

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

28 April 2016

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 11 MAY 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

Chairman: Councillor Busby

Councillors: Dransfield, Gomm, Lambert, Marland, Morris, Reed and Schofield



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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 the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 3 February 2016 **(Pages 5 - 10)**

3. Disclosure of Interests

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

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. Budget Monitoring Performance and Debt Management April 2015 - February 2016

To consider Item 5 **(Pages 11 - 24)**

6. Strategic Training and Delivery Partnership

To consider Item 6 **(Pages 25 - 34)**

7. Fire Professional Framework

To receive a presentation

8. Apprenticeship update

To receive a presentation

9. 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 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:

10. Buckingham Property Review

To consider Item 10

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

12. 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 3 February 2016.

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 on WEDNESDAY 3 February 2016 at 10.00 am

Present: Councillors Busby (Chairman) Dransfield, Gomm, Lambert, Marland, Morris, 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), P Holland (Head of Projects and Transformation) J Parsons (Head of Service Development), S Tuffley (POD Project Manager), A McCallum (Executive Assistant to Chief Fire Officer), K Nellist (Democratic Services Officer) F Pearson (Communication and Consultation Manager) and J McNeill (South East Employers)

Apologies: None.

EX32 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 18 November 2015, be approved and signed by the Chairman as a correct record.

EX33 Prudential Code, Prudential Indicators and Minimum Revenue Provision

The Committee considered the Prudential Code, Prudential Indicators and Minimum Revenue Provision policy statement which was required to be approved by the Fire Authority and to support the Medium Term Financial Plan.

RESOLVED –

That the Authority be recommended to approve:

1. the Prudential Indicators; and
2. the Minimum Revenue Provision policy statement

EX34 MEDIUM TERM FINANCIAL PLAN (MTFP) 2016/17 TO 2019/20

The Committee considered the proposed revenue and capital Medium Term Financial Plan (MTFP) for the financial years 2016/17 to 2019/20.

The Director of Finance and Assets advised Members that the information required from the District Councils that had been due to be given to the Authority by the end of January, had not been

received until Monday 1 February. This meant the report was circulated to Members before that information was available and had affected some of the figures slightly. An updated Appendix 1 was circulated.

The Vice Chairman advised Members that the Authority was looking at a £6.7M shortfall over the next four years. If Members looked at the two options proposed a 1.98% increase or a freeze, even with the 1.98% increase, the Authority was still looking at a shortfall, but the Vice Chairman was confident that within the public safety plan more savings could be made.

The Vice Chairman advised Members that the income from Government was clearly reducing and the Authority would need the 1.98% increase coming through from council tax payers as there were some risks on the horizon, one of which was the potential loss of income from different Government grants.

A Member asked how the business rates transfer from central Government to Local Authorities would affect the Fire Authority and was advised it was not known at this time.

The Chief Fire Officer advised Members that the Authority had planned well for the future and if the Authority continued to deliver on the savings and efficiencies that had been put forward in the Public Safety Plan, it would be in a good position compared to other fire authorities. There was a decrease of 57% in the revenue support grant between now and 2020 and the Government had factored in that authorities should be raising council tax.

The Director of Finance and Assets advised Members that the Authority had a good, well put together, capital programme and this year projects would be funded for the life of the project, rather than year on year funding.

RESOLVED –

That the Authority be recommended to:

1. note and have due regard to the report and Statement of the Chief Finance Officer (Section 8 of Annex A).
2. approve a Council Tax precept of £59.70 for a band D equivalent property (a 1.98% increase from 2015/16 – equal to 2.2p per week) and the revenue budget as set out in Appendix 1.
3. approve the capital programme as set out in Appendix 2.

EX35

EMERGENCY SERVICE MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

The Head of Service Development advised Members that the Authority had received a briefing on the Emergency Service Mobile Communications Programme back in June 2015 and this report updates Members on the current position in relation to the national project. Since the last update the delivery partner, devices provider and network provider contracts had been awarded and the details were contained within the report.

The Head of Service Development advised Members that the central government project team had released a sign off pack for all authorities to consider the business case and the documentation to formally agree to participate in the project. The business case indicated potential savings for the Authority based on current expenditure for the Airwave system.

The Head of Service Development advised Members that the business case reiterates that funding of the transition to the new system would be centrally funded within certain parameters, based on current capabilities.

The Head of Service Development advised Members that the current Airwave arrangement was due to end for all services towards the end of 2020. The next phase of the project was to establish the national Emergency Services Network. This was due to be established and tested before each individual starts their transition to the new system. The Authority was due to start its transition to the system in December 2017 and be completed by December 2018.

