

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

Director of Legal & Governance, Graham Britten  
Buckinghamshire Fire & Rescue Service  
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**Chief Fire Officer and Chief Executive**  
Jason Thelwell

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To: The Members of the Executive Committee

2 July 2018

**MEMBERS OF THE PRESS**  
**AND PUBLIC**

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

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 11 JULY 2018 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

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

Graham Britten  
Director of Legal and Governance

Councillors: Carroll, Clare, Hopkins, Lambert, Marland, McDonald, Reed and Roberts



**MAKING YOU SAFER**

**[www.bucksfire.gov.uk](http://www.bucksfire.gov.uk)**



## **Recording of the Meeting**

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

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

## **Adjournment and Rights to Speak – Public**

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

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

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

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

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

## **Rights to Speak - Members**

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

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

## **Questions**

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

## **EXECUTIVE COMMITTEE**

### **TERMS OF REFERENCE**

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.
2. To assess performance of the Authority against agreed organisational targets.
3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.
4. To select on behalf of the Authority—the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent , taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.
5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer ; a statutory monitoring officer; and any post to be contracted to “Gold Book” terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.
6. To act as the Employers’ Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to “Gold Book” terms and conditions in whole or in part.
7. To hear appeals if required to do so in accordance with the Authority’s Policies.
8. To determine any human resources issues arising from the Authority’s budget process and improvement programme.
9. To determine policies, codes or guidance:
  - (a) after considering recommendations from the Overview and Audit Committee in respect of:
    - (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
    - (ii) governing the conduct of employees of the Authority
  - (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to “Gold Book” terms and conditions in whole or in part.
10. To form a Human Resources Sub-Committee as it deems appropriate.

## **AGENDA**

### **Item No:**

**1. Election of Chairman**

To elect a Chairman for 2018/19

**2. Appointment of Vice-Chairman**

To appoint a Vice Chairman for 2018/19

**3. Apologies**

**4. Minutes**

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 9 May 2018 (Item 4) **(Pages 7 - 10)**

**5. Disclosure of Interests**

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

**6. Questions**

To receive questions in accordance with Standing Order S0A7.

**7. Budget Monitoring Performance and Debt Management April 2017 - March 2018 (Provisional Outturn)**

To consider Item 7 **(Pages 11 - 24)**

**8. Exclusion of Press and Public**

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as the minutes contains information relating to the financial or business affairs of a person; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

**9. End of Flexible Working Trial - Director of Finance and Assets**

To consider Item 9

**10. Application for Flexible Retirement - Director of Finance and Assets**

To consider Item 10

**11. Recruitment and Appointment of the future Director of Finance and Assets**

To consider Item 11

## **12. Date of Next Meeting**

To note that the next meeting of the Committee will be held on Wednesday 19 September 2018 at 10am (at Milton Keynes Council Chamber)

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

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Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 9 MAY 2018 at 10.00 am.

**Present:** Councillors Carroll, Lambert, Marland, McCall, McDonald, McLean, Reed (Chairman) and Roberts

**Officers:** J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), D Sutherland (Director of Finance and Assets), M Hemming (Deputy Director of Finance and Assets), J Parsons (Head of Service Development), N Boustred (Head of Service Delivery), K Nellist (Democratic Services Officer), M Crothers (Programme Manager), A Stunell (Head of Human Resources), R Smith (Procurement Manager), F Pearson (Communication and Consultation Manager)

**Apologies:** None

**EX42 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 14 March 2018, be approved and signed by the Chairman as a correct record.

**EX43 PROPERTY STRATEGY 2018-2023**

The Lead Member for Property and Resource Management advised Members that the aim of this Property Strategy was to set a clear framework for the management of property assets within the Authority. The strategy supports the development of a longer term vision of how property can help to deliver the Authority's aims and outcomes while working within a value for money framework in order to achieve efficiency savings.

The Director of Finance and Assets advised Members that it was a very comprehensive report, laid out in a very similar format to the existing strategy, which when published last time was very well received by Members and also a number of external bodies. The only action not completed in the last strategy was around Buckingham Fire Station and this was picked up again in this strategy.

