

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

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD
Tel: 01296 744441



Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

12 November 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 21 NOVEMBER 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

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



MAKING YOU SAFER

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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 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*, at least two clear working days before the day of the Meeting of the Authority or the Committee.

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

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

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 19 September 2018 (Item 2) **(Pages 7 - 10)**

3. Disclosure of Interests

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

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. Emergency Services Mobile Communications Programme (ESMCP)

To consider Item 5 **(Pages 11 - 26)**

6. Budget Monitoring Performance and Debt Management April - September 2018

To consider Item 6 **(Pages 27 - 40)**

7. 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 contain information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as the minutes contain information relating to the financial or business affairs of a person (including BMKFA); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

8. Exempt Minutes

To approve, and sign as a correct record, the Exempt Minutes of the meeting of the Committee held on 19 September 2018

To consider Item 8

9. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 6 February 2019 at 10am

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: 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 19 SEPTEMBER 2018 at 10.00 AM.

Present: Councillors Carroll, Clare, Hopkins, Lambert, Marland (part), McDonald, and Reed

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), M Hemming (Deputy Director of Finance and Assets), N Boustred (Head of Service Delivery), D Norris (Area Commander Service Delivery), A Stunell (Head of Human Resources), C Turner (HR Projects Manager), G Wylie (Property Manager) B Babbage (Project Manager, HUB Professional Services), F Pearson (Communications Manager) and K Nellist (Democratic Services Officer)

Apologies: Councillor Roberts

EX10 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 11 July 2018, be approved and signed by the Chairman as a correct record.

EX11 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL – JUNE 2018

(Cllr Marland joined the meeting)

The Lead Member for Finance, IT and Procurement introduced the report and advised Members that it set out the Authority's revenue and capital outturn position and debt management performance to 30 June 2018.

The Deputy Director of Finance and Assets advised Members that there was an underspend as at the end of June of £614k. There were two recommendations on this report, the first was that the report be noted, and the second was to create a new reserve to which £366k of the underspend would be transferred into. This was to offset the anticipated pay award being above what was budgeted for. As part of the Efficiency Plan the Authority had anticipated a 1% budget for pay awards, but the latest offer by the National Joint Council (NJC) was 2% and it was expected that if it was 2% this year, it would be the same the following year. The £366k was the cumulative impact of the additional 1% for two years.

RESOLVED –

1. That the latest projected outturn forecast for the Authority as at 30 June 2018 be noted.

2. That £366k (which is the cost of an additional 1% pay award for two years) of the underspend be transferred to a new earmarked reserve for use in 2019/20, in order to mitigate the impact of any pay awards above 1% in accordance with the updated Medium Term Financial Plan.

EX12

APPRENTICESHIP PROGRAMME – ANNUAL STATUTORY REPORTING

The Lead Member for People and Equality and Diversity introduced the report and advised Members that the Authority had a duty to report on the number of apprentices it had. There was a public sector target of 2.3 per cent apprenticeship starts each year, based on the headcount of employees working for an organisation in England. For the Authority that equated to 12 full time equivalent (FTE) per year.

The HR Projects Manager advised that this report was brought before Members, in advance of the publication of its annual statutory report, against the public sector apprenticeship target for the year ending 31 March 2018. As the Authority was a qualifying organisation and was in the scope of the public sector target, it was required to provide an annual return detailing its progress towards achieving the target to the Department for Education by the 30 September 2018. As part of this return, the Authority was also required to publish the information. The main driver for the apprenticeship plan was the Authority's workforce plan and as the report details, the Authority had exceeded its target with 14 new apprenticeship starts between the 1 April 2017 and 31 March 2018.

RESOLVED –

1. That the Authority's return to The Department for Education (attached as Appendix B) be endorsed for submission and for publication on the Authority's website.
2. That it be agreed that annual returns be submitted in future to the Overview and Audit committee for approval.

EX13

UPDATE ON INDEPENDENT REVIEW OF CONDITIONS OF SERVICE FOR FIRE AND RESCUE STAFF IN ENGLAND

The Lead Member for People and Equality and Diversity introduced the report and advised Members that this report was a follow on from the Adrian Thomas report. It covered five main themes: the working environment; documented conditions of service; industrial relations; duty systems and management of the fire and rescue service.

The Head of Human Resources asked Members to note the significant progress made by this Authority year on year. Appendix 1 set out the relevant actions that the Authority had

progressed over the past two years in support of the recommendations in the review. The 2018 update primarily focused on the 'local' fire and rescue service recommendations.

The Head of Human Resources advised that the report provided a further update to Members on actions taken against the recommendations which continue to support and enhance the Authority's enabling strategic aim to 'optimise the contribution and well-being of our people' as set out in the Authority's People Strategy 2016 to 2020.

RESOLVED –

That the content of the update be noted.

EX14 EXCLUSION OF PRESS AND PUBLIC

By virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the reports contain information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as the reports contain information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

A Stunell (Head of Human Resources) and C Turner (HR Projects Manager) left the meeting.

EX15 BLUE LIGHT HUB FOR MILTON KEYNES – BUDGET UPDATE

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes.

EX16 BUSINESS CONTINUITY AND RESILIENCE – SUCCESSION PLANNING

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes.

EX17 APPOINTMENT OF THE DIRECTOR OF FINANCE AND ASSETS (CHIEF FINANCE OFFICER)

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes.

