

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

Director of Legal & Governance, Graham Britten  
Buckinghamshire Fire & Rescue Service  
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD  
Tel: 01296 744441



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**Chief Fire Officer and Chief Executive**  
Jason Thelwell

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To: The Members of the Executive Committee

7 October 2019

**MEMBERS OF THE PRESS  
AND PUBLIC**

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

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 16 October 2019 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten  
Director of Legal and Governance

Chairman: Clarke OBE  
Councillors: Hopkins, Lambert, Marland, McCall, McLean, Roberts and Teesdale



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## **Recording of the Meeting**

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

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

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

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

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

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

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

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

## **Rights to Speak - Members**

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

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

## **Questions**

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

# **EXECUTIVE COMMITTEE**

## **TERMS OF REFERENCE**

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

## **AGENDA**

### **Item No:**

#### **1. Apologies**

#### **2. Minutes**

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 10 July 2019 (Item 2) **(Pages 5 to 10)**

#### **3. Disclosure of Interests**

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

#### **4. Questions**

To receive questions in accordance with Standing Order S0A7.

#### **5. Budget Monitoring Performance and Debt Management April – September 2019**

To consider Item 5 **(Pages 11 to 22)**

#### **6. ICT Strategy 2019-2024**

To consider Item 6 **(Pages 23 to 34)**

#### **7. Date of Next Meeting**

To note that the next meeting of the Committee will be held on Wednesday 13 November 2019 at 10am

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

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 10 JULY 2019 at 10.00 AM

**Present:** Councillors Clarke OBE, Hopkins, Marland, McCall and Teesdale

**Officers:** J Thelwell (Chief Fire Officer), L Swift (Director of People and Organisational Development), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Hussain (Principal Accountant) C Bell (Group Commander Service Delivery Manager North), M Crothers (Programme Manager) F Mansfield (HR Services and Development Manager), M Hussey (Trainee Accountant), F Pearson (Consultation and Communication Manager) and K Nellist (Democratic Services Officer)

One member of the public

**Apologies:** Councillors Lambert, McLean and Roberts

#### **EX01 ELECTION OF CHAIRMAN**

(Director of Legal and Governance presiding)

It was moved and seconded that Councillor Clarke OBE be elected Chairman of the Committee for 2019/20.

RESOLVED –

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

#### **EX02 APPOINTMENT OF VICE CHAIRMAN**

It was moved and seconded that Councillor Hopkins be appointed as Vice Chairman of the Committee for 2019/20.

RESOLVED -

That Councillor Hopkins be appointed as Vice Chairman of the Committee for 2019/20.

#### **EX03 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 6 March 2019, be approved and signed by the Chairman as a correct record.

#### **EX04 RECOMMENDATIONS FROM COMMITTEES**

##### **OVERVIEW AND AUDIT COMMITTEE- 13 MARCH 2019**

##### **(a) Equality, Diversity and Inclusion Policy**

The Director of People and Organisational Development advised Members that the Authority reviewed its policies and procedures regularly and this was the reason for bringing this policy to the Committee as it was up for renewal. The key issue when policies were renewed was to ensure they remained fit for purpose and any revised legislation was taken into account. The Authority was very open and transparent about its policies and procedures and consulted widely with staff and the representative bodies.

The HR Services and Development Manager advised Members that this report presented the updated Equality, Diversity and Inclusion policy, which had been reviewed in line with normal practice. The report had undergone formal consultation and all feedback has been considered and incorporated into the updated document. Apart from accepted minor amendments, changes were shown as either additional text underlined (underlined) or deleted text struck through (~~struck through~~).

The HR Services and Development Manager advised Members that Appendix 2 detailed the feedback received during the formal consultation process and the responses to each, as incorporated into the updated Equality, Diversity and Inclusion policy. As noted, some changes had been made to the document, including reference to the structured groups that had been established throughout the Service who support and promote inclusion and engagement; the section on monitoring sensitive personal information had been amended to encourage the capture of this information, which assisted with the identification of inequality, initiating activity and evaluating progress and the nine protected characteristics had been added to aid understanding for the reader.

