



## **Building a Governance Framework for Buckinghamshire Fire & Rescue Service**



# Contents

1. Introduction
2. Building blocks for effective governance
3. Our Approach
4. Our Values
5. Performance and assurance
6. Governance Framework
7. Buckinghamshire & Milton Keynes Fire Authority structures and terms of reference
8. The Golden Thread

# 1. INTRODUCTION

## What is good governance?

Although we focus on five strategic aims, it is vital that we have good governance arrangements in place. Good governance leads to good management, good performance, real value for money, effective engagement and ultimately better outcomes for our communities and service users. The Governance Strategy therefore provides an overarching framework to ensure that we are doing the right things, in the right way, for the right people, in a timely inclusive, open, and honest and accountable manner.

Governance is a corporate understanding which defines the parameters within which Officers and Members must work, and establishes the way decisions are taken and policies implemented.

Good governance is about:

- **Decision making** – to ensure decisions are sound and evidence based, aligning with the corporate Vision, aims, priorities and values.
- **Compliance** – how the Authority uses governance arrangements to ensure it meets the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness.
- **Performance** – how the Authority uses governance arrangements to contribute to its overall performance and the delivery of services or programmes

## Code of Corporate Governance

Under the Accounts and Audit (Amendment) (England) Regulations Buckinghamshire & Milton Keynes Fire Authority (BMKFA) are required to produce an Annual Governance Statement. This requires the Authority to approve an Annual Governance Statement to accompany our accounts. This strategy sets out how we will comply with these regulations using the CIPFA/ SOLACE governance framework 'Delivering good governance in local government: Framework 2007' and ensure that we provide high levels of governance across the Authority and its Service.

The following core principles underpin good governance are:

1. Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area;
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles;
3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
5. Developing the capacity and capability of members and officers to be effective; and
6. Engaging with local people and other stakeholders to ensure robust public accountability.

This can be explained using the following governance model:



## 2. BUILDING BLOCKS FOR EFFECTIVE GOVERNANCE

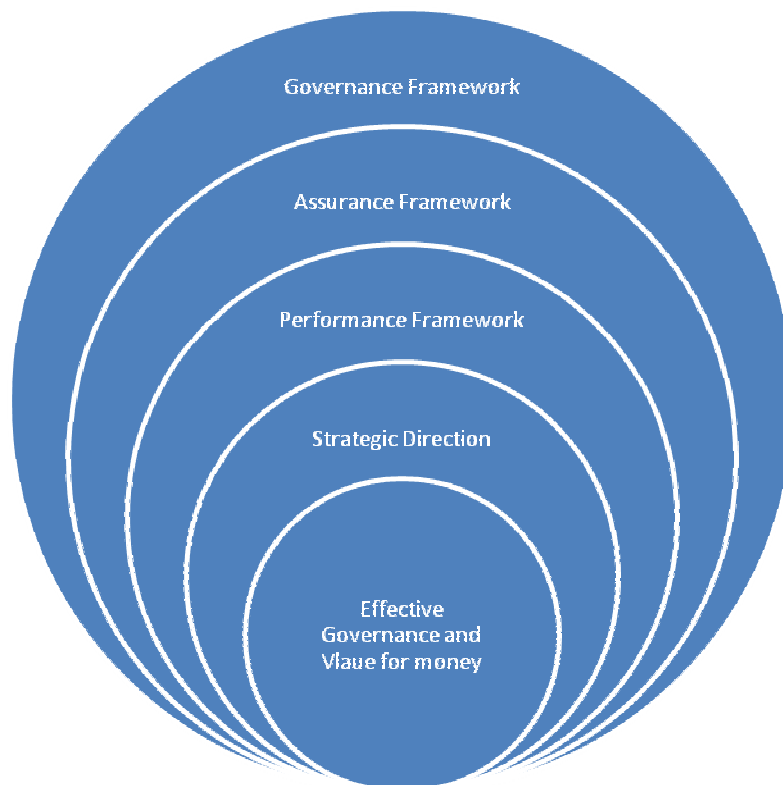
Our governance framework demonstrates the following attributes:

- ◆ There is a clear vision of purpose and intended outcomes for the public that is clearly communicated, both within the organisation and to external stakeholders.
- ◆ Arrangements are in place to review the vision and its implications for the governance arrangements.
- ◆ Arrangements exist for measuring the quality of services for the public, for ensuring they are delivered in accordance with the aims and objectives and for ensuring that they represent the best use of resources.
- ◆ The roles and responsibilities of the authority and its scrutiny and officer functions are clearly defined and documented, with clear delegation arrangements and protocols for effective communication.
- ◆ Codes of conduct defining the standards of behaviour for members and staff are in place, conform to appropriate ethical standards, and are communicated and embedded across the service.
- ◆ Standing orders, standing financial instructions, a scheme of delegation and supporting procedures, are reviewed and updated as appropriate, clearly define how decisions are taken and the processes and controls required to manage risks.
- ◆ The core functions of an audit committee, as identified in CIPFA's *Audit Committee - Practical Guidance for Local Authorities (2005)*, are undertaken by members. This is explained in the terms of reference for the Fire Authority and its committees as covered within the 'Red Book'.
- ◆ Arrangements exist to ensure compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful. All reports are considered for legal issues before submission to members.
- ◆ Arrangements for whistle-blowing and for receiving and investigating complaints from the public are in place and are well publicised.
- ◆ Arrangements exist for identifying the development needs of members and senior officers in relation to their strategic roles, and are supported by appropriate training.

- ◆ Clear channels of communication have been established with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- ◆ Governance arrangements with respect to partnerships and other group working incorporate good practice as identified by the Audit Commission's report on the governance of partnerships, and are reflected in the authority's overall governance arrangements.

