

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

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

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To: The Members of the Executive Committee

3 July 2017

**MEMBERS OF THE PRESS  
AND PUBLIC**

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

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 12 JULY 2017 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

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

Graham Britten  
Director of Legal and Governance

Councillors: Carroll, Lambert, Marland, McCall, McDonald, Reed, Sullivan and Walters MBE



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## **Recording of the Meeting**

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

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

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

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

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

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

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

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

## **Rights to Speak - Members**

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

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

## **Questions**

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

## **EXECUTIVE COMMITTEE**

### **TERMS OF REFERENCE**

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

## AGENDA

### Item No:

**1. Election of Chairman**

To elect a Chairman for 2017/18

**2. Appointment of Vice Chairman**

To appoint a Vice Chairman for 2017/18

**3. Apologies**

**4. Minutes**

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 15 March 2017 (Item 4) **(Pages 7 - 8)**

**5. Disclosure of Interests**

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

**6. Questions**

To receive questions in accordance with Standing Order S0A7.

**7. Budget Monitoring Performance and Debt Management April 2016 - March 2017 (Provisional Outturn)**

To consider Item 7 **(Pages 9 - 24)**

**8. 2015-20 Corporate Plan: Mid-term Review & Refresh**

To consider Item 8 **(Pages 25 - 50)**

**9. Occupational Health Collaborative Tender**

To consider Item 9 **(Pages 51 - 58)**

**10. Strategic Training and Delivery Partnership**

To consider Item 10 **(Pages 59 - 70)**

**11. Emergency Services Mobile Communication Programme (ESMCP)**

To consider Item 11 **(Pages 71 - 82)**

**12. Verbal Update following the Grenfell Tower Incident**

To receive an update

### **13. Date of Next Meeting**

To note that the next meeting of the Committee will be held on Wednesday 20 September 2017 at 10am.

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

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Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 15 MARCH 2017 at 10.00 am

**Present:** Councillors Busby (Chairman), Carroll, Gomm, Marland, McDonald, Reed and Schofield

**Officers:** J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), D Sutherland (Director of Finance and Assets), M Hemming (Deputy Director of Finance and Assets), K McCafferty (Head of Human Resources), N Boustred (Head of Service Delivery), P Holland (Head of Service Transformation), J Parsons (Head of Service Development), K Nellist (Democratic Services Officer) and P Steinmetz (Watch Commander)

**Apologies:** Councillor Lambert

**EX37 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 8 February 2017, be approved and signed by the Chairman as a correct record.

**EX38 EXEMPT MINUTES**

RESOLVED -

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 8 February 2017, be approved and signed by the Chairman as a correct record.

**EX39 UPFRONT PAYMENT OF LOCAL GOVERNMENT PENSION SCHEME (LGPS) EMPLOYER CONTRIBUTIONS**

The Director of Finance and Assets advised that as Members would be aware, the Local Government Pension Scheme (LGPS) was revalued every three years and what this report sets out was the most recent valuation, which showed the Authority had a very modest surplus on its share of the fund and the funding level was at 101%.

The Director of Finance and Assets advised Members that if the Authority were to pay three years' worth of employer contributions on 1 April 2017, there was an opportunity to reduce the total amount payable. The total cost over three years, if employer contributions were to be paid monthly, was £1.407m. If all employer contributions due for the three years were paid on 1 April 2017, the cost would be £1.301m. This would reduce the total cash payment by £106k over the three years. The Authority will forgo interest of £15k over the three years by paying the full amount upfront. The proposal is therefore projected to deliver a net saving of £91k over the three year period.

RESOLVED –

That the upfront payment of three years' employer contributions due in respect of the LGPS be approved.

**EX40 GOVERNMENT CONSULTATION: RE-ENGAGEMENT OF SENIOR FIRE OFFICERS POST-RETIREMENT**

The Head of Human Resources advised Members that on 21 February 2017 the Home Office released this consultation on the re-engagement of senior fire officers following retirement. Senior fire officers were classed as Area Managers, or equivalent, and above and re-engagement was in the same or very similar role. The consultation proposed that an addendum to the National Framework be added to explicitly discourage this practice. The consultation seeks responses by 4 April 2017.

The Head of Human Resources advised Members that the Authority already had a very well established position on re-engagement in line with that already being proposed and details were available in the Authority's Pay Policy Statement, the most recent of which was approved in February 2017. The Authority's opinion was that routine re-engagement was not acceptable, it stifled succession plans and career development and limits diversity across the Service and it would only seek to do so in very exceptional circumstances. Members would be aware that the Authority had robust succession plans in place and these were regularly reviewed as part of business continuity and resilience.

A Members asked what the decision making process would be for exceptional circumstances and was advised that it would be a Member decision in the same way as senior appointments.

RESOLVED –

1. That the Authority's position on re-engagement of senior officers be noted;
2. That the draft response (Appendix 2) to the consultation be noted; and
3. That the Chief Fire Officer be delegated authority to finalise and submit the response on behalf of the Authority in consultation with the Lead Member for Human Resources and Equality and Diversity.

**EX41 DATE OF NEXT MEETING**

The Committee noted that the Executive Committee meeting on Wednesday 10 May 2017 was cancelled due to the Buckinghamshire County Council elections on 4 May 2017.

THE CHAIRMAN CLOSED THE MEETING AT 10.09AM.





# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	12 July 2017
<b>OFFICER</b>	David Sutherland, Director of Finance & Assets
<b>LEAD MEMBER</b>	Councillor Peter McDonald
<b>SUBJECT OF THE REPORT</b>	<b>Budget Monitoring Performance and Debt Management April 2016 – March 2017 (Provisional Outturn)</b>
<b>EXECUTIVE SUMMARY</b>	<p>To present the provisional revenue and capital outturn position and debt management performance to 31 March 2017.</p> <p>The report at Appendix A is a provisional position pending final audit recommendations and confirmation of any accounting adjustments to go through before a final position is reached.</p> <p>The provisional underspend has increased by £360k from that reported as at the end of November 2016, to the Committee on 8 February 2017. This increase is largely due to additional service delivery related underspends, where projected on-call recruitment did not hit expected levels between November and year-end, sprinkler initiatives slipped into the next financial year, and new contracts and prior year investment yielded reduced utility costs across the directorate.</p> <p>The provisional outturn figure for the year is an underspend of £871k. This has increased the level of the General Fund to £3.035m as at the end of March 2017. The risk assessed level of the General Fund is £2m. Members are therefore recommended to approve the following transfers totalling £1.035m to earmarked reserves:</p> <ul style="list-style-type: none"> <li>• £900k to the Revenue Contributions to Capital Outlay (RCCO) Reserve. This will provide future investment in property, vehicles and equipment</li> <li>• £85k to a new training reserve – this will facilitate the upskilling of all current and future on-call firefighters</li> <li>• £50k to the sprinkler reserve. This will transfer the remaining unspent budget from 2016/17 so that it is available to use in future years.</li> </ul>
<b>ACTION</b>	Decision / Information.

<p><b>RECOMMENDATIONS</b></p>	<p>It is recommended that:</p> <ol style="list-style-type: none"> <li>1. the provisional outturn forecast for the Fire Authority as at 31 March 2017 be noted.</li> <li>2. the recommended transfers to reserves set-out in the Executive Summary be approved.</li> <li>3. the slippage of £13,541k on the capital programme is approved to be carried forward into 2017/18.</li> <li>4. delegated authority be given to the Chief Finance Officer in consultation with the Lead Member for Finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.</li> <li>5. should any changes to the amounts referred to above be required, the Chief Finance Officer be requested to report these to Members at the next available meeting.</li> </ol>
<p><b>RISK MANAGEMENT</b></p>	<p>Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>As set out in the main body of the report.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>None.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>None.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>None.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>None.</p>
<p><b>USE OF RESOURCES</b></p>	<p>The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b>                  Medium Term Financial Plan 2017/18 to 2019/20, CFA Meeting 15 February 2017:  <a href="http://bucksfire.gov.uk/files/9214/8639/2889/ITEM_7_c_Medium_Term_Financial_Plan_201718_to_201920_Revised_Appendix_1.pdf">http://bucksfire.gov.uk/files/9214/8639/2889/ITEM_7_c_Medium_Term_Financial_Plan_201718_to_201920_Revised_Appendix_1.pdf</a></p>

	<p>Budget Monitoring Performance and Debt Management April 2016 – November 2017, Executive Meeting 8 February 2017:</p> <p><a href="http://bucksfire.gov.uk/files/1814/8578/3040/ITEM_5_Budget_Monitoring_Performance_Debt_Management.pdf">http://bucksfire.gov.uk/files/1814/8578/3040/ITEM_5_Budget_Monitoring_Performance_Debt_Management.pdf</a></p>
<b>APPENDICES</b>	Appendix A – Budget Monitoring Performance and Debt Management April 2016 – March 2017
<b>TIME REQUIRED</b>	10 Minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Mark Stevens (Revenue) and Asif Hussain (Capital)</p> <p><a href="mailto:mstevens@bucksfire.gov.uk">mstevens@bucksfire.gov.uk</a></p> <p><a href="mailto:ahussain@bucksfire.gov.uk">ahussain@bucksfire.gov.uk</a></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 provisional outturn for each directorate as at the end of March 2017. The budget of £28.3m is compared to the outturn to give a year-end underspend of £871k. If you take out the Statutory Accounting & Contingency items totaling £482k, there is a £389k overall underspend.

Directorate	Area Manager	Total Budget	Provisional Outturn	Variance
Corporate Core	Corporate Core	914,350	943,718	29,368
	Legal & Governance	84,350	63,277	-21,073
<b>Corporate Core Total</b>		<b>998,700</b>	<b>1,006,995</b>	<b>8,295</b>
Finance & Assets	Finance & Procurement	975,760	957,574	-18,186
	Resource Management	2,166,385	2,113,114	-53,271
<b>Finance &amp; Assets Total</b>		<b>3,142,145</b>	<b>3,070,688</b>	<b>-71,457</b>
People & Organisation Development	Training & Development	1,749,616	1,832,110	82,494
	Operations & Services	794,115	739,675	-54,440
<b>People &amp; Organisation Development Total</b>		<b>2,543,731</b>	<b>2,571,785</b>	<b>28,054</b>
Delivery, Corporate Development & Planning	Service Delivery	15,356,314	14,476,156	-880,158
	Service Development	476,335	452,246	-24,089
	Service Transformation	1,271,110	1,778,502	507,392
	IT and Communication	1,425,265	1,360,143	-65,122
<b>Delivery, Corporate Development &amp; Planning Total</b>		<b>18,529,024</b>	<b>18,067,046</b>	<b>-461,978</b>
Statutory Accounting & Contingency	Capital Charges	427,000	393,401	-33,599
	Direct Revenue Financing	1,937,000	1,937,000	0
	Contingency	529,930	34,355	-495,575
	Non Distributed Costs	215,170	262,426	47,256
<b>Statutory Accounting &amp; Contingency Total</b>		<b>3,109,100</b>	<b>2,627,182</b>	<b>-481,918</b>
<b>Total Expenditure</b>		<b>28,322,700</b>	<b>27,343,696</b>	<b>-979,004</b>
<b>Total Funding</b>		<b>-28,322,700</b>	<b>-28,214,540</b>	<b>108,160</b>
<b>Net Position</b>		<b>0</b>	<b>-870,844</b>	<b>-870,844</b>

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

**Finance & Assets £71k under** – This variance largely relates to a vacant Resource Manager post and unbudgeted income received from aerial sites. Employment agency payments in Workshops and Procurement, as well as more minor overspends across the directorate then bring the favourable variance down to the headline figure that is being seen here.

**People & Organisation Development £28k over** – An overspend was seen in this directorate because the costs of the apprenticeship scheme were being picked up here, while being funded from underspends elsewhere in the organisation. The overall adverse variance was then reduced by under establishments that were seen at various points in the year in the POD directorate.

**Delivery, Corporate Development & Planning £462k under** –

*Service Delivery:* Staffing levels were lower than budgeted in this area due to retirements and leavers in previous years, while on-call firefighter employment was significantly below budgeted establishment levels. The underspends which resulted from this were then utilised for apprenticeships seen in POD, the 'bank' system seen under this directorate and non-grey book staffing seen below. £500k was set aside to create a reserve for the apprenticeship scheme, while £200k was also set aside to create a reserve for sprinkler initiatives next year. Utilities also saw underspends in the period following the negotiation of new contracts in the area and prior year investment.