The Chairman reminded Members that at the Fire Authority meeting on 19 June 2019, the Authority resolved that references in the EDI policy to the Director of People and Organisational Development be deleted and replaced by the Deputy Chief Fire Officer.

RESOLVED –

That the content of the EDI policy, as detailed in Appendix 1, be adopted.

**(b) Updated Code of Conduct (V3.0)**

The HR Services and Development Manager advised Members that this report presented the updated Code of Conduct, which had been reviewed in line with normal practice. This document had undergone formal consultation and all feedback had been considered and incorporated into the updated document. Apart from accepted minor amendments,

changes were shown as either additional text underlined (underlined) or deleted text struck through (~~struck through~~).

The HR Services and Development Manager advised Members that some of the amendments that had been made included making reference to the Authority's values and more emphasis being added to sections throughout the document following consultation feedback.

It was noted that in section 15.2 the word 'minimum' had incorrectly been struck through; and that at its meeting on 19 June 2019 the Authority resolved that references in the EDI policy to the Director of People and Organisational Development be deleted and replaced by the Deputy Chief Fire Officer.

Subject to those additional amendments to Appendix 1 being made it was:

RESOLVED –

That the content of the updated Code of Conduct, as detailed in Appendix 1, be adopted.

**EX05**

**BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2018-MARCH 2019 (PROVISIONAL OUTTURN)**

The Director of Finance and Assets advised Members that the Provisional Outturn was an annual report brought to the Committee for approval, the recommendations were similar to previous years, with only one change to recommendation 4, where usually any late changes due to audit would be agreed between the Lead Member and Chief Finance Officer, but because the Authority had not yet appointed Lead Members, it would just be at the discretion of the Director of Finance and Assets if changes needed to be made following the audit.

The Principal Accountant advised Members that the provisional outturn figure for the year was a net underspend of £520k. This represented a 1.83% variance against the budget. The amount had been transferred to the Revenue Contribution to Capital Reserve in accordance with the approved Reserves Strategy. There was also an increase in funding which was predominantly from business rates and the pooling arrangement the Authority had with local county and district councils.

A Member understood that there was a risk the audit wouldn't be completed on time, through no fault of the Authority's, but a lack of resource from the external auditor and was advised that yes although the Authority was ready with the draft accounts in advance of the deadline of 31 May, a lack of resource from the external auditor, meant it wasn't completed on time. The impact for the Authority was that it would not be able to sign off its

accounts and the plan was now to bring them to the Fire Authority meeting in September to get them signed off.

The Chairman asked if Ernst & Young, the external auditors, had reduced their costs to the Authority due to their lateness and was advised that fees were set nationally on a scale of how large and how high risk each authority was. The Authority's fees had reduced over recent years.

The Chairman asked if a letter could be sent to Public Sector Audit Appointments Ltd, advising that the Authority was unhappy with the audit not being completed in a timely manner.

Councillor Marland asked if the letter could be forwarded to him as he sat on the Resources Board of the LGA and would be happy to raise it there as well.

RESOLVED –

1. That the provisional outturn forecast for the Authority as at 31 March 2019 be noted.
2. That the slippage of £6,378k on the capital programme is approved to be carried forward into 2019/20.
3. That the Authority approve £204k to be transferred into the future funding revenue reserve to fund projects which have slipped during 2018/19.
4. That delegated authority be given to the Chief Finance Officer 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.
5. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.

**EX06                    EMERGENCY SERVICES    MOBILE    COMMUNICATIONS  
PROGRAMME (ESMCP)**

The Programme Manager advised Members that this paper provided a further update regarding the current status of the project to deliver the Emergency Services Network or ESN. The intervening period since the last report in March had seen the release of the second report from the National Audit Office into the delivery programme. The report highlighted that the management of the programme had led to delays, increased costs and poor value for taxpayers. The predicted cost of the programme was now estimated at £9.3b, some £3.1b more than the original estimate.