EX18 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 11 July 2018, be approved and signed by the Chairman as a correct record.

EX19

DATE OF NEXT MEETING

The Committee noted that the next Executive Committee meeting would be held on Wednesday 21 November 2018 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11.11 AM.

DRAFT



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	21 November 2018
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Emergency Services Mobile Communications Programme (ESMCP)
EXECUTIVE SUMMARY	<p>This paper provides Members with a further update regarding the national status of the programme and the impact on regional and local transition.</p> <p>The Home Office have now confirmed the decision to move to an incremental delivery approach for ESMCP.</p> <p>The National Fire Chiefs Council, together with the Local Government Association Fire Services Management Committee, have formally written to the Programme expressing a number of concerns regarding delivery.</p> <p>The continued concern of officers is that lack of detail regarding what will be delivered by the incremental approach and when.</p> <p>There is still no indication of what the costs of both delivery and in-life arrangements will be. The Programme is currently reviewing the Full Business Case and we expect the detail to be reported to us in the New Year.</p>
ACTION	Noting.
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	<p>It was reported in the last briefing to Members that the financial risk consists of three different aspects:</p> <ul style="list-style-type: none"> • Delivery • Airwave costs • Future costs <p>It is still evident that further detail will need to be provided before firm decisions can be made by this Service regarding when and how our transition to ESN will be made:</p> <ul style="list-style-type: none"> • Detail regarding the devices that will be available to User Organisations (UOs) and their cost remains scant. The programme is looking

	<p>to deliver a range of ESN products that have different capabilities and benefits (not unlike different mobile phone contracts. It remains unclear how the newly adopted system will be funded, as the future of the Section 31 funding arrangements currently in place for the Airwave system are unlikely to remain 'as is'.</p> <ul style="list-style-type: none"> • The Chair of the National Fire Chiefs Council, Roy Wilsher and the Chair of the Local Government Association Fire Services Management Committee, Cllr Ian Stephens have jointly submitted a letter regarding ESMCP to Permanent Secretary, Sir Philip Rutnam (see Appendix C). This letter raises concerns, at the highest level, about parallel funding for both Airwave and ESN during the period of transition, but no answers have been received to date. • It remains unclear how the ESN service and associated contracts will be managed. It has been stated by the programme that there will be a single point of contact to manage the major contracts with both Motorola and EE but any other contracts that are entered into by UOs to secure devices will have to be managed locally. This may require resources to manage an in-house triage and resolution process. It has been reported in previous papers to Members that there was an unknown financial risk to the Service with regard to effectively transitioning to the new service. The risk is seen as high due to the delay to delivery and the ongoing uncertainty around the extension to the Airwave contract.
<p>FINANCIAL IMPLICATIONS</p>	<p>The Home Office (HO) have committed to provide funding through Section 31 Grants to cover local transition support, upgrading control rooms, vehicle installations and devices. BFRS will act as treasurer for the collaborative aspects of the project delivery.</p> <p>HO will directly fund ten regional implementation managers to coordinate and monitor the transition in fire and rescue services.</p> <p>The programme board is continuing to take a prudent approach to use of the Section 31 grant. To date the only funds that have been committed are to fund the external programme support costs. Funding has now been allocated to individual services and they are drawing down against their allocation to cover costs. We have been advised that the Programme are likely to commission an audit of Service's expenditure of centrally allocated funds.</p>

<p>LEGAL IMPLICATIONS</p>	<p>Buckinghamshire Fire and Rescue Service have already signed up to the principles of the ESN. Officers will continue to monitor the progress of the Programme closely and will provide challenge to the process where it is felt necessary.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>This Authority remains an active participant of the South Central Transition Delivery arrangements. The governance and delivery models have now been established and Buckinghamshire Fire and Rescue Service officers are involved at each level. The principle has been adopted that information is shared across all five services and where appropriate, joint responses to work requests are submitted.</p> <p>The Head of Service Development is the Vice Chair of the Regional Strategic Board as is also the Fire representative on the equivalent Police Board.</p> <p>Funding awards have been pooled centrally, and Buckinghamshire Fire and Rescue Service are now acting as treasurers for the region.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no health and safety implications perceived at this time. There is constant review of this and any issues that may arise in the future will be referred.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>There have been no equality and diversity implications identified to date. As the programme progresses and further information and a confirmed plan become available, then an Integrated Impact Assessment will be completed.</p>
<p>USE OF RESOURCES</p>	<p>Members may recall that the last briefing note explained that the central programme was developing a number of alternative incremental approach options for consideration by the Home Office. This was because the original Plan A was no longer considered to be a viable option. These options ranged from the delivery of data only in the first stages followed by voice capability through to the full ESN functionality being available and the Airwave service being transitioned out. Broad customer and stakeholder consultation has taken place to inform these options.</p> <p>In a letter from the Senior Responsible Owner for ESMCP, Stephen Webb, the Home Office has now announced that the incremental transition approach has now been approved following a robust review of the Programme (see Appendix A). The decision will be subject to independent verification and it has been confirmed that this will be delivered by a series of assurance reviews – one of which will be carried out by the Major Project Review Group of HM Treasury. The Full Business Case will require amending and will also be subject to a further governance review. It is expected that this process will be completed by the</p>

