

**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY  
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE**

Director of Legal & Governance, Graham Britten  
Buckinghamshire Fire & Rescue Service  
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD  
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**Chief Fire Officer and Chief Executive**

Jason Thelwell

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To: The Members of the Executive Committee

16 March 2020

**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 25 MARCH 2020 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

Councillor: Clarke OBE (Chairman)  
Councillors: Hopkins, Lambert, Marland, McCall, McLean, Roberts and Teesdale



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## **Recording of the Meeting**

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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. Apologies

#### 2. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 5 February 2020 (Item 2) **(Pages 5 - 10)**

#### 3. Disclosure of Interests

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

#### 4. Questions

To receive questions in accordance with Standing Order S0A7.

#### 5. 2020-2025 Corporate Plan

To consider Item 5 **(Pages 11 - 36)**

#### 6. Gender Pay Gap Report 2019/20

To consider Item 6 **(Pages 37 - 64)**

#### 7. Exclusion of Public and Press

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report and appendices contain information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report and appendices contain information relating to the financial or business affairs of a person (including the Authority); and Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report and appendices contain information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

#### 8. Senior Management Team Remuneration and Performance Review, and Annual Report on Employee Bonus Scheme

To consider Item 8

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

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 5 FEBRUARY 2020 at 10.00 AM

**Present:** Councillors Clarke OBE (Chairman) [part], Hopkins, Lambert, Marland [part], McLean, and Teesdale

**Officers:** J Thelwell (Chief Fire Officer), M Hemming (Director of Finance and Assets), G Britten (Director of Legal and Governance), C Bell (Head of Service Development), D Norris (Head of Service Delivery), A Hussain (Principal Accountant) M Hussey (Principal Accountant) S Gowanlock (Corporate Planning Manager) and C Jordan (Team PA)

**Apologies:** Councillors Roberts and McCall

## **EX20 MINUTES**

(Councillor Hopkins presiding)

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 13 November 2019, be approved and signed by the Chairman as a correct record.

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 13 November 2019, be approved and signed by the Chairman as a correct record.

(Councillor Clarke joined the meeting)

## **EX21 MEMBERS' ALLOWANCES**

(Councillor Clarke presiding)

(Councillor Marland joined the meeting)

The Director of Legal and Governance advised that the Authority was required to adopt a Scheme of Members' Allowances before the 1 April each year; and that his report was considerably shorter than the one considered by Members for the draft Scheme of Allowances for 2019/20 which had included a comparative analysis of allowances paid in other fire and rescue authorities.

Members were advised that according to the Forward Plan of Buckinghamshire Council's Shadow Executive it was due to receive its Independent Remuneration Panel's recommendations at its meeting on 18 February and, that being the case, a copy should be published by 10 February. If so, copies would be made available for the Authority's meeting next Wednesday.

The recommendation would result in a 2% increase across all allowances.

A Member requested that the pagination in Schedule 1 of the draft Scheme of Allowances be corrected.

RESOLVED –

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

**EX22 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT**

Principal Accountant Asif Hussain advised that this report presented the provisional revenue and capital outturn position and debt management performance up until 30 November 2019 and forecast an underspend of £103k, against a revenue budget of £30.332m.

RESOLVED –

That the latest projected outturn forecast for the Authority as at 30 November 2019 be noted.

**EX23 THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION**

The Lead Member for Finance, IT and Procurement advised that this report was being presented as the Prudential Indicators and Minimum Revenue Provision policy statement were required to be approved by the Authority and to support the Medium-Term Financial Plan (MTFP).

Principal Accountant Marcus Hussey advised that a review of the Balance Sheet indicated that the Authority was currently in an over-borrowed position. Due to prohibitive penalties the early repayment of borrowing was not currently an option. It was confirmed that there were no plans for additional long-term borrowing in the foreseeable future in line with the current MTFP.

Due to the timing of third-party contributions relating to the Blue Light Hub it was recommended that an increase of £2m to the Authorised Limit for the current year be agreed immediate in-case short-term borrowing was required to effectively manage cashflow.

It was also recommended that the Authorised Limit for 2020-21 be set at £2m higher than the Operational Limit, to allow for the effective management of cashflow in relation to capital receipts from land sales.

Members asked where the Authority's short-term borrowing would be from and the Principal Accountant confirmed that it would be obtained from local authorities through a broker.

RESOLVED –

That the Authority be recommended to approve:

1. the Prudential Indicators for 2020-21;
2. an increase in the Authorised Limit for 2019/20 of £2m to £8.797m;
3. the Minimum Review Provision policy statement.

**EX24**

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

The Lead Member for Finance, IT and Procurement advised Members that this report presented the proposed revenue and capital Medium Term Financial Plan (MTFP) for the Financial Years 2020/21 to 2024/25.

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

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

Following the updated funding figures, there had been movement in the council tax and business rate funding, the Revenue Support Grant/Business Rates for 2020/21 had been revised upwards from £7.988m to £8.291m (an increase of £303k). Future years forecasts had been updated to account for the increase in the baseline amount (£140k) but not the movement from last year's deficit to this year's surplus position (a net increase of £163k).

The Council Tax surplus figure for 2020/21 had been revised downwards from £308k to £274k (a decrease of £34k). The surplus figure projected for future year's remained at £250k per annum. The Revenue Contribution to Capital budget for 2021/20 had been revised upwards from £1,046k to £1,315k (a net increase of £269k).

The Net Budget Requirement for 2020/21 had therefore increased by £269k, as had the opening Base Budget for 2021/22. The Net Budget Requirement from 2021/22 onwards had increased by £140k per annum (reflecting the increase in business rates baseline).

Members were concerned as to how funding could be increased in future years. The Chief Fire Officer confirmed that lobbying government would continue independently and in conjunction with the LGA and NFCC. It was also confirmed that meetings with local MP's had been arranged.

The Chief Fire Officer advised Members that the State of the Fire report confirmed that a multi-year settlement would enable fire and rescue authorities to budget with more certainty.

Members were concerned about capital spend and what would be sacrificed if the budget did not increase. The Director of Finance and Assets confirmed that one project that was not currently included in the programme was a major overhaul of High Wycombe Fire Station.

Members asked if it might be better to look for one off capital funding opportunities from the government, for example the upgrade of one fire station. The Director of Finance and Assets agreed to look into this and would bring a paper to a future meeting with options regarding funding for capital spend.

RESOLVED –

That the Authority be recommended to:

- 1(a) Note and have due regard to the report and Statement of the Chief Finance Officer (see section 8 of Annex A).
- 1(b) Approve a Council Tax precept of £65.85 for a band D equivalent property (a 1.98% increase from 2019/20 – equal to 2.5p per week) and the revenue budget as set out in Appendix 1(a).
- 1(c) Approve the capital programme as set out in Appendix 2.
- 2 Not hold a referendum to increase Council Tax above the 2% threshold for 2020/21.
- 3 Note that a referendum may need to be considered for 2021/22 depending on the outcome of the Comprehensive Spending Review.

## **EX25**

### **RESPONSE TO THE PROVISIONAL LOCAL AGOVERNMENT FINANCE SETTLEMENT 2020/21: CONSULTATION PAPER**

The Director of Finance and Assets informed Members that the Consultation was published on 20 December 2019, with a deadline for responses of 17 January 2020 and in accordance

with the Scheme of Delegation to Officers, the response had been discussed with the Chairman and Lead Member before submission.

The response to the Consultation also included evidence, not available at the time of the Technical Consultation, namely the Authority's HMICFRS inspection report. This report notes serious concerns as to whether the Service had the resources it needed to meet its foreseeable risk, despite being highly efficient and having an innovative deployment model which, if better funded, would be a cost-effective way of keeping people safe.

RESOLVED –

That the response to the consultation be noted.