*Service Transformation:* The bulk of overspends in this area relate to the non-grey book staffing initiative alluded to above, with temporary service transformation posts also contributing to overspends.

**Statutory Accounting & Contingency £482k under** - The contingency fund makes provision for any pay award and pay protection arrangements as well as exceptional items for which no budget has been approved during the budget setting process. The level of the fund was reduced as part of the Medium Term Financial Plan for 2016/17, however, in-year savings were also held here as part of a new program of centralising budgets once they have been identified as bearing consistent underspends.

As per the recommendation in February's budget monitoring report, a further £200k was transferred to the Revenue Contributions to Capital Outlay (RCCO) reserve from this directorate, in order to add resilience to this area for future years.

## 2. Direct Employee Costs

**Table 2** shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of March 2017.

<b>Staffing</b>	<b>Total Budget £</b>	<b>Provisional Outturn £</b>	<b>Variance £</b>
Members of the Brigade	12,741,410	12,368,931	-372,479
Retained Duty System	1,684,554	1,213,918	-470,636
Administrative Staff	3,882,179	3,845,528	-36,651
Control Room Staff	0	0	0
Casual Employees	61,450	66,974	5,524
Technicians	245,860	240,431	-5,429
Members Allowances	72,780	58,219	-14,561
Allowances	747,350	652,705	-94,645
Agency Staff	109,040	344,915	235,875
<b>Grand Total</b>	<b>19,544,623</b>	<b>18,791,620</b>	<b>-753,003</b>

**Members of the Brigade** – this relates to lower staffing levels than budgeted, however, the cost of the bank system in 2016/17 can be seen to have offset these favourable variances to a degree (see Section 3 for further analysis of bank costs).

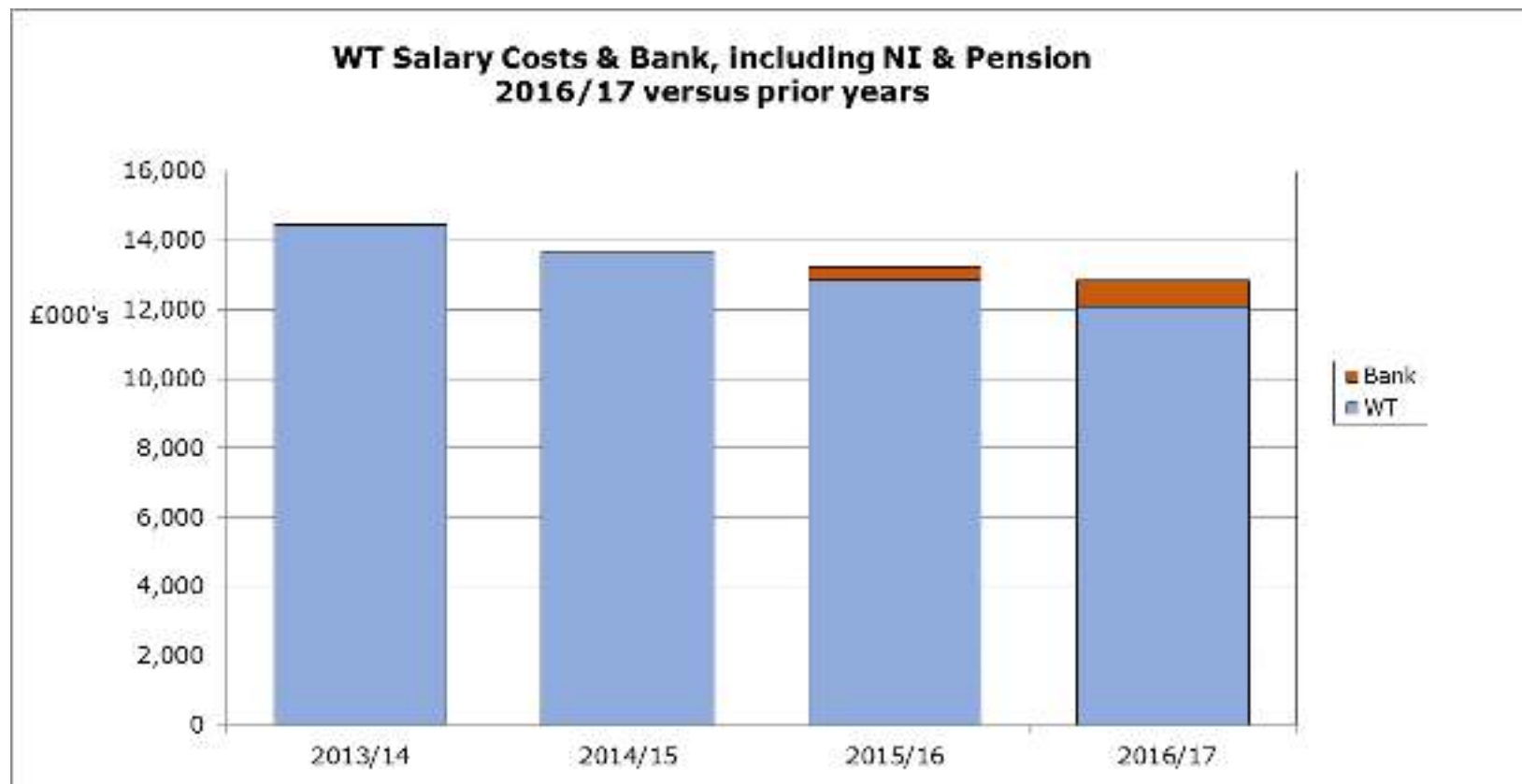
**Retained Duty System** – on-call firefighter employment was significantly under budgeted establishment levels in the financial year.

**Administrative Staff** – Underspends in Finance, KIS, the driving school, Fire Protection, Staff Development, Corporate and Forward Planning and in relation to the Resource Manager post can be seen to outweigh overspends in this area. With regard to overspends, elements include a Programme Manager and work placement role assigned to facilitate service transformation, as well as a temporary member of staff in Property, while a Business and Systems Integration Project Manager post will be funded from earmarked reserves as planned.

**Agency Staff** – agency staff have been used to cover interim vacancies in the Finance and Procurement team as well as to support projects in Property and short-term resourcing in Workshops.

### 3. Bank cost analysis

The table below shows whole-time operational staff costs from 2013/14 onwards, with Bank payments forming part of these from 2015/16.



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

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

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



#### 4. Major Risk Areas

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

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

		<b>Total Budget £</b>	<b>Provisional Outturn £</b>	<b>Projected Year End Variance £</b>
A.	Employee Direct Costs	19,544,623	18,791,620	-753,003
B.	Knowledge & Information Services	1,307,707	1,327,839	20,132
C.	Fuel Charges	280,760	232,859	-47,901
D.	Energy/Utilities	277,670	200,751	-76,919
E.	Employment Agencies/Consultants	109,040	344,915	235,875

The variances for A. D. and E. are as noted in Section 2 above. Fuel was underspent as both usage and cost per litre were lower than the budget. while energy/utilities saw underspends in the period following the negotiation of new contracts in the area and prior year investment.

## 5. Funding

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

	<b>Govt Funding £000</b>	<b>Business Rates £000</b>	<b>NNDR Pooling £000</b>	<b>Specific Grants £000</b>	<b>Council Tax Receipts (incl. 15/16 surplus) £000</b>	<b>Total Funding £000</b>
<b>Budget 2016/17</b>	-4,507	-4,874	-164	-1,099	-17,679	-28,323
<b>Actual to Date</b>	-4,521	-4,836	-104	-1,074	-17,679	-28,215
<b>Year End Variance</b>	14	-37	-60	-25	-0	-108

An extra £14k of income was seen under government funding in 2016/17 due to receipt of transparency grant and a residual balance of ESMCP funding not previously budgeted for.

Business Rates ended the year approximately £37k less than budgeted, due to a change to the way cap compensation was distributed to authorities.

Funding resulting from NNDR pooling arrangements was £60k less than forecast due to lower than expected receipts in this area.

In addition to this, New Dimension funding levels were £25k lower than originally projected in our budgets, due to an adjustment in relation to funding for the Incident Response Unit.

## 6. Savings and efficiencies

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

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

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

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

## 7. Capital Forecasts

The capital programme for 2016/17 is £3.236m which together with a number of carry-forward schemes and in-year additions totals £16.878m.

Project Name	Original Budget 2016-17 £	Agreed 16-17 Carry Forwards £	In year budget agreed £	Revised Budget 2016-17 £	Actual Year to Date £	Slippage to 2017/18 £	Year End Variance £
Property	500,000	194,615		694,615	460,792	150,000	-83,823
Property Review	0	5,161,125	6,763,375	11,924,500	791,687	11,132,813	0
<b>Sub Total</b>	<b>500,000</b>	<b>5,355,740</b>	<b>6,763,375</b>	<b>12,619,115</b>	<b>1,252,479</b>	<b>11,282,813</b>	<b>-83,823</b>
CCTV Cameras	45,000	50,000		95,000	43,750	51,250	0
Operational Vehicles Red Fleet	2,300,000	696,000		2,996,000	904,238	2,091,762	0
Operational Vehicles White Fleet	132,000	0		132,000	112,399	19,601	0
Hydraulic Equipment	56,000	0		56,000	51,980	0	-4,020
Water Tankers	0	80,000		80,000	80,000	0	0
Operational Equipment	93,000	66,263		159,263	105,210	54,053	0
<b>Sub Total</b>	<b>2,626,000</b>	<b>892,263</b>	<b>0</b>	<b>3,518,263</b>	<b>1,297,577</b>	<b>2,216,666</b>	<b>-4,020</b>
ICT	110,000	203,503		313,503	234,901	42,000	-36,602
Integra Finance/HR System	0	0	426,674	426,674	426,674	0	0
<b>Sub Total</b>	<b>110,000</b>	<b>203,503</b>	<b>0</b>	<b>740,177</b>	<b>661,576</b>	<b>42,000</b>	<b>-36,602</b>
<b>Total</b>	<b>3,236,000</b>	<b>6,451,506</b>	<b>6,763,375</b>	<b>16,877,555</b>	<b>3,211,632</b>	<b>13,541,479</b>	<b>-124,445</b>

## Funding

The capital programme will be funded as follows:

Funding Source	£
Capital Receipts	43,000
BASI Reserve	426,674
Transfer from RCCO Reserve	2,741,958
<b>Total Funding</b>	<b>3,211,632</b>

## **Property Portfolio**

The Property team was allocated a budget of £12,619m for 2016/17, of which £500k relates to priority 2 repairs as identified on the 2013 condition survey. The bulk of the remaining budget was carried over and agreed in year for the Milton Keynes transformation project. In 2016/17 several stations including Aylesbury, Beaconsfield and Newport Pagnell have had internal and external upgrades carried out. The upgrades range from installation of a modular building, bay door replacements, electrical and boiler upgrades. Once again the property team have been working closely with procurement in ensuring value for money is achieved when awarding contracts which has led to a underspend of £84k.

Slippage of £11,283k is requested, the majority of which relates to Milton Keynes transformation and other property reconfiguration works.

## **Fire Appliances & Equipment**

Phase one of installing CCTV on appliances is complete with phase two due to be completed in 2017/18 and therefore a request has been made to slip the remaining budget. The operational vehicles (red fleet) budget of £2,996k relates to the purchase of 14 appliances, of which we have received two with the remaining expected to be delivered in the first quarter of 2017/18. Operational vehicles (white fleet) had a budget of £132k and the one outstanding vehicle will be received in April 2017.

The remaining budget of £295k was set aside for the purchase of operational equipment and two water tankers, most of which has been purchased. However some of this equipment related to new frontline pumping appliances and therefore cannot be ordered until the appliances have been built to ensure the equipment is fit for purpose. In total, a slippage request of £2,217k has been made in relation to appliances, white fleet vehicles and operational equipment.

## **Support**

ICT expenditure this year has been mainly attributable to the installation of station end servers, new telephony system and the replacement of computer hardware as part of our replacement strategy. The Wi-Fi had commenced in 2017, however was not fully completed and therefore the slippage request of £42k relates this project. As part of our close down process, it was decided that the new Finance/HR needed to be capitalised to follow proper accounting practices due to its value and useful life. In terms of funding, it was still funded from the BASI reserve and therefore did not impact upon the capital reserves.

## Slippage into 2017/18

The provisional outturn figure is showing a slippage of £13,541k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2017/18.

