

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 Fax: 01296 744600



Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

4 July 2016

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 13 JULY 2016 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: Busby, Carroll, Dransfield, Gomm, Lambert, Marland, Reed and Schofield



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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 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 2016/17

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2016/17

3. Apologies

4. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 11 May 2016 **(Pages 7 - 14)**

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. Emergency Services Mobile Communication Programme (ESMCP)

To consider Item 7 **(Pages 15 - 30)**

8. Budget Monitoring Performance and Debt Management April 2015 - March 2016 (Provisional Outturn)

To consider Item 8 **(Pages 31 - 44)**

9. Insurance Arrangements Update

To consider Item 9 **(Pages 45 - 46)**

10. Exclusion of Public and Press

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 Appendix contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains 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:

11. Business Continuity and Resilience - Senior Staff Succession Planning

To consider Item 11 (**Pages 47 - 50**)

12. Exclusion of Public and Press

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contain information which is likely to reveal the identity of 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; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

13. Exempt Minutes

To approve and the Chairman to sign as a correct record the Exempt Minutes of the meeting of the Executive Committee held on 11 May 2016.

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 11 MAY 2016 at 10.00 am

Present: Councillors Busby (Chairman), Dransfield, Gomm, Lambert, Reed and Schofield

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 (Head of Finance [Deputy Director]), K McCafferty (Head of Human Resources), J Parsons (Head of Service Development), N Boustred (Head of Service Delivery), G Taylor (Group Commander Service Delivery South), S Wells (Group Commander Training, Learning and Development), A Pennick (Training Delivery Manager), A Collett (Learning and Development Manager), S Tuffley (Station Commander Buckingham and Co-Responding), V Arama (Personal Assistant) F Pearson (Communication and Consultation Manager)

Apologies: Councillors Marland and Morris

EX42 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 3 February 2016, be approved and signed by the Chairman as a correct record.

EX43 EXEMPT MINUTES

RESOLVED-

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 3 February 2016, be approved and signed by the Chairman as a correct record.

EX44 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2015 - FEBRUARY 2016

The Committee considered the revenue and capital budget monitoring and debt management performance report for the eleven months to 29 February 2016.

The Committee noted that Managers had positively and proactively controlled spend and forecast an underspend of £1.589m, against a revenue budget of £28.7m. Contingency had been reduced and underspend on contingency would not be shown in future.

RESOLVED –

1. that the latest projected outturn forecast for the Fire Authority as at 29 February 2016 be noted;

2. that the debt write-off as detailed in Section 9 of Appendix A be approved.

EX45

STRATEGIC TRAINING AND DELIVERY PARTNERSHIP

The Lead Member for Human Resources and Equality and Diversity introduced the report and advised Members that the report was an update on what was an outstanding success story.

Group Commander Training, Learning and Development and the Training Delivery Manager gave Members a brief presentation on the Strategic Training and Delivery Partnership.

Members were advised that the innovative approach towards the delivery of operational training, in partnership with the Fire Service College, had not only proven to be financially intelligent, but also enabled the operational competencies of all front-line supervisory commanders and firefighters to be realistically challenged, whilst at the same time, being subject to independent assessment and scrutiny.

Members noted that although originally introduced as a 'pilot' in May 2015, the Strategic Training and Delivery Partnership had already realised notable benefits, not only in terms of the training outcomes, but also towards the continual enhancement of the Authority's professional reputation, with the Authority's employees delivering what was essentially Fire Service College courses, to both national and international delegates.

Members also noted that from the period 1 October 2015 to 30 April 2016, a total of 232 operational staff attended the validation exercises, during which 230 staff were assessed in respect of their Breathing Apparatus competencies, with all but 3 operational staff attaining the required standards. These 3 staff were subsequently provided with development plans and support, enabling them to all successfully complete their respective re-assessments. In addition to Breathing Apparatus, 84 supervisory commanders underwent Incident Command System (Level 1) assessments, with all demonstrating the required level of competence.

RESOLVED –

1. that the progress and benefits already realised through the 2015/16 training and delivery partnership be acknowledged;
2. that the training partnership with the Fire Service College procured through the 'Wider Public Sector Framework' for a further period of one year be approved.

An additional recommendation having been moved and seconded it was:

RESOLVED –

3. that the Fire Authority receive a version of the presentation at its meeting on 8 June 2016.

EX46

FIRE PROFESSIONAL FRAMEWORK

The Director of People and Organisational Development introduced the presentation advising Members that the Fire Professional Framework was the fire sector learning and development strategy and was based on UK national standards.

Members also noted that governance of this work was through the Fire and Rescue Service Sector Occupational Committee for which the Director of People and Organisational Development was Chair. The Authority was using the Fire Professional Framework to improve its own learning and development efficiency and effectiveness and was developing and influencing the National Agenda.

The Learning and Development Manager advised Members that the Fire Professional Framework was a 'one stop shop' web portal for Fire Service personnel, those already working within the sector and those looking to join now and in the future. It aims to provide easy access to a range of materials covering learning, training, career development and progression.

The Learning and Development Manager also advised Members that the Director of People and Organisational Development was leading a team drawn from six services on the development of the portal and the Learning and Development Manager was project managing the development of the portal and was the lead of the sustainable workforce area.

Members noted that the Fire Professional Framework replaced the Integrated Personal Development System (IPDS) as the sector's learning and development strategy. The sector required a more fit for purpose and flexible approach to learning and development which supported flexible working arrangements and partnerships.

Members were advised that there were five strategic work streams:

Operational Competence - Access information relating to operational learning and development. Linked to National Occupational Standards, National Operational Guidance, Case Studies and Legislation.

Sustainable Workforce - Provides tools, models and case studies to recruit and retain the right workforce. Address key future and occupational skills shortages, promote jobs & careers and identify and motivate talent.

Professional Workforce - Identifying skills, attributes, behaviours, and knowledge that are expected of all fire and rescue professionals.

Organisational Excellence - Delivering enhanced performance – signposting to best practice both internally and externally.

Outstanding Leadership - Future Leadership requirements of sector – executive leadership linked to collaborative blue light services requirements.

Members noted that the Authority was the first fire service to align its core training records electronically to the Fire Professional Framework and the core operational standards. The next steps included a revamped portal design with an improved user friendly structure that was built around the five strategic objectives. A soft launch was programmed for July with a full launch at the end of September 2016.

A Member asked where Skills for Justice sat and was advised that it was an umbrella sector skills organisation for the Skills Council for Police, Fire and Health.

EX47

APPRENTICESHIP UPDATE

The Lead Member for Human Resources and Equality and Diversity introduced the presentation and advised Members that the Authority was leading the way for other fire services on apprenticeships.

Members received a presentation from the Head of Human Resources updating them on the current position regarding Apprentices. Members were reminded that the Authority had approved the apprenticeship initiative in July 2015 and since then, much work had been undertaken. This included the appointment of an Apprentice Development Officer, and an OJEU tender process to appoint an Apprentice Training Agency (ATA).

Members were advised that fifteen organisations had applied for the tender and five were interviewed. Encompass had been appointed in March 2016 and all indications so far were they were fully engaged and supportive. Part of the added benefit of the ATA was the up skilling of line managers as assessors and verifiers which would add to improving quality assurance.

Members were advised that the first phase of operational apprentices would be whole-time, of two years duration and employed by the ATA. The apprentices would work towards a NVQ level 3 in Emergency Fire Service Operations.

Members noted that the aim was to appoint sixteen apprentices in year one and this would support the current workforce and retirement profile. Future numbers would be scaled up or down depending on organisational demand. Training would be delivered in a blended way, combining delivery on station and at the Fire Service College.

The Authority had recently held six familiarisation events across three sites to give potential applicants an insight into the role of a firefighter and the selection process. 78 people had attended these events and local crews had been fully engaged. The advertisement for firefighter apprentices went live on 4 May 2016 and would close on 22 May. There would be an intensive selection activity with staff starting in August. After training, the apprentices would be an operational asset from October 2016.