The Director of Finance and Assets advised Members that in the new strategy one of the main focuses would be in the south of the county and High Wycombe Fire Station. A recommended action over the next year was set out in the report.

The Lead Member for Property and Resource Management advised Members that the process of working with external stakeholders had already begun at Princes Risborough, with Thames Valley Police (TVP) and the Authority working together.

A Member asked if there was value in the air conditioning plant being replaced in Unit 7 and was advised that the investment in the air conditioning plant was only taking place in other HQ buildings, no investment was being made in Unit 7, but it would be used as temporary office space while work was underway.

A Member asked if there was any further information regarding Thames Valley Police sharing the fire station at Newport Pagnell and was advised that arrangements had been made for them to build an extension on the back of the station. It was a police project with police funding, the drawings had been agreed, but TVP had not yet applied for planning permission.

RESOLVED –

That the 2018-2023 Property Strategy as drafted be approved.

**EX44**

**BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2017 – FEBRUARY 2018**

The Lead Member for Finance, IT and Procurement introduced the report and advised Members that it sets out the Authority's revenue and capital spending position as at 28 February 2018, together with the projected outturn position for the financial year.

The Deputy Director of Finance and Assets advised Members that the forecast was fairly stable, the underspend increased by only £42k and the underspend forecast was £304k, which was approximately 1% variance against the budget. The main reason for movement in the forecast variance was £138k backdated income for aerial site rentals and one off payments following the successful renegotiation of contracts, and additional IT and Communications expenditure of £83k.

A Member asked why there was an underspend of £167k in the People and Organisational Development (POD) budget and an overspend of £413k in the Statutory Accounting and Contingency budget regarding apprentices and was advised that in the POD budget there was a projected underspend on support apprentices in Prevention & Protection and Community Safety, as recruitment had been delayed due to changes in the apprenticeship frameworks. The forecast overspend in the Statutory Accounting and Contingency budget primarily relates to the planned recruitment of additional operational firefighter apprentices in order to ensure sufficient staff numbers were available to deliver the Authority's resourcing model.

A Member advised that he had been lobbying parliament for a response regarding emergency service buildings paying business rates. To date a response had not yet been received.

RESOLVED –

That the latest projected outturn forecast for the Authority as at 28 February 2018 be noted.

**EX45**

**EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)**

The Head of Service Development advised that this report provided Members with a further update regarding the national status of the programme and the impact on the regional and local transition.

The Head of Service Development also asked Members if they would prefer to see the technical information being available in the Members' Library and not in the report, Members agreed and this would be trialled for the next report.

The Programme Manager advised Members that there was increased confidence that the proposed technical solution was viable, ESN testing was on schedule and had been successful thus far. Hand held devices were being procured from a major supplier in the market and this would be underpinned by the fact that South Korea would be implementing a similar project to ESN in the near future.

The Programme Manager advised Members that there had been a change in the National Programme Lead, who had made the decision to shelve the national transition plan. A number of alternative options were now being considered and these had been referenced within the paper. This process, whilst seen as a positive step forward, would impact user organisations in that it increased levels of uncertainty regarding the method of transition. There was still no indication regarding how the Authority would be charged during transition, it was suspected that there would be a need to have Airwave and ESN installed within the fleet at the same time. This may cause issues with wiring and the space available within vehicle cabs and will necessitate two lots of vehicle fits. There would remain a shortfall in the Airwave funding during this period, however, if the Authority was able to move to a data provision over the ESN this may reduce the Airwave costs. Although, the ESN data costs were still not known.

A Member asked if the Authority should look at ways to work with our near partners to put in an interim solution and was advised that unfortunately this would be too cost prohibitive.

RESOLVED –

That the report be noted.

THE CHAIRMAN CLOSED THE MEETING AT 10.30 AM.

