

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

Director of Legal & Governance, Graham Britten  
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**Chief Fire Officer and Chief Executive**  
Mark Jones

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To: The Members of the Executive Committee

1 May 2014

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 4, Milton Keynes Council, Civic Offices, 1 Saxon Gate East, Central Milton Keynes MK9 3EJ** on **WEDNESDAY 14 MAY 2014 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten  
Director of Legal and Governance

Chairman: Councillor Busby  
Councillors: Dransfield, Edwards, Gomm, Lambert, Morris, Reed and Schofield



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[www.bucksfire.gov.uk](http://www.bucksfire.gov.uk)



## **EXECUTIVE COMMITTEE**

### **TERMS OF REFERENCE**

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

## AGENDA

### Item No:

#### 1. Apologies

#### 2. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 5 February 2014 Item 2 (**Pages 5 - 10**)

#### 3. Questions

To receive questions in accordance with Standing Order S0A7.

#### 4. 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.

#### 5. Fleet Strategy 2014-2017

To consider Item 5 (**Pages 11 - 56**)

#### 6. Partnership Governance Framework

To consider Item 6 (**Pages 57 - 66**)

#### 7. Budget Monitoring Performance and Debt Management April 2013 - March 2014 (Provisional Outturn)

To consider Item 7 (**Pages 67 - 86**)

#### 8. Treasury Management Performance 2013/14 - Quarter 4

To consider Item 8 (**Pages 87 - 94**)

#### 9. Exclusion of Public and Press

Recommendation:

To resolve that under Paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following agenda item on the grounds that it contains information relating to the financial or business affairs of an individual; and Paragraph 4 of Part 1 of Schedule 12A of the Act as it also contains information relating to actual, or contemplated, consultations or negotiations in connection with labour relations and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the meeting may consider the following matter:

Agenda item 10 - Exempt Minutes

## **10. Exempt Minutes**

To approve, and the Chairman to sign as a correct record, the exempt Minutes of the meeting of the Executive Committee held on 5 February 2014 Item 10

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)

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 5 FEBRUARY 2014 at 10.00 am

**Present:** Councillors Busby, Gomm, Lambert, Morris, Reed and Schofield

**Officers:** J Thelwell (Chief Operating Officer), G Britten (Director of Legal and Governance), D Skinner (Director of Finance and Assets), L Swift (Director of People and Organisational Development), D O'Driscoll (Head of Service Development), M Osborne (Head of Service Delivery), J May (Head of Finance [Deputy Director]) M House (External HR Consultant) and K Nellist (Democratic Services Officer)

1 Member of Public

**Apologies:** Councillors Dransfield, Edwards

**EX32 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on 20 November 2013, be approved and signed by the Chairman as a correct record.

**EX33 TREASURY MANAGEMENT PERFORMANCE 2013/14 – QUARTER 3**

The Committee noted that since the 1 April 2013 the Authority had been investing in its own name. The report highlighted the performance of the in-house treasury management function for the third quarter 2013/14.

The Committee also noted that the accrued interest earned for the first nine months of the year was £90k, which was £37.5k higher than the budget for the same period and £40k higher than the interest that would have been earned under the previous Service Level Agreement with Buckinghamshire County Council.

RESOLVED –

That the Treasury Management Performance 2013/14 – Quarter 3 report be noted.

**EX34 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL – DECEMBER 2013 (Q3)**

The Committee considered the Revenue and Capital Budget Monitoring and Debt Management Performance for the nine months to 31 December 2013.

The Committee noted that Managers had positively and proactively controlled spend and forecast an under-spend of £1.3m, against a revenue budget of £29m.

The Committee also noted that the underspend would be used as follows:

- (a) £900k to be transferred to the control room reserve to cover the estimated additional costs of control in 2014/15 as a result of the delays to the control room project;
- (b) £260k revenue contribution to capital to support the ICT strategy;
- (c) The residual balance of the under-spend would be transferred to the redundancy and early retirement reserve when the final outturn figure was confirmed at the end of the year.

RESOLVED -

1. That the latest projected outturn forecast for the Fire Authority as at 31 December 2013 be noted.
2. That the capital budget virement as detailed at the end of section 9 of the report be authorised.
3. That the proposed use of underspend as outlined above be approved.

### **EX35**

#### **LOCAL GOVERNMENT PENSION SCHEME – RESTRUCTURING OF LIABILITY**

The Head of Finance highlighted to the Committee the proposal in this report for a one-off lump sum repayment of £1,920k of the employers contributions to the Local Government Pension Scheme for Green Book workers, to reduce the deficit recovery amount for the Authority to zero.

RESOLVED -

That the restructuring of the Authority's Local Government Pension Fund liabilities (by making a one-off payment of £1,920k into the pension fund) be approved.

### **EX36**

#### **TREASURY MANAGEMENT**

The Committee considered the Treasury Management Policy Statement, the Treasury Management Strategy Statement and the Annual Investment Strategy.

The Committee noted the main changes were an increase from £5 million to £7.5 million to the counterparty limit for Lloyds, that a limited number of non-UK based banks were added to the counterparty list and that a limited number of additional UK based building societies were added to the counterparty list.

RESOLVED -

That the Authority be recommended to approve the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2014/15.

**EX37**

**THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION**

The Committee considered the Prudential Code, Prudential Indicators and the Minimum Revenue Provision.

The Committee noted that the Authority was currently in an over-borrowed position but due to the prohibitive penalties early repayment of borrowing was not an option. The Authority would therefore ensure that no additional borrowing be undertaken for the foreseeable future.

The Committee noted that the Prudential Code had been established to ensure that capital investment plans were affordable, prudent and sustainable and equated to an acceptable level of risk to the Authority.

RESOLVED –

That the Authority be recommended to approve:

1. The prudential indicators; and
2. The minimum revenue provision policy statement.

**EX38**

**MEDIUM TERM FINANCIAL PLAN (MTFP) 2014/15 – 2017/18**

The Committee considered the draft Medium Term Financial Plan for 2014/15 – 2017/18, and noted the three different council tax options set out.

The Director of Finance and Assets reminded the Committee that the funding regime had changed over the past year in terms of how the Authority received funds. The Authority now received 1% of non-domestic rates which are actually collected and billed.

Information received from two districts show we could be facing a £300k shortfall in funding (to a maximum shortfall level of 386k), below the level the Government has set.

RESOLVED –

1. That the latest savings and growth bids at Appendix C and Appendix D were noted.
2. That the draft capital budget for 2014/15 to 2017/18 at Appendix E was noted.
3. It being proposed by the Chairman and seconded by Councillor Reed it was:

RESOLVED –

That recommendations for two options for precept be considered by the full Authority; i) 0% and accept council tax freeze grant and ii) a percentage rise up to the referendum limit.

**EX39                    BMKFA PAY POLICY PRINCIPLES AND STATEMENT 2014 15**

The Committee noted that the purpose of this report was to recommend approval to the Authority for the Pay Policy Principles and Statement for 2014/15, thus achieving compliance with the requirements of sections 38 to 40 of the Localism Act 2011 with regards to Openness and Accountability in Local Pay.

The Committee also noted that the Pay Policy Statement was based on last year's, with minor amendments to align with guidance from the Department of Communities and Local Government.

RESOLVED –

That the draft Pay Policy Principles and Statement be recommended to the Authority as its statutory Pay Policy Statement for 2014/15.

**EX40                    EXCLUSION OF PUBLIC AND PRESS**

RESOLVED –

That the press and public be excluded from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 as Appendix 5 of the report contained information relating to the financial or business affairs of an individual; and Paragraph 4 of Part 1 of Schedule 12a of the Local Government Act 1972 as Appendix 5 of the report also contained information relating to actual, or contemplated, consultations or negotiations in connection with labour relations and on all these grounds it was considered the need to keep information exempt outweighed the public interest in disclosing the information, so that the committee could consider the following matter:

Appendix 5 of the Remuneration and Performance Review

(The Head of Service Delivery and the Head of Service Development left the meeting)

**Senior Management Team Pay Review Methodology  
Appendix 4 (Recommendations 1 and 2)**

The Director of People and Organisational Development asked the Committee to note the scored out and high-lighted changes to the Senior Management Team Pay Review Methodology.



The high-lighted section was an amendment to the named roles within the group that covers the senior management team pay review and methodology. This would move the Heads of Service Delivery to Gold Book terms and conditions.

The scored out section was no longer necessary as the Executive Committee are able to approve the senior management team pay review methodology as the Committee's terms of reference were amended by the Authority at its June AGM.

RESOLVED –

1. That the amendments to the Senior Management Team Pay Review Methodology as set out in Appendix 4 be approved.
2. That the Chief Fire Officer be delegated authority to negotiate amendments to employment contracts of the Heads of Service Delivery so that "Gold Book" methodology be applied in respect of salary.

J Thelwell (Chief Operating Officer), G Britten (Director of Legal and Governance), D Skinner (Director of Finance and Assets), L Swift (Director of People and Organisational Development), J May (Head of Finance [Deputy Director]) left the meeting.

RESOLVED:

3. That a 1% pay award for SMT members as an outcome of the 2013 review be applied.
4. That a 1% pay award to eligible SMT members under the 2012 review be applied.

**EX41 REMUNERATION AND PERFORMANCE REVIEW**

The Committee considered Appendix 5 report, details of which are noted in the Confidential/Exempt Minutes.

**EX42 DATE OF NEXT MEETING**

The Committee noted that the date of the next Executive Committee would be held on Wednesday 19 March 2014 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 12.50 PM

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# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	14 May 2014
<b>OFFICER</b>	David Skinner, Director of Finance and Assets
<b>LEAD MEMBER</b>	Councillor Adrian Busby
<b>SUBJECT OF THE REPORT</b>	<b>Fleet Strategy 2014-2017</b>
<b>EXECUTIVE SUMMARY</b>	<p>The aim of this Fleet Strategy is to set a clear framework for the management of vehicle assets within the Authority. The strategy supports the development of a longer term vision of how fleet management can help to deliver the Authority's Public Safety Plan (PSP) objectives while working within a value for money framework in order to achieve efficiency savings.</p> <p>This Fleet Strategy 2014-2017 supersedes all previous strategies.</p> <p>It sets out a three year plan for fleet to achieve the following objectives:</p> <ul style="list-style-type: none"> <li>• To provide a clear, corporate vision for the overall direction of the vehicle fleet across the Authority.</li> <li>• To promote the benefits of a strategic approach to fleet utilisation</li> <li>• To outline the current arrangements for fleet management within the Authority.</li> <li>• To ensure that where practically possible sustainable fleet issues are considered when making fleet decisions.</li> <li>• To outline the actions to be taken over the next year or so in order to continue to develop the Authority's strategic approach to fleet.</li> <li>• To ensure that the fleet portfolio supports Authority priorities as set out in both the Corporate Plan and Public Safety Plan</li> <li>• To be cognisant of the current financial position and to contribute to financial objectives as set out in the Authority's Medium Term Financial Plan.</li> </ul>

<b>ACTION</b>	Decision.
<b>RECOMMENDATIONS</b>	That the Fleet Strategy 2014-2017 as set out in Annex 1 of this report be adopted for implementation.
<b>RISK MANAGEMENT</b>	<p>By agreeing the Fleet Strategy as drafted, the Authority will reduce or omit the risk of failure in the following areas:</p> <ul style="list-style-type: none"> <li>• Fleet availability matching operational aspirations</li> <li>• Vehicles not being of the right type/specification</li> <li>• Fleet Technicians being unavailable at critical times</li> <li>• Achieving value for money in procuring new vehicles.</li> <li>• Planning for future requirements in a timely manner</li> <li>• Being environmentally responsible</li> <li>• Contributing to overall Authority objectives.</li> </ul>
<b>FINANCIAL IMPLICATIONS</b>	The financial implications are set out within the body of the draft strategy as far as is possible. Consultation with Finance has taken place as appropriate.
<b>LEGAL IMPLICATIONS</b>	There are a number of legislative requirements that good fleet management must follow and these are set out in the body of the draft strategy at section 5.
<b>HEALTH AND SAFETY</b>	No direct impact.
<b>EQUALITY AND DIVERSITY</b>	<p>The strategy specifically sets out the aim to ensure all fleet processes are transparent, accountable and fair to all parties.</p> <p>A People Impact Assessment has been completed, where it has been determined that for the 9 protected characteristics the impact of this strategy is neutral.</p> <p>However, where specific actions are undertaken in the future as a result of this strategy, it is expected that a specific PIA will be completed as appropriate.</p>
<b>USE OF RESOURCES</b>	<p>The fleet management process is complementary to good asset management, though the main aim of any fleet strategy is to ensure value for money in the maintenance or purchase of any vehicle asset.</p> <p>Key principles of good procurement practice in the maintenance and upkeep of the fleet portfolio are transparency, accountability, continuous improvement and fair competition and these</p>

	<p>principles are embodied as part of the strategy.</p> <p>Social and environmental awareness issues in respect of fleet provision are captured within the strategy.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>The Executive Committee agreed its high level Strategic Asset Management Plan at its meeting of <b>16 May 2012 (Minute EX56)</b>. It was agreed as part of the report that this would be followed by more detailed strategies for individual areas in due course.</p> <p>The Executive Committee agreed a set of Strategic Business Requirements for Fleet as part of the Strategic Review of Resources paper at its meeting of <b>8 August 2012 (Minute EX15)</b>.</p> <p>Since then the 'White Fleet Review' has been the active priority for fleet management as below:</p> <p>Executive Committee <b>8 August 2012 (Minute EX16)</b> Capital Purchase of Vehicles -The Committee considered and approved the Capital Purchase of Vehicles report that covered vehicles currently in use by the Senior Management Team (SMT).</p> <p>Executive Committee <b>7 November 2012 (Minute EX29)</b> White Fleet Review - The Committee considered a proposal for a review of the White Fleet, the primary aim of which would be to look at a more cost effective provision of white fleet vehicles with minimum impact on service delivery.</p> <p>Executive Committee <b>17 July 2013 (Minute EX05)</b> where the White Fleet Policy was agreed.</p>
<p><b>APPENDICES</b></p>	<p>Annex 1: Fleet Strategy 2014-2017 Final</p>
<p><b>TIME REQUIRED</b></p>	<p>15 minutes.</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>David Sutherland – Resources Manager  <a href="mailto:dsutherland@bucksfire.gov.uk">dsutherland@bucksfire.gov.uk</a>                      01296 744662</p>



**BUCKINGHAMSHIRE & MILTON KEYNES  
FIRE AUTHORITY**

**FLEET STRATEGY**

**2014/15 to 2017/18**

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## **1. THE NEED FOR A FLEET STRATEGY**

A Fleet Strategy is necessary to ensure:

- a) Constantly improving customer and stakeholder satisfaction
- b) Improving use of natural resources
- c) The effective and efficient use of capital funds
- d) Compliance with statutory regulations
- e) Effective Corporate Management

This helps to:

- f) Deliver efficiency savings
- g) Continuously improve service delivery
- h) Implement new ways of working
- i) Maximise the safety of our communities by reviewing operational resources to meet identified risks in the Public Safety Plan

## **2. HOW THE FLEET STRATEGY INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES**

The Fleet Strategy provides a comprehensive and integrated approach to the management of the Authority's vehicular and associated operational assets. The plan is a 'live' document, which will evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments and availability of capital.

The Fleet Strategy will link with, and inform, other strategic decisions and plans for the effective management of Bucks Fire and Rescue Service. Table 1 sets out the relationship between the Fleet Strategy and other Corporate plans:

The Integrated Risk Management Plan (IRMP) is the most influential of the Authority's documents for the provision of fleet services. The Authority has an established IRMP for 2012 to 2017 that outlines what it aims to achieve and how it will achieve it over this period and this is supported by a Medium Term Financial Plan (MTFP). In particular the IRMP sets out the:-

- a) Vision, aims and objectives
- b) Key policy priorities
- c) Action plan(s) for achieving the key delivery and planning objectives.

The MTFP sets out the Revenue and Capital strategies for delivering the IRMP.

A new IRMP covering the period 2015-2020 is due for consideration by the Authority in June 2014 and part of the role and strategy of the Fleet Service will be to support the outcomes of the agreed IRMP. Specific actions arising from the new IRMP will be set out in the next revision of this document.



**Table 1: Relationship of Fleet Strategy with other Corporate Plans and Strategies**

<b>Plan</b>	<b>Input From Fleet Strategy</b>
Strategic Asset Management Plan	The Strategic Asset Management Plan sets out the Authority's asset management arrangements and responsibilities and is underpinned by the detailed strategies for each asset group.
Integrated Risk Management Plan (IRMP)	The IRMP sets out the Authority's assessment of local risk to life and, in line with this assessment, how resources will be deployed to address these risks. The IRMP will be supplemented by annual objectives and associated programmes and projects that deliver the required improvements.
Medium-Term Financial Plan (MTFP), including Revenue and Capital Budgets	The MTFP sets out the Authority's financial position over the medium-term and ensures resources are managed effectively and budgets are aligned with corporate objectives.
Capital Strategy	The Capital Strategy provides a framework that transparently demonstrates how the investment of capital resources contributes to the achievement of the vision and key priorities set out in the Strategic Plan and IRMP.
Fleet Strategy	An internal plan designed to co-ordinate the fleet needs of the service on annual basis with a longer term view of the needs and use of assets with a Service life ranging from 3 to 20 years.
Functional, Area and Station Plans	Each function, command area and station will develop annual plans to document key 'in-year' work activities that contribute to the realisation of the IRMP.

### **3. PURPOSE AND ROLE OF THE FLEET SERVICE WITHIN BFRS**

The prime purpose of the Fleet Service within Buckinghamshire Fire and Rescue Service (BFRS) is the supply and maintenance of vehicles and associated major operational equipment which meet:

- a) User and stakeholder needs;
- b) Fire and Rescue Service strategies
- c) Legislative requirements

and which facilitate and promote environmental sustainability as well as meeting the established principles of best value.