The Head of Service Development advised Members that the TVFCS 'buddy control' North Yorkshire Fire and Rescue Service, were scheduled to transition six months later than Buckinghamshire Fire and Rescue Service, and the Authority would seek assurances that North Yorkshire would be able to undertake their back up duties before completing the transition.

Members from Milton Keynes were concerned that the current EE network coverage in Milton Keynes was very poor and asked that this be noted.

RESOLVED –

That the contents of the report be noted.

EX36

THE AUTHORITY'S PEOPLE STRATEGY 2016 TO 2020. OPTIMISING THE CONTRIBUTION AND WELL-BEING OF OUR PEOPLE

The Lead Member for Human Resources and Equality and Diversity introduced the report advising Members that the People Strategy sets out how the Authority would create an environment to optimise the engagement, commitment and professionalism of its people to achieve the Authority's Vision, Aim, Priorities and Objectives documented in the Public Safety and Corporate Plans.

The Lead Member for Human Resources and Equality and Diversity also advised Members that the strategic framework highlighted four key areas, Resourcing, Well-being, Talent Management and Employee Relations and with each area there were a number of strategic outcomes which aligned to the future direction of the Service over the next three to five years. It was very outcome driven and progress was very closely monitored and would be reported back to Members on a regular basis.

The Head of Human Resources advised Members that people were a really important asset and resource to the Authority. The People Strategy was a sensible part of people and business planning, having the right people with the right skills, would help the Authority continue to deliver the success of recent years.

The POD Project Manager gave Members a presentation on the People Strategy.

The Chairman moved the following recommendation which was seconded by Councillor Reed:

“That a progress report on the People Strategy be brought to the Executive Committee annually”

On being put to the vote the motion was agreed.

RESOLVED –

1. That the Authority’s People Strategy 2016 to 2020 be approved.
2. That a progress report on the People Strategy be brought to the Executive Committee annually

EX37

EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED –

By virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as an appendix to the report contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as an appendix to the report contains information relating to the financial or business affairs of a person; and on these grounds it was considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the meeting may consider the following matter:

Senior Management Board Remuneration and Performance Review 2015 and Annual Report on the Employee Bonus Scheme

J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), 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]), J Parsons (Head of Service

Development), P Holland (Head of Projects and Transformation), A McCallum (Executive Assistant to the Chief Fire Officer) and F Pearson (Communication and Consultation Manager) left the meeting.

EX38 SENIOR MANAGEMENT BOARD REMUNERATION AND PERFORMANCE REVIEW 2015 AND ANNUAL REPORT ON THE EMPLOYEE BONUS SCHEME

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

RESOLVED:

It was recommended that:

1. a financial recognition of achievements to the Chief Fire Officer/Chief Executive through a bonus payment be approved.
2. the level of bonus payment to the Chief Fire Officer be agreed.
3. an amount of funds to be allocated to other members of the SMB by the Chief Fire Officer based on individual performance reviews be agreed.
4. the report summarising awards made in 2014/15 under the Authority's Employee Bonus Scheme be noted.

EX39 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED:

By virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contain information relating to an individual; and on these grounds it was considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the meeting may consider the following matter:

EX40 EXEMPT MINUTES

RESOLVED:

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 18 November 2015, be approved and signed by the Chairman as a correct record.

EX41 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee would be held on Wednesday 16 March 2016 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11.50AM.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	11 May 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 – February 2016
EXECUTIVE SUMMARY	<p>To present the revenue and capital budget monitoring and debt management performance report for the eleven months to 29 February 2016.</p> <p>The report at Appendix A sets out the Authority's revenue and capital spending position as at 29 February 2016, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an under-spend of £1.589m, against a revenue budget of £28.7m.</p> <p>Section 9 of Appendix A details a debt write-off that requires approval of the Committee.</p>
ACTION	Decision / Information.
RECOMMENDATIONS	<p>It is recommended that Members:</p> <ol style="list-style-type: none"> 1. Note the latest projected outturn forecast for the Authority as at 29 February 2015. 2. Approve the debt write-off as detailed in Section 9 of Appendix A.
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 COLLABORATION	None.

HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	<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>Quarter Two Budget Monitoring Performance and Debt Management April – September 2015, Executive Meeting 18 November 2015.</p> <p>http://bucksfire.gov.uk/files/2314/4612/0169/ITEM_5_Quarter_Two_Budget_Monitoring_Performance_and_Debt_Management_April_September_2015.pdf</p>
APPENDICES	<p>Appendix A – Budget Monitoring Performance and Debt Management April – February 2016</p> <p>Appendix B – Virements Summary</p>
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Mark Stevens (Revenue) and Asif Hussain (Capital)</p> <p>mstevens@bucksfire.gov.uk</p> <p>ahussain@bucksfire.gov.uk</p> <p>01296 744425 and 01296 744421</p>

Appendix A

1. Revenue Forecasts by Service Area

Table 1 The table below shows the budget and actual expenditure for each directorate as at the end of February 2016. The budget of £28.7m is compared to the forecast outturn to give a forecast year-end underspend of £1.589m. If you take out the Statutory Accounting & Contingency items totaling £940k, we are forecasting a £649k overall underspend.

