Home Office's current draft business case for the programme, which has not yet been approved.
- Shows breakdown of the total cost of £9.3 billion. Costs falling to sponsor organisations include amounts that will be recharged to the 107 emergency services.

Source: National Audit Office analysis of Home Office forecast

6 By 2017, the Home Office realised that its plan for delivering ESN was not achievable. The Home Office was publicly reporting delays of nine months, and the Committee of Public Accounts recommended that it review the risks to the programme.² The Home Office commissioned an independent review, which identified five causes of delay:

- The failure of the delivery partner (KBR) to provide planning and collaboration between the other contractors after its role was downgraded.
- Motorola and EE had solutions based on different versions of the technical standards.
- Disagreement on the accountability for systems integration and technical design. The review found that the Home Office and Motorola had not agreed the “true scope” of Motorola’s role in integrating ESN systems “end-to-end”.
- Challenges in locking down the specification for software and user services. There was no effective process for signing off software developed by Motorola in a timely manner.
- Late delivery of the ‘related projects’, which the Home Office kept separate from the main contracts and controlled itself. These include the handsets and vehicle equipment that the emergency services will use, providing ESN on the London Underground and an air-to-ground service for helicopters and aeroplanes.

² HC Committee of Public Accounts, *Upgrading emergency services communications – recall*, Fifty-second Report of Session 2016-17, HC 997, April 2017. Available at: <https://publications.parliament.uk/pa/cm201617/cmselect/cmpubacc/997/997.pdf>

7 In September 2018, the Home Office announced a ‘reset’ of its approach, based on a phased introduction of ESN services, rather than launching the whole programme at once. This involved revising the whole programme, for example to extend timetables and renegotiate contracts, a process which is still ongoing at the time of writing. This report examines what the 2018 reset means for the ESN programme and the extent to which the reset has addressed the programme’s most significant risks. Our audit approach and methodology are described in Appendices One and Two.

Key findings

On the implications of the reset

8 The Home Office decided to reset the ESN strategy while prioritising replacing Airwave as quickly as possible. The Home Office considered that the only options available were to reset ESN or cancel it and continue to use the more costly Airwave. It decided to extend Airwave by three years to December 2022, with the option to extend further, and has addressed some fundamental issues, including adopting an incremental delivery approach (paragraph 9), replacing a key piece of technology (paragraph 13), and restructuring commercial relationships (paragraph 18). But the Home Office did not evaluate other options, because such changes would require an even longer extension of Airwave. The Home Office estimates that the total cost of providing Airwave is £1.7 million per day whereas a completed ESN would cost £0.7 million per day (paragraphs 1.14, 1.19, Figure 5 and Figure 8).

9 The Home Office has introduced a staged approach to developing ESN intended to reduce risk and has also attempted to strengthen its management of the programme. It aimed to reduce risk by incrementally launching discrete elements of the service for emergency services to test. This is intended to build users’ confidence in the programme and allow lessons to be learned. This contrasts with the previous approach, which intended to provide a single solution all at once. The new approach will offer users the choice of a limited service from late 2019 or the full ESN system from 2021, but their appetite to adopt these early products is not yet known. Since the reset in 2018, the new programme director and team have been working to strengthen management processes, structures and information systems but this is not yet complete. This work has progressed in parallel with revising the programme’s business case, negotiating new contracts with suppliers and launching the first of eight ESN products (paragraphs 1.16, 1.17, 2.2 to 2.7 and Figure 6).

10 Implementing ESN is now expected to cost £3.1 billion more than forecast in 2015, and the revised forecast costs are highly uncertain. ESN is now forecast to cost up to £9.3 billion to 2037, an increase of £3.1 billion (49%) from the 2015 business case. Of this, £1.4 billion is the cost of extending Airwave, £0.5 billion is an increase in contingency and the rest of the programme is now forecast to cost £1.2 billion more. The Home Office has delayed approving the business case for the reset until later this year, as the Infrastructure and Projects Authority recommended when it reviewed ESN in January 2019. The sponsors who part-fund ESN have expressed concerns about the cost increases and remaining uncertainties. The Home Office's costing uses assumptions that it has not had time to test with users. It includes £714 million for contingency (9% of total forecast costs) – enough to fund an extension of Airwave of less than two years if there are no other cost increases. The Home Office expects to revise its cost forecast later in 2019 (paragraphs 1.14, 1.18, 1.21, 1.23, and Figure 7).

