



# Bedfordshire

## Fire & Rescue Authority

04 July 2023

Members of Executive Committee.

Bedford Borough Councillors: M Headley and A Sultan

Central Bedfordshire Councillors: R Goodchild

Luton Borough Councillors: J Burnett and S Hussain

Your attendance is requested at a meeting of the **Executive Committee** to be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Tuesday, 11 July 2023** starting at **2.00 pm**, for the transaction of the following business:

Graham Britten  
Monitoring Officer

Public Document Pack

### A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Democratic and Regulatory Services Supervisor	

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
2.	Declaration of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below)
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 14 March 2023 (Pages 5 - 12)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Appointment of Lead Members	Chair	To consider a report (Pages 13 - 18)
7.	National Pay Award for Brigade Managers of Fire and Rescue Services	CFO	To consider a report (Pages 19 - 30)
8.	Work Programme	CFO	To consider a report (Pages 31 - 36)
	Next Meeting		10.00 am on 3 October 2023 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

**Item**

**Subject**

**Lead**

**Purpose of Discussion**

### **DECLARATIONS OF INTEREST**

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

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**MINUTES OF EXECUTIVE COMMITTEE  
MEETING HELD ON 14 MARCH 2023**

Present: Councillors P Duckett (Chair), J Chatterley, K Choudhry, M Headley and Y Waheed  
CFO A Hopkinson, DCFO C Bigland, ACFO A Kibblewhite, ACO G Chambers, Mr G Britten (MO), Ms L Fair, Ms T Draper and Mrs N Upton

22-23/EC/44 Apologies

An apology for lateness had been received from Councillor Choudhury.

Both Councillor Waheed and Mr G Britten, the Authority's Monitoring Officer, were unwell so were unable to attend the meeting in person and joined remotely via Teams.

22-23/EC/45 Declaration of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

22-23/EC/46 Communications

The Chair reported on the Fire Conference that he had attended the previous week. This had been a very informative event and during the conference the Fire Minister had agreed to visit Bedfordshire to discuss the co-responding activity undertaken in support of the Ambulance Service.

A meeting had recently been held with two of the local MPs representing constituencies in Bedfordshire, Richard Fuller and Andrew Selous.

The Chair advised that the Fire Brigades Union membership had voted to accept the most recent Grey Book pay offer by the national employers of 7% and 5% and that Officers were working through the budgetary implications of this agreement.

The Chair stated that he had attended the strategic briefing presented to the HMICFRS Inspection Team by the Principal Officers the previous day and this had been a positive meeting.

The Chief Fire Officer confirmed that the Fire Minister would be visiting, but the date had had to be postponed due to Parliamentary business. The Director of Fire & Resilience at the Home Office had also indicated a desire to visit; however, it was not yet known if these visits would take place together or separately.

#### 22-23/EC/47 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 10 January 2023 be confirmed as a true record.

#### 22-23/EC/48 Public Participation

Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

#### 22-23/EC/49 Governance Review: Constitutional Updates

Members received proposed revisions to certain constitutional documents of the Authority that were intended to reflect the Local Government Association's independent review of governance, subsequent discussions with Members and the recommendations arising from the desktop document review of governance documents conducted by Shahin Ismail, Monitoring Officer at Cambridgeshire and Peterborough Fire Authority.

The Monitoring Officer explained how the changes related to the actions that had been agreed at the meeting of the Executive held on 31 October 2022. He also suggested that it may be appropriate for a Code of Conduct to be considered by the Audit and Standards Committee in the next municipal year.

The report set out revised Terms of Reference and Standing Orders for the Authority and its two Committees to clarify the roles of each body. The Monitoring Officer highlighted that the Audit and Standards Committee had been given responsibility for monitoring the operation of the policies relating to grievances, bullying and harassment and the disciplinary procedure. Responsibility for the determination of Stage 2 appeals under the Internal Dispute Resolution Procedure (IDRP) had been removed from the Executive. As the revised Scheme of Delegation placed the approval and adoption of such IDRPs under the Assistant Chief Fire Officer, it was proposed that the Audit and Standards Committee was given responsibility for monitoring the operation of this procedure.

The Monitoring Officer was also proposing amendments to the Authority's Standing Orders, which had not been reviewed since 2017. Changes were being proposed in relation to voting in accordance with current legislative requirements and other changes had been proposed to ensure consistency of language. It was important that these were in accordance with the Combined Scheme under which the Authority was constituted. Standing Orders 1 and 2 had been amended to request that the constituent authorities appointed to the Authority

for the four year period and that the Authority acknowledges that it was optimum for the Chair be appointed and then re-appointed for this term to ensure continuity of leadership.