Directorate	Area Manager	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
Corporate Core	Corporate Core	871,280	897,045	887,466	16,186
	Legal & Governance	107,320	61,765	84,190	-23,130
Corporate Core Total		978,600	958,810	971,656	-6,944
Finance & Assets	Finance & Procurement	965,910	865,341	963,385	-2,525
	Resource Management	2,278,820	1,593,712	1,806,322	-472,498
Finance & Assets Total		3,244,730	2,459,053	2,769,707	-475,023
People & Organisation Development	Training & Development	1,371,870	1,020,409	1,135,066	-236,804
	Operations & Services	654,030	640,023	730,158	76,128
People & Organisation Development Total		2,025,900	1,660,432	1,865,224	-160,676
Delivery, Corporate Development & Planning	Service Delivery	14,274,170	11,873,625	13,233,272	-1,040,898
	Service Development	2,090,940	2,777,151	2,981,324	890,384
	Service Transformation	217,730	289,567	271,720	53,990
	IT and Communication	1,343,890	1,502,117	1,509,101	165,211
Delivery, Corporate Development & Planning Total		17,926,730	16,442,459	17,995,418	68,688
Statutory Accounting & Contingency	Capital Charges	678,000	325,240	690,796	12,796
	Direct Revenue Financing	2,153,000	0	2,153,000	0
	Contingency	1,520,920	19,495	0	-1,520,920
	Non Distributed Costs	212,410	256,875	780,159	567,749
Statutory Accounting & Contingency Total		4,564,330	601,611	3,623,955	-940,375
Total Expenditure		28,740,290	22,122,366	27,225,960	-1,514,330
Total Funding		-28,740,290	-12,966,527	-28,815,325	-75,035
Net Position		0	9,155,839	-1,589,365	-1,589,365

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

Finance & Assets £475k under – The variance relates to the vacant Resource Manager and Workshop Technician posts. Fuel and lease cost underspends also contribute to this in addition to unbudgeted income received by the aerial site visits.

People & Organisation Development £161k 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 £69k over –

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.

Service Development: A budget virement for staffing of the Resource Management Team reduces the pressure shown from £890k to £557k. 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 are anticipated to take expenditure over budget. Managers are working to address these pressures.

Statutory Accounting & Contingency £940k 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. There has been a drawdown of £228k for the first two quarters, to cover immunisations; support staff increment of 1% backdated to July 2014; intranet upgrade; salary impact of post grade reviews; station end PC upgrades and organisational formal ceremonies.

The forecast outturn for Non Distributed costs includes expenditure on whole-time staff early retirements.

2. Direct Employee Costs

Table 2 shows the budget and forecast outturn for each sub-heading within the direct employees subjective as at the end of February 2016.

Staffing	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
Members of the Brigade	12,654,860	11,522,451	12,592,224	-62,636
Retained Duty System	1,620,620	1,098,652	1,312,484	-308,136
Administrative Staff	3,386,660	3,163,104	3,429,905	43,245
Control Room Staff	0	227,964	194,411	194,411
Casual Employees	63,450	36,325	42,102	-21,348
Cleaners	36,300	-114	-114	-36,414
Technicians	266,390	208,378	228,335	-38,055
Members Allowances	72,080	56,841	72,780	700
Allowances	737,720	672,764	731,454	-6,266
Agency Staff	142,930	243,078	313,118	170,188
Grand Total	18,981,010	17,229,444	18,916,699	-64,311

Members of the Brigade – this relates to the aforementioned changes to pension schemes in April 2015 and lower staffing levels than budgeted, however, projected costs of the Bank system in 2015/16 can be seen to mitigate these favourable variances in year-end forecasts.

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

Administrative Staff – the business and systems integration project manager post mainly causing this variance is funded from earmarked reserves.