**EX26**

**2020-20205 PUBLIC SAFETY PLAN CONSULTATION: FEEDBACK & RECOMMENDATIONS**

The Head of Service Development introduced the report and the Corporate Planning Manager explained how the Authority undertook the public consultation. The final Public Safety Plan had been updated to reflect the public consultation process and would be presented for approval at the next Authority meeting following any recommendations made by this Committee today.

The Corporate Planning Manager was thanked for his detailed and informative explanation of the consultation process and the way in which the feedback received, and the responses to that feedback, had been collated. Typographical errors were noted in the report submitted by Opinion Research Services.

Members asked how the Authority would move forward. The Chief Fire Officer accepted that moving forward the Authority would need to be financially driven, with all proposals put to the relevant Committees. The culture within the Service was strong but would need to be built on. The Chief Fire Officer also highlighted that at present, Buckinghamshire was the only service within the Thames Valley that responded to all automatic fire alarms. Moving forward, the service may need to review this.

Members enquired if the service was looking at alternatives to the use of petrol/diesel vehicles, the Director of Finance and Assets confirmed that the service had looked at other vehicles, but at present the cost was too prohibitive.

Members mentioned current legislation regarding attending electrical fires, this was especially relevant due to the eventual phasing out of gas in domestic premises and enquired if the Authority was lobbying for more electrical safety. The Chief Fire Officer advised that following the Grenfell enquiry, some legislation would change and the LGA would also be lobbying for change.

Members asked how involved was the Authority with regard to building regulations when planning permission was being granted by Councils. The Chief Fire Officer agreed that fire and rescue services should be more involved and a report could be brought to a future meeting showing what involvement the Service had during the planning process.

Members enquired about response times in relation to the HMICFRS report and if response times were improved, would the Service receive a better report. The Chief Fire Officer informed Members that national response times had been abolished in 2004 and all fire and rescue services set their own response times.

Members asked if the public had been asked what they expected from the Service regarding response times and the different risks. The Corporate Planning Manager confirmed that the public had been asked about response times and risks, including responses to rural fires.

The Chairman proposed that the issue of response times and other matters could comprise part of a future Members' workshop.

RESOLVED –

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

## **EX27**

### **DATE OF NEXT MEETING**

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 25 March 2020 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11:37 AM



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	25 March 2020
<b>OFFICER</b>	Calum Bell, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Lesley Clarke OBE
<b>SUBJECT OF THE REPORT</b>	<b>2020-25 Corporate Plan</b>
<b>EXECUTIVE SUMMARY</b>	<p>The 2020-25 Corporate Plan sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the next five years, in particular the need to:</p> <ul style="list-style-type: none"> <li>• develop the Service to address the strategic context and priorities set out in our 2020-25 Public Safety Plan;</li> <li>• address the 'Areas for Improvement' identified by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in their report on the findings from their first inspection of the Service undertaken in 2019.</li> </ul> <p>Subject to recommendation by this Committee, the new plan will become effective on a provisional basis from April 2020, succeeding the previous 2015-20 Corporate Plan. The plan maintains the existing framework of four outcome based 'Strategic Objectives' and three 'Strategic Enablers' (set out at page seven of the annexed plan). The new plan will also be reviewed on a regular basis to ensure that it is fit for purpose in light of an ever-changing environmental context. Also, more detailed Directorate and Department Plans will be prepared annually to ensure that the changes and developments set out in the Corporate Plan are embedded within the Service.</p>
<b>ACTION</b>	Decision
<b>RECOMMENDATIONS</b>	That the 2020-25 Corporate Plan be recommended to the Authority for approval.
<b>RISK MANAGEMENT</b>	<p>Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the five-year period to March 2025 will be managed.</p> <p>Risks to achieving the plan together with mitigating actions are identified at page 18 of the updated plan</p>

	<p>shown at Appendix 1.</p> <p>No privacy or equality, diversity and inclusion issues have been identified as a direct consequence of the preparation of 2020-25 Corporate Plan itself. However, it does include activities designed to address future requirements in relation to these areas.</p>
<b>FINANCIAL IMPLICATIONS</b>	Successful implementation of the plan is critical to the achievement of Medium-Term Financial Plan objectives.
<b>LEGAL IMPLICATIONS</b>	The Terms of Reference for the Authority require it to determine issues in respect of both the "Integrated Risk Management Plan and Action Plan" following recommendations from the Executive Committee
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>The Policing and Crime Act 2017 introduced a statutory duty for emergency services to consider whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that Service and those other Services.</p> <p>The new Corporate Plan has been aligned with the collaboration priorities agreed between the three Thames Valley Chief Fire Officers and also identifies other areas in which collaboration opportunities with other blue light Services are being pursued.</p>
<b>HEALTH AND SAFETY</b>	Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. Public Safety Plan reviews of emergency services provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.
<b>EQUALITY AND DIVERSITY</b>	Where required, detailed Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan. Also, the Plan includes provision to continue pursuit of our Equality, Diversity and Inclusion objectives, associated action plans and progress reporting against these to the Authority.
<b>USE OF RESOURCES</b>	<p><b>Communication with stakeholders</b></p> <p>Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan has been reviewed by the following:</p> <ul style="list-style-type: none"> <li>• Business Transformation Board at its 23 January 2020 meeting;</li> <li>• Strategic Management Board at its 11 February 2020 meeting.</li> </ul> <p>Following recommendation of the updated Plan by the</p>

	<p>Executive Committee, it will be circulated to the Service Managers on a provisional basis until final approval is granted by the Fire Authority in June 2020.</p> <p><b>The system of internal control</b>  Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan provides the strategic frame of reference for controlling the Authority’s activities over the period 2020-25.</p> <p><b>The medium-term financial strategy</b>  The Corporate Plan is aligned to and supports delivery of our Medium-Term Financial Plan.</p> <p><b>The balance between spending and resources</b>  The plan sets out the Service’s strategic objectives and the activities that will be undertaken to deliver these over the next five years. These will be cascaded to directorate, team and individual levels and resourced from within the establishment and budgets set by the Workforce and Medium-Term Financial Plans.</p> <p><b>The management of the asset base</b>  The 2020-25 Corporate Plan implies but does not specify specific changes to the Authority’s asset base. These will be identified through the relevant programmes of work contained in the plan and referred to the Authority for decision where required or appropriate depending on their nature.</p> <p><b>Environmental</b>  Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried where required or appropriate. The 2020-25 Public Safety Plan requires that the Service “Continue to identify and act on opportunities to reduce our own carbon footprint”. This requirement is reflected in the new Corporate Plan under Strategic Enabler 3 at page 17.</p>
<p><b>PROVENANCE SECTION  &amp;  BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>The 2020-25 Corporate Plan schedules the key work programmes arising out of the 2020-25 Public Safety Plan which was approved by the Fire Authority at its 12 February 2020 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals:</p> <p><a href="https://bucksfire.gov.uk/files/5115/8064/5430/ITEM_7d_2020-25_PSP_5_Feb_20_Executive_Cmte_Cover_Paper_Annexes-min.pdf">https://bucksfire.gov.uk/files/5115/8064/5430/ITEM_7d_2020-25_PSP_5_Feb_20_Executive_Cmte_Cover_Paper_Annexes-min.pdf</a>.</p> <p>The 2020-25 Corporate Plan succeeds the previous 2015-20 Corporate Plan which was last updated and</p>

	approved by the Authority on the 19 June 2019: <a href="https://bucksfire.gov.uk/files/3315/6015/3364/ITEM_16_2015_-_20_Corporate_Plan_Update_Covering_Paper_Appendix.pdf">https://bucksfire.gov.uk/files/3315/6015/3364/ITEM_16_2015 - 20 Corporate Plan Update Covering Paper Appendix.pdf</a>
<b>APPENDICES</b>	Appendix 1: Draft 2020–25 Corporate Plan
<b>TIME REQUIRED</b>	30 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	Stuart Gowanlock, Corporate Planning Manager <a href="mailto:sgowanlock@bucksfire.gov.uk">sgowanlock@bucksfire.gov.uk</a>