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# Buckinghamshire & Milton Keynes Fire Authority



|                              |  |
|------------------------------|--|
| <b>MEETING</b>               | Executive Committee  |
| <b>DATE OF MEETING</b>       | 11 July 2018   |
| <b>OFFICER</b>               | David Sutherland, Director of Finance & Assets   |
| <b>LEAD MEMBER</b>           | Councillor Peter McDonald  |
| <b>SUBJECT OF THE REPORT</b> | <b>Budget Monitoring Performance and Debt Management April 2017 – March 2018 (Provisional Outturn)</b>   |
| <b>EXECUTIVE SUMMARY</b>     | <p>To present the provisional revenue and capital outturn position and debt management performance to 31 March 2018.</p> <p>The report at Appendix A is a provisional position pending final audit recommendations and confirmation of any accounting adjustments to go through before a final position is reached.</p> <p><b>The provisional outturn figure for the year is a net underspend of £95k.</b> This represents a 0.3% variance against the budget. The amount has been transferred to revenue contribution to capital in accordance with the approved Reserves Strategy.</p>   |
| <b>ACTION</b>                | Decision / Information   |
| <b>RECOMMENDATIONS</b>       | <ol style="list-style-type: none"> <li>1. That the provisional outturn forecast for the Authority as at 31 March 2018 be noted.</li> <li>2. That the slippage of £11,659k on the capital programme is approved to be carried forward into 2018/19.</li> <li>3. That delegated authority be given to the Chief Finance Officer in consultation with the Lead Member for Finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.</li> <li>4. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.</li> </ol> |
| <b>RISK MANAGEMENT</b>       | Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks   |

|   |  |
|---|--|
|   | facing the Authority in year.  |
| <b>FINANCIAL IMPLICATIONS</b>                                     | As set out in the main body of the report.   |
| <b>LEGAL IMPLICATIONS</b>   | None.  |
| <b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b> | None.  |
| <b>HEALTH AND SAFETY</b>  | None.  |
| <b>EQUALITY AND DIVERSITY</b>                                     | None.  |
| <b>USE OF RESOURCES</b>   | The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.   |
| <b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>                 | <p><b>Background</b></p> <p>Medium Term Financial Plan 2017/18 to 2020/21, CFA Meeting 8 February 2017:</p> <p><a href="http://bucksfire.gov.uk/files/3914/8578/3188/ITEM_7_Medium_Term_Financial_Plan_201718_to_201920.pdf">http://bucksfire.gov.uk/files/3914/8578/3188/ITEM_7_Medium_Term_Financial_Plan_201718_to_201920.pdf</a></p> |
| <b>APPENDICES</b>   | Appendix A – Budget Monitoring Performance and Debt Management April – March 2018  |
| <b>TIME REQUIRED</b>  | 10 Minutes   |
| <b>REPORT ORIGINATOR AND CONTACT</b>                              | Taiye Sanwo (Revenue) and Asif Hussain (Capital)<br><a href="mailto:tsanwo@bucksfire.gov.uk">tsanwo@bucksfire.gov.uk</a> ; <a href="mailto:ahussain@bucksfire.gov.uk">ahussain@bucksfire.gov.uk</a><br>01296 744425 and 01296 744421   |

## 1. Revenue Forecasts by Service Area

**Table 1** The table below shows the budget and provisional outturn for each directorate as at the end of March 2018. The budget of £28.2m is compared to the outturn to give a year-end underspend of £95k.