11 The Home Office still expects that ESN will be cheaper than Airwave in the long term. The Home Office calculates that ESN will cost up to £9.3 billion, less than its estimate of £12 billion for continuing to use Airwave. Its forecast break-even point, at which total financial benefits are expected to outweigh the costs that would have been incurred without ESN, is now in July 2029. This is seven years later than forecast in the 2015 business case and is based on the programme remaining on track from this point. Total financial and economic benefits are forecast to be £1.5 billion in the period to 2037. The Home Office has not revised its assumptions for police efficiency savings made in its 2015 business case and these are yet to be accepted by police. Greater adoption of mobile technology within the police since 2015 means the impact of ESN on police productivity (the largest forecast economic benefit) may now be less than the predicted efficiency saving of five minutes per officer per shift (paragraphs 1.19, 1.20 and Figures 7, 8 and 9).³

³ Numbers reflect Home Office's modelling of total costs and benefits between 2015 and the end of the modelling period. The end of the period has moved five years since the 2015 business case.

On technology risks

12 While the Home Office has made some progress, the key technology for ESN is not yet proven in real-world conditions and there are risks that parts of the system will not be available in time. Our 2016 report highlighted the significant technical challenges involved in achieving the ambitions of ESN. Some steps have been taken to prove that components of ESN are technically feasible. For example, Samsung has produced a prototype handset, and EE has successfully tested its core network's ability to prioritise emergency services' use of ESN, although this has not yet been fully tested for the ESN system as a whole or in demanding scenarios, such as major public events or disasters. Other aspects of the Home Office's plans for ESN are also based on technological solutions being available, which at present require significant work to define, develop and test, and security accreditation is not yet in place. The technology that is not yet available includes:

- how aircraft will receive an ESN signal – the Home Office will need to build a new network for aircraft and work on this has not yet started; and
- direct communication between devices (without the need for a network signal) – this is not yet supported by any device, despite being supported by telecommunications standards; the Home Office is exploring options (paragraphs 3.12, 3.28 and Figure 15).

13 The Home Office's decision to change the way the 'push-to-talk' capability in ESN is provided does not guarantee that this critical capability will be available as planned. To match Airwave, ESN must allow users to make near-instant calls at the push of a button, which is critical to the police. During development of the ESN service it became clear that Motorola's Wave 7000 'push-to-talk' product was not meeting the users' requirements. In 2017 Motorola purchased the Kodiak push-to-talk product, which is a theoretical improvement because it complies with the international telecommunication standards used by EE. However, the system still requires significant development and testing and will not meet user requirements until 2020 at the earliest (paragraphs 3.14 to 3.17 and 3.19).

14 The Home Office is not yet clear how the various elements of ESN will work together as a single, coherent system. ESN comprises multiple pieces of technology that must be made to work together. The original contracts were not sufficiently clear on who was responsible for this technical integration, and changes made since 2015 have left the Home Office with responsibility for doing and assuring this technical work. The Home Office has established a new technical working group and, at the time of writing this report, was developing plans for how it will integrate and test ESN. The Home Office does not currently have the capability it needs to fulfil this role but expects that the new contract it plans to let in mid-2019, for "programme advisory and delivery services", will include this (paragraphs 2.8 to 2.11 and 3.25).

On user take-up risks

15 The successful implementation of ESN depends on emergency services being satisfied it is an adequate replacement for Airwave, raising the risk of further delays. The engagement of users is critical to ESN’s successful implementation. The Home Office will ultimately decide when to switch off Airwave. It has said it will not do so until ESN is “as good as Airwave in all respects”. However, the Home Office will not mandate that anyone switch to ESN until this is achieved. The programme team has identified six major areas of concern for the emergency services. These include whether the coverage of ESN will match Airwave; whether ESN will work on the London Underground; whether the network will be as resilient as Airwave; and whether there is enough time for emergency services to integrate ESN with their control rooms. Users told us they have other concerns including whether ESN provides sufficient capacity to meet operational needs. The Home Office currently rates three of the six areas on its list red and the remainder amber (paragraph 2.12, 2.14 and Figure 12).