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 projected 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	Actual Year to Date	Forecast Outturn	Projected Year End Variance
A.	Employee Direct Costs	18,981,010	17,229,444	18,916,699	-64,311
B.	Knowledge & Information Services	1,258,130	1,349,090	1,333,064	74,934
C.	Fuel Charges	294,500	205,015	215,000	-79,500
D.	Energy/Utilities	267,920	183,494	252,088	-15,832
E.	Employment Agencies/Consultants	142,930	243,078	313,118	170,188

The variances for A. and E. are as noted in Section 2 above. Fuel is currently showing an underspend as both usage and cost per litre are 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
Budget Year to Date	-4,856	-4,844	-183	-1,076	-15,580	-26,539
Actual to Date	-4,856	-4,844	-183	-1,076	-15,580	-26,539
Variance Year to Date	0	0	-0	-0	0	-0
Forecast Outturn	-5,170	-5,181	-182	-1,174	-17,131	-28,838
Projected Year End Variance	0	-23	0	-75	0	-98

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

Any variances seen to date are due to timing differences caused by processing. The payments have been received and funding is on track against the budget.

The final determination of specific grants is £75k higher than budgeted for, which represents the payment of amounts due from previous years.

Business rates are also seeing £23k more than originally budgeted due to additional funding from central government seen in the year.

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 is projected to be achieved. However, the Milton Keynes review project is not expected to be completed in year, therefore staffing allocation across the organisation will be managed to deliver the operational activities.

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 is on target. The Finance team restructure is in progress and the interim structure is on target to deliver 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 14-15 Carry Forwards	Revised Budget 2015-16	Actual Year to Date	Commitments 2015/16	Forecast Outturn	Slippage to 2016/17	Year End Variance
Property	5,048,000	204,496	5,252,496	524,364	208,680	722,370	4,362,400	(167,726)
Property Review	0	940,000	940,000	0	0	0	940,000	0
Sub Total	5,048,000	1,144,496	6,192,496	524,364	208,680	722,370	5,302,400	(167,726)
BA Set Telemetry	122,000	174,000	296,000	287,626	4,800	292,426	0	(3,574)
Environmental Protection Unit	0	48,000	48,000	44,250	0	44,250	0	(3,750)
Operational Equipment	85,000	34,200	119,200	1,293	55,375	68,367	50,833	0
CCTV Cameras	50,000	0	50,000	4,695	34,430	39,125	0	(10,875)
Water Tankers	80,000	0	80,000	0	0	0	80,000	0
Operational Vehicles	396,000	455,000	851,000	174,943	763,690	165,944	696,000	10,944
Sub Total	733,000	711,200	1,444,200	512,806	858,295	610,112	826,833	(7,255)
ICT	346,780	272,560	619,340	263,070	150,484	471,859	30,000	(117,481)
Support Vehicles	0	52,900	52,900	52,308	0	52,308	0	(592)
Sub Total	346,780	325,460	672,240	315,379	150,484	524,167	30,000	(118,073)
Control Room	0	800,000	800,000	800,000	0	800,000	0	0
Sub Total	0	800,000	800,000	800,000	0	800,000	0	0
Total	6,127,780	2,981,156	9,108,936	2,152,549	1,217,458	2,656,649	6,159,233	(293,054)

Funding

Funding Source	£
Capital Grant 2015/16	0
Control Room Grant	800,000
In year contribution	0
Capital Receipts	98,000
Unapplied/Unused Capital Grant	0
Environmental Agency	24,000
Transfer from RCCO Reserve	1,734,649
Total Funding	2,656,649

Property Portfolio

The Property team has been allocated £5.048m for 2015/16, of which £600k relates to priority 2 repairs as identified on the 2013 condition survey. The remaining budget has been carried over from last financial year to complete various property works. To date, works have predominantly taken place at Princes Risborough, Winslow and Gerrards Cross Station which are nearing completion. The projected 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.

Fire Appliances & Equipment

The operational vehicles budget of £851k relates to the purchase of a number of appliances, two of which are the ICU and EPU, which were delivered in June and November. A contract for the remaining four appliances was awarded in Q2, with an estimated build time of 12 months. Due to market price changes since the approval of budget and award of contract, a pressure is forecast in this area. The remaining budget of £50k, £80k and £119k relates to the CCTV cameras, water carriers and operational equipment, with orders placed and part delivery expected this financial year. The remainder will be delivered in Q1 2016/17.

Support

The support budget primarily relates to ICT projects which are progressing well with most orders placed for hardware purchases. However, due to the time expected to install the telephony project, it is likely this project will be completed in Q1 2016/17. Furthermore the current commitments relate to hardware orders which may be delayed and not delivered by the end of the financial year. Therefore the slippage amount may increase dependent on goods/services delivered by the end of the financial year. The underspend currently being projected predominantly relates to ICT projects which will not progress further and therefore the budget has been 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.