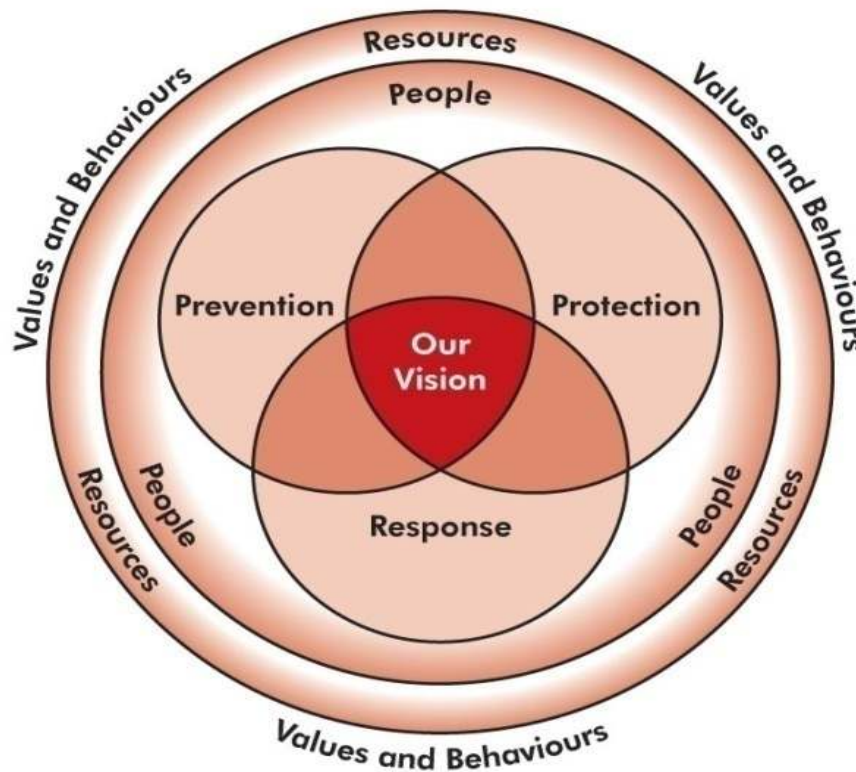
### 3. OUR APPROACH

Our overall approach is intended to link together everything we do and it is best described with the following simple model.



The model is layered, with our ultimate goal – effective governance and value for money – sitting at the very top layer. Our strategic direction sets out what we want to achieve and we can only deliver what we want to if we can demonstrate and manage our performance. We believe in, and want to use, our performance framework as one of the main tools to help us achieve this, so it sits at the next 'level'. Our assurance framework is intended to show how we assure ourselves that we do what we say we will and the top layer ensures that we have the highest standards of probity and can demonstrate real value for the money we are given. We manage the various layers as follows:

**Strategic direction** is provided by our Corporate Plan [Community Safety Plan] which sets out the vision, aims and values and is demonstrated in the big picture which is shown in the following model:



**Vision - “Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel”.**

To achieve this vision we will engage in activities and partnerships that will contribute to community well-being and promote better levels of safety by:

- Providing education on how to prevent, prepare for and respond to emergencies (prevention);
- Enforcing, advocating and campaigning for high standards of safety (protection);
- Where risk levels remain intolerable [despite our efforts to educate, engineer and eliminate them] providing appropriate high quality response services (response).

However, what does such a vision look and feel like, what does it mean for our staff and for the people who live, work and visit here? We have developed the following aspiration to be achieved by 2020:

### **Buckinghamshire and Milton Keynes are safe places to live, visit and travel:**

- We live and work in the safest part of the country;
- We have no avoidable deaths as a result of fire, and serious injuries are very rare;
- We have supported our partners so that the number of people killed or seriously injured on our roads is very low.

### **Preventing incidents:**

- We are part of, represent and really know the people in our communities and help those who need our support to live independently;
- Our safety education schemes are among the best in the country and every home has a working smoke alarm that is tested regularly;
- Buckinghamshire and Milton Keynes people and businesses think 'safety first'.

### **Staff and resources:**

- Our staff are extremely competent and highly motivated;
- Communities are confident that our resources are in the right place and we have the most appropriate equipment to tackle any task under all conditions;
- We care passionately about protecting our environment, heritage and local economy.

**Strategic aims** To work towards this aspiration, we focus on five strategic aims:

- Prevention
- Protection
- Response
- People
- Resources

The first three (Prevention, Protection and Response) will be delivered through the Community Safety Strategy, the fourth one (People) will be delivered through the People Strategy and the fifth one (Resources) through the Resources Strategy.

**Priorities** Each of our strategic aims has a set of clearly defined priorities which are crucial to improving the services we provide. These priorities allow us to target our limited resources where they will do the most good. Our Strategies are ambitious. However, like all public services we face a very uncertain financial future and it is likely that we will need to make difficult decisions to deliver an affordable budget. If resources or time prove to be limited, the order of the priorities within each strategic aim will allow us to ensure that we use these resources as efficiently and effectively as possible.