The services provided by the Fleet Service cover three main functions:

- d) Fleet Supply
- e) Fleet Management
- f) Fleet Maintenance

The Fleet Service is the main support provider for all fleet or fleet related services, and additionally provides support for the maintenance and management of many major operational assets, such as:

- g) Rescue Boats
- h) Various trailers
- i) Positive Pressure Ventilation Fans
- j) Portable Pumps
- k) Hydraulic Rescue Equipment (power packs, cutters, spreaders, rams, pedal cutters)
- l) Ladders (13.5m, 10.5m, 9m, roof, short extension)
- m) Portable generators
- n) Fire Fighting branches (nozzles)
- o) Vehicle stabilisation equipment

#### 4. FUNCTIONS PERFORMED

**Table 2**

Fleet Supply	The research, specification, costing and tendering, acquisition, and disposal of all BFRS vehicles and associated operational equipment and vehicle mounted fire fighting equipment.
Fleet Management	The management of the fleet -  <ol style="list-style-type: none"><li>1. Leasing contracts and management of leasing costs</li><li>2. Vehicle Excise Duty</li><li>3. Registration and Licensing</li><li>4. Type Approval Testing (VCA testing)</li><li>5. Fuel Management</li><li>6. Monitoring availability of vehicles and associated operational equipment</li><li>7. Licensing and other documentation checks</li></ol>
Fleet Maintenance	The repair and maintenance of vehicles and vehicle mounted operational equipment, and much of the major operational equipment. The Fleet Workshops undertake most of the tasks involved. Specialist external contractors are engaged for the repair and maintenance of equipment outside of the expertise or facilities available within the Workshop team / premises, which includes aspects such as major body work repairs, paint spraying and some larger items that require fabrication.

## 5. LEGISLATIVE / BEST PRACTICE REQUIREMENTS

The operation of a fleet of vehicles is a heavily regulated area and is affected by the following legislation or best practice guidance:

- a) The Road Vehicles (Construction and Use) Regulations 1986
- b) The Road Vehicles Lighting Regulations 1989
- c) The Motor Vehicles (Driving Licences) Regulations 1999
- d) The Road Traffic Act 1991
- e) The Road Vehicles (Registration and Licensing) Regulations 1971
- f) The Health and Safety at Work Act 1974
- g) Provision and Use of Work Equipment Regulations 1998
- h) The Management of Health and Safety at Work Regulations 1999
- i) The Control of Pollution (Oil Storage) (England) Regulations 2001
- j) British and European Technical Standards
- k) The Management of Occupational Road Risk
- l) Chief Fire Officers' Association (CFOA) Recommended Best Practice for the maintenance of fire service vehicles
- m) CFOA Transport Officers Group Security Guidance on Decommissioning and Disposal

The list of Acts / guidance is not exhaustive, and by the very nature of the fleet environment, various legislative requirements cut across other services of the Authority. To adhere to vehicle operating legislation the Fleet Service utilises a variety of procedures to ensure that the vehicle fleet complies with the relevant regulation(s). The following are some of the current procedures adopted to satisfy the legal requirements and also provide reassurance of the adoption of best practice methodology:

- n) Safety Inspection programme
- o) Defect Reporting System
- p) Preventative Maintenance Schedule

## 6. FLEET ASSETS – LOCATION, COST

BFRS has a variety of fleet assets located at 22 locations including Unit 7 and the Fleet workshop itself with the majority of vehicular assets being located at the Service's 20 Fire Stations. The current fleet operated by BFRS consists of 52 vehicles. The net book value (NBV) of Vehicles as at 31 March 2013 is £3,056,441 and for associated Plant & Equipment is £1,178,119

Total NBV for Vehicles, Plant and Equipment = **£4,234,560.**

**Appendix 3** identifies each vehicle by registered number, make, type, location and user as applicable.

## **7. FLEET ASSET NEED AND FUNDING, UTILISATION AND EMERGENCY VEHICLE REQUIREMENTS**

### **The 'Need' and Funding**

The vehicular assets of BFRS are determined by the needs of the community, as identified in the IRMP – this, in turn, is interpreted by the Service to ensure the identified and predicted risks can be met with the correct equipment. Whilst public perception of Fire Service vehicles is the traditional 'red Fire Engine', there are numerous supporting vehicles that are required to fulfil a variety of roles.

The need for a vehicle or asset may come as the result of a newly identified risk, or a changed risk, or the replacement of an 'end of life' vehicle or asset, or to support a new task or strategy.

When a replacement vehicle is required, the needs of the Service are reviewed and evaluated with the requirement being scrutinised to determine if the need is still the same. With this information, the specification can be determined.

This specification must have some reflection of what is available in the open market and consider any new technology that could improve performance.

Working in conjunction with R&D, the Business Transformation Board (BTB) will be the forum to:

1. Consider the provision or replacement of major vehicle and associated equipment assets;
2. Provide recommendations to Senior Management Board (SMB) and Members on the provision or replacement of major service delivery assets;
3. Allocate / Ensure staff resource to major service delivery asset provision or replacement projects; and
4. Monitor the utilisation of vehicular assets and make recommendations to SMB/Members to achieve best value.

Once the need for a particular vehicle or asset has been established, the BTB reports to the SMB on what the need is and possible solutions together with anticipated costs, and may authorise the setting up of any necessary working group to refine the service delivery needs and user specifications.

Where a new or changed risk is identified and additional financing is required to purchase a suitable vehicle/equipment, the BTB may make recommendations to SMB with a view to seeking approval for such funding. Depending on the amount involved, this may require Authority approval. Such requests should normally be forward planned and included as part of the annual budget setting process and subject to rigorous Officer and Member challenge; however, the SMB will consider any cases of unexpected urgency

and advise accordingly, though the expectation must be that any financing will have to come from revenue.

### **Action Required**

A vehicle replacement Capital Programme should be developed to project the replacement, frequency and potential costs for capital planning purposes, this program can be monitored through the BTB, but essentially must form part of the MTFP Officer and Member challenge process. The annual revenue impacts that may arise as a result of potential replacements should also be included. This work should be completed in order to inform budget planning from 2015/16 onwards, as soon as possible.

### **Utilisation**

To obtain best value from vehicular and other major operational assets, BFRS monitors their utilisation. This is accomplished by evaluating data from fuel returns, vehicle mileage sheets and actual use.

The Fleet Service actively monitors the use of vehicles and major operational assets and reviews their disposition in order to maximise their service life. In addition, the vehicle replacement program is currently monitored and amended by SMB, which considers vehicle condition reports and recommendations made by the Fleet Manager or through R&D. This results in direction being provided to the Fleet Manager about purchasing vehicles or leasing them, extending the service life of vehicles and the disposal of obsolete or no-longer required assets. In future, however, these tasks will be carried out by the BTB or Performance Management Board (PMB) as appropriate with frequency of any performance information to be agreed with the PMB in due course.

### **Emergency Vehicle Requirements**

The size of the fleet of Fire Appliances needs to be given due consideration, as by its very nature it is difficult to manage the demand of an emergency vehicle fleet. Statistical evidence is collected and maintained, which provides the best possible indication of the high and low demands on the fleet and is subsequently used to determine vehicle standby levels and numbers required, in order to best maintain full operational readiness.

The placement of the emergency vehicles is also important. Recent practice has been for all new emergency vehicles to be allocated to the busiest stations. The rationale being that this provides the opportunity for maximum operational use, to identify any vehicle issues relating to Vehicle Warranty, and to get these defects rectified by the manufactures. However, this means that new appliances are subject to maximum operational wear and tear in their early years in service, resulting in 'tired' looking but still operationally sound appliances being allocated to Stations where there is less operational use for the middle to end of service life.

## **Action Required**

The Authority should assess the impact of allocating new appliances to its smaller and less operational active stations, or frequent moving of appliances to different stations of varying operational activity in order to ascertain if vehicle life can be extended, by evening out the wear and tear throughout the vehicles service life.

## **8. VEHICLE LIFE CYCLE**

Vehicles and equipment have a predetermined life cycle. This life cycle follows a course that is set by a variety of factors:

- a) Legislation
- b) Total Life Cycle Costing
- c) Procurement practices
- d) Disposal methods
- e) Best Practice methodology
- f) Maintenance and upkeep requirements and costs
- g) Requirements of end-user departments
- h) Cost and depreciation
- i) Level of specification
- j) Availability and use
- k) Dependability
- l) Flexibility
- m) Service life
- n) Environmental considerations

The Service's current vehicle replacement policy is:

Rescue Pumps	- 12 to 15 years
Special Appliances	- 15 to 20 years
Utility Vans	- 7 years
Pool Cars	- 3 to 5 years

This replacement policy allows for prudent financial capital planning, but it only provides an indicative cost and time of replacement, the actual period of replacement is determined by the utilisation and need and may be monitored by the BTB. The costs are dependent on the final user and technical specifications and the effect of any exchange rate or manufacturers' cost increases. Lead in times between order and delivery will also be a critical factor.

The BTB is probably best placed to now monitor and review the provision and replacement of vehicular assets to achieve best value and derive the maximum benefit from operational vehicles. It will, where necessary and appropriate, make recommendations to the Authority / Senior Management Board to extend the life of vehicles beyond the above guidelines where this can be achieved without affecting operational capability. This often involves the purchasing of vehicles from lease and extending their life. This does, however, have some implications:-

- a) A number of vehicles have in the past been obtained through leasing arrangements. This was determined to be the best use of financial resources at the time when the cost of capital borrowing was high and it was more prudent to invest capital and utilise revenue to fund appliances and equipment.
- b) More recently it has generally become more efficient and effective to capital purchase appliances and equipment. However, in practice the best funding method for each procurement decision is evaluated individually, meaning that vehicle assets may now either be leased or capital purchased dependent upon the best overall financial deal for the Authority.
- c) Previously, the fleet acquired through leasing was extensive and as leasing periods come to an end an inspection of the condition of the vehicles and equipment was made to determine suitability for capital purchase from lease. This extends the Service Life and reduces costs through the reduction in revenue leasing expenditure over the increased service life, together with residual value ownership by the Service. Any potential costs to return the vehicle to the leasing company are also reduced. The condition of some vehicles would require the Service to carry out expensive repairs to be able to return the vehicles to the leasing company in a condition that would not incur significant penalties – the Service can purchase the vehicles for a considerable discount, extend the Service life and then not need to carry out the repairs, and still have a saleable asset for less than the cost of either continuing / extending the lease or returning the vehicle / asset to the leasing company.
- d) In any event, as any vehicle comes toward the end of its life, there is a need for timely advice to Finance to ensure best lease rates can be made available via the Authority's advisors.

## **9. PROCUREMENT**

A procurement process is undertaken to acquire the vehicle or equipment at the best possible price for the specification required. This may follow several different paths; all comply with current Standing Orders and Legislative / Financial requirements.

The majority of vehicles and major operational equipment are procured through framework agreements established by the national Fire and Rescue procurement body (now called 'The Consortium Fire and Rescue') where possible. These frameworks have been established to save on administration and advertising costs and meeting the requirement to open up to competition from Europe through the Official Journal of the European Union (OJEU). Where the framework does not exist for a particular vehicle or asset the OJEU process is followed where required according to the threshold value and a tendering process is completed.

The final choice of supplier is determined by a tendering exercise based on quotations provided by approved suppliers on the relevant framework agreement.



## **10. OPERATIONAL LEASES**

This method of funding vehicle acquisition means that the vehicle is not owned by the Service. Instead, it is deemed to be the registered keeper of the vehicle, or asset. During the predetermined lease period, the Service is required to make a number of annual leasing payments to the lessor. Such operational lease arrangement may or may not include any maintenance responsibilities, but where they do, these are financed and undertaken by the Fleet Department.

When the end of each lease period is reached the vehicle is inspected by the lessor to ensure that the vehicle complies with the return conditions and collection is arranged.

Before coming to a view as to the use of operational leases, a financial option appraisal should be undertaken to identify the most cost effective funding method for vehicle acquisitions.

## **11. MAINTENANCE**

All vehicular assets are purchased with a minimum of 12 months warranty from the vehicle manufacturer; the majority of light vehicles have a whole vehicle warranty of 24 months duration. In respect of vehicles above 3500kg gross vehicle weight, the body is generally not produced by the chassis manufacturer and is built and warranted by a specialist bodybuilder.

The Fleet Service provides the operational support to the vehicle fleet. This may be for unplanned repairs or scheduled preventative maintenance. The Fleet Service has the responsibility to ensure that all vehicles stay within legislative and predetermined safety requirements.

The Transport Officers Group (TOG) of The Chief Fire Officers' Association (CFOA) provide best practice guidance for the servicing intervals and schedules for emergency fire appliances, which are stricter than those of the vehicle manufacturer.

The Fleet Department provides support which includes a reporting mechanism to respond to day-to-day unplanned repairs, and a planned preventative maintenance and inspection schedule to reduce the number and severity of unplanned repairs required. All repairs are documented to ensure that works to fleet vehicle assets are recorded to enable effective asset management. Throughout the vehicles life they are maintained in a safe, legal and roadworthy condition.

## **12. DISPOSAL**

Once a vehicle (or major piece of equipment) has reached the end of its service life it will be disposed of in compliance with Contract Standing Orders. In the past this has been by either selling it at auction, through a sealed bid process, or via EFA Trading to a reputable purchaser.

The Authority uses the following options for disposal of assets:

### **Option 1**

#### Dispose by auction.

In light of the current financial climate, this has been the preferred disposal method since it provides at least some capital receipt toward any new purchase. A variation of that arrangement, however, is:

### **Option 2**

Disposal via Essex Fire Authority (EFA Trading) which, due to the disposal routes available to them both in the UK and Europe, aims to offer the best possible financial return for the Authority as well as ensuring the vehicles are sold to reputable organisations that have provided evidence of future use of the vehicle. This has recently proved successful and is currently the preferred option for disposal.

## **13. FUTURE FLEET AND WORKSHOP PROVISION**

Fleet procurement and maintenance is currently undertaken in-house. There is merit in the service pursuing, in partnership with other fire and rescue services, a feasibility study to explore opportunities for improving the value for money and affordability of their respective fire fleets. The particular drivers for change include:

- a) A desire to explore the opportunity of new fleet service delivery models to deliver better value for money and to improve efficiency.
- b) Seeking ways to ensure that capital investment in the fleet is maintained at levels that ensure that the fleet does not degrade over time.
- c) A desire to remove some of the uncertainty around future budgetary requirements especially in light of evidence to suggest that prices of appliances appear to rise over time as a result of specification 'creep'.
- d) Wishing to work in partnership with other regional Fire and Rescue Services to secure benefits from collaboration and standardisation.
- e) The desire to address possibilities in relation to shared workshop facilities.

### **Action Required**

Given the recent new arrangements for provision of the procurement service with Royal Berkshire FRS, it is proposed to begin an informal process, to include relevant stakeholders. This should begin with the 'Thames Valley' services i.e. Royal Berkshire and Oxford FRS's, to ascertain whether there is an appetite for more formal arrangements that seek to achieve the above aims from collaboration.

**More detailed items numbered from 14 – 21 are set out as Appendix 1**

### 14. AGE PROFILE OF FLEET

The current vehicle fleet has evolved over the years to include vehicles ranging from recent acquisitions to circa 21 years old.

The average age of the operational (Red) fleet is 9 years. Whilst it is generally accepted that the specialised, high value vehicles have a longer life and will therefore remain on the fleet for a longer period, the older the fleet, the more likely it will become redundant in terms of modern working practices and technology. The risk of obsolescence is a consideration in determining vehicle life extension and refurbishment programmes.

It should be noted that the decisions taken to purchase vehicles from the leasing program and extend their life comes at the cost of providing an increasingly ageing fleet. The decision to procure vehicles from lease, and push the Capital program for replacement vehicles forward, has implications for both revenue and capital expenditure, as well as the overall age profile of the fleet.

The decision of when to replace vehicles is determined by several factors. Due to the high cost of the more specialised vehicles it becomes beneficial to spread the initial cost over a longer period in accordance with predicted useful life. The major drawback of this is that as technology moves on, there is a danger that the vehicle will become outdated in respect of technological developments. The vehicles effectiveness to the operational function becomes the 'obsolescence gauge' and must be balanced with financial considerations in deciding on vehicle life.

In respect of the 'non-specialised' fleet, the factors guiding obsolescence and subsequent replacement are not subject to the same drivers. Non-specialised vehicles tend not to be as expensive, and a higher residual value is anticipated, whilst the capability of the vehicle is not as restrictive for its intended use.

The decision of when to replace these types of vehicles is more financially based than operationally based, and is achieved by evaluating the condition and reliability history of the vehicle and the remaining useable life together with the residual value and replacement cost.

These factors are critical for the work of the Research & Development team in their considerations for replacement vehicles.

### 15. FLEET MANAGEMENT SYSTEM

The current Fleet Management System (FMS) used by the Fleet Service is TRANMAN. The system is used to record, monitor and manage the details of the fleet, information on servicing and maintenance (including operational equipment), accident records, and costs and also has a direct link to the vehicle defecting web portal.

The system is continually improved and updates/new releases offered where appropriate. Information is provided through regular email bulletins and an annual user group meeting. Support is also provided via email and telephone depending on the urgency of response required.

The system meets the requirements of the Authority but is reviewed regularly to ensure it remains fit for purpose. It is also interesting to note that it is used by a growing number of other Fire & Rescue Services which should aid sharing of information and benchmarking.

There are no plans to replace the TRANMAN system in the foreseeable future.

## **16. FLEET SUSTAINABILITY**

### **16.1 Environmental Considerations**

The adoption of sustainable fleet by the public sector is as a result of two key drivers. The Comprehensive Spending Review 2010 (CSR10) which makes protecting the environment a key priority, and the pressure on the public sector to address climate change and global warming in response to a suite of international, European and national legislation, action plans and targets.

It is anticipated that all vehicle fleet owners will be required to adopt a sustainable fleet and BFRS are committed to addressing some of the key challenges by researching and implementing solutions that ensure its fleet balances the need for operational effectiveness and fleet sustainability. The service will also use its influence with other stakeholders to improve environmental performance across a wide range of fire and rescue vehicles and equipment. In particular, the following areas will be the subjects for consideration over the next five years:

- a) The fuel management system.
- b) Revised vehicle specification to take into account environmental concerns including the introduction of the Euro 6 emission regulations.
- c) The use of 'AdBlue' on new heavy vehicles to meet more stringent emissions standards
- d) Investigate alternative fuels feasibility, including electric vehicles.
- e) Manufacturer's environmental policies.
- f) The use of sustainable / renewable materials in the production of vehicles
- g) The use of lighter weight materials to reduce overall vehicle weights and therefore increase fuel efficiency
- h) The use of plastic bodies to improve service life and offer the potential for re-using bodies on new chassis.

### **16.2 Current Measures**

The current environmental policy of BFRS encourages practical considerations to be introduced to improve the carbon footprint of the service. Several environmental initiatives are currently in place within the Fleet Service.

- a) Emissions testing as part of routine servicing.

- b) Tyre-grooving, re-moulding and recycling of tyres.
- c) Recycling of lead acid and other batteries.
- d) Environmentally safe disposal of waste engine oil and other engine and vehicle fluids.
- e) Recycling of scrap metals including aluminium ladders.
- f) The introduction of Continuously Regenerating Trap (CRT) exhaust particulate filters to certain vehicles to reduce soot /carbon emissions.

### **Action Required**

All the above initiatives should be captured as part of a future Carbon Management Strategy.

