

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
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Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

7 September 2020

MEMBERS OF THE PRESS
AND PUBLIC

Please note the content of
Page 2 of this Agenda Pack

Dear Councillor

Your **remote** attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 **online** on **WEDNESDAY 16 SEPTEMBER 2020 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Councillors: Clarke OBE, Hall, Hopkins, Lambert, Marland, McCall, McLean and Walsh



MAKING YOU SAFER

www.bucksfire.gov.uk



To observe the meeting as a member of the Press and Public

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting this meeting will be livestreamed. Please visit: <https://www.youtube.com/channel/UCWmIXPWAscxpL3vIiv7bh1Q>

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 adjourn a Meeting to hear a member 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.

A request to speak on a specified agenda item should be submitted by email to gbritten@bucksfire.gov.uk

If the meeting is then adjourned, prior to inviting a member of the public to speak, the Chairman should advise that they:

- (a) call the telephone number to be provided to the member of the public's email address,
- (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.

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. Such attendance will be facilitated if requests are made to enquiries@bucksfire.gov.uk at least two clear working days before the meeting. Statements will be via a telephone number to be provided.

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 15 July 2020 (Item 2) **(Pages 5 - 12)**

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. Budget Monitoring Report April - July 2020

To consider Item 5 **(Pages 13 - 22)**

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

7. Succession Planning - Business Continuity and Resilience

To consider Item 7 **(Pages 23 - 30)**

8. Exempt Minutes

To approve, and sign as a correct record, the Exempt Minutes of the meeting of the Committee held on 15 July 2020 (Item 8)

9. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 18 November 2020 at 10 am.

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

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held remotely on WEDNESDAY 15 JULY 2020 at 10.00 AM

Present: Councillors Clarke OBE, Hall, Hopkins, Lambert, Marland, McCall, McLean and Walsh

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), C Bell (Head of Protection and Assurance), D Norris (Head of Prevention, Response and Resilience) M Crothers (Programme Manager) J Finden (Fleet Manager) and K Nellist (Democratic Services Officer)

Apologies: None.

Live webcast broadcast:

<https://www.youtube.com/channel/UCWmIXPWAscxpL3vIiv7bh1Q>

The Director of Legal and Governance confirmed the webcast was live.

EX01 ELECTION OF CHAIRMAN

(Councillor Hopkins in the Chair)

Councillor Hopkins gave a roll call of Members, who provided their names when asked.

It was proposed and seconded that Councillor Clarke OBE be elected Chairman of the Committee for 2020/21.

RESOLVED -

That Councillor Clarke OBE be elected as Chairman of the Committee for 2019/20.

(Councillor Clarke OBE in the Chair)

EX02 APPOINTMENT OF VICE CHAIRMAN

It was moved and seconded that Councillor Hopkins be appointed as Vice Chairman of the Committee for 2020/21.

RESOLVED -

That Councillor Hopkins be appointed as Vice Chairman of the Committee for 2020/21.

EX03 MINUTES

RESOLVED -

That the Minutes of the meeting of the Executive Committee held on Wednesday 5 February 2020, be approved and signed by the Chairman as a correct record.

EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

The Programme Manager advised Members that this was a long and complex national project to deliver an emergency services network for use by all emergency services, the military and a number of other organisations. This report was the latest in a series of updates on the progress of the programme. Due to the Covid-19 pandemic, there had been little progress recorded for this programme, as Home Office resources had been diverted to pandemic activities. However, the main points to be highlighted were firstly, the publication of the programme full business case. This was due to be published in Spring 2020 but had been delayed due to the pandemic. A revised date for publication had yet to be released. Secondly, the South-Central Region included the three services from the Thames Valley, Hampshire and the Isle of Wight. Due to Hampshire and the Isle of Wight forming part of the south west fire control network, they had now chosen to move to the South West Region. This had been agreed in principle by the programme, and the process to formalise this was now underway.

The Programme Manager advised Members there was still some discussion about the date when Airwave, the Authority's existing national communications network, would be switched off as the current date still stood at December 2022. The date for the fire sector transition to the new system was Quarter 4 2024. Obviously, there was a misalignment here, and there had been no formal notification that the Airwave network would be extended to Q4 2024.

Not included in the report, but subject to discussion within the South-Central Region, was the role of the Regional Programme Manager, which was funded by the programme. In the early stages of the programme, the South-Central Region took the decision to use the funding to procure an outsourced role from Mott McDonald and this contract would expire in January 2021. The three Thames Valley Services were now working together to look at different ways of providing this role and Members would be updated in the next briefing note.