7. Reserves

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

	Balance at start of year	Projected Additions	Projected Use of	Projected year-end balance
	£000	£000	£000	£000
General Fund	-3,700	-1,589	3,357	-1,932
Earmarked Reserves (Revenue)	-7,155		5,405	-1,750
Earmarked Reserves (Capital)	-5,031	-7,464	2,632	-9,863

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%	99.6%
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 99.9% for January and February.

9. Debt Management

The table below shows the key debtor performance figures for quarters 1 to 3, along with period 10 and 11 of quarter 4:

DEBTOR KEY PERFORMANCE INDICATORS 2015/16	Q1	Q2	Q3	Q4
Debts over 60 days overdue	£89,923	£73,185	£48,484	£67,106
Total Debt outstanding	£147,860	£149,122	£112,372	£241,064
Debts over 60 days overdue as a % of total debt outstanding	64.3%	48.6%	45.06%	28.40%
Debts over 60 days overdue as a % of total income to date	4.2%	3.3%	2.09%	2.89%
Average time from raising invoices to receipt of income	21	32	13	19

The above figures show the quarterly average of debt during 2015/16. For quarter 4, the average total debt outstanding was £241,064 of which £67,106 relates to debt 60 days overdue. Total debt outstanding as at the end of February 2016 was £208,965, with the actual value of debts over 60 days overdue being £68,157. January saw a marked rise in this area, resulting in a significantly increased average debt during quarter 4.

The vast 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. This report only covers the period until the end of February, however, it is likely that the average total outstanding debt will fall during March.

63% 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 30% relating to seconded officers and aerial site income.

The average time to receipt income has increased during quarter 4 by an average of 6 days.

Debt Write-Off

Approval is requested to write-off a £36k invoice raised against the Ministry of Defence.

The invoice relates to equipment loaned out during industrial action in 2014/15, however, it was raised in error and fire authorities who followed similar practice did not invoice the MOD for this service.

Appendix B

Table 1 below shows the movement on revenue budget. There is a net increase in the expenditure budget of £44k, funded by the increase in fire specific grant and covers the cost of participation in the Global Corporate Challenge and the purchase of defibrillators.

Table 1 Movement in revenue budget

Directorate	Area Manager	Original Budget	Virement	Budget at Qtr1	Virement	Budget at Qtr2	Virement	Budget at Qtr3	Virement	Budget at Qtr4
Corporate Core	Corporate Core	871,280	31,170	902,450	0	902,450	0	902,450	0	902,450
	Legal & Governance	107,320	-23,130	84,190	0	84,190	0	84,190	0	84,190
Corporate Core Total		978,600	8,040	986,640	0	986,640	0	986,640	0	986,640
Finance & Assets	Finance & Procurement	965,910	9,350	975,260	0	975,260	0	975,260	0	975,260
	Resource Management	2,278,820	-147,450	2,131,370	-6,920	2,124,450	-2,000	2,122,450	0	2,122,450
Finance & Assets Total		3,244,730	-138,100	3,106,630	-6,920	3,099,710	-2,000	3,097,710	0	3,097,710
People & Organisation Development	Training & Development	1,371,870	-48,451	1,323,419	14,770	1,338,189	0	1,338,189	0	1,338,189
	Operations & Services	654,030	58,036	712,066	2,170	714,236	0	714,236	0	714,236
People & Organisation Development Total		2,025,900	9,585	2,035,485	16,940	2,052,425	0	2,052,425	0	2,052,425
Delivery, Corporate Development & Planning	Service Delivery	14,274,170	-121,210	14,152,960	-82,850	14,070,110	2,000	14,072,110	0	14,072,110
	Service Development	2,090,940	307,510	2,398,450	27,370	2,425,820	0	2,425,820	10,000	2,435,820
	Service Transformation	217,730	3,240	220,970	64,670	285,640	0	285,640	0	285,640
	IT and Communication	1,343,890	37,780	1,381,670	135,790	1,517,460	11,000	1,528,460	0	1,528,460
Delivery, Corporate Development & Planning Total		17,926,730	227,320	18,154,050	144,980	18,299,030	13,000	18,312,030	10,000	18,322,030
Statutory Accounting & Contingency	Capital Charges	678,000	0	678,000	0	678,000	0	678,000	0	678,000
	Direct Revenue Financing	2,153,000	0	2,153,000	0	2,153,000	0	2,153,000	0	2,153,000
	Contingency	1,520,920	-92,270	1,428,650	-136,000	1,292,650	-11,000	1,281,650	0	1,281,650
	Non Distributed Costs	212,410	0	212,410	0	212,410	0	212,410	0	212,410
Statutory Accounting & Contingency Total		4,564,330	-92,270	4,472,060	-136,000	4,336,060	-11,000	4,325,060	0	4,325,060
Total Expenditure		28,740,290	14,575	28,754,865	19,000	28,773,865	0	28,773,865	10,000	28,783,865
Total Funding		-28,740,290	-14,575	-28,754,865	-19,000	-28,773,865	0	-28,773,865	-10,000	-28,783,865