The Programme Manager advised Members that the National Audit Office also stated that they believed that these revised predicted costs were uncertain and that it was unlikely that the



ESN would be ready for use by 2022, which was the revised date for delivery. The Public Accounts Committee met on 22 May 2019 to discuss the report with Senior Civil Servant Sir Philip Rutnam. It was stated during these proceedings that the Full Business Case would not be signed off until the end of this year.

The Programme Manager advised Members that the Authority continued to engage with representatives from the Home Office technical team to move forward with the Direct Network Service Provider issue. For Members who may not be aware, this link would provide the Authority with a direct link into the ESN rather than connecting via the Control Room network. This link would be used for managing the Authority's own devices. It now looked very likely that the Authority would be looking to install a separate network link in Buckinghamshire Fire and Rescue Service (BFRS) to allow it to manage its own ESN devices and a proposed network diagram to deliver this, was being drawn up and further dialogue with the Home Office team would be necessary.

The Programme Manager advised that in the last report Members were advised of the decision made by the Home Office to withhold the final payment of Local Transition Resource funding which was originally aimed to be paid over three financial years. This final payment amounted to £435k. However, in the intervening period, the decision had been reversed and the final payment had since been received by BFRS who were the Treasurers for the South Central region. Arrangements had now been made for the South Central services to draw down from this sum. The delivery of the project was in hiatus awaiting further information from the Central Home Office Team.

A Member asked how long the Authority could keep the existing system going if there were further delays and was advised that the existing Airwave system was fairly robust, the downside of the existing system was it tended to concentrate mainly on voice traffic and not data traffic, the new system will open up lots of possibilities to the Authority. Airwave recognised that there was going to be a delay and last year they embarked on a series of mini projects to update their existing equipment and update their existing network, which was still ongoing, so we can be fairly reassured for the next few years that the Airwave system would be robust enough to continue.

RESOLVED –

That the report be noted.

## **EX07                    DATE OF NEXT MEETING**

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 16 October 2019 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 10.30 AM

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	16 October 2019
<b>OFFICER</b>	Mark Hemming, Director of Finance & Assets
<b>LEAD MEMBER</b>	Councillor Hopkins
<b>SUBJECT OF THE REPORT</b>	<b>Budget Monitoring Performance and Debt Management April – September 2019</b>
<b>EXECUTIVE SUMMARY</b>	<p>To present the provisional revenue and capital outturn position and debt management performance to 30 September 2019.</p> <p>The report in Appendix A sets out the Authority's revenue and capital spending position as at 30 September 2019, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an underspend of £161k, against a revenue budget of £30.332m.</p>
<b>ACTION</b>	Note
<b>RECOMMENDATION</b>	<ol style="list-style-type: none"> <li>1. That the latest projected outturn forecast for the Authority as at 30 September 2019 be noted.</li> <li>2. That the planned transfer of £444k from reserves is not made in 2019-20.</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>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	None.
<b>HEALTH AND SAFETY</b>	None.
<b>EQUALITY AND</b>	None.

<b>DIVERSITY</b>	
<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>	<b>Background</b> Medium Term Financial Plan 2019/20 to 2021/22, CFA Meeting 8 February 2019: <a href="https://bucksfire.gov.uk/files/2715/4894/2543/ITEM_8c_Medium_Term_Financial_Plan_2019-20qb.pdf">https://bucksfire.gov.uk/files/2715/4894/2543/ITEM_8c_Medium_Term_Financial_Plan_2019-20qb.pdf</a>
<b>APPENDICES</b>	Appendix A – Budget Monitoring Performance and Debt Management April – September 2019
<b>TIME REQUIRED</b>	10 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	Asif Hussain <a href="mailto:ahussain@bucksfire.gov.uk">ahussain@bucksfire.gov.uk</a> 01296 744421

## 1. Revenue Forecasts by Service Area

**Table 1** The table below shows the budget and actual expenditure for each directorate as at the end of September 2019. The budget of £30.3m is compared to the forecast outturn to give a forecast year-end underspend of £161k.