The Head of Protection and Assurance advised Members regarding Hampshire and the Isle of Wight moving to the South West Region, the Deputy Director of Finance and Assets had undertaken the financial work and thanks to his diligence and sound financial advice, the way in which the separation had been handled had been excellent. The Chairman also wished to add her thanks to the Deputy Director of Finance and Assets.

A Member asked if the impact of the Huawei decisions had been assessed and was advised that there had been little involvement from Huawei because of the confidentiality within the ESN and the high security of the programme. The government's decision

had only been made this week and there had not yet been an announcement from the National Fire Chiefs Council.

RESOLVED –

That the report be noted by Members.

EX05 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2019-MARCH 2020 (PROVISIONAL OUTTURN)

The Deputy Director of Finance and Assets advised Members that this report presented the provisional revenue and capital outturn position and debt management performance to 31 March 2020. The provisional outturn figure for the year was a net underspend of £716k. This represented a 2.4% variance against the budget. Table 1 provided a breakdown of the budget and provisional outturn for each directorate.

The Deputy Director of Finance and Assets advised Members that the recommendations were slightly different as usually the underspend would go into capital reserves, to fund future capital projects. This year it was being split, £352k was going into capital reserves and £364k was going into a Covid-19 reserve. This was because there was a lot of uncertainty around funding for future years and how the council tax and business rates would look for next year.

A Member asked the Chief Fire Officer about the £1.6M underspend for Delivery, Corporate Development and Planning and what action had been taken to fill the vacancies for on call and wholtime firefighter employment.

The Chief Fire Officer advised Members that the issue with recruiting and retaining on call firefighters was an ongoing national issue. The budget hadn't been reduced for on call firefighters as recruitment was always on going. A working group had been set up to look at this issue. The Service needed to look at a completely different method in terms of recruiting and retaining these members of staff. The financial outlook and the unemployment situation did not look good for the future, but this might be an ideal opportunity for the Service to try a different approach. The Service would be grateful if Members of the Authority could help in terms of promoting on call firefighters.

RESOLVED –

1. That the provisional outturn forecast for the Authority as at 31 March 2020 be noted.
2. That the slippage of £1,809k on the capital programme is approved to be carried forward into 2020/21.

3. That the transfer of £84k into the future funding revenue reserve, to fund projects which have been delayed due to the Covid-19 Pandemic, be approved.
4. That the underspend of £716k is split and transferred into a Covid-19 reserve and Revenue Contribution to Capital Reserve (RCCO). The split will be as follows:
 - £352k to be transferred into RCCO.
 - £364k to be transferred in Covid-19 Reserve.
5. That delegated authority be given to the Chief Finance Officer, in consultation with the Lead Member, to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.
6. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report to (i) the Lead Member in the first instance, and (ii) Members at the next available meeting.

EX06

TRANSPORT AND WORKSHOPS PEER REVIEW

The Lead Member for Finance and Assets, Information Security and IT introduced the report.

The Director of Finance and Assets advised Members that workshops was a part of the service that often went largely unnoticed but was absolutely critical to operations. The Authority was always keen to improve its service, so during 2019-20, it commissioned a peer review of the transport and workshops function to gain reassurance that this area was operating effectively. This was carried out by Hertfordshire Fire and Rescue Service in December 2019. It was a thorough report and covered approximately thirty different areas, highlighting where there was existing good practice, but also highlighting where there may be areas for improvement. The standout area for concern, was the ability to attract and retain highly qualified vehicle technicians. This was something that had since been addressed by using a market supplement to ensure there was a full complement of staff to keep the appliances on the road. Some other key areas noted for improvement were the use of software within workshops and to also look at capacity and load planning.

The Director of Finance and Assets wanted to pass on his personal thanks to all the workshops staff who had done an excellent job throughout this difficult time keeping the fleet running.

A Member asked if contracting out workshops had been considered and was advised that yes it had been looked at and a joint facility with Aylesbury Vale District Council had been considered. It was something that would be kept under review, especially with Covid-19.

The Chief Fire Officer advised Members that there had been a business case presentation from Babcock to the Authority and its Thames Valley partners, predicated on all three services coming together and outsourcing transport and workshops. After the presentation from Babcock, it wasn't deemed as a way forward, firstly in terms of the governance issues, for example Oxfordshire don't just service fire appliances, they service Oxfordshire County Council fleet. It was investigated and discounted for these reasons.