	<p>New Year.</p> <p>The Home Office believes that this decision now secures the future of the Emergency Services Network (ESN) and will result in savings of approximately £200million per year once the Airwave service has been fully transitioned out. User Organisations will be able to access data services over ESN from early 2019 and will be able to test and choose ESN products as they become available and not when the entire network is fully implemented. The projected date for the Airwave service to be switched off has now been extended to December 2022.</p> <p>The National Fire Chiefs Council has also released a statement in support of the latest announcement from the Home Office (see Appendix B). There is a feeling amongst the Fire community that this decision now provides greater certainty regarding the future of ESN and will allow more detailed planning for how each service will adopt and implement the new service to take place.</p> <p>The current thinking regarding the BFRS adoption timetable of ESN is linked to upgrades of systems within the Thames Valley Fire Control Service – strategies to achieve this are being discussed with our Thames Valley partners and the South Central Delivery Team.</p> <p>As stated in previous updates to Members, the Transformation Programme Manager is the Project Manager for ESMCP delivery.</p> <p>The Area Commander Service Development is the Senior User for this Authority and sits on the South Central Steering Group.</p> <p>This Authority is providing officers to lead in two workstreams of the South Central Region Transition Team – in Procurement and Finance, and Operational Policy (this officer is also the lead for Operational Alignment within the Thames Valley collaboration programme).</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>ESMCP is the programme that will provide the next generation of mobile communications for emergency services and will replace the Airwave Tetra network introduced to fire services in 2009.</p> <p>The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.</p> <p>The current national Airwave contracts have been extended and are now due to be terminated at the end</p>

	<p>of December 2022.</p> <p>The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018. These dates are being reviewed and a revised plan is due to be released following the Programme reset.</p> <p>Background Papers</p> <p>ESMCP Update November 2017</p> <p>ESMCP Update May 2018</p>
APPENDICES	<p>Appendix A: Letter from ESMCP Senior Responsible Owner – Stephen Webb</p> <p>Appendix B: NFCC Statement</p> <p>Appendix C: Letter to Sir Philip Rutnam</p> <p>Appendix D: ESN Review – Press Releases</p>
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	<p>Marie Crothers</p> <p>mcrothers@bucksfire.gov.uk</p> <p>07765 001907</p>

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Home Office

Law Enforcement Programmes Portfolio
Home Office DDaT
6th Floor Fry
2 Marsham Street
London SW1P 4DF
Tel: 020 7035 0591
www.gov.uk/home-office

Dear Colleague

As you may be aware, a robust and dispassionate review of options for the future direction of the Emergency Services Network (ESN) has been undertaken within Government. A decision based on the evidence and conclusions in a review paper has been made, and the Home Office has today announced that the decision is to deliver ESN in an incremental way.

This decision will require independent verification which will be provided by a series of assurance reviews, including by the Major Project Review Group of HM Treasury. In addition, the Full Business Case will now have to be amended, and will be subject to a further governance and assurance review before the direction of travel can be endorsed. We expect this process to conclude by the New Year.

The first part of the commercial Heads of Terms (HoTs) negotiations with our major suppliers to enable ESN to be delivered in a new and incremental way, as well as extending the existing Airwave service, are also now complete. This means we can begin implementing the modern public safety communications capability Users need, as soon as it can be developed. The incremental approach will allow an element of choice around adoption of ESN products prior to full implementation and switch-off of Airwave.

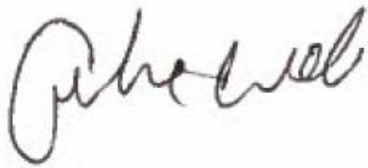
The first ESN products will appear soon to allow Users to start testing and using them. Further work will also start immediately to support the roll out of ESN including construction of mobile masts in remote locations, procuring the next phase of ESN infrastructure build with London Underground, and a project to verify the extent of 4G coverage in Britain.

Under the new plan, only once all emergency services are using every ESN product or service they need, and can safely operate without Airwave, can shutdown of the old service take place.

The confirmation from Government that ESN is the strategically correct replacement for the existing Airwave network allows the Programme to move to deliver ESN in a more collective, agile and customer focussed way.

I therefore look forward to working with you yet more closely in the future

Yours sincerely



Stephen Webb
Director, Law Enforcement Programmes

NFCC statement on ESN following Home Sec / Police & Fire Minister's announcement

The NFCC welcomes today's announcement from the Home Office that the decision to deliver the future Emergency Services Network (ESN) will be in an incremental way.

The ESN will provide the platform for future operational communications and will also provide a resilient and secure mobile broadband capability for the emergency services across Great Britain.

This incremental approach will require additional verification by specialists within Government before it can be formally endorsed by signing off the revised full business case, which is anticipated in early 2019

The NFCC Lead for Operational Communications, Chief Fire Officer Darryl Keen, said

"I'm pleased that the future of the Emergency Services Network is looking secure as it offers fantastic opportunities for the future. The Fire and Rescue Service has always believed that the ESN is the right direction of travel for emergency services communications. ESN products being available earlier should allow the emergency services to access many of the benefits and capabilities ahead of the full suite of products being available"

The NFCC Chair, Roy Wilsher, said

"I'm heartened to hear positive news for the future of the ESN as it forms a cornerstone of the NFCC's digital strategy. The ESN will encourage greater information sharing and collaboration between the emergency services. One of the capabilities of ESN, the ability to stream video and photographic images to firefighters on route to incidents, will no doubt assist in saving lives and all together should improve the outcomes for the communities we serve.