## 8. Reserves

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

	<b>Balance at start of year</b>	<b>Transfers (in) &amp; out</b>	<b>Provisional year-end balance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund	-2,165	-871	-3,036
Earmarked Reserves (Revenue)	-2,033	-170	-2,203*
Earmarked Reserves (Capital)	-6,961	561	-6,400

\* this figure includes £371k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

## 9. Performance Indicators

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

<b>Description</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual (rolling average)</b>
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing SAP Cost Centre Report	100%	100.0%	100.0%
% invoices paid within 30 days`	99.7%	97.7%	99.79%
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 99.79% for quarter 4.

## 10. Debt Management

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

<b>DEBTOR KEY PERFORMANCE INDICATORS 2016/17</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Debts over 60 days overdue	£54,098	£29,132	£14,691	£14,655
Total Debt outstanding	£119,382	£70,786	£50,961	£55,311
Debts over 60 days overdue as a % of total debt outstanding	43.42%	37.72%	31.50%	26.93%
Debts over 60 days overdue as a % of total income to date	2.64%	1.33%	0.72%	0.78%
Average time from raising invoices to receipt of income	65	37	15	7

The above figures show the quarterly average of debt during 2016/17. For quarter 4, the average total debt outstanding was £55k of which £15k relates to debt 60 days overdue. Total debt outstanding as at the end of March 2017 was £46k, with the actual value of debts over 60 days overdue being £14k.

All debt over 60 days relates to awards of legal costs made in favour of Bucks Fire & Rescue Service against defendants after being successfully prosecuted for breaches of fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments.

The average time to receipt income has reduced during quarter 4 by an average of 8 days.

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	12 July 2017
<b>OFFICER</b>	Julian Parsons, Head of Service Development.
<b>LEAD MEMBER</b>	Councillor Roger Reed
<b>SUBJECT OF THE REPORT</b>	<b>2015-20 Corporate Plan: Mid-Term Review &amp; Refresh</b>
<b>EXECUTIVE SUMMARY</b>	<p>The 2015-20 Corporate Plan set out how we intended to equip and develop our organisation and its people to meet the challenges that we face over the five year period to March 2020, in particular the need to reshape our Service as envisaged by our 2015-20 Public Safety Plan.</p> <p>The purpose of this paper is to:</p> <ul style="list-style-type: none"> <li>• Update Members on progress with the delivery of the plan; and,</li> <li>• propose updates and revisions to the current plan both to reflect progress made to date and changes to the Authority's operating context that have occurred since the plan was originally formulated and approved.</li> </ul> <p>The outcomes of this mid-term review of the corporate plan and proposed revisions to the same are shown at Appendix 1.</p>
<b>ACTION</b>	Decision.
<b>RECOMMENDATIONS</b>	<ol style="list-style-type: none"> <li>1. that the progress achieved with the delivery of the 2015-20 Corporate Plan during the first two years to March 2017 be noted.</li> <li>2. that the updated 2015-20 Corporate Plan be recommended to the Authority for approval.</li> </ol>
<b>RISK MANAGEMENT</b>	<p>Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the three year period to March 2020 will be managed.</p> <p>Risks to achieving the plan together with mitigating actions are identified at page 20 of the updated plan shown at Appendix 1.</p> <p>No privacy or equality, diversity and inclusion issues have been identified as a direct consequence of the updates to the 2015-20 Corporate Plan.</p>

<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>Successful implementation of the plan is critical to the achievement of the 2015/16 – 2019/20 Medium Term Financial Plan objectives.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>The Terms of Reference for the Authority require it to determine issues in respect of both the “Integrated Risk Management Plan and Action Plan” following recommendations from the Executive Committee.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>The Policing and Crime Act 2017 introduced a statutory duty for emergency services to consider whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that Service and those other Services.</p> <p>The updated Corporate Plan has been aligned with the collaboration priorities agreed between the three Thames Valley Chief Fire Officers in February 2017 and also identifies other areas in which collaboration opportunities with other blue light Services are being pursued.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. the Public Safety Plan reviews of emergency cover provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>Where required, detailed Integrated Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan. Also the Plan has been updated to include the use of the Fire and Rescue Equality Framework in order to address the Authority’s requirements in relation to equality, diversity and inclusion for the workforce and the communities that the Authority serves and further pursue its equality objectives.</p>
<p><b>USE OF RESOURCES</b></p>	<p><b>Communication with stakeholders</b></p> <p>Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan has been reviewed by the following:</p> <ul style="list-style-type: none"> <li>• Business Transformation Board at its 25 May Meeting;</li> <li>• Strategic Management Board at its 13 June Meeting.</li> </ul> <p>Following recommendation of the updated Plan by the Executive Committee it will be published to the Service as a whole and will be available to all</p>

	<p>Authority Members and Service staff.</p> <p><b>The system of internal control</b>  Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan provides the strategic frame of reference for controlling the Authority’s activities over the next three years (2017-20).</p> <p><b>The medium term financial strategy</b>  The Corporate Plan is aligned to and supports delivery of our Medium Term Financial Plan objectives.</p> <p><b>The balance between spending and resources</b>  The plan sets out the Service’s strategic objectives and the activities that will be undertaken to deliver these during the period 2017-20. These will be cascaded to directorate, team and individual levels and resourced from within the establishment and budgets set by the Workforce and Medium Term Financial Plans.</p> <p><b>The management of the asset base</b>  The 2015-20 Corporate Plan implies but does not specify specific changes to the Authority’s asset base. These will be identified through the relevant programmes of work contained in the plan and referred to the Authority for decision where required or appropriate depending on their nature.</p> <p><b>Environmental</b>  Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried where required or appropriate. It is envisaged that many of these will be positive e.g. changes to the red fleet in favour of smaller, more economical vehicles, consolidation and modernisation of property assets.</p>
<p><b>PROVENANCE SECTION  &amp;  BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>The 2015-20 Corporate Plan schedules the key work programmes arising out of the 2015-20 Public Safety Plan which was approved by the Fire Authority at its 17 December 2014 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals:</p> <p><a href="http://bucksfire.gov.uk/files/5414/1803/6075/ITEM_1_6_2015-20_PSP_Consultation_-_17_December_14_CFA_Paper_Annexes.pdf">http://bucksfire.gov.uk/files/5414/1803/6075/ITEM_1_6_2015-20_PSP_Consultation_-_17_December_14_CFA_Paper_Annexes.pdf</a></p> <p>The 2015-20 Corporate Plan was first recommended by the Executive Committee at its meeting on 18 March 2015:</p> <p><a href="http://bucksfire.gov.uk/files/6314/2564/4370/ITEM_1_3_2015-20_Corporate_Plan_-">http://bucksfire.gov.uk/files/6314/2564/4370/ITEM_1_3_2015-20_Corporate_Plan_-</a></p>

	<p><a href="#">_Covering Exec Paper Annex.pdf</a></p> <p>It was subsequently approved by the Authority at its meeting on 10 June 2015:</p> <p><a href="http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_14b_2015-20_Corporate_Plan_-_Covering_Exec_Paper_Appendix_1.pdf">http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_14b_2015-20_Corporate_Plan_-_Covering_Exec_Paper_Appendix_1.pdf</a></p>
<b>APPENDICES</b>	Appendix 1: Updated 2015–20 Corporate Plan
<b>TIME REQUIRED</b>	20 Minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Stuart Gowanlock, Corporate Planning Manager</p> <p>01296 744 435</p> <p><a href="mailto:sgowanlock@bucksfire.gov.uk">sgowanlock@bucksfire.gov.uk</a></p>



# **2015 – 20 Corporate Plan Mid-Term Review & Refresh**

**June 2017**

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## 1. Introduction

This document reflects the outcomes of a mid-term review and refresh of the 2015 – 20 Corporate Plan. It sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the remaining years of the plan and continue to make progress towards the achievement of our vision and strategic objectives. It also sets out the remaining programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2015-20 Public Safety Plan. These were:

- To review capacity in each of five key geographical areas, starting with Milton Keynes, to ensure that the Service has:
  - The right balance between measures to prevent and protect against risks and the residual capacity needed to respond to emergencies;
  - The most appropriate crewing models relative to current and expected levels of demand and risk;
  - The right number of staff, fire engines and other specialist appliances required to fit with normal, day-to day-demand patterns;
  - The right number of, and location for, fire stations. This may involve moving, merging, closing or co-locating with other blue-light services.
- To identify and implement the level of capacity needed to respond to major local, regional and national emergencies and meet mutual assistance obligations to neighbouring fire and rescue services.
- To work with staff and other stakeholders to develop the very best resourcing models for both the Service and the people it serves and protects. This will embrace identifying and implementing changes to our employee proposition, staff terms and conditions of employment, skills development, crewing models and shift patterns.
- To continue to develop opportunities to increase the benefits and value that we deliver to the public by using our capacity, resources and assets to meet a wider range of community needs in partnership with others.

## **2. Overview of progress to 31 March 2017**

From the inception of the plan in April 2015 the Service has made significant and innovative progress towards the achievement of its strategic objectives. These achievements have been recognised nationally in the form of ministerial visits, speeches and awards.

In particular the Service has delivered an innovative operational response and resourcing model which is unique in the UK Fire and Rescue Service. This has been supported by extensive workforce reform and a willingness of our staff to change and work more flexibly.

We have developed and established a model which balances our risk, demand and operational / financial capacity. This has been achieved with no redundancies, no station closures and without removing any fire appliances from stations. It has been common practice in other fire and rescue services to achieve savings by such cuts to services, including station closures, while we have achieved ours through workforce reform and service remodelling. However, our services to the public have not deteriorated and, in many circumstances, have improved and diversified (e.g. medical response). We are continuing to reduce the number of serious incidents we are attending and the incidence of deaths and injury remain low by historic standards against a backdrop of an increasing population. Also our average response time to incidents has improved in the last two years after a period of increase.

Key areas of progress to date with Corporate Plan Projects include:

### Milton Keynes Reconfiguration

- Approval to proceed with the development of a new 'Blue Light Hub' facility at West Ashland, in partnership with Thames Valley Police and South Central Ambulance Service, was granted by the Fire Authority in February 2016 following the outcomes of a public consultation. This will enable resources from two existing stations, Bletchley and Great Holm, to be migrated to the new Hub alongside police and ambulance resources also being re-located from other sites across Milton Keynes. The existing station sites will then be vacated and made available for other purposes. Planning permission to proceed with the new site was granted by Milton Keynes Council in January 2017. Construction work is expected to begin in early 2018 following completion of the tender process with a view to the new facility becoming operational in 2019.



- Staff resourcing across the Milton Keynes West Area, which comprises the existing Bletchley and Great Holm fire stations, has already been reviewed, re-configured and placed within a single management structure in readiness for the move to the new facility at West Ashland.

### Workforce Reform

- A 12 month pilot was conducted to test a new employment proposition for a flexible, mobile, more accountable firefighter with a range of enhanced skill sets to deliver a more diverse role including medical response. No strike clauses are included for organisational resilience. Following the success of the pilot, the new role type has been made part of the permanent establishment with effect from April 2017.
- A new resilience crewing model was introduced that delivered a more flexible way of working for On-Call staff following a review of our resource requirements which matched operational resourcing with risk and demand. We will continue to develop this model to meet future resourcing requirements as our operating environment changes.
- A new recruitment and training model for firefighters and support staff was developed and introduced based on the Government backed apprenticeship scheme. 22 firefighter and four support service apprentices were appointed over the summer of 2016, employed by an Apprentice Training Agency for a two year training period. This will provide the opportunity to directly employ qualifying participants at the end of the apprenticeship period in order to meet resourcing requirements identified by our Workforce Plan. Another intake of apprentices is planned for summer 2017. The Authority's progress with workforce reform was acknowledged by the then Minister for Policing and the Fire Service, Brandon Lewis, in a speech to the Chief Fire Officers Association (CFOA) conference on 13 September 2016:

*"During a recent visit to Buckinghamshire I saw the strong progress that had been made in implementing alternative duty systems and how staffing is more closely aligned to risk, as well as the introduction of 22 firefighter apprentices into the Service providing a refreshed employment proposition. I am pleased to hear that learning is being shared with other services and I will watch this area with interest".*

Further recognition was received in April 2017, in the annual 'iESE Awards', with a Bronze award in the 'Transforming through People' category for the Service's workforce reform programme.

The Authority was also recognised in 2016 by the Public Service People Managers' Association for its approach to staff health & wellbeing by the winning in this category of their annual awards.