### **16.3 Vehicle Emissions**

The Inter-governmental Panel on Climate Change (IPCC) has identified the following as potentially harmful gases:

- a) Carbon Monoxide
- b) Methane
- c) Nitrous Oxide
- d) Hydro Fluorocarbons
- e) Sulphur Hexafluoride

However, the largest global emissions by far by volume are of carbon dioxide which originates from the burning of fossil fuels including the combustion process that occurs in compression ignition or spark ignition motor vehicle engines. (See 15.5)

### **16.4 Bio Diesel**

Bio diesel is a mixture of mineral diesel fuel and vegetable derived fuel. The service's fuel provider does not currently supply bio diesel and whilst the service intends to investigate the use of it, there are three specific concerns with regards to bio diesel which will require addressing or mitigation by BFRS. They are:

- a) Bio diesel has a reduced calorific value when compared to mineral diesel. This means that the power produced is slightly less than mineral diesel. This is obviously a concern to emergency fleets and their ability to respond quickly.
- b) Bio diesel does not have the same lubricant properties as mineral diesel and using bio diesel in larger ratios may necessitate more frequent and regular engine oil changes.
- c) The use of Bio diesel above a 5% blend is not widely supported by vehicle manufacturers and therefore its use could invalidate warranties and increase the risk of major repair costs to engines and fuel systems. When use is approved, there is usually a need for a more frequent service regime.

Nationally, a number of issues surrounding the use of bio diesel have been identified including viscosity at sub-zero temperatures and filter blockages.

Bio diesel is more prone to microbial growth (especially when it is stored for long periods) which causes sludge to accumulate in fuel tanks which then cause blockages in the fuel system. Due to these recent findings, the service has decided against using bio diesel at this time due to the potential implications for interruptions to Operational Service Delivery and associated safety implications. This position will remain under review for future developments.

### 16.5 Carbon Footprint

The amount of Carbon Dioxide produced is directly related to the amount of fuel burnt and can be calculated using a simple equation. This calculation assumes that fuel burns completely whilst in reality motor vehicle engines are not 100% efficient and will produce by-products of the combustion process. The following formula represents a theoretical approach to quantifying the carbon dioxide emissions of a compression ignition engine:

Burning one litre of diesel produces 2.63kg of carbon dioxide (CO<sub>2</sub>). Burning one litre of petrol produces 2.33kg of CO<sub>2</sub>.

By studying the fuel used by the fleet it is possible to calculate the fleet's carbon footprint. As new technology is introduced into the fleet, it is plausible that the current fuel usage of the BFRS fleet will reduce and subsequently the size of the carbon footprint.

Currently the service fleet comprises of:

**Table 3**

<b>NO.</b>	<b>TYPE</b>	<b>DATE ACQUIRED</b>
17	Scania RP's	2006 - 2011
1	Scania TL	2011
8	Volvo RP's	2000-2004
2	Volvo Water Tender/Water carriers	2001
1	Volvo Special Equipment Vehicle	1992
1	Water Carrier (Tanker)	2000
1	CARP (Quint)	2006
6	ERF RP's	2001
1	ERF Water tender	1998
3	Unimog 4x4 water tender	1997-2000
1	Unimog 4x4 Hose Layer	2003
1	Mercedes Command & Control Unit	1996

The calculated 2012/13 CO2 emissions from the Service's Red Fleet vehicles was 397 tonnes.

Emissions of Carbon dioxide over the last three years:

**Table 4**

	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>Carbon Dioxide Emitted in Tonnes</b>	483	436	397

## 16.6 Fleet Monitoring

In 2012/13 the Red Fleet covered 233,869 miles and consumed 150,917 litres of fuel at a cost of £172,337.

### TOTAL MILEAGE FOR VEHICLES: 2010/2011 – 2012/13

**Table 5**

<b>Vehicle</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>Pumps (25)</b>	223,732	214,202	193,626
<b>Specials &amp; Ancillary Vehicles (18)</b>	63,995	48,094	40,243
<b>TOTAL</b>	287,727	262,296	233,869
<b>Average Miles per Vehicle</b>	Pumps 8950 Specials 3555	Pumps 8570 Specials 2670	Pumps 7745 Specials 2235

### TOTAL FUEL PURCHASED: 2010/2011 – 2012/13

**Table 6**

<b>Fuel Type</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>Petrol</b>	£2,906.66	£2,003.61	£1,925.72
<b>Diesel</b>	£186,748.53	£189,565.08	£172,337.57
<b>Total</b>	£189,655.19	£191,568.69	£174,263.29



**DERV & PETROL PURCHASED AND PRICE PER LITRE: 2010/2011 – 2012/13**

**Table 7**

<b>Fuel Type</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>Petrol</b>	2,788 LITRES (£1.04 PER LITRE)	1,806 LITRES (£1.11 PER LITRE)	1,686 LITRES (£1.14 PER LITRE)
<b>Diesel</b>	183,678 LITRES (£1.01 PER LITRE)	165,857 LITRES (£1.14 PER LITRE)	150,917 LITRES (£1.14 PER LITRE)
	(Average price)	(Average price)	(Average price)

There is a substantial amount of maintenance required as the nature of the service dictates that vehicles will operate on short unplanned journeys. The majority of miles covered are undertaken before the power unit reaches normal operating temperature. There are also a number of legal, safety and environmental issues that need to be constantly addressed.

There are a number of potential benefits that may be developed for fleet monitoring:

- a) The Driving at Work guidelines published by the Health and Safety Executive/Department for Fleet places more responsibility on employers to manage work related road safety.
- b) Live vehicle utilisation information
- c) Provide information on driving techniques to cut fuel consumption/exhaust emissions with the added benefit of reducing costs.
- d) Use the information obtained to structure the driver training programme.
- e) Help to reduce accident by understanding cause and using failure as an opportunity strategy.
- f) Support testimony in the current climate of claims culture.
- g) Utilising a GPS system with driver ID/allocation would alleviate the need for the current manual system of driver's records of journeys.

Work is currently in hand to roll out Tom-Toms to all the white fleet during 2014, to provide most if not all of the above information.

## 17. CHANGES IN THE USER'S OPERATION

The Fleet Service's operational strategy needs to be flexible to adjust to the requirements of the users. During previous years the Service has increased resources to the prevention and reduction of fires. This trend will no doubt continue and whilst this change of focus will not necessarily reduce the establishment costs of having an emergency fleet on standby, it may reduce some of the operational running costs and create more of a demand for mobile advice centres, mobile fire stations and similar types of support vehicles.

If targeting of the prevention of fires continues to be successful this should produce a change in user needs and ought to reduce the number of, or influence the design of, the emergency vehicles required.

## 18. REVIEWS 2014/15 to 2018/19

The Vehicles currently due for consideration/review over the next 5 years are shown in Table 8 below. However, as technology improves both in vehicle design and fire-fighting principles this may alter the demand on vehicle and major operational asset requirements.

**Table 8**

<b>Vehicle</b>	<b>Number of vehicles</b>	<b>When Due</b>	<b>Estimated Cost £'000 (Range)</b>
Incident Command Unit	1	2014/16	200-250
Pumping Appliances	11	2014 onwards	180-265
Special Equipment Vehicle	1	2014	50-100
4x4 Pumping Appliances	3	2014/15	70-285
Curtain Sider – (replacement not required)	1	2014	–
Water Tender/Water Carriers	2	2014/15	250-285

Foam/Water Carrier	1	2015/16	145-185
Hose Laying Vehicle	1	2014/15	TBA

The following sets out further information in respect of the above vehicles together with recommended actions to be undertaken as part of this strategy.

### **Incident Command Unit**

The Service currently has one Incident Command Unit, based at Aylesbury which came into service in September 1996. Arrangements to procure a replacement vehicle are in hand and this would allow the Service to obtain a new, smaller vehicle and then enter into a formal agreement with Royal Berkshire Fire and Rescue Service (RBFRS) to provide a larger vehicle to assist with more complex incident command and control issues.

**Action Required** – Progress the introduction of the new ICU, subject to budget approval. Once complete, it is considered that ICU provision will meet current and anticipated future requirements. (Nominal 15 year life expectancy)

### **Pumping Appliances**

The Service currently has 14 Scania Rescue Pumps providing a front line service. These are based at all whole-time and day-crewed fire stations as well as 2 standalone retained stations. 11 of these are due for replacement over the next 5 years.

The latest vehicle of this type to enter the service is the appliance at Bletchley, in November 2011, with the oldest being the appliance at Winslow which came into service in January 2006.

The introduction of this type of appliance is widely accepted as a success. The dual role of fire appliance and rescue appliance has negated the need for the Authority to purchase separate 'Rescue Tenders', therefore offering good value for money. Staff feedback has been very positive as to performance, which is also reflected in anticipated whole life costs in regard to repairs and maintenance.

**Action Required** – The Service should continue with the procurement of Rescue Pumps (taking account of future developments) and ensure they are strategically positioned to provide an attendance anywhere in our local area within 15- 20 minutes as determined by the IRMP.

### **Special Equipment Vehicle**

The Service currently has a Specialist Equipment Vehicle (SEV) based at Aylesbury, providing a range of equipment to the incident ground, including environmental protection equipment. This came into service in June 1992 and is overdue for replacement. The Environment Agency has provided funding (which has been match funded by the Service) to procure a vehicle which would have a dual role – providing environmental protection equipment and /or specialist equipment (as identified by a Research and Development Working Group), to the incident ground.

**Action Required** – Progress the R&D work required to deliver the introduction of an Environment /GPV into service with a view to removing the SEV from service. Procurement to be completed during 2014/15. Continue to review the new provision and identify any changes required.

### **4 x 4 Pumping Appliances**

The Service currently has three 4 x 4 fire-fighting appliances (known as Unimogs) based at Great Holm, Aylesbury and High Wycombe. All three are overdue for replacement, the oldest coming into service Dec 1997 on a nominal 12 year life expectancy.

The Authority has given approval (subject to further business case) in the capital programme for £300K for the replacement of two of the three. Project progress has been frustrated due to legislation changes and the availability of compliant chassis'. However, officers have identified a possible solution in regard to a similar project carried out by colleagues in Devon and Somerset Fire and Rescue Service.

This is in essence a smaller 'midi' fire appliance designed with 4 x 4 characteristics – High ground clearance and air intake, on and off-road tyres. (Note – this is a 4 x 2 chassis only). Officers have established dialogue with Devon and Somerset as well as the body-builders – Emergency One (suppliers of Scania Rescue pumps to BFRS). A visit has been organised to observe trials and receive feedback as to progress so far.

It is felt, subject to positive results, this type of appliance could form the blueprint for 4x4 replacement **and** conventional pumping appliances. This concept would provide a fire appliance with a full fire-fighting and rescue capability,

although smaller in size. Research and Development are intending to lead a working group provide a full inventory to meet service need. Further work will need to be undertaken to identify if any type of a 4X4 capability is required if the 4X2 option is progressed.

The proposed BFRS specification would be;

- 12 ton chassis
- 1800L water tank
- Automatic Gearbox
- Standard major pump
- RTC 'e-draulic' cutting gear
- Fire Service rescue ladder – 105
- 5 seat crew cab (BA in cab)
- CAFS, COBRA or other technologies would not be part of the specification for these appliances
- R&D working group to identify need for hose, small gear, wide area flooding PPE, Gas Tight Suit provision and ancillary equipment.

### **Advantages**

- Smaller
- More economical
- Cheaper to purchase (approximately £80k to £100k saving per appliance compared to Scania RP)
- Similar quality to conventional Rescue Pump

'Mini' type fire appliances, similar to our current L200 conversion have been considered as part of conventional pumping appliance replacement. Officers have observed demonstrations within the service and viewed a number of examples at trade events. Appliances of this type are not considered as a viable option for BFRS at this time due to build quality issues and more importantly, do not fit within the risk profile / current crewing arrangements of the service. However, this type of appliance could be considered in future years dependent on the outcome of IRMP requirements.

**Actions Required** - Officers to progress the research/procurement of two 'midi' type fire appliances to replace two 4X4 Unimogs, with a view to extending this to general pumping appliance replacement. This would be blended with Scania Rescue Pump replacement in future years. (See Pumping Appliances above)

In addition, investigate further small appliance options with fire-fighting capability and high quality/capacity cutting/RTC equipment.

Proposed potential locations to be identified for RP, Midi and small appliance locations.

## **Curtain Sider**

This is a large general purpose lorry and it has been determined during the recent fleet review that there is no further use for the curtain sider and this vehicle will be disposed of as soon as possible.

## **Bulk Water/Foam Carriers**

The Service currently has three 'Water Carriers' within the fleet, based at Olney, Waddesdon and Princes Risborough. The Olney and Waddesdon appliances came into service in March 2001 and are overdue for consideration of replacement (Nominal 12 year life expectancy). The appliance at Princes Risborough came into service in September 2000 and is due for consideration of replacement next year (Nominal 15 year Life expectancy). The appliance at Princes Risborough differs from the other two as this is a designated Water Carrier with bulk foam capability. This service has a limited risk requirement for bulk foam and discussions have already taken place with a view to Royal Berkshire Fire and Rescue Service providing this capability on behalf of the Thames Valley. The Waddesdon and Olney appliances are 'dual role', providing bulk water as well as a front-line fire-fighting capability. All three carry 9,000 litres of water.

## **Actions Required**

- The Service continues with the procurement of bulk water provision, maintaining the principle of dual role capabilities. (Note – This would produce a cost saving at Princes Risborough as the existing water tender would be removed from service)
- BFRS explore the feasibility of ceasing to maintain its own bulk foam capability and using RBFRS within a 'Thames Valley' approach.
- Research and development continue work to provide a specification to reflect Service needs (i.e. 10,000L tank, high capacity pump, etc.)

## **Hose Laying Vehicle**

The Service currently has a Hose Laying Vehicle based at Stokenchurch. This is jointly shared with Oxfordshire Fire and Rescue Service and came into service in September 2003. Oxfordshire have indicated that this vehicle does not form part of their future incident planning as they now have a High Volume Pumping capability. A review is currently being undertaken as to the future of this vehicle with a consideration to either; withdraw it from service, change base location or adapt the chassis for other uses.

## **Action Required**

R&D team to undertake a review, to be completed by 1 July 2014. Once completed further information will be made available through normal governance arrangements.

## **Conclusions**

The Service is well placed with the following appliances and it is proposed that no further action needs to be taken in the medium to long term in relation to:

- Aerial Appliances
- Breathing Apparatus Support Units
- Water Safety Units

## **19. FINANCIAL PLANNING**

### **19.1 Capital**

Capital expenditure is the term used to describe the acquisition of assets that have a long- term value to BFRS. The Fleet Service capital expenditure will form part of the Authority's capital strategy and will be drawn from the replacement cycle of vehicles and equipment. There are some complexities around capital purchase and activity in this area should be co-ordinated with Finance so the Authority can negotiate the best options for all capital and revenue towards the end of the lifecycle for vehicle replacement. Ideally this should be well in advance, say 18 months.

### **19.2 Revenue Budgets**

The Fleet Service revenue budget will be heavily influenced by the Vehicle Replacement Programme mentioned above. It is unlikely that year-on-year capital spending will remain constant and there will be fluctuations in the costs incurred in the revenue budget. To even-out revenue expenditure it would be necessary to concentrate on the level scheduling of vehicle purchases over an anticipated lifespan, or to accept that fluctuations will occur between different years. In any event this should all be considered at time of MTFP budget build. Growth and savings bids should be raised for this and included with revenue consequences from capital purchases.

The contingency to counter this would be to make predictions and consequently financial provision for them in the years that they are likely to occur. A similar concept applies to vehicle maintenance expenditure - as vehicles age, more costs will be incurred. Unless the same numbers of vehicles of the same type are purchased each year there will be fluctuations in vehicle maintenance expenditure. Improving strategies can ease the fluctuations to enable more even and accurate budget forecasting.

## **Action Required**

The required action for financial planning is already covered under section 7 of this strategy.

## **20. PERFORMANCE MANAGEMENT DATA**

### **20.1 National Performance Indicators**

Numerous performance indicators have been developed to provide the comparators for benchmarking and subsequent investigation of any beneficial possibilities. Listed below are common performance indicators for fleet functions:

- a) Maintenance costs per vehicle.
- b) Vehicle running costs (fuel, insurance, VED).
- c) Support/fleet management costs.
- d) Remaining life time (data not presently collected).
- e) Vehicle purchase costs.
- f) Vehicle availability.

### **20.2 Local Performance Indicators**

Local performance indicators can outline targets for service improvements. These can be developed from existing information and can be used to monitor current and future performance. Variations can be used to understand any existing or future trends. These may take the form of:

- a) Vehicles serviced within schedule.
- b) Response to reported defects.
- c) Number of vehicles per mechanic employed.
- d) No of unplanned breakdowns.
- e) Maintenance cost per call.
- f) Maintenance cost per mile.
- g) Fleet cost per call.

Some Local Performance Indicators have been developed, with further LPIs to be developed over the next twelve months. **(See Appendix 2).**

## **21. ACTION PLAN**

Table 9 below sets out the strategic action plan that summarises the 'actions required' set out in the body of this strategy.