# **2020–2025 Corporate Plan**

**March 2020**

## Plan Contents

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## 1. Introduction

This document sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the next five years and continue to make progress towards the achievement of our vision and strategic objectives. It also sets out the programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2020-2025 Public Safety Plan. These were:

<p><b>Infrastructure projects</b></p> <p>Consider temporary re-location of fire appliances to reduce impact on emergency response.</p> <p>Review range of potential risks and identify any additional training, equipment and vehicle requirements.</p>	<p><b>Population</b></p> <p>Consider changing current response to automatic fire alarms policy, potentially freeing up capacity to deal with an increase in higher risk incident types.</p> <p>Review station resourcing models.</p> <p>Continue to improve our ability to target and engage with vulnerable groups.</p>	<p><b>Civil emergencies</b></p> <p>Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.</p> <p>Continue to identify and act on opportunities to reduce our own carbon footprint by using electric vehicles, for example.</p>
<p><b>Technology information and systems security</b></p> <p>Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).</p> <p>Assess, identify and resolve potential capability gaps in relation to emerging information and systems security risks.</p>	<p><b>Workforce pressures</b></p> <p>Continue to develop our approach to workforce planning to inform recruitment and staff development strategies.</p> <p>Continue development and roll-out of more flexible and innovative employment opportunities to optimise recruitment and retention.</p> <p>Align training strategy and priorities to meet future needs.</p> <p>Continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change.</p>	<p><b>Funding pressures</b></p> <p>Review / optimise zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.</p> <p>Continue to pursue the case for relaxation of the Government's Council Tax referendum limits.</p> <p>Consider withdrawing from some non-statutory services to reduce costs.</p>

## 2. Strategic Context

The table below summarises the key strategic challenges identified and evaluated in the 2020–2025 Public Safety Plan.

<p><b>Infrastructure projects</b></p> <p>Road closures during construction leading to slower emergency response times.</p> <p>On-site risks during construction such as working at heights or depths.</p> <p>New technical risks following project completion such as tunnel rescues.</p>	<p><b>Population</b></p> <p>Potential for increases in all types of emergency response.</p> <p>Potential increase in accidental dwelling fire injuries and fatalities particularly in vulnerable groups such as the 80+ age group.</p>	<p><b>Civil emergencies</b></p> <p>Increase in frequency and / or severity of incidents as a result of factors such as the effects of climate change.</p>
<p><b>Technology information and systems security</b></p> <p>Disruption to our ability to deliver emergency response and other services due to cyberattack.</p> <p>New risks arising from the introduction of emerging technologies such as autonomous vehicles.</p>	<p><b>Workforce pressures</b></p> <p>Maintenance of range or level of service to the public due to staff retention and recruitment challenges.</p>	<p><b>Funding pressures</b></p> <p>Insufficient funding to maintain current range or level of service to the public.</p>

### Financial Context

Without sufficient time to undertake a full comprehensive spending review, the Government has effectively rolled-forward amounts within the settlement funding assessment for 2019-20 into 2020-21 and increased these by the rate of inflation. The exception to this is the pension grant funding, which is a flat-cash settlement.

Following a zero-based budget approach to setting the budget for 2020-21, the Service forecasts reserves to remain fairly constant over the next five years (see Scenario 1 below). However, this is dependent upon continuation of pension grant funding throughout the period. This grant was originally a one-off for 2019-20 but has now been rolled forward into 2020-21. Although the budget has been balanced through capital contributions and reserves, the budget is based on what the Service can afford rather than the staff it needs to fully deliver its commitments in the Public Safety Plan.

### MTFP Summary (Scenario 1)

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

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

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

### **3. Planning Inputs**

This plan has been developed in order to prioritise and programme:

- The proposals contained in the 2020–2025 Public Safety Plan which was approved by the Fire Authority on 12 February, following the outcomes of a public consultation;
- Areas for Improvement identified by the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspection of the Service in 2019;
- Thames Valley Collaboration Programme projects to be continued or initiated during the period of this plan;
- Other improvement requirements of strategic importance. For example, identified by recent internal or external audit and assurance activities; and,
- Incomplete projects carried forward from the 2015–20 Corporate Plan.

#### 4. Vision and Values

As important as what we do is how we do it and our values therefore form an integral part of our approach to planning and delivery of our services. These also translate through to individual objective setting and performance appraisal via the behavioural elements of our appraisal process, training needs assessments and annual workforce development plans.

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

## 5. Strategic Objectives, Enablers and Performance Measures

Strategic Objectives			
Prevent Incidents that cause harm from happening.	Protect homes, public buildings and businesses from the effects of fire.	To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand	To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.
Outcome Measures			
Number of accidental dwelling fires	Number of fire deaths	Emergency response time trends	Net expenditure per 1,000 population  Firefighter cost per 1,000 population
Numbers of primary fires in non-domestic buildings	Number of injuries in accidental dwelling fires	Appliance availability	
Number of deliberate fires	Number of Injuries in non-domestic building fires.	Customer satisfaction (After the Incident Survey)	
Number of road traffic collision killed and seriously injured	False alarms Real alarms	Co-Responding, incidents attended  Number of persons rescued from fires, road traffic collisions and 'Special Service' calls	
Strategic Enablers			
People	To optimise the contribution and well-being of our people.		
Information Management Systems and Processes	To ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.		
Assets and Equipment	To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.		



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

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

<b>Strategic objective 3</b>	To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO3.1 Evaluate impact of strategic infrastructure changes on operational response arrangements including disposition of resources and supporting training, equipment and vehicle requirements.						
SO3.2 Review station resourcing models.						
SO3.3 Civil emergencies: Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.						
SO3.4 Review Incident Command Support arrangements to ensure it meets the full range of foreseeable incidents and organisational capability						
SO3.5 Evaluate/review approach to managing site-specific operational risk to ensure accurate and appropriate risk information is available at point of need including better risk information for Service Delivery/wider organisation e.g. Site-Specific Risk Assessments (SSRA), domestic risk & risk to firefighters.						

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

<b>Strategic objective 4</b>	To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO4.1 Funding pressures: review of zero-based approach to budgeting to ensure that the budgets support the activity in the Public Safety Plan.						Now showing as 2020/21 (i.e. review what has been set) and in 2024/25 (as we may look to redo the zero-based exercise then). Linked HMICFRS Cause of Concern
SO4.2 Funding pressures: consider financial impact of other proposals contained in the Public Safety Plan						Linked HMICFRS Cause of Concern
SO4.3 Funding Pressures: Review potential sources of other income and services that we charge for.						
SO4.4 Implement legislated changes to Firefighter Pension Scheme						Linked HMICFRS Area for Improvement relating to ensuring capture of all additional costs such as pensions liabilities and contingency planning)

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

<b>Strategic Enabler 2</b>	Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SE2.1 Technology, information and systems security: continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP) and Microsoft 365 implementation.						
SE2.2 Technology, information and systems security: assess, identify and resolve potential capability gaps in relation to emerging risks.						
SE2.3 Information governance: Improvements in records management, to include the completion and maintenance of retention schedules, to facilitate development of file structures that enable and assure security, integrity and availability of Authority information and compliance with data protection legislation / regulations.						
SE2.4 Review contractual arrangements involving third party processing of Authority information / data to assure secure storage and management.						
SE2.5 Information security: Improvements in security of Authority premises to deter unauthorised access and protect the confidentiality, integrity and availability of Authority data.						