#### Business and Systems Integration

- Development and implementation of key phases of new Human Resource Management, Payroll, Finance and Health and Safety systems were completed following successful user acceptance testing and parallel runs. The new systems went live from 3 April 2017 and offer a range of automated, self-service and work-flow driven features replacing a number of inefficient, manually intensive paper based processes and obsolete legacy systems.

### 3. Changes to operating context

#### Financial Context

Successful implementation of the Corporate Plan is critical to the achievement of the Medium Term Financial Plan. Since publication of the 2015-20 Corporate Plan in March 2015, the Authority's medium term financial forecast has significantly improved thanks to the cumulative effect of measures implemented to deliver savings and the decision to increase Council Tax by 2% each year. As a result of this the cumulative savings requirement by 2019/20 is now only expected to be £253k compared with £4,162k when the Plan was first published.

#### Medium Term Financial Plan Summary

	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Net Budget Requirement	<b>28,323</b>	<b>28,186</b>	<b>27,812</b>	<b>28,641</b>
Total Funding Available	<b>28,323</b>	<b>28,186</b>	<b>27,793</b>	<b>28,407</b>
Shortfall for Year	<b>0</b>	<b>0</b>	<b>19</b>	<b>234</b>
Cumulative Savings Requirement	<b>0</b>	<b>0</b>	<b>19</b>	<b>253</b>

#### Government Policy and Legislative Context

In September 2016, Minister for Policing and the Fire Service, Brandon Lewis, set out the government's strategic reform agenda for the Fire and Rescue Service in a speech to the Chief Fire Officers Association (CFOA) conference. He identified three distinct 'pillars of transformation':

- efficiency and collaboration;
- accountability and transparency; and,
- workforce reform.

The first two of these pillars were given legislative force with the passage into law of the Policing and Crime Act 2017 which, amongst other things:

- places fire, police and ambulance services under a statutory duty to collaborate where this improves efficiency or effectiveness;
- enables Police and Crime Commissioners to become involved in the governance of fire & rescue services in their area either by becoming a fire authority member or taking over the role of a fire authority completely and, as a potential further step, integrate fire and police within a single employer organisation with an integrated single management team;
- provides for the creation of the creation of a 'rigorous and independent inspection regime' for fire and rescue in England, with sufficient access to data and information to ensure robust inspections, and the ability to undertake joint inspections with HMIC.

In relation to workforce reform, the Minister also referred to the findings of the Independent Review of Conditions of Service for Fire and Rescue Staff in England (also known as the 'Thomas Review') which made a number of recommendations in relation to:

- The working environment;
- Documented conditions of service;
- Industrial relations;
- Duty systems; and,
- Management of fire and rescue services.

### Technology Context

The Emergency Services Mobile Communications Programme (ESMCP) was launched by the Government to provide the next generation of mobile communications for emergency services which will replace the Airwave Tetra network introduced to fire services in 2009. The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.

The current national Airwave contracts are due to be terminated at the end of December 2019. The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018. These dates are now under review and a revised plan is due to be released following completion of the review.

#### **4. Main Revisions to the plan**

This plan has been updated and revised to reflect:

- progress made during the first two years of the plan (to 31 March 2017); and,
- changes to our operating context.

Detailed changes are shown in section 7 of this document with an overview of the main changes set out below.

##### Duty to collaborate

Authority collaboration with other blue light services was already well underway prior to the imposition of a statutory duty to do so. Notably with South Central Ambulance Service in relation to co-responding and Thames Valley Police in relation to sharing of property and facilities. The plans to develop shared support service functions, and in particular, a shared finance function with Royal Berkshire Fire and Rescue (RBFRS) have been reprioritised and removed from the Corporate Plan as RBFRS have decided to maintain and develop their own separate support service functions. However, we will continue to explore the potential for collaboration in this area on an opportunistic basis. In February 2017, the three Thames Valley Chief Fire Officers agreed a new set of collaboration priorities including:

- Operational alignment - developing and implementing a single mobilising policy for the Thames Valley which will enable staff in the control room to streamline their responses and free up time and effort to ensure that the community gets the best possible response;
- Fire Protection – the services will work together to produce a single fire protection policy, succession plan and one way of working, providing consistency and opportunities for staff across the Thames Valley;
- Procurement – developing and implementing a common procurement timetable for the three Thames Valley Services and looking to buy the same equipment and appliances in all of our respective Authorities.
- Risk Modelling – developing a single risk modelling methodology to enable a consistent way of assessing risk whilst still allowing risk appetite to be defined locally.

- Workforce reform – The Services will work together on workforce reform, learning from each other and sharing best practice to enable our staff to have the best possible opportunities and also enable our staff to shape the future of our Service.
- Blue light collaboration – The work going on with SCAS and TVP needs to be accelerated and highlighted to enable the community to get the best possible service.

The plan has been updated to reflect and align with these collaboration priorities as shown in section 7.

### Strategic Review of Operational Resourcing

This has been established to consolidate a number of interrelated projects that have been identified as having high levels of dependency on one another such that they would benefit from being integrated. In the original Public Safety Plan a number of key areas were identified to be reviewed. As we developed a new model for delivering operational services we started to realise that no single area could be taken in isolation and the real benefits of workforce reform are better realised through taking a holistic approach. The previously identified areas of work which are now incorporated into the Strategic Review of Operational Resourcing:

- The ongoing development of key areas of operational workforce reform such as the Flexi-Firefighter and On-Call Firefighter propositions;
- The further development of local operational terms and conditions of employment to better meet risk and demand;
- Ongoing and planned area reviews for Amersham / Chesham, Buckingham / Winslow, M40 corridor and Aylesbury Vale.

### Emergency Services Mobile Communications Programme

Our Technology strategy and programme has been updated to align with and deliver the local requirements arising out of the ESMCP (see page 18.)

### Strategic Objectives and Enablers

The fourth strategic objective has been amended (see page 11) and supporting projects added (shown at page 16) in order to prepare for the new and more rigorous inspection regime mandated by the Policing and Crime Act 2017 and government priorities in relation to equality, diversity and inclusion for the workforce and the communities that it serves.

## 5. Vision and Values

As important as what we do is how we do it and our values therefore form an integral part of our approach to planning and delivery of our services. These also translate through to individual objective setting and performance appraisal via the behavioural elements of our appraisal process, training needs assessments and annual workforce development plans.

<b>Vision</b>			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
<p><b>Service to the community</b> We will serve the community by:</p> <p>Working with all groups to reduce risk</p> <p>Treating everyone fairly and with respect</p> <p>Striving for excellence in all we do</p> <p>Being answerable to those we serve</p>	<p><b>People</b> We practice and promote:</p> <p>Fairness and respect</p> <p>Recognition of commitment and the achievement of excellent service</p> <p>Honesty and trust</p> <p>Opportunities to develop and learn</p> <p>Co-operation and inclusive working</p>	<p><b>Diversity</b> We value diversity in our service and in the community by:</p> <p>Treating everyone fairly and with respect</p> <p>Challenging prejudice and discrimination</p> <p>Creating opportunities to meet the different needs of people and the communities</p> <p>Promoting equal opportunities in terms of recruitment, promotion and retention</p>	<p><b>Improvement</b> We value improvement at all levels of the service by:</p> <p>Accepting responsibility for our performance and actions</p> <p>Being open-minded and receptive to alternative approaches</p> <p>Learning from our experiences</p> <p>Supporting others to enable them to achieve their goals</p> <p>Encourage innovation and creativity</p>

<b>Vision</b>			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
<b>Strategic Objectives</b>			
Prevent Incidents that cause harm from happening.	Protect homes, public buildings and businesses from the effects of fire.	To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand	To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.
<b>Outcome Measures</b>			
Number of accidental dwelling fires  Numbers of primary fires in non-domestic buildings  Number of deliberate fires  Number of road traffic collision killed and seriously injured	Number of fire deaths  Number of injuries in accidental dwelling fires  Number of Injuries in non-domestic building fires.  False alarms  Real alarms	Emergency response time trends  Appliance availability  Customer satisfaction (After The Incident Survey)  Co-Responding (incidents attended / lives saved)  Number of persons rescued from fires, road traffic collisions and 'Special Service' calls.	Council Tax rates compared with family group and / or other Combined Fire Authorities  Net expenditure per 1,000 population
<b>Strategic Enablers</b>			
People	To optimise the contribution and well-being of our people.		
Information Management Systems and Processes	To ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.		
Assets and Equipment	To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.		



## 7. Updated schedule of Key Projects and Tasks

### Key

New Objectives / Enablers / Projects / Tasks			
R	A	G	Current status of planned projects & tasks
			Original 2015-20 Plan project / task timescales
			Revised or new project / task timescales
Project / Task			Colour code for projects and tasks related to TV Collaboration Programme Priorities.

<b>Strategic objective 1</b>		Prevent Incidents that cause harm from happening.					
<b>What we will do:</b>		<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>NOTES</b>	
Implement Prevention Strategy.	COMPLETE						
Move to focussed Central Prevention Team. This team will reflect the strategy, support stations and be accountable against risk based agreed performance measures.	COMPLETE						
Effective partnership working to identify “at risk” groups to ensure a targeted approach to prevention initiatives.	G	G				No change to original plan	
Focus on community engagement, supporting both fire and the wider social health and well-being risks in the community.	G	G				No change to original plan	
Promote the installation of fire suppression systems in domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	G	G				No change to original plan	
Achieve reduction of RTC (road traffic collisions) KSI (killed or seriously injured) as a strategic priority for the Buckinghamshire and Milton Keynes Partnership Boards	G					Now embedded ‘business as usual’ activity	

<b>Strategic objective 2</b>	Protect homes, public buildings and businesses from the effects of fire.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>NOTES</b>
Implement Protection Strategy	COMPLETE					Review & Refresh in light of inclusion in Thames Valley Collaboration programme priorities.
Protection structure review and implementation, including the involvement of station based personnel in providing business safety advice.	COMPLETE					
Support and maintain a risk based audit programme reconfigured to ensure a targeted approach to the provision of business safety advice and enforcement.	G	G				Now embedded 'business as usual' activity – continue to plan end date.
Promote the installation of fire suppression systems in non- domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	A	G				Now embedded 'business as usual' activity – continue to plan end date.

<b>Strategic objective 3</b>		To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand					
<b>What we will do:</b>		<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>NOTES</b>
Milton Keynes reconfiguration		G	G				Workforce reconfiguration elements complete in readiness for migration of resources to new location in 2019
Strategic Review of Operational Resourcing							Integrates previous Area Review Projects, On Call Duty Systems & workforce reform work. Planned end date unchanged
On-Call Duty System Pilot		G	G				Absorbed into Strategic Review of Resources.
Expansion of Co-Responding Scheme		G	G				Continue to develop and expand to end of Plan period.
Operational Alignment – Single Thames Valley mobilising policy							Agreed as Thames Valley Collaboration Priority
HS2 Preparation / Engagement							Engagement with project underway via HS2 Incident Response Group following Royal Assent. Contract expected to be awarded Summer 2017 followed by one year planning phase prior to construction commencing Summer 2018.
TV Risk Modelling							Currently underway via Thames Valley IRMP / Data Group
Prepare 2020 – 2025 Public Safety Plan							Public Consultation to take place in 2019. CFA to approve December 2019

<b>Strategic objective 4</b>	To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>NOTES</b>
Implement legislated changes to Firefighter Pension Schemes	Complete					
Review of pension scheme administration to improve service.		Complete				
Management Structure Reviews	G	G				Various reviews undertaken in first two years of Plan. Timing of future reviews to be confirmed.
Collaborative procurement and contract negotiation	G	G				Agreed as a Thames Valley Collaboration Priority
Blue light collaboration (TVP / SCAS)						Agreed as a Thames Valley Collaboration Priority
Implement / Embed FRS Equality Framework						
Implement Operational Assurance Improvement Plan						
Prepare for new HM FRS Inspection regime						
General Data Protection Regulations (To be fully implemented by 25 May 2018)						In addition to stand alone work, a number of information and records management projects, within the Corporate Plan, will be affected by the need to ensure adequate security and privacy arrangements are put in place.