| Directorate   | Area Manager           | Total Budget<br>£  | Provisional<br>Out-turn<br>£ | Variance<br>£   |
|---|------------------------|--------------------|------------------------------|-----------------|
| Corporate Core  | Corporate Management   | 1,149,430          | 1,070,003                    | -79,427         |
|   | Legal & Governance     | 296,560            | 317,797                      | 21,237          |
| <b>Corporate Core Total</b>                                 |                        | <b>1,445,990</b>   | <b>1,387,801</b>             | <b>-58,189</b>  |
| Finance & Assets  | Finance & Procurement  | 897,390            | 917,477                      | 20,087          |
|   | Resource Management    | 1,991,880          | 2,140,781                    | 148,901         |
| <b>Finance &amp; Assets Total</b>                           |                        | <b>2,889,270</b>   | <b>3,058,258</b>             | <b>168,988</b>  |
| People & Organisation<br>Development                        | Training & Development | 1,935,910          | 1,700,197                    | -235,713        |
|   | Operations & Services  | 709,770            | 699,898                      | -9,872          |
| <b>People &amp; Organisation Development Total</b>          |                        | <b>2,645,680</b>   | <b>2,400,095</b>             | <b>-245,585</b> |
| Delivery, Corporate<br>Development & Planning               | Service Delivery       | 16,411,730         | 15,833,732                   | -577,998        |
|   | Service Development    | 539,380            | 528,809                      | -10,571         |
|   | IT & Communications    | 1,599,010          | 1,655,874                    | 56,864          |
| <b>Delivery, Corporate Development &amp; Planning Total</b> |                        | <b>18,550,120</b>  | <b>18,018,416</b>            | <b>-531,704</b> |
| Statutory Accounting &<br>Contingency                       | Capital Charges        | 1,976,000          | 1,972,000                    | -4,000          |
|   | Contingency            | 504,040            | 756,887                      | 252,847         |
|   | Non Distributed Costs  | 218,940            | 378,030                      | 159,090         |
|   | Savings                | -19,890            | 0                            | 19,890          |
| <b>Statutory Accounting &amp; Contingency Total</b>         |                        | <b>2,679,090</b>   | <b>3,106,917</b>             | <b>427,827</b>  |
| <b>Total Expenditure</b>                                    |                        | <b>28,210,150</b>  | <b>27,971,486</b>            | <b>-238,664</b> |
| <b>Total Funding</b>  |                        | <b>-28,210,150</b> | <b>-28,066,751</b>           | <b>143,399</b>  |
| <b>Net Position</b>   |                        | <b>0</b>           | <b>-95,265</b>               | <b>-95,265</b>  |

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

**Finance & Assets £169k over** – This overspend mainly relates to PPE Stock write-off at the end of the financial year and additional spend on protective clothing. The above overspends in Finance and Assets were partially offset by backdated income for aerial site rentals and one off payments following successful renegotiation of contracts and underspend on transport related expenses.

**People & Organisation Development (POD) £246k under** – The overall underspend contains underspend in relation to support apprentices in Prevention & Protection and Community Safety, as recruitment was delayed due to changes in the apprenticeship frameworks. In addition, underspends were seen on the employees budget and over-achievement against the income budget due to the extension of seconded officers. Some of the training costs also slipped into 2018-19 due to course availability.

**Delivery, Corporate Development & Planning £532k under** – The overall underspend for the Directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels.

**Statutory Accounting & Contingency £428k over** – The overspend primarily relates to the planned recruitment of additional firefighter apprentices in order to ensure sufficient staff numbers are available to deliver the resourcing model. There was also some one-off costs for back-dated injury awards, following a review undertaken by our firefighters pension administrators.

## 2. Direct Employee Costs

**Table 2** shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of March 2018.

| <b>Staffing</b>    | <b>Total Budget<br/>£</b> | <b>Provisional<br/>Out-turn<br/>£</b> | <b>Variance<br/>£</b> |
|--------------------|---------------------------|---------------------------------------|-----------------------|
| Wholetime          | 12,742,555                | 12,965,420                            | 222,865               |
| Support            | 4,066,345                 | 3,971,171                             | -95,174               |
| On-Call            | 1,636,500                 | 1,176,829                             | -459,671              |
| Technicians        | 253,320                   | 223,924                               | -29,396               |
| Sessional          | 147,450                   | 99,098                                | -48,352               |
| Agency Staff       | 12,380                    | 233,556                               | 221,176               |
| <b>Grand Total</b> | <b>18,858,550</b>         | <b>18,669,999</b>                     | <b>-188,551</b>       |