Members were advised that the second phase for operational staff involves apprentices employed by local business, but offering an on call service to the Authority. This was in the early stages of scoping and a further update would be brought to the Members' Workshop in July. There were also opportunities for support staff apprenticeships now and in the future.

Members noted that the initiatives were expected to meet the Government public sector apprenticeship targets 2.3% of the workforce to be apprentices by 2020, subject to outcomes of the recent government consultation. Other services had expressed interest in our apprenticeship work, and Members and staff support had been invaluable in making so much progress.

A Member asked if the sixteen apprentices included business administration and was advised that they were operational apprenticeships only.

A Member asked if the Authority would employ all sixteen apprenticeships and was advised that the Authority was not making any promises or guaranteeing employment.

A Member asked if all sixteen apprenticeships would be from Buckinghamshire and Milton Keynes and was advised that a post code restriction had not been implemented.

A Member asked if the Authority had accommodation obligations and was told it does not.

A Member asked if the Authority had a projection of how many on call firefighters were needed and was advised that the Authority was continually recruiting on call firefighters. The Member then asked if apprenticeships would provide a solution for on call staff and was advised that on call availability was a national issue but the Authority was looking to recruit and deploy on call in a different way.

EX48

THAMES VALLEY CARDIAC ARREST RESPONSE PILOT

Members received a presentation from the Station Commander Buckingham and Co-Responding regarding developing the Co-Responder partnership with South Central Ambulance Service (SCAS).

Members were advised that an opportunity had been identified to take a collaborative approach and assist in a new way with existing equipment and skills to make the residents of Buckinghamshire and Milton Keynes safer. The pilot provided a timely and proportionate response to incidents in line with corporate objectives. The Resuscitation Council Guidelines 2015 state that a community response was the way forward. Victims of cardiac arrest have a 50-70% chance of survival if defibrillated in 3-5 minutes of collapse. Currently only 2% of victims in the UK are defibrillated before arrival of the ambulance. This pilot aims to improve those statistics and was another example of improving the community response to medical emergencies.

Members were advised that following an online survey which 118 staff responded to, the following was noted:-

- 82% of staff agreed that there should be a trial to assist SCAS when attending cardiac arrest incidents;
- 82% of staff would volunteer to take part in such a trial;
- 81% of crews agreed that they had the required basic skills to make an intervention at a cardiac arrest incident before the arrival of an ambulance;
- 87% of respondents agreed that the Authority's appliances carry the basic essential equipment required to make an intervention at a cardiac arrest incident before the arrival of an ambulance.

Members were advised that looking forward, the following could be expected this year:

A new Memorandum of Understanding with SCAS would include cardiac arrest;

A service-wide response to the most serious incidents that SCAS face - with existing skills and equipment our staff would respond to confirmed cardiac arrests on a voluntary basis. This would make the people of Buckinghamshire and Milton Keynes safer;

Expansion of co-responder schemes across Buckinghamshire and Milton Keynes - Stations including Newport Pagnell and Gerrards Cross had put themselves forward to become co-responder stations. Watches in High Wycombe and Aylesbury had also expressed an interest;

Improved mobilisation to co-responder incidents - the Authority was looking to make improvements to the way co-responders were mobilised. SCAS were centralising the co-responder mobilising desks and the Authority was proposing to place equipment in Thames Valley Fire Control to speed up call handling and mobilisation to cardiac arrest incidents;

Enhanced and standardised equipment - the Thames Valley fire and rescue services would work with SCAS to have standardised and interchangeable equipment on all appliances.

The Immediate Emergency Care qualification - the ambitious plan was to train all fire and rescue employees to IEC standard. The five day course covers co-response, trauma care, first aid at work and much more. This would bring an assumed level of competence across the region when paramedics work with firefighters, ultimately with better patient outcomes.

The Committee were unanimous in their support of this pilot and asked that the presentation be given at the Fire Authority meeting on 8 June 2016 to all Members.

A Member asked if the Authority was part of the Fire Brigades Union (FBU) trial and if there was a risk, the Chief Fire Officer advised that the Authority was not part of the NJC trial, but staff were already undertaking co-responding and this was just a further step.

The Member then asked had the Authority not started this before and had issues with the FBU and was advised that the Authority had engaged its staff and the local representative bodies to a position which was going against the FBU. The FBU National Conference was going to suggest fire and rescue services stop co-responding, which could put pressure on local rep bodies.

A Member asked how the Authority would manage operationally if only half operational staff want to participate and how would the Authority manage on call and was advised that in a rural area it was still quicker for a co-responder with a defibrillator to arrive at the scene than an ambulance. The person with the defibrillator would deal with the cardiac arrest.

The Committee requested that the presentation be given at the Fire Authority meeting on 8 June 2016 to all Members.

EX49

OLNEY AND STONY STRATFORD INCIDENTS 01 MAY 2016

The presentation given to members by the Group Commander, Service Delivery South, gave an overview of the two noteworthy incidents that occurred simultaneously in Olney and Stony Stratford on the afternoon of 1 May 2016.

Members were informed that the incident at Olney began around 1pm and was a fire that started in the courtyard of an old inn and hotel and rapidly spread, causing damage to the first and second floors, and roof of the premises. Members were also informed that at around 3pm, whilst still dealing with the incident at Olney, the Service received another call to a fire in Stony Stratford that had started in commercial premises and which caused significant damage to the whole building including an adjoining property. The Group Commander, who attended both

incidents, reported to Members on the challenges faced by the attending crews and how the two incidents were professionally and effectively dealt with.

Also during the presentation, the Head of Service Delivery explained to members how Buckinghamshire Fire and Rescue Service manage its resources on a day to day basis to ensure that appropriate fire cover was maintained and was available throughout the county to meet its risk demand profile. Members were also informed as to how Thames Valley Fire Control Service and the Resource Management Team managed the operational resource demands during these two simultaneous incidents.

The presentation concluded with members being shown aerial footage of the premises at Stony Stratford post incident. The footage, utilised at Stony Stratford to support the fire investigation was captured by the Service's drone and was another example of the innovative ways of working in the Service.

The Committee requested that the presentation be given at the Fire Authority meeting on 8 June 2016 to all Members.

EX50

EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED –

By virtue of Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains information which is likely to reveal the identity of an individual; Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report 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, so that the meeting may consider the following matter:

Buckingham Property Review

EX51

BUCKINGHAM PROPERTY REVIEW

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

THE CHAIRMAN CLOSED THE MEETING AT 12.20PM.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	13 July 2016
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Emergency Services Mobile Communications Programme (ESMCP)
EXECUTIVE SUMMARY	<p>The Fire Authority received a briefing paper on this programme at the meeting held on 10 February 2016 where the decision was made for this Authority to formally sign up to the Emergency Services Mobile Communications Programme.</p> <p>Further work has now taken place within the South Central Transition Group (SCTG) to ensure the smooth transition of this region to the Emergency Services Network.</p> <p>This briefing paper updates Members on the progress of the project to date.</p>
ACTION	Information.
RECOMMENDATIONS	Members are requested to note the report.
RISK MANAGEMENT	<p>To supplement the identified risks and control measures within the programme and to ensure we consider risks to the Service, the programme has been added to the Service Development Risk Register. A risk register will also be maintained by the South Central Transition Group.</p> <p>There is currently an unknown financial risk to the Service in achieving the necessary Public Service Network (PSN) compliance. Currently it is believed that our costs would be met by Central Government as this is a burden imposed by the project. However, they have not yet committed to this undertaking in writing.</p> <p>In previous reports Members have expressed concerns around interoperability of different communication systems between services during the various transition phases. Assurances have been received through the central programme teams that the technology, referred to as Wave 3000, provides seamless interoperability between new and legacy</p>