<b>Strategic Enabler 1</b>	To optimise the contribution and well-being of our people.					
<b>What we will do:</b>	<b>When we will do it:</b>					<b>NOTES</b>
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	
Adapt and refresh the workforce to improve service delivery, resilience and deliver PSP outcomes.	G	G				Absorbed into Strategic Review of Operational Resourcing from 2017/18
Move to flexible, affordable local terms and conditions where appropriate to support demand and risk led people resourcing.	G	G				Main elements absorbed into Strategic Review of Operational Resourcing from 2017/18
Ensure the People Strategy, employment policy, supporting contracts and building capacity & capability systems are established to support demand and risk led people resourcing.	G	G				Policy and procedure elements complete. Contracts to be revised as need arises. Regular reviews to reflect changes to legislation, 'best practice' and learning from case management.
Adapt employee proposition to optimise employee motivation, attract and retain right calibre, high performing people.	G	G				No change – proceeding as planned.
KIS Structure Review and implementation.	G	G				Structure revisited and revised in H2 2016/17 to improve focus and resilience of Information Team
Workforce evolution / collaborative reform						Explore further collaboration opportunities with Thames Valley partners and potential for other strategic alliances.

<b>Strategic Enabler 2</b>	Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>NOTES</b>
Knowledge & Information Services strategy implementation	Complete					
Business Systems Integration Programme	A	G				Work started later than planned but proceeding to revised schedule
Automation of Payroll Input	Complete					
Migration to electronic workflow to support key people business processes		G				New systems went live in April 2017 with further integrations planned for 2017/18.
ESMCP implementation planning						Dependency on national ESMCP Project (scope and timescales could change)
Implement localised elements of ESMCP						Dependency on national ESMCP Project.
Review / agree technology strategy			➔			Moved to 2018/19. Project name change to reflect restructure of former Knowledge and Information Department
Begin implementation of updated technology strategy				➔		Implementation to begin a year later to align with completion of review date.

<b>Strategic Enabler 3</b>	Assets and Equipment: To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.					
<b>What we will do:</b>	<b>When we will do it:</b>					<b>NOTES</b>
<b>Initiative / Project / Key Task</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	
MK Transformation Project (Build)		A	A			Delay to construction timetable due to need to re-run tender process.
Head Quarters / Unit 7 Reconfiguration	A	A				Dependency of MK Build Project. Landlord has agreed flexible lease extension for Unit 7.
PPE Review Project						Dependency on progress with national project – scheduled to deliver April 2018
Implement Red Fleet diversification (new appliance procurement)	A	A				Procurement of vehicles occurring later than originally planned
Evaluate Impact of Red Fleet diversification strategy			➔			Put back to last year of plan in light of later delivery of vehicles.



## 8. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	<ul style="list-style-type: none"> <li>▪ Budget Monitoring Process (officer and member scrutiny)</li> <li>▪ Medium term financial planning process</li> <li>▪ Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)</li> </ul>
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	<ul style="list-style-type: none"> <li>▪ Strategic Training Review</li> <li>▪ Workforce Plan</li> <li>▪ Resourcing, Retention and Remuneration strategies</li> </ul>
Prolonged business continuity issue (e.g. pandemic flu, industrial action)	<ul style="list-style-type: none"> <li>▪ Peer reviewed business continuity plan in place and tested</li> <li>▪ Employee relations engagement strategy in place</li> <li>▪ Development of resilience arrangements and contractual incentives for staff.</li> </ul>
Unexpected financial pressures	<ul style="list-style-type: none"> <li>▪ Budget Monitoring Process (officer and member scrutiny)</li> <li>▪ Medium term financial planning process</li> <li>▪ Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)</li> </ul>
Dependencies on external parties	<ul style="list-style-type: none"> <li>▪ Contract / MOU monitoring</li> <li>▪ Business continuity plan</li> </ul>
Delay / failure of national ESMCP project	<ul style="list-style-type: none"> <li>▪ Resilience, maintenance and support of legacy systems.</li> </ul>
Disruption to partnership working caused by political change e.g. potential move to a unitary council structure for Buckinghamshire	<ul style="list-style-type: none"> <li>▪ Appointment of lead officer to plan and manage mitigating actions</li> <li>▪ Close liaison with transition project team</li> </ul>

## **9. Plan Governance and Monitoring**

The key activities and projects specified within this plan will each be supported and developed in more detail through annual Senior Management Board collective objectives. In turn these objectives are delivered by cascading them throughout the organisation via our objective setting and review process. New projects are costed and risk-assessed and submitted through our rigorous approval processes. Each activity or project will be cascaded to a department to deliver through its own individual departmental action plan.

### **Regular Monitoring**

Directorates / Departments will review their performance against their action plans and assess progress of the key activities/projects and monitor their position against agreed performance indicators and risk treatments, updating their progress using our performance management system and its associated risk register.

This will be supported by monthly budget monitoring reports assessing actual/ projected spend against planned expenditure ensuring financial issues are appropriately raised in good time.

### **Quarterly Monitoring**

At the Quarterly Performance Management Board meetings, Department Heads will discuss progress to ensure that any issues and risks arising are, where appropriate, highlighted to our Senior Management Team, and give assurances that any remedial actions will address the issues. On a quarterly basis, the Data Intelligence Team will produce quarterly performance reports bringing together performance, risk and financial management. These reports will then form the basis of performance reports to the Fire Authority.

### **Annual Monitoring**

A summary of progress in relation to key Plan outcomes will be included in our annual Statement of Assurance which is scrutinised by Fire Authority Members at the Overview and Audit Committee. Our annual performance is also reported to the Authority in the form of our balanced scorecard which is aligned directly with our Corporate Plan strategic objectives and measures. An annual report is presented by the Chief Fire Officer to Buckinghamshire County and Milton Keynes councils. Finally, all staff receive an annual performance review based on their achievements against the corporate objectives.



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	12 July 2017
<b>OFFICER</b>	Director People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>Occupational Health Collaborative Tender</b>
<b>EXECUTIVE SUMMARY</b>	<p>The Occupational Health (OH) contract for OH Services and Employee Assistance Programme (EAP) was part of a sub contract arrangement with Buckinghamshire County Council (BCC) and in place since 2013. With the contractual arrangement coming to an end in September 2016, this created an opportunity to consider new suppliers and to improve the OH service through new collaborative arrangements.</p> <p>The Occupational Health (OH) Tender went out seeking a provider to replace our incumbent due to contract expiration. This included Core OH, EAP and the addition of Well-being which historically did not form part of any previous contract.</p> <p>This OH project fits well with the Authority's strategic aim within the Corporate Plan 2015-20 "to optimise the contribution and well-being of our people".</p> <p>More details about the project and the tender outcome are provided in Annex A.</p>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	That the positive outcomes of this initiative be noted.
<b>RISK MANAGEMENT</b>	<p>The initiative meets the objectives of the 2015 - 2020 Corporate Plan to 'optimise the contribution and well-being of our people'. The aim of the new contractual arrangements is to reduce risks such as sickness absence, reduced productivity and associated costs through well managed professional OH and Well-being support.</p> <p>The contract contains the addition of preventative health and well-being initiatives. This was not part of the previous provision under the old contract.</p> <p>With the growth in mental health issues and associated absence nationally the programme will commence with mental health initiatives. In addition</p>

	<p>our existing employee demographics are likely to be impacted further by recent pensions changes creating an ageing workforce risk therefore the programme will contain initiatives to mitigate the risk of claims through ill health and are intended to optimise employee contribution by keeping people happy and healthy in work.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>The total annual costs for the new contract are £56,400 (previous annual cost was £57,123).</p> <p>On the headline figures there is then a minimal saving, however, the new contract contains the additional service of well-being which was not included within the previous contract. This attracts a premium of £7,400 and is included in the total annual cost shown above.</p> <p>The decision to include well-being provides £22,200 in additional service value over the life of the contract and provides indirect financial benefits for the Authority by helping to reduce the frequency and length of absences from work.</p>
<b>LEGAL IMPLICATIONS</b>	<p>There are no legal implications arising from the recommendations.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABERATE</b>	<p>The creation of the tender and subsequent contract are a collaborative arrangement between Buckinghamshire Fire and Rescue Service (BFRS), Northamptonshire Fire and Rescue Service (NFRS) and Oxfordshire Fire and Rescue Service (OFRS).</p> <p>Royal Berkshire Fire and Rescue Service (RBFRS) were initially involved in the collaborative tender process, however in June 2016 decided to withdraw.</p> <p>Working arrangements and relationships between BFRS, NFRS and OFRS senior operational managers, HR and Health and Safety managers have and continue to be extremely positive throughout this project.</p> <p>Cost savings are anticipated by BFRS and it is understood that there has been a significant cost reduction for NFRS in the annual cost of OH service provision</p> <p>Should OFRS take up their collaborative option from 2018, then it is possible that the costs to the three services could reduce further as an outcome of the next tender for OH services.</p> <p>There will be ongoing collaboration between the aforementioned sharing learns, reviewing how the contract is going, comparing data and reviewing related policy and guidance.</p>
<b>HEALTH AND SAFETY</b>	<p>The initiative supports improved health and well-being. The OH Provider acts as the Authority's Medical</p>

	Advisor and may be called upon to give prevention or treatment advice, guidance and expert opinion relating to absence, ill health and injury awards arising from a health & safety event.
<b>EQUALITY AND DIVERSITY</b>	<p>An impact assessment has been carried out and no negative equality and diversity issues are identified. Improvements in service levels and sharing best practice through collaboration can lead to positive outcomes for all protected characteristics.</p> <p>This initiative contributes to the Authority's EDI programme by preventing disability and protecting those with a disability.</p>
<b>USE OF RESOURCES</b>	<p><b>Communication with stakeholders:</b></p> <p>Stakeholder communication will remain a significant element of the successful implementation of the new OH provision. Employee will be communicated using established internal processes such as letter and the intranet.</p> <p>Due to the critical nature of the OH contract the full support of the Service Delivery department was essential. A Group Commander from Service Delivery had full involvement in the preparation of the tender specification and acted as critical friends to the HR and Procurement Team. Two Group Commanders (Service Delivery North and South) participated in the tender evaluation.</p> <p><b>The balance between spending and resources:</b></p> <p>The project was delivered from within existing resources from within Personnel and Organisational Development and Procurement departments.</p> <p><b>The system of internal control:</b></p> <p>The contact will be managed by HR with fixed monthly and quarterly fees. Regular meetings will be held with the service provider to ensure the agreed service levels are met.</p> <p><b>The medium term financial strategy:</b></p> <p>Absence levels will continue to be monitored to determine if there are longer term positive impacts that may be attributed to this initiative. A reduction in absence levels contributes positively to the Medium Term Financial Plan.</p>
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p><b>Background</b></p> <p><b>Corporate Plan for 2015-2020:</b></p> <p><a href="http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_1_4b_2015-20_Corporate_Plan_-_Covering_Exec_Paper_Appendix_1.pdf">http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_1_4b_2015-20_Corporate_Plan_-_Covering_Exec_Paper_Appendix_1.pdf</a></p> <p><b>Memorandum of Understanding (MOU) with</b></p>

	<b>Royal Berkshire and Oxfordshire Fire and Rescue Services:</b> <a href="http://bucksfire.gov.uk/files/7314/5563/7856/ITEM_1_5_Memorandum_of_Understanding_with_Royal_Berks_hire_and_Oxfordshire_Fire_and_Rescue_Services.com_pressed.pdf">http://bucksfire.gov.uk/files/7314/5563/7856/ITEM_1_5_Memorandum_of_Understanding_with_Royal_Berks_hire_and_Oxfordshire_Fire_and_Rescue_Services.com_pressed.pdf</a>
<b>APPENDICES</b>	<b>Annex A: Occupational Health Collaborative Tender</b>
<b>TIME REQUIRED</b>	10 Minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	Mark Ridder, Employee Relations and Engagement Manager <a href="mailto:mrider@bucksfire.gov.uk">mrider@bucksfire.gov.uk</a> 01296 744634

## **Occupational Health Collaborative Tender**

### **1.0 Introduction**

The Authority outsources Occupational Health (OH) Services and Employee Assistance Provision (EAP). These contracts are managed by Human Resources.

The OH contract for OH Services and Employee Assistance Programme (EAP) was part of a sub contract arrangement with Buckinghamshire County Council (BCC) and in place since 2013. With the contractual arrangement coming to an end in September 2016, this created an opportunity to consider new suppliers and to improve the OH service through new collaborative arrangements.

An OH Tender was created in Quarter 4 2016/17 to seek a provider to replace our incumbent due to the contract expiration. This included Core OH, EAP and Whistleblowing Line. The tender specification contained the option to add a preventative Health and Well-being service to include the provision of initiatives for the promotion of improved health in specific areas, not available under the previous contract.