In relation to political proportionality, the Monitoring Officer commented that he needed to correct the narrative to the changes as set out in paragraph 2.9 of his cover report. No such proportionality requirement has been included in Standing Order 25 as to date no political groups have existed on the Authority, the effect being that the proportionality rules (under sections 15 and 16 of the Local Government and Housing Act 1989) have never yet applied to the committees; therefore he had not added a proportionality rule to the Standing Orders. Changes were also being proposed to the Standing Orders relating to public participation and a new Standing Order had been produced detailing the call-in procedure.

In response to a comment about previous discussions around extending the membership of Authority Members in the event that they had not been re-elected to the constituent authorities, the Monitoring Officer advised that this was not possible as Members, if not re-elected, ceased to be Members of the principal authorities four days after the election, after which point they were unable to represent the respective council on any body, including the Fire and Rescue Authority. In the event that an urgent decision had to be taken between the election and the Annual Meeting, this would be taken by the Chief Fire Officer. The legislation that provided for Chairs of principal councils to keep their role until the council's Annual Meeting even if no longer an elected councillor, did not apply to the Fire and Rescue Authority.

In response to additional comments and questions received from Members, the Monitoring Officer made the following comments:

- The Authority could not be bound to re-appoint the Chair for the four year-period, but an expression of intent could be stated.
- Any Member could act as a substitute on any Committee, as there was such a small pool of Members from which to appoint. Some of detail from the previous Standing Orders had been removed and this would be reintroduced to provide additional clarity.
- Prior notification of questions from members of the public allowed for an appropriate response to be provided at a meeting. It was noted that the Chair had discretion, and reference to allow for late questions to be put would be added in the revised Standing Orders.
- Members requested a decrease in the number of Members required for a call-in, from five members to two members.
- Members requested that Task and Finish groups constituted to hear Member call-ins would be held as public meetings. Internal call-ins, or deep dives, could take part in private sessions if required.

In discussing what strategic documents should be reserved for the full Authority, with specific mention being made of Asset Strategies and whether decisions to close or relocate a fire station should be set out under the Executive or Authority terms of reference, it was noted that Members would need to determine which strategic documents they would wish to consider at full Authority meetings. In relation to the closure or relocation of fire stations, whilst it was recognised that a decision of this magnitude would be taken through the Community Risk Management Plan process, and the Plan itself, and the associated annual action plan arising from the Plan, were submitted to the Authority

for approval, it was agreed that additional clarity could be provided through the amendment of Section 5.5 and in 3.3 of the Executive functions as it related to “future priority programmes”.

**RESOLVED:**

That the following documents be recommended to the Authority for approval, taking into account the comments made at the meeting:

- i. draft Terms of Reference for the Authority and the Executive and Audit and Standards committees;
- ii. draft Procedural Rules for Task and Finish Groups (including Call In Task and Finish Groups)
- iii. draft Procedural Standing Orders for the Authority and its Committees
- iv. an additional Procedural Standing Order (6b for call-in), subject to the number of Members needed to call-in a decision being reduced from 5 to 2, and clarification that meetings discussing Member call-ins would be open to the public
- v. draft Scheme of Delegation to Officers.

22-23/EC/50 Options Appraisal for Bedfordshire Fire and Rescue Service Community Panel

Mr S Frank, Head of Strategic Support and Assurance, presented a report on the findings from recent meetings and research on developing a Community Panel. As part of the development of the new Community Risk Management Plan, a wide range of community engagement and consultation activities had been undertaken, and, as this had been identified as an area for improvement during the last inspection, it had been agreed to strengthen this area.

The report set out the following four options for consideration: collaborate with Bedfordshire Police Community Scrutiny Panel, integrate with Council Community Citizens’ Panels, develop a dedicated Fire and Rescue Service Community Panel and commission the Community Voluntary Service Bedfordshire or Bedfordshire Local Resilience Forum to do this on behalf of the Authority. The risks, benefits and potential costs involved were also set out in the report.

It was suggested that Bedfordshire Police, Healthwatch and the constituent Councils be approached regarding the development of the Panel and requested to advise their own panel members of this so that any interested individuals could be included.

Members of the Executive supported the creation of a dedicated Fire and Rescue Service Community Panel and also the provision of a wide range of engagement activities to include both virtual and in person events, questionnaires and other forms of engagement.



The Head of Strategic Support and Assurance advised that a more detailed report, detailing proposals for the operation of a Fire and Rescue Service Community Panel, would be submitted to the next meeting of the Executive.

**RESOLVED:**

That the contents of the report be acknowledged and that Option 3 be supported as the best way forward.