	<p>systems.</p> <p>Members have also previously expressed concerns over network coverage for the new scheme. The position remains the same that the central programme team have made assurances that ESMCP would provide either the same or improved coverage. We are aware that a tender has been released by Central Government for a contract to provide the necessary infrastructure for required improvements.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>During transition, BMKFA will still be expected to pay the costs of the current Firelink system but will continue to receive the associated New Burdens Grant.</p> <p>An initial analysis of the indicative figures presented in the document are difficult to challenge as there is little detail in how they have arrived at them, but at first look they seem to be reasonable. The costings for device refresh may be optimistic as it is possible the replacement devices may be closer to existing mobile phones. Our experience is these need replacing every two to three years and this document seems to suggest a five year programme.</p> <p>It is also unclear what the post transition support arrangements will be for ESMCP. Currently we receive direct support for Firelink at no cost for network and devices. The position post transition is unknown and there may be associated costs for device support.</p> <p>At the point BMKFA transfers over to the new system it will be expected to meet the associated costs. These are anticipated to be less than what we currently pay. DCLG have committed to provide funding through Section 31 Grants as follows:</p> <ul style="list-style-type: none"> • Local Transition Support. To cover the costs of project management, training etc. A collaborative approach is encouraged and this is detailed in the section on collaboration below. • Control rooms and Public Services Network (PSN). To cover the costs of upgrading control rooms to the new system. • Vehicle Installations. This will be based on the number of fire appliances on a proportional basis for each authority. • Devices. The funding will be based on the cost of replacing existing devices. This funding will only be available during the transition phase and further equipment refreshes will have to be met from the Service's own budget. Any device purchases above and beyond current numbers or capacity would also have to be funded from the Service's own budget. The Service may want to consider doing so once the types of

	<p>equipment and capabilities are fully understood and any operational benefits assessed.</p> <ul style="list-style-type: none"> • Regional Implementation Manager. DCLG will directly fund 10 regional implementation managers to coordinate and monitor the transition in fire and rescue services. <p>There is greater certainty as to the mechanisms around the refund to Services through the Section 31 Grant and this is detailed in the attached paper. BFRS will act as treasurer for the collaborative aspects of the project delivery.</p> <p>Government Digital Services have made a decision that all connecting Services should be fully Public Safety Network compliant across their whole service. This decision was not expected and has implications for the project nationally and locally. It is our understanding that as this is a new burden the costs will be met by government. The government have written a number of letters requesting information on required quotes for security checks and the financial implications of each services action plans. They have yet to confirm any intention to reimburse services in writing though.</p>
<p>LEGAL IMPLICATIONS</p>	<p>The provision of fire communication systems is the legal responsibility of each individual Fire Authority. Although DCLG has not mandated each authority to sign up to ESMCP each fire and rescue service in the South Central region has done so.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</p>	<p>BMKFA is currently an active participant in the South Central Regional Transition Group. This group contains South Central Ambulance Service, Thames Valley Police, the three fire and rescue services in the Thames Valley plus Hampshire and the Isle of Wight Fire and Rescue Services.</p> <p>The group is chaired by the Acting Deputy Chief Fire Officer from Oxfordshire Fire and Rescue Service.</p> <p>Each participating service will receive DCLG grants which are pooled centrally to fund a central delivery team for all partners. This creates efficiency by way of a coordinated approach; elimination of duplication of work, and shared resources for programme management and delivery. The recommendation is that finance officers from BMKFA will take the lead for the monitoring of this central grant.</p> <p>External feedback from other boards and programme managers is that the SCTG has one of the most proactive and positive collaborative partnerships in the country.</p>
<p>HEALTH AND SAFETY</p>	<p>No Health and Safety implications perceived at this</p>

	time.
EQUALITY AND DIVERSITY	No Equality and Diversity implications identified at this time.
USE OF RESOURCES	<p>BMKFA has appointed our Transformation Programme Manager to act as our programme manager for this project.</p> <p>BMKFA ICT Manager is to be the technical lead.</p> <p>Area Commander Service Development is the senior responsible officer for BMKFA and sits on the SCTG.</p> <p>BMKFA finance team will provide financial management support for the SCTG.</p> <p>The BMKFA Procurement Manager will act as procurement lead for appointing programme management services.</p> <p>BMKFA will take the lead role for the SCTG in the following work streams as part of the delivery board.</p> <ul style="list-style-type: none"> • Financial Governance • Procurement (attracts £70K funding) • ICT • Operational Policy Alignment (this will be subsumed into the current collaboration work stream)
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>The ESMCP is designed to replace the existing Airwave communications system for all emergency services and other agencies. It is often referred to as Firelink within fire and rescue services.</p> <p>The programme is designed to improve integration of emergency services communications by reducing cost and taking advantages of 4G telecommunications.</p> <p>The current national contracts with Airwave are due to expire in 2020 and cannot be extended any further.</p> <p>The roll out of the transition is based on ambulance service delivery areas. BMKFRS falls within the South Central Ambulance Service area.</p> <p>The preparatory work to design, build and test the Emergency Services Network (ESN) starts now. The period of transition for this region is due to take place in November 2017 and be completed by November 2018.</p> <p>Background Papers</p> <ul style="list-style-type: none"> • ESMCP Update May 2015 • ESMCP Update February 2016

APPENDICES	Appendix A: ESMCP – Fire Authority Update May 2016
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Marie Crothers 07765 001907 mcrothers@bucksfire.gov.uk

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Emergency Services Mobile Communication Programme

Fire Authority Update

May 2016

1. Purpose

As a result of the end of contracts for the current Airwave communication system between 2016 -2020, the Government has been developing an integrated communication system for the three Emergency Services in the United Kingdom. This programme is known as the Emergency Services Mobile Communications Programme and has been Home Office (HO) led. Fire and Rescue Services have been represented through CFOA and the Department of Communities and Local Government (DCLG).

This paper seeks to update Authority Members regarding the progress of the Programme and outlines proposals for the governance of its delivery at regional level.

2. Programme update

The programme has recently finalised the procurement of the new system the Emergency Services Network (ESN) which will be provided by two commercial companies (Motorola and EE) and will utilise the Public Services Network via mobile network operators using 4G LTE for the transmission of voice and data traffic between emergency service resources.

The contracts have now been awarded and the Department of Communities and Local Government (DCLG) and the Home Office have received sign up from those individual Fire and Rescue Authorities that wish to engage with the programme. DCLG have previously provided indicative costs for each FRS based on predicted costs and mapped these against the current and potential future costs of the current system.

The Motorola system design for the ESN is due to signed off by the programme board by the end of May 2016. Oliver Letwin MP, as Cabinet Office Minister, has ordered a resilience review of the proposals for ESN in light of some of the findings of the review of the flooding in the lake district. This flooding washed away a bridge which supported cabling providing Airwave coverage for that particular area.

The internet services for the project contract is due to be awarded in July 2016. This will create a framework for each service to purchase from with local agreements in place.

The contracts for providing extended network coverage are expected to be awarded in the near future with five organisations submitting tenders.

The whole programme is now subject to a review by the National Audit Office.

3. Technical

Government Digital Services have decided that, as part of this programme, that organisations connecting to the ESN will have to be Public Services Network (PSN) compliant. The PSN enables access to Internet content and shared services to be controlled and the PSN compliance process exists to provide the PSN community with the confidence that services used over the network will

work without problems and assurance that data is protected in accordance with suppliers' commitments. This decision was unforeseen by services. The work to be undertaken to achieve this compliance will in all likelihood have resource and cost implications.

Buckinghamshire Fire and Rescue Service (BFRS) has decided that work will commence to achieve the lowest level of PSN compliance – PSN Bronze – which is more than adequate for the needs of this programme.