16 The Home Office does not yet have a coherent plan for switching off Airwave. The Home Office has developed a plan to complete ESN by the planned Airwave switch-off date of December 2022, but this contains significant uncertainty. The plan assumes ESN will be rolled out in some areas before key parts of the system, such as vehicle or aircraft devices and upgraded control rooms, become available. The emergency services consider the assumption that they can adopt ESN within 27 months unrealistic and that up to four years will be needed to address the practical challenges. The Home Office needs a better understanding of how emergency services will implement ESN in practice. In late 2018, the Home Office carried out exercises with three police forces, to examine their needs and their ability to transition from Airwave to ESN. The Home Office has now begun a wider programme of such work and expects to develop a detailed plan by autumn 2019, outlining when each emergency service will adopt ESN (paragraphs 1.21, 2.14, 2.17 and Figure 10).

17 Emergency services are concerned about the affordability of implementing ESN. Although the Home Office expects ESN to be cheaper than Airwave in the long term, the emergency services are not yet certain how much they will need to pay to invest in infrastructure to improve the coverage of ESN or to prepare control rooms to integrate with the new system. Some users are concerned that the additional costs they will need to fund will place further financial pressure on the wider range of services they must provide (paragraphs 1.7 and 2.15).

On commercial risks

18 The Home Office is taking longer than it expected to renegotiate the programme's main contracts. In mid-2018, the Home Office began negotiating interim agreements to maintain the momentum of the programme while it renegotiated detailed contract terms. This resolved some issues immediately, and project work continued throughout 2018. However, negotiations with EE and Motorola to agree the full set of contractual changes are behind schedule and the extent to which the Home Office's objectives for renegotiation will be met is unclear. According to the timetable at the start of the reset, the Home Office was to sign revised contracts with Motorola and EE by December 2018. The current estimate is May 2019. Until the scope and timescales of work are agreed and contracts are signed, the Home Office may not be able to manage suppliers effectively or hold them to account (paragraphs 3.4, 3.5 and 3.6).

19 The Home Office has not agreed who will be responsible for the ESN service once it is live. It has drafted an outline of responsibilities for supporting the ESN service as it is rolled out. During 2018, it commissioned consultants who recommended that a 'GovCo' – a government owned company – be set up to fulfil this role. But there is no detailed specification of the service that will be provided to customers, nor of the agreements between the different elements of ESN that will be needed to ensure ESN provides a coherent service that meets the needs of the emergency services (paragraphs 2.18 to 2.20).

20 The Home Office needs to manage Motorola's contractual position carefully, given that it is both a main supplier to ESN and the owner of Airwave and may therefore benefit from programme delays. Motorola owns several key components of the current and future systems for emergency services communications. It won the user services contract for ESN in 2015, purchased Airwave in 2016, and purchased Kodiak in 2017. Motorola will benefit from the successful development of ESN, but it also receives large revenues from the continued use of Airwave. The Home Office will also need to manage any conflict of interests regarding Motorola's role in accrediting products for ESN to ensure fair competition, so emergency services are not tied to Motorola's products. Motorola is a control room vendor, potential supplier of handsets and vehicle devices and in charge of accrediting devices and control rooms for ESN (paragraphs 3.7, 3.14 and 3.20).

Conclusion on value for money

21 In 2016, we highlighted both the strategic importance of the programme to introduce ESN and the high degree of risk. Ultimately, the Home Office's subsequent failure to manage these risks has led to delays in bringing the intended benefits of ESN to emergency services. The delays also mean introducing ESN is now forecast to cost £3.1 billion more than planned, and this forecast is highly uncertain. To date, the Home Office's management of this critical programme has represented poor value for money.

22 The Home Office, through its reset, has resolved only some of the issues. Its emphasis on limiting the costs of extending Airwave has meant that its plans are not sufficiently developed to give decision-makers all the information they need. The Home Office does not yet have a robust and sufficiently detailed plan that demonstrates that it understands the challenges faced by emergency services in introducing ESN, and it is also not clear how the various programme components of ESN will be integrated successfully. This lack of understanding creates a risk that poor decisions will be made and further ‘resets’ will be needed in future. There are still significant risks and, based on past performance, it seems unlikely that ESN can be delivered by the target date of 2022. If the Home Office is to bring this vital programme back on track and deliver the intended benefits, it must develop a comprehensive, integrated plan that addresses the significant uncertainties that remain.