This OH project fits well with the Authority's strategic aim within the Corporate Plan 2015-20 "to optimise the contribution and well-being of our people".

### **2.0 Key Aspects of the Initiative**

Initially exploring the concept of collaborative arrangements with Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) then adding an additional partner Northamptonshire Fire and Rescue Service (NFRS). The project involved:

- Maintaining positive relationships and contractual arrangements with BCC in order to maintain the existing arrangements should it not be optimum to venture to join with other partner FRS' or to go solo on a tender.
- BFRS negotiated and fixed the price of the existing contract to allow for BFRS contract end times to be extended, at no additional cost between September 2016 and March 31 2017. This facilitated a seamless ending of existing OH contract and alignment with the new collaborative partner Northamptonshire Fire and Rescue Service (NFRS).
- Collaborative working between BFRS, OFRS and NFRS. The BFRS Employee Relations and Procurement Team led the project to establish, agree and set out a fit for purpose tender specification and evaluations containing both financial and service level improvements.
- The tender was awarded in Quarter 4 2016/17 and the commencement of service set for 1 April 2017.

### **3.0 The Aims of the Occupational Health Services Contract**

The arrangements needed to allow for management referrals for physical and mental health of employees and routine medical assessments to include:

- Promoting healthy working practices/lifestyles.
- Routine medicals and management referrals at selected geographical locations.
- Assessing and monitoring the effects of health on work, and work on health.
- Preventing ill health arising from working practices or conditions.
- Reducing sickness absence and ill-health retirements, including monitoring long-term and/or recurring sickness absence.
- Education/Awareness of Health and wellbeing.
- Rehabilitation.
- Liaison with external specialists.
- Pre - employment assessment / Return to work assessments.
- With cause and pre-arranged substance misuse and alcohol testing.
- Employee Assistance programme 24/7.
- Counselling services as per the previous provider.
- Whistleblowing line 24/7.

### **3.0 Outcome**

Milton Keynes Occupational Health (MKOH) were the successful tenderer, offering us three clinic locations across the county and a reciprocal arrangement providing the opportunity to book sessions across the border in Northamptonshire and Oxfordshire, should there be a need in the future. A competitive pricing proposal was received which will be on an annual basis as opposed to a pay when used service.

Positive results of the successful tender included:

- Successful transfer from existing OH provider for BFRS and NFRS on 1 April 2017 with OFRS retaining an option to join in late 2018.
- Use of the new service commenced on schedule 1 April 2017 in tandem with NFRS.
- An anticipated like for like minimal cost reduction to BFRS of like for like OH services. A financial summary is contained in the financial implications of the cover paper.
- Tighter contract management controls set with clear, specific and tighter Key Performance Indicators set out in the tender contract specification.



- Continued collaborative working with contract management and the opportunity to share best practice OH management with NFRS and OFRS.
- Increased optional flexibility of the availability of OH clinic locations.

#### **4.0 Summary and Conclusion**

BFRS and NFRS have been able to slightly decrease the budgeted cost of services rendered, whilst increasing what is being provided in the nature of preventative health and Well-being services. It is expected that OFRS can also achieve cost reductions when their existing contract ceases in 2018, should they take up the option.

This tender process was conducted in line with the principles of the Memorandum of Understanding (MOU) of collaboration between the Thames Valley Fire and Rescue Services. Early in the process BFRS approached NFRS to establish their interest in joining the tender process, this proved to be the case and was successful.

It is anticipated that the new arrangements will achieve service improvements whilst still maintaining integrity in deliverables. The new contract is designed to provide value for money like for like, allowing funding for well-being initiatives.

This initiative is an example of how services from different counties can work effectively together, accommodating the inherent differences between fire and rescue services; to get an outcome that works for all.

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	12 July 2017
<b>OFFICER</b>	Lynne Swift, Director of People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>Strategic Training and Delivery Partnership</b>
<b>EXECUTIVE SUMMARY</b>	<p>This report is being presented to members, in order to provide an overview of the notable benefits that have again been realised through the continuation of the training and delivery partnership agreement between the Authority and Fire Service College (Capita).</p> <p>The attached partnership summary report (Appendix A) details the financial overview for the 2016\17 partnership, as well as the outputs and outcomes that were achieved. This is the second year of an initial one year pilot, with the total programme value for this period amounting to <b>£163,600</b>.</p> <p>Furthermore, the report also highlights recent developments that has resulted in there now being a contractual agreement in place with the Fire Service College for an initial three year period, having been required to undertake a full tender process, following expiry of the previously used Crown Commercial Service (CCS) framework relating to the procurement of training services.</p> <p>The total programme value for this three year period amounts to <b>£524,217</b> or <b>£174,739</b> per annum, which when compared to the 2015\16 agreement cost of <b>£178,815</b> realises a like for like saving of <b>£4,076</b>.</p> <p>This new contractual agreement ensures our operational staff continue to receive the best training possible, whilst at the same time providing value for money to local taxpayers.</p>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"> <li>1) the enhanced benefits that have again been realised through the 2016\17 training and delivery partnership, principally those opportunities provided to our operational staff with regard to being able to train and exercise</li> </ol>

	<p>in realistic and challenging environments be acknowledged.</p> <p>2) the commencement of a new three year contract with Fire Service College (Capita) that safeguards our ability to effectively deliver key elements of operational training be noted.</p>
<p><b>RISK MANAGEMENT</b></p>	<p>Risk:</p> <p>The professional partner terminating the partnership agreement leaving Authority with limited resources and obvious gaps within the quality assurance and validation elements of the training framework.</p> <p>Mitigation:</p> <p>The Authority will retain the necessary capabilities 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 invariably connect the Authority to this commercial organisation. This could lead to reputational issues if the professional partner were to be subject to negative press.</p> <p>Mitigation:</p> <p>The Fire Service College (FSC) is a well-established and respected trade name within the fire sector. There have been no recorded issues of notable bad press during the previous periods of the partnership, however the Authority 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 30 day termination clause contained within the contract.</p> <p>Risk:</p> <p>The Authority or the FSC fails to deliver on the requirements as detailed within 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 prior to being passed onto the Performance Management Board.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>The total budgeted cost to the Authority for the training partnership, during the period 2016\17 was <b>£163,600</b> per annum.</p> <p>This was funded through a payment of <b>£83,600</b> per year to the FSC, with the remaining balance of the funds being provided through the Authority providing</p>

	<p>the FSC with training instructors for a minimum of 320 days per year, which equates to <b>£80,000</b>.</p> <p>The total cost of the 2017\20 partnership is projected to be <b>£524,217 (£174,739 per annum)</b>.</p> <p>If the option of the two year extension were to be taken up, the potential contract value would amount to <b>£873,695</b>.</p> <p>In keeping with previous years the contractual costs will be funded through a direct payment to the FSC, in this instance <b>£99,739</b> per year, commencing 1 June 2017. The remaining balance of the funds will again be provided by the <b>300</b> training instructor days, which for each of the initial three years equates to <b>£75,000</b> per year.</p> <p>Whilst the monetary value in respect of this new three year contractual agreement has increased, it nonetheless continues to remain within the agreed budget envelope for operational training.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>The competitive tender process undertaken has been conducted in accordance with the Authority's standing orders relating to contracts.</p> <p>Being as the contractual value is over £150,000 it shall be sent to the Monitoring Officer and shall be sealed on behalf of the Authority.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>Opportunities for collaboration, in particular with the other Thames Valley fire and rescue services, have been proactively sought over the past 24 months.</p> <p>All training specifications that were subsequently included within the published tender documentation were shared with both Oxfordshire and Royal Berkshire Fire and Rescue Services, in order for them, should they wish, to be named on any resulting contract.</p> <p>After some initial interest, either service considered the structure of our particular training and delivery model to be a viable option.</p> <p>Nevertheless, continuation of this contractual agreement, has enabled the Authority to safeguard a training delivery model that remains efficient, effective and economical.</p> <p>Furthermore, whilst the Policing and Crime Act 2017 places a duty on emergency services to collaborate, operational fire service training is not necessarily an area that would attract expressions of interest from either the ambulance or police services.</p> <p>However, the introduction of the multi-agency\larger scale exercises will unquestionably improve our operational preparedness and opportunity to undertake partnership working with other emergency</p>

	<p>services when responding to a range of complex incidents.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>The inception of the training delivery partnership with the FSC has enhanced those systems which are fundamental toward addressing the training needs of principally operational employees, as well as improving the reporting mechanisms that in turn maintain the overall health, safety and well-being of those staff, at the same time providing continued reassurance to the Authority.</p> <p>Through the exceptional facilities provided at the FSC, operational staff will during the validation and larger scale exercises, have access to realistic scenarios that will unquestionably test and develop their operational competencies from both a practical and theoretical knowledge perspective.</p> <p>The independent scrutiny regarding the performance of both Buckinghamshire Fire and Rescue Service (BFRS) Area Trainers and operational staff during the validation exercises, will also provide assurance to the Authority that maintenance of skills training on stations remains effective and the associated occupational risks to our operational staff are being appropriately managed.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>A previously completed Integrated Impact Assessment (IIA) acknowledges the importance of having an inclusive approach to learning, teaching and assessment within the environment of operational training that benefits staff across all the protected characteristics.</p> <p>Furthermore, 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 the provision for reasonable adjustments to be made, thereby providing all staff with the appropriate opportunity to access the various FSC training courses.</p>
<p><b>USE OF RESOURCES</b></p>	<p>The continuation of this partnership agreement remains in keeping with the Authority’s Corporate Plan, namely to:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Manage all our resources to provide the best value for the residents and businesses of the communities we serve.</li> </ul> <p><b>Communication with stakeholders;</b></p> <p>Verbal and written progress reports are routinely provided to the Training Strategy Group. Furthermore,</p>

	<p>regular progress meetings are held between managers and representatives of the FSC, in order to ensure key requirements of the partnership agreement are being satisfactorily fulfilled.</p> <p><b>The system of internal control;</b></p> <p>The Training Strategy Group (TSG) is responsible for monitoring progress of the training partnership. Quarterly performance and progress reports are reviewed by this group prior to being passed onto the Performance Management Board.</p> <p>Membership of TSG is made up of managers with the authority to make strategic decisions and set direction of training.</p> <p><b>The medium term financial strategy;</b></p> <p>It is projected that associated costs relating to the partnership agreement will be met within the existing budget.</p> <p><b>The balance between spending and resources;</b></p> <p>No immediate funding requirements have been identified.</p> <p><b>The management of the asset base;</b></p> <p>There are currently no identified impacts on the asset base.</p> <p><b>The arrangements to promote and ensure probity and propriety;</b></p> <p>The training delivery partnership is expected to continue having a positive impact against these criteria by maintaining robust and transparent quality assurance and validation structure for training.</p> <p><b>Environmental;</b></p> <p>Whilst there still remains a requirement for BFRS crews to travel to the FSC to undertake safety critical training, at least once every two years. The move toward a more localised approach to training, as detailed within the approved Training Strategy and Framework, has ensured the Authority is now far better placed to identify and manage potential environmental hazards in both the internal and external environments.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p>Training Partnership Proposal Report approved at March 2015 Fire Authority Executive Committee Meeting;</p> <p><a href="#">Training Partnership Proposal Report: 2015</a></p> <p>Strategic Training and Delivery Partnership Report approved at May 2016 Fire Authority Executive Committee Meeting;</p> <p><a href="#">Strategic Training and Delivery Partnership Report:</a></p>

	<a href="#">2016</a> <a href="#">Financial Regulations, June 2014</a> <a href="#">Standing Orders Relating to Contracts</a>
<b>APPENDICES</b>	Appendix A: Training & Delivery Partnership Financial Overview, Outcomes & Outputs.
<b>TIME REQUIRED</b>	15 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	Steve Wells, Head of Operational Training and Assurance <a href="mailto:swells@bucksfire.gov.uk">swells@bucksfire.gov.uk</a> 01296 744426



## Appendix A

### Strategic Training and Delivery Partnership Background

#### Partnership Agreement 2016\17

This past 12 months has seen the continuation of what is now the second year of an extended pilot that has resulted in a more innovative approach being taken toward the way elements of safety critical operational training is delivered, in partnership with the Fire Service College (FSC).

The independent assessment and scrutiny all our front-line staff are subject to, whilst engaged in the validation exercises, provide genuine reassurance that the operational competencies, specifically in relation to Incident Command and Breathing Apparatus wearer are in accordance with recognised best practice and safe systems of work.