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	11 May 2016
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Strategic Training and Delivery Partnership
EXECUTIVE SUMMARY	<p>This report is being presented to Members, in order to provide an overview of the notable benefits that have been realised through the current training and delivery partnership agreement between BMKFA and the Fire Service College (FSC).</p> <p>The attached partnership summary report (Appendix A) details the financial overview for the 2015\16 partnership, which amounted to a programme value of £178,815, as well as the outputs and outcomes that were attained.</p> <p>Furthermore, the report also highlights the principal changes to the 2016\17 partnership that have recently been agreed following a number of meetings held with the FSC, intended to develop and build upon the previous year's achievements. The like for like programme value for the coming year amounts to £163,600.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that members:</p> <ol style="list-style-type: none"> 1) Acknowledge the progress and benefits already realised through the 2015\16 training and delivery partnership. 2) Approve the training partnership with the Fire Service College procured through the 'Wider Public Sector Framework' for a further period of one year.
RISK MANAGEMENT	<p>Risk:</p> <p>The professional partner terminating the partnership agreement leaving BMKFRS with limited resources and obvious gaps within the quality assurance and validation elements of the training framework.</p> <p>Mitigation:</p>

	<p>BMKFRS will maintain the required capability in order to continue delivering all elements of training delivered through the training partnership.</p> <p>Risk:</p> <p>A partnership with a national training provider, in this instance the Fire Service College (Capita), would link BMKFRS to this external organisation. This could lead to reputational issues if the professional partner is subject to negative press.</p> <p>Mitigation:</p> <p>The Fire Service College is a well-established and respected trade name within the fire sector. There have been no recorded issues of notable bad press during the initial period of the partnership, however BMKFRS will continue to monitor the relationship with the FSC and if necessary have the option to terminate the partnership, in light of there being a 90 days termination clause contained within the Wider Public Sector Framework.</p> <p>Risk:</p> <p>BMKFRS or the FSC fails to deliver on the requirement of the training partnership.</p> <p>Mitigation:</p> <p>Effective monitoring by the Training Delivery Manager and management of underperformance, against approved key performance indicators by the Training Strategy Group.</p> <p>Risk:</p> <p>Current under establishment of Area Trainers may impact upon BMKFRS ability to fulfil the 320 instructor days at the FSC.</p> <p>Mitigation:</p> <p>Actively seeking expressions of interest for the role of Area Trainer from suitably qualified supervisory commanders. To better utilise the pool of Associate Instructors, ensuring they have the necessary qualifications, as detailed within the partnership agreement.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>The total budgeted cost to the Authority for the training partnership, during the period 2015\16 is £178,815 per annum.</p> <p>This is funded through a payment of £96k per year to the FSC and the remaining balance of the funds is provided through BMKFRS providing the FSC with training instructors for a minimum of 320 days per year, which equates to £82,815.</p> <p>It is expected that by the end of the first year's partnership agreement, a number of instructor days</p>

	<p>will be outstanding. The FSC have requested 243 days of which 190 days been fulfilled by BMKFRS, leaving a difference of 53 days that are likely to be carried over.</p> <p>The total cost of the 2015\16 partnership is projected to be £165,117.</p> <p>The total cost to the Authority, in respect of the 2016\17 training partnership is £163,600 per annum.</p> <p>This is funded through a direct payment to the FSC of £83,600 per year, commencing 1 May 2016. The remaining balance of the funds is again provided by the 320 training instructor days, which for the 2016\17 agreement equates to £80,000.</p>
<p>LEGAL IMPLICATIONS</p>	<p>The Authority’s Financial Regulations (Regulation E.2) require Executive Committee approval for the renewal of the proposed partnership/joint working initiative.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</p>	<p>Opportunities for collaboration, in particular with the Thames Valley fire and rescue services, have been sought over the last 12 months. The BMKFA Training Strategy and Framework has been shared with colleagues in each of the Thames Valley fire and rescue services and the FSC continue to promote this model with them and other UK fire and rescue services.</p> <p>The three services have engaged with the FSC with a view to participate in a review of the methods, outcomes and costs of operational training which will be completed in the summer of 2016. This is the first step in identifying options for a more collaborative training delivery model across the three authorities.</p> <p>However any form of collaboration will not be at the detriment of BMKFA being able to safeguard a training delivery model that remains efficient, effective and economical.</p>
<p>HEALTH AND SAFETY</p>	<p>The Training Delivery Partnership with the FSC has enhanced those systems being operated to address training needs and the reporting mechanisms that improve the overall health, safety and well-being of all employees, at the same time providing improved assurance to the Authority.</p> <p>Through the exceptional facilities provided to BMKFRS by the FSC, staff will have access to realistic scenarios during the validation exercises that will test and develop their operational competencies from both a practical and theoretical knowledge perspective.</p> <p>The external assurance of the BMKFRS Area Trainers and the validation exercises completed by the FSC will also provide assurance to the Authority that maintenance of skills training on stations remains effective and the associated occupational risks to our</p>