<b>Vision:</b>				
<i>"Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel"</i>				
<b>Strategic Aims</b>				
<b>Prevention</b>	<b>Protection</b>	<b>Response</b>	<b>People</b>	<b>Resources</b>
We will improve the safety of the community by identifying 'at risk' groups and work with effective partners to help prevent fires and other incidents occurring.	We will ensure that our public buildings and workplaces are protected from risk of fire by promoting ways of making all types of property safer, proactively targeting premises most at risk, and where necessary enforcing fire safety legislation.	When required to intervene and respond to fires and other incidents, we will ensure that we provide an effective and efficient operational response.	We will continually invest in our staff to ensure that they are competent, safe and have the skills and knowledge to work effectively with the public and our partners.	We will manage all our resources to provide the best value for the residents and businesses of the communities we serve.
<b>Priorities (in rank order)</b>				
<ol style="list-style-type: none"> <li>1. To reduce the risks to people from fire in the home, targeting those most at risk.</li> <li>2. To work with effective partners on education programmes which reduce risks to people from accidental and deliberate fires.</li> <li>3. To reduce the numbers of road traffic collisions, in Buckinghamshire &amp; Milton Keynes, working with effective partners to improve education, targeting young people and those most at risk.</li> <li>4. To work with effective partners to deliver externally funded programmes to reduce anti-social behaviour and improve wider social well-being in the community through education for young people and youth diversion programmes when capacity permits.</li> </ol>	<ol style="list-style-type: none"> <li>1. To support and maintain a risk based inspection programme to enforce fire safety legislation, targeting premises that pose the greatest risk to life</li> <li>2. To provide education and advice to promote a better understanding of how fire protection measures can reduce the impact of fire on life safety, the environment and economy.</li> <li>3. To promote the use of fire suppression systems, sprinklers and fixed installations in non-domestic properties to reduce the risk to life, property, the economy and environment from fire.</li> </ol>	<ol style="list-style-type: none"> <li>1. To protect our community and reduce the risks to fire-fighters by ensuring known risks are quickly and accurately made available to them prior to their arrival, to support a safe and effective response.</li> <li>2. To provide an effective operational response to fires, road traffic collisions and other incidents; protecting and saving lives and reducing the damage to the environment.</li> <li>3. To reduce the risk to people by planning and working with partners to provide an effective operational response to large scale events or incidents.</li> <li>4. To introduce co-responding to medical emergencies within targeted areas in partnership with South Central Ambulance Service.</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop and maintain a safe and competent workforce, targeting risk and professionally critical training and learning to effectively deliver our services.</li> <li>2. To strengthen the effectiveness of our workforce. To realise capacity and to support the safe and effective delivery of our services.</li> <li>3. To attract, retain and manage a workforce that is more representative of the diverse communities we serve.</li> </ol>	<ol style="list-style-type: none"> <li>1. To provide high quality, value for money, equipment, vehicles and premises supported by safe operating procedures and systems of work, to support the safe and effective delivery of our services.</li> <li>2. To continually review our performance, ensuring that our resources are effectively and efficiently deployed to reduce risks to our staff and communities.</li> <li>3. To enhance our efficiency by ensuring our assets and operations minimise the impact on the environment.</li> </ol>

**Strategies** Our Community Safety Plan will be supported by three organisational strategies:

- Community Safety
- People
- Resources

These strategies show how we intend to prevent incidents from happening, protect buildings from the risk of fire and where necessary respond effectively to emergency calls. They will also show how we invest in our people and manage our resources and how we contribute to protecting the environment. We must also ensure that we actually do what we say we will and explain how we are doing to our stakeholders, communities and our staff. Our organisational strategies will therefore explain:



## 4 OUR VALUES

### ***Valuing: Service to the Community; Our People; Diversity and Improvement***

We believe strongly that the manner in which our people undertake their work is as important as they work they do. Our values are important to us as they set out how we want our people to perform when delivering our IRMP.

We recognise we can only make Buckinghamshire and Milton Keynes safer if we ensure that in everything we do, the service we provide is effective, equitable and supports the communities we serve - as an organisation, and as people who work within it.

Underpinning everything we do is a set of values to which we aspire to meet in all our dealings with the public, partner agencies and our own staff. These values embrace:

#### **Service to the community – by:**

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Striving for excellence in all we do

- Being answerable to those we serve

**People** – by everyone practising and promoting:

- Fairness and respect
- Recognising commitment and the achievement of excellent service
- Honesty and trust
- Opportunities to develop and learn
- Co-operation and inclusive working

**Diversity** – we value diversity in our service and in the community by:

- Treating everyone fairly and with respect
- Challenging prejudice and discrimination
- Creating opportunities to meet the different needs of people in our communities
- Promoting equal opportunities in terms of recruitment, promotion and retention

**Improvement** – we value improvement at all levels of the service by:

- Accepting responsibility for our performance and actions
- Being open-minded and receptive to alternative approaches
- Learning from our experiences
- Supporting others to enable them to achieve their goals
- Encourage innovation and creativity

## 5 PERFORMANCE & ASSURANCE

**Performance** Our performance management arrangements can best be shown in the following Performance Model:



It is important that we have sound arrangements in place to ensure that the service faces the challenges of tomorrow and has the right level of resources like people, money and equipment to deliver our aims and strategic targets. Our planning cycle starts with an appraisal of all of the expectations and challenges that the service faces from now until 2020. This strategic assessment allows us to look closely at what we have in place and decide what to do about the things that we need to act upon. These issues are considered alongside existing activities. For this we have only completed the strategic assessment in part as we wait for the implications of the Spending Review to become clearer.