22-23/EC/51 Core Code of Ethics

Ms T Draper, the Service's Learning and Development Manager, gave a presentation on the Fire Standard on the Core Code of Ethics. The adoption of such a Code was the first of 14 fire standards currently published by the Fire Standards Board. The Service was required to adopt and embed the Core Code to demonstrate that the service was fully committed and compliant at both an individual and corporate level, ensure the attitudes, professional behaviours and conduct described within the Code were reflected in its decision-making, policies, procedures, processes, and associated guidance that govern how the Service manages, to provide training and support to all those who worked for, or on behalf of, a Service to achieve their understanding of the Code and an appreciation of their responsibilities in adhering to it and to not detract from the Code.

The five principles of the Code of Ethics had been developed in accordance with the Nolan Principles of Public Life and were as follows: put our communities first, integrity, dignity and respect, leadership and equality, diversity and inclusion.

The role of the Authority Members was to hold the Chief Fire Officer to account for the implementation of the Code at a local level, play a proactive role in challenging behaviour inconsistent with the Core Code and ensure strategies, policies and performance measures were in place to promote and embed a positive and inclusive culture.

It was noted that the Assistant Chief Fire Officer had been designated as the senior Officer responsible for promoting the Code throughout the Service.

A one page document entitled "Our Professional Behaviours and Values" had been produced and was widely displayed throughout Service buildings. The eight behaviours (I am trustworthy, I listen, I am inclusive, I am innovative, I am confident and resilient, I am a role model, I encourage continuous improvement, and I am a team player) had been developed in line with the NFCC Leadership Framework, the Code of Ethics and the Service values and, from the 1 April 2023, would be included in all staff performance appraisals, setting the standard for the behaviours expected of all staff throughout the Service and to demonstrate the Service's commitment to embedding these within the Service.

Members recognised the importance of promoting and displaying these values themselves, acknowledging that any cultural change must start at the top of an organisation.

**RESOLVED:**

That the contents of this covering paper and the presentation be acknowledged, and the adoption of the Core Code of Ethics be approved.

22-23/EC/52 2023/24 KPIs Update

The Deputy Chief Fire Officer gave a presentation to the Executive Committee on the work that was currently being undertaken on the development of 2023/24 Key Performance Indicators (KPIs) following concerns on performance being raised at a previous Authority meeting, and how this information would be reported to Members in future.

A working group of Officers had been constituted to review the current challenges and to discuss how improvements in performance and reporting methodology could be progressed. It was intended for performance improvements to be developed at lower levels of management in the Service, with an escalation process to the Strategic Management Team and full Authority in due course if issues were not resolved.

The Deputy Chief Fire Officer reported that one of the challenges arose from the discrepancy between the descriptions of the performance indicators and the need to accommodate both local and national data requirements. In this respect, a gap analysis of various data sets was being undertaken so that the Service could ensure that it was reporting performance in accordance with the requirements of the Home Office and the Inspectorate, as well as being able to report transparently on local performance issues. There was a significant piece of work ongoing to describe KPIs in “Plain English”.

There was also an issue in relation to tolerance and variance; for example, a tolerance of 5% would be skewed by small numbers, and performance against an indicator could also be skewed by unusual patterns activity, such as the large number of outdoor fires resulting from the unusually hot and dry weather conditions the previous summer.

The Deputy Chief Fire Officer reported on the benchmarking exercise that had been carried out on the call-handling indicators. This had identified that the Service’s performance targets in this area were not in line with the rest of the region or the country, with a significantly shorter time period in which to respond compared to other Service areas, with the majority being over 90/120 seconds in comparison to the 60 second target of the Service. As previously discussed, it was likely that this indicator would be separated into measuring incidents in addressable and non-addressable locations. It was noted that any degree of call challenge would extend the length of the call.

In response to a question from the Chair, the Deputy Chief Fire Officer advised that the Inspectorate drew from a range of times for this indicator, and that the targets could be determined at a local level.

The Chief Fire Officer commented that the call handling indicators, as currently reported, did not take into account the type of fire, such as Category 1 risk of loss to life and property, which were the clear operational priority for response.

The Deputy Chief Fire Officer stated that consideration was also being given to how the data was being presented to Members, and he would be happy to receive feedback from any Member on this. It was intended to produce a report with an introductory executive summary, a KPI chart and then an analysis of performance against the expected standards.

It was recognised that it was also useful to receive and analyse benchmarking data. This had demonstrated that the Service's significant improvement in performance in the delivery of Home Fire Safety Checks had a directly positive impact on the reduction of dwelling fires. The Service had improved from the fifth worst performing Service to the thirteenth best in the space of a few years. This demonstrated the value of prevention activity.