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

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<b>Strategic Enabler 3</b>		Assets and Equipment: to provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.				
<b>What we will do:</b>		<b>When we will do it:</b>				
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SE3.1 Civil emergencies: Continue to identify and act on opportunities to reduce our carbon footprint e.g. by using electric vehicles.						Linked to wider LRF work.
SE3.2 Urban Search and Rescue (USAR) – engagement with National Resilience Assurance Team (NRAT) assessments						The National Resilience Assurance Team cover USAR on a 3-yearly rolling programme. We will continue to prepare for and service this programme and the improvements from it, including compliance with national Concept of Operations
SE3.3 Headquarters / Unit 7 Review						This is unlikely to be progressed until there is clarity on the USAR funding position. This was confirmed at the Fire Authority Member Budget Challenge.
SE3.4 Blue Light Hub – benefits realisation						
SE3.5 Bletchley / Great Holm site de-commissioning						
SE3.6 Chiltern Fire Cover Review –						Work has commenced with a review of cover arrangements at Amersham.
SE3.7 Property strategy review						The Property strategy review will include fire station reconfiguration aligned to future crewing needs and development opportunities.
SE3.8 Review of BFRS station accommodation arrangements.						Building on work already started, this will review housing allowance, payments, and relationships with ‘L & Q’ including a look forward and policy development on the section housing principle.

## 7. Risk Management Plan

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

Breaks in continuity of membership on the Authority	▪ Member induction, familiarisation and workshops
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## **8. Plan Governance and Monitoring**

The key activities and projects specified within this plan will each be supported and developed in more detail through annual Senior Management Team collective objectives. In turn these objectives are delivered by cascading them throughout the organisation via our objective setting and review process. New projects are costed and risk-assessed and submitted through our rigorous approval processes. Each activity or project will be cascaded to a department to deliver through its own individual departmental action plan.

### **Regular Monitoring**

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

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

### **Quarterly Monitoring**

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

### **Annual Monitoring**

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

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# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	25 March 2020
<b>OFFICER</b>	Mick Osborne, Chief Operating Officer/DCFO
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>Gender Pay Gap Report 2019/20</b>
<b>EXECUTIVE SUMMARY</b>	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 requires public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation:</p> <ol style="list-style-type: none"> <li>1. Mean gender pay gap in hourly pay</li> <li>2. Median gender pay gap in hourly pay</li> <li>3. Mean bonus gender pay gap</li> <li>4. Median bonus gender pay gap</li> <li>5. Proportion of males and females receiving a bonus payment</li> <li>6. Proportion of males and females in each pay quartile</li> </ol> <p>This data must be published 'within the period of 12 months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.</p> <p>The gender pay gap report, as detailed in Annex A, details the Authority's gender pay gap as at 31 March 2019. For 2019/20, the mean gender pay gap is 15.1 per cent and the median gender pay gap is 10.4 per cent. In comparison to 2018, the mean gender pay gap was 16.6 per cent and the median gender pay gap 11.8 per cent.</p> <p>It is pleasing to note that the mean gender pay gap continues to decrease, and for 2019/20 the gap has reduced by 1.5 percentage points. The median pay gap has also decreased by 1.4 percentage points.</p>
<b>ACTION</b>	Noting.
<b>RECOMMENDATIONS</b>	It is recommended that the content of the gender pay

	<p>gap report 2019/20 be noted and approved for submission to the Government’s website (gov.uk) as per reporting requirements</p>
<p><b>RISK MANAGEMENT</b></p>	<p><b>Regulations:</b> The Authority will comply with the Regulations requiring public sector employers with over 250 staff to publish their gender pay gap data before 30 March each.</p> <p>The six pieces of prescribed data within the report will be published on the Government’s website (gov.uk) and the full report published on the Authority’s external website for a period of three years. Annually publishing the data in line with the Regulations will help the Authority monitor the effectiveness of the actions in reducing the gap over time.</p> <p><b>Transparency:</b> Gender pay gap reporting was introduced to improve levels of transparency on gender pay equality and gender imbalance within organisations. The Government’s expectation is that greater transparency and public scrutiny will require employers to take action to close the gender pay gap. In addition to the six pieces of prescribed information, organisations are also encouraged to provide contextual narrative with this data. There are a number of factors influencing the gender pay gap and the narrative as detailed in Annex A helps to explain this, by providing further information and detailing actions to address the gender pay gap. In addition, by detailing gender pay gap data since 2017 in the most recent report, it is a more transparent way of showing progress with the gap year-on-year.</p> <p><b>Consistency:</b> Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, the calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance, which is considered best practice.</p> <p>Benchmarking data, as published on the Government’s website, provides additional useful comparison data across the Fire and Rescue Service (see Appendix 1). The benchmarking data demonstrates widely different mean and median gender pay gaps within broadly similar organisations.</p> <p>In order to mitigate the risk associated with publishing improbable data, our data undergoes internal scrutiny and by providing contextual narrative, it supports the information provided within the report and highlights the activities we are engaging in to address gender imbalance.</p>

<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>There are no direct financial implications arising from this report.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>Whilst the Regulations do not contain any provisions imposing a penalty for non-compliance, failure to disclose this data could result in enforcement action by the Equality and Human Rights Commission or challenge by way of judicial review.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>Each Thames Valley Fire and Rescue Service has a requirement to report their gender pay gap data. Collaborative actions to reduce the gender pay gap will be considered as part of the existing Thames Valley Workforce Reform collaborative group programme.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>There are no health and safety implications arising from this report.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>Whilst both gender pay and equal pay deal with the disparity of pay within the workplace, it is important to note that gender pay is different from equal pay. The presence of a gender pay gap does not mean the Authority is discriminating against groups of individuals. The Authority is confident this gap does not stem from paying male and female employees differently for the same or equivalent work, i.e. an equal pay issue.</p> <p>The report has identified the Authority continues to have a gender pay gap, however figures are not expected to reduce significantly within the short to medium term, as the issues driving gender pay gaps require a longer-term commitment. Our interventions are delivering small, but tangible results as the gap continues to fall, and efforts are continuing to lower and eventually eliminate this gap.</p> <p>The Authority strives to increase gender diversity in all areas of the organisation. A particular continuing priority is attracting and retaining a more diverse workforce and having better representation of males and females at all levels across the organisation.</p>
<p><b>USE OF RESOURCES</b></p>	<p>Publishing the annual gender pay gap report ensures compliance with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.</p> <p><b>Communication with stakeholders:</b></p> <p>Additionally to the Fire Authority, other employers, job applicants, trade unions, media and the public will continue to pay close attention to the annually published gender pay gap data. Due to the high-profile nature of gender pay, it is important that employees are made aware of the gender pay gap report for this organisation before 30 March 2020. Due to the importance and level of interest in this topic, a</p>

	<p>communication plan has been developed, covering key stakeholders.</p> <p>Structured groups, such as the Equality, Diversity and Inclusion group, are well established and include managers, employees, trade union and staff representatives. These groups support and promote inclusion and engagement and increase dialogue about topical issues.</p> <p>Engaging with stakeholders is essential to ensure process is made against the initiatives to lower the gender pay gap. We will increase engagement and buy-in to what we are trying to achieve and will ensure we evaluate the interventions.</p> <p><b>The system of internal control;</b></p> <p>Annual gender pay gap reports will be presented to the Strategic Management Board and Executive Committee.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>Report to the Executive Committee held 6 March 2019: Gender Pay Gap Report (2018):  <a href="https://bucksfire.gov.uk/files/6715/5074/0324/ITEM_6_Gender_Pay_Gap_Report_2018_Executive_Committee_6_March_2019.pdf">https://bucksfire.gov.uk/files/6715/5074/0324/ITEM_6_Gender_Pay_Gap_Report_2018_Executive_Committee_6_March_2019.pdf</a></p> <p>Report to the Fire Authority held 13 February 2019: Pay Policy Principles and Statement (2019-20):  <a href="https://bucksfire.gov.uk/files/6215/4894/2646/ITEM_11_Cover_Report_-_Pay_Policy_Principles_Statement_2019-20_Fire_Authority_13_February_2019_Annex_A-min.pdf">https://bucksfire.gov.uk/files/6215/4894/2646/ITEM_11_Cover_Report_-_Pay_Policy_Principles_Statement_2019-20_Fire_Authority_13_February_2019_Annex_A-min.pdf</a></p> <p>Report to the Executive Committee held 14 March 2018: Gender Pay Gap Report (2017):  <a href="https://bucksfire.gov.uk/files/6115/2024/6788/EXECUTIVE_COMMITTEE_AGENDA_AND_REPORT_14_MARCH_2018-min.pdf">https://bucksfire.gov.uk/files/6115/2024/6788/EXECUTIVE_COMMITTEE_AGENDA_AND_REPORT_14_MARCH_2018-min.pdf</a></p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017:  <a href="https://www.legislation.gov.uk/ukdsi/2017/9780111153277/schedule/1">https://www.legislation.gov.uk/ukdsi/2017/9780111153277/schedule/1</a></p> <p>Office of National Statistics. Gender pay gap in the UK 2019:  <a href="https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019">https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019</a></p> <p>Gender pay gap reporting: Overview. Published February 2017:  <a href="https://www.gov.uk/guidance/gender-pay-gap-">https://www.gov.uk/guidance/gender-pay-gap-</a></p>