"The NFCC will continue to work with Government to achieve greater clarity on the actual costs of ESN for Fire and Rescue Services."

The NFCC has been supportive of the ESN from the very outset on the proviso that ESN is technically viable, affordable, and that it delivers the benefits intended.

It is anticipated that the first ESN products will be available in 2019, which following thorough testing and evaluation, will be available for front line deployment.

The announcement by the Home Office can be found at

<https://www.gov.uk/government/news/new-strategic-direction-for-the-emergency-services-network-esn>

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Sir Philip Rutnam
 Permanent Secretary
 Home Office
 2 Marsham Street
 London
 SW1P 4JA

21 August 2018



NFCC
 National Fire
 Chiefs Council

The professional voice of the
 UK Fire & Rescue Service

National Fire Chiefs Council
 West Midlands Fire Service
 99 Vauxhall Road
 Birmingham
 B7 4HW

Telephone +44 (0)121 380 7311
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Dear Sir Philip,

Thank you for facilitating the meeting between National Fire Chiefs Council (NFCC) delegates and the Home Office in June which provided an opportunity to discuss the NFCC's concerns with the Emergency Services Mobile Communications Programme (ESMCP), particularly those outlined in my letter of 30 November 2017. We jointly agreed at the meeting to continue to work with the Home Office to resolve the financial challenges that delays to ESMCP will create, not just for transition onto the new Emergency Services Network (ESN), but also to sustain and remain to use Airwave.

Subsequent to this meeting, the NFCC has briefed the Local Government Association's Fire Services Management Committee (FSMC) on this work. The FSMC expressed frustration that after seven years we were now faced with the choice of incremental introduction or stopping the programme altogether. Members want to see certainty around the timing and cost of the programme.

Whilst we recognise that many of the assurances we seek won't be provided until the revised full business case (FBC) is signed off, we are writing to you jointly, on behalf of both the Fire and Rescue Service and Fire and Rescue Authorities, to express our concerns and reiterate the issues that we feel need urgent attention. In particular, the future of the Section 31 Airwave grant after December 2019, which will become increasingly pressing through the autumn as Fire and Rescue Authorities seek to agree balanced budgets for the 2019/20 financial year and beyond.

Both the FSMC and the NFCC can see the benefits that technology can bring the Fire and Rescue Service. The NFCC have previously stated that the ESN will be a cornerstone of our strategy in delivering our digital vision and that any loss or delay to ESN will hamper the sector's ability to progress digitally and may indeed lead to a postcode lottery between those technologically-enabled fire and rescue services with good, commercial 4G coverage and those without.

In the deliberations over the future of ESMCP the NFCC, which had previously supported plan A, sees the incremental approach to delivery, or so-called option B, as both a viable and sensible approach subject to this being financially and technically viable. However, without access to the finalised detail of the FBC our commitment to option B must be in principle at this

stage. The FSMC is similarly concerned to see the FBC before we can commit to supporting option B. Going forward we would welcome sight of the FBC as soon as possible so that fire and rescue services can be assured of the viability, affordability and benefits realisation of ESN.

With the delay to ESN and the indicative FBC costs predicted to rise significantly the NFCC and the LGA are keen to seek assurance that the current Home Office transition funding policy, whereby ESN transition costs for fire and rescue services are met centrally, is maintained.

The cessation of Sec.31 Airwave grant funding for Fire and Rescue Authorities associated with the transition from Airwave to ESN is causing concerns regarding the affordability of ESN at a local level. There is a perception that ESN may subsequently cost the Fire and Rescue Service more than the current Airwave provision. We would welcome continued dialogue with the Home Office to ensure that ESN remains affordable and cost effective to Fire and Rescue Authorities without putting pressure on already stretched budgets.

Throughout the life of ESMCP, the Fire and Rescue Service has enjoyed a fruitful and equitable relationship with the teams within the other emergency services and with programme colleagues alike. We remain committed to working collaboratively through the many challenges that collectively we will all face, and we welcome your assurance that this will be on an equitable basis and not focus on the perceived majority stakeholder. The LGA would welcome further engagement in the programme at a strategic level to represent the political views of the sector.

I trust that the NFCC's and the LGA's formal position is clear, however if you need any further information please do not hesitate to contact either Roy directly, Darryl Keen the NFCC ESMCP lead, or Ian Taylor the NFCC Business Change Lead for ESMCP. The contact at the LGA is Mark Norris (mark.norris@local.gov.uk)

Yours sincerely,



Roy Wilsher OBE, QFSM
Chair, National Fire Chiefs Council



Councillor Ian Stephens
Chair, LGA Fire Services Management Committee

Cc: CFO Phil Loach QFSM
CFO Huw Jakeway QFSM
CFO Darryl Keen
Bryan Clarke, Project Director
Steven Adams

ESN Review Announcement – Press Releases

Home Office on Gov.UK

Emergency Services Network to be introduced in phases

The emergency services will begin benefiting from their new mobile-based communications network in the New Year following the Home Office's decision to roll the project out in phases.

The Department today announces it has set a new strategic direction for the Emergency Services Network (ESN) following an in-depth review.