The Chief Fire Officer confirmed that the Service could report on local measures and that this would not influence the opinion of the HMI inspectors, as long as the data required by them was also presented. It was intended to submit a report on KPIs to the next full Authority meeting.

In response to a request from Councillor Waheed, the Deputy Chief Fire Officer agreed to circulate the slide pack to Executive Members for information.

In response to a question on timescales for implementation, Members were advised that it was intended to agree the updated KPIs before the end of the financial year, with the new KPIs being reported to the Authority in September, following the end of the first quarter of the 2023/24 performance year.

**RESOLVED:**

That the presentation be noted.

22-23/EC/53 Work Programme

Members received the updated work programme for 2023/24 and noted the cyclical items.

It was noted that this would be populated in the coming months following the Authority's Annual Meeting.

**RESOLVED:**

That the Work Programme 2023/24 be received and the cyclical agenda items be noted.

22-23/EC/54 and 55 LOCAL GOVERNMENT ACT 1972, SCHEDULE 12A, PARAGRAPH 3 OF PART 1: EXCLUSION OF THE PUBLIC

**RESOLVED:**

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act (as amended):

Item:

22-23/EC/54 Industrial Relations/Actions Update

22-23/EC/55 Succession Planning

The meeting ended at 1.34 pm

**SUBJECT: LEAD MEMBER APPOINTMENTS**

**Author and contact:** Nicky Upton, Democratic & Regulatory Services Supervisor  
[Democratic.Services@bedsfire.gov.uk](mailto:Democratic.Services@bedsfire.gov.uk)

Background Papers:

Appendix	Title	Protective Marking
1	Lead Member Areas	

**Implications**

This table provides a short statement of the impact of the recommendations in this report and/or a reference to the relevant paragraph/s in the report.

Will this report affect any of the following?

	Yes / No	Impact / Reference
Financial Implications	No	
Risk Management	No	
Legal Implications	Yes	The legal principles of political proportionality are to be found in sections 15-17 of the Local Government and Housing Act 1989. They are binding on the Authority if its members have decided to affiliate with the result that the Authority has one or more political groups. In essence they require that the majority of the number of seats on a committee should reflect the political group that holds a

		majority on the Authority, and to ensure that political groups have proportionate representation overall and ungrouped members are represented on committee. Political proportionality can be disapplied from a committee or sub-committee if there is a unanimous vote at the Authority
Privacy and Security Implications	No	
Duty to Collaborate	No	
Health and Safety Implications	No	
Equality, Diversity and Inclusion	No	
Environmental Sustainability	No	
Consultation and Communication		Members provided with details to enable them to consider their committee preference, considering professional qualifications, level of experience and interest in the available committees. Details of committee membership is publicly available on the website along with attendance records for each Member.

**PURPOSE:**

To appoint Lead Members for 2023/24.

**RECOMMENDATION:**

It is recommended that Members of the Executive Committee be appointed to the Lead Member roles for the year 2023/24.

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1. Executive Summary

1.1 The Executive Committee is asked to appoint Members into the following Lead Member roles:

- Prevention and Protection
- Emergency Response and Resilience
- Workforce and Organisation Development
- Assets and Collaboration
- Data and Digital Transformation

Appendix 1 provides more information on the scope of each area.

## LEAD MEMBER AREAS

### Prevention and Protection

- Using a range of quantitative and qualitative analysis, we produce our Community Risk Analysis (CRA) document to help inform our work and ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer. We also work hard to improve our understanding of community risk through better and more innovative engagement with our diverse and hard to reach communities;
- We work to PREVENT fires and other emergencies from occurring in the first place with our firefighters, other front-line staff and partners undertaking thousands of safe and well visits each year, delivering fire and road safety talks in schools, and working with partner agencies to inform our communities about fire and road safety and reduce arson. Our vital role in safeguarding children and adults is also part of this portfolio;
- We also work to PROTECT people when emergencies do happen with our firefighters and fire safety officers undertaking inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary. The outcomes from the Building Regulation Review and the Public Inquiry into the Grenfell Tower tragedy have led to greater interest and investment by the Govt to expand our work in this important area.

### Emergency Response & Resilience

- We RESPOND to emergencies including fires, road traffic collisions, air and rail crashes, water rescues and flooding, hazardous chemical incidents and many other types of emergencies;
- Our priority is to always ensure we always provide an effective and timely response to fires and other emergencies and to also continually review our emergency response cover to ensure our response resources and crewing arrangements are aligned to current and future risks;
- We also play an active part in the Bedfordshire Local Resilience Forum (BLRF); a multi- agency partnership formed to meet the requirements of the Civil Contingencies Act 2004;



- Our organisational RESILIENCE is dependent on working closely with the NFCC and multi-agency and cross-border partners to develop and test emergency and business continuity plans and procedures and to continually learn from incidents.