**Wholetime** – The overall wholetime firefighters budget is over-spent due to higher bank costs.

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

**On Call** – on-call firefighter employment was significantly under budgeted establishment levels.

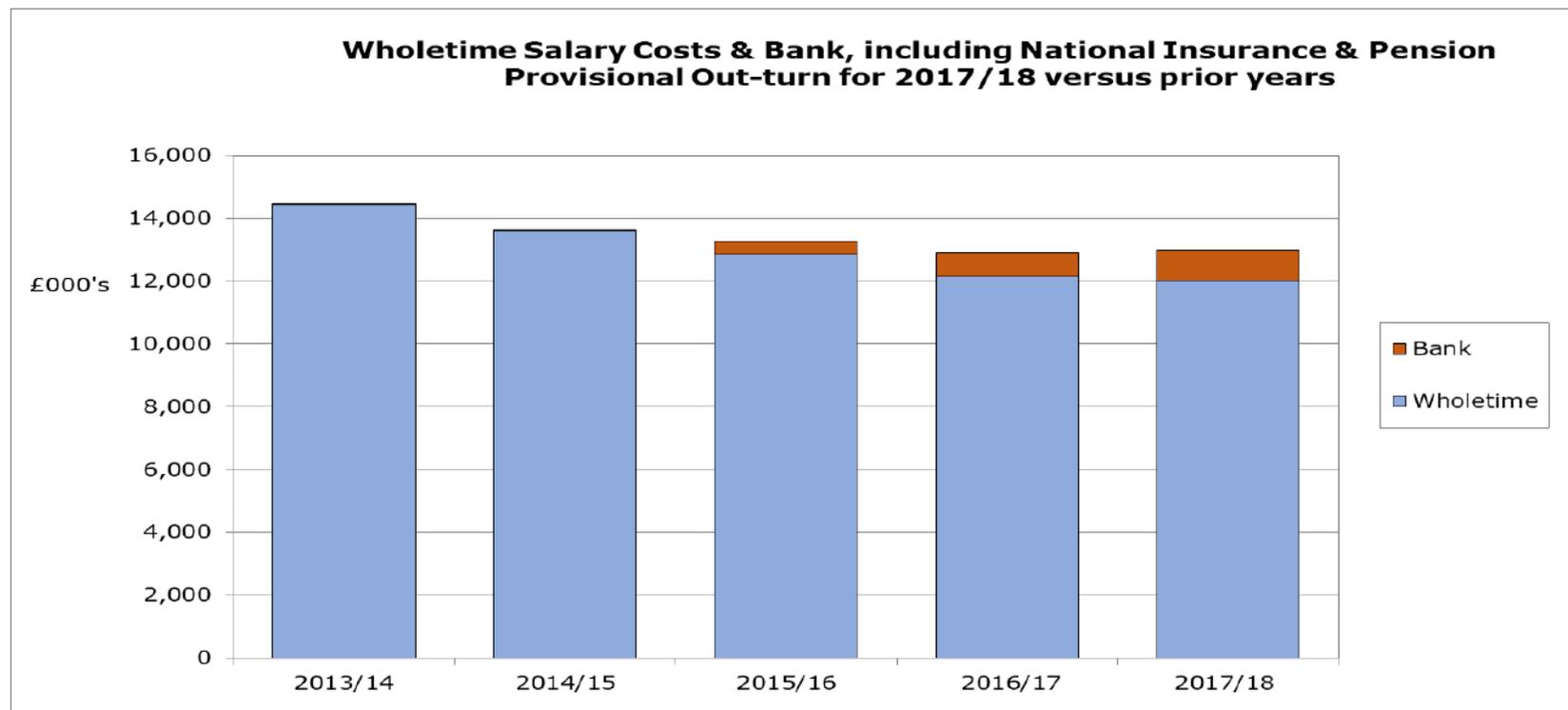
**Technicians** – There is an underspend as the vehicle workshop budget was under-established by one post for the majority of the year.

**Sessional** – There is a net underspend as there was a delay in recruiting to the Response Support post.

**Agency Staff** – agency staff were used to cover interim vacancies and this offsets the underspend on support staff and technicians.