The decision secures the future of ESN, which will save the public purse £200million a year once it has fully replaced the original radio-based network, Airwave.

The new incremental approach means police, fire and rescue services, ambulance services and other users will be able to use data services over the Network from early next year, with voice capabilities following soon after.

It will also leave the emergency services free to test and choose which ESN products they want as and when they become available, rather than having to wait for the network to be fully implemented.

The dedicated 4G network will transform emergency services' mobile working, especially in remote areas and at times of network congestion, with sim cards giving them priority over commercial users.

Products will include a 'push-to-talk' capability for mobile phones, effectively turning them into emergency service radios with data capability, a package of telephone, messaging and data services, and an air to ground communications app.

ESN also has the potential to enable emergency services to communicate on the London Underground.

The Home Office is engaging with its commercial partners, EE and Motorola, regarding future changes to their contracts.

Further details will be provided to Parliament in due course.

<https://www.gov.uk/government/news/new-strategic-direction-for-the-emergency-services-network-esn>

Motorola Statement

Motorola Solutions Reaches Agreement with UK Home Office to Implement ESN Phased Approach and Extend Airwave Network

- *Company to provide standards-based push-to-talk broadband solution for ESN*
- *Airwave public safety network to be extended through 2022*

CHICAGO – Sept. 21, 2018 – Motorola Solutions (NYSE:MSI) and the UK Home Office have reached an agreement on terms for the new direction of the UK Emergency Services Network (ESN) as well as an agreement on terms to extend the Airwave nationwide digital radio network.

The ESN agreement supports the phased deployment of the ESN program, ensuring that public safety organizations will benefit from the new network’s capabilities as soon as possible. Public safety organizations across the United Kingdom will be able to roll out the capabilities of ESN at their desired pace while maintaining the Airwave network service to ensure uninterrupted service.

As part of its delivery of ESN User Services, Motorola Solutions will implement a 3GPP standards-based push-to-talk (PTT) software solution. This global platform uses technology from Kodiak Networks, which was acquired by Motorola Solutions in 2017. To allow for the new phased deployment strategy, the Motorola Solutions ESN agreement will be extended by 30 months through the end of 2024.

The Airwave agreement, which is expected to be completed later in the year, will extend the network on substantially similar terms for three additional years to Dec. 31, 2022, with the option to be further extended. The company will also upgrade this critical public safety network to ensure the requirements of public safety users continue to be met.

“We are proud to support the Home Office on its new delivery approach for ESN while at the same time ensuring public safety users have the Airwave communications network they need,” said Kelly Mark, executive vice president, services and software at Motorola Solutions. “We have been working closely with the Home Office to ensure that our services are aligned with this new phased deployment and timeline for ESN.”

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Forward-Looking Statements

This press release contains certain forward-looking statements including statements regarding expectations regarding execution of certain contracts expected by Motorola Solutions, Inc. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and depend on circumstances that will or may occur in the future and are outside the control of Motorola Solutions, Inc., and its officers. Actual results may differ from those expectations expressed in such statements depending on a variety of factors including those discussed in this release.

About Motorola Solutions

Motorola Solutions (NYSE: MSI) creates mission-critical communications solutions, including devices, networks, software and video, that help public safety and commercial customers build safer cities and thriving communities. For ongoing news, visit www.motorolasolutions.com/newsroom or subscribe to a news feed.

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EE Statement

“We welcome the new delivery model that the Home Office has put in place for ESN, and we’re looking forward to testing with the emergency services later this year. We’ll continue to work with these early users to develop and deliver the highest quality solution.”

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	21 November 2018
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April – September 2018
EXECUTIVE SUMMARY	<p>To present the provisional revenue and capital outturn position and debt management performance to 30 September 2018</p> <p>The report in Appendix A sets out the Authority's revenue and capital spending position as at 30 September 2018, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an underspend of £204k, against a revenue budget of £28.492m. This represents a 0.72% variance against the budget.</p>
ACTION	Noting
RECOMMENDATIONS	That the latest projected outturn forecast for the Authority as at 30 September 2018 be noted.
RISK MANAGEMENT	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.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	No direct impact.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	No direct impact.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.

USE OF RESOURCES	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.
PROVENANCE SECTION & BACKGROUND PAPERS	Background Medium Term Financial Plan 2018/19 to 2021/22, CFA Meeting 14 February 2018: https://bucksfire.gov.uk/files/2815/1723/6486/ITEM_8_Medium_Term_Financial_Plan_2018-19_20-21.pdf
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – September 2018
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	Asif Hussain ahussain@bucksfire.gov.uk 01296 744421

Appendix A

Table 1 - Revenue Forecasts by Service Area

The table below shows the budget and actual expenditure for each directorate as at the end of September 2018. The budget of £28.492m is compared to the forecast outturn to give a forecast year-end underspend of £204k.