**Table 9**

<b>Action Point</b>	<b>Title</b>	<b>Description</b>	<b>Owner</b>	<b>Target Date for Completion</b>	<b>Notes</b>
A	Financial Planning	A vehicle replacement Capital Programme should be developed to project the replacement, frequency and potential costs for capital planning purposes, this program can be monitored through the BTB. The annual revenue impacts that may arise as a result of potential replacements should also be included. This work should be completed in order to inform budget planning from 2015/16 onwards, as soon as possible.	Resources Manager	30 Sept 2014	
B	Allocation of new appliances to maximise life span	The Authority should assess the impact of allocating new appliances to its smaller and less operational active stations, or frequent moving of appliances to different stations of varying operational activity in order to ascertain if vehicle life can be extended, by evening out the wear and tear throughout the vehicles service life.	GM Response Policy	Ongoing	
C	Carbon Management Strategy	All the above initiatives should be captured as part of a future Carbon Management Strategy.	Resources Manager	31 March 2015	
D	Collaborative Procurement	Given the recent new arrangements for provision of the procurement service with Royal Berkshire FRS, it is proposed to begin an informal process, to include all relevant stakeholders. This should begin with the 'Thames Valley' services i.e. Royal Berkshire and Oxford FRS's, to ascertain whether there is an appetite for more formal arrangements that seek to achieve the aims set out in this strategy from collaboration.	Procurement Manager	31 Dec 2014	

E	ICU	Progress the introduction of the new ICU, subject to budget approval. Once complete, it is considered that ICU provision will meet current and anticipated future requirements. (Nominal 15 year life expectancy)	GM Response Policy	31 March 2015	
F	Rescue Pumps	The Service should continue with the procurement of Rescue Pumps (taking account of future developments) and ensure they are strategically positioned to provide an attendance anywhere in our local area within 15 - 20 minutes as determined by the IRMP.	GM Response Policy	On-going during life of this strategy	
G	Environment / GP Vehicle	Progress the R&D work required to deliver the introduction of an Environment /GPV into service with a view to removing the SEV from service. Procurement to be completed as soon as possible. Continue to review the new provision and identify any changes required.	GM Response Policy	31 Oct 2014	
H	4 x 4 Replacements	<ol style="list-style-type: none"> <li>1. Officers to progress the research/procurement of two 'midi' type fire appliances to replace two 4X4 Unimogs, with a view to extending this to general pumping appliance replacement. This would be blended with Scania Rescue Pump replacement in future years. (See Rescue Pumps above)</li> <li>2. In addition, investigate further small appliance options with fire-fighting capability and high quality/capacity cutting/RTC equipment.</li> <li>3. Proposed potential locations to be identified for RP, Midi and small appliance locations.</li> </ol>	GM Response Policy	31 March 2015	

J	Bulk Water provision	<ol style="list-style-type: none"> <li>1. The Service continues with the procurement of bulk water provision, maintaining the principle of dual role capabilities. (Note – This would produce a cost saving at Princes Risborough as the existing water tender would be removed from service)</li> <li>2. BFRS explore the feasibility of ceasing to maintain its own bulk foam capability and using RBFRS within a ‘Thames Valley’ approach.</li> <li>3. Research and development continue work to provide a specification to reflect Service needs (i.e. 10,000L tank, high capacity pump, etc.)</li> </ol>	GM Response Policy	31 March 2015	
K	Hose Laying Vehicle	R&D team to undertake a review. Once completed further information will be made available through normal governance arrangements.	P&E	31 July 2014	

**Performance Review 2012/13**

During 2012/13 Workshops staff completed a total of 206 scheduled maintenance jobs on BFRS fleet vehicles consisting of:

<b>Vehicle Type</b>	<b>6-month services</b>	<b>Annual Services</b>	<b>Safety Inspections</b>
Special/ Ancillary Appliances	-	13	39
Pumping pumps	19	38	95
White Fleet vehicles	-	100	-

The annual service on Red Fleet vehicles also includes servicing/testing & certification of approximately 600 pieces of operational equipment including:

Description	No
13.5m Ladders	29
10.5/9m Ladders	38
Roof Ladders	39
Short Extension ladders	39
<b>HYDRAULIC RESCUE EQUIPMENT</b>	
<i>Power Packs</i>	40
<i>Spreaders</i>	34
<i>Cutters</i>	34
<i>Combi tools</i>	6
<i>Rams</i>	39
<i>Pedal cutters</i>	32
Generators	41
PPV fans	15
LPP's	40
Branches	155
<b>TOTAL</b>	<b>581</b>

**Performance Measurement – 1 April 2012 to 31 March 2013**

**OUT OF HOURS CALL OUTS (TOTAL 2012-13)**

Number of out of hours call outs (Jobs)	Total time of call outs (hours)	Average time of call outs (hours)
98	259.45	2.6

Fleet No./Account No.	Number of Jobs	Tot. rec. Cost	Total Parts (1) Cost	Total Recorded Costs	Tot. rec. Hours
	<b>98</b>	<b>£9,305.99</b>	<b>£2,169.95</b>	<b>£11,475.94</b>	<b>259.45</b>

**Red Fleet - Number of completed jobs against planned maintenance**

	APRIL		MAY		JUNE		JULY		AUGUST		SEPTEMBER	
	number of jobs	jobs completed on time	number of jobs	number completed on time	number of jobs	number completed on time	number of jobs	jobs completed on time	number of jobs	number completed on time	number of jobs	number completed on time
<b>SAFETY INSPECTION</b>	<b>11</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>11</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>10</b>	<b>8</b>
<b>6 MONTH SERVICE</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>
<b>ANNUAL SERVICE</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>4</b>

	OCTOBER		NOVEMBER		DECEMBER		JANUARY		FEBRUARY		MARCH	
	number of jobs	jobs completed on time	number of jobs	number completed on time	number of jobs	number completed on time	number of jobs	jobs completed on time	number of jobs	number completed on time	number of jobs	number completed on time
<b>SAFETY INSPECTION</b>	<b>9</b>	<b>7</b>	<b>13</b>	<b>13</b>	<b>10</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>
<b>6 MONTH SERVICE</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>ANNUAL SERVICE</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>2</b>

**Red Fleet Average Maintenance Costs 2012-2013**

	Tot.Rec. Cost (labour)	Total Parts Cost	Total Recorded Costs	Tot. Rec. Hours	No. of Jobs
	<b>£</b>	<b>£</b>	<b>£</b>		
Q1	73,247.25	21,521.67	94,768.92	2179.75	52
Q2	66,216.50	17,705.77	83,922.27	1931.25	50
Q3	62,230.58	20,364.08	82,594.66	1896.50	53
Q4	69,187.25	14,193.02	83,380.27	2036.25	53
<b>Totals</b>	<b>270,881.58</b>	<b>73,784.54</b>	<b>344,666.12</b>	<b>8043.75</b>	<b>208</b>

**Average Maintenance Cost Per Vehicle**

**£1,657.05**

**Average Maintenance Time Per Vehicle (Hrs)**

**38.67**



**VEHICLE DATA**

**Red Fleet**

**White Fleet**





## RED FLEET

Fleet list in disposal date order

October 2013

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle Make/Type</u>	<u>user/call sign</u>	<u>Station/Location</u>	<u>Owned/Leased from</u>	<u>reg date</u>	<u>expected disposal or lease expiry date</u>
067	K102UJO	VOLVO SPECIAL	21S6 (AYL6)	AYLESBURY	BFRS owned	29/06/1992	01/06/2007
095	M485XBW	RENAULT MIDLINER 150	TRAINING SCHOOL	TRAINING SCHOOL	BFRS owned	01/08/1994	01/08/2009
010	R61YJO	WRT - UNIMOG 4X4	21P4 (AYL4)	AYLESBURY	BFRS owned	01/12/1997	01/12/2009
011	R62YJO	WRT - UNIMOG 4X4	41P4 (HWY4)	HIGH WYCOMBE	BFRS owned	01/12/1997	01/12/2009
019	R84AFC	WRT - ERF	26P1 (HAD3)	BHQ - WORKSHOPS	BFRS owned	01/01/1998	01/01/2010
006	R243GJO	WATER TENDER - ERF	31P2 (AME3)	AMERSHAM	BFRS owned	01/06/1998	01/06/2010
015	S207EUD	WRT - ERF	RESERVE	RESERVE	BFRS owned	01/10/1998	01/10/2010
027	V967RJO	WRT - UNIMOG 4X4	11P4 (GHO4)	GREAT HOLM	BFRS owned	01/01/2000	01/01/2012
023	W656EBW	R.P. - VOLVO	43P1 (STO3)	STOKENCHURCH	BFRS owned	01/03/2000	01/03/2012
031	W657EBW	R.P. - VOLVO	RESERVE 2	RESERVE	BFRS owned	01/03/2000	01/03/2012
033	W658EBW	R.P. - VOLVO	33P1 (GMI3)	GREAT MISSENDEN	BFRS owned	01/03/2000	01/03/2012
038	X722OFC	R.P. - ERF	15P1 (OLN3)	OLNEY	BFRS owned	03/01/2001	01/01/2013
039	X723OFC	R.P. - ERF	32P1 (CHE3)	CHESHAM	BFRS owned	03/01/2001	01/01/2013
036	Y76MWL	WRT/WRC - VOLVO	25PW1 (WAD3.5)	WADDESDON	BFRS owned	01/03/2001	01/03/2013
051	Y83MWL	WRT/WRC - VOLVO	12PW2 (BLE3.5)	BLETCHLEY	BFRS owned	01/03/2001	01/03/2013
068	OU04FME	R.P. - VOLVO	21P2 (BEA3)	BEACONSFIELD	JCB	01/04/2004	30/03/2014
099	T839RFL	SPECIAL - MAN	COMMUNITY SAFETY	COMM. FIRE SAFETY	BFRS owned	01/05/1999	30/04/2014
022	T717LPP	CAV PEUGEOT BOXER	21S8 (AYL8.1)	AYLESBURY	BFRS owned	14/07/1999	13/07/2014
066	OY53RJO	UNIMOG HOSE LAYER	43W41 (STO4.1)	STOKENCHURCH	JCB	01/09/2003	29/09/2014
030	X138OFC	WRC - VOLVO	42W5 (PRI5)	PRINCES RISBOROUGH	BFRS owned	04/09/2000	01/09/2015
062	OU03VOM	R.P. - VOLVO	22P2 (BUC3)	BUCKINGHAM	JCB	01/03/2003	29/10/2015



## RED FLEET

Fleet list in disposal date order

October 2013

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle Make/Type</u>	<u>user/call sign</u>	<u>Station/Location</u>	<u>Owned/Leased from</u>	<u>reg date</u>	<u>expected disposal or lease expiry date</u>
063	OE03WXN	R.P. - VOLVO	TRAINING SCHOOL	TRAINING SCHOOL	JCB	01/07/2003	29/10/2015
065	OE03WXP	R.P. - VOLVO	TRAINING SCHOOL	TRAINING SCHOOL	JCB	01/07/2003	29/10/2015
005	P442YWL	C.U. - MERCEDES	21S7 (AYL7.1)	AYLESBURY	BFRS owned	01/09/1996	01/09/2016
007	OU10AEP	MITSUBISHI L200 SFU	SMALL FIRES UNIT	OLNEY	BFRS owned	01/03/2010	28/02/2017
009	OV51FCN	R.P. - ERF	26P1	HADDENHAM	KBC	01/10/2001	30/06/2017
026	OV51FCP	R.P. - ERF	42P1 (PRI3)	PRINCES RISBOROUGH	KBC	01/10/2001	30/06/2017
020	OV51FCO	R.P. - ERF	13P2 (BRO3)	BROUGHTON	KBC	01/10/2001	30/06/2017
034	OV51FCU	R.P. - ERF	TRAINING SCHOOL	TRAINING SCHOOL	KBC	01/10/2001	30/06/2017
045	KX55PMO	R.P. - SCANIA	23P1 WINSLOW	WINSLOW	BFRS owned	19/12/2005	31/01/2018
046	KX55PMV	R.P. - SCANIA	44P1 (MAR3)	MARLOW	BFRS owned	21/12/2005	31/01/2018
047	KX55PMU	R.P. - SCANIA	RESERVE	RESERVE	BFRS owned	21/12/2005	31/01/2018
044	KU52HLO	R.P. - VOLVO	24P1 (BRI3)	BRILL	JCB	01/09/2002	30/03/2018
040	KX06MUB	R.P. - SCANIA	21P1 (AYL1)	AYLESBURY	BFRS owned	30/06/2006	07/09/2018
041	KX06MUC	R.P. - SCANIA	21P2 (AYL2)	AYLESBURY	BFRS owned	18/07/2006	07/09/2018
014	KX56CVW	R.P. - SCANIA	RESERVE	RESERVE	BFRS owned	28/09/2006	30/10/2018
052	KX57TWJ	R.P. - SCANIA	14P1 (NPA1)	NEWPORT PAGNELL	BFRS owned	17/12/2007	31/01/2020
053	KX57TWK	R.P. - SCANIA	11P1 (GHO1)	GREAT HOLM	BFRS owned	17/12/2007	31/01/2020
054	KX57TWL	R.P. - SCANIA	51P1 (BEA1)	BEACONSFIELD	BFRS owned	17/12/2007	31/01/2020
001	KX55CRF	VOLVO TL/QUINT	11PA2 (GHO2.8)	GREAT HOLM	KBC	22/09/2005	01/09/2020
028	KX58MXA	R.P. - SCANIA	AME1 (31P1)	AMERSHAM	BFRS owned	18/02/2009	18/02/2021
029	KX58MXB	R.P. - SCANIA	GEX1 (52P1)	GERRARDS CROSS	BFRS owned	18/02/2009	18/02/2021



Fleet list in disposal date order

## RED FLEET

October 2013

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle Make/Type</u>	<u>user/call sign</u>	<u>Station/Location</u>	<u>Owned/Leased from</u>	<u>reg date</u>	<u>expected disposal or lease expiry date</u>
071	KX59JHH	R.P. - SCANIA	22P1 (BUC1)	BUCKINGHAM	BFRS owned	23/12/2009	21/04/2022
072	KX59JHJ	R.P. - SCANIA	41P1 (HWY1)	HIGH WYCOMBE	BFRS owned	23/12/2009	26/04/2022
073	KX59JHK	R.P. - SCANIA	41P2 (HWY2)	HIGH WYCOMBE	BFRS owned	23/12/2009	27/04/2022
074	KX11OHP	R.P. - SCANIA	13P1 (BRO 1)	BROUGHTON	BFRS owned	05/08/2011	17/10/2023
075	KX11OHR	R.P. - SCANIA	12P1 (BLE 1)	BLETCHLEY	BFRS owned	05/08/2011	21/11/2023
016	OU10EDR	O.S.U. - MERCEDES	13S6	BROUGHTON	BFRS owned	22/04/2010	21/04/2025
017	OU10EDP	O.S.U. - MERCEDES	33S6	GREAT MISSENDEN	BFRS owned	22/04/2010	21/04/2025
077	OU10FLR	W/RESCUE - MERCEDES	14B5	NEWPORT PAGNELL	BFRS owned	11/05/2010	08/07/2025
076	OU10FLP	W/RESCUE - MERCEDES	51B5	BEACONSFIELD	BFRS owned	20/05/2010	20/07/2025
032	KX11BCZ	TL - SCANIA/METZ	41A8	HIGH WYCOMBE	BFRS owned	01/03/2011	04/04/2026



This report shows a fleet list in disposal date order

**WHITE FLEET**

November 2013

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle Make/Type</u>	<u>Station/Location</u>	<u>lease company</u>	<u>CO2 g/km</u>	<u>date of registration</u>	<u>expected disposal date</u>
641	KG52RVX	PEUGEOT BOXER MWB	PREVENTION	BFRS owned		24/10/2002	23/10/2007
904	NC06CZG	TOYOTA YARIS T3 1.4D	BRIGADE HQ	ALPHABET CAR LEASE	119	26/05/2006	29/05/2010
909	KC06ZWL	PEUGEOT PARTNER	ICTU	AUTOMOTIVE LEASING		23/06/2006	22/06/2010
914	KH06ZZA	PEUGEOT EXPERT VAN	GERRARDS CROSS	ALPHABET CAR LEASE		19/07/2006	18/07/2010
922	KJ56HHC	PEUGEOT 206 1.4 HDI	G.MISS - PROTECTION	ALPHABET CAR LEASE	116	08/09/2006	07/09/2010
927	KJ56HHE	PEUGEOT 206 1.4 HDI	UNIT 7	ALPHABET CAR LEASE	116	15/09/2006	14/09/2010
931	OU56EFH	VAUXHALL CORSA 1.3TD	BHQ - TRAINING	ALPHABET CAR LEASE	119	15/11/2006	05/11/2010
929	KD56CZZ	PEUGEOT 206 1.4 HDI	BROUGHTON PROTECTION	AUTOMOTIVE LEASING	116	09/11/2006	08/11/2010
806	KD55ZFE	PEUGEOT 206 1.4 HDI	PREVENTION	LEX AUTOLEASE	116	18/11/2005	17/11/2010
804	KD55ZFT	PEUGEOT EXPERT VAN	PREVENTION	ALPHABET CAR LEASE		25/11/2005	24/11/2010
803	KH55BNN	PEUGEOT EXPERT VAN	BROUGHTON	AUTOMOTIVE LEASING		01/12/2005	30/11/2010
932	OU56FWE	VAUXHALL CORSA 1.3TD	G.MISS - PROTECTION	ALPHABET CAR LEASE	119	01/12/2006	30/11/2010
933	OU56FVL	VAUXHALL CORSA 1.3TD	BUCKINGHAM	ALPHABET CAR LEASE	119	01/12/2006	30/11/2010
945	OU07HBX	VAUXHALL CORSA 1.3TD	MARLOW PROTECTION	ALPHABET CAR LEASE	119	09/05/2007	20/05/2011
856	OU07JPV	HONDA ACCORD 2.2	BHQ SERVICE DELIVERY	ALPHABET CAR LEASE	145	24/06/2007	23/06/2011
700	OU07JWG	VAUXHALL CORSA 1.3TD	BROUGHTON PROTECTION	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
701	OU07JWJ	VAUXHALL CORSA 1.3TD	MARLOW PROTECTION	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
702	OU07JWL	VAUXHALL CORSA 1.3TD	BEACONSFIELD	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
703	OU07JWM	VAUXHALL CORSA 1.3TD	MARLOW PROTECTION	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
704	OU07JWN	VAUXHALL CORSA 1.3TD	CONTROL	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
705	OU07JWO	VAUXHALL CORSA 1.3TD	GERRARDS CROSS	ALPHABET CAR LEASE	119	01/07/2007	16/07/2011
706	OU07KFL	VAUXHALL CORSA 1.3TD	BEACONSFIELD	ALPHABET CAR LEASE	119	01/07/2007	23/07/2011