As the Control Room functionality for BFRS and Oxfordshire Fire and Rescue Service (OFRS) is managed by the Thames Valley Fire Control Service located in the Royal Berkshire Fire Service (RBFRS) Headquarters building, we will be working with RBFRS and OFRS to carry out an initial Information Technology (IT) health check. RBFRS have appointed Aristi security consultants to carry out this health check which will be paid for with government monies. BFRS will be the first organisation to be reviewed in July 2016. Once each organisation has been reviewed, a report will be produced which will define the areas of non-compliance and will produce an action plan to resolve the issues identified. There is likely to be some expenditure involved, however there is no indication regarding the figures involved at this stage. There is an expectation that this cost will be covered by government monies but no assurance has been received thus far to confirm this. The findings of the health check will have to be reported to the Home Office and this will inform the decision to make grants to services.

BFRS will also have to ensure information assurance compliance to PSN standards. A gap analysis will be completed with regard to a number of aspects of information assurance (for example data security / information technology / physical culture / information security training) and a plan to address issues identified will need to be established. Area Commander Julian Parsons will lead on this work. It must be completed prior to September 2017 ready for the BFRS connection to the ESN.

As the other two Thames Valley services are affected by this government decision every opportunity to collaborate on this process will be taken. Most of the work will be discrete to each service as it is dependent on the current levels of information assurance and ICT operating environment and systems. OFRS already believe they hold PSN compliance through Oxfordshire County Council, but will still have to be subjected to a health check.

Ambulance Trusts have been informed that they will only require PSN compliance for their connections into the ESN from within their firewalls (similar to how we achieved Code of Compliance Connection to TVFCS). We are uncertain as to why there should be this differentiation at this time.

4. South Central Transition Group (SCTG)

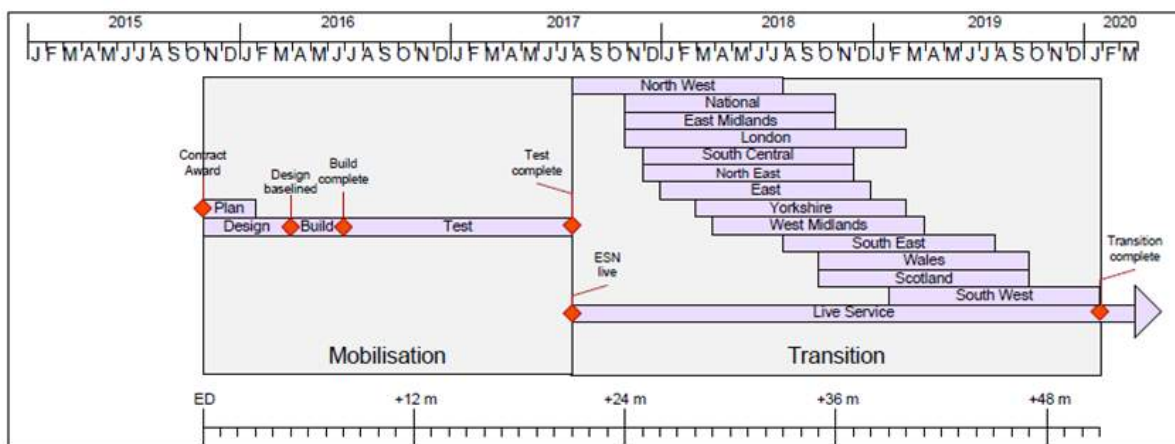
Fire and Rescue Services (FRS), Police and Ambulance Services have been formed into transition groups which are based on the 10 regional Ambulance Trust areas.

Oxfordshire FRS, Hampshire FRS, Berkshire FRS, Buckinghamshire and Milton Keynes FRS, Isle of Wight FRS, Hampshire Constabulary, Thames Valley Police

and South Central Ambulance Service are all in the South Central Transition Group (SCTG).

The SCTG has been in place for approximately 18 months and has been assuring the work carried out by the programme team in the Home Office on behalf of the party organisations. This has senior manager representatives from all five fire and rescue services. In addition, there are also technical leads from each service. This group is liaising with the two police forces within the area and South Central Ambulance Service (SCAS), who all attend regular meetings of this group.

This group will be in the third tranche of transition within the central programme, this is mainly due to the duration and end of contract dates for the relevant police services in the transition group areas. This proposed timetable has not substantially changed for the last year.



5. Funding

Funding has been provided for FRSs by DCLG for the transition phase of the programme, which will be allocated to local Fire Authorities and to the Fire Transition Group to manage the local implementation and transition plan. The drive from central government is for greater collaboration between the Fire Services and where appropriate, between the emergency services.

Interim funding has been provided to the group from DCLG and this has been utilised to secure the provision of a regional co-ordinator who is jointly employed by the South Central and the South West transition groups. This has assisted with the relationship between Hampshire Fire and Rescue Service and the Networked Fire Control Partnership (which is primarily operating in the South West).

The proposed funding for the region and individual FRS is broken down into:

- T-2 – Two years before the transition commences
- T-1 – One year before the transition commences
- T – The 12 month period during which the FRS, Police and Ambulance will migrate to the new system.

The following table details the funding that will be provided for the management and programme management of transition:

	T-2 (£)	T-1 (£)	T (£)	Total (£)
Regional Level Funding	33,715	247,008	292,941	573,664
Control Room Level Funding	44,965	89,930	22,483	157,378
Berkshire FRS	8,532	89,304	35,277	133,113
Buckinghamshire FRS	8,532	89,304	35,277	133,113
Hampshire FRS	13,126	129,412	65,966	208,504
Isle of Wight FRS	8,532	89,304	35,277	133,113
Oxfordshire FRS	8,532	89,304	35,277	133,113
Total	125,935	823,565	522,498	1,471,998

Note: these costs are all associated with salaries and include funding provided to meet on-costs

1. The total sum available for the transition funding (including on-costs) is £1,471,998
2. There will also be an additional £2.2M (approx.) available for the non-programme costs e.g. devices, vehicle installation, connectivity to ESN etc.

6. SCTG Programme Delivery Options

1. Governance

The current South Central Transition Group currently has senior manager representation from the five Fire and Rescue Services in the region. It is proposed that this group become the steering group for the programme with the additional attendance of the programme manager and administrator.

The steering group will have the following strategic aims:

- (1) Liaise with the National Co-ordination Group to ensure the requirements of the FRS is fully represented at a central programme level.
- (2) Authorise any procurement above £5,000 for the programme and assure full compliance with FRS standing orders and procurement legislation.
- (3) Agree the programme milestone and programme success criteria
- (4) Define the programme structure and appoint workstream leads to manage the programme
- (5) Provide scrutiny and challenge to the programme team and lead officers
- (6) Provide a strategic link with the senior management teams of each Fire and Rescue Service.

- (7) Ensure that collaboration is a key factor in all elements of the programme
- (8) Authorise any changes to the scope or project plan

Terms of Reference will be drafted once the agreed programme approach has been signed off by each FRS

2. Programme Management

A key factor in being able to deliver this programme on time and supporting a collaborative approach to its delivery will be the overall programme management and ability of the manager to deliver a significant IT project. This is currently being discussed by the SCTG leads from each service.

There are a three main options available to the region:

i. **Recruit and employ a programme manager for the duration of the programme –**

Pros- we will be able to recruit an individual with experience and programme management expertise in managing ICT change programmes

Cons - this will require a lead authority to be the employer and as it over three year may result in employment issues that will need to be addressed at the end of the contractual period. There are a number of HR related issues that would need to be addressed. This may take some time to recruit once the finance is provided. The funding is based on differing levels of working hours required over the three year period which will make the post difficult to recruit against.

ii. **Second an existing employee –**

Pros- the individual will have existing knowledge of the FRS and the capabilities of the services as well as existing relationships.

Cons- the ability to find an existing member of staff who is able to manage a programme of this complexity. Due to the funding of the programme, this is not a full time post and this may cause conflict between existing job role, the service may not be able to backfill on this variable requirement.

iii. **Contracting out the programme management –**

The lot 1 provision – central programme management – has been procured and there are organisations that are offering to assist the Service with this element.