Directorate	Area Manager	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	Corporate Management	1,021,590	486,207	1,045,105	23,515
	Legal & Governance	323,750	157,010	348,706	24,956
Corporate Core Total		1,345,340	643,216	1,393,811	48,471
Finance & Assets	Finance & Procurement	951,690	621,253	956,995	5,305
	Resource Management	1,820,410	941,068	1,976,784	156,374
Finance & Assets Total		2,772,100	1,562,321	2,933,779	161,679
People & Organisation Development	Training & Development	2,223,560	1,518,784	1,892,986	-330,574
	Operations & Services	719,570	356,691	820,152	100,582
People & Organisation Development Total		2,943,130	1,875,474	2,713,138	-229,992
Delivery, Corporate Development & Planning	Service Delivery	16,331,300	7,381,872	15,566,023	-765,277
	Service Development	502,810	413,377	519,067	16,257
	IT & Communications	1,700,930	1,049,213	1,653,066	-47,864
Delivery, Corporate Development & Planning Total		18,535,040	8,844,462	17,738,156	-796,884
Statutory Accounting & Contingency	Capital Charges	2,122,000	0	2,122,000	0
	Contingency	494,760	366,000	1,207,601	712,841
	Non Distributed Costs	229,500	113,340	237,700	8,200
	Savings	50,230	0	0	-50,230
Statutory Accounting & Contingency Total		2,896,490	479,340	3,567,301	670,811
Total Expenditure		28,492,100	13,404,814	28,346,185	-145,915
Total Funding		-28,492,100	-14,737,776	-28,550,295	-58,195
Net Position		0	-1,332,962	-204,110	-204,110

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

Finance & Assets £162k over – This overspend is mainly attributable to employee costs relating to temporary fixed term posts and agency payments to cover staffing requirements. In addition to this, the additional cost of the insurance renewal and the under achievement on solar income contribute to the adverse variance.

People & Organisation Development (POD) £230k under – The overall underspend predominantly relates to the limited uptake of the sponsorship of apprentice's scheme. Furthermore, there are underspends which relate to employee costs as a result of several vacancies within the directorate and a number of employees not on top of their payscale.

The favourable variances are partly offset by adverse variances on income relating to seconded officers as a result of the seconded officers returning to the brigade and an interim HR structure which is currently projected to overspend in agency costs to cover staffing requirements.

Delivery, Corporate Development & Planning £797k under – The overall underspend for the directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels in addition to several whole-time stations being under established.

The under established whole-time stations have a direct impact on the bank system as the cover provided to the stations is charged to the bank budget. Therefore the underspends in under established stations are offset by overspends shown within the bank system.

Statutory Accounting & Contingency £671k over – The forecast overspend primarily relates to the planned recruitment of additional firefighter apprentices in order to ensure sufficient staff numbers are available to deliver our resourcing model. In September, £366k of the previously reported overall underspend (£614k) was transferred to a new earmarked reserve for use in 2019/20, in order to mitigate the cumulative impact of any pay awards above 1% in accordance with the updated Medium Term Financial Plan.

The above forecasts for each directorate now reflect the 2% pay award for operational and support staff. The additional 1% was not reflected in the Medium Term Financial Plan for 2018/19 has been absorbed within the current year's budget and covered by the underspends reported throughout the Authority.

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 September 2018.

Staffing	Total Plan £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Wholetime	12,976,190	6,016,017	12,731,970	-244,220
On-Call	1,640,690	673,333	1,089,693	-550,997
Support	4,181,190	2,038,879	4,088,650	-92,540
Technicians	255,700	125,572	254,730	-970
Sessional	105,070	28,656	95,385	-9,685
Agency Staff	12,000	83,444	196,660	184,660
Grand Total	19,170,840	8,965,902	18,457,088	-713,752

Wholetime – The overall whole-time firefighters budget is currently forecast to under-spend due to establishment levels being lower than budgeted.

On Call – On-call firefighter employment is currently significantly under budgeted establishment levels.

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

Agency Staff – Agency staff have been used to cover interim vacancies within support staff roles and this offsets the underspend on support staff.

