



2015–20 Corporate Plan Final Year Review & Refresh

March 2019

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1. Introduction

This document reflects the outcomes of a final year review and refresh of the 2015 – 20 Corporate Plan. It sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the remaining years of the plan and continue to make progress towards the achievement of our vision and strategic objectives. It also sets out the remaining 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 2015-20 Public Safety Plan. These were:

- To review capacity in each of five key geographical areas, starting with Milton Keynes, to ensure that the Service has:
 - The right balance between measures to prevent and protect against risks and the residual capacity needed to respond to emergencies;
 - The most appropriate crewing models relative to current and expected levels of demand and risk;
 - The right number of staff, fire engines and other specialist appliances required to fit with normal, day-to day-demand patterns;
 - The right number of, and location for, fire stations. This may involve moving, merging, closing or co-locating with other blue-light services.
- To identify and implement the level of capacity needed to respond to major local, regional and national emergencies and meet mutual assistance obligations to neighbouring fire and rescue services.
- To work with staff and other stakeholders to develop the very best resourcing models for both the Service and the people it serves and protects. This will embrace identifying and implementing changes to our employee proposition, staff terms and conditions of employment, skills development, crewing models and shift patterns.
- To continue to develop opportunities to increase the benefits and value that we deliver to the public by using our capacity, resources and assets to meet a wider range of community needs in partnership with others.

2. Overview of progress to 31 March 2019

From the inception of the plan in April 2015 the Service has made significant and innovative progress towards the achievement of its strategic objectives. These achievements have been recognised nationally in the form of ministerial visits, speeches and awards.

In particular the Service has delivered an innovative operational response and resourcing model which is unique in the UK Fire and Rescue Service. This has been supported by extensive workforce reform and a willingness of our staff to change and work more flexibly.

We have developed and established a model which balances our risk, demand and operational / financial capacity. This has been achieved with no redundancies, no station closures and without removing any fire appliances from stations. It has been common practice in other fire and rescue services to achieve savings by such cuts to services, including station closures, while we have achieved ours through workforce reform and service remodelling. However, our services to the public have not deteriorated and, in many circumstances, have improved and diversified (e.g. medical response). We are continuing to reduce the number of serious incidents we are attending and the incidence of deaths and injury remain low by historic standards against a backdrop of an increasing population. Also our average response time to incidents has improved in the last two years after a period of increase.

Key areas of progress to date with Corporate Plan Projects include:

Milton Keynes Reconfiguration

- The staff transformations required before migration to the Blue Light Hub have been successfully completed. Construction is well advanced with handover to the partners due in November 2019 and occupation commencing soon thereafter.

Workforce Reform

- A 12 month pilot was conducted to test a new employment proposition for a flexible, mobile, more accountable firefighter with a range of enhanced skill sets to deliver a more diverse role including medical response. Organisational resilience is a feature of the new contract. Following the success of the pilot, the new role type has been made part of

the permanent establishment with effect from April 2017. These contracts have now been fully embedded and part of the routine programme of refresh of staff when vacancies have occurred.

- As part of the introduction of Development of Operational Resourcing (DoOR) programme (which replaced the strategic review as we are no longer in review but in a delivery phase) a new On-Call proposition and contract has been devised and is moving through an extensive pilot phase.
- A new recruitment and training model for firefighters and support staff was developed and introduced based on the Government backed apprenticeship scheme. 22 firefighter and four support service apprentices were appointed over the summer of 2016, employed by an Apprentice Training Agency for a two year training period. This provides the opportunity to directly employ qualifying participants at the end of the apprenticeship period in order to meet resourcing requirements identified by our Workforce Plan. A second intake of apprentices were recruited in summer 2017. The Authority's progress with workforce reform was acknowledged by the then Minister for Policing and the Fire Service, Brandon Lewis, in a speech to the Chief Fire Officers Association (CFOA) conference on 13 September 2016:

"During a recent visit to Buckinghamshire I saw the strong progress that had been made in implementing alternative duty systems and how staffing is more closely aligned to risk, as well as the introduction of 22 firefighter apprentices into the Service providing a refreshed employment proposition. I am pleased to hear that learning is being shared with other services and I will watch this area with interest".

Further recognition was received in April 2017, in the annual 'IESE Awards', with a Bronze award in the 'Transforming through People' category for the Service's workforce reform programme.

In 2018 the service recruited its third cohort of apprentices and launched its management apprenticeship schemes.