<u>Fleet No.</u>	<u>Reg No</u>	<u>Vehicle make/model</u>	<u>Station/Location</u>	<u>lease company</u>	<u>CO2 g/km</u>	<u>date of registration</u>	<u>expected disposal date</u>
708	OU57CVF	HONDA CIVIC 2.2iCTDi	BHQ SERVICE DELIVERY	LEX AUTOLEASE	135	01/09/2007	11/09/2011
715	OV08GFE	PEUGEOT EXPERT TEPEE	TRAINING SCHOOL	LEX AUTOLEASE	198	16/04/2008	16/04/2012
905	KD06VRC	PEUGEOT BOXER LWB	BHQ - EQUIPMENT	LEX AUTOLEASE		25/05/2006	24/05/2012
717	OV08WYU	PEUGEOT EXPERT VAN	PPT	AUTOMOTIVE LEASING	200	25/05/2008	27/05/2012
707	OU57YNK	PEUGEOT BOXER LWB	BHQ - WORKSHOPS	AUTOMOTIVE LEASING	232	01/09/2007	31/08/2012
725	OU58EDL	HONDA CIVIC 2.2iCTDi	SECONDMENT	LEX AUTOLEASE	140	25/10/2008	24/10/2012
723	OU58EXX	VAUXHALL CORSA 1.3TD	PPT	LEX AUTOLEASE	119	17/11/2008	16/11/2012
726	OU58FPC	HONDA CIVIC 2.2iCTDi	MARLOW PROTECTION	LEX AUTOLEASE	140	24/12/2008	23/12/2012
727	OU58FPA	HONDA CIVIC 2.2iCTDi	BRIGADE HQ	LEX AUTOLEASE	140	24/12/2008	23/12/2012
729	OV58MVD	PEUGEOT PARTNER	PREVENTION	ALPHABET CAR LEASE	150	15/01/2009	15/01/2013
728	OU58FRR	HONDA CIVIC 2.2iCTDi	BROUGHTON PROTECTION	ALPHABET CAR LEASE	135	13/01/2009	23/01/2013
731	OU09BYZ	HONDA CIVIC 2.2iCTDi	BHQ-HUMAN RESOURCES	ALPHABET CAR LEASE	140	01/03/2009	28/02/2013
714	OU08XGZ	PEUGEOT EXPERT VAN	PREVENTION	LEX AUTOLEASE		04/03/2008	03/03/2013
733	OY09BWO	PEUGEOT EXPERT TEPEE	BRIGADE HQ	ALPHABET CAR LEASE	198	21/04/2009	26/04/2013
734	OU09FFX	HONDA CIVIC 2.2iCTDi	BLETCHLEY	ALPHABET CAR LEASE	134	17/05/2009	16/05/2013
735	OU09FFZ	HONDA CIVIC 2.2iCTDi	BEACONSFIELD	ALPHABET CAR LEASE	134	17/05/2009	16/05/2013
736	OU09FFY	HONDA CIVIC 2.2iCTDi	AMERSHAM	ALPHABET CAR LEASE	134	17/05/2009	16/05/2013
716	OV08WZB	PEUGEOT PARTNER	PPT	ALPHABET CAR LEASE		19/05/2008	18/05/2013
737	OU09FGJ	HONDA CIVIC 2.2iCTDi	BRIGADE HQ	ALPHABET CAR LEASE	134	01/06/2009	31/05/2013
739	OU09GWK	HONDA CIVIC 2.2iCTDi	FIRE SERVICE COLLEGE	ALPHABET CAR LEASE	139	10/07/2009	12/07/2013
719	OU58CMY	VAUXHALL CORSAVAN	PPT	LEX AUTOLEASE	127	03/09/2008	04/09/2013
740	OU59BTE	HONDA CIVIC 2.2iCTDi	UNIT 7	ALPHABET CAR LEASE	139	01/10/2009	30/09/2013
741	OU59BVD	VAUXHALL INSIGNIA	PPT	ALPHABET CAR LEASE	154	01/10/2009	08/10/2013
756	OU60DFG	HONDA CRV 2.2i-DTEC	BHQ - TRAINING	ALPHABET CAR LEASE	171	12/10/2010	13/10/2013
758	OU60DWY	HONDA CIVIC HYBRID	BHQ-HUMAN RESOURCES	ALPHABET CAR LEASE	109	21/10/2010	25/10/2013
742	OU59BVE	VAUXHALL INSIGNIA	BRIGADE HQ	ALPHABET CAR LEASE	154	17/10/2009	25/10/2013
808	KD55EHZ	PEUGEOT 206 VAN	BHQ - I.C.T.	GE CAPITAL SOLUTIONS		26/10/2005	25/10/2013
722 6	OY58DYT	PEUGEOT PARTNER	ICTU	LEX AUTOLEASE		28/10/2008	29/10/2013

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle make/model</u>	<u>Station/Location</u>	<u>lease company</u>	<u>CO2 g/km</u>	<u>date of registration</u>	<u>expected disposal date</u>
743	OV59JBY	VW TIGUAN 2.0TDI 2WD	BRIGADE HQ	ALPHABET CAR LEASE	155	06/11/2009	08/11/2013
745	OU10ACX	HONDA CRV 2.2i-DTEC	GREAT HOLM	ALPHABET CAR LEASE	171	01/03/2010	28/02/2014
747	OU10HKM	HONDA CRV 2.2i-DTEC	BHQ - TRAINING	LEX AUTOLEASE	171	10/07/2010	09/07/2014
748	OU10HKL	HONDA CRV 2.2i-DTEC	BRIGADE HQ	LEX AUTOLEASE	171	10/07/2010	09/07/2014
645	OU09GXF	VAUXHALL ASTRA 1.7D	TRAINING SCHOOL	BFRS owned	119	24/07/2009	23/07/2014
646	OU09GXG	VAUXHALL ASTRA 1.7D	TRAINING SCHOOL	BFRS owned	119	24/07/2009	23/07/2014
647	OU09GXJ	VAUXHALL ASTRA 1.7D	PREVENTION	BFRS owned	119	24/07/2009	23/07/2014
648	OU09GXK	VAUXHALL ASTRA 1.7D	BRIGADE HQ	BFRS owned	119	24/07/2009	23/07/2014
649	OU09GXL	VAUXHALL ASTRA 1.7D	HIGH WYCOMBE	BFRS owned	119	24/07/2009	23/07/2014
650	OU09HPV	VAUXHALL ASTRA 1.7D	BLETCHLEY	BFRS owned	119	24/07/2009	23/07/2014
651	OU09HPX	VAUXHALL ASTRA 1.7D	BHQ SERVICE DELIVERY	BFRS owned	119	24/07/2009	23/07/2014
652	OU09HPY	VAUXHALL ASTRA 1.7D	BRIGADE HQ	BFRS owned	119	24/07/2009	23/07/2014
653	OU09HPZ	VAUXHALL ASTRA 1.7D	HIGH WYCOMBE	BFRS owned	119	24/07/2009	23/07/2014
751	OU60CEF	HONDA CRV 2.2i-DTEC	BHQ SERVICE DELIVERY	ALPHABET CAR LEASE	171	01/09/2010	31/08/2014
752	OU60CEA	HONDA CIVIC 2.2iCTDi	BRIGADE HQ	ALPHABET CAR LEASE	139	01/09/2010	22/09/2014
754	OU60CJX	HONDA CRV 2.2i-DTEC	BHQ-PERFORMANCE/PLAN	ALPHABET CAR LEASE	171	24/09/2010	23/09/2014
755	OU60DFK	HONDA CRV 2.2i-DTEC	BRIGADE HQ	ALPHABET CAR LEASE	171	12/10/2010	13/10/2014
753	OU60DFJ	HONDA CRV 2.2i-DTEC	BRIGADE HQ	ALPHABET CAR LEASE	171	12/10/2010	13/10/2014
757	OU60DFL	HONDA CRV 2.2i-DTEC	UNIT 7	ALPHABET CAR LEASE	171	12/10/2010	13/10/2014
766	OU61EJE	VAUXHALL ASTRA 1.7D	TRAINING SCHOOL	ALPHABET CAR LEASE	119	07/11/2011	13/11/2014
759	OU60EXO	HONDA ACCORD 2.2	AYLESBURY	ALPHABET CAR LEASE	154	13/12/2010	15/12/2014
760	OU60EXT	VAUXHALL ASTRA 2.0TD	UNIT 7	ALPHABET CAR LEASE	154	14/12/2010	15/12/2014
763	OU60EYW	HONDA CRV 2.2i-DTEC	BRIGADE HQ	ALPHABET CAR LEASE	171	24/12/2010	23/12/2014
761	OU60EYL	VAUXHALL ZAFIRA 1.9D	BHQ SERVICE DELIVERY	ALPHABET CAR LEASE	159	24/12/2010	23/01/2015
764	OU60FNZ	HONDA CRV 2.2i-DTEC	BROUGHTON	ALPHABET CAR LEASE	171	24/01/2011	31/01/2015
657	OU59EZC	VAUXHALL ASTRVAN	BHQ - EQUIPMENT	BFRS owned	135	01/02/2010	31/01/2015
749	OU10HYR	VAUXHALL COMBO VAN	TRAINING SCHOOL	ALPHABET CAR LEASE		01/08/2010	31/07/2015
750	OU10HYP	VAUXHALL COMBO VAN	TRAINING SCHOOL	ALPHABET CAR LEASE		01/08/2010	31/07/2015

<u>Fleet No.</u>	<u>Reg No.</u>	<u>Vehicle make/model</u>	<u>Station/Location</u>	<u>lease company</u>	<u>CO2 g/km</u>	<u>date of registration</u>	<u>expected disposal date</u>
642	OU58EDP	mitsubishi L200 4X4	GREAT HOLM	BFRS owned	225	25/10/2008	24/10/2015
643	OU58EDR	mitsubishi L200 4X4	HIGH WYCOMBE	BFRS owned	225	25/10/2008	24/10/2015
644	OU58EDV	mitsubishi L200 4X4	AYLESBURY	BFRS owned	225	25/10/2008	24/10/2015
661	KR62XNV	AUDI A6 AVANT 2.0TDI	BRIGADE HQ	BFRS owned	132	01/02/2013	31/01/2016
662	KR62XNU	AUDI A6 AVANT 2.0TDI	BRIGADE HQ	BFRS owned	132	01/02/2013	31/01/2016
663	KN13RXH	AUDI Q7 3.0TDI	BRIGADE HQ	BFRS owned	189	15/03/2013	14/03/2016
664	KM13NDK	AUDI Q5 2.0TDI	BHQ SERVICE DELIVERY	BFRS owned	159	23/04/2013	22/04/2016
665	KM13NDY	AUDI Q5 2.0TDI	BHQ SERVICE DELIVERY	BFRS owned	159	30/04/2013	29/04/2016
666	KS13FSO	AUDI Q7 3.0TDI	BRIGADE HQ	BFRS owned	189	18/06/2013	17/06/2016
654	OU10AET	mitsubishi L200 4X4	BROUGHTON	BFRS owned	225	01/03/2010	28/02/2017
655	OU10AEV	mitsubishi L200 4X4	BLETCHLEY	BFRS owned	225	01/03/2010	28/02/2017
658	OU10AFE	VAUXHALL VIVARO	BROUGHTON PROTECTION	BFRS owned		10/03/2010	09/03/2017
660	OU62CMV	VAUXHALL CORSAVAN	PPT	BFRS owned		01/09/2012	31/08/2017
897	OU63YHN	HONDA CRV 2.2i-DTEC	PREVENTION	LEX AUTOLEASE	149	05/10/2013	09/10/2017
896	OY63FRN	HONDA CRV 2.2i-DTEC	PREVENTION	LEX AUTOLEASE	149	16/10/2013	21/10/2017
659	OU57FFZ	PEUGEOT BOXER LWB	CHESHAM	BFRS owned		31/10/2007	26/11/2022

**Total No. of Vehicles**      94

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	14 May 2014
<b>OFFICER</b>	David Skinner, Director of Finance and Assets
<b>LEAD MEMBER</b>	Councillor Adrian Busby
<b>SUBJECT OF THE REPORT</b>	<b>Partnership Governance Framework</b>
<b>EXECUTIVE SUMMARY</b>	<p>As part of the continuous audit process a number of audit recommendations were made, including a review of the Partnership Governance Framework.</p> <p>An internal and external review of all parts of the partnership framework has been carried out.</p> <p>This process included internal scrutiny of the existing partners and examination of the relevance of the current partners to the service delivery of Buckinghamshire and Milton Keynes Fire Authority.</p> <p>As a result of the internal review the number of formally agreed partnerships was reduced from seventeen to five.</p> <p>An independent external reviewer using set criteria recommended by CIPFA in their Evaluating Partnership Guide reviewed the five remaining partnerships. All partnerships have now been reviewed and a number of recommendations have been made.</p>
<b>ACTION</b>	Decision and Information.
<b>RECOMMENDATIONS</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"> <li>1. Members approve the partnership strategy;</li> <li>2. The principles set out in Paragraph 9 of the Partnership Strategy be adopted as the Partnership Policy.</li> </ol>
<b>RISK MANAGEMENT</b>	<p>As set out in Section 20 of the Financial Instructions:</p> <p>Each partnership should have a defined responsible manager within the Authority. This person is responsible for ensuring that:</p> <p>The partnership is appraised for financial viability in both the current and future years;</p> <p>The financial risk to the Authority is assessed;</p>

	<p>Appropriate resources are assigned to the governance of the partnership;</p> <p>The partnership is supported by an appropriate documented agreement which outlines the financial liabilities and accountabilities of the partners, together with procedures for financial transactions and monitoring, and which has been agreed in writing by all partners; and</p> <p>The accounting arrangements are satisfactory.</p> <p>The Treasurer must be consulted and their agreement obtained to the acceptability of the details in respect of the above prior to commencement of the Partnership.</p>
<b>FINANCIAL IMPLICATIONS</b>	There are no direct financial implications arising from this report.
<b>LEGAL IMPLICATIONS</b>	The Authority's Financial Regulations (E.2) provide that "The Executive is responsible for approving partnership arrangements/joint working initiatives with other local public, private, voluntary and community sector organisations to address local needs."
<b>HEALTH AND SAFETY</b>	There are no health and safety implications arising from this report.
<b>EQUALITY AND DIVERSITY</b>	There are no equality and diversity implications arising from this report.
<b>USE OF RESOURCES</b>	Any existing partnerships have been reviewed for use resource utilisation and any new partnerships will be considered against the criteria set out in the strategy.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p><b>Background</b></p> <p>O&amp;A 9/12/10  <a href="#">Update - Significant Governance Issues 2009/10 Internal Audit Report: Review of progress on internal audit recommendations from previous audits</a></p> <p>O&amp;A 12/5/11  <a href="#">Internal Audit Report: Review of progress on internal audit recommendations from previous audits</a></p> <p>O&amp;A 22/6/11  <a href="#">Review of Progress on Internal Audit Recommendations Annex</a></p> <p>O&amp;A 25/9/13  <a href="#">Annual Governance Statement 2012/13. Internal Audit Report: Update of progress of Audit Recommendations</a></p>

	<p>Buckinghamshire &amp; Milton Keynes Fire Authority Financial Regulations</p> <p><a href="http://www.bucksfire.gov.uk/NR/rdonlyres/F5A74AFB-37F7-42D0-9B07-B29E98DF789D/0/08FINANCIALREGULATIONS.pdf">http://www.bucksfire.gov.uk/NR/rdonlyres/F5A74AFB-37F7-42D0-9B07-B29E98DF789D/0/08FINANCIALREGULATIONS.pdf</a></p> <p><i>Evaluating Partnerships, An Overview and Compendium of Approaches</i> CIPFA May 2009 (Copyrighted material)</p> <p><a href="http://www.cipfa.org/policy-and-guidance/publications/e/evaluating-partnerships-an-overview-and-compendium-of-approaches">http://www.cipfa.org/policy-and-guidance/publications/e/evaluating-partnerships-an-overview-and-compendium-of-approaches</a></p>
<b>APPENDICES</b>	<p>Appendix 1: Buckinghamshire &amp; Milton Keynes Fire Authority Partnership Strategy 2014/15</p> <p>Appendix 2: Partnership register</p> <p>Appendix 3: List of district partnerships attended by BFRS</p>
<b>TIME REQUIRED</b>	10 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>David Skinner</p> <p><a href="mailto:dskinner@bucksfire.gov.uk">dskinner@bucksfire.gov.uk</a></p> <p>01296 744671</p>

Appendix 1

**Buckinghamshire & Milton Keynes Fire Authority Partnership Strategy 2014/15**

**1. Buckinghamshire & Milton Keynes Fire Authority Partnership Strategy.**

In order to deliver the vision for the Fire Authority there are a number of underpinning values pertinent to working in partnership. In particular, *working to reduce risk and working in a cooperative and inclusive manner with all groups within the Authorities' area.*

**2. Introduction**

Partnership working is something that Fire Authorities have excelled in over the last twenty years. The type of partnership has been many and varied, from loose meetings of minds with common or uncommon goals to full blown integrated partnerships involving considerable amounts of finance and resources. In some cases the desire to work with certain groups has overridden the achievement of actual outcomes to the Fire Authority, despite the input of income and resources. A number of partnerships involved commercial contracts with other local authority fire and rescue services or local government departments therefore were not true partnerships.

The purpose of this review was to ensure that the Fire Authority is receiving good value for the finance and resources it expends on partnership working and that the Fire Authority is not at risk. The review has been restricted to formal partnerships and where there is a financial or substantial resources input. The review was carried out in two distinct parts; the first was internal and focussed on the definition of partnerships as seen by the Fire Authority. The internal review also considered what partnerships the Authority was already involved in and whether they were true partnerships based on the definition. This enabled the existing register to be reduced considerably. The second part of the review was independent and external using set criteria to review each partnership on the reduced register.

**3. Partnership Definition**

The Fire Authority's definition of partnership is: *"A real working relationship where two or more parties commit some of their available capacity and/or resources in pursuit of a common goal that aligns back to the organisation's corporate vision and values. There should be evidence of real inputs that deliver real outputs and ultimately outcomes."*

**4. Internal Review**

An internal review was carried out on the existing Partnership Register. It was clear that a number of the partnerships were no more than informal meetings between likeminded groups with common objectives. While the joint working was positive in many cases the goal was not common. Similarly a number of the partnerships were statutory and the Authority had to be represented whether there was a common goal or not. Lastly there were a number of partnerships where the input from the Authority was far greater than that of the partner organisation. In the latter case this could be by the provision of equipment or other resources, however the outcome was not necessarily to the benefit of the Authority.

**5. External Review**

An independent external review was carried out of the five remaining partnerships.

The criteria used for the review was based on that recommended by CIPFA in their Evaluating Partnerships Guide.

The Criteria used is detailed below:

- a) Is the partnership legally defined and agreed by both partners?
- b) Does it fit within the Fire Authority Plan?
- c) Are there clear aims and outcomes for the partnership?
- d) Are the outcomes measurable and agreed by both partners?
- e) Is the risk shared as well as the resources?
- f) Has the partnership been reviewed by both partners?
- g) Could the outcomes be achieved in any other manner?
- h) Is there an exit strategy should the authority require one?
- i) Is there an agreed protocol for dispute resolution between the partners?
- j) Is there a clear financial protocol for shared funding?

## 6. Review Criteria Results

### **a) Is the partnership legally defined and agreed by both partners?**

Four of the five partnerships are legally defined, the remaining partnership with the British Red Cross should be considered by the Legal & Governance Directorate and a joint agreement arranged with both partners.

### **b) Where does it fit within the Fire Authority Plan?**

All partnerships fit within at least one criteria of the Fire Authority Plan.

### **c) Are there clear aims and outcomes for the partnership?**

All partnerships have clear aims and outcomes.

### **d) Are the outcomes measurable and agreed by both partners?**

All partnerships have some measurable outcomes but are not necessarily agreed by both partners. Efforts should be made to agree measurable outcomes between both partners.