3. Bank cost analysis

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

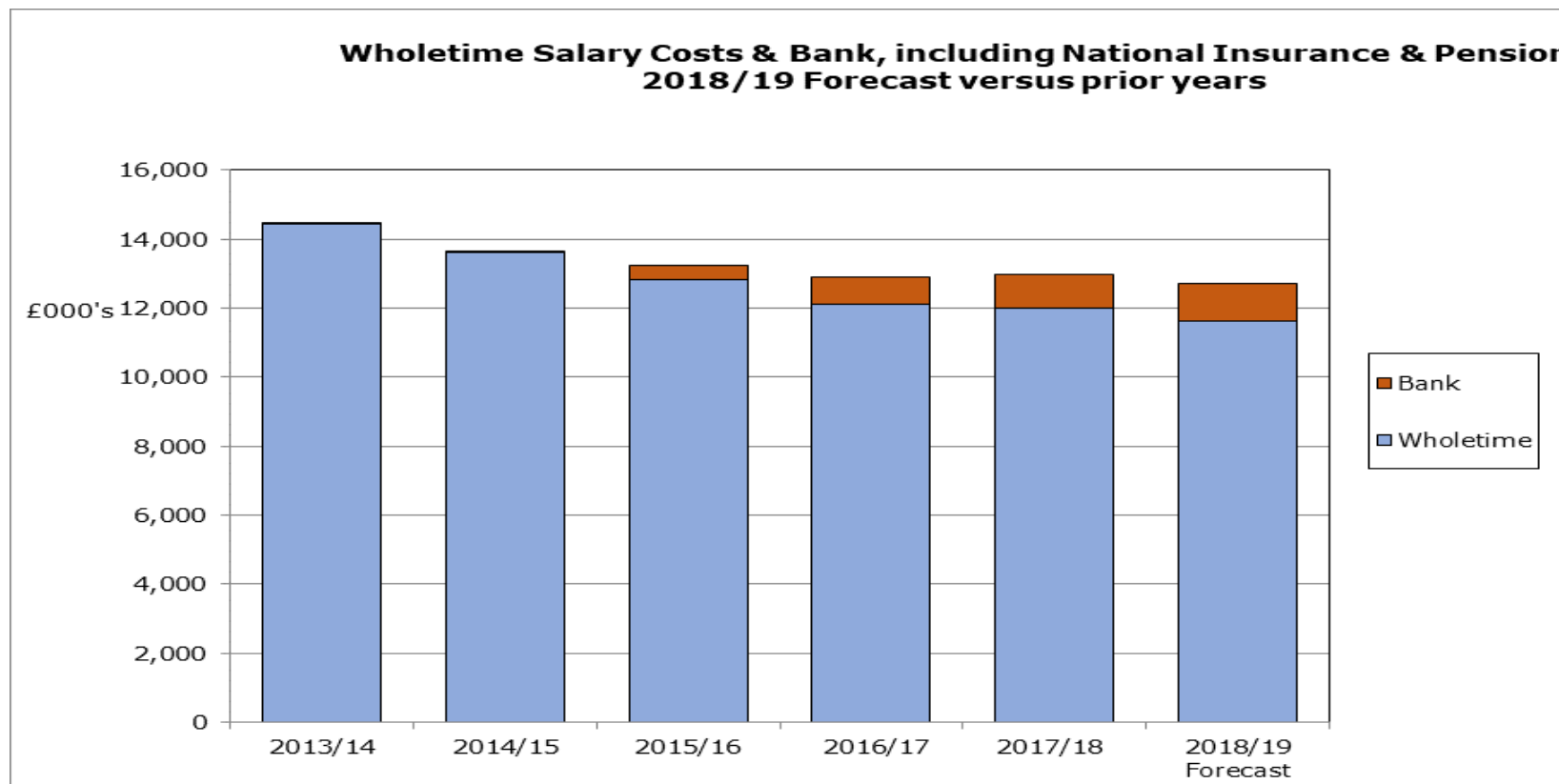


Table 3

WT & Bank	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 Forecast
Wholetime	14,425,095	13,603,248	12,844,792	12,133,692	12,011,914	11,616,970
Bank	4,236	24,592	411,864	766,632	953,506	1,115,000
Total	14,429,331	13,627,840	13,256,657	12,900,324	12,965,420	12,731,970

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

		Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
		£	£	£	£
A.	Employee Direct Costs	19,170,840	8,965,902	18,457,088	-713,752
B.	Knowledge & Information Services	1,529,100	979,861	1,492,418	-36,682
C.	Employment Agencies /Consultants (Part of Direct Employees Costs)	12,000	83,444	196,660	184,660

- The variances for A. and C. are as noted in Section 2 above.
- The variances in B predominantly relate to staff within the directorate not being top of their payscale.

5. Funding

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

Funding	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Government Funding	-2,633,000	-1,672,865	-2,633,000	0
Specific Grants	-1,097,330	-689,977	-1,097,330	0
NNDR	-3,625,030	-1,978,181	-3,683,225	-58,195
Top-up / Pooling Receipts	-1,899,790	-770,229	-1,899,790	0
Precept	-19,236,950	-9,626,524	-19,236,950	0
Movement in Reserves	0	0	0	0
Grand Total	-28,492,100	-14,737,776	-28,550,295	-58,195

Current projections show additional NNDR funding as a result of central government revising their funding figures after the budget was set to reflect business rate revaluations.

6. Savings and efficiencies

Of the £311k savings offered up in the 2018/19 Medium Term Financial Plan, £67k is from Corporate Core, £82k from Finance & Assets, £29k from POD, £132k from Delivery, Corporate Development and Planning.

Directorate	Target Saving	Forecast Actual Saving	Under/ (Over) Recovery
	£0	£0	£0
Corporate Core	67	67	-
Finance & Assets	82	82	-
People & Organisation Development	29	29	-
Delivery, Corporate Development and Planning	133	133	-
Statutory Accounting & Contingency	0	0	-
Funding	0	0	-
Total Savings	311	311	0

Corporate Core – The income budget for interest received has been increased and supplies and service budget reduced based on historical analysis of actual spend.

Finance and Assets - The income budget for aerial sites has been increased

POD – Supplies and services budget have been reduced based on historical analysis of actual spend in this area.

Delivery, Corporate Development and Planning – The savings primarily relate to the reduction of the joint funded sprinklers budget and supplies and services budget have been reduced based on historical analysis of actual spend in this area.