### Workforce & Organisational Development

- Our staff are our greatest asset, so if we are to be outstanding in everything we do, we must continually invest in developing and EMPOWERING our workforce. We strive to be an employer of choice, recruiting, retaining and developing a highly skilled and diverse workforce who uphold and model our values;
- We need to foster a positive and inclusive learning culture where all staff have a voice and provide a safe and healthy working environment with low absence, accidents and injuries;
- As well as investing in providing all our staff with the best training and development opportunities, we also need to develop our managers to value, lead, motivate, develop and empower their teams to be the best they can be;
- Our strategic planning and performance management framework needs to keep pace with the demands of a modern fire and rescue service, supported by effective programme and project management arrangements.

### Assets & Collaboration

- We strive to UTILISE our assets and resources efficiently and effectively. We do this by providing the best facilities, vehicles, equipment and personal protective equipment (PPE) we can afford, to enable our staff to respond and support the range of emergency incidents and other activities that we attend in ways that are professional, effective and efficient;
- When investing we are mindful of our duty to collaborate and the national procurement agenda wherever there is a clear business case to do so, always seeking to specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, and providing value for money;
- We work closely with many partners including our blue light and local authority colleagues, viewing collaboration as an opportunity to reduce costs and improve services to the public, so we continue to explore new opportunities to work together through the Blue Light Collaboration Strategic Board;
- We also work in partnership with other fire and rescue services on both front line and support services, such as our shared strategic operational command arrangements and shared Information and Communications Technology (ICT) service with Cambridgeshire.

## Data & Digital Transformation

- MAXIMISING the use of data and digital solutions to increase self-awareness and drive improvement has been a key focus during the life of this CRMP following feedback from our staff and 2018 HMICFRS inspection who told us that some of our IT systems and processes were hindering our productivity;
- We are striving to improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. Giving staff access to more information is enabling us to empower them to take greater ownership in driving improvements in everything we do, whilst allowing proper evaluation against our objectives;
- Digital technologies available today can act as real enablers, not only speeding up our processes but also generating intelligence through analysis that allows evidence-based decisions to be made about where best to utilise our resources. We would have struggled to respond effectively to the Covid19 pandemic had we not invested in mobile working technology. True digital transformation will improve the ways in which we work, how we interact with partners, the public and each other.

**SUBJECT:** NATIONAL PAY AWARD FOR BRIGADE MANAGERS OF FIRE AND RESCUE SERVICES

**Author and contact:** FRA TREASURER and S151 OFFICER (ASSISTANT CHIEF OFFICER)

**Background Papers:** NJC for Brigade Managers of Fire & Rescue Services – Constitution & Scheme of Conditions of Service (5<sup>th</sup> Edition) – The ‘Gold Book’

Appendix	Title	Protective Marking
1	31 May 2023 NJC Circular for BM Pay Award 2022-2023	
2	4 Mar 2023 - NJC BM Pay revised offer letter	

**Implications**

This table provides a short statement of the impact of the recommendations in this report. Will this report affect any of the following?

	Yes / No	Impact / Reference
Financial Implications	Yes	<p>The financial implications across the two years (2022 &amp; 2023) are as follows:</p> <ul style="list-style-type: none"> <li>Option 1 pay cost £38,909, total cost including salary overheads £54,941.</li> <li>Option 2 pay cost £62,895, total cost including salary overheads £88,830 (an additional budget pressure over the two-year period above the 5% budgeted for both 2022 &amp; 2023 of £13,292 for pay and £18,756 incl oncosts)</li> </ul> <p>The revenue budget can accommodate both options as the pay awards assumption was that the pay awards would be applied equally to all levels of the uniformed staff including the Principal Officers.</p>

Risk Management	No	
Legal Implications	No	
Privacy and Security Implications	No	
Duty to Collaborate	No	
Health and Safety Implications	No	
Equality, Diversity and Inclusion	No	
Environmental Sustainability	No	
Consultation and Communication	No	

#### **PURPOSE:**

This paper updates Members on the final pay award agreed by the National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services for the 2022 and 2023 pay years which will affect the remuneration paid to the four members of the Principal Officer team (Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer, and the Assistant Chief Officer) as the 'Gold Book' employees of Bedfordshire Fire & Rescue Service.

#### **RECOMMENDATIONS:**

The Authority is recommended to comment on the report and approve their preferred option to be applied to the remuneration of the Principal Officer team for both the 1 January 2022 and 1 January 2023 pay periods.