Gender Pay Gap Report 2019/20

	<p><a href="#">reporting-overview</a></p> <p>ACAS and Government Equalities Office Guidance. Managing gender pay reporting: <a href="http://m.acas.org.uk/media/pdf/m/4/Managing_gender_pay_reporting_04_12_17.pdf">http://m.acas.org.uk/media/pdf/m/4/Managing_gender_pay_reporting_04_12_17.pdf</a></p> <p>Report your gender pay gap data (Gov.uk): <a href="https://www.gov.uk/report-gender-pay-gap-data">https://www.gov.uk/report-gender-pay-gap-data</a></p>
<b>APPENDICES</b>	<p>Annex A – Gender Pay Gap Report 2019/20</p> <p>Appendix 1 – Employer comparison data 2018/19 (Fire Service)</p>
<b>TIME REQUIRED</b>	10 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Faye Mansfield – HR Advisory and Development Manager</p> <p><a href="mailto:fmansfield@bucksfire.gov.uk">fmansfield@bucksfire.gov.uk</a></p> <p>01296 744623</p>

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## Introduction

## Annex A

Regulations came into effect in 2017 that requires organisations employing over 250 employees to carry out gender pay gap reporting. The two sets of Regulations introduced mandatory gender pay gap reporting on employers; the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the Equality Act 2010 (Gender Pay Gap Reporting) Regulations 2017. Both sets of Regulations are similar, however the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 apply to public sector employers, including fire authorities.

Gender pay gap information must be published within 'the period of 12-months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

### What is the gender pay gap?

The gender pay gap shows the difference between the average earnings of males and females, expressed as a percentage of male earnings, e.g. females earn 10 per cent less than males. The gender pay gap should not be confused with equal pay and this is explained in the next section. The gender pay gap is reported on both the mean (average) and median (mid-point) basis.

According to the Office of National Statistics (Source: ONS - Gender pay gap in the UK: 2019), the gender pay gap for all employees, covering all employment sectors, continues to decline and has fallen from 17.8 per cent in April 2018 to 17.3 per cent in April 2019. This means that, in the UK females earn on average 17.3 per cent less than males. In comparison, for April 2019 the median gender pay gap among full-time employees stands at 8.9 per cent, and whilst this is little change from 2018, it has increased by 0.3 per cent. (April 2018 - 8.6 per cent).

Data from the Office of National Statistics (source: ONS - Annual Survey of Hours and Earning (ASHE)), as detailed below, shows the gender pay gap for median gross hourly earnings in the UK, April 2010 to April 2019. When comparing the gap over this decade, it is evident that progress on closing the gender pay gap is really slow and therefore likely to take years to eradicate.

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
All	19.8	20.2	19.6	19.8	19.2	19.3	18.2	18.4	17.8	17.3
Full-time	10.1	10.5	9.5	10.0	9.6	9.6	9.4	9.1	8.6	8.9



There are a number of factors contributing to the gender pay gap and these include:

- A higher proportion of males working in senior positions
- A higher proportion of females working in part-time roles (therefore normally earning less than their full-time colleagues)
- Skills gap, lack of training and development opportunities
- Occupational segregation
- Lack of role models
- Family, childcare and caring commitments
- Lack of opportunities for flexible working
- Attitude and culture
- Confidence

It is pleasing to note the gender pay gap for the Service continues to decrease. For 2019/20, the gap has reduced by 1.5 percentage points, from 16.6 per cent in April 2018 to 15.1 per cent in April 2019. This reduction now takes the Service 2.2 percentage points below the UK average gap, which is encouraging progress. In comparison, the Service's median gender pay gap for 2019/20 has decreased by 1.4 percentage points, from 11.8 per cent in April 2018 to 10.4 per cent in April 2019.

The Service has identified a number of key areas of activity to lower the gender pay gap. The Service's action plan on addressing the gender pay gap is detailed from page 12 of this report. Whilst the foundations for improvement have been laid through these initiatives, and interventions are beginning to deliver small, but real results as the gap continues to fall, it may be several years before there is any significant impact on gender parity within pay.

## **Different to equal pay**

Whilst both gender pay and equal pay deal with the disparity of pay females receive within the workplace, it is important to note that the gender pay gap is different to equal pay.

The principle of equal pay is that males and females who carry out the same job, similar jobs or work of equal value, as set out in the Equality Act 2010, should receive equal pay. Equal pay is a legal obligation. Whereas the gender pay gap examines the difference in the average pay gap between males and females expressed as a percentage of male earnings and is not unlawful.

Organisations which are fully compliant with the Equality Act 2010 can still have a gender pay gap. This is often due to having more males in senior and highly paid positions and females in lower paid and part-time roles. The gender pay



gap is a mechanism by which organisations can examine this data and take positive action to reduce the gender pay gap.

## **The reality of the gender pay gap**

A workforce, which better reflects the diversity of the public, that is flexible, diverse and inclusive, 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 attract, retain, develop and motivate talented people from all parts of the community.

The current limited gender diversity within the Fire Service is a national challenge. This is partly due to a lack of understanding about the role and skills required to be a firefighter by potential applicants. By embracing the need for change and consciously recognising this is a historically male-dominated organisation, and by actively seeking to dispel these myths, it will help to break some of the barriers for females considering a career within the Fire Service.

By demonstrating an understanding of the factors contributing to the gender pay gap and committing activity to address the gap, it will ensure over time the gap is reduced and eventually eliminated. In addition, the workforce will better reflect the diversity of the community. Meaningful embedded change takes time and we recognise this. The Service's ultimate aim is to achieve gender pay parity.

In the first [State of the Fire and Rescue Service Report 2019](#), Her Majesty's Chief Inspector of Fire and Rescue Services (HMICFRS), provided assessment following the first round of inspections of all 45 fire and rescue services carried out between June 2018 and August 2019.

The report highlights the lack of diversity within the Fire Service and that more needs to be done to attract, recruit and retain a more diverse workforce. Fire Services need to address the perceived barriers of a career within the sector and to better demonstrate that a career within the Fire Service is viable to anyone.

*"Any barriers preventing women and BAME people from seeking a career in the fire service must be tackled for the sector to be a truly inclusive employer. The sector should make sure its recruitment processes are appropriate, reasonable and not a potential barrier to greater diversity."* (page 40 of report)

Many of the issues driving pay gaps require a longer-term view. It has been recognised nationally that the gender pay gap is not going to be fully eliminated within the short to medium term.



## Importance of recruitment and development

Job applicants may look at an organisation's gender pay gap as part of their pre-selection process before choosing to work for an employer. To improve the Service's gender pay gap we need to address the attraction and retention of females within the Service and the career progression routes to the higher paid senior Operational and Support Service roles.