The Authority was the first fire and rescue service to receive awarding body status from Ofsted.

In early 2019 the Authority recruited its fourth cohort of apprentices and is planning a fifth.

The Authority was also recognised in 2016 by the Public Service People Managers' Association for its approach to staff health & wellbeing by the winning in this category of their annual awards.

Business and Systems Integration

- Development and implementation of key phases of new Human Resource Management, Payroll, Finance and Health and Safety systems were completed following successful user acceptance testing and parallel runs. The new systems went live from 3 April 2017 and offer a range of automated, self-service and work-flow driven features replacing a number of inefficient, manually intensive paper based processes and obsolete legacy systems. The new resource management system went live in Autumn 2018 and the new Premises Risk Management system will be rolled out across the Service in 2019. Still within budget, the project is due to be completed in early 2020.

Technology Advances

- In 2018 the Service replaced its reliance on pagers with new App Based mobilising for Officers and On-Call staff. We believe we are the first fire and rescue service to do this.
- In 2018 we started the roll out of Skype to improve our internal communications and video conferencing ability.
- In 2018 we moved our disaster recovery system to a Cloud provider to improve the resilience of our systems. We also extensively invested in our cyber security defences which successfully resisted the latest attacks.

3. Changes to operating context

Financial Context

The current Medium Term Financial Plan (MTFP) forecasts a revenue budget shortfall of £259k by the end of the current Corporate Plan in March 2020. If no action is taken, this is expected to grow to £1,417k by 2021/22 requiring cumulative savings of £3,303k over the period as shown below.

MTFP Summary [based on Model 1(a)]

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Net Budget Requirement	28,675	30,591	30,887	31,271
Total Funding Available	-28,675	-30,332	-29,260	-29,854
Shortfall for Year	0	259	1,627	1,417
Cumulative Savings Requirement	0	259	1,886	3,303

It is envisaged that the Authority will implement reductions to the Revenue Contribution to Capital (RCCO) in order to balance the budget as shown by the MTFP model overleaf. The impact on the capital programme is that by 2024/25 the amount remaining in the RCCO Reserve will be a deficit of £145k. Effectively, this means that from 2019/20 the Authority will only be able to fund essential property work and replacement of vehicles and equipment, with no funding available for future investment (unless the Authority chose to borrow in order to finance that, although further savings would need to be found to fund the revenue cost of additional borrowing).

These MTFP scenarios set the financial context for the next Public Safety and Corporate Plans covering the period 2020 – 2025.

MTFP Model 1(b)

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Base Budget	28,210	28,675	30,332	29,260
Pay Adjustment	366	366	366	366
Inflation Adjustment	0	48	86	86
Savings	-311	-240	0	0
Growth	906	1,318	50	0
Previous year Savings and Growth Adjustments	-646	574	-206	-68
Revenue Contribution to Capital	150	-409	-1,368	210
Net Budget Requirement	28,675	30,332	29,260	29,854
Revenue Support Grant	-2,633	-3,321	0	0
Business Rates	-5,421	-5,477	-7,284	-6,920
Council Tax Receipts Surplus/Deficit	-389	-278	-250	-250
Business Rates Pooling/Levy Account Surplus*	-104	-78	0	0
Fire Specific Grants (USAR/Firelink)	-1,097	-1,097	-1,097	-1,097
Council Tax Receipts	-18,848	-19,715	-20,629	-21,587
Use of Reserves	-183	-366	0	0
Total Funding Available	-28,675	-30,332	-29,260	-29,854
Shortfall/(Surplus) for Year	0	0	0	0
Cumulative Savings Requirement	0	0	0	0

* Business Rates Pooling for 2018/19 and Levy Account Surplus for 2019/20

Revenue Contribution to Capital – Model 1(a)	2,075	1,925	1,925	1,925
Revenue Contribution to Capital – Model 1(b)	2,075	1,666	298	508

Government Policy and Legislative Context

In September 2016, Minister for Policing and the Fire Service, Brandon Lewis, set out the government's strategic reform agenda for the Fire and Rescue Service in a speech to the Chief Fire Officers Association (CFOA) conference. He identified three distinct 'pillars of transformation':

- efficiency and collaboration;
- accountability and transparency; and,
- workforce reform.