Following on from this, the peer review agreed to look at this service's own workshops and how well they were operating. The workshop staff had done a remarkable job especially over the last couple of years with the difficulty of retention of staff, but they had kept going and it was now an area of investment for the future. It was also important to remember that the workshop staff not only service the fire engines, but they also service a whole range of specialist equipment onboard.

A Member asked about planned and reactive maintenance and how often this was carried out.

The Fleet Manager advised Members that as far as the servicing schedules were concerned for the fleet, they were meeting the minimum DVLA requirements. Vehicles were inspected on a quarterly basis (13 weekly inspections) which was the minimum period and that could only be adjusted shorter if the use is deemed greater than the current requirement.

A Member asked about the transport replacement scheme and the vehicle life policy, would that require the Authority to re-profile its capital expenditure in later years.

The Director of Finance and Assets advised Members that in terms of the replacement programme, the Authority was out to tender for the joint Thames Valley fire appliances as the existing contract was coming to an end. The Authority already allowed for two or three fire appliances a year in the capital programme and was working on an updated financial and capital strategy that would look at a much longer term capital programme, 15-20 years, which was the expected life cycle of an appliance.

A Member asked about the brake roller tester that would require capital investment, was it mobile or built into the building.

The Fleet Manager advised that it was built into the building. However, if workshops were to move, it could be uplifted and moved. It would be much more useful to have the brake roller tester on site, because the requirement from the DVLA was that at every safety inspection a brake roller test should be carried out. A brake roller test gave a much better idea that all components were working. Having it on site would mean less reliance on a third party.

A Member asked about the timescales for the Peer Review, was some of it prearranged, as it seemed a lot of work was done in one day. Also, it seemed at present that some inspections were carried out by technicians going to fire stations, was the proposal in the longer term for all vehicles to be brought to HQ for testing?

The Fleet Manager advised that there had been a number of communications with Hertfordshire Fire and Rescue Service over a period of time and information provided to them before the face to face meetings. Although the report looked like it was completed in one day, it was over a number of weeks.

The Fleet Manager advised that in the past safety inspections were carried out on stations and the vehicle would only come into workshops for its annual service or major repair work. However, with the latest best practice and recommendations from the DVLA, it was now a requirement to bring the vehicle into workshops.

RESOLVED –

That the report be noted.

EX07

EXEMPTION FROM STANDING ORDERS RELATING TO CONTRACTS – FIREFIGHTER PENSION ADMINISTRATION

The Lead Member for Finance and Assets, Information Security and IT introduced the report.

The Director of Finance and Assets advised Members that following a competitive tendering exercise undertaken in October 2015, the Authority moved the administration of the firefighters pension schemes from Buckinghamshire County Council (as was) to West Yorkshire Pension Fund with effect from January 2016. The contract was awarded for 65 months and was due to end on 3 May 2021. The quality of the service and support provided was very good and it was recommended that the Authority entered into a new contract for a further three years. This would align with Royal Berkshire Fire and Rescue Service's intention to also extend this joint contract for three years.

The Director of Finance and Assets advised Members that the firefighters pension was extremely complex, there were a lot of rules which covered many variations of schemes, and it was outsourced to get the best expertise available. When the Authority went out for competitive tender last time, there were only two main bidders and West Yorkshire was the best priced and since they had been in place, the service received was excellent. Another point to note was that this was a joint contract awarded alongside Royal Berkshire Fire and Rescue Service, who were also taking a similar report to their Members, seeking to extend their contract for three years and if the Authority does the same, it allows continuation of the collaborative contract to get the best value and to share expertise. Over the life of the

contract, the Authority was expecting it cost approximately £60k which took it over the delegated authority of the Director of Finance and Assets (£50k) hence the reason for bringing it to Members.

RESOLVED –

That the Authority's contract with West Yorkshire Pension fund be renewed for a further three years commencing on 4 May 2020 in accordance with Standing Order 4(a).

EX08

EXCLUSION OF PRESS AND PUBLIC

Mr David Tooley, a local democracy reporter had requested in writing to the Monitoring Officer, in advance of the meeting, to be allowed to speak. This request was granted by the Chairman:

Mr David Tooley:

"The exclusion motion before you invites you to make a judgement call and I quote 'the need to keep information exempt, outweighs the public interest in disclosing the information.' I am here to ask you have Members considered the public interest balance and the other side of the scales. 1. The public interest in the Blue Light Hub in Milton Keynes over the years, 2. The public interest in the Fire Authority strategy, 3. The local interest in the Great Holm Fire Station site and 4. The financial standing and strategy of the Fire Authority. We have already heard some statements made about the potential of an uncertain budget in the future, so for those reasons I respectfully ask you to consider the public interest and your officers assertion that the need to keep information exempt outweighs this. Thank you for the opportunity to speak and your consideration of this matter. Thank you."