Recommendations

- a The Home Office needs to test its overall programme plan, to determine whether the new schedule for launching ESN and shutting down Airwave is achievable.** It should prepare a comprehensive plan as soon as possible, covering all key elements of this complex programme, to ensure it develops realistic and tested assumptions about the time required for each element and the dependencies between them. The plan should be used to establish whether the Home Office can achieve the December 2022 date for switching off Airwave. It should be appraised by the Home Office’s new supplier of “programme advisory and delivery services”, expected to be appointed in mid-2019, and should be agreed by ESN’s sponsors, users and suppliers.
- b The Home Office needs to decide how the vital work to integrate all the ESN technology will be carried out.** It should clearly set out whether this technical integration is part of the new contract for “programme advisory and delivery services” and if not, whether the programme team can do the technical integration itself or needs additional technical support.
- c The Home Office needs to work with other sponsors and users to develop the arrangements for managing ESN once it is fully operational.** How the ESN service will be governed and managed when it is a live service is still not clear, although we identified this risk in our report in 2016. This leads to a continuing risk that users’ requirements will not be met.
- d The Home Office should develop a contingency plan that sets out what it will do if technology on which the overall ESN programme is dependent does not work.** The contingency plan should be linked to key delivery milestones for the contractors and include clear criteria for activating it.

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 0207 035 3323

By E-mail to:
 Regional ESMCP Nominated Leads

19 March 2019

Dear Regional ESMCP Nominated Leads,

**EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME: LOCAL
 TRANSITION RESOURCE GRANT PAYMENT FOR THE FIRE AND RESCUE
 SERVICE 2018/19**

This letter relates to Local Transition Resource funding (LTR) for Fire and Rescue Authorities (FRAs) to support the rollout of the Emergency Services Network (ESN). We are writing to you as nominated Lead Authorities for your regions for payment of this grant.

With the progress that the revised ESMCP full business case is making towards being signed off it has been deemed appropriate for some LTR funding to be released within the current financial year

It is anticipated the funding may be used to support the following types of roles at Regional and Local level in ESMCP Transition:

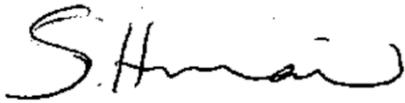
- Regional Programme Manager
- Project Manager
- Technical Lead
- Operational Manager
- Fleet Manager
- Business/ Procurement Lead
- Test Manager
- Test Support
- Administrator
- Training Lead
- Trainer.

These roles were within a model agreed with Fire Customer Group in 2016 as likely to be required to undertake transition tasks for ESN. FRAs are encouraged to continue to act collaboratively to consider managing this funding flexibly within posts as they see fit to deliver ESN collaboratively, regionally and locally. The posts above are, therefore, not prescriptive.

Payment of this grant through the Section 31 Grant Determination, signed by Shehla Husain on the authority of the Police and Fire Minister and attached with this letter, mirrors the way LTR has been allocated since 2016, and the additional LTR that was allocated to aid regions to manage the increased time through to transition. In order for the Home Office to identify any potential underspend in the Local Transition Resource, Fire and Rescue Authorities are requested to keep a record of forecast spend against actual spend when it is known, and that any unused money is kept for ongoing ESN work.

This letter has been copied to your Regional Lead, Regional Programme Manager, Regional Coordination Manager and Ian Taylor, the ESN Business Change Lead for Fire.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'S. Husain', written in a cursive style.

Shehla Husain
Deputy Director
National Resilience and Fire Programmes



Digital, Data
& Technology

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04th March 2019

Area Commander Julian Parsons
Head of Service Development
Buckinghamshire Fire & Rescue Service
Brigade Headquarters
Stocklake,
Aylesbury
Bucks
HP20 1BD

Dear Julian,

Thank you for your letter dated 21 January 2019, your reference JPMC211019, regarding your concerns around the Direct Network Service Provider (DNSP) link.

The programme is currently updating its DNSP usage policy and end to end configuration requirements. This is based on the 'lessons learnt' from the Proof of Concept (PoC) trial on Connect which has been carried out with County Durham and Darlington FRS. This will be shared with Buckinghamshire FRS at the meeting scheduled on the 18 March 2019. In addition, we will provide clarity around the functionality provided by each of the Products and whether this requires a DNSP links.

This meeting should establish the Buckinghamshire FRS's end-to-end requirements and a decision as to whether a dedicated DNSP link will be required. Following this, should the concerns laid out in your letter persist, my office will arrange a meeting to discuss further.