### **e) Is the risk shared as well as the resources?**

In four of the partnerships the risk is fully shared, in the agreement with the MK Safety Centre the risk is shared but not fully. It is recommended that this should be reviewed to ensure full risk sharing takes place.

### **f) Date of last review by both partners?**

Four out of the five partnerships have been reviewed annually; it is recommended that the partnership with the British Red Cross be reviewed to bring it into line with the other partnerships.

### **g) Could the outcomes be achieved in any other manner?**

In two cases the outcome could not be achieved in any other manner, with the other three the outcome could be achieved by other means at a greater cost to the authority.

### **h) Is there an exit strategy should the authority require one?**

Neither Safer MK nor Safer & Stronger Bucks have an exit strategy, which would allow the Authority to withdraw if they had to. It is recommended that an agreed exit strategy be put in place for both these partnerships at the next review.

**i) Is there an agreed protocol for dispute resolution between the partners?**

It is recommended that an agreed protocol for dispute resolution between the partners in all five partnerships be agreed during the next review.

**j) Is there a clear financial protocol for shared funding?**

During the next review period the Finance Directorate should review the financial protocols for all five partnerships.

**7. Overall Review Results**

The internal and external reviews highlighted that there are many examples of good practice across all of the Authorities partnerships. Both reviews highlighted that the Authority is involved in many differing types of partnership, informal, formal, legislative, strategic and service delivery. In order to ensure that the Fire Authority receives the best value from its partnership working together with protecting the Authority from any foreseeable risks the forgoing recommendations should be implemented during the next review period. In addition the following recommendations should be implemented when considering any new partnership working.

**8. Existing and Future Partnership Working**

Following the review of the existing Partnerships a new register has now been created containing the five current partnerships. Sponsoring Directorates should review all partnerships annually. Following the annual review if partnerships no longer meet the criteria then the future of the partnership should be discussed with the partner organisation. If the partnership has achieved its objectives it should be disbanded and removed from the Partnership Register.

**9. New partnerships**

Before instigating a new partnership a number of questions should be asked?

- i. Is there a common vision and objective for both partners
- ii. Is there a clear statement of the partnership principles and objectives?
- iii. Is this agreed in the partnership protocol?
- iv. What is the legal status of the partnership?
- v. What is the extent of the partner's authority to bind the other to decisions?
- vi. Is there clear accountability for proper financial administration?
- vii. Has the partnership got a protocol for dispute resolution?
- viii. Are there agreed performance measurement structures in place?
- ix. Has a value for money assessment been carried out?

Before entering into any legal or financial partnership agreement all documentation must be agreed by the sponsoring Directorate and the Legal and Finance Directorates.

Only when all criteria have been met should a new partnership be added to the Partnership Register.

## Appendix 2 - Partnership Register

<b>Partnership Name</b>	<b>Original Signing Date</b>	<b>Is The Partnership Legally Defined And Agreed By Both Partners?</b>	<b>Where Does It Fit Within The Fire Authority Plan?</b>	<b>Are There Clear Aims And Outcomes For The Partnership?</b>	<b>Are The Outcomes Measureable And Agreed By Both Partners?</b>	<b>Is The Risk Shared As Well As The Resources?</b>	<b>Date Of Last Review By Both Partners?</b>	<b>Could The Outcomes Be Achieved In Any Other Manner?</b>	<b>Is There An Exit Strategy Should The Authority Require one?</b>
Safer MK	N/K	Crime & Disorder Act 1998	Vision & Strategic Objectives	Yes	In Part	Yes	Annual	No	No
Safer & Stronger Bucks	N/K	Crime & Disorder Act 1998	Vision & Strategic Objectives	Yes	In Part	Yes	Annual	No	No
MK Safety Centre	2010	Yes	Strategic Objectives & Local Plan	Yes	Yes, Activity Outcomes, No	Yes (Limited)	Annual	Potentially	Yes
Oxon FRS/RBFRS	2013	Yes	Protection	Yes	Not Agreed but Measureable	Yes	Annual	Yes, but at greater cost	Yes
USAR Canine Hampshire FRS	Feb 2009	Yes	Response/ National Resilience	Yes	Yes	Yes	Feb 14 (new agreement drafted)	Yes – own canine provision but at greater cost	Yes
Fire Co-Responder	1/03/14	Yes	Vision & Strategic Objectives	Yes	Yes	Yes	1/06/14	Not by using fire crews as co-responders	Yes
British Red Cross	2012	No	Prevention	Yes	Not agreed In Advance	Yes	N/K	Yes, but at greater cost	Yes

## Appendix 3 - List of district partnerships attended by BFRS

District	Group
AVD	AV CSP Strategy Group
AVD	Aylesbury Vale Local Strategic Partnership
BFRS	Building Control Liaison
BFRS	Fire and Emergency Support Services
BFRS	Safety Advisory Groups
Bucks	Bucks CC Road Safety Team
Bucks	BSP Policy Officers Group
CD	Chiltern CSP Strategy Group
CD	Chiltern Community Partnership (LSP) Full
CD	Chiltern Community Partnership (LSP) Steering Group
MK	Milton Keynes Council Road Safety Team
MK	Safe at Home Scheme
MK	SaferMK Performance Group
MK	SaferMK Public Safety
SBD	South Bucks CSP Strategy Group
SBD	South Bucks Partnership (LSP)
WD	Wycombe CSP Strategy Group
WD	Wycombe Partnership (LSP) Executive
WD	Wycombe Partnership (LSP) Full
AVD	AV CSP (Implementation)
AVD	AV Community Cohesion Delivery Group
AVD	AVDC ASB Tactical Action Group (TAG)
AVD	AVDC Joint Action Group (JAG)
Bucks	Bucks ASB Strategy Group
Bucks	Bucks Equalities Network
Bucks	Chinese Business Community Partnership
Bucks	Community Cohesion & Equalities Forum
Bucks	MARAC
Bucks	Youth Inclusion and Support Panels
CD	CDC Joint Action Group (JAG)
CD	Chiltern CSP (Implementation)
MK	Joint Area Tasking and Coordination
MK	Joint Emergency Services Group
SBD	SBDC Joint Action Group (JAG)
SBD	SBDC CSP (Strategy Group)
SBD	South Bucks CSP (Implementation)
SBD	South Bucks Partnership Implementation Group
WD	Wycombe CSP (Strategy Group)
WD	Wycombe CSP (Implementation)
WD	Wycombe Community Cohesion Delivery Group
WD	Wycombe Community Cohesion Strategy Group
WD	Wycombe Joint Action Group



Bucks	Bucks Community Safety partnership
Bucks	Bucks Resilience Group
AVD	Aylesbury LSP

FRS Area	Group
SE Region	CFOA SE Protection Strategic Group
SE Region	Environment Agency South East (EASE) and FRSs
TV	Local Resilience Forum Regional Contingency Group
SE Region	South East Operational Response & Resilience Group
TV	Local Resilience Forum Communications Group
TV	Thames Valley Cross border Group
TV	Thames Valley NVQ Centre
SE Region	South East Operational Policy & Procedure (SEOPAP)
FRS	Silverstone Major event group

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## Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	14 May 2014
<b>OFFICER</b>	David Skinner, Director of Finance and Assets
<b>LEAD MEMBER</b>	Councillor Andy Dransfield
<b>SUBJECT OF THE REPORT</b>	<b>Budget Monitoring Performance and Debt Management April 2013 – March 2014 (Provisional Outturn)</b>
<b>EXECUTIVE SUMMARY</b>	<p>To present an update of the provisional revenue and capital outturn position and debt management performance to 31 March 2014.</p> <p>The report at Appendix A is only a provisional position pending final audit recommendation and confirmation of accounting adjustments to go through before a final position is reached.</p> <p>Improvements made in the budget monitoring processes throughout the year have allowed us to make informed decisions to proactively re-align budgets and match financial resources to our overall plans as we adapt to changes outlined in our improvement agenda.</p> <p>Following the transfers to and from reserves detailed below there is a residual favourable variance for the year of £170k as a result of proactive management action.</p> <p>The movements and transfers to and from reserves are as follows:-</p> <ul style="list-style-type: none"> <li>(a) £900k transfer to the control room reserve to cover the estimated additional costs of control in 2014/15 as a result of the delays to the control room project,</li> <li>(b) £260k revenue contribution to capital to support the ICT strategy,</li> </ul> <p>The following movements to reserves were included within the original budget (approved at CFA meeting in February 2013) and have been transferred as planned:-</p> <ul style="list-style-type: none"> <li>(c) £1,438k revenue contribution to capital reserve to meet future reductions in capital grants.</li> </ul>

<b>ACTION</b>	Information and decision.
<b>RECOMMENDATIONS</b>	<ol style="list-style-type: none"> <li>1. That the provisional outturn forecast for the Fire Authority as at 31 March 2014 be noted.</li> <li>2. That the residual balance of the underspend be transferred to the redundancy and early retirement reserve once the final outturn figures have been confirmed.</li> <li>3. That the £3,058k financing of carried forward capital commitments for slipped schemes be approved.</li> <li>4. That the virements as detailed at the end of section 10 of the report be authorised.</li> <li>5. That the capital budget virement as detailed at the end of section 10 of the report be authorised.</li> <li>6. That delegated authority be given to the Treasurer 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>7. That should any changes to the amounts referred to above be required, then the Treasurer will report these to Members at the next available meeting.</li> </ol>
<b>RISK MANAGEMENT</b>	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.
<b>FINANCIAL IMPLICATIONS</b>	As set out in the main body of the report.
<b>LEGAL IMPLICATIONS</b>	None.
<b>HEALTH AND SAFETY</b>	None.
<b>EQUALITY AND DIVERSITY</b>	None.
<b>USE OF RESOURCES</b>	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.

<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	Medium Term Financial Plan 2013/14 to 2016/17, CFA Meeting 13 February 2013; Budget monitoring performance and debt management April to December 2013, Executive Meeting 5 February 2014.
<b>APPENDICES</b>	Appendix A – Budget Monitoring Performance and Debt Management April – March 2014 (Provisional Outturn).
<b>TIME REQUIRED</b>	15 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	Graham Young – Management Accountant <a href="mailto:gyoung@bucksfire.gov.uk">gyoung@bucksfire.gov.uk</a> 01296 744429

## 1. Revenue Forecasts by Service Area

**Table 1** The budget of £29m is compared to the forecast outturn to give a forecast year end under-spend of £170k as a result of proactive management action.

Directorate	Area Manager	Total Budget	Actual Year to Date	Year End adjustments	Adjusted Actual YTD	Projected Year End Variance
Corporate Core	Corporate Core	929,018	987,590	-39,591	947,998	18,980
	Legal & Governance	109,167	105,290	-1,437	103,853	-5,314
<b>Corporate Core Total</b>		<b>1,038,185</b>	<b>1,092,880</b>	<b>-41,028</b>	<b>1,051,851</b>	<b>13,666</b>
Finance & Assets	Finance Team	640,397	565,616	54,123	619,739	-20,658
	Resource Management	2,780,720	2,771,924	98,405	2,870,329	89,609
	Knowledge & Information Services	1,361,611	1,364,757	-47,183	1,317,574	-44,037
<b>Finance &amp; Assets Total</b>		<b>4,782,728</b>	<b>4,702,297</b>	<b>105,344</b>	<b>4,807,642</b>	<b>24,914</b>
People & Organisation Development	Training & Development	1,525,740	1,318,873	38,670	1,357,543	-168,197
	Operations & Services	690,555	834,953	-58,889	776,065	85,510
<b>People &amp; Organisation Development Total</b>		<b>2,216,295</b>	<b>2,153,826</b>	<b>-20,219</b>	<b>2,133,607</b>	<b>-82,688</b>
Delivery, Corporate Development & Planning	Service Delivery	15,117,042	14,721,292	283,597	15,004,889	-112,154
	Communication, Consultation & Admin	432,241	455,887	12,571	468,457	36,216
	Service Development	2,443,484	2,444,497	-13,097	2,431,400	-12,084
<b>Delivery, Corporate Development &amp; Planning Total</b>		<b>17,992,767</b>	<b>17,621,675</b>	<b>283,071</b>	<b>17,904,746</b>	<b>-88,021</b>
Statutory Accounting & Contingency	Capital Charges	720,000	680,189	34,810	714,999	-5,001
	Direct Revenue Financing	1,438,000	1,438,000	0	1,438,000	0
	Contingency	703,712	659,008	0	659,008	-44,704
	Non Distributed Costs	15,963	6,462	0	6,462	-9,501
	Industrial Action	80,000	101,447	0	101,447	21,447
<b>Statutory Accounting &amp; Contingency Total</b>		<b>2,957,675</b>	<b>2,885,106</b>	<b>34,810</b>	<b>2,919,916</b>	<b>-37,759</b>
<b>Grand Total</b>		<b>28,987,650</b>	<b>28,455,784</b>	<b>361,978</b>	<b>28,817,762</b>	<b>-169,888</b>

The key variations are;

**Finance & Assets £25k over** - The finance team is projecting an underspend of £21k mainly due to a VAT reimbursement from HMRC relating to overpayments in previous years. The overspend in resource management is due the £74k planned rental savings which have not been met for this financial year, a growth bid has been approved during the budget setting process to rectify this in the 2014/15 budget. The knowledge & information services team is forecasting an overspend due to employment agency payments, consultancy fees, recruitment expenses, redundancy costs and staff overtime incurred during the restructure. The overspend is offset by an underspend projected in ICT communications due to the delayed implementation of the Access Point Name (APN) project and underspends in the customer services team due to vacant posts during the year (these posts have now been filled).

**People & Organisation Development £83k under** – The underspend in training & development relates to more efficient and effective ways of working at the driving school, training unit and in operational training. There is also an underspend on training costs which is offset by a shortfall in income for courses. Costs incurred in connection with the recent restructure of the directorate have led to an overspend on operations and services. The reorganisation will ensure that future savings targets are met.

**Delivery, Corporate Development & Planning £88k under** – the outturn variance in service delivery is predominantly due to underspends in RDS and admin staff, the majority of which is in fire safety prevention and protection.

The previously reported underspend in service development has been transferred to the control room reserve to cover the additional costs due to the delay in the control room project to 2014/15.

**Statutory Accounting & Contingency £38k under** - The contingency fund was originally set up in the budget to cover the costs of modernisation under the Moving Forward agenda and any pay award and pay protection arrangements. Contingency funds have been required this year to cover any costs incurred relating to the recent periods of industrial action and costs resulting from the response to the flooding in parts of Buckinghamshire and Milton Keynes. Contingency funds have also been used this year to fund projects in the ICT strategy and to increase the control room reserve.

## 2. Revenue Forecasts by subjective heading

**Table 2** shows the budget and forecast out-turn for each subjective heading as at the end of March 2014.

<b>Subjective</b>	<b>Total Budget</b>	<b>Actual Year to Date</b>	<b>Year End Adjustments</b>	<b>Provisional Outturn</b>	<b>Projected Year End Variance</b>
Employees - Direct	22,372,018	21,354,768	307,731	21,662,499	-709,519
Employees - Indirect	904,747	674,672	-24,105	650,567	-254,180
Premises	1,838,184	1,831,457	39,489	1,870,946	32,762
Transport	852,598	926,741	-67,541	859,201	6,603
Supplies and Services	2,175,748	1,638,000	-5,080	1,632,919	-542,829
Contingency & Provisions	703,712	658,082	0	658,082	-45,630
3rd Party Payments	315,533	114,613	92,277	206,890	-108,643
Capital Charges	720,000	680,189	34,810	714,999	-5,001
Direct Revenue Financing	1,438,000	1,438,000	0	1,438,000	0
Transfer to/from Reserve	-1,181,426	265,995	0	265,995	1,447,421
Grants, Reimbursements & Contributions	-123,479	-104,440	0	-104,440	19,039
Customer and Client Receipts	-957,985	-996,315	84,397	-911,918	46,067
Interest Received	-70,000	-25,979	-100,000	-125,979	-55,979
<b>Grand Total</b>	<b>28,987,650</b>	<b>28,455,784</b>	<b>361,978</b>	<b>28,817,762</b>	<b>-169,888</b>

**Employees** – There is an underspend of £710k on direct employee related expenditure which includes pay, national insurance and pension costs of staff as well as employment agency costs. This underspend relates to current staffing levels below budgeted establishment in RDS, the control room (though this is partly offset by members of control incurring additional overtime), and administrative staff across the whole organisation (there have been savings offered up relating to administrative staff as part of the 2014/15 budget setting). The underspend in indirect employees is predominantly due to underspends across training budgets.

**Premises** – The overspend relates to planned rental savings not being achieved this financial year, the 2014/15 budget has been amended to account for this. The overspend is offset by small underspends in a number of areas.

**Supplies and Services** - The main underspends are in the following areas; £53k in ICT due to the delayed implementation of the APN project and savings in the cost of communications; £76k in operational equipment and protective clothing; £37k in legal expenses and £225k in costs relating to the combined control room project due to the slippage of the project timelines (the project is funded by grant currently held in a reserve which will also slip to next financial year – see transfer to/from reserves heading).



**Third Party Payments** – The underspend in third party payments predominantly relates to the slippage of costs in relation to the combined control room project (as detailed above above).

**Customer and Client Receipts** – the forecasted shortfall relates to course fee income and is offset by an underspend on staffing in the training unit. The year-end adjustment relates to aerial income received in 2013/14 relating to next financial year.

**Interest received** – The interest received is in excess of the £70k budgeted due to the treasury management of the organisation now being managed in-house.

### 3. Aged Analysis of Agency Staff

<b>Post Designation</b>	<b>From</b>	<b>To</b>	<b>Duration (months)</b>
<b>12 months +</b>			
ICT Manager	Jun-12	Jun-13	13
Control Project Accountant	Jul-12	Jun-13	12
<b>6-12 months</b>			
ICT Service Desk Technician	Jan-13	Jun-13	6
<b>Less than 6 months</b>			
Control Project ICT Project Support	Aug-13	Oct-13	2.5
Team Administrator	Sep-13	Nov-13	2.5
ICT Systems Administrator	Jul-13	Jul-13	1
ICT Service Desk Technician	Sep-13	Sep-13	0.5

The posts indicated in the table above were filled by agency staff during 2013/14 in support of staffing restructures within the Finance and ICT teams. Agency staff were also used to cover for existing staff who had been temporarily re-assigned to support the control room project, the costs of this support was funded by a CLG (combined control) grant. There are currently no posts being filled by agency staff.