The decision to extend the partnership agreement by a further year, utilising the 'Wider Public Sector Framework' enabled the Authority to carry on with adopting a flexible approach towards meeting the challenges faced by any future reductions in the government grant funding. Whilst at the same time enhancing the Authority's professional reputation within the fire sector, in light of the fact it has yet again been BFRS employees delivering what are essentially FSC courses, to both national and international delegates.

#### 2016\17 Training & Delivery Partnership Financial Overview

AGREED Partnership costs for second year delivery:

Element	Price (£)	Commentary
Validation Exercises	102,250	For up to 25 courses, based on a price of £4090 per course.
Training and 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, £1,000 per course.
Instructor Accommodation	2,600	1 week's accommodation single en-suite, food not included.
<b>Programme Value</b>	<b>163,600</b>	
Discount against agreed 320 BFRS instructor days to FSC	<b>-80,000</b>	BFRS instructor day rate training credit £250. <b>80 instructor days</b> carried over from 2015\16, resulting in a total of 400 days needing to be fulfilled by April 2017.
<b>Total Discounted</b>	<b>83,600</b>	Agreed charge of <b>£83,600</b> p.a. from May 2016. (11 months @

<b>Programme Value</b>		£7,600).
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### **OUTCOMES & OUPUTS from the 2016\17 Training & Delivery Partnership**

Activity:	Total By end of training year :
Validation Exercises	<b>25</b>
• <i>Day Time Exercises</i>	(22)
• <i>Night Time Exercises</i>	(3)
Training and Development Days	<b>25</b>
Supervisory Commanders Assessed for: Incident Command Level 1	<b>83*</b>
Operational staff assessed for: Breathing Apparatus Wear	<b>226**</b>

\* (x7) fails: one member of staff has left BFRS, two reverted to FFs, one is subject to a development plan and three others subsequently passed.

\*\* (x16) fails: this relates to fourteen different members of staff, two of which failed on separate occasions.

#### **Validation Exercises:**

Utilising the extensive training facilities at the FSC, operational staff are subject to six simulated scenarios, five relate to 'fire' and one to road traffic collision (RTC). The exercises create a perfect environment for the operational competencies and performance of staff to be realistically challenged, whilst being independently assessed.

#### **Training and Development Days:**

Again utilising the FSC training facilities, these days are designed specifically to provide operational staff with further opportunity to develop their practical skills, with particular attention placed upon addressing those identified 'learning trends' derived from the previous year's validation exercises.

In accordance with the 2016\17 partnership agreement, the Authority were contractually obliged to provide **320** instructor days to the Fire Service College (FSC), to support the delivery of training courses on behalf of the FSC. In addition, an agreed **80** days were carried over from the 2015\16 agreement making a total of **400** days needing to be fulfilled. By the end of March 2017, BFRS Area Trainers delivered **403** 'instructor' days.

<b>Instructor Schedule at the Fire Service College</b>	
<b>COURSE</b>	<b>INSTRUCTOR DAYS</b>

Firefighter Development Programme (FFDP): Buckinghamshire FRS Apprentices	174
Breathing Apparatus Instructors	69
Fire Behaviour Training Instructors	51
Breathing Apparatus Initial: Buckinghamshire On-Call	43
HART: Extended duration BA	23
Tactical Ventilation Instructors	21
Incident Command, Fire Investigation and International delegate courses	12
Road Traffic Collison Instructors	10
<b>TOTAL:</b>	<b>403</b>

### **Partnership Agreement 2017\20:**

Following the expiry of the previously utilised Crown Commercial Service (CCS) framework relating to the procurement of training services, it was identified that a further extension of our existing training partnership agreement would not be permissible.

It was also recognised the approach which had been adopted until that time, namely to extend our agreement on an annual basis, was considered to provide limited assurance for such a fundamental element of our operational training provision, especially if were to become no longer available.

With the aim of retaining our agreed training strategy model, the decision was taken for a longer term solution to be progressed, in order to safeguard our ability to effectively deliver operational training.

The preferred choice was to award a three year contract, with an option for a further two year extension, however due to the estimated contract value a full tender process was required.

Supporting documentation and notices were subsequently prepared, resulting in an 'Invitation to Tender' being published in the Official Journal of the European Union (OJEU). A specified requirement, as detailed within the Public Sector Directive, in light of the fact the financial value of the contract would be above the relevant threshold.

Tender evaluations and supplier presentations were conducted during March 2017, the outcome of which resulted in Fire Service College (Capita) being awarded the contract.

The content of this new agreement, commencing on the 1 June 2017, contains a number of notable variations, which are detailed below:

- Both the number of validation exercises and training & development events have been reduced to 20 days each. This is to better reflect the current establishment figures relating to operational staff, however continues to ensure the relevant training frequency requirements are still adhered too, in order to make certain operational competence is appropriately maintained.
- Reduction in the number of 'instructor schedule' days from **320** to **300**, in order to create additional capacity for the delivery of internal training, maintenance of competence and quality assurance observations.
- Introduction of multi-agency\larger scale exercises designed to improve operational effectiveness and joint partnership working with other emergency services when responding to a range of complex incidents.
- Inclusion of all Level 2, 3 and 4 Incident Command (IC) reassessments, allowing for a more effective approach toward how these specific competencies are routinely maintained. Also enables expenditure for Incident Command normally incorporated within the Training Needs Analysis (TNA) budget, to now be spent on other identified requirements from an organisational learning and development perspective.
- Use of FSC appliances, in order to minimise disruption to the operational resourcing model, as well as conserving costs associated with fuel and mechanical wear and tear.

The revised contractual agreement will run over a three year period, commencing the **1 June 2017** until **31 May 2020**, with an option to extend by a further two years, taking the potential end date to **May 2022**.

## **2017\20 Training Delivery Partnership Financial Overview**

AGREED annual partnership costs for delivery over three year period:

<b>Element</b>	<b>Price (£)</b>	<b>Commentary</b>
Validation Exercises	91,300	For up to 20 courses, based on a price of £4,565 per course.
Training & Development Days	47,000	For up to 20 courses, based on a price of £2,350 per course.
Multi-Agency Exercises	8,800	For up to 4 events per 12 months @ £2,200.
Instructor Development Programme	13,939	Provided at 50% of standard price and includes accommodation.
Incident Command Refresher Courses	13,700	For up to 20 courses, covering all levels of incident command, based on a price of £685 per delegate.
<b>Programme Value</b>	<b>174,739</b>	Value per annum.

Discount against agreed 300 BFRS instructor days to FSC	<b>-75,000</b>	BFRS instructor rate training credit of £250.
<b>Total Discounted Programme Value</b>	<b>99,739</b>	Agreed charge of <b>£99,739</b> p.a. commencing 1 June 2017.

## Summary

The continued relationship with the Fire Service College will undoubtedly create further opportunity to develop a more experiential and immersive training environment that challenges the decision making and competencies of our operational managers and staff.

The introduction of the four multi-agency\larger scale exercises will strongly test our operational preparedness, effectiveness and ability to work alongside partners from other emergency services, in bringing about the safe resolution to a range of complex incidents.

Whilst the monetary value in respect of this new three year contractual agreement has increased, it nonetheless continues to remain within the agreed budget envelope and when compared to the 2015\16 agreement cost of **£178,815** realises a like for like saving of **£4,076**. This new contractual agreement ensures our operational staff continue to receive the best training possible, whilst at the same time providing value for money to local taxpayers.

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	12 July 2017
<b>OFFICER</b>	Julian Parsons, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Peter McDonald
<b>SUBJECT OF THE REPORT</b>	<b>Emergency Services Mobile Communications Programme (ESMCP)</b>
<b>EXECUTIVE SUMMARY</b>	<p>This paper is to provide a further update regarding the national status of the programme and the impact on the regional and local transition.</p> <p>Since last reporting the main developments are as follows:</p> <ul style="list-style-type: none"> <li>• The Public Accounts Committee (PAC) recently recalled the Home Office Programme representatives following their last review of the Programme.</li> <li>• The delay reported to the Programme in the last report to Members has now been extended to 9 months. A revision is being carried out to the National Plan – this will not be available to User Organisations until the end of July 2017 at the earliest.</li> <li>• It has been recommended by the PAC that the Home Office must urgently seek assurances that both Motorola and Vodafone will continue to provide a communications service up until the point of full ESN transition in 2020.</li> <li>• There continues to be some concern that regarding the provision of an ESN solution that will work underground. Until the Emergency Services working in London receive assurances that this service will work effectively, it is unlikely that they will transition which may impact the programme timelines further.</li> <li>• The continuing concern for officers is the lack of detailed information being released from the centre regarding devices and the compression of the timeframe allowed for the testing and assurance process.</li> </ul>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	That the report be noted.

<p><b>RISK MANAGEMENT</b></p>	<p>It was reported in the last paper to Members that there was an unknown financial risk to the Service with regard to achieving the necessary security information technology compliance. It is still believed that any costs to achieve this compliance will be met by the central programme as it will be a new burden but this has still to be confirmed. This remains a risk to the service and is still raised at every opportunity in order to receive assurances.</p> <p>The PAC recalled Home Office Programme officials in March 2017. A number of recommendations have since been made regarding the arrangements that Motorola and Vodafone will have in place to ensure that the existing Airwave system remains fully functional up until the point of transition completion in 2020.</p> <p>It should be noted that the delay to the programme reported in the last update to Members has now been extended to 9 months.</p> <p>The PAC has also expressed concern that the Home Office department has not yet finalised how ESN will work underground. It has recommended that <i>'Transport for London and the Department must, as a matter of urgency, work together to ensure that there will be coverage that enables the emergency services to contact each other underground. It needs to ensure that there are no delays to reaching an agreement with suppliers as this may have knock-on effects on the programme.'</i></p> <p>It was reported to Members in the last paper that a significant area of concern for officers is that of ESN devices. There has been a delay in the development of the promised range of devices and it is highly likely that only one of each type of device will be available to user organisations during the period of transition. This continues to be a major concern and the matter is raised continually at every opportunity.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>The Home Office (HO) have committed to provide funding through Section 31 Grants to cover local transition support, upgrading control rooms, vehicle installations and devices. BFRS will act as treasurer for the collaborative aspects of the project delivery.</p> <p>HO will directly fund ten regional implementation managers to coordinate and monitor the transition in fire and rescue services.</p> <p>The programme board is continuing to take a prudent approach to use of the Section 31 grant. To date the only funds that have been committed are to fund the external programme support costs. No funding will be allocated to individual services until the revised programme delivery plan is issued. The Authority, as</p>



	<p>the finance lead for the South Central region, will then work with our external partner to develop a fully costed implementation plan.</p>
<b>LEGAL IMPLICATIONS</b>	<p>Buckinghamshire Fire and Rescue Service have already signed up to the principles of the Emergency Services Network. Officers will continue to monitor the progress of the Programme closely and will provide challenge to the process where it is felt necessary.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>This Authority remains an active participant of the South Central Transition Delivery arrangements. The governance and delivery models have now been established and Buckinghamshire Fire and Rescue Service officers are involved at each level. The principle has been adopted that information is shared across all five services and where appropriate, joint responses to work requests are submitted.</p> <p>The Head of Service Development is the Vice Chair of the Regional Strategic Board as is also the Fire representative on the equivalent Police Board.</p> <p>Funding awards have been pooled centrally, and Buckinghamshire Fire and Rescue Service are now acting as treasurers for the region.</p>
<b>HEALTH AND SAFETY</b>	<p>There are no health and safety implications perceived at this time. There is constant review of this and any issues that may arise in the future will be referred.</p>
<b>EQUALITY AND DIVERSITY</b>	<p>There have been no equality and diversity implications identified to date. As the programme progresses and further information becomes available, then an Integrated Impact Assessment will be completed.</p>
<b>USE OF RESOURCES</b>	<p>As stated in the last update to Members, the Transformation Programme Manager is the Project Manager for ESMCP delivery.</p> <p>The Area Commander Service Development is the Senior User for this Authority and sits on the South Central Steering Group.</p> <p>This Authority is providing officers to lead in three workstreams of the South Central Region Transition Team – in ICT, Procurement and Finance, and Operational Policy (who is also the lead for Operational Alignment within the Thames Valley collaboration programme).</p>
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p><b>Background</b></p> <p>The ESMCP is the programme to provide the next generation of mobile communications for emergency services and will replace the Airwave Tetra network introduced to fire services in 2009.</p>

	<p>The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.</p> <p>The current national Airwave contracts are due to be terminated at the end of December 2019.</p> <p>The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018. These dates are now under review and a revised plan is due to be released following the review completion.</p> <p><b>Background Papers</b></p> <p><a href="#">ESMCP Update June 2015</a></p> <p><a href="#">ESMCP Update February 2016</a></p> <p><a href="#">ESMCP Update July 2016</a></p> <p><a href="#">ESMCP Update February 2017</a></p>
<b>APPENDICES</b>	Appendix A: ESMCP Executive Committee Update July 2017
<b>TIME REQUIRED</b>	10 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Marie Crothers</p> <p><a href="mailto:mcrothers@bucksfire.gov.uk">mcrothers@bucksfire.gov.uk</a></p> <p>07765 001907</p>



## **Emergency Services Mobile Communication Programme**

Executive Committee Update

July 2017

## 1. Purpose

This report provides an update regarding the Emergency Services Mobile Communications Programme (ESMCP). The last update regarding the programme was provided to Members in February 2017.