Yours Sincerely

Bryan Clark
ESMCP Programme Director

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Emergency Services Mobile Communications Programme.

Author: Paul Channing
Date: 22/03/19 v3.0



NFCC
National Fire
Chiefs Council

Summary of LTR funding:

This document summarises the overall English Fire and Rescue Service position with regards to Local Transition Resource (LTR) funding. The information provided gives an up to date picture of the total amounts of resource funding that has been released to regions so far. This will then be used as a baseline to support any future work on the modelling of LTR funding.

The table below shows the agreed annual LTR amounts for each Transition Region:

LTR funding agreed					
Transition Region	LTR 2016/17	LTR 2017/18	LTR 2018/19	LTR 2019/20	Regional Total
SC	£242,206	£794,376	£435,415	£0	£1,471,998
NW	£540,610	£730,184	£276,593	£0	£1,547,388
NE	£262,159	£759,534	£399,179	£0	£1,420,872
SE	£69,943	£459,556	£638,844	£249,231	£1,417,573
EoE	£255,576	£1,043,395	£542,207	£0	£1,841,177
SW	£0	£201,914	£1,047,764	£591,499	£1,841,177
London	£198,549	£493,854	£325,284	£27,107	£1,044,793
EM	£386,912	£851,612	£394,150	£0	£1,632,674
WM	£142,416	£789,729	£606,400	£90,830	£1,629,375
Y&H	£135,306	£782,570	£535,911	£42,475	£1,496,262
Total	£2,233,677	£6,906,725	£5,201,747	£1,001,142	£15,343,291

Following confirmation of the release of Sec. 31 Grant funding for Local Transition Resource (LTR) this year, the following table shows the current up to date amounts which have been released so far:

Released LTR funds					
Region	LTR 2016/17	LTR 2017/18	LTR 2018/19	LTR 2019/20	LTR Totals
SC	£242,206	£794,376	£435,415	£0	£1,471,997
NW	£540,610	£730,184	£276,593	£0	£1,547,388
NE	£262,158	£759,534	£399,179	£0	£1,420,871
SE	£69,942	£459,556	£638,844	£0	£1,168,342
EoE	£255,575	£1,043,395	£542,207	£0	£1,841,177
SW	£48,193*	£201,914	£1,047,764	£0	£1,297,872
London	£198,548	£493,854	£325,284	£0	£1,017,685
EM	£386,911	£851,612	£394,150	£0	£1,632,673
WM	£142,416	£789,729	£606,400	£0	£1,538,545
Y&H	£135,306	£782,570	£535,911	£0	£1,453,787
Total	£2,281,865	£6,906,725	£5,201,747	£0	£14,390,337

*SW were originally not going to receive any LTR funding for the year 16/17 due them being last to transition under the original plan A. An amount was provided based on an analysis of resourcing required for 2016/17.

Regions have also received two releases of funds outside of the original LTR model, one of which was released in 2015 to fund some initial scoping work and was known as an interim payment. The other was released in financial year 2016/17 which provided each region £100,000. Below shows a table showing all resource funding to date:

All released resource funds							
Region	(Interim) Funding 2015	LTR 2016/17	(Additional) Resource 2016/17	LTR 2017/18	LTR 2018/19	LTR 2019/20	Total resource funds received
SC	£18,920	£242,206	£100,000	£794,376	£435,415	£0	£1,590,917
NW	£18,920	£540,610	£100,000	£730,184	£276,593	£0	£1,666,308
NE	£18,920	£262,158	£100,000	£759,534	£399,179	£0	£1,539,791
SE	£18,920	£69,942	£100,000	£459,556	£638,844	£0	£1,287,262
EoE	£18,920	£255,575	£100,000	£1,043,395	£542,207	£0	£1,960,097
SW	£18,920	£48,193	£100,000	£201,914	£1,047,764	£0	£1,416,792
London	£18,920	£198,548	£100,000	£493,854	£325,284	£0	£1,136,605
EM	£18,920	£386,911	£100,000	£851,612	£394,150	£0	£1,751,593
WM	£18,920	£142,416	£100,000	£789,729	£606,400	£0	£1,657,465
Y&H	£18,920	£135,306	£100,000	£782,570	£535,911	£0	£1,572,707
Total	£189,200	£2,281,865	£1,000,000	£6,906,725	£5,201,747	£0	£15,579,537

In summary, FRs have received a total of £15,579,537 of funding since 2015.