#### 4. Major Risk Areas

The monitoring process will focus 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>Actual Year to Date</b>	<b>Provisional Outturn</b>	<b>Projected Year End Variance</b>
A.	Employee Direct Costs	22,372,018	21,354,768	21,662,499	-709,519
B.	Knowledge & Information Services	1,361,611	1,317,574	1,317,574	-44,037
C.	ICTU Course Fee Income	165,000	133,195	133,195	-31,806
D.	Fuel Charges	360,000	332,451	332,451	-27,549
E.	Energy/Utilities	270,744	241,662	274,867	4,123
F.	Employment Agencies/Consultants	381,685	372,456	388,456	6,771

#### Key variance explanations:

**Employee Direct Costs** – Variance as indicated in section 2 above.

**Knowledge & Information Services** – Following the restructure there were a number of vacant posts in this team, most of which have now been filled. The overspend was due to a number of these vacant posts being covered by agency staff.

**Course Fee Income** – forecasted shortfall here due to lower than expected sales in the summer period which was offset by an underspend in staffing in the training unit. This area will continue to be closely monitored in 2014/15.

**Fuel** –Despite the current projected underspend on fuel, this area is still considered a risk due to the volatile nature of fuel prices and will continue to be monitored closely in 2014/15.

**Employment Agencies/Consultants** - Consultancy work has continued in 2013/14, contributing towards delivering the moving forward agenda, implementing the new asset management system, restructure of the knowledge information services team (KIS), SAP HR and work on the control room project.

## 5. Savings and efficiencies

Of the £1,584k savings offered up in the 2013/14 MTFP £887k is from operations, £612k from finance & assets with the remaining £85k from the people and organisation development directorate.

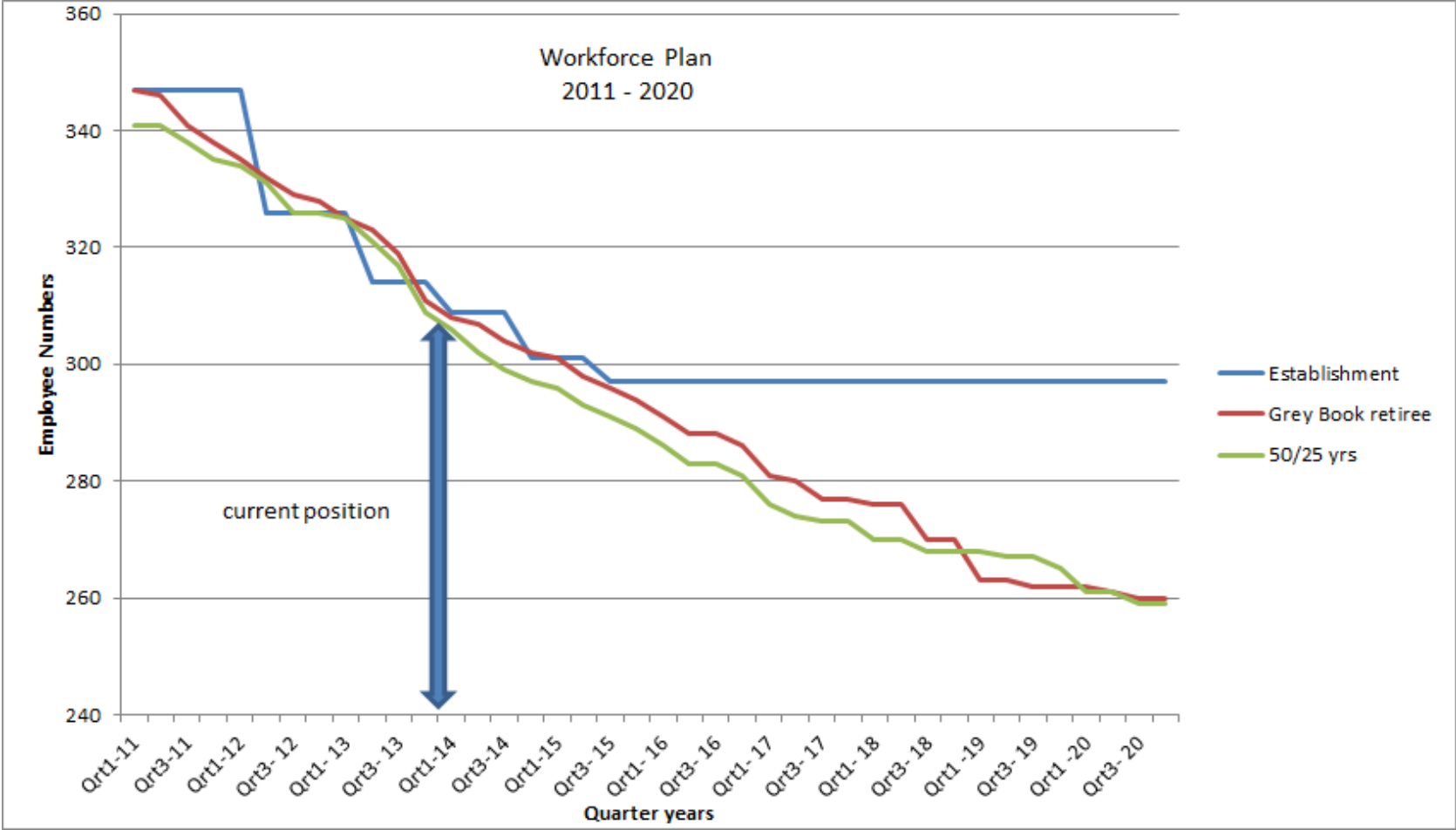
The savings relating to the reduction of firefighter posts are realised in line with the retirement profile. There is a timing difference between the reduction in the budget and the saving being fully achieved as the establishment is reduced by the full number of post reductions proposed at the beginning of the year.

The under-recovery of savings identified in the table below are reflected as overspends within the overall budget monitoring in Table 1.

Dept	Description	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000	Comments
Delivery, Corporate Development and Planning	Reduction of 12 FF posts & changes to day crewing	887	887	0	
People & Organisation Development	Training & Admin Support savings	85	85	0	
Finance & Assets	Finance & Assets savings - various	612	542	70	Property saving unachieved
<b>Total Savings</b>		<b>1,584</b>	<b>1,514</b>	<b>70</b>	

### 6. Retirement Profile

This graph below shows the retirement profile for whole-time operational staff to the end of quarter 4, 2020/21. Current numbers are 310 which reduces down to 250 for the period shown for staff retiring after 30 years' service.



## 7. Capital Forecasts

The capital programme for 2013/14 is £2.459m which together with a number of carry forward schemes totals £4.002m.

Project Name	Original Budget 2013-14	Agreed 12-13 Carry Forwards Executive	Revised Budget 2013-14	Actual Year to Date	Year End Adjustments	Adjusted Actual Year to Date	Slippage to 2014/15	Year End Variance
<b>Property Portfolio</b>								
Bletchley - M & E Phase 2	0	0	24,500	11,800	11,853	23,653	0	-847
Beaconsfield Electrical & Drainage	0	0	0	-2,022	2,563	541	0	541
Gerrards Cross Electrical	0	0	0	-2,022	2,563	541	0	541
Chesham Roof	0	12,000	42,000	41,698	1,500	43,198	0	1,198
Great Holm - Boiler & Roof	0	100,000	89,500	78,796	0	78,796	0	-10,704
High Wycombe Drill Tower	0	58,000	58,000	69,183	2,059	71,242	0	13,242
Environmental Improvements	243,000	0	199,000	189,239	2,584	191,823	0	-7,177
Property Review	940,000	0	940,000	0	0	0	940,000	0
<i>Sub Total</i>	<b>1,183,000</b>	<b>170,000</b>	<b>1,353,000</b>	<b>386,672</b>	<b>23,121</b>	<b>409,794</b>	<b>940,000</b>	<b>-3,206</b>
<b>Fire Appliances &amp; Equipment</b>								
Operational Equipment	135,200	0	135,200	98,706		98,706	36,494	0
BA Set Replacement	0	15,371	15,371	11,956	0	11,956	0	-3,415
Operational Vehicles	865,000	0	865,000	0	0	0	865,000	0
Environmental Protection Unit	48,000	0	48,000	0	0	0	48,000	0
New Boats	30,000	0	30,000	29,342	100	29,442	0	-558
<i>Sub Total</i>	<b>1,078,200</b>	<b>15,371</b>	<b>1,093,571</b>	<b>140,004</b>	<b>100</b>	<b>140,104</b>	<b>949,494</b>	<b>-3,973</b>
<b>Community Safety</b>								
Smoke Alarms	58,000	0	58,000	60,549	0	60,549	0	2,549
Sprinklers	25,000	0	25,000	8,000	0	8,000	14,500	-2,500
<i>Sub Total</i>	<b>83,000</b>	<b>0</b>	<b>83,000</b>	<b>68,549</b>	<b>0</b>	<b>68,549</b>	<b>14,500</b>	<b>49</b>
<b>Support</b>								
ICT	115,000	100,000	215,000	96,009		96,009	102,992	-16,000
ICT Projects	0	0	260,000	16,296	19,704	36,000	224,000	0
Asset Management System	0	0	69,525	65,551	0	65,551	0	-3,974
Staff Cars	0	0	127,658	109,860	0	109,860	27,766	9,968
<i>Sub Total</i>	<b>115,000</b>	<b>100,000</b>	<b>672,183</b>	<b>287,715</b>	<b>19,704</b>	<b>307,419</b>	<b>354,758</b>	<b>-10,005</b>
<b>Control Room Project</b>								
Control Room	0	800,000	800,000	0	0	0	800,000	0
<b>TOTAL</b>	<b>2,459,200</b>	<b>1,085,371</b>	<b>4,001,754</b>	<b>882,941</b>	<b>42,925</b>	<b>925,867</b>	<b>3,058,752</b>	<b>-17,135</b>

The capital programme will be funded as follows;

<b>Funding Source</b>	<b>£</b>
Capital Grant 2013/14	735,628
Unapplied/Unused Capital Grant 2012-13 Brought forward	51,714
Transfer from RCCO Reserve	0
Vehicle Replacement Reserve	69,000
Asset Management Reserve	69,525
<b>Total Funding</b>	<b>925,867</b>

### **Property Portfolio – £3k Underspend**

The majority of the capital schemes relating to the property portfolio has been completed. Retention amounts remaining will be accrued for and included in this year's costs. The High Wycombe drill tower scheme is now complete and with the project having overspent against the agreed budget due to additional brickwork which cost £8k and additional scaffolding and architect costs leading to an overall overspend of 13k. The budget holder has identified underspends elsewhere in the property capital schemes and a virement to cover the overspend has been requested. The property review is still on-going and the budget for this should be slipped into next financial year.

### **Fire Appliances & Equipment – £4k Underspend**

The fire appliances and equipment portfolio has underspent by 4k mainly attributable to an underspend in the contract for the breathing set apparatus. The majority of the planned expenditure relating to operational equipment and the water rescue boats has taken place and the goods have been received. However, a £949k slippage request has been made in relation to the purchase of fire appliances.

### **Community Safety**

Approximately 10,000 smoke alarms were purchased during the year to replenish stock and meet the fitting schedule. The portable domestic sprinkler system was allocated a budget to purchase and install 10 sprinklers, from which only 4 sprinklers were purchased. Therefore a request has been made by the budget holder to slip the remaining £15k budget.

### **Support – £10k Underspend**

ICT expenditure this year has mainly related to developing the Wi-Fi infrastructure, moving towards server virtualisation and replacing computer hardware and software. The majority of the schemes have been completed, however, the installations relating to the telephony system have not progressed as anticipated; therefore there has been a request to slip the remaining £103k budget. Additionally a number of ICT projects were approved in February to use underspend identified in the revenue budget to bring forward possible projects, which will provide 'real cashable saving' initiatives from the ICT Strategy. The budget holder has requested to slip £224k due to the delay in procuring the hardware relating to the project.

The planned expenditure on staff cars for this financial year relates to five car purchases from which four have been purchased. The expected delivery date of the remaining purchase is likely to take place in April and a slippage request of £28k has been made to fund the purchase. All purchases relating to the asset management system have been made and the £4k underspend will be transferred into revenue to cover the project management costs in relation to this scheme.

### **Control Room Project**

The £800k payment will be made following cut-over to the combined control room. Due to the delay in the project this payment will be slipped to 2014/15.

### **Slippage into 2014/15**

The provisional outturn figure is showing a slippage of £3,058k, this is subject to late accounting changes. Members are requested to approve the slippage of this budget into 2014/15.



## 8. Performance Indicators

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

<b>Description</b>	<b>2010/11 Actual</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Target</b>	<b>2013/14 Actual (rolling average)</b>
Budget Monitoring Training	35%	100%	95%	90%	85%
Managers accessing SAP Cost Centre Report	76%	100%	86%	100%	81%
% invoices paid within 30 days	97%	100%	97%	98%	98%
Budget Mon. Report turn-around (working days)	44 days	21 days	14 days	8 days	7 days

Budget setting training sessions were attended by 78% of budget holders in September. A finance for non-finance managers course was run in March which was attended by a number of budget holders leading to an increase in the budget monitoring training percentage. The aim for 2014/15 is to produce additional on-line training sessions that are easily accessible to all budget holders.

The average number of managers accessing the SAP cost centre report across the year was 81%. This is below the target of 100% and finance will continue to work with all cost centre managers to ensure that this is improved and the target level is reached in 2014/15.

The consistent high level of creditor invoices paid within 30 days continued with 99.4% paid within 30 days in March. This has been consistently high each month across the whole year and gives a rolling average of 98.5%, in line with the 2013/14 target.

The provisional outturn budget monitoring report was produced for the senior management board in five working days by the finance team. This has brought the average for the year down to seven days which is in line with the current target. This is a significant improvement on the overall average for 2012/13 of 14 days and every effort is being made by the management accounting team to ensure that this is maintained in 2014/15.

## 9. Debt Management

The table (below) shows the key Debtor performance figures for the twelve months to March;

<b>DEBTOR KEY PERFORMANCE INDICATORS 2013/14</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Debts over 60 days overdue	£33,304	£24,454	£14,812	£18,515
Total Debt outstanding	£115,504	£109,957	£70,576	£105,684
Debts over 60 days overdue as a % of total debt outstanding	29.8%	23.9%	21.2%	18.1%
Debts over 60 days overdue as a % of total income to date	1.7%	1.2%	0.7%	0.7%
Average time from raising invoices to receipt of income	66	73	54	39

The total debts over 60 days overdue have reduced significantly during the year. This reflects a focused effort by the Finance team to recover older debt, whilst also ensuring the prompt collection of newer debt.

The vast majority (more than 90%) of the debts over 60 days overdue at the end of the year relate to five invoices. One of these invoices relates to a long standing dispute and two relate to compensation payments due following court enforcement action, over which we have no control. The other two invoices are expected to be settled very shortly.

Total debt outstanding during the year has remained fairly constant. The average time from raising invoices to receipt of income has fluctuated throughout the year. The high figures reflect the recovery of income that has been outstanding for a large number of days. As the older debt has started to fall, this figure should start to reduce and become more stable during 2014/15.

## 10. Virements

The table below shows in summary the virements actioned in this financial year to date on a subjective basis;

<b>Subjective</b>	<b>April 2013 Agreed Plan</b>	<b>Permanent in year virements</b>	<b>Revised base budget</b>	<b>Temporary in year virements</b>	<b>Revised Budget 2013/14</b>
Employees - Direct	21,973,573	208,965	22,182,538	189,479	22,372,017
Employees - Indirect	904,557	1,690	906,247	-1,500	904,747
Premises	1,667,932		1,667,932	170,252	1,838,184
Transport	1,180,879	-85,895	1,094,984	8,610	1,103,594
Supplies and Services	2,147,739	3,635	2,151,374	27,749	2,179,123
Contingency & Provisions	1,160,128	-226,840	933,288	-229,576	703,712
3rd Party Payments	305,493	10,040	315,533		315,533
Capital Charges	720,000		720,000		720,000
Direct Revenue Financing	1,473,000		1,473,000	-35,000	1,438,000
Transfer to/from Reserve	-1,181,426		-1,181,426		-1,181,426
Grants, Reimbursements & Contributions	-420,390	42,540	-377,850		-377,850
Customer and Client Receipts	-873,835	45,865	-827,970	-130,014	-957,984
Interest Received	-70,000		-70,000		-70,000
Capital Grants Received	0		0		0
<b>Grand Total</b>	<b>28,987,650</b>	<b>0</b>	<b>28,987,650</b>	<b>0</b>	<b>28,987,650</b>

**Temporary in-year virements authorised and actioned:**

<b>Narrative</b>	<b>From (credit)</b>	<b>To (debit)</b>
Property Management Consultant (£35,000)	Direct Revenue Financing	Employees – direct
Realignment of business & water rates budgets (£576)	Contingency	Premises
Workshop post budget vacancy (£16,380)	Employees – direct	Supplies & Services
General Training budget (£1,500)	Employees – indirect	Employees – direct
Realignment of Property Maintenance budgets (£4,727)	Premises	Supplies & Services
Income from seconded Information Governance post (£24,792)	Grants, Reimbursements & Contributions	Employees – direct
Industrial action costs (£80,000)	Contingency (£25,000)	Employees – direct (£25,000)
	Contingency (£55,000)	Premises (£55,000)
Property related schemes (£149,000)	Contingency (£25,000)	Employees – direct (£25,000)
	Contingency (£124,000)	Premises (£124,000)
Property budget realignment (£276)	Premises	Supplies & Services
Seconded Officers (£105,222)	Customer & client receipts (£96,612)	Employees – direct (£96,612)
	Customer & client receipts (£8,610)	Transport (£8,610)
Fire Ground Provisions (£2,045)	Employees – direct	Supplies & Services
Realignment of general repairs/cleaning budgets (£2,045)	Premises	Supplies & Services

**Permanent virements authorised and actioned:**

<b>Narrative</b>	<b>From (credit)</b>	<b>To (debit)</b>
Realignment of 2013/14 budget (£28,040)	Customer & client receipts (£10,000)	Employees – direct (£10,000)
	Customer & client receipts (£17,000)	3 <sup>rd</sup> party payments (£17,000)
	Supplies & Services (£1,040)	3 <sup>rd</sup> party payments (£1,040)
Treasury Management support costs (Finance SLA/Consultancy) (£5,500)	3 <sup>rd</sup> Party Payments	Employees - direct
Treasury Management support costs (Finance SLA/Software) (£2,500)	3 <sup>rd</sup> Party Payments	Supplies & Services
Fuel Budget realignment (£42,540)	Transport	Grants, Reimbursements & Contributions
RDS retaining fees budgets correction (£161,210)	Contingency	Employees direct
Realignment of fleet budgets (£72,865)	Contingency (£30,000)	Customer & client receipts (£30,000)
	Transport (£42,865)	Customer & client receipts (£42,865)
Finance budget realignment (£1,690)	Supplies & Services (£1,200)	Employees – indirect (£1,200)
	Transport (£490)	Employees – indirect (£490)
Green book 1% pay award (£32,255)	Contingency	Employees - direct
Media licenses (£3,375)	Contingency	Supplies & Services