The first two of these pillars were given legislative force with the passage into law of the Policing and Crime Act 2017 which, amongst other things:

- placed fire, police and ambulance services under a statutory duty to collaborate where this improves efficiency or effectiveness;
- enabled Police and Crime Commissioners to become involved in the governance of fire & rescue services in their area either by becoming a fire authority member or taking over the role of a fire authority completely and, as a potential further step, integrate fire and police within a single employer organisation with an integrated single management team;
- provided for the creation of the creation of a 'rigorous and independent inspection regime' for fire and rescue in England, with sufficient access to data and information to ensure robust inspections, and the ability to undertake joint inspections with HMIC.

In relation to workforce reform, the Minister also referred to the findings of the Independent Review of Conditions of Service for Fire and Rescue Staff in England (also known as the 'Thomas Review') which made a number of recommendations in relation to:

- The working environment;
- Documented conditions of service;
- Industrial relations;
- Duty systems; and,
- Management of fire and rescue services.

Technology Context

The Emergency Services Mobile Communications Programme (ESMCP) was launched by the Government to provide the next generation of mobile communications for emergency services which will replace the Airwave Tetra network introduced to fire services in 2009. The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.

The current national Airwave contracts are due to be terminated at the end of December 2022. The original period of transition for the South Central Region was planned to take place between November 2017 and November 2018. The transition plan was abandoned in favour of a plan to make a number of Emergency Services Network products available commencing in 2019. The current position of the South Central Region is to monitor the development and attractiveness of these products with a view to adopting those where the business case is shown. The timings of adoption have to be considered in relation to the timings of Thames Valley Fire Control software and hardware refreshes.

4. Main Revisions to the plan

This plan has been updated and revised to reflect:

- progress made during the first four years of the plan (to 31 March 2019); and,
- changes to our operating and, in particular, financial contexts.

Detailed changes are shown in section 7 of this document with an overview of the main changes set out below.

Duty to collaborate

Authority collaboration with other blue light services was already well underway prior to the imposition of a statutory duty to do so. Notably with South Central Ambulance Service in relation to co-responding and Thames Valley Police in relation to sharing of property and facilities. The plans to develop shared support service functions, and in particular, a shared finance function with Royal Berkshire Fire and Rescue (RBFRS) have been reprioritised and removed from the Corporate Plan as RBFRS have decided to maintain and develop their own separate support service functions. However, we will continue to

explore the potential for collaboration in this area on an opportunistic basis. In February 2017, the three Thames Valley Chief Fire Officers agreed a new set of collaboration priorities including:

- Operational alignment - developing and implementing a single mobilising policy for the Thames Valley which will enable staff in the control room to streamline their responses and free up time and effort to ensure that the community gets the best possible response;
- Fire Protection – the services will work together to produce a single fire protection policy, succession plan and one way of working, providing consistency and opportunities for staff across the Thames Valley;
- Procurement – developing and implementing a common procurement timetable for the three Thames Valley Services and looking to buy the same equipment and appliances in all of our respective Authorities.
- Risk Modelling – developing a single risk modelling methodology to enable a consistent way of assessing risk whilst still allowing risk appetite to be defined locally.
- Workforce reform – The Services will work together on workforce reform, learning from each other and sharing best practice to enable our staff to have the best possible opportunities and also enable our staff to shape the future of our Service.
- Blue light collaboration – The work going on with SCAS and TVP needs to be accelerated and highlighted to enable the community to get the best possible service.

The plan has been updated to reflect and align with these collaboration priorities as shown in section 7.

Development of Operational Resourcing (DoOR)

This programme has been established to implement the key findings from the Strategic Review of Operational Resourcing.

The DoOR programme is designed to lay the foundations and enable delivery of the DoOR Vision which is:

'To ensure our resourcing meets our risk and demand by crewing appliances with staff on a range of contracts and flexible working which works for our staff and the organisation. This is coupled with providing the assurance that the organisation can rapidly respond to the occasional events which stretch us past our normal demand profile.'

The DoOR programme is split into four key areas of focus:

1. Improving standards on immediate response appliances;
2. Developing the role of the On Call firefighter;
3. Increasing availability of frontline appliances;
4. Increasing availability of specialist/support appliances.

Emergency Services Mobile Communications Programme

Our Technology strategy and programme has been updated to align with and deliver the local requirements arising out of the ESMCP (see page 19.)

5. 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.