The Director of Legal and Governance as Monitoring Officer, advised Members that his response was as follows: "there is a strong public interest in residents knowing how public money is spent and the allocation of its resources. There is also a strong public interest in ensuring that the Authority maximises the capital receipt from the sale of Great Holm Fire Station. If the Committee were to decide not to exclude the press and public, the report and its appendices would be published and made available for public inspection. As a consequence of this, the Authority's commercial advantage, while trying to find the maximum financial return, for the council taxpayers of Buckinghamshire and Milton Keynes, would be severely prejudiced in any negotiations with prospective purchasers."

The Chairman advised Members that they had heard the response from the Monitoring Officer, and she supported what he said, some information had to be kept exempt, especially when it was commercially sensitive.

Members discussed the resolution below and voted on it as follows:

	For	Against	Abstained
Clarke OBE	✓		
Hall	✓		
Hopkins	✓		
Lambert	✓		
Marland	✓		
McCall	✓		
McLean	✓		
Walsh	✓		

RESOLVED –

It was moved and resolved that the Press and Public be excluded from the meeting by virtue of 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, at this moment in time, that the need to keep information exempt outweighs the public interest in disclosing the information.

The Chairman advised viewers of the live webcast that the meeting would now go into private session to hear the report and discuss the recommendations.

J Finden (Fleet Manager), M Crothers (Programme Manager) left the meeting.

EX09 SALE OF GREAT HOLM FIRE STATION

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

EX10 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 16 September 2020 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11.20 AM



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	16 September 2020
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	Councillor David Hopkins
SUBJECT OF THE REPORT	Budget Monitoring Report April – July 2020
EXECUTIVE SUMMARY	<p>The report in Appendix A sets out the Authority's revenue and capital spending position as at 31 July 2020, together with the projected outturn position for the financial year.</p> <p>As a result of announcements during the financial year, the level of funding is expected to exceed the budget by £0.836m, resulting in an overall favourable variance of £1.359m.</p> <p>Managers have positively and proactively controlled spend and forecast an underspend of £0.524m, against a net revenue budget of £31.339m (1.7% variance).</p>
ACTION	Decision
RECOMMENDATION	<ol style="list-style-type: none"> 1. That the latest projected outturn forecast for the Authority as at 31 July 2020 be noted. 2. That £500k is transferred into the Revenue Contribution to Capital Reserve. 3. That £230k is transferred into the COVID-19 reserve.
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	None.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	None.

HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	As set out in the main body of the report.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>Medium Term Financial Plan 2020/21 to 2024/25, Fire Authority Meeting 12 February 2020 (see pages 61-80):</p> <p>https://bucksfire.gov.uk/documents/2020/03/120220_item7c_medium_term_financial_plan.pdf/</p>
APPENDICES	Appendix A – Budget Monitoring Report April – July 2020
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	<p>Asif Hussain</p> <p>ahussain@bucksfire.gov.uk</p> <p>01296 744421</p>

1. Revenue Forecasts by Service Area

Table 1 shows the budget and actual expenditure for each Directorate as at the end of July 2020. The budget of £31.339m compared to the forecast outturn of £30.816m gives a forecast yearend underspend of £0.524m. Furthermore, the level of funding is showing a favourable variance of £0.836m which has resulted in a net overall underspend of £1.359m.

The largest variance in expenditure relates to Delivery, Corporate Development & Planning due to underspends seen within direct employee costs shown in Table 2.

An additional £0.836m of funding is expected to be received during the year, which relates to COVID-19 funding (£0.606m) and protection funding (£0.230m).

Table 1

Directorate	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	1,495,270	514,730	1,515,238	19,968
Finance & Assets	6,052,482	2,169,694	6,068,469	15,987
People & Organisation Dev.	1,078,710	298,730	1,031,642	-47,068
Delivery, Corp. Dev. Planning	20,808,240	6,245,333	20,292,246	-515,994
Statutory Acc. & Contingency	1,904,710	90,842	1,908,250	3,540
Total Expenditure	31,339,412	9,319,329	30,815,845	-523,567
Total Funding	-31,339,412	-12,026,290	-32,175,223	-835,811
Net Position	0	-2,706,962	-1,359,378	-1,359,378

Variance by Directorate

Corporate Core £0.020m over – An underspend of £0.032m within Legal & Governance predominantly relates to projected underspend in legal costs and consultation with public (in relation to public safety plan). This is offset by overspends of £0.052m within Corporate Management relating to unachievable interest on investments as well as additional audit fees not budgeted for.