### 3. Bank cost analysis

The graph and Table 3 below show wholetime operational staff costs from 2013/14 onwards, with Bank payments forming a significant part of these from 2015/16.



| <b>WT &amp; Bank</b> | <b>2013/14</b>    | <b>2014/15</b>    | <b>2015/16</b>    | <b>2016/17</b>    | <b>2017/18</b>    |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Wholetime            | 14,425,095        | 13,603,248        | 12,844,792        | 12,133,692        | 12,011,914        |
| Bank                 | 4,236             | 24,592            | 411,864           | 766,632           | 953,506           |
| <b>Total</b>         | <b>14,429,331</b> | <b>13,627,840</b> | <b>13,256,657</b> | <b>12,900,324</b> | <b>12,965,420</b> |

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

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

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

#### 4. Major Risk Areas

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

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

|    |                                  | <b>Total<br/>Budget<br/>£</b> | <b>Provisional<br/>Out-turn<br/>£</b> | <b>Variance<br/>£</b> |
|----|----------------------------------|-------------------------------|---------------------------------------|-----------------------|
| A. | Employee Direct Costs            | 18,858,550                    | 18,669,999                            | -188,551              |
| B. | Knowledge & Information Services | 1,482,670                     | 1,575,567                             | 92,897                |
| C. | Fuel Charges                     | 285,670                       | 248,236                               | -37,434               |
| D. | Energy / Utilities               | 250,200                       | 200,249                               | -49,951               |
| E. | Employment Agencies /Consultants | 12,380                        | 233,556                               | 221,176               |

- The variances for A. and E. are as noted in Section 2 above.
- The Variance for B was due to additional ICT spend for email scanning and disaster recovery installation and configuration.

## 5. Funding

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

| <b>Funding</b>            | <b>Total Budget<br/>£</b> | <b>Provisional<br/>Out-turn<br/>£</b> | <b>Variance<br/>£</b> |
|---------------------------|---------------------------|---------------------------------------|-----------------------|
| Government Funding        | -3,348,440                | -3,348,121                            | 319                   |
| Specific Grants           | -1,096,370                | -1,105,153                            | -8,783                |
| NNDR                      | -3,398,850                | -3,399,148                            | -298                  |
| Top-up / Pooling Receipts | -1,888,790                | -1,878,960                            | 9,830                 |
| Precept                   | -18,327,700               | -18,335,369                           | -7,669                |
| Movement in Reserves      | -150,000                  | 0                                     | 150,000               |
| <b>Grand Total</b>        | <b>-28,210,150</b>        | <b>-28,066,751</b>                    | <b>143,399</b>        |

An extra £8k of income was seen under grants due to receipt of DCLG Business rate reconciliation grant.

The total net top-up pooling receipts including adjustments for previous year was £10k less than budgeted.

In addition to this, the precept received from Wycombe District council was £8k more than budget.

As reported during the financial year the planned £150k use of reserves for Joint Funded Sprinklers was not utilised.

## 6. Savings and efficiencies

Of the £559k savings offered up in the 2016/17 Medium Term Financial Plan, £17k is from Corporate Core, £21k from Finance & Assets, £44k from POD and £476k from Delivery, Corporate Development and Planning.

| Directorate                                  | Target Saving<br>£ | Forecast Actual Saving<br>£ | Under/<br>(Over)<br>Recovery<br>£ |
|--|--------------------|-----------------------------|-----------------------------------|
| Corporate Core                               | 16,779             | 16,779                      | -                                 |
| Finance & Assets                             | 21,335             | 21,335                      | -                                 |
| People & Organisation Development            | 44,394             | 44,394                      | -                                 |
| Delivery, Corporate Development and Planning | 476,492            | 476,492                     | -                                 |
| <b>Total Savings</b>                         | <b>559,000</b>     | <b>559,000</b>              | -                                 |

**Corporate Core, Finance and Assets and POD** – Supplies and services budgets have been reduced based on historical analysis of actual spend in this area.

**Delivery, Corporate Development and Planning** – The new firefighter pension scheme has been modelled into the budgeted establishment to reflect the lower cost of the 2015 scheme.