Pros- Experience and expertise in programme management. Flexible time will not be an issue as externally contracted. No HR issues at the end of contract. No internal impact on staffing levels. Admin function could be part of the contracted service.

Cons- Procurement specification will be required for tender (potentially at OJEU level). Potential for no knowledge of sector (this should be included in specification). If programme timetable drifts additional costs will be borne by the five Fire and Rescue Services.

The South Central Transition Group has jointly decided option three and contract out of the programme management while keeping an internal provision of the work-stream leads. This will ensure a professional level of oversight but maintain the sector competence in relation to the technical and operational elements of the programme, e.g. fire control, fleet management, etc. It is likely the administration is included in the procurement process to ensure a consistent approach throughout the programme.

This will require a procurement exercise to be undertaken which will need to be started as soon as possible to provide the resource for T – 2 which started in Jan 2016. BFRS will take the lead on any procurement exercise in collaboration with the other services.

BFRS will take the lead role for the SCTG in the following work streams as part of the delivery board.

- Financial Governance
- Procurement (attracts £70K of funding)
- ICT
- Operational Policy Alignment (this will be subsumed into the current collaboration work stream)

c) Finance

The transition funding has been allocated based on the requirements that were submitted from the ten transition groups in 2014 based on the local implementation assessment.

Due to the potential unknowns in a project of this complexity it is unclear whether this funding will be sufficient to deliver the operational requirements associated with the transition programme and therefore it may require some subsidy from local FRS to the programme for the internal delivery of non-funded activities e.g. trainers, logistics to move appliances etc.

The central team and DCLG have broken down the funding into clear roles and allocation for each year. There is a clear direction for collaboration and the “duty to collaborate” in the Police and Crime bill gives the momentum to work not just on a Fire / Fire collaborative approach but with a Police / Fire emphasis.

The proposal from the group is for the pooled funding of the grant from the five FRS and for a re-allocation of funds to deliver this programme. The proposed central programme roles and funding are:

Role	Provision	Funding allocation (approx)
Programme manager and admin	Procured externally	£150,000
Fleet Manager	Lead authority – secondment	£80,000
TV FCS technical lead	Lead Authority – secondment	£60,000
Hants NFCS	Lead Authority – secondment	£60,000
Training Lead	Lead Authority – secondment	£50,000
ICT Lead	Lead Authority – secondment	£50,000
Procurement lead	tbc	£70,000
Operational Policy Lead	Lead Authority – secondment	£40,000
Acceptance Testing (<i>for TV and for Hants IoW working with TVP and Hants Const.</i>)	Tbc	£80,000

See Annex 1 for proposed structure

This will leave circa £300k for distribution between the five Fire and Rescue Services to facilitate the following:

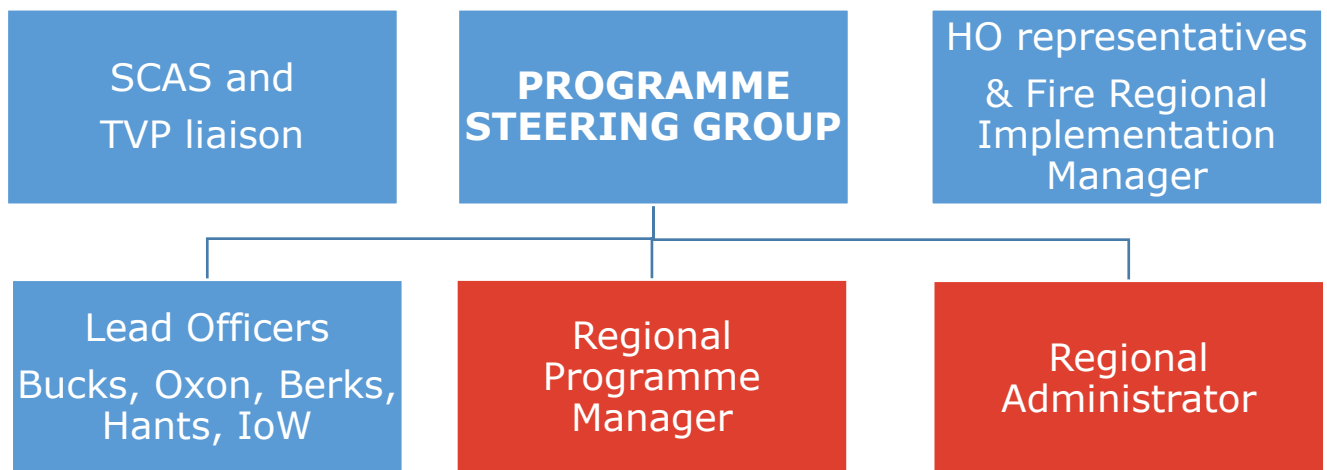
- (1) Training delivery
- (2) Local acceptance testing
- (3) Fleet management during fit-out

The programme team will identify and make recommendations as to how these funds will be allocated on a fair and equitable basis.

The grant will be received as a non-specific grant.

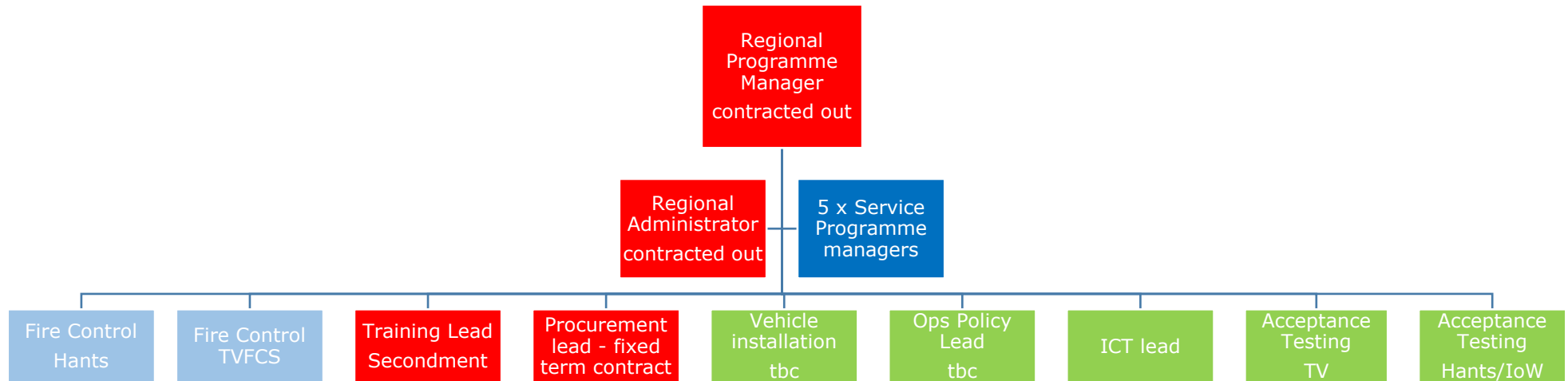
OFRS would prefer not to receive the regional grant as it will be absorbed into their corporate finances and will be difficult to manage as carry over between financial years. Offers have been received from Hampshire Fire and Rescue Service and BFRS to manage the regional finances for the programme.

BFRS has been recently nominated by the SCTG to receive the funding for the project and will act as treasurers. An application has been made by the Chair of SCTG to Home Office for all programme funding to be allocated to Buckinghamshire and Milton Keynes Fire Authority which has been agreed. It is expected that the first sec 31 grant payment will be made to BFRS on 12th June 2016.