Finance & Assets £0.016m over – Most of the overspend is seen within West Ashland revenue costs which are expected to be recovered via services charges to other organisation's sharing the facilities which are currently not reflected in the forecast. This is offset by an underspend attributable to employee costs as a result of vacant positions throughout the directorate, which have either since been filled or where recruitment has been delayed due to COVID-19. In addition to this, due to the COVID-19 outbreak, our fuel supplier has provided free fuel for emergency vehicles which has resulted in additional underspend in fuel costs.

People & Organisational Development (POD) £0.047m under - The underspend is due to an employee being on maternity leave and the duties of the role will be shared within the existing team. Furthermore, not all employees taking part in the LGPS pension scheme has also contributed to the underspend.

Delivery, Corporate Development & Planning £0.516m under - The overall underspend for the directorate is primarily due to Wholetime posts which are not top of pay scale and as a result of new recruits joining the 2015 pension scheme which has lower employer contributions than the 1992 pension scheme. Despite reducing the budgeted On-Call establishment for 2020-21, On-call firefighter employment is still below budgeted establishment levels. There is an on-going recruitment drive to recruit on-call posts which should reduce the underspend in the future.

2. Direct Employee Variances

Table 2 shows the breakdown of all the favourable (-) and adverse (+) variances for each sub-heading within the direct employees subjective as at the end of July 2020.

Subjective	Salary £	Allowances £	NI £	Pension £	Total £
Wholetime	-90,100	-50,868	92,306	-286,679	-335,341
On-Call	-26,022	-167,920	26,925	-47,248	-214,265
Support	-280,446	0	-30,661	-89,481	-400,588
Technicians	-11,705	0	-6,247	-3,547	-21,499
Sessional	-12,000	3,203	946	0	-7,851
Agency	64,235	0	0	0	64,235
Grand Total	-356,038	-215,585	83,269	-426,955	-915,309

Wholetime – Currently projecting an underspend of £0.335m predominantly within pensions, which relates to new recruits joining the 2015 scheme and replacing existing post holders who may have been on a 1992 scheme which have higher employer contributions. With the Sargeant remedy still to be finalised, there is uncertainty on the impact that this will have on employer pension contributions and therefore the current budget reflects a mix of establishment posts on the 1992 and 2015 pension schemes.

On Call – Underspends predominantly seen within allowances which is based on activity/training to date.

Support Staff – There is a forecast net underspend on support staff budgets across the directorates due to a delay in recruitment caused by the COVID-19 pandemic.

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

3. COVID-19 Spend Analysis

Table 3

Subjective	Actuals £	Forecast £
Staffing Costs*	77,908	163,351
Protective Equipment	54,061	151,313
Other Costs	30,602	53,213
Loss of Income	4,794	7,265
Total	167,365	375,142

* This figure includes £3k in actual costs which were incurred in March 2020 and therefore the total figure includes all COVID-19 related costs since the start of the Pandemic.

Funding - Central Government have allocated additional funding of £0.696m of which £0.090m was received in March 2020.

Staffing Costs – All additional employee costs (operational and support staff) incurred as a result of the Pandemic.

Protective Equipment – All costs in relation to the purchase of personal protective equipment (PPE) to ensure the safety of all employees and providing employees with the appropriate PPE in order to carry out their roles safely. This also includes cleaning materials to be used for all brigade sites by employees/visitors for sanitising and disinfecting areas before and after they are used.

Other Costs – Predominantly costs relating to IT upgrades to allow meetings to take place online and costs relating to signage put up on all sites in relation to COVID-19.

Loss of Income – Income we were unable to generate due to cancellation or restriction of certain activities due to COVID-19.

4. Funding

Table 4 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	-3,531,360	-1,196,833	-3,531,360	0
Specific Grants	-1,106,440	-709,671	-2,548,260	-835,811
NNDR	-4,123,802	-2,444,027	-3,517,793	0
Top-up / Pooling Receipts	-1,844,000	-663,667	-1,844,000	0
Precept	-20,733,810	-7,012,092	-20,733,810	0
Grand Total	-31,339,412	-12,026,291	-32,175,223	-835,811

The level of funding is forecast to exceed the original budget by £0.835m. The majority of the additional funding (£0.606m) is due to the Treasury making additional funds available to respond to the COVID-19 Pandemic. Furthermore, following the Grenfell enquiry, Central Government have allocated funds specifically for the Fire Sector Protection teams to carry out a review of all high-rise buildings and support initial improvements in local protection capability. This has resulted in additional in-year funding of £0.230m. This funding is required to be spent by December 2021 and so any unspent balance at year-end will need to be transferred to a dedicated protection funding reserve.