During this planning phase we also consider the strategies created by Buckinghamshire and Milton Keynes Local Strategic Partnership and the targets arising from them. As mentioned above, our organisational strategies set out the priorities, key activities and projects that we intend to deliver over the next three years. Before we set our budget, we very carefully scrutinise the content and finances needed to deliver them. Our needs are then set against the amount of income that we get from central government and through the council tax and we cut our cloth accordingly by using risk management processes to help set our priorities. These key strategies, together with the performance indicators which measure progress against measurable targets, then

feed into our team and station action planning process by creating strategic activities. All our strategic activities have a specific and risk assessed business case which is approved through the Member Budget Challenge Group. Cascaded into team plans, these team plans will be discussed with individuals through our personal development and performance review process to ensure that staff are clear, and have the right level of skills and knowledge to deliver their important part. Performance is then monitored against targets using our suite of performance indicators and by reporting within the Planning and Performance database [Performance Plus]

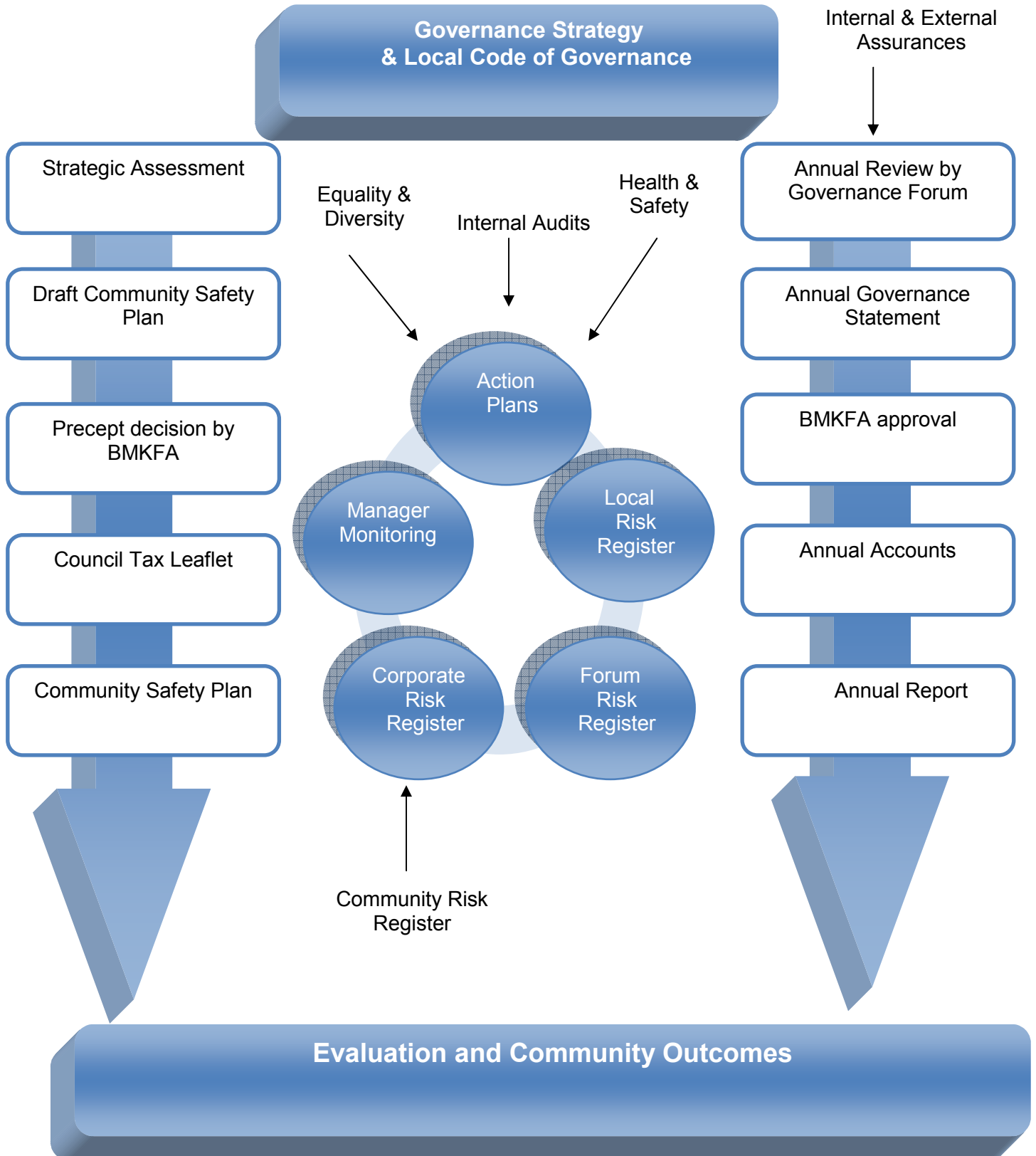
**Assurance** will be managed by performance management arrangements within the Planning and Performance database and through a Meetings and Briefings procedure outlined in the model above.

We will manage the performance of the service through the use of the corporate calendar and measure our performance formally at all levels of the service on a monthly and three-monthly basis with standing agendas as follows:

- The performance of **individuals** to be assessed on an on-going basis against the competence framework and personal development plans and formerly reviewed through the Personal Development Performance Review (PDPR) process
- **Team Meetings** (support teams and all watches) held monthly to cover the identification and management of risk and performance issues and monitor the progress of activities within their action plans
- **Department Meetings** held monthly where department heads meet with their Support teams, to identify and manage risk and performance issues
- **Station Management Meetings** are held quarterly where station managers meet with their watches
- **Directors/Heads of Service** meet with their department heads/station managers on a monthly basis to discuss performance on an exception basis and to identify opportunities and developing risks and prioritise activities
- **Integrated Risk Management Plan (IRMP) Meetings** held quarterly in each area where service delivery managers and policy managers come together to review progress against the corporate and local IRMPs
- **Strategic Forums/Boards** held quarterly to review performance against their respective key strategies and to report progress to Strategic Management Team
- **Senior Management Team** held monthly, but formerly once a quarter, to consider the assurance reports provided by forums, alongside a report on corporate performance indicators and financial status
- **Buckinghamshire & Milton Keynes Fire Authority** meets quarterly to consider progress against the Community Safety Plan