## 1. BACKGROUND

1.1. This Authority employs its staff under three National Joint Council (NJC) Scheme of Conditions of Service:

- Green Book (NJC for Local Government Services) – corporate/support staff roles
- Grey Book (NJC for Local Authority Fire & Rescue Services) – operational staff roles - firefighter to area manager
- Gold Book (NJC for Brigade Managers of Fire & Rescue Services) – Principal Officer team

1.2. This Authority budgeted for a 5% pay award for Grey and Gold book staff for both 2022/23 and 2023/24. Green book staff were budgeted for 2022 at a fixed amount as detailed in para 1.3 below.

### Green Book Pay Awards 2022 & 2023

1.3. For the 2022 pay year, the NJC for Green Book staff agreed a pay award, which is summarised as set out below:

- *with effect from 1 April 2022, an increase of £1,925 on all NJC pay points 1 and above*
- *with effect from 1 April 2022, an increase of 4.04 per cent on all allowances (as listed in the 2021 NJC pay agreement circular dated 28 February 2022)*
- *with effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement*

1.4. For the current pay year (2023), the employee side of the NJC have rejected the latest offer from the National Employers for the current year (2023/24), a summary of which is set out below:

- *An increase of £1,925 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points 2 to 43 inclusive*
- *An increase of 3.88 per cent on all pay points above the maximum of the pay spine but graded below deputy chief officer (in accordance with Green Book Part 2 Para 5.41)*
- *An increase of 3.88 per cent on all allowances (as listed in the 2022 NJC pay agreement circular dated 1 November 2022)*

### Grey Book Pay Awards 2022 and 2023

1.5. In early 2023, the NJC for Grey Book staff agreed a two-year national pay award for operational staff roles (firefighter to area manager) covering whole-time, on-call and control staff which is summarised below:

- *An increase of 7% for the 2022 pay year with continuous professional development payments also increased by 7%*
- *An increase of 5% for the 2023 pay year with continuous professional development payments also increased by 5%*

### Gold Book Pay Awards 2022 and 2023

1.6. The Gold Book pay offer affects only the four most senior officers in the service and, due to protracted negotiations, apply retrospectively to the years from 1 January 2022 and 1 January 2023 respectively.

1.7. In early March 2023 (Appendix 2) a revised pay offer from the Employers reminded FRAs of the twin track approach set out in the Salaries section of the NJC for Brigade Managers 'Gold Book' scheme of conditions of service which applies to the Principal Officers employed by this Authority, which is set out below for Members reference:

#### **Salaries**

*9. The NJC will publish annually recommended minimum levels of salary applicable to chief fire officers/chief executives employed by local authority fire and rescue authorities.*

*10. There is a two-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular.*

*11. All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels.*

*12. Advice on implementation of a local salary structure is contained in guidance at Appendix A [of the Gold Book].*

1.8. This Authority has not undertaken an annual local pay review in compliance with the twin-track approach set out in the Gold Book for at least five years.

1.9. The revised national pay award offer made by the national employers in March 2023 (Appendix 2) was:

- *an increase of 4% from 1 January 2022 but that any increase was capped at £5,000 and*
- *an increase of 3.5% from 1 January 2023 but that any increase was capped at £4,000.*

1.10. Following further negotiations, the NJC announced on 31 May 2023 (Appendix 1) it had reached agreement on a national award of:

- *an increase of 4% from 1 January 2022, and;*
- *an increase of 3.5% from 1 January 2023.*

## 2. OPTIONS FOR CONSIDERATION

2.1. There are 3 suggested options for members to consider in this report:

**OPTION 1** - The Authority adopts the NJC BM Pay Award for 2022 and 2023 as set out in paragraph 1.10 of this report and commissions a local pay review as per the twin-track approach set out in the Gold Book. The financial impact of this option would be a combined pay uplift cost for the Principal Officer team of £38,909 over the two years. Total pay uplift cost including salary overheads £54,941. The outcomes of the local pay review would need to be considered once known.

**OPTION 2** – The Authority considers awarding its Gold Book employees the same pay award as their Grey book (firefighter) counterparts, namely an increase of 7% from 1 January 2022 and then an increase of 5% from 1 January 2023. This would provide equity with the pay award for all the different levels of firefighter staffing throughout the fire service structure and thereby maintain the pay differentials between the Area Managers and the Principal Officers to reflect their special roles and responsibilities. The financial impact of this option would be an additional combined pay uplift for the Principal Officer team over the two years of £62,895. Including salary overheads gives a total of £88,830. This represents an additional budget pressure over the two-year period above the 5% budgeted for both 2022 & 2023 of £13,292 for pay and £18,756 incl oncosts). This would negate the need to undertake an annual local pay review for this current year, therefore negating part 2 of option 1 above.