The Service has taken positive action to attract and recruit more females into Operational roles. In the longer term, this will assist with lowering the gender pay gap. As the Service nurtures these individuals and supports them through their development and for some, promotions through the ranks to more senior roles, the Service will start to see the impact of this positive action and further reduce and eventually eliminate the gender pay gap.

## Terms and conditions

The Service's Pay Policy statement is reviewed and updated annually. Its purpose is to provide transparency to the pay policy adopted. The 2019/20 Pay Policy (approved by the Fire Authority at its meeting on 13 February 2019) sets out levels of and elements of remuneration for 2019/20 to which this report relates.

The majority of employees are employed under contracts with either the terms and conditions of the NJC for Local Authority Fire and Rescue Services Scheme of Conditions of Service, 2004 "the Grey Book" incorporated; or with the provisions of the local terms and conditions of Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service for Support Services employees. The national terms and conditions for "Grey Book", and the often national bargaining required to bring about change under these terms and conditions, limits the Authority's ability to address some of the areas identified within the State of the Fire and Rescue Service Report 2019.

Pay and allowances differ under each set of terms and conditions. A number of allowances and additional payments are available for Operational employees, for example with the different duty systems, specialist roles, temporary promotions, opportunity to undertake additional hours through the bank system. Whilst some allowances are paid to Support Services employees, the majority are paid to Operational employees, which is the largest group of employees, with the majority being males. This directly influences the gender pay gap.

## Benchmarking

With organisations being required to publish their gender pay gap data in the public domain (gov.uk website), this allows greater comparison with other



organisations and the Office of National Statistics (ONS) figures. Greater transparency in pay will help to attract and retain talent and will provide the information to allow organisations to improve workplace practices, policies and procedures that will promote gender equality and ensure any remedial action is prioritised.

As detailed in Appendix 1, employer comparison data is provided covering 34 Fire and Rescue Services for 2018/19, as detailed on the Gov.uk website.

When compared to the 34 Fire and Rescue Services, Buckinghamshire Fire and Rescue Service is ranked 28<sup>th</sup> with a mean gender pay gap of 16.6 per cent for 2018/19. The range is (-) 7.7 per cent to 38 per cent. A negative pay gap indicates that females earn more on average than males, and a positive pay gap indicates that males earn more on average than females.

Of the 34 Fire and Rescue Services, only eight have reported bonus gender pay gap data. This indicates that bonus arrangements were not in operation within the majority of Fire and Rescue Services in 2018/19. This supports this Service’s intention to review the use of merit awards and bonuses to determine whether monetary or non-monetary recognition awards are the best way forward. The review of current practices will ensure that mechanisms, which recognise achievements, are flexible, transparent and fit for purpose are in place.

## What information must be reported

The gender pay gap calculations are drawn from specific data each year and based on full-pay relevant employees. To be included as a full-pay relevant employee, the employee must be:

- Employed on the snapshot date; 31 March each year
- Paid their usual full-pay in the pay period ending on the snapshot date

The table below details the total number of employees in scope for 2019/20, compared to 2018/19 and 2017/18:

Year	Total number of employees in scope	Males	Females	Total
2019/20	Full-pay relevant employees	353	87	440
	Relevant employees	365	90	455
2018/19	Full-pay relevant employees	377	78	455
	Relevant employees	392	81	473
2017/18	Full-pay relevant employees	392	80	472
	Relevant employees	407	81	488

**Full-Pay Relevant Employees** - This is the number of employees who received their normal full-pay within the snapshot date. This informs the mean and median hourly pay gap calculations and the proportion of employees within the Quartile Pay Bands.



For 2019/20, the number of full-pay employees has reduced by 24 fewer males and increased by nine more females.

**Relevant Employees** - This is the number of employees employed by the Service on the snapshot date. This informs the mean and median bonus pay gap calculations. The difference in number between relevant and full-pay relevant employees is due to 15 employees not receiving their usual full-pay within the pay period (for 2018/19 this was 18 employees).

For 2019/20, the number has been reduced by 27 males and increased by nine females. In comparison to 2018/19, the number was reduced by 15 males with no reduction or increase to female numbers.

Whilst the Service has increased the percentage of females employed, the gender split for employees shows that overall females continue to be under-represented within the Service. This is due to the under-representation of females in Operational roles rather than in Support Service roles.

Below details the standard information to be disclosed by organisations as part of the gender pay gap reporting as detailed in Schedule 1 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

**Pay:** This refers to the ordinary pay received by each full-pay relevant employee in the pay period at the snapshot date. Ordinary pay includes basic pay, allowances, paid leave and shift premium pay and calculated before deductions are made at source. This data examines:

- The difference in the mean hourly pay between male and female relevant employees as a percentage of male pay
- The difference in the median hourly pay between male and female relevant employees as a percentage of male pay
- The proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- Ordinary pay does not include overtime, expenses, benefits in kind, arrears of pay, salary sacrifice schemes (such as childcare), tax credits or redundancy pay.

Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, our calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance.

**Bonus:** Bonuses paid to full-pay relevant employees in the 12-month period ending on the snapshot date (31 March). Year on year bonuses will vary and a small movement could have a big impact on the data. This data examines:

- The difference in the mean bonus pay paid to male relevant employees



and that paid to female relevant employees in the 12-months before the snapshot date

- The difference in the median bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The proportion of male relevant employees who were paid bonus pay and that paid to female relevant employees in the 12-months before the snapshot date



## Reportable data

In accordance with the Regulations, the Service is required to annually publish six pieces of prescribed data about the pay and bonuses of males and females employed by the Service:

### 1. Mean hourly gender pay gap

The difference between the mean hourly rate of pay for male and female full-pay relevant employees, as a percentage.

The mean gap provides an overall indication of the size of the gap. A high mean indicates that the remuneration structure disadvantages female.

The mean (average) gender pay gap for 2019/20 is 15.1 per cent. This means that male employees earn £2.75 per hour more than females and therefore, on average, females earn approximately 85 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2019/20	18.18	15.43	2.75	15.1
2018/19	17.36	14.47	2.89	16.6
2017/18	18.10	14.59	3.51	19.4

In comparison, for 2018/19 the mean (average) gender pay gap was 16.6 per cent. This meant that male employees earned £2.89 per hour more than females and therefore, on average, females earned approximately 83 per cent when compared to male earnings as at 31 March 2018.

### 2. Median hourly gender pay gap

The difference between the median hourly rate of pay for male and female full-pay relevant employees.

The median gender pay gap for 2019/20 is 10.4 per cent or £1.72 per hour. This means that on average, females earn approximately 90 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2019/20	16.55	14.83	1.72	10.4
2018/19	16.16	14.26	1.90	11.8
2017/18	15.74	14.07	1.67	10.6

In comparison, for 2018/19 the median gender pay gap was 11.8 per cent or £1.90 per hour. This meant that on average, females earned approximately 88



per cent when compared to male earnings as at 31 March 2018.

### 3. Mean bonus gap

The difference between the mean bonus paid to male relevant employees and that paid to female relevant employees.

For 2019/20, the mean bonus gap is -100.3 per cent. This means that on average, males earn £84.08 less than females on bonus payments.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap % *
2019/20	83.81	167.89	-84.08	-100.3
2018/19	235.71	327.16	-91.45	-38.8
2017/18	230.04	354.01	-123.97	-53.9

*\* Negative pay gaps occur when females earn more on average, positive pay gaps are used when males earn more on average*

In comparison, for 2018/19 the mean bonus gap was -38.8 per cent. This meant that female employees received on average a bonus of £91.45 more than males.

A report was presented to the Executive Committee on 6 February 2019 'Senior Management Team Remuneration and Performance Review, and Annual Report on Employee Bonus Scheme'. It was recommended within this report that the level of merit award to be shared between Senior Management Team (SMT) and the rest of the workforce be agreed. The Executive Committee considered the report and resolved that the level of merit award be shared between individuals and teams within the Service. During 2019/20 there were no bonus payments made to members of the SMT.