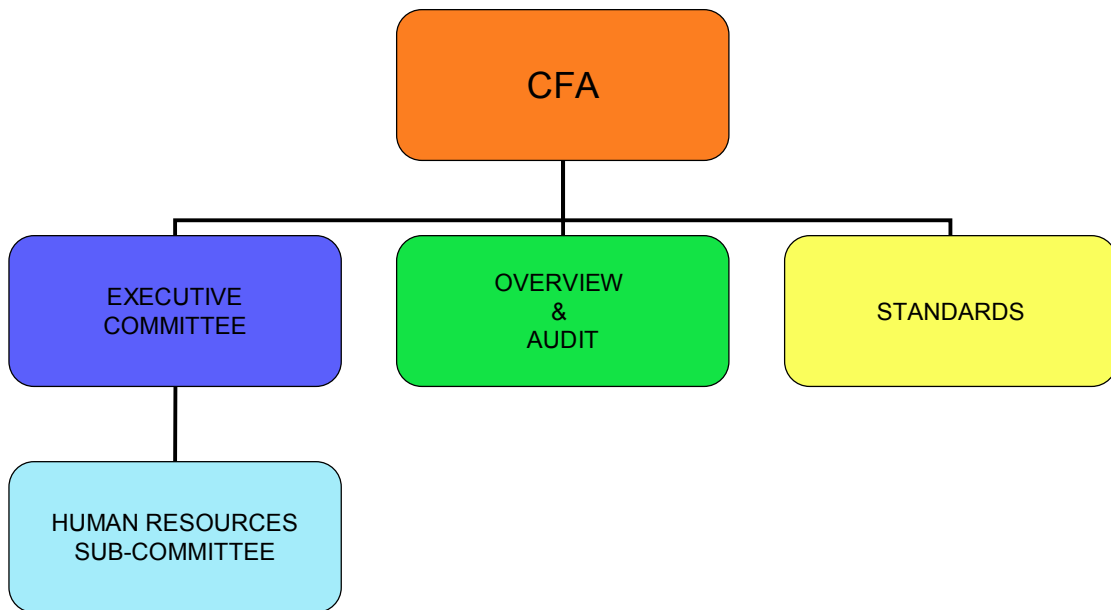
## 6 GOVERNANCE FRAMEWORK

**Governance Framework** will provide the mechanism which shows our residents and stakeholders how we are performing as a business and demonstrates that we are delivering effective governance and real value for money. This is shown by the model below:

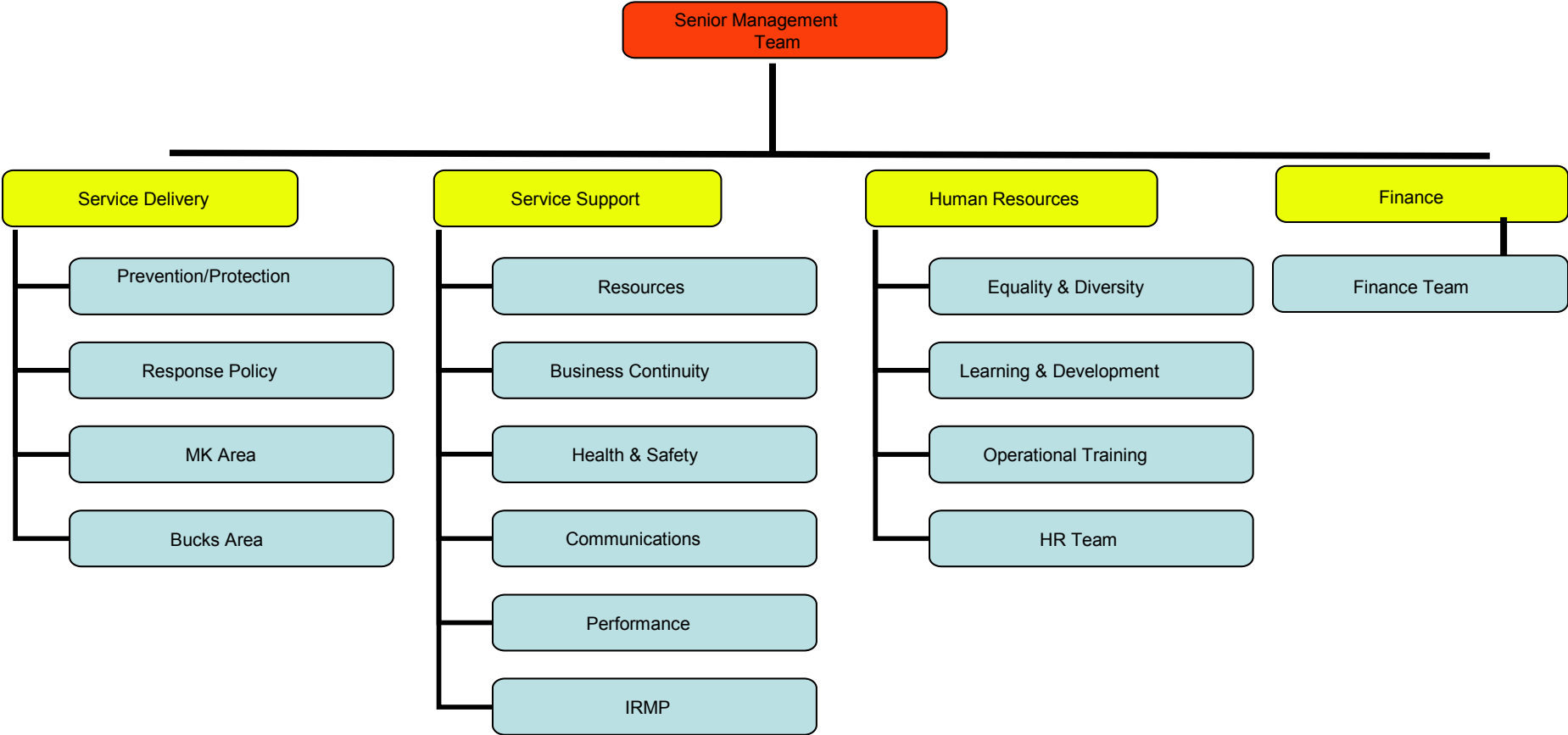


## 7 BMKFA STRUCTURES AND TERMS OF REFERENCE

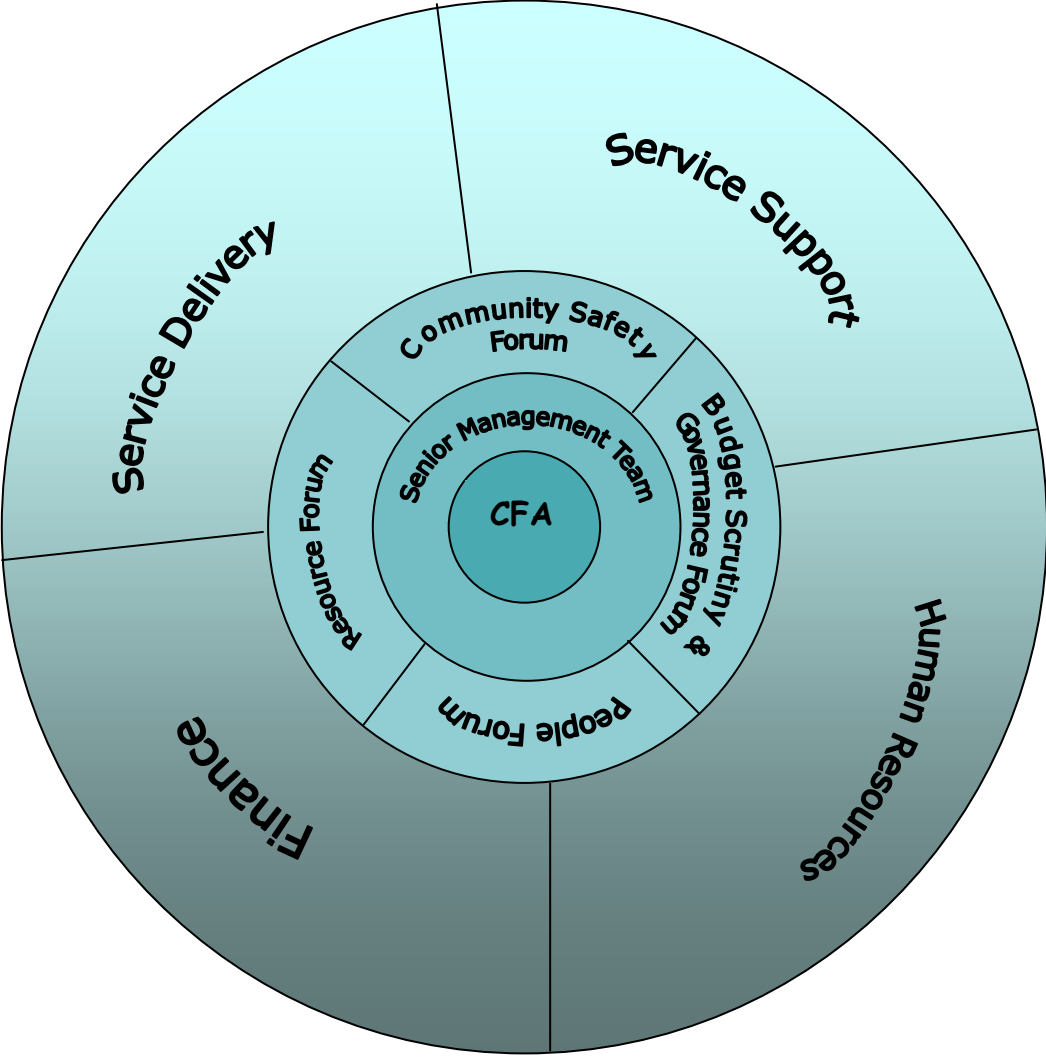
### BMKFA COMMITTEE STRUCTURE



# Internal Structure



The following model demonstrates the Governance and Assurance hierarchy for the organisation.



## Senior Management Team (SMT) – Terms of reference

<b>Frequency</b>	<b>Monthly</b>	
<b>Terms of reference</b>	<ol style="list-style-type: none"> <li>1. Be the focus for strategic leadership and management for Buckinghamshire &amp; Milton Keynes Fire Authority (BMKFA).</li> <li>2. Ensure the vision, values, strategic aims, objectives and targets of the organisation remain current and relevant.</li> <li>3. Develop, agree, monitor and review the Community Safety Plan and its associated key strategies and corporate improvement plans.</li> <li>4. Focus, prioritise and support the work of the boards / forums.</li> <li>5. Ensure efficient and effective partnership working.</li> <li>6. Prioritise emerging strategic issues from boards / forums.</li> <li>7. Monitor and review the corporate (including board / forum) risk register.</li> <li>8. Prioritise and monitor policy development and effectiveness.</li> <li>9. Promote and support organisational development and steer the process of continuous improvement by robust and sustainable service planning.</li> <li>10. Promote and monitor value for money best practice, and monitor progress against the annual efficiency targets.</li> <li>11. Develop, mainstream, monitor and report the health and safety improvement plan to ensure that the service is working to up to date legislation standards and good practice.</li> <li>12. Drive forward and champion the benefits of equality and diversity throughout the organisation and ensure that it is mainstreamed within key strategies</li> <li>13. Develop regular core briefings for the organisation.</li> <li>14. Review board / forum briefings and performance assurances.</li> <li>15. Ensure that the service works to an agreed corporate calendar.</li> </ol>	
<b>Membership</b>	<p style="text-align: center;"><b>Core members</b></p> <p>Chief Fire Officer (Chair)  Deputy Chief Fire Officer  Director of Finance  Director of HR  Director Service Delivery  Director Service Support  Head of Service Delivery &amp; Engagement Milton Keynes  Head of Service Delivery &amp; Engagement Buckinghamshire  Monitoring Officer</p>	<p style="text-align: center;"><b>Advisers as required by agenda</b></p> <p>Performance &amp; Evaluation Manager  Emergency Planning &amp; Business Continuity Manager  Department Heads  Health and Safety Adviser  Equality and Diversity Adviser</p> <hr/> <p style="text-align: center;"><b>Members</b></p> <p>Chairman of BMKFA (for quarterly review)</p> <hr/> <p><b>Secretariat</b> Executive Assistant</p> <hr/> <p>NB Two open spaces for development opportunities available with permission of the chair of SMT</p>