**OPTION 3** – The Authority considers contractually linking pay awards for its Gold Book employees with that nationally awarded to its Grey Book employees. At least three other Authorities have implemented this option. That is, to award Gold Book employees the same nationally agreed pay award as awarded to Grey Book employees. This would require the Authority to negotiate a contractual change to the terms and conditions of its Principal Officer team.

**RECOMMENDATION:**

The Authority is recommended to comment on the report and approve their preferred option to be applied to the remuneration of the service's Gold book staff for both the 1 January 2022 and 1 January 2023 pay periods.

**GAVIN CHAMBERS**  
**FRA TREASURER/S151 OFFICER**



Employers' Secretary, Naomi Cooke  
18 Smith Square,  
London, SW1P 3HZ  
Telephone 020 7664 3000  
e-mail: [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk)

Staff Side Secretary, Simon Shilton  
Fire Leaders Association  
Email: [Simon.Shilton@avonfire.gov.uk](mailto:Simon.Shilton@avonfire.gov.uk)  
Website: [www.prospect.org.uk/fla](http://www.prospect.org.uk/fla)

**NATIONAL JOINT COUNCIL  
FOR BRIGADE MANAGERS OF  
LOCAL AUTHORITY  
FIRE AND RESCUE SERVICES**

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**To: Chairs of Fire Authorities  
Chief Fire Officers  
Clerks to Fire Authorities  
Directors of Human Resources  
Members of the National Joint Council**

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31 May 2023

**PAY AWARDS - 2022 & 2023**

1. We write to inform you that the NJC has agreed the following pay awards:
  - 4 % increase on basic pay with effect from 1 January 2022
  - 3.5 % increase on basic pay with effect from 1 January 2023
2. The pay of all brigade managers covered by the NJC's agreement should therefore be increased and backdated accordingly.
3. Revised minimum annual rates of pay for chief fire officers effective from 1 January 2022 & 1 January 2023 are **attached**.
4. In each case the minimum salary arrangements for new appointments in population bands 1 and 2 remain as defined in the 2006/2007 pay settlement (issued by circular on 7 December 2006) and will be subject to review in due course.

Yours faithfully,

**NAOMI COOKE  
SIMON SHILTON**  
Joint Secretaries

**ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS  
FROM 1 JANUARY 2022**

<b>Population band 1</b>	Up to 500,000
<b>Minimum rate of pay</b>	£109,630*
<b>Population band 2</b>	500,001 to 1,000,000
<b>Minimum rate of pay</b>	£109,630*
<b>Population band 3</b>	1,000,001 to 1,500,000
<b>Minimum rate of pay</b>	£123,189
<b>Population band 4</b>	1,500,000 and above (except London)
<b>Minimum rate of pay</b>	£135,394
<b>Population band 5</b>	London
<b>Minimum rate of pay</b>	£148,819

\*New appointments in accordance with paragraph 4 above

**ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS  
FROM 1 JANUARY 2023**

<b>Population band 1</b>	Up to 500,000
<b>Minimum rate of pay</b>	£117,305*
<b>Population band 2</b>	500,001 to 1,000,000
<b>Minimum rate of pay</b>	£117,305*
<b>Population band 3</b>	1,000,001 to 1,500,000
<b>Minimum rate of pay</b>	£127,501
<b>Population band 4</b>	1,500,000 and above (except London)
<b>Minimum rate of pay</b>	£140,133
<b>Population band 5</b>	London
<b>Minimum rate of pay</b>	£154,028

\*New appointments in accordance with paragraph 4 above

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Local Government Association,  
18 Smith Square, Westminster,  
London, SW1P 3HZ  
Telephone 020 7187 7335  
e-mail: [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk)  
Employers' Secretary, Naomi Cooke

## FIRE & RESCUE SERVICES National Employers

Direct Dial  
020 7187 7335

Website: [www.local.gov.uk/](http://www.local.gov.uk/)

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**To: Chairs of Fire Authorities  
Police, Fire and Crime Commissioners**

**cc: Clerks  
Directors of HR  
Chief fire officers  
Members of the employers' side of the NJC**

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4 March 2023

### **PAY OFFER – NJC FOR BRIGADE MANAGERS OF FIRE AND RESCUE SERVICES (NJC)**

1. We write to update Chairs and Police, Fire and Crime Commissioners on pay negotiations within this group.
2. There is a twin-track approach to pay for this group:
  - '10. There is a two-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular.
  - 11. All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels. '
3. Members of the employers' side of the NJC met yesterday to again consider a position in respect of a national level pay award for this group for 2022 and potentially 2023.
4. Members believe the **attached** two-year offer in respect of this national level negotiation is fair and hope that it will lead to agreement as soon as possible.