We do not anticipate COVID-19 impacting the Precept/NNDR funding for 2020/21 and therefore have projected the funding to budget. However, as collection deficits are identified in the following financial year, it is very likely that this will result in a reduction in funding from 2021/21 in these areas due to the financial impact COVID-19 has had on businesses and council taxpayers.

5. Capital Monitoring

Capital Forecast

The capital programme for 2020/21 £3.025m, including £1.809m worth of carry forward capital projects from 2019/20.

Project Name	Original Budget 2020/21 £	Carry Forwards 2019/20 £	Revised Budget 2020/21 £	Actual Year to Date £	Slippage £	Forecast Outturn £	Projected Year End Variance £
Property	500,000	217,698	717,698	234,712	0	517,698	-200,000
Property Review*	0	919,515	919,515	2,105,863	0	3,606,000	2,686,485
Total Property Portfolio	500,000	1,137,213	1,637,213	2,340,575	0	4,123,698	2,486,485
Hydraulic Equipment	51,000	11,635	62,635	0	0	62,635	0
Operational Equipment	90,000	35,000	125,000	0	0	125,000	0
Operational Red Fleet Vehicles	500,000	610,200	1,110,200	178,826	200,000	810,200	-100,000
Operational White Fleet Vehicles	0	14,801	14,801	14,801	0	14,801	0
Total Fire Appliances & Equipment	641,000	671,636	1,312,636	193,627	200,000	1,012,636	-100,000
ICT	75,000	0	75,000	23,376	0	75,000	0
Total Support	75,000	0	75,000	23,376	0	75,000	0
Grand Total	1,216,000	1,808,849	3,024,849	2,557,578	200,000	5,211,334	2,386,485

N.B. The forecast year-end variance for Property Review (£2.686m) is expected to be offset by additional capital receipts and contributions which will result in a net variance of circa £1m against the forecast expenditure and risks previously reported to Committee.

Capital Funding

The capital programme will be funded as follows:

Funding	Balance at 1 April 2020 £000	Estimated Transfers (in) £000	Estimates Transfers Out £000	Balance at 31 March 2020 £000
Revenue Contribution to Capital	-1,442	-1,815	1,039	-2,218
Other Capital Contributions	0	-4,172	4,172	0
Total Capital Funding	-1,442	-5,987	5,211	-2,218

Property Portfolio

Property Portfolio has a capital budget of £1.637m for 2020/21, which includes carry-forward slippage from 2019/20 of £1.137m. The capital funds will be utilised to carry out planned capital investments (£0.500m) and completion of the Blue Light Hub (BLH) during quarter one of 2020/21. The variance seen on BLH will be offset by additional anticipated capital receipts and contributions.

The final account for the Blue Light Hub is currently in the process of being agreed. Due to the further delays, some of which are attributable to COVID-19, costs have increased further. The Authority will be looking to recover some of the increased costs from the professional design team.

Fire Appliances & Equipment

Fire Appliances & Equipment has a capital budget of £1.313m for 2020/21, which includes carry forward slippage from 2019/20 of £0.672m. The majority of the capital funds will be utilised to purchase red fleet appliances and to purchase operational equipment for these appliances in line with the fleet strategy.

Due to COVID-19, there is a delay in the delivery of four appliances relating to 2019/20 (two appliances to be delivered in January 2021) and 2020/21 (two appliances to be delivered at the earliest May 2021), therefore a slippage of £0.200m has been forecast for the final appliance payments in 2021/22. Red fleet appliances are forecasting an underspend of £0.100m due to the collaboration and joint tendering with the neighboring Fire Authorities resulted in the costs of the appliances being lower than budgeted.

Support

ICT has a capital budget of £0.075m for 2020/21, which will predominantly be utilised to purchase hardware, as per the ICT replacement strategy.