	operational staff are being appropriately managed.
EQUALITY AND DIVERSITY	A PIA has been completed and the partnership agreement with the FSC sets out the equality and diversity requirements expected from the FSC in terms of compliance with the Equality Act 2010, including ensuring reasonable adjustments to remove barriers to disabled employees accessing the FCS training courses.
USE OF RESOURCES	<p>The project will meet the objectives set out in the BMKFRS Corporate Plan to:</p> <ul style="list-style-type: none"> • Continually invest in our staff to ensure that they are competent, safe and have the skills and knowledge to work effectively with the public and our partners. • Manage all our resources to provide the best value for the residents and businesses of the communities we serve. <p>The project will meet the following objective set out in the POD Directorate plan:</p> <p>POD5 Organisational design: further review of organisational structures, processes way of working.</p> <p>Performance Indicators for Training, Learning & Development</p> <ul style="list-style-type: none"> • A report providing evidence of the Return on Investment (ROI) from the training partnership is submitted to the Training Strategy Group (TSG) six monthly. Membership of TSG is made up of managers with the authority to make strategic decisions and set direction of training. • Quarterly performance reports outlining progress of the partnership are provided to the Training Strategy Group before being presented to the Performance Management Board. • Directorate performance indicators for the training partnership are reviewed monthly at the People and Organisational Development Directorate management team meetings. <p>Communication with stakeholders;</p> <p>Verbal and written progress reports have been provided to the Training Strategy Group. Regular progress meetings have been held with managers and staff affected by the change introduced by the new training framework.</p> <p>The system of internal control;</p> <p>The Training Strategy Group is responsible for monitoring progress of the training partnership. Performance and progress reports are reviewed</p>

	<p>quarterly by this group prior to being passed onto the Performance Management Board.</p> <p>The arrangements to promote and ensure probity and propriety;</p> <p>Meetings have been held with national fire service training providers to develop a quality assurance and validation structure for training. The use of the 'Wider Public Service Framework' enables the Service to procure this training without the need to run through a full procurement exercise.</p> <p>Environmental;</p> <p>There is a requirement for BMKFRS crews to travel to the FSC to undertake training and development days and attend validation exercises; these are required once every two years. The previous training delivery model required our crews to travel around the county to undertake breathing apparatus, water rescue and incident command training. Due to the move to more localised training as detailed in the approved Training Strategy and Framework the impact of this change is minimal.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Training Partnership Proposal Report approved at March 2015 Fire Authority Executive Committee Meeting</p> <p>2015 Training Partnership Proposal report</p> <p>Financial Regulations, June 2014</p>
<p>APPENDICES</p>	<p>Appendix A - Training & Delivery Partnership Financial Overview, Outcomes & Outputs.</p>
<p>TIME REQUIRED</p>	<p>15 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Steve Wells</p> <p>swells@bucksfire.gov.uk</p> <p>01296 744426</p>

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Appendix A

Strategic Training and Delivery Partnership Background

Partnership Agreement 2015\16

The innovative approach toward the delivery of operational training, in partnership with the Fire Service College, has not only proven to be financially intelligent, but also enabled the operational competencies of all front-line to be realistically challenged, whilst at the same time been subjected to independent assessment and scrutiny.

Although introduced as a 'pilot' in May 2015 the 2015\16 partnership has already realised notable benefits, not only in terms of the training outcomes, but also toward the continual enhancement of the Authority's professional reputation, from the point of view that it has been BMKFRS employees delivering what are essentially FSC courses, to both national and international delegates.

2015\16 Training & Delivery Partnership Financial Overview

AGREED Partnership costs for first year delivery:

Element	Price (£)	Commentary
Validation Training	162,500	For up to 25 courses, based on a price of £6,500 per course.
Instructor Assurance Programme	6,225	Provided at 50% of standard price
Instructor Development Programme	10,090	Provided at 50% of standard price
Programme Value	178,815	
Discount against agreed 320 BMKFRS instructor days to FSC	-82,815	
Total Discounted Programme Value	96,000	Agreed charge of £96,000 p.a. from May 2015.