Yours faithfully,



Sarah Ward  
Acting Employers' Secretary

Local Government Association,  
18 Smith Square, Westminster,  
London, SW1P 3HZ  
Telephone 020 7187 7335  
e-mail: [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk)  
Employers' Secretary, Naomi Cooke

## FIRE & RESCUE SERVICES National Employers

Direct Dial  
020 7187 7335

Website: [www.local.gov.uk/](http://www.local.gov.uk/)

Simon Shilton  
Officers' Side Secretary  
National Joint Council for Brigade Managers

4 March 2023

### BY EMAIL ONLY

Dear Simon,

Thank you for our recent joint secretariat meetings.

The National Employers met yesterday and following detailed consideration decided to make the pay offer below in respect of 2022 and 2023:

- A 4 percent increase on basic pay with effect from 1 January 2022, capped at £5000.
- A 3.5 percent increase on basic pay with effect from 1 January 2023, capped at £4000.

The National Employers recognised that there is a two-track approach to pay for this group:

'10. There is a two-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular.

11. All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels. '

The above offer therefore reflects the National Employers position in respect of a national level award. The National Employers believe this offer fairly rewards senior managers while being mindful of a wide range of factors including the pressures of the wider economic backdrop. It is made with the hope that it can form the basis of an agreement between the two sides as soon as possible.

Yours sincerely,



Sarah Ward  
Acting Employers' Secretary

For Publication

Bedfordshire Fire and Rescue Authority  
Executive Committee  
11 July 2023

**SUBJECT:** WORK PROGRAMME 2023/24

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Background Papers: None

Appendix	Title	Protective Marking
1	Executive Committee Work Programme	N/A

### Implications

This table provides a short statement of the impact of the recommendations in this report and/or a reference to the relevant paragraph/s in the report.

Will this report affect any of the following?

	Yes / No	Impact / Reference
Financial Implications	No	

Risk Management	No	
Legal Implications	Yes	Meetings/committees set in accordance with The Bedfordshire Fire Services (Combination Scheme) Order 1996 (now amended by Variation Order 2012) in order to carry out functions specified within the Fire and Rescue Services Act 2004
Privacy and Security Implications	No	
Duty to Collaborate	No	
Health and Safety Implications	No	
Equality, Diversity and Inclusion	No	
Environmental Sustainability	No	
Consultation and Communication	Yes	Agenda items will be either statutory items for consideration, topical items or other subject matters raised via Corporate Management Team and/or Principal Officer discussions. Following initial liaison with the Chair of the Meeting/Committee, items will be added to the Executive work programme with Fire Authority Members being given the opportunity at each meeting to request any additional topics for consideration or training requirements



**PURPOSE:**

To review and report on the work programme for 2023/24 and to provide Members with an opportunity to request additional reports for the Executive Committee meetings.

**RECOMMENDATION:**

It is recommended that the work programme for 2023/24 and the 'cyclical' Agenda Items for each meeting in 2023/24 be noted.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**

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**EXECUTIVE COMMITTEE - WORK PROGRAMME 2023/24**

**Executive  
Committee  
03.10.23**

<b>Cyclical Agenda Items</b>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Executive Committee Minutes from 03.07.23                  Work Programme</p>	<b>CFO Review (select from drop down list)</b>	<b>Notes</b>
<b>Additional/Commissioned Items</b>			

**Executive  
Committee  
15.11.23**

<b>Cyclical Agenda Items</b>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Executive Committee Minutes from 03.10.23                  CRMP Update                  Work Programme</p>	<b>CFO Review (select from drop down list)</b>	<b>Notes</b>
<b>Additional/Commissioned Items</b>			

Executive  
Committee  
22.01.24

<b>Cyclical Agenda Items</b>	<b>Agenda item (locked for editing)</b> Communications Executive Committee Minutes from 15.11.22 CRMP Update Work Programme	<b>CFO Review (select from drop down list)</b>	<b>Notes</b>
<b>Additional/Commissioned Items</b>			

Executive  
Committee  
14.03.24

<b>Cyclical Agenda Items</b>	<b>Agenda item (locked for editing)</b> Communications Executive Committee Minutes from 22.01.24 2024/25 KPIs update Work Programme	<b>CFO Review (select from drop down list)</b>	<b>Notes</b>
<b>Additional/Commissioned Items</b>			