6. Reserves

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

Reserves	Balance at Start of year £000	Projected Movement £000	Balance at End of Year £000
General Fund	-1,500	-629	-2,129
Earmarked Reserves (Revenue)	-2,197	-136	-2,333
Earmarked Reserves (Capital)	-1,442	-776	-2,218
Total Reserves	-5,139	-1,541	-6,680

* This figure includes £0.588m, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	16 September 2020
OFFICER	Mick Osborne – Deputy Chief Fire Officer
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Succession Planning - Business Continuity and Resilience
EXECUTIVE SUMMARY	<p>A key aim of Buckinghamshire & Milton Keynes Fire Authority's (BMKFA) Business Continuity and Resilience plan is to ensure that plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. The plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics.</p> <p>These aims are achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.</p> <p>This report sets out the outcomes of the most recent 2020 Business Continuity and Resilience Workforce and Succession Planning review, and offers reassurance to the Executive Committee that the necessary safeguards and contingency plans are in place to future proof the Authority, mitigate risk and optimise opportunities during a period of significant change and increasing demands; all to continually provide the best service possible to our communities.</p> <p>At its Annual Meeting on 10 June 2020 the Authority unanimously resolved that an interim departure from the Deputy Chief Fire Officer (DCFO) Succession Plan until no later than 31 December 2022 be approved; and that a paper be submitted to the Authority before</p>

	<p>this date to consider all options open to the Authority. Pending that options review to the full Authority:</p> <ul style="list-style-type: none"> ▪ Appendix A outlines the succession position for the Senior Management Team (SMT) ▪ Appendix B outlines succession plans for other critical roles across the service ▪ Appendix C provides an overview of potential risks and opportunities ▪ Appendix D is a structural chart of the Strategic Management Board (SMB) and SMT and the functions that report into them
ACTION	Noting.
RECOMMENDATIONS	<p>That the following be noted:</p> <ol style="list-style-type: none"> 1. SMT succession plan. 2. Succession plans for other critical roles across the service. 3. The potential risks presented and the ongoing work being undertaken to mitigate the impact.
RISK MANAGEMENT	<p>The SMT and critical role plans are reviewed, challenged, and updated annually as part of the Authority's Training Needs Analysis (TNA) process.</p> <p>Staff Availability is an identified corporate risk which is reviewed regularly by SMT and the Overview and Audit Committee. Plans are in place to mitigate this risk.</p> <p>The Authority's robust workforce planning allows for accurate forecasting of potential leavers in the form of retirements and subsequent planning for this accordingly, however this is becoming more difficult following the potential impacts of the Sargeant case.</p> <p>Increased recruitment activity nationally, locally and other significant risks (Appendix C) which may impact on the number of leavers are being mitigated by:</p> <ul style="list-style-type: none"> • Substantiating those in temporary roles where possible to give stability to the organisation and assurances to staff • Firefighter recruitment processes – Apprentice and Flexi-Firefighter • Staff engagement – increased number of leadership events, culture survey and communications from SMT • Enhancing attraction, career promotional processes within the community either stand alone and/or in collaboration <p>Whilst any change to current positions presents short-term risks, it also provides opportunity to review and</p>

	<p>refresh role requirements and recruit from the talent pipeline, providing promotional opportunities for existing staff.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Any cost implications will be managed within existing Directorate budgets and the planned spend on Training is agreed by SMB and The Training Strategy Group.</p> <p>Any additional spend will be considered as part of the Authority’s Medium Term Financial Planning (MTFP) process.</p> <p>A bid has been submitted as part of the MTFP, which requests funding to mitigate some of the risks identified in Appendix C) by accelerating our development of staff to ensure the Authority has the right people, with the right skills, ready to perform the roles.</p>
<p>LEGAL IMPLICATIONS</p>	<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> <p>Section 41 of the Localism Act 2011 requires that the Authority must comply with its Pay Policy Principles and Statement for the relevant financial year when making a determination that relates to the remuneration, or other terms and conditions of a ‘chief officer’ (defined elsewhere in the Act).</p> <p>‘Terms and conditions’ includes : Section 38(4)(f) ‘the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority’.</p> <p>Paragraph 28 of the Authority’s Pay Policy Statement provides: ‘Re-employment/re-engagement will not normally occur following retirement, however there may be exceptional circumstances where specialist knowledge and expertise are required for a defined period of time in the event of which re-employment/reengagement may be considered. In the exceptional circumstance that reemployment/re-engagement is necessary in the interest of public safety, this decision will be subject to prior approval at a meeting of the Fire Authority in open session.’</p> <p>This mirrors the requirements and the criteria (‘transparent, justifiable and time limited’) in paragraphs 6.7 to 6.9 of the National Framework vis-à-vis ‘officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles’.</p> <p>Paragraphs 6.10 of the National Framework: ‘To</p>