OUTCOMES & OUPUTS from the 2015\16 Training & Delivery Partnership

Validation Exercises 2015\16		
	To Date	Total By end of training year (if all those booked attend)
Exercises	23	25
NIGHT Exercises	15	15
WEEK DAY Exercises	3	3
WEEKEND Exercises	5	7

Operational Staff Attended	214*	232
Supervisory Commanders Assessed for Incident Command Level1	76 (of which 1 fail)	84
Operational staff assessed for BA	212 (of which 3 failed and re-assessed later**)	230
Safety Events Reported	5***	

* 1 persons sustained minor injury on the first scenario and was not assessed for Incident Command or BA and will be assessed at a later date.

** 3 BA fails: 2 re-assessed at Great Holm, 1 re-assessed on a later validation date - all passed.

*** 1 injury sustained during a BA exercise, 1 injury reported on return to station, 1 staff member reporting sick during validation date, 1 injury sustained demounting the appliance and 1 equipment damage.

In accordance with the 2015\16 partnership agreement between BMKFRS and the Fire Service College (FSC), of the **243** days the college have requested, BMKFRS Area Trainers have delivered **190** 'instructor' days that have involved the facilitation of a range of courses on behalf of the FSC.

Instructor Schedule at the Fire Service College	
COURSE	INSTRUCTOR DAYS*
Area Trainer Development (AVA Award and POD operator)	10
Fire Behaviour Training Instructors	30
Tactical Ventilation Instructors	10
Breathing Apparatus Instructors	39
Breathing Apparatus Initial	7
Road Traffic Collison Instructors	11
HART - USAR	28
Breathing Apparatus: NARU (HART)	2
Fire Behaviour Training: NARU (HART)	2
International (Qatar) Tactical Ventilation	8
Fire Behaviour Training: for BAE systems	2
Fire fighter development programme	6
NFPA- accreditation development	35
TOTAL:	190

* Days requested by the FSC totals 243.

Partnership Agreement 2016\17:

The content of this year's forthcoming agreement contains a number of notable adaptations, which are detailed below:

- The 20% discount for open programme prices purchased as part of the initial TNA is extended to those booked as part of the quarterly partnership meetings.
- The development and trial of a FF development programme suitable for FF apprentices. This will involve the joint development and adaption of the existing FSC FF development programme to meet the following objectives:
 - Be deliverable both in residential (FSC) and non-residential (BMKFRS) locations.
 - Be suitable for both delegates with no RPL (new apprentices) and those with varying degrees of RPL (existing On-Call fire fighters).
 - Be deliverable in a modular format to allow for consolidation of learning by delegates.
- Introduction of training and development days for operational staff.
- Greater clarity around the instructor booking mechanism and accessibility to college accommodation, in order to create greater efficiency in respect of the positive hours spent toward delivering training at the FSC, rather than travelling to and from the venue.
- Re-instating the front loaded instructor schedule credits, albeit at a lower figure than previous.
- Reduction in the current **£6,500** price associated with the validation exercises to a figure of **£4,090**.
- Insertion of venue sharing\satellite venue arrangements, thereby promoting the greater utilisation of BMKFRS facilities, in order to deliver principally FSC courses.

It is anticipated that the term of the 2016\17 agreement will again be 11 months, commencing the **1 May 2016** until **31 March 2017**.

2016\17 Training Delivery Partnership Financial Overview

Element	Price (£)	Commentary
Validation Training	102,250	For up to 25 courses, based on a price of £4090 per course.
Training & Development Days	46,750	For up to 25 courses, based on a price of £1870 per course.
Instructor Development Programme	12,000	Provided at 50% of standard price.
Instructor accommodation	2,600	1 week's accommodation single en-suite, food not included.
Programme Value	163,600	

Discount against agreed 320 BMKFRS instructor days to FSC	-80,000	BMKFRS instructor rate training credit of £250.
Total Discounted Programme Value	83,600	Agreed charge of £83,600 p.a. commencing 1 May 2016.

*In addition to the financial costs above there is also a carryover of an additional **53** instructor days in total relating to the 2015/16 agreement.

Summary

Though the relationship that has been progressively established with the Fire Service College it has been possible to reach agreement upon certain notable alterations being incorporated into the 2016\17 Training & Delivery Partnership.

This has enabled the introduction of training and development day that will allow operational staff to improve and acquire new skills, creating a greater balance between learning and assessment.

The total discounted programme value for the 2016\17 partnership, generates a **£12,400** saving, thereby ensures BMKFRS continues to be capable of providing credible and realistic operational training that is independently assessment, whilst remaining both effective and economical.