Directorate	Area Manager	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	Corporate Management	1,073,900	490,634	1,016,345	-57,555
	Legal & Governance	328,170	162,654	335,078	6,908
<b>Corporate Core Total</b>		<b>1,402,070</b>	<b>653,289</b>	<b>1,351,423</b>	<b>-50,647</b>
Finance & Assets	Finance & Procurement	886,550	374,880	800,705	-85,845
	Resource Management	2,950,150	1,516,199	3,006,686	56,536
<b>Finance &amp; Assets Total</b>		<b>3,836,700</b>	<b>1,891,079</b>	<b>3,807,391</b>	<b>-29,309</b>
People & Organisation Development	Training & Development	1,999,300	1,475,638	1,921,846	-77,454
	Operations & Services	687,440	328,675	752,056	64,616
<b>People &amp; Organisation Development Total</b>		<b>2,686,740</b>	<b>1,804,313</b>	<b>2,673,902</b>	<b>-12,838</b>
Delivery, Corporate Development & Planning	Service Delivery	17,321,950	7,278,984	16,220,520	-1,101,430
	Service Development	517,710	328,207	512,228	-5,482
	IT & Communications	1,820,470	1,070,690	1,768,055	-52,415
<b>Delivery, Corporate Development &amp; Planning Total</b>		<b>19,660,130</b>	<b>8,677,882</b>	<b>18,500,803</b>	<b>-1,159,327</b>
Statutory Accounting & Contingency	Capital Charges	1,713,000	0	2,203,000	490,000
	Contingency	795,090	0	1,176,212	381,122
	Non Distributed Costs	229,500	109,532	229,236	-264
	Savings	9,230	0	0	-9,230
<b>Statutory Accounting &amp; Contingency Total</b>		<b>2,746,820</b>	<b>109,532</b>	<b>3,608,448</b>	<b>861,628</b>
<b>Total Expenditure</b>		<b>30,332,460</b>	<b>13,136,095</b>	<b>29,941,967</b>	<b>-390,493</b>
<b>Total Funding</b>		<b>-30,332,460</b>	<b>-14,909,222</b>	<b>-30,102,649</b>	<b>229,811</b>
<b>Net Position</b>		<b>0</b>	<b>-1,773,127</b>	<b>-160,682</b>	<b>-160,682</b>

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

**Corporate Management £51k under** – The underspend predominantly relates to a restructure of the Senior Management team whereby the Director of People & Organisational Development post has been removed.

**Finance & Assets £29k under** – This underspend is mainly attributable to employee costs as a result of vacant posts which are currently being filled with temporary fixed term posts and agency cover. In addition to this, a reduction in the cost of the new arrangement with the Fire and Rescue Indemnity Company (FRIC) compared to the original estimate has also contributed to the favourable variance.

**People & Organisational Development (POD) £13k under** - The overall underspend predominantly relates to the Human Resources restructure which went live 1 August 2019. As a result of the restructure, underspends are seen within employee costs due to vacant posts or new starters not at the top of their pay scale. In addition to this there was a vacant post within the operational training team for the first quarter, which has now been filled.

**Delivery, Corporate Development & Planning £1,159k under** - The overall underspend for the directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels. Furthermore there are several vacant Wholetime posts throughout the Fire Authority which also contribute towards the favourable variance. The under established wholetime stations have a direct impact on the bank system as the cover provided to the stations is charged to the bank budget. Therefore underspends in under established stations are partially offset by overspends shown within the bank system.

**Statutory Accounting & Contingency £862k over** - The costs for all firefighter apprentices are seen within here and therefore the overspend seen within Contingency primarily relates to their employee and training costs. In March 2019, a further 16 apprentice firefighters were recruited of which 13 completed their training and are now station based. From the remaining three, one is still to complete their training and two have left the apprenticeship. In total, we currently have 39 firefighter apprentices in post of which 13 are due to complete their apprenticeship in September 2019 and will be offered substantive Wholetime posts.

The overspend of £490k seen within Capital Charges relates to the additional in-year revenue contribution to capital approved by the Fire Authority at its meeting on 18 September 2019.