	<p>ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning’.</p> <p>The National Framework is statutory guidance to which the Authority must have regard in carrying out its functions. The statutory requirement ‘to have regard to’ something is along the lines of a requirement to consider it. It falls short of a requirement to make that thing the Authority’s only priority, and it may having considered a requirement in the National Framework depart from it provided that there is a cogent rationale for doing so.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings to determine a collaborative approach to operational recruitment. This is one of the priority work streams for the workforce reform group.</p> <p>The Service continues to work with other local councils and fire and emergency service partners on continuous improvement and reform, by designing and arranging national and regional events, and through sharing best practice.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no Health and Safety implications.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The Authority continues to improve the diversity of its workforce and during its recent firefighter apprenticeship recruitment we had a small increase in both Female and BAME.</p> <p>In previous years the Authority has been mindful of trying to reduce the average age of the operational workforce.</p> <p>Workforce diversity is an ongoing priority. Building on the successes to date with our apprenticeship programme and utilising the national On Call awareness campaign material our aims are:</p> <ul style="list-style-type: none"> • To increase awareness through TV collaboration work and joined up resourcing • Existing workforce who already interact with the local community being utilised to promote the service we deliver and being supported by our ED&I ambassadors • The continuation of identifying role models within the organisation who can promote the values, commitment to diversity and our employment propositions - we have a national

	<p style="text-align: center;">diversity ambassador</p> <p>The Authority endorsed the submission of a pledge, and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018. The Authority were given the opportunity to be quoted within the 2019 ADCN report, being asked to showcase us as exemplars within this group.</p> <p>In February 2020 we attended the House of Commons with our ADCN partners as part of an apprenticeship celebration for National Apprenticeship week. This gave us the opportunity to network with other likeminded organisations.</p> <p>The Authority’s innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted “have a go” days are organised for all audiences. A targeted campaign was delivered by internal departments and an external organisation via social media to assist with the attraction of a diverse workforce, and analysis of the data is being undertaken to determine the outcomes and to inform future campaigns.</p>
<p>USE OF RESOURCES</p>	<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>Workforce and Succession planning to ensure business continuity and resilience supports the continued delivery of organisational objectives against the Corporate and Public Safety Plans.</p> <p>Effective succession planning contributes to the delivery of the Authority’s People Strategy, building capacity and capabilities agenda, as well as supporting ongoing professionalisation of the service; continuing to raise standards</p> <p>Consultation with stakeholders; Where succession is related to SMB, this will be discussed with members of the Authority directly.</p> <p>Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:</p> <ul style="list-style-type: none"> • Director blogs • Promoting development centre events • Intranet articles • Regular engagement with staff / face to face

	<p>briefings</p> <ul style="list-style-type: none"> • Study workshops <p>The system of internal control; Regular updates relating to career development, talent pools and training requirements are presented to the Training Strategy Group at the quarterly meetings.</p> <p>Any changes to policy and procedures to increase flexibility and ensure the Authority’s employee proposition(s) remain fit for purpose will be approved at the appropriate Board, i.e. Business Transformation Board (BTB), SMB and if necessary the Fire Authority, e.g. Annual Pay Policy Statement.</p> <p>The medium term financial strategy; 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.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background Papers</p> <p>Executive Committee – November 2019 - Business Continuity and Resilience – Succession Planning https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf/</p> <p>Fire Authority – 18 September 2019 – Senior Management Team Restructure https://bucksfire.gov.uk/documents/2020/03/180919_fire_authority_agenda.pdf/</p> <p>Executive Committee – 19 September 2018 – Business Continuity and Resilience – Succession Planning Fire and Rescue National Framework for England, Home Office, May 2018</p> <p>BMKFA Pay Policy Principles and Statement 2020/21 https://bucksfire.gov.uk/documents/2020/03/pay-policy-2020-21.pdf/</p>
<p>APPENDICES</p>	<p>Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the appendices contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the appendices 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:</p>

	<p>Appendix A outlines the succession position for the Senior Management Team (SMT).</p> <p>Appendix B outlines succession plans for other critical roles across the service.</p> <p>Appendix C provides an overview of potential risks and opportunities.</p> <p>Appendix D is a structural chart of the Strategic Management Board (SMB) and SMT and the functions that report into them.</p>
<p>TIME REQUIRED</p>	<p>15 Minutes</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Anna Collett, Organisational Development Manager acollett@bucksfire.gov.uk 01296 744468</p>

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