Proposed structure for the ESMCP South Central Steering Group

Proposed South Central Programme Delivery Team Structure



- Funded by regional grant**
- Non-funded**
- CR room funding by grant**
- Contribution from FRS grant funding**



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	13 July 2016
OFFICER	David Sutherland, Director of Finance & Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April 2015 – March 2016 (Provisional Outturn)
EXECUTIVE SUMMARY	<p>To present the provisional revenue and capital outturn position and debt management performance to 31 March 2016.</p> <p>The report at Appendix A is a provisional position pending final audit recommendation and confirmation of accounting adjustments to go through before a final position is reached.</p> <p>The provisional underspend has increased by £232k from that reported as at the end of February 2016, to the Committee on 11 May 2016. This increase is primarily due to movements in year-end provisions, as reported verbally at the last meeting.</p> <p>In the November paper regarding reserves re-alignment it was anticipated that an underspend totalling £1,657k would be transferred to the general fund at year-end.</p> <p>It is recommended that the provisional underspend of £1,821k is transferred to the general fund in line with the recommendations of that paper.</p>
ACTION	Decision / Information.
RECOMMENDATIONS	<ol style="list-style-type: none"> 1. That the provisional outturn forecast for the Fire Authority as at 31 March 2016 be noted. 2. That the underspend of £1,821k is transferred to the general fund. 3. That the slippage of £6,452k on the capital programme is approved to be carried forward into 2016/17. 4. 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

	<p>accounting adjustments needing to be made during the year-end closedown process.</p> <p>5. 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.</p>
RISK MANAGEMENT	<p>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.</p>
FINANCIAL IMPLICATIONS	<p>As set out in the main body of the report.</p>
LEGAL IMPLICATIONS	<p>None.</p>
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	<p>None.</p>
HEALTH AND SAFETY	<p>None.</p>
EQUALITY AND DIVERSITY	<p>None.</p>
USE OF RESOURCES	<p>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.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>Medium Term Financial Plan 2015/16 to 2018/19, CFA Meeting 18 February 2015.</p> <p>http://bucksfire.gov.uk/files/1714/2347/1301/ITEM_8_c_Medium_Term_Financial_Plan_MTFP_2015-16_to_2019-20_ExecAddendum.pdf</p> <p>Budget Monitoring Performance and Debt Management April 2015 – February 2016, Executive Meeting 11 May 2016.</p> <p>http://bucksfire.gov.uk/files/1314/6167/7859/Executive_Committee_Agenda_Pack_110516.pdf</p> <p>Realignment of Reserve Balances to Facilitate the Medium Term Financial Plan</p> <p>http://bucksfire.gov.uk/files/1114/5572/2356/ITEM_6_Reserve_Balances_Update_Post_Pre-Brief.compressed.pdf</p>
APPENDICES	<p>Appendix A – Budget Monitoring Performance and Debt Management April 2015 – March 2016</p>

TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	Mark Stevens (Revenue) and Asif Hussain (Capital) mstevens@bucksfire.gov.uk ahussain@bucksfire.gov.uk 01296 744425 and 01296 744421

Appendix A

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 2016. The budget of £28.7m is compared to the outturn to give a year-end underspend of £1,821k. If you take out the Statutory Accounting & Contingency items totaling £839k, there is a £982k overall underspend.

Directorate	Area Manager	Total Budget	Provisional Outturn	Variance
Corporate Core	Corporate Core	871,280	865,606	-5,674
	Legal & Governance	107,320	69,124	-38,196
Corporate Core Total		978,600	934,730	-43,870
Finance & Assets	Finance & Procurement	965,910	984,701	18,791
	Resource Management	2,278,820	1,770,986	-507,834
Finance & Assets Total		3,244,730	2,755,687	-489,043
People & Organisation Development	Training & Development	1,371,870	1,120,260	-251,610
	Operations & Services	654,030	720,944	66,914
People & Organisation Development Total		2,025,900	1,841,204	-184,696
Delivery, Corporate Development & Planning	Service Delivery	14,274,170	12,921,900	-1,352,270
	Service Development	2,090,940	2,926,257	835,317
	Service Transformation	217,730	328,662	110,932
	IT and Communication	1,343,890	1,572,219	228,329
Delivery, Corporate Development & Planning Total		17,926,730	17,749,039	-177,691
Statutory Accounting & Contingency	Capital Charges	678,000	593,194	-84,806
	Direct Revenue Financing	2,153,000	2,153,000	0
	Contingency	1,520,920	19,495	-1,501,425
	Non Distributed Costs	212,410	959,411	747,001
Statutory Accounting & Contingency Total		4,564,330	3,725,101	-839,229
Total Expenditure		28,740,290	27,005,760	-1,734,530
Total Funding		-28,740,290	-28,826,869	-86,579
Net Position		0	-1,821,109	-1,821,109

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

Finance & Assets £489k under – The variance relates to the vacant Resource Manager and Workshop Technician posts, fuel and lease cost underspends and unbudgeted income received from aerial sites.

People & Organisation Development £185k under – The variance is mainly associated with staffing costs. Some personnel are on lower than budgeted scales, some posts will be vacant for part or all of the financial term and we are also seeing pension scheme related underspends here.

Delivery, Corporate Development & Planning £178k under –

Service Delivery: sizeable underspends are being seen in this area due to changes to pension schemes in April 2015, which require lower employer contributions from the Authority. Lower staffing levels than budgeted due to retirements and leavers in the year also contribute to underspent budgets, while on-call firefighter employment is significantly below budgeted establishment levels. Provisions set up last year but no longer required have been reversed out in the final period of 2015/16 adding further to the favourable variance in this area.

Service Development: A budget virement for staffing of the Resource Management Team reduces the pressure shown from £835k to £502k. This remaining variance is mainly attributable to the Response Support service where a Bank system is being operated and the Control room, where late cutover and minor teething issues took expenditure over budget.

Statutory Accounting & Contingency £839k under - The contingency fund makes provision for any pay award and pay protection arrangements as well as exceptional items for which no budget has been approved during the budget setting process. The current level of the fund was reduced as part of the Medium Term Financial Plan for 2016/17. There has been a drawdown of £239k in the year, to cover immunisations; backdated support staff increments of 1%; intranet upgrades; salary impacts of grade reviews; station end PC upgrades and organisational formal ceremonies. The provisional outturn for Non Distributed costs includes expenditure on whole-time staff early retirements.

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 2016.

Staffing	Total Budget	Provisional Outturn	Variance
Members of the Brigade	12,654,860	12,635,577	(19,283)
Retained Duty System	1,620,620	1,277,330	(343,290)
Administrative Staff	3,386,660	3,497,144	110,484
Control Room Staff	0	233,347	233,347
Casual Employees	63,450	43,245	(20,205)
Cleaners	36,300	(114)	(36,414)
Technicians	266,390	230,413	(35,977)
Members Allowances	72,080	61,948	(10,132)
Allowances	737,720	727,561	(10,159)
Agency Staff	142,930	293,594	150,664
Grand Total	18,981,010	19,000,045	19,035

Members of the Brigade – this relates to the aforementioned changes to pension schemes in April 2015 and lower staffing levels than budgeted, however, the cost of the Bank system in 2015/16 can be seen to negate these favourable variances.

Retained Duty System – on-call firefighter employment is currently significantly under budgeted establishment levels.

Administrative Staff – the business and systems integration project manager post contributing to this variance is funded from earmarked reserves, while a programme manager and work placement role assigned to facilitate service transformation also add to this overspend. Current public safety plan work priorities – particularly activities with time pressures - have also seen agreed overspends in HR contribute to this variance.

Control Room Staff – these costs are covered by previously earmarked reserves and grant funding.

Casual Employees – casual staffing elements are being used in operational training, co-responder and fire prevention safety teams, leading to the overspend in this area. The overspend is more than covered by the underspend in Members of the Brigade in these areas.

Cleaners – the cleaning function has been out-sourced in this financial year.

Technicians – the underspend relates to part-year vacant posts within vehicle workshops.

Agency Staff – agency staff have been used to cover interim vacancies in the Finance team and vehicle workshops and are being incurred as support for Property and Human Resource projects.