Vision			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
<p>Service to the community We will serve the community by:</p> <p>Working with all groups to reduce risk</p> <p>Treating everyone fairly and with respect</p> <p>Striving for excellence in all we do</p> <p>Being answerable to those we serve</p>	<p>People We practice and promote:</p> <p>Fairness and respect</p> <p>Recognition of commitment and the achievement of excellent service</p> <p>Honesty and trust</p> <p>Opportunities to develop and learn</p> <p>Co-operation and inclusive working</p>	<p>Diversity We value diversity in our service and in the community by:</p> <p>Treating everyone fairly and with respect</p> <p>Challenging prejudice and discrimination</p> <p>Creating opportunities to meet the different needs of people and the communities</p> <p>Promoting equal opportunities in terms of recruitment, promotion and retention</p>	<p>Improvement We value improvement at all levels of the service by:</p> <p>Accepting responsibility for our performance and actions</p> <p>Being open-minded and receptive to alternative approaches</p> <p>Learning from our experiences</p> <p>Supporting others to enable them to achieve their goals</p> <p>Encourage innovation and creativity</p>

Vision			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
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 Numbers of primary fires in non-domestic buildings Number of deliberate fires Number of road traffic collision killed and seriously injured	Number of fire deaths Number of injuries in accidental dwelling fires Number of Injuries in non-domestic building fires. False alarms Real alarms	Emergency response time trends Appliance availability Customer satisfaction (After The Incident Survey) Co-Responding (incidents attended / lives saved) Number of persons rescued from fires, road traffic collisions and 'Special Service' calls.	Council Tax rates compared with family group and / or other Combined Fire Authorities Net expenditure per 1,000 population
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 and reliable way.		
Assets and Equipment	To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.		

7. Updated schedule of Key Projects and Tasks

Key

Updated Projects / Tasks			
R	A	G	Current status of planned projects & tasks
			Original 2015-20 Plan project / task timescales
			Revised or new project / task timescales
Project / Task			Colour code for projects and tasks related to TV Collaboration Programme Priorities.

Strategic objective 1		Prevent Incidents that cause harm from happening.					
What we will do:		When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES	
Implement Prevention Strategy.	COMPLETE						
Move to focussed Central Prevention Team. This team will reflect the strategy, support stations and be accountable against risk based agreed performance measures.	COMPLETE						
Effective partnership working to identify "at risk" groups to ensure a targeted approach to prevention initiatives.	G	G				No change to original plan	
Focus on community engagement, supporting both fire and the wider social health and well-being risks in the community.	G	G				No change to original plan	
Promote the installation of fire suppression systems in domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	G	G				No change to original plan	
Achieve reduction of RTC KSI as a strategic priority for the Buckinghamshire and Milton Keynes Partnership Boards	G					Now embedded 'business as usual' activity	

Strategic objective 2	Protect homes, public buildings and businesses from the effects of fire.					
What we will do:	When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Protection structure review and implementation, including the involvement of station based personnel in providing business safety advice.	COMPLETE					A review of the structure and progression of staff is to be reviewed. Two new apprentice inspecting officer posts to be incorporated.
Support and maintain a risk based audit programme reconfigured to ensure a targeted approach to the provision of business safety advice and enforcement.	G	G				Now embedded 'business as usual' activity – continue to plan end date.
Promote the installation of fire suppression systems in non- domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	A	G				Now embedded 'business as usual' activity – continue to plan end date.

Strategic objective 3	To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand					
What we will do:	When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Milton Keynes reconfiguration				COMPLETE		Work force reconfiguration completed
2017/18 Strategic Review (SRoR) / Development of Operational Resourcing (DoOR)			Complete	G	G	SRoR superseded by the Development of Operational Resourcing (DoOR).
On-Call Duty System Pilot	G	G				New On-Call proposition and contracts being rolled out.
Co-Responding Scheme	G	G				Now regarded as business as usual
Operational Alignment – Single Thames Valley mobilising policy						
HS2 Preparation / Engagement						Engagement with project underway via HS2 Incident Response Group following Royal Assent.
TV Risk Modelling						Now regarded as business as usual collaborative activity
Prepare 2020 – 2025 Public Safety Plan				G	G	Public Consultation to take place in 2019. CFA to approve December 2019