**Revenue virements requiring authorisation;**

		Subjective		Approval Needed	
From/To	Cr/Dr	Employees - Direct		SMB	Executive
<b>Current budget 2013/14</b>		<b>22,372,017</b>			
KIS restructure - Corporate Planning	Cr	84,089			
KIS restructure - Information team	Dr	<b>-84,089</b>		Y	Y
<i>Transfer of salaries budgets to the Corporate Planning cost centre</i>					
<b>Revised budget 2013/14</b>		<b>22,372,017</b>			

**Capital virements requiring authorization;**

		Subjective		Approval Needed	
From/To	Cr/Dr	Purchase of Equipment	General Maintenance (Capital)	SMB	Executive
High Wycombe - Drill Tower	Dr		13,200		
Environmental Improvements	Cr	<b>-2,500</b>		Y	Y
Great Holm - Boiler & Roof	Cr		<b>-10,700</b>		
<i>Use of underspend on Environmental Improvements and Great Holm projects to fund additional works on High Wycombe Drill Tower</i>					



## Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	14 May 2014
<b>OFFICER</b>	David Skinner, Director of Finance and Assets
<b>LEAD MEMBER</b>	Councillor Andy Dransfield
<b>SUBJECT OF THE REPORT</b>	<b>Treasury Management Performance 2013/14 – Quarter 4</b>
<b>EXECUTIVE SUMMARY</b>	<p>This report is being presented as Members resolved at the meeting of Buckinghamshire and Milton Keynes Fire Authority on 13 February 2013 that a quarterly Treasury Management report would be submitted to the Executive Committee and it is best practice to review on a regular basis how Treasury Management activity is performing.</p> <p>The accrued interest earned for 2013/14 is £126k, which is £56k higher than the budget for the year and £62k higher than the interest that would have been earned under the previous Service Level Agreement (SLA).</p>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	That the Treasury Management Performance 2013/14 – Quarter 4 report be noted.
<b>RISK MANAGEMENT</b>	<p>Making investments in the Authority's own name means that the Authority bears the risk of any counterparty failure. This risk is managed in accordance with the strategy and with advice from external treasury management advisors.</p> <p>The Director of Finance and Assets, will act in accordance with the Authority's policy statement; Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management</p> <p>There are no direct staffing implications.</p>
<b>FINANCIAL IMPLICATIONS</b>	The budget for 2013/14 relating to interest earned on balances invested is £70k. Performance against the budget is included within Appendix A.
<b>LEGAL IMPLICATIONS</b>	The Authority is required by section 15(1) of the Local Government Act 2003 to have regard to the

	Department for Communities and Local Government Guidance on Local Government Investments; and by regulation 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to any prevailing CIPFA Treasury Management Code of Practice.
<b>HEALTH AND SAFETY</b>	No direct impact.
<b>EQUALITY AND DIVERSITY</b>	No direct impact.
<b>USE OF RESOURCES</b>	See Financial Implications.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy <a href="http://www.bucksfire.gov.uk/NR/rdonlyres/99BE21DF-99EB-42E2-A9C7-8846A6E3F112/0/BMKFA13022013.pdf">http://www.bucksfire.gov.uk/NR/rdonlyres/99BE21DF-99EB-42E2-A9C7-8846A6E3F112/0/BMKFA13022013.pdf</a> (Pages 31 – 42) Treasury Management Practices <a href="http://www.bucksfire.gov.uk/NR/rdonlyres/FDA454EA-1735-4569-BE96-C1E3D0079A75/0/ITEM6TreasuryManagementPracticesandASep13andAnnexA.pdf">http://www.bucksfire.gov.uk/NR/rdonlyres/FDA454EA-1735-4569-BE96-C1E3D0079A75/0/ITEM6TreasuryManagementPracticesandASep13andAnnexA.pdf</a>
<b>APPENDICES</b>	Appendix A – Treasury Management Performance 2013/14 – Quarter 4
<b>TIME REQUIRED</b>	5 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	Mark Hemming <a href="mailto:mhemming@bucksfire.gov.uk">mhemming@bucksfire.gov.uk</a> 01296 744687



## Appendix A – Treasury Management Performance 2013/14 – Quarter 4

### Background

Up until 31 March 2013, the Authority's cash balances were managed by Buckinghamshire County Council (BCC) under a Service Level Agreement (SLA). For 2013/14 onwards, the Authority is now investing in its own name. This report highlights the performance of the in-house treasury management function for its first year 2013/14.

### Security of Investments

The primary investment priority as set out in the Treasury Management Policy Statement is the security of capital. The Authority applies the creditworthiness service provided by Capita (formerly known as Sector). This determines whether or not a counterparty is suitable to invest with and if so, the maximum duration an investment could be placed with them. In the Annual Investment Strategy, the Authority also resolved that the balances invested with any single counterparty at any point in time would be 30% of the total investment portfolio to a maximum of £5m. The amount invested with each counterparty on the approved lending list as at 31 March 2014 is detailed below:

<b>Counterparty</b>	<b>Amount (£000)</b>
Barclays Bank plc	5,000
Lloyds TSB Bank plc	5,000
National Westminster Bank plc	3,000
Public Sector Deposit Fund (CCLA) – MMF*	2,240
<b>Total</b>	<b>15,240</b>

\*MMF denotes a Money Market Fund

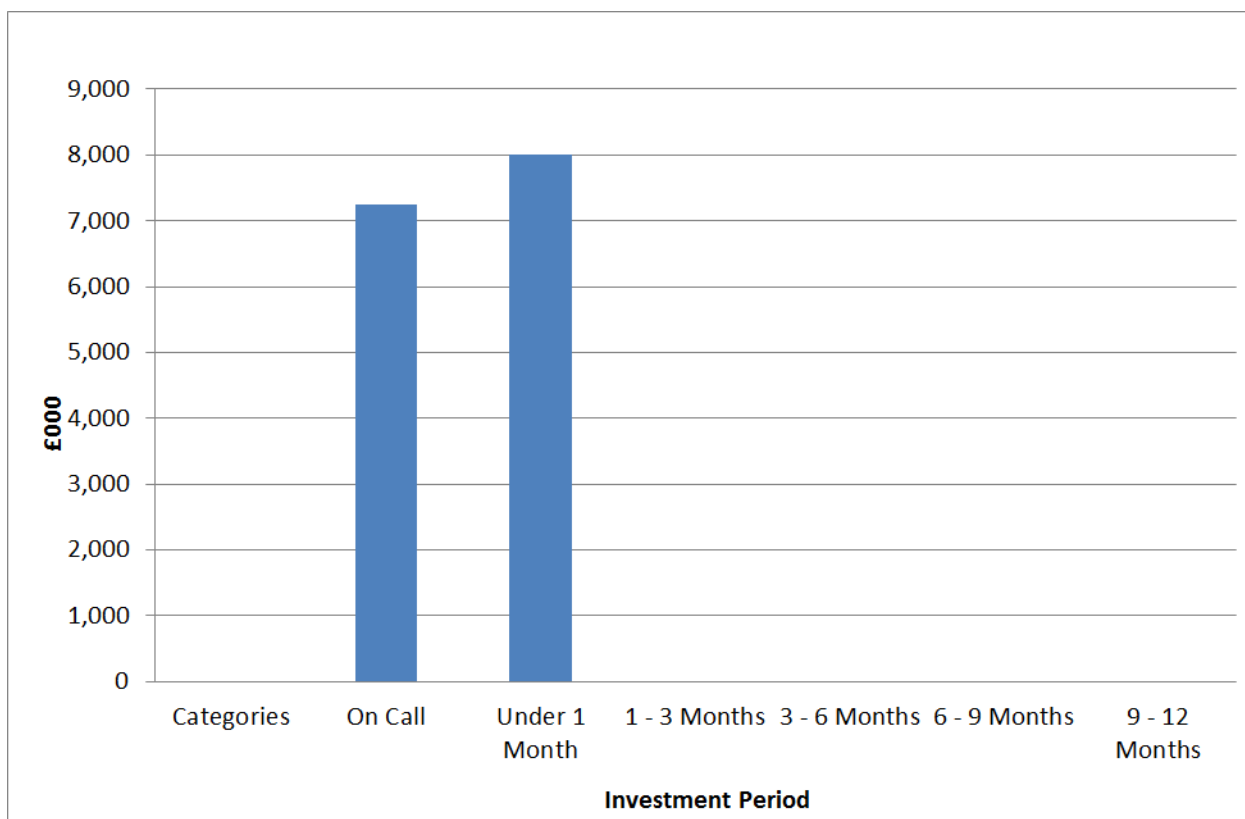
No counterparty limits were breached during the year 2013/14. No counterparties on the list were downgraded by Capita during the year.

The above investments include an amount of £2,240m invested in a money market fund (MMF). A MMF employs credit analysts who first assess who is a suitable counterparty and then continue to monitor those counterparties over time. By investing with a range of counterparties risk is able to be diversified to a greater extent than investing directly in single counterparties.

## Liquidity

### Investments

The second objective set out within the Treasury Management Policy Statement is the liquidity of investments (i.e. keeping the money readily available for expenditure when needed). Investments have been placed at a range of maturities, including having money on-call in order to maintain adequate liquidity. The current investment allocation by remaining duration can be seen on the chart below:



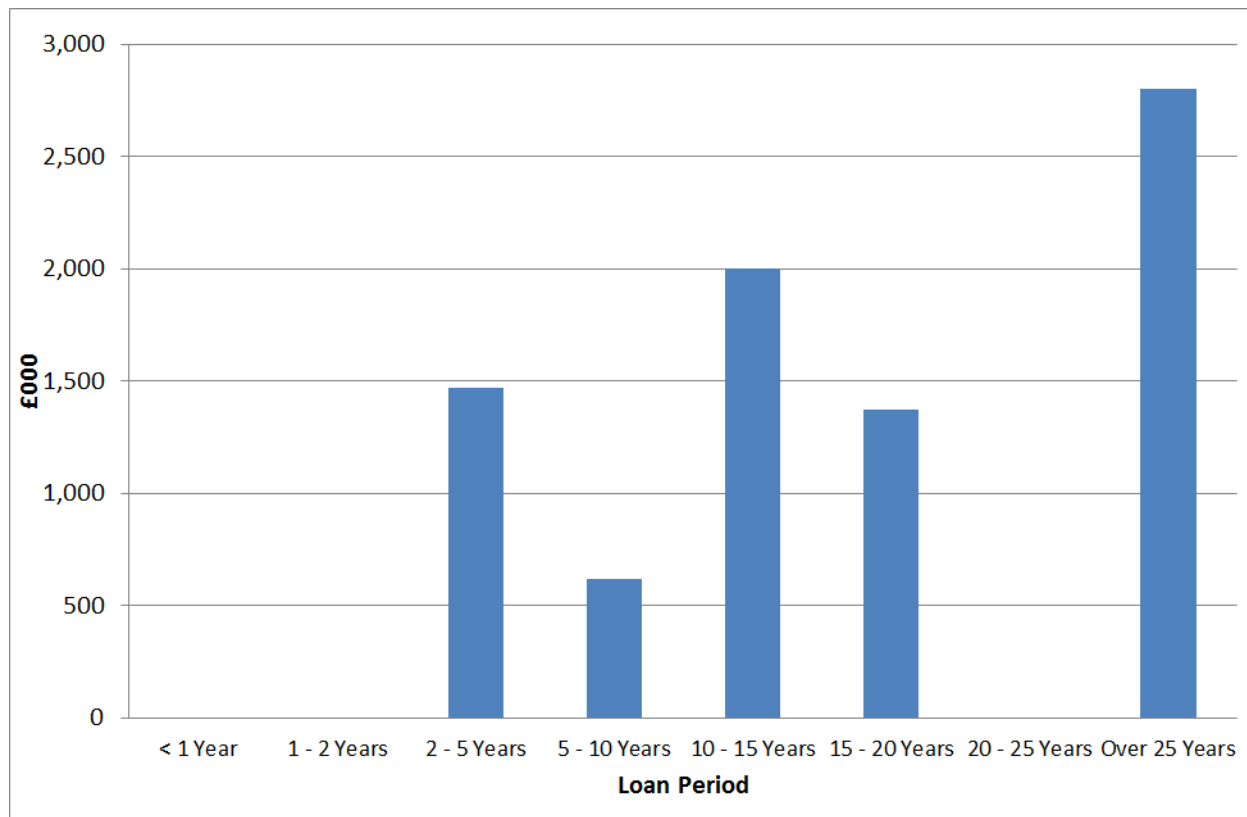
By reviewing the Balance Sheet position, level of reserves and cash requirements, the Authority determined that it was able to invest £5m for one year (which matured on 2 April 2014). In order to cover unforeseen circumstances and potential major incidents that could occur, a large proportion of the investment balances are held on call (i.e. it is available for use on the day it is required).

The investments under one month in duration consist of an investment of £3m that was originally made for three months and an investment of £5m that was originally made for one year. The £3m investment will mature in the middle of April and it is anticipated this will be reinvested for a further three months. The £5m originally invested for one year was reinvested for a further year when it matured at the beginning of April.

Balances on call include the investment in the MMF. A MMF helps improve the liquidity of the Authority’s balances. By investing collectively, the Authority benefits from liquidity contributed by others and from the knowledge they are all unlikely to need to call on that money at the same time.

### Borrowing

As part of managing the liquidity of investments, it is important to have regard to the maturity structure of outstanding borrowing. This can be seen in the following chart:



The earliest date for repayment of borrowing is March 2016, when £0.515m is due to be repaid. A further £0.368m is also due to be repaid in May 2016. These repayments do not directly affect the revenue budget, as they simply reflect the use of cash (accumulated by setting aside the appropriate minimum revenue provision (MRP) year on year) to settle the outstanding liability.

The MRP does have a direct impact on the revenue account and therefore the General Fund. If the Authority repays borrowing and does not take out additional borrowing, the annual MRP charge will gradually reduce over time.

### Investment Yield

Having determined proper levels of security and liquidity, it is reasonable to consider the level of yield that could be obtained that is consistent with those priorities.

#### Performance Against Budget – Quarters 1 – 4

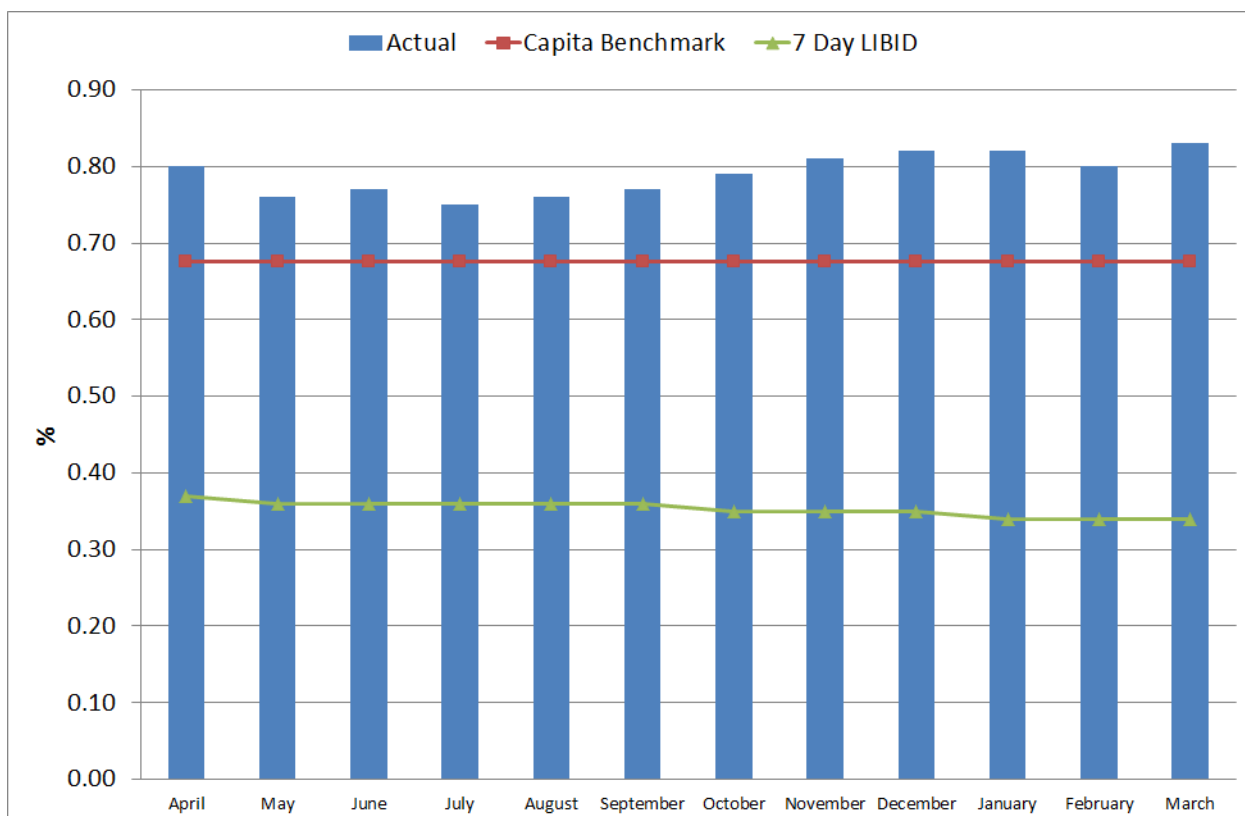
The budget for interest on investment balances for 2013/14 is £70k. The accrued interest earned as at 31 March 2014 was £126k, which is an over achievement of £56k for the year.

#### Performance Against the Benchmark – Quarters 1 – 4

The relative performance of the investments is measured against two benchmark figures:

- 7 day LIBID – this is the rate the Authority would have earned on all balances had the SLA with BCC continued into 2013/14
- Capita benchmark – this is the indicative rate that Capita advised we should be looking to achieve for 2013/14 at the start of the year

The weighted average rate (%) is compared to the two benchmark figures in the following table for each month:



The Authority has out-performed both benchmark figures for the year. The main reason for the over performance was that the determined liquidity structure allowed the Authority to commit a significant proportion of the portfolio for a duration of one year at a favourable rate.

The average rate of return has increased slightly during the last quarter. This is due to the overall cash balances reducing during the quarter (mainly due to the irregular scheduled payments of the Revenue Support Grant plus the one-off payment to reduce the deficit on the Local Government Pension Scheme). Although higher cash balances provide greater total returns, the percentage return will decrease as cash balances increase (and vice-versa). This is because in order to diversify the investment portfolio and remain within approved counterparty limits, investments will need to be made with counterparties offering a lower rate of return than could have been achieved with counterparties where the approved limit had been already been reached.

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