## Budget Scrutiny and Governance Board / Forum – Terms of reference

Frequency	June, September, October, November, December, January, February, March	
<b>Terms of Reference</b>	<ol style="list-style-type: none"> <li>1. To scrutinise and challenge expenditure and income forecasts and that already incurred. This will include all revenue and capital areas through examination of the SAP Finance System.</li> <li>2. To scrutinise and challenge revenue and capital growth bids and savings proposals along with capital option appraisal sheets as part of the Medium Term Financial Planning (MTFP) process.</li> <li>3. To consider the financial risks and performance indicators as well as quarterly updates on realising efficiencies.</li> <li>4. The Board is mandated to report expenditure patterns regularly to Buckinghamshire &amp; Milton Keynes Fire Authority (BMKFA) through the Senior Management Team (SMT).</li> <li>5. To scrutinise and challenge spending patterns and projections of the Authority and to propose potential virements for consideration at SMT on a quarterly basis subject to the Financial Regulations to reallocate resources to priority areas.</li> <li>6. To monitor compliance with the BMKFA's Financial Regulations, Financial Instructions and Standing Orders as relating to Contracts.</li> <li>7. To monitor establishment costs.</li> <li>8. To prepare the annual budget scrutiny process, making recommendations to SMT and forums as necessary.</li> <li>9. To act as the principal focus for the Member Budget Challenge Group.</li> <li>10. Identify, business risk assess and communicate emerging issues that may have an impact on the service.</li> <li>11. Develop the Governance Strategy in line with strategic risks, performance, finance and the delivery of strategic targets.</li> <li>12. Ensure that health and safety practices reflect legal compliance and where possible best practice.</li> <li>13. Ensure that equality and diversity practices reflect legal compliance and where possible best practice.</li> <li>14. Develop the Annual Governance Statement for SMT.</li> </ol>	
<b>Membership</b>	<p style="text-align: center;"><b>Core members</b></p> <p>Chief Fire Officer/ Chief Executive (Chair)</p> <p>Deputy Chief Fire Officer</p> <p>Director of Finance</p> <p>Director of HR</p> <p>Deputy Director of Finance</p> <p>Director of Service Delivery</p> <p>Director Service Support</p> <p>Resources Manager</p>	<p style="text-align: center;"><b>Standing invite</b></p> <p>Buckinghamshire &amp; Milton Keynes Fire Authority Monitoring Officer</p> <p style="text-align: center;"><b>Advisers - as required by agenda</b></p> <p>Any budget holder</p> <hr/> <p style="text-align: center;"><b>Members</b></p> <p>Lead Member for Finance (for quarterly review)</p>

<p><b>Cycle</b></p>	<ul style="list-style-type: none"> <li>• Quarterly (June, October, February) – consideration of budget position and proposal of revenue virements and capital re-allocations to SMT for consideration</li> <li>• September – consideration of the likely budget scenario for the following financial year</li> <li>• November – prioritisation of the “long list” of policy options and potential efficiencies / savings / cuts for the following financial year</li> <li>• December – decision as the “short list” of policy options to be presented to Member star chamber</li> <li>• January – final update of budget assumptions and challenge before presentation of MTFP to February council tax setting meeting</li> <li>• March – consideration of the approved budget and dissemination and communication plan to budget holders</li> <li>• June – to receive an outturn report for the preceding year broken down by Directorate and cost centre</li> </ul>	<p style="text-align: center;"><b>Secretariat</b></p> <p>TBC</p> <hr/> <p>NB: Two open spaces for development opportunities available with permission of chair of the Budget Scrutiny &amp; Governance Forum</p>
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## Community Safety Board / Forum – Terms of reference