Strategic objective 4	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.					
What we will do:	When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Implement legislated changes to Firefighter Pension Schemes	Complete					
Review of pension scheme administration to improve service.		Complete				
Management Structure Reviews	G	G				Senior Management Team Structure Review
Collaborative procurement and contract negotiation	G	G				Agreed as a Thames Valley Collaboration Priority
Blue light collaboration (TVP / SCAS)						Agreed as a Thames Valley Collaboration Priority
FRS Equality Framework						Continue to develop ED&I in the Service.
Implement Operational Assurance Improvement Plan			G	G	G	Delivery of Year two of the Operational Assurance Ltd contract and act on agreed findings from Audits.
HMICFRS Inspection			G	G	G	Deliver HMICFRS inspection. Develop post Inspection Action Plan. Prepare for any further scheduled inspections.
General Data Protection Regulations (To be fully implemented by 25 May 2018)			Complete	C		Now business as usual with continuous improvement and monitoring reported through Performance Management Board.

Strategic Enabler 1	To optimise the contribution and well-being of our people.					
What we will do:	When we will do it:					NOTES
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	
Adapt and refresh the workforce to improve service delivery, resilience and deliver PSP outcomes.	G	G				DoOR project deliverables
Move to flexible, affordable local terms and conditions where appropriate to support demand and risk led people resourcing.	G	G				DoOR project deliverables
Ensure the People Strategy, employment policy, supporting contracts and building capacity & capability systems are established to support demand and risk led people resourcing.	G	G				DoOR project deliverables.
Adapt employee proposition to optimise employee motivation, attract and retain right calibre, high performing people.	G	G				Review of People Strategy.
KIS Structure Review and implementation.	G	G				Structure revisited and revised in H2 2016/17 to improve focus and resilience of Information Team
Workforce evolution / collaborative reform						Continue to be open to explore further collaboration opportunities with Thames Valley partners and potential for other strategic alliances.

Strategic Enabler 2	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 and reliable way.					
What we will do:	When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Knowledge & Information Services strategy implementation	Complete					
Business Systems Integration Programme	A	G	G	G	G	Final phases of delivery scheduled to be delivered start of 2019/20 with project final completion due March 2020
Automation of Payroll Input	Complete					
Migration to electronic workflow to support key people business processes		G	G			New systems went live in April 2017 with further integrations planned for 2017/18.
ESMCP implementation planning				A	A	Dependency on national ESMCP Project and revised timeframes
Implement localised elements of ESMCP				A	A	Dependency on national ESMCP Project.
Review / agree technology strategy			➔			Revised technology strategy developed in 2018/19. Delivery held off until 2019/2020 to allow greater clarity of ESMCP deliverables.
Begin implementation of updated technology strategy				➔		Implementation to begin a year later to align with completion of review date.

Strategic Enabler 3	Assets and Equipment: To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.					
What we will do:	When we will do it:					NOTES
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	
MK Transformation Project (Build)		A	A	G	G	Completion scheduled for November 2019 with Occupation commencing early 2020
Head Quarters / Unit 7 Reconfiguration	A	A				Project to relocate staff from Unit 7 by December 2020. USAR assets to be maintained as an Aylesbury Fire Station capability.
PPE Review Project				COMPLETE		Completed in 2018
Implement Red Fleet diversification (new appliance procurement)	A	A	COMPLETE			Completed
Evaluate Impact of Red Fleet diversification strategy			➔			Superseded by collaborative Red Fleet Procurement.

8. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process ▪ Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	<ul style="list-style-type: none"> ▪ Strategic Training Review ▪ Workforce Plan ▪ Resourcing, Retention and Remuneration strategies
Prolonged business continuity issue (e.g. pandemic flu, industrial action)	<ul style="list-style-type: none"> ▪ Peer reviewed business continuity plan in place and tested ▪ Employee relations engagement strategy in place ▪ Development of resilience arrangements and contractual incentives for staff.
Unexpected financial pressures	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process ▪ Earmarked Authority Reserves (see 2018/19 – 2021/2022 Medium Term Financial Plan) ▪ Reserves Strategy
Dependencies on external parties	<ul style="list-style-type: none"> ▪ Contract / MOU monitoring ▪ Business continuity plan
Delay / failure of national ESMCP project	<ul style="list-style-type: none"> ▪ Resilience, maintenance and support of legacy systems.
Disruption to partnership working caused by political change e.g. potential move to a unitary council structure for Buckinghamshire	<ul style="list-style-type: none"> ▪ Appointment of lead officer to plan and manage mitigating actions ▪ Close liaison with transition project team

9. 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 Board 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 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.