7. Capital Forecasts

The capital programme for 2018/19 is £14.6m, which includes £11.7m worth of carry forwards from 2017/18 and additional £1.7m approved in September:

Project Name	Original Budget 2017-18	Agreed 2017-18 Carry Forwards	In Year Approvals	Revised Budget 2018-19	Actual Year to Date	Forecast	Slippage	Year End Variance
Property	500,000	441,694	0	941,694	254,600	941,694	0	0
Property Review	0	10,592,086	1,741,000	12,333,086	2,336,921	6,153,000	6,040,086	-140,000
Property Portfolio	500,000	11,033,780	1,741,000	13,274,780	2,591,522	7,094,694	6,040,086	-140,000
CCTV Cameras	0	40,719	0	40,719	10,525	30,000	0	-10,719
Operational Vehicles Red Fleet	500,000	329,886	0	829,886	92,538	829,886	0	0
Operational Vehicles White Fleet	0	26,094	0	26,094	27,577	27,577	0	1,483
Hydraulic Equipment	56,000	0	0	56,000	51,980	51,980	0	-4,020
Digital Radios	0	90,000	0	90,000	0	90,000	0	0
Operational Equipment	85,000	71,776	0	156,776	113,673	156,776	0	0
Fire Appliances & Equipment	641,000	558,475	0	1,199,475	296,293	1,186,219	0	-13,256
ICT	75,000	66,740	0	141,740	40,574	141,740	0	0
Support	75,000	66,740	0	141,740	40,574	141,740	0	0
Total	1,216,000	11,658,996	1,741,000	14,615,996	2,928,389	8,422,654	6,040,086	-153,256

Capital Funding

The capital programme will be funded as follows:

Reserves	Balance at 1 April 2018	Estimated Transfers (In)	Estimated Transfers Out	Estimated Balance at 31 March 2019
	£000	£000	£000	£000
Usable Capital Receipts Reserve	(521)	-	521	-
Revenue Contribution to Capital	(5,827)	(2,195)	5,654	(2,368)
Transformation Funding	(2,248)		2,248	-
Sub Total	(8,596)	(2,195)	8,423	(2,368)

Property Portfolio

The Property team have been allocated £500k for 2018/19 to carry out priority repairs as identified in the condition survey carried out in 2017/18. In addition to this, the Property team have a balance of funds (£442k) brought forward from 2017/18, predominantly to replace the air ventilation system at brigade headquarters. The installation of the air ventilation system is now complete at BHQ with minor refurbishments remaining at the rear staircase and the first floor ablution block.

The slippage of £10,592k relates to the Blue Light Hub project, which is due for completion in 2019/20. The contractors have taken control of the site with ground works commencing in April 2018. It is unlikely the full budget will be utilised in the current year as the build plan is over two financial years and therefore we expect a large proportion of the budget to slip into next financial year. Previously the project was projecting a £793k overspend in relation to the delays in the project. As previously reported, a paper was presented to Executive Committee in September detailing a more up to date cost for the construction and the additional budget was approved by the Executive Committee.

Fire Appliances & Equipment

For 2018/19, a budget of £641k was approved for the purchase of two red fleet appliances, hydraulic equipment and operational equipment. Orders placed for the two red fleet appliances, with delivery expected in the last quarter of 2018/19. The order for the hydraulic equipment is complete and received by the Authority. Operational equipment will be purchased throughout the financial year in line with the equipment replacement programme.

A slippage of £558k was brought forward from 2017/18 capital programme, which relates to the purchase of; CCTV, two red fleet appliances, one white fleet vehicle, digital radios and operational equipment. The white fleet vehicle relates to the USAR dog handler van, which was delivered to the Authority in August. The two red fleet appliances delivery is expected in November. Identifying a suitable supplier to source new digital radios is ongoing as the new radios need to be compatible with our current operational equipment. Our R&D lead has liaised with R&D counterparts in Oxfordshire FRS & Royal Berkshire FRS to look at the possibility of sourcing the radios collaboratively.

Support

Including the slippage from 2017/18, ICT have a budget of £142k, which predominantly relates to the purchase of hardware as per the ICT replacement strategy. Spend to date currently relates to the replacement of hardware such as laptops and other ICT equipment.

8. Reserves

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

Reserves	Balance at start of year £000	Projected Movement £000	Balance at Year end £000
General Fund	-1,500	-204	-1,704
Earmarked Reserves (Revenue)	-1,879	74	-1,805
Earmarked Reserves (Capital)	-6,348	3,980	-2,368
Total	-9,727	3,850	-5,877

* Earmarked Reserves (Revenue) includes a projected balance of £476k at the end of the year, which represents this Authority's share of the joint control room renewals fund (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	2017/18 Actual	2018/19 Target	2018/19 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	91%	100.0%	100.0%
Budget Mon. Report turn-around (working days)	7 days	7 days	6 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 percentage of invoices paid on time is 100%. Suppliers have been reminded to send all invoices directly to finance which has resulted in no delays in making payments to suppliers.

10. Debt Management

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

DEBTOR KEY PERFORMANCE INDICATORS 2017/18	Q1	Q2
Debts over 60 days overdue	£8,043	£8,267
Total Debt outstanding	£48,350	£33,445
Debts over 60 days overdue as a % of total debt outstanding	17%	33%
Average time from raising invoices to receipt of income	6 days	5 days

The above figures show the quarterly average of debt during 2018/19. As at the end of September, the average total debt outstanding was £33k of which £8k relates to debt 60 days overdue. Total debt outstanding as at the end of September 2018 was £53k, with the actual value of debts over 60 days overdue being £8k.

The majority of the debts (60%) over 60 days overdue at the end of September 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.

A further 20% relates to recovery of employee pension contributions, 4% relates to recovery of BLV Tax payment reclaim, 10% relates to small value invoices which have since been paid and the remaining 6% is for recovery of employee benefits which is being recovered in installments.

The average time from raising invoices to receipt of income is 5 days.