This programme will upgrade the radio system used by emergency services with an Emergency Services Network (ESN), a system that has not yet been implemented anywhere else in the world and as such carries significant risk. The current system in use (Airwave), whilst very reliable, has limited data capability and is an expensive system.

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

## 2. Programme update

### a. National Audit Report

The National Audit Office (NAO) published a report into the progress of the ESMCP in September 2016. This report examined the significant challenges to the programme, the risks involved and the controls in place to manage these risks. As the programme is still in delivery, it was deemed too early to consider whether it was achieving value for money at this stage.

The ESN is expected to save money by using parts of the existing EE network but there are a number of challenges that the programme will need to overcome. The NAO report raised concern over the management of the risks involved in delivering this programme and considers that the Home Office has underrated the importance of those risks.

The Public Accounts Committee (PAC) publicly examined the project following publication of the NAO report. Representatives the emergency services, Home Office officials and project officials were extensively questioned. The PAC findings were broadly in line with those of the NAO and represented a number of concerns already identified by user organisations. This report concluded that the Home Office Department needed to reassess the programme timescales and to ensure that any delays were sufficiently budgeted for and contingency plans to manage delays were established.

The PAC reconvened in February 2017 and recalled the Department to provide further evidence. A summary of its findings and subsequent recommendations follows:

1. The "little slippage" in delivering the ESN programme that the Department told us about in November has now become a delay of nine months.

**Recommendation:** *The Department should ensure it is in a position to know which regions require an extension of Airwave by the end of 2018. Motorola must confirm that receiving notice at the end of 2018 will give it enough notice to carry out the work required to extend Airwave from December 2019.*

2. With ESN delayed until September 2020, it is not clear how emergency services communications will be provided from March 2020, given that it might not be possible to extend Airwave beyond that date.  
**Recommendation:** *The Department must urgently engage in conversations with Motorola and Vodafone to explore the full range of options for resolving this issue and provide us with regular updates on progress and estimates of any additional costs.*
  
3. It is extremely disappointing that the Department's risk management and assurance arrangements did not pick up earlier the risk that emergency services communications could be unsupported from April to September 2020.  
**Recommendation:** *Given the warning to the Department that it was underestimating the risks, it must review all the current risks to the programme and be realistic and open about these. The Department cannot afford to be caught off-guard again. The suppliers must accept their share of responsibility and ensure they are upfront about problems in delivering the network.*
  
4. Providing emergency services communications underground is a significant and imminent risk to this programme but the Department has not yet finalised how ESN will work underground.  
**Recommendation:** *TfL and the Department must, as a matter of urgency, work together to ensure that there will be coverage that enables the emergency services to contact each other underground. It needs to ensure that there are no delays to reaching an agreement with suppliers as this may have knock-on effects on the programme. We expect regular updates on progress in resolving this issue. The Department should work with regions to review the existing transition roll-out plan so that those regions that are best prepared move first.*

The programme has responded to the PAC report to state 'The programme will not take any risks with public safety and there will be no gap in the emergency services communications provision'.

The full report can be found:

<https://www.publications.parliament.uk/pa/cm201617/cmselect/cmpubacc/997/997.pdf>

## **b. Project Delivery Timeline**

In the last report to Members, we informed you that a new transition plan was currently being reviewed by emergency services Senior Users. The re-planning exercise with Motorola and EE has now been completed and contract amendments have been finalised and signed. An Integrated ESN Implementation Plan has been produced and this does not impact the aspiration of the programme to have the ESN 'service ready' by April 2018. It has been recognised, however, that further detail is required from the programme and then from user organisations before the Plan can be accepted as the new baseline version and shared more widely. It is felt by the BFRS Project Delivery

Team, that we are unlikely to have sight of the revised plan until late July at the earliest.

## **c. Technical**

### **i. Control Rooms**

As outlined in the last report to Members, there is a requirement for all existing control rooms to be connected to the ESN prior to any service commencing transition. It will also allow for legacy systems to continue to work during the transition phase. Depending on the existing call handling equipment arrangements in each control room, the connection may require an upgrade to the existing Integrated Command and Control Systems. It will also be necessary to provide an interface between mobilising systems and the ESN. This connection must be security compliant. This work will be known as the Direct Network Service (DNS) and a single supplier has been procured centrally to become the DNS Provider (DNSP) – this will be Vodafone.

Each region has been requested to submit their requirements regarding the Direct Network Service – as Buckinghamshire Fire and Rescue Service are partners within the TVFCS, a joint submission has been made with Oxfordshire and Royal Berkshire FRS. One issue that remains outstanding regarding this work is that of funding. Funding will be provided for the cost of installing the DNSP link into control rooms. Funding will also be provided to cover the costs of dual running when in transition. However, it is not clear how this funding will cover a joint control room with a number of FRS connections as is the case within the Thames Valley.

BFRS had been informed that a separate DNSP link would not be necessary, therefore there would be no need for us to submit an order for this work but would be connected via the TVFCS link. It has since become apparent however, that this may not be the case. There is a possibility that, in order to access the Service Management Portal post transition for 'business as usual' activities, that a direct link may be required. We have raised this issue with the Central Team on a number of occasions and have yet to receive a response. We have also asked whether, if the link is required, how retrospective funding may be accessed to complete this work. A request has been submitted to the Central Team for a meeting to take place between the Thames Valley fire services and technical experts who are working on this aspect of the Programme. This will allow us to explain the TVFCS network in detail and ask relevant questions of them directly.

A letter from the programme has been released to all Chief Officers of user organisations asking for DNSP orders to be submitted as soon as possible. We are currently drawing up a response to this letter reiterating our position and requesting further clarification and answers to the questions we have already submitted. Members will be further updated regarding this matter in the next update paper.

## **ii. Information Technology Health Checks (ITHC)**

Each user organisation has been required to carry out an ITHC to assess their readiness to transition across to the ESN. The Buckinghamshire Fire and Rescue Service ITHC was completed in early July 2016 and a full report was subsequently received.

Our remediation work against the ITHC continues with good progress being made. Some ongoing projects i.e. telephony replacement are key to completing the work, in addition two new projects (two factor authentication and Gartner update) will be required. We had requested funding from the Home Office to allow us to complete this work and a grant has now been made available.

There is now, however, some doubt regarding the level of network connection security that may be required. Originally we were informed that this would be at a higher level than expected, this situation has now changed and levels are being reconsidered. At a recent meeting at the Home Office, user organisations were advised not to progress the major pieces of work until confirmation of security levels have been determined. For BFRS, this will involve the two factor authentication work, so this has been put back. We have been advised that if the work is no longer required, the grant money will not have to be refunded – it can be used for other ESMCP work.

## **iii. Devices**

There continues to be frustration on the part of user organisations regarding the information being provided regarding the devices that will be available that will be ESN compliant.

In order to address this issue and to ensure that the timelines of the programme are not negatively impacted, the Home Office launched a procurement process for the first generation of devices, with a plan to replace them in the future once the market has developed. This procurement process was launched on 31 March 2017. User organisations have been requested not to engage with any suppliers of devices until this process has been completed.

BFRS continues to be concerned regarding the provision of ESN compliant vehicle devices. A specification has yet to be made available and no sample devices have been available to view. That said, the latest news from the Fire Customer Group states that the Central Team are still aiming to launch a further procurement exercise in May 2017. It is believed that this may be for a smartphone type device which would host the public safety communications application. It is considered by the BFRS Delivery Team that this would not be an acceptable alternative for an in vehicle fixed device for a number of security and health and safety reasons. The Team will continue to monitor this closely and challenge where appropriate.

#### **iv. Enrolment**

It is a requirement of the programme that all user organisations are registered onto the ESN through an enrolment process. A suite of documents has been made available from the central team which we have been asked to consider and sign in order to register. Several of the documents require information that organisations are not in a position to provide at this stage, but we have been requested to sign anyway as the Centre has stated that signature does not indicate a presumption that user organisations will transition to ESN, nor do they indicate a financial commitment. The suite of documents also contains an Enrolment Record which asks user organisations to indicate the numbers of devices that may be required and some further technical information. The information provided within these documents will assist the programme in working with Motorola to estimate the size of the back office function that will be required.

After careful consideration, BFRS have decided to comply with the enrolment request in that we will submit the enrolment record containing the essential information for the programme to continue its work with Motorola. This was submitted on 30 May 2017. The remainder of the documents have also been signed by our legal representatives and they have all been uploaded into the central document repository, 'Huddle' on 30 May 2017.

#### **v. Workshops**

BFRS continues to send delegates to national workshops in order to ensure we have the most current information available to us.

The latest attended was the pilots and trials workshop which provided information regarding the pilots and trials to be developed in order to test ESN once the building of the network is complete.

Two delegates have attended the 'Interworking and Control Rooms' workshop in Bristol to obtain further information regarding the 'interworking' phase of transition (when Control Rooms will be on the new ESN and vehicles will begin to transition from the existing Airwave system onto ESN).

### **3. South Central Regional update**

#### **a. Governance**

In the last report to Members, the national and regional governance models were explained. At the South Central regional level, work that can be continued without sight of the plan continues to progress well.



The Head of Service Development has been appointed Vice Chair of the South Central ESMCP Strategic Board and he will also be representing Fire on the equivalent regional board for the Police.

A monthly reporting cycle has been established. This consists of the BFRS Project Manager completing monthly user organisation report templates which are then submitted to the Group Transition Manager (GTM) responsible for the South Central region. In turn, the individual user organisation reports are collated and submitted to the Central Team at the Home Office. Once all submissions have been considered, the Central Team issues a response to issues raised.

The BFRS lead officers then meet regularly with the GTM to discuss the submissions and responses and to generally discuss the programme further.

## **b. Finance**

The Home Office have committed to provide funding through Section 31 Grants to cover local transition support, upgrading control rooms, vehicle installations and devices. Buckinghamshire Fire and Rescue Service will act as treasurer for the collaborative aspects of the project delivery.

The Home Office will directly fund 10 regional implementation managers to coordinate and monitor the transition in fire and rescue services.

The Home Office recently allocated £38,000 to the Authority to cover the two-factor authentication work identified within the ITHC (see Section ii). At the same time, a further £100,000 was allocated to the South Central region to cover unspecified additional costs.

The Authority is still awaiting further information on the funding available to cover a number of other programme areas, especially DNSP (see Section i) and devices (see Section iii). It is also not clear the extent to which additional funding would be available to cover any programme slippage that is beyond the Authority's control.

## **c. Training**

The South Central Training Group continues to meet to discuss what work can be started now and what needs to wait until the revised Plan is made available.

A meeting was held with the Home Office Training Implementation Manager, Patrick O'Neill where the South Central approach to training preparation and delivery was discussed. A number of questions were raised with Mr O'Neill to take back to the Home Office from this region. It has been stated that, in comparison to other regions, the South Central team are considered to be working proactively to be in a good position to commence work once the Plan has been released.

Work continues to develop a South Central Training Needs Analysis and regular meetings with the training leads within each Service are planned.

#### **d. Fleet**

The first meeting of the fleet managers' work-stream has now taken place. It is recognised that a great deal of work cannot be started until it is known what devices will be available to us and the time that it will take to carry out vehicle fits. Nevertheless, work can begin to plan the number of cars and appliances that will require fits and to build approximate schedules. In BFRS, it is intended to reuse the work completed as part of the Firelink project to assist with this planning.

Report ends