## 7. Capital Forecasts

The capital programme for 2017/18 is £16.217m, which includes £13.553m worth of carry forwards from 2016/17 and additional funding approved at Fire Authority in June in relation to the Blue Light Hub (£1.330m).

| Project Name                           | Original Budget 2017-18 | Agreed 16-17 Carry Forwards | In Year Approvals | Revised Budget 2017-18 | Actual Year to Date | Slippage to 2018/19 | Year End Variance |
|--|-------------------------|-----------------------------|-------------------|------------------------|---------------------|---------------------|-------------------|
| Property                               | 500,000                 | 150,000                     | 0                 | 650,000                | 208,306             | 441,694             | 0                 |
| Property Review                        | 0                       | 11,132,813                  | 1,330,000         | 12,462,813             | 1,870,727           | 10,592,086          | 0                 |
| <b>Property Portfolio</b>              | <b>500,000</b>          | <b>11,282,813</b>           | <b>1,330,000</b>  | <b>13,112,813</b>      | <b>2,079,033</b>    | <b>11,033,780</b>   | <b>0</b>          |
| CCTV Cameras                           | 0                       | 51,250                      | 0                 | 51,250                 | 10,531              | 40,719              | 0                 |
| Operational Vehicles Red Fleet         | 500,000                 | 2,091,762                   | -36,500           | 2,555,262              | 2,145,376           | 329,886             | -80,000           |
| Operational Vehicles White Fleet       | 16,000                  | 31,601                      | 36,500            | 84,101                 | 58,007              | 26,094              | 0                 |
| Hydraulic Equipment                    | 56,000                  | 0                           | 0                 | 56,000                 | 51,980              | 0                   | -4,020            |
| Digital Radios                         | 90,000                  | 0                           | 0                 | 90,000                 | 0                   | 90,000              | 0                 |
| Operational Equipment                  | 85,000                  | 54,053                      | 0                 | 139,053                | 67,277              | 71,776              | 0                 |
| <b>Fire Appliances &amp; Equipment</b> | <b>747,000</b>          | <b>2,228,666</b>            | <b>0</b>          | <b>2,975,666</b>       | <b>2,333,170</b>    | <b>558,475</b>      | <b>-84,020</b>    |
| ICT                                    | 87,000                  | 42,000                      | 0                 | 129,000                | 62,260              | 66,740              | 0                 |
| <b>Support</b>                         | <b>87,000</b>           | <b>42,000</b>               | <b>0</b>          | <b>129,000</b>         | <b>62,260</b>       | <b>66,740</b>       | <b>0</b>          |
| <b>Total</b>                           | <b>1,334,000</b>        | <b>13,553,479</b>           | <b>1,330,000</b>  | <b>16,217,479</b>      | <b>4,474,463</b>    | <b>11,658,995</b>   | <b>-84,020</b>    |

## Funding

The capital programme will be funded as follows:

| Funding                          | £         |
|----------------------------------|-----------|
| Revenue Contributions to Capital | 91,345    |
| Capital Receipts                 | 4,383,118 |
| Total                            | 4,474,463 |

## **Property Portfolio**

Capital property works have progressed well throughout this financial year in line with the property condition survey. Several stations have had enhancements carried out such as refurbishment of ablution blocks, new bay doors and general refurbishments. In particular, Aylesbury HQ and Aylesbury station have had a complete kitchen refurbishment. High Wycombe and Olney Station had a complete refit of their washroom areas.

Currently a slippage of £442k is being reported against the property budgets in relation to the replacement of the air handling system and reconfiguration of the main floor at Brigade Headquarters. This is expected to commence in the second quarter of 2018/19 financial year.

The tender for the main contractor for the blue light hub has been awarded and the pre-commencement stage is underway. The land on where the blue light hub will be built was purchased in January 2018. The main building works are not due to commence until April 2018 and therefore resulted in a slippage of £10,592k.

The total slippage of £11,034k is requested for the property portfolio.

## **Fire Appliances & Equipment**

The Authority has introduced several new appliances to the current fleet in line with the fleet strategy. We took delivery of ten appliances in 2017/18, of which eight have been allocated to stations and two to the training team. These appliances will replace our older fleet which have come to the end of their useful life. Overall an underspend of £80k was achieved due to the joint tender carried out with neighboring authorities achieving better economies of scales by ordering the appliances collaboratively.