<b>Frequency</b>	<b>April, July, September (for budget) October, December and January</b>	
<b>Terms of reference</b>	<ol style="list-style-type: none"> <li>1. Develop, the Community Safety Strategies in line with the Integrated Risk Management Plan (IRMP).</li> <li>2. Monitor, review and prioritise the prevention, protection and response programmes in line with strategic risks, performance, finance and the delivery of strategic targets.</li> <li>3. Receive Assurance Reports covering performance reports, risks, finances and issues from area IRMP teams.</li> <li>4. Provide Quarterly Assurance Report to the Senior Management Team (SMT) covering performance, progress, risks, finances and issues.</li> <li>5. Identify, business risk assess and communicate emerging issues that may have an impact on the service.</li> <li>6. Identify and consider best practice within the service and other external organisations.</li> <li>7. Ensure health and safety practices reflect legal compliance and where possible best practice.</li> <li>8. Ensure equality and diversity practices reflect legal compliance and where possible best practice.</li> </ol>	
<b>Membership</b>	<p style="text-align: center;"><b>Core Members</b></p> <p>Deputy Chief Fire Officer (Chair)  Director Service Delivery  Director Service Support  Director of HR  Head of Service Delivery &amp; Engagement Milton Keynes  Head of Service Delivery &amp; Engagement Buckinghamshire  Deputy Director of Finance  IRMP Planning Manager  Emergency Planning / Business Continuity Manager  Prevention Policy Manager  Protection Policy Manager  Response Policy Manager</p>	<p style="text-align: center;"><b>Advisers – as required by agenda</b></p> <p>Health and Safety Adviser  Equality and Diversity Adviser  Performance &amp; Intelligence Unit Manager  Buckinghamshire &amp; Milton Keynes Fire Authority Monitoring Officer</p> <hr/> <p style="text-align: center;"><b>Members</b></p> <p>Lead Member for Community Protection (for quarterly review).</p> <hr/> <p style="text-align: center;"><b>Secretariat</b></p> <p>TBC</p> <hr/> <p>NB: Two open spaces for development opportunities available with permission of chair of the Community Safety Forum</p>

## Resources Board / Forum – Terms of reference

<b>Frequency</b>	<b>April, July, September, October and January</b>	
<b>Terms of Reference</b>	<ol style="list-style-type: none"> <li>1. Develop a long-term (10 - 15 years) Asset Development Plan and associated Asset Management Strategies to meet the requirements of the Community Safety Plan and the principles of the Integrated Risk Management Plan (IRMP)</li> <li>2. To develop, monitor and revise the Medium Term Financial Plan (MTFP)</li> <li>3. Monitor, review and prioritise the ICT, Property, Fleet and Equipment, and Finance programmes in line with strategic risks, performance, finance and the delivery of strategic targets.</li> <li>4. Develop a carbon management plan and integrate this within the overall assets strategy for Buckinghamshire &amp; Milton Keynes Fire Authority (BMKFA)</li> <li>5. Monitor and report capital development projects.</li> <li>6. Provide a quarterly assurance to the Senior Management Team (SMT) of progress against the Capital Development Plan.</li> <li>7. Provide Quarterly Assurance Report to SMT covering performance, progress, risks, finances and issues of the programmes</li> <li>8. Develop the Community Safety Plan and Annual Report</li> <li>9. Identify business risk, assess and communicate emerging issues that may have an impact on the service.</li> <li>10. Identify and consider best practice within the service and other external organisations.</li> </ol>	
<b>Membership</b>	<p style="text-align: center;"><b>Core Members</b></p> <p>Director of Finance (Chair)                  Chief Fire Officer                  Deputy Chief Fire Officer                  Director of HR                  Head of Service Delivery &amp; Engagement Milton Keynes                  Head of Service Delivery &amp; Engagement Buckinghamshire                  Resources Manager</p>	<p style="text-align: center;"><b>Advisers - as required by agenda</b></p> <p>Health and Safety Adviser                  Equality and Diversity Adviser                  IRMP Planner                  Performance &amp; Intelligence Unit Manager                  FA Monitoring Officer</p> <hr/> <p style="text-align: center;"><b>Members</b></p> <p>Lead Member for Resource Management (for quarterly review).</p> <hr/> <p style="text-align: center;"><b>Secretariat</b></p> <p>TBC</p> <hr/> <p>NB: Two open spaces for development opportunities available with permission of chair of the Resources Forum</p>

## People Board / Forum – Terms of reference

<b>Frequency</b>	<b>April, July, September, October, and January</b>	
<b>Terms of reference</b>	<ol style="list-style-type: none"> <li>1. Develop, the People Strategy in line with the Community Safety Plan and principles of the Integrated Risk Management Plan (IRMP).</li> <li>2. Monitor, review and prioritise this strategy and the Employee Services and Employee Development programmes in line with strategic risks, performance, finance and the delivery of strategic targets.</li> <li>3. Provide assurance reports on progress, risks, finances and issues to the Senior Management Team (SMT).</li> <li>4. Identify and assess business risk and communicate emerging issues that may have an impact on the service.</li> <li>5. Identify and consider best practice from within the service and within other external organisations.</li> <li>6. Monitor policy development and effectiveness.</li> <li>7. Monitor establishment and Workforce Planning Strategy</li> <li>8. Ensure that health and safety practices reflect legal compliance and where possible best practice.</li> <li>9. Ensure that equality and diversity practices reflect legal compliance and where possible best practice.</li> <li>10. Monitor progress against the Equality and Diversity Plan and the Health and Safety Improvement Plan.</li> </ol>	
<b>Membership</b>	<p style="text-align: center;"><b>Core members</b></p> <p>Director of HR (Chair)          Director Service Delivery          Director of Finance          Director Service Support          Head of Operational Training          Learning &amp; Development Manager          Head of Service Delivery &amp; Engagement Milton Keynes          Head of Service Delivery &amp; Engagement Buckinghamshire</p>	<p style="text-align: center;"><b>Advisers - as required by agenda</b></p> <p>Health and Safety Adviser          Equality and Diversity Adviser          Performance &amp; Intelligence Unit Manager          Buckinghamshire &amp; Milton Keynes Fire Authority Monitoring Officer</p> <hr/> <p style="text-align: center;"><b>Members</b></p> <p>Lead Member for E &amp; D (for quarterly review)</p> <hr/> <p style="text-align: center;"><b>Secretariat</b></p> <p>TBC</p> <hr/> <p>NB: Two open spaces for development opportunities available with permission of chair of the People Forum</p>