3. 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	Provisional Outturn	Variance
A.	Employee Direct Costs	18,981,010	19,000,045	19,035
B.	Knowledge & Information Services	1,258,130	1,378,202	120,072
C.	Fuel Charges	294,500	223,010	-71,490
D.	Energy/Utilities	267,920	231,881	-36,039
E.	Employment Agencies/Consultants	142,930	293,594	150,664

The variances for A. and E. are as noted in Section 2 above. Fuel was underspent as both usage and cost per litre were lower than the budget.

4. Funding

	Govt Funding £000	Business Rates £000	Council Tax Freeze Grant £000	Specific Grants £000	Council Tax Receipts (incl. 14/15 surplus) £000	Total Funding £000
Budget 2015/16	-5,170	-5,158	-182	-1,099	-17,131	-28,740
Actual to Date	-5,170	-5,161	-183	-1,181	-17,131	-28,827
Projected Year End Variance	-0	-3	-1	-82	-0	-87

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

The final determination of specific grants is £82k higher than budgeted for, which represents the payment of amounts due from previous years and £8k of transparency set-up grant.

5. Savings and efficiencies

Of the £1,096k savings offered up in the 2015/16 Medium Term Financial Plan £896k is from Operations, £170k from Finance & Assets and £30k from Corporate Core.

Directorate	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000
Delivery, Corporate Development and Planning	896	896	0
Corporate Core	30	30	0
Finance & Assets	170	170	0
Total Savings	1,096	1,096	0

Delivery, Corporate Development and Planning – The team restructures have been completed and associated savings achieved. The workforce remodelling savings are associated with the retirement profile. The budgeted reduction in staffing levels was achieved.

Corporate Core – This represents interest to be earned and has been achieved through effective treasury management.

Finance and Assets – The Resources team restructure saving of £100k was achieved. The Finance team restructure was completed in January 2016 and the interim structure delivered the budgeted savings of £70k.

6. Capital Forecasts

The capital programme for 2015/16 is £6.128m which together with a number of carry-forward schemes totals £9.109m.

Project Name	Original Budget 2015-16	Agreed 2014-15 Carry Forwards	Revised Budget 2015-16	Actual Year to Date	Slippage to 2016/17	Year End Variance
Property	5,048,000	204,496	5,252,496	663,405	4,415,740	(173,351)
Property Review	0	940,000	940,000	0	940,000	0
Sub Total	5,048,000	1,144,496	6,192,496	663,405	5,355,740	(173,351)
BA Set Telemetry	122,000	174,000	296,000	293,257	0	(2,743)
Environmental Protection Unit	0	48,000	48,000	44,250	0	(3,750)
Operational Equipment	85,000	34,200	119,200	52,937	66,263	(0)
CCTV Cameras	50,000	0	50,000	0	50,000	0
Water Tankers	80,000	0	80,000	0	80,000	0
Operational Vehicles	396,000	455,000	851,000	174,943	696,000	19,943
Sub Total	733,000	711,200	1,444,200	565,387	892,263	13,450
ICT	346,780	272,560	619,340	281,819	203,503	(134,018)
Support Vehicles	0	52,900	52,900	52,308	0	(592)
Sub Total	346,780	325,460	672,240	334,127	203,503	(134,610)
Control Room	0	800,000	800,000	800,000	0	0
Sub Total	0	800,000	800,000	800,000	0	0
Total	6,127,780	2,981,156	9,108,936	2,362,919	6,451,506	(294,511)

Funding

The capital programme will be funded as follows:

Funding Source	£
Control Room Grant	800,000
Capital Receipts	103,529
Unapplied/Unused Capital Grant	86,267
Environmental Agency	24,000
Transfer from RCCO Reserve	1,349,123
Total Funding	2,362,919

Property Portfolio

The Property team was allocated a budget of £5,048k for 2015/16, of which £600k relates to priority 2 repairs as identified on the 2013 condition survey. The remaining budget was carried over from last financial year to complete various property works. In 2015/16 several stations including Princes Risborough, Winslow and Gerrards Cross Station have had internal and external upgrades carried out. The upgrades range from window upgrades, bay door replacements, electrical and boiler upgrades and yard repairs. The underspend is due to effective procurement of contracts in ensuring value for money is achieved and also due to modifications which were no longer required at Gerrards Cross Station.

Slippage of £5,356k is requested, the majority of which relates to Milton Keynes transformation and other property reconfiguration works. The remainder relates to works outstanding from the priority 2 repairs which will also be completed in 2016/17.

Fire Appliances & Equipment

The operational vehicles budget of £899k relates to the purchase of a number of appliances, two of which are the ICU and EPU, which were delivered in June and November 2015. A contract for the remaining four appliances was awarded in Q2, with an estimated build time of 12 months. Therefore a slippage of £696k is requested to purchase the remaining 4 appliances which are expected to be delivered in the first quarter of 2016/17.

The remaining budget of £50k, £80k and £119k relates to the CCTV cameras, water carriers and operational equipment, with orders placed and partly delivered in 2015/16. The remainder will be delivered in Q1 2016/17 and therefore a combined slippage request of £196k is requested to fund the remaining purchases.

Support

ICT expenditure this year has mainly related to developing the infrastructure, upgrading our resilience and back-up fire station end servers and replacing computer hardware as part of our replacement strategy. The majority of the schemes have been completed, however the installations relating to the telephony system have been delayed and will take place in the first quarter of 2016/17. In addition to this, there was a delay in the delivery of some hardware purchases and therefore a slippage request of £204k is requested.

The underspend predominantly relates to ICT projects which have not progressed further and therefore the budget was returned. The support vehicles budget relates to two hydrant vehicles and one fleet vehicle which were delivered to the Authority in Q1 and no further expenditure due against this budget.

Control Room

The funds of £800k for the control room have been transferred to the TVFCS, post cutover in April 2015.

Slippage into 2016/17

The provisional outturn figure is showing a slippage of £6,452k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2016/17.

7. Reserves

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

	Balance at start of year	Additions	Use of	Provisional year-end balance
	£000	£000	£000	£000
General Fund	-3,700	-1,821	3,357	-2,165
Earmarked Reserves (Revenue)	-7,155		5,122	-2,033*
Earmarked Reserves (Capital)	-5,031	-2,909	979	-6,961

* this figure includes £319k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

8. Performance Indicators

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

Description	2014/15 Actual	2015/16 Target	2015/16 Actual (rolling average)
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing SAP Cost Centre Report	74.3%	100.0%	100.0%
% invoices paid within 30 days`	99.9%	97.7%	99.67%
Budget Mon. Report turn-around (working days)	7 days	8 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%.

Invoices paid within 30 days has maintained a rolling average of 99.87% for quarter 4.

9. Debt Management

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

DEBTOR KEY PERFORMANCE INDICATORS 2015/16	Q1	Q2	Q3	Q4
Debts over 60 days overdue	£89,923	£73,185	£48,484	£65,423
Total Debt outstanding	£147,860	£149,122	£112,372	£220,056
Debts over 60 days overdue as a % of total debt outstanding	64.3%	48.6%	45.06%	30.55%
Debts over 60 days overdue as a % of total income to date	4.2%	3.3%	2.09%	2.81%
Average time from raising invoices to receipt of income	21	32	13	22

The above figures show the quarterly average of debt during 2015/16. For quarter 4, the average total debt outstanding was £220k of which £65k relates to debt 60 days overdue. Total debt outstanding as at the end of March 2016 was £178k, with the actual value of debts over 60 days overdue being £62k. January saw a marked rise in this area, resulting in a significantly increased average debt during quarter 4.

The increase in total debt outstanding is mainly due to £201k worth of income relating to annual rental fees for aerial site equipment located at various stations, of which £104k was paid immediately.

69% of the debts over 60 days overdue at the end of February 2016 relate to income due for equipment provided to third parties during industrial action, with 28% relating to seconded officers and 3% other income.

The approval of a debt write-off for a Ministry of Defence invoice related to the aforementioned loan of equipment during strike action will reduce the total outstanding debt and debt over 60 days overdue by £36k in quarter 1 of 2016-17.