Two additional appliances were ordered in quarter 4 and are expected to be delivered in August 2018. Part payment has been made towards these appliances and the final payments will be made in 2018/19 which has resulted in a slippage of £330k.

Other areas of spend relate to the purchase of two white fleet vehicles and the purchase of operational equipment to replace our end of life equipment. The purchase of radios has been held back in order to collaborate with our neighboring Authorities who will also be procuring radios in 2018/19 which has resulted in a slippage of £90k. The portfolio is also seeing a slippage in white fleet vehicles, CCTV and operational equipment totaling £203k as a result of orders being placed but not being delivered until the new financial year.

The total slippage of £559k is requested for the Fire Appliance and Equipment portfolio.

## Support

From the budget of £129k for ICT, £54k related to the Wi-Fi upgrade and £75k is for the replacement of hardware. The upgrade to the Wi-Fi infrastructure was completed in year. The remaining budget of £75k was allocated to hardware replacement, of which £39k has been spent on ICT hardware. A slippage of £67k is being requested which relates to hardware purchases and telephony upgrades which will take place in 2018/19.

The total slippage of £67k is requested for the Support portfolio.

## Slippage into 2017/18

The provisional outturn figure is showing a slippage of £11,659k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2018/19.

## 8. Reserves

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

| <b>Reserves</b>              | <b>Balance at start<br/>of year<br/>£000</b> | <b>Projected<br/>Movement<br/>£000</b> | <b>Projected<br/>Use of<br/>£000</b> |
|------------------------------|--|--|--------------------------------------|
| General Fund                 | -3,035                                       | 1535                                   | -1,500                               |
| Earmarked Reserves (Revenue) | -2,203                                       | 324                                    | -1,879                               |
| Earmarked Reserves (Capital) | -6,401                                       | 53                                     | -6,348                               |
| <b>Total</b>                 | <b>-11,639</b>                               | <b>1,912</b>                           | <b>-9,727</b>                        |

\* This figure includes £424k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

## 9. Performance Indicators

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

| Description                                   | 2016/17 Actual | 2017/18 Target | 2017/18 Actual (rolling average) |
|---|----------------|----------------|----------------------------------|
| Budget Monitoring Training                    | 100.0%         | 100.0%         | 100.0%                           |
| Managers accessing Integra Cost Centre Report | 100.0%         | 100.0%         | 100.0%                           |
| % invoices paid within 30 days                | 99.8%          | 100.0%         | 95%                              |
| Budget Mon. Report turn-around (working days) | 7 days         | 7 days         | 7 days                           |

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

The % of invoices paid on time is 95% this is due to the changeover of the new finance system between March and April. Suppliers have been reminded to send all invoices directly to finance as the reason for late payment is due to finance not receiving these. In addition the authority has also rejected a number of invoices with no purchase order which suppliers have not dealt with immediately causing delay in payment.

## 10. Debt Management

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

| DEBTOR KEY PERFORMANCE INDICATORS 2017/18                   | Q1      | Q2      | Q3      | Q4      |
|---|---------|---------|---------|---------|
| Debts over 60 days overdue                                  | £14,864 | £11,580 | £12,069 | £9,708  |
| Total Debt outstanding                                      | £17,447 | £38,912 | £47,130 | £56,267 |
| Debts over 60 days overdue as a % of total debt outstanding | 88%     | 31.30%  | 27.70%  | 24.78%  |
| Average time from raising invoices to receipt of income     | 7 days  | 11 days | 11 days | 15 days |

The above figures show the quarterly average of debt during 2017/18. As at the end of March, the average total debt outstanding was £56k of which £10k relates to debt 60 days overdue. Total debt outstanding as at the end of March 2018 was £99k, with the actual value of debts over 60 days overdue being £9k.

The majority of the debts over 60 days overdue at the end of March 2018 relate to legal costs recoverable to Bucks Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments.

The average time from raising invoices to receipt of income is 15 days.