### 4. Median bonus gap

The difference between the median bonus paid to male relevant employees and that paid to female relevant employees.

The median bonus gap has been reduced to 10 per cent, which equates to £75. This translates as males earning on average £75 more in bonus payments than females.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap %
2019/20	750	675	75	10
2018/19	1000	750	250	25
2017/18	500	1000	-500	-100



In comparison, for 2018/19 the median bonus gap was 25 per cent or £250. This meant that male employees received a bonus equating to £250 more than female employees.

## 5. Bonus Proportions

The proportion of male and female employees who were paid a bonus during the relevant 12-month pay period:

Year	Gender	Number of employees	%
2019/20	Males	32	8.8
	Females	18	20.0
2018/19	Males	38	9.7
	Female	22	27.2
2017/18	Male	44	10.8
	Female	20	24.7

The proportions of bonus payments for both males and females has decreased in 2019/20.

## 6. Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower (L), lower middle (LM), upper middle (UM) and upper (U) quartiles and the equally distributed pay bands.

To determine quartiles, employees are ranked in order of their hourly rate of pay; from lowest to highest, and divided into four equal groups, according to the guidelines.

The distribution of males and females across the four quartiles, again is very similar to 2018/19, despite a reduction in employee numbers. The higher numbers of males are within the upper and upper middle quartiles and females continue to be over representative within the lower and lower middle quartiles. There was a notable increase in females within the upper middle quartile, increasing by 3.6 percentage points, however in order to improve the gender pay gap there needs to be an increased representation of females in senior roles across the Service.

# Gender Pay Gap Report 2019/20



For 2019/20:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	92	27.1	15	17.6	107
Upper Middle (UM)	92	27.1	14	16.5	106
Lower Middle (LM)	85	25.1	21	24.7	106
Lower (L)	71	20.9	35	41.2	106
Total	340	-	85	-	425

For 2018/19:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	99	26.3	14	17.9	113
Upper Middle (UM)	104	27.6	10	12.8	114
Lower Middle (LM)	95	25.2	19	24.4	114
Lower (L)	79	21.0	35	44.9	114
Total	377	-	78	-	455

In comparison, for 2017/18:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	107	27.3	11	13.8	118
Upper Middle (UM)	105	26.8	13	16.3	118
Lower Middle (LM)	100	25.5	18	22.5	118
Lower (L)	80	20.4	38	47.5	118
Total	392	-	80	-	472



## Action plan: Addressing our gender pay gap

This is the third year of reporting the Services gender pay gap and our interventions are beginning to deliver small, but real results as our gap continues to fall. As already detailed within this report, many of the issues driving pay gaps require a longer-term commitment and will be dependent upon the Service working together to drive change. The Service is committed to addressing the gender pay gap. Through the three key areas, the Service will strive to achieve a more representative workforce:

### Leading transformation

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 and ensuring employees understand how the Service operates, in order to be as effective as possible within their role

- The Service has a transparent approach to pay. On an annual basis the pay policy is updated and following consideration and approval by the Fire Authority, published on the intranet and external website. This policy sets out the Service's approach to pay for all roles, including the approach to senior pay and bonus payments
- The Service's Equality, Diversity and Inclusion (EDI) policy was updated and published following approval by the Executive Committee on 10 July 2019. It demonstrates the Service's commitment to EDI, by ensuring that EDI is embedded in its culture and reflected in its people and behaviours, all of which will help to better serve the public
  - By embracing equality, we promote the policy in both employment opportunities and in the delivery of its services
  - By embracing diversity, we acknowledge the full breadth of people within the community and seeks to reflect that variety within the workforce
  - By embracing inclusion, we recognise that everyone that works for the Service has a valuable contribution to make
- The Service's Code of Conduct was updated and published following approval by the Executive Committee on 10 July 2019. The Code provides individuals with an understanding of the standards expected of employee and guides behaviour, placing an obligation on all to take responsibility for their own conduct. The Code states the Service will:
  - Ensure 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 strives to be a family friendly workplace, which recognises and supports employees in balancing their responsibilities of work and home. In January 2020 the Maternity, Adoption and Parental Entitlements procedure was updated and published. The procedure helps to demonstrate the Service's commitment and support to its employees and being an attractive, family friendly employer. The Service offers enhanced benefits, by going over and above statutory entitlements, and includes offering the same enhanced pay for shared parental leave, therefore encouraging individuals to share childcare more equally
- We recognise family friendly and flexible working practices are good for the Service as they help to attract and retain valuable talent and skills from a wider and more diverse pool. We are continuing to develop and update a suite of procedures within this area to help increase gender equality within the workplace
- We actively encourage employees to consider using flexible working arrangements where appropriate
- Structured groups have been created to drive forward equality initiatives, such as the EDI group, which includes managers, employees, trade union and staff representatives. The group supports and promotes inclusion and engagement and increases dialogue about topical issues. The group review progress against the Service's EDI objectives which are reported to the Fire Authority. In 2020 the EDI objectives are being reviewed and refreshed and a report will be presented at the June 2020 Fire Authority
- An equal pay audit is the most effective way of checking the Service is complying with its statutory equal pay obligations and ensuring we deliver a pay system free from gender bias. During early 2020 an audit is being undertaken, which involves comparing the pay of men and women doing equal work, which will have three main purposes:
  - to identify any differences in pay between men and women doing equal work
  - to investigate the causes of any differences in pay between men and women doing equal work, and
  - to eliminate instances of unequal pay that cannot be justified
- We continue to strive for an inclusive culture, helping to ensure employee will want to remain with us and progress through the Service:
  - The 2017 Culture Survey results formed an action plan that managers and employees were tasked with addressing
  - In January/February 2020, all employees were invited to complete a Culture Survey, the results of which will help the Service in achieving its objectives
  - The results of the 2019 HMICFRS Staff Survey are being compared against the 2017 and 2020 Culture Survey results. This will be an additional data source to help develop a more comprehensive action plan



- We continue to make greater and more targeted use of social media to effectively promote the positive work of the Service and of our recruitment campaigns
- We continue to focus on positive action for female and BAME recruitment, with investment in social media and digital streaming marketing as part of our recent recruitment campaigns, to target this demographic
- During 2020 we will be launching the new corporate website which will incorporate the people strategy
- We will continue to collaborate with other Fire Services and will increasingly collaborate with organisations who are in a position to help us reach and influence our target audience. In addition, we will collaborate more widely and with those organisations who have developed inspiring initiatives and best practice that we may learn from



## Attracting talent

The Service is committed to ensuring its resourcing attracts, selects, and recruits the right calibre of people to deliver its corporate priorities, aligned to workforce planning requirements. The Service will ensure it retains the skills and capability needed and employs them productively to support its corporate objectives. It is committed to establishing the right working arrangements and conditions of employment for all its employees.