The average time to receipt income has increased during quarter 4 by an average of 9 days.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	13 July 2016
OFFICER	Mark Hemming, Deputy Director of Finance and Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Insurance Arrangements Update
EXECUTIVE SUMMARY	<p>At the meeting of the Committee on 18 March 2015, it was resolved that the Authority would increase the level of excess in relation to fleet insurance (from £1,000 to £5,000 per claim). It also resolved to create an insurance reserve of £50k to smooth out any potential claims volatility.</p> <p>At this meeting Members also requested that an update be presented to the Committee in one year.</p> <p>There were eight fleet related insurance claims during 2015/16 (four relating to red fleet and four relating to white fleet). The total cost of these claims to the brigade was £4k. Only one of the eight claims (totalling £3k) was above the £1,000 excess but below the £5,000 excess. The Authority therefore had to cover the cost of this claim, whereas previously it could have recovered the cost (less the £1,000 excess).</p> <p>During 2015/16 the insurance contract was retendered and a new contract commenced on 1 April 2016, saving the Authority £20k per annum.</p> <p>Whilst the Authority will experience minor additional costs as a result of increasing the excess, it will still make a significant net saving each and every year.</p>
ACTION	Information.
RECOMMENDATIONS	That Members note the update.
RISK MANAGEMENT	No direct impact.
FINANCIAL IMPLICATIONS	The new contract will save the Authority £20k per annum.
LEGAL IMPLICATIONS	No direct impact.
CONSISTENCY WITH THE PRINCIPLES OF	At the meeting of the Committee on 18 March 2015 it was decided not to apply to join the Fire and Rescue

COLLABORATION	<p>Insurance Consortium (FRIC). This will however be kept under review as a potential future option.</p> <p>The Authority recently procured CCTV cameras for the Red Fleet jointly with Royal Berkshire FRS. This has been beneficial in reducing the annual insurance premium.</p>
HEALTH AND SAFETY	<p>The Authority's active health and safety culture has improved our risk profile and supported the negotiation of a lower premium than would have otherwise been possible.</p>
EQUALITY AND DIVERSITY	<p>No direct impact.</p>
USE OF RESOURCES	<p>The saving achieved will be factored into the MTFP for 2017/18.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Insurance Arrangements from 2015/16, Executive Committee, 18 March 2015: http://bucksfire.gov.uk/files/6814/2564/4308/ITEM_1_2_Insurance_Renewal_2015-16_Exec.pdf</p>
APPENDICES	<p>None.</p>
TIME REQUIRED	<p>10 minutes</p>
REPORT ORIGINATOR AND CONTACT	<p>Mark Hemming mhemming@bucksfire.gov.uk 01296 744687</p>



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	13 July 2016
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Business Continuity and Resilience – Senior Staff Succession Planning
EXECUTIVE SUMMARY	<p>As part of a continuous focus on business continuity and resilience, the Chief Fire Officer and Strategic Management Board (SMB) have reviewed the human resource aspects to ensure optimum resilience for the Authority. The review in particular has concentrated on current succession plans and critical roles at a senior level. Succession planning is the process by which people are identified to fill key positions. Critical roles can be described as those roles and positions key for growth, survival and organisational success.</p> <p>BMKFA aims to have in place</p> <ul style="list-style-type: none"> • flexible but transparent succession planning options to ensure effective and sustainable executive, transformational and enabling leadership, • robust and resilient talent management systems, and • smooth transitions, to ensure we continue to deliver the Authority’s vision and corporate objectives. <p>As part of the process it was agreed that risk critical roles would be considered by all directorates and they were required to set out the short and medium term plans if existing staff were suddenly not available. A simple template was circulated to assist.</p> <p>The SMB and individual directorate plans are attached for information. The Authority now has a broad picture of its requirements at a senior level for the future to ensure single points of failure are minimised and the Authority achieves and maintains the ability to be the employer of choice and retain high calibre staff.</p> <p>This is being brought to the Executive Committee to ensure that at the most senior level we are all aware of plans and reassured that there are sufficient safeguards and contingencies in place so as not to</p>

	<p>leave the Service at risk during a significant and demanding time for the Authority.</p> <p>The process has allowed SMB to identify any gaps and take priority actions if needed. As an example where this analysis has identified training needs these have been captured as part of the Training Needs Analysis (TNA) which is undertaken annually.</p>
ACTION	Information.
RECOMMENDATIONS	That the SMB and directorate plans be noted.
RISK MANAGEMENT	<p>The SMB and individual directorate plans will be reviewed and refreshed at least annually. Once key roles and positions have been identified it is important to ensure that the “successors” develop the skills, knowledge, competencies and experience that are critical to success in the larger positions. The Authority has successfully used temporary opportunities to fulfil these criteria, in addition to more formal training and development, coaching, lateral moves, and exposing to new opportunities through different work experiences.</p> <p>This piece of work ensures the risk of staff and skill shortages are minimised for senior and critical roles.</p> <p>It also supports effective operational assurance and sound business continuity and resilience, which we know is high on the Home Office agenda.</p> <p>Any change to current director positions whilst highlighting short term risks also provides opportunities to review role requirements, responsibilities and potential to further reduce senior management costs, to collaborate and/or merge services; within Thames Valley and beyond.</p> <p>The move to Home Office and statutory duty for emergency services to collaborate provide opportunities to promote the BMKFA model as a best practice aspirational model on how to run a professional, modern, efficient and effective fire and rescue/emergency service which is flexible and agile enough to:- collaborate and/or merge with other emergency services; to diversify services whilst maintaining resilience, delivering high standards of service to the communities and increasing value for money to the tax payer.</p> <p>Changes in Public services will require managers and leaders with broader and more diverse skills to manage wider spans of control. This is considered as part of this succession work, but also at the annual performance reviews and Training Strategy Group meetings. It will also be kept under review as the future shape of Fire and Rescue Services, under the</p>

	<p>Home Office becomes clearer.</p> <p>It is not completely possible to mitigate all potential risks, such as the senior post holder and identified successor leaving at the same time. Transparent plans and good staff engagement will assist in ensuring early indication of such outcomes. In such situations the Authority would review options available, including collaborative measures.</p>
FINANCIAL IMPLICATIONS	<p>Any cost implications will be managed within existing Directorate budgets and the planned spend on Training as agreed by SMB and the Training Strategy Group annually.</p>
LEGAL IMPLICATIONS	<p>In addition to certain appointments required by statute, the Buckinghamshire Fire Services (Combination Scheme) Order 1996 provides that “the Authority may appoint such other officers and employees as they think necessary for the efficient discharge of their functions”.</p>
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	<p>Collaboration opportunities will be considered in support of business needs at the time the successions plans are needed to be put in place. It is recognised that, considering availability and suitability of staff across the Thames Valley, and other partners is sensible and may provide some unique collaboration opportunities which enhance skills and knowledge and support initiatives such as Operational Policy alignment.</p>
HEALTH AND SAFETY	<p>There are no Health and Safety implications.</p>
EQUALITY AND DIVERSITY	<p>There are no Equality and Diversity implications.</p>
USE OF RESOURCES	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>Good planning for succession will support the continued delivery of organisational objectives. An annual review will be undertaken to ensure the plans remain relevant and up to date.</p> <p>Communication with stakeholders; Through this paper the Authority can be assured that plans are in place. Where succession related to SMB members this will be discussed with the Authority directly.</p> <p>The medium term financial strategy; Any associated costs will be managed in the existing</p>

	budgetary arrangements.
PROVENANCE SECTION & BACKGROUND PAPERS	Background None
APPENDICES	Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains 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 so that the meeting may consider the following matter: Appendix A – Succession Plans/Critical roles Director and Directorate plans 2016
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Kerry McCafferty kmccafferty@bucksfire.gov.uk 01296 744621