- The Service's Recruitment and Selection procedure was updated and published October 2019. This procedure places greater emphasis on ensuring the right skills, attitudes and behaviours are available to deliver the Service's priorities throughout its recruitment and selection and promotion processes and includes the Service's pledge to all candidates:
  - Recruitment and selection will be fair, transparent and consistent
  - Commitment to providing processes that offer equal opportunity and avoids unlawful discrimination
  - Equal and reasonable access to information about the role, its requirements and the selection processes to be used
  - Support will be provided throughout the process, which can be tailored to individual requirements
  - Selection will be based on relevant and consistently applied criteria, using methods which are reliable, objective and guard against bias. All those involved in the recruitment and selection process will be appropriately trained
  - Selection will be based on merit and focus on candidates meeting the essential criteria and required behaviours
  - Individuals will be encouraged to develop their skills and have the opportunity to learn and develop
- Support to females who are unsuccessful during the selection process is provided to prepare and encourage re-application
- Ongoing support is provided to all applicants from Physical Training Supervisors at their local station
- We have reviewed our recruitment fitness tests to ensure they reflect role demands and are fit for purpose
- We continue to support the Networking Women in the Fire Service programme, hosted by the Fire Service College. In 2019 four places were funded and expressions of interest have been sought for 2020
- Apprentice recruitment is structured with the aim of attracting a diverse pool of applicants
- We continue to host 'have a go days' to encourage applicants and remove barriers to recruitment and the myths associated with the role. In addition, female specific 'have a go days' are programmed to give females opportunities to attend and try out the strength and fitness tests in a 'safe environment', under close supervision and with guidance and advice from Instructors



- We attend career fairs to promote the Service as a attractive employer, with career opportunities within a number of areas of the Service. Female representatives from Support Services and Operational employees attend to encourage more females into the Fire Service as a viable career
- A structured interview process is used in all recruitment and promotion activity. Structuring interviews so the same questions are asked to all candidates, in the same order, format and responses assessed using a standardised criterion in order to reduce unconscious bias in processes
- We continually review and update our recruitment processes, using fair and transparent processes, ensuring any learns are fed into future recruitment activity
- We ensure through the applicant sifting processes that information on protected characteristics is removed to eliminate the possibility of unconscious bias
- To reduce potential prejudice and bias in recruitment and selection, unconscious bias training is delivered to those who undertake interviewing



## Supporting development

The Service strives to create a sustainable workforce through medium to long term strategic planning, treating employees as assets enabling the Service to plan for the future with regards to the workforce requirements. By creating and maintaining a sustainable workforce requires the Service to take appropriate action to:

- Recruit and retain the right workforce
- Address key future and occupational skill shortages
- Promote jobs, careers and the concept of employability
- Identify, develop and motivate talent
- Address diversity and inclusion issues

- Workforce diversity data is collated, reviewed and reported, which ensure the Service is focused and able to make decisions to improve results, the data details:
  - The numbers of males and females within the Service
  - The numbers of males and females at each level of the Service
  - The proportion of males and females applying for roles and being recruited
  - The proportion of males and females applying for assessment processes and being promoted
- There is a commitment to improve the breadth of diversity-related data available about the workforce. Submitting sensitive personal information is optional, however it is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress to meet legislation under the Equality Act (2010)
- Our aim is to continue to improve diversity data and the utilisation of the data across all parts of the existing workforce. For example, at various stages of the employee lifecycle and during recruitment processes to see why females and BAME's are de-selected from the process. This data will be used to inform decisions
- We will extend our evidence gathering to include data on the following additional areas:
  - Analysis of fall-out rates during recruitment processes and exploration of alternate recruitment practices, which will include direct entry recruitment
  - The proportion of males and females leaving the Service and the reasons why
  - Analysis on training spend broken down by males and females
  - Determine any structural barriers to promotion opportunities



- First time/newly promoted managers are supported through a structured induction programme; developing skills and self-confidence through core management modules and individual coaching
- A coaching programme has been established within the Service and positively received and available to all employees
- Leadership training and opportunities for development are available to all employees, such as job shadowing and acting up/temporary promotion, so that individuals can experience the variety of roles within the Service, providing wider organisational awareness and benefiting both the individual and the Service
- We support the Service and its employees, promoting high performance and continuous improvement. Working collaboratively and inclusively, we ensure employees perform the best they can by supporting them to acquire, maintain and continuously develop the appropriate technical and professional skills and underpinning knowledge specific to their role
- We continue to lead on the Workforce Reform project as part of the Thames Valley Collaboration agenda. This work stream aims to ensure that the three Thames Valley Fire Services are best placed to attract and retain the right calibre of Operational talent to deliver current and future corporate priorities. With an outcome to design and embed an approach to recruitment which increases the diversity of the workforce
- In 2020 we will be launching a renewed and refreshed appraisal system. This system will enable managers and employees to have more meaningful and productive conversations about their performance and development, incorporating the Services core values and behaviours

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
London Fire Brigade	-7.7	-4.6	19.2	5.2	7.6	25.7	0	0	0	0
East Sussex Fire & Rescue Service	-7.3	1.9	5	39	14	17	0	0	0	0
Staffordshire Fire & Rescue Services	-5.4	-9	36	12	9	21	0	0	0	0
Securitas Security Services (UK) Ltd	-4.8	-7.5	9.1	10.7	16.4	18.1	18.4	15.3	36.7	0
Kent Fire & Rescue Service	-2.4	2.6	19.2	7	12.3	23.1	0	0	0	0
Greater Manchester Combined Authority	1.9	1.3	40.4	4.1	13.3	24.9	0	0	0	0
Avon Fire & Rescue Service	2.6	0	25	3.2	11.6	15.7	0	0	0	0
Royal Berkshire Fire & Rescue Service	2.7	2.2	27	10	21	18	0	0	0	0
Lancashire Fire & Rescue Service	3.2	17	5.4	36.9	12.2	9.7	0	0	0	0
Hampshire Fire & Rescue Service	4.8	5.1	12.5	8.9	15.9	15.7	0	0	0	0
Essex County Fire & Rescue Service	7.1	8.8	30.1	9	8.5	13	0	0	0	0
Derbyshire Fire & Rescue Service	7.4	3	39	2	11	18	0	0	0	0
Nottinghamshire Fire & Rescue Service	7.7	6.3	27.1	12.2	9	14	0	0	0	0
Shropshire & Wrekin Fire Authority	8	8	33	3	13	9	0	0	0	0
North Wales Fire & Rescue Service	8.9	11.1	30.8	15.4	10.4	14.5	0	0	0	0
County Durham & Darlington FRS	9	2.4	28	5	10	15	0	0	0	0

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
North Yorkshire Fire & Rescue Service	10.2	3.2	21.2	6.8	10.5	9.5	16.5	40.1	-17.1	0
Dorset & Wiltshire Fire & Rescue Service	10.4	7.1	35.3	6.9	15.2	12.8	0	0	0	0
West Midlands Fire Service	10.4	5	44.5	6.1	12.4	17	0	0	0	0
Bedfordshire Fire & Rescue Service	10.6	5.3	53	8	12	23	11.8	88.2	2.6	0
West Yorkshire Fire & Rescue Service	10.7	7.5	37	10	13	10	0	0	0	0
Merseyside Fire & Rescue Service	11.7	3.9	50.2	14.5	16.2	16.2	0	0	0	0
Devon & Somerset Fire & Rescue Service	13	13.6	29	8	6	10	0	0	0	0
Mid & West Wales Fire & Rescue Service	13.8	14.1	36	3	11	10	0	0	0	0
Cambridgeshire Fire & Rescue Service	15.4	11.3	33.3	26	9.9	13.2	19.1	57.5	-3	0
South Wales Fire & Rescue Service	16.3	14.4	34	9	5	10	0	0	0	0
Tyne & Wear Fire & Rescue Service	16.5	10.2	49	8	14	13	0	0	0	0
Buckinghamshire & Milton Keynes Fire Authority	16.6	11.8	31	17	9	12	27.2	9.7	-38.8	25
Humberside Fire & Rescue Service	17	23	44	12	5	12	0	0	0	0
South Yorkshire Fire & Rescue	19.9	10.3	39.3	5.2	16.2	9	21.8	72.1	8.3	0
Cheshire Fire Authority	20.9	17	43.2	14.6	7.8	8.7	15.9	58.8	-32.1	0

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
Leicestershire Fire & Rescue Service	21.8	23.8	52.3	10.8	10	11.5	0	0	0	0
Hereford & Worcester FRS	32.2	29.4	35.6	13.3	3.3	5.5	0	0	0	0
Chubb Fire & Security Ltd	38	41.3	64	27	7	10	28.9	63.3	32.7	7.8

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