## 2. Direct Employee Costs

**Table 2** shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of September 2019.

<b>Staffing</b>	<b>Total Plan £</b>	<b>Actual Year to Date £</b>	<b>Forecast Outturn £</b>	<b>Projected Year End Variance £</b>
Wholetime	14,582,770	6,750,955	14,331,864	-250,906
On-Call	1,811,310	551,459	969,516	-841,794
Apprentices	0	666,809	898,767	898,767
Support	4,345,200	2,017,523	4,100,832	-244,368
Technicians	281,410	108,005	245,480	-35,930
Sessional	90,790	18,702	51,024	-39,766
Agency Staff	57,000	81,433	197,187	140,187
<b>Grand Total</b>	<b>21,168,480</b>	<b>10,194,885</b>	<b>20,794,670</b>	<b>-373,810</b>

**Wholetime** – The underspend relating to the wholetime firefighter’s budget is due to establishment levels being lower than budgeted.

**On Call** – On-call firefighter employment is currently significantly under budgeted establishment levels.

**Apprentices** – The expenditure for apprentices is seen under contingency. Apprentices assist in ensuring sufficient staff numbers are available to deliver our resourcing model. The overspend in apprentice costs is offset by the underspends seen in wholetime and on-call budgeted establishments.

**Support Staff** – There is a forecast net underspend on support staff budgets across the directorates.

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

### 3. Bank cost analysis

The graph and Table 3 below show wholetime operational staff costs from 2015/16 onwards, with Bank payments forming a significant part of these from 2016/17. The total costs for 2019/20 for wholetime (excluding bank costs) have increased due to increases in employer contributions following Government's decision to decrease the discount rate used to value unfunded public sector pension schemes.





**Table 3**

WT & Bank - including NI and Pension					
<b>WT &amp; Bank</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Wholetime	13,603,248	12,844,792	12,011,914	11,563,935	12,776,864
Bank	24,592	411,864	953,506	1,228,667	1,555,000
<b>Total</b>	<b>13,627,840</b>	<b>13,256,657</b>	<b>12,965,420</b>	<b>12,792,602</b>	<b>14,331,864</b>

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

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

#### 4. Major Risk Areas

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

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

		<b>Total Budget</b>	<b>Actual Year to Date</b>	<b>Forecast Outturn</b>	<b>Projected Year End Variance</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
A.	Employee Direct Costs	21,111,480	10,113,452	20,597,483	-513,997
B.	Knowledge & Information Services	1,647,210	996,879	1,607,399	-39,811
C.	Employment Agencies /Consultants (Part of Direct Employees Costs)	57,000	81,443	197,187	140,187

- The variances for A. and C. are as noted in Section 2 above.
- The variance for B is closely being monitored due to the disparate software budgets identified in the previous year to ensure the budget reflects forecast expenditure.

## 5. Funding

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

<b>Funding</b>	<b>Total Budget £</b>	<b>Actual Year to Date £</b>	<b>Forecast Outturn £</b>	<b>Projected Year End Variance £</b>
Government Funding	-3,321,000	-1,454,722	-3,494,000	-173,000
Specific Grants	-1,097,330	-698,159	-1,106,441	-9,111
NNDR	-3,662,820	-1,972,995	-3,694,933	-32,113
Top-up / Pooling Receipts	-1,892,000	-753,909	-1,813,965	78,035
Precept	-19,993,310	-10,029,438	-19,993,310	0
Movement in Reserves	-366,000	0	0	366,000
<b>Grand Total</b>	<b>-30,332,460</b>	<b>-14,909,222</b>	<b>-30,102,649</b>	<b>229,811</b>

The level of funding (excluding the top-up funding and reserves) is forecast to exceed the original budget by £214k, which is predominantly due to the Treasury (Central Government) making additional funds (£173k) available to cover the increased cost of pensions as a result of the changes in employer pension contributions (notification of this increase was not provided until after the budget had been approved). The remaining increase (£32k) in funding was in relation to additional business rates income due to the rate used to compensate for under-indexation of the top-up grant being greater than estimated at the time the budget was set.

As per recommendation 2, due to the current levels of underspend, the planned transfer from reserves (£444k) will no longer take place in 2019/20. These transfers were planned to offset the funding shortfall originally forecast for 2019/20. Of the £444k variance, £366k is shown within Movements in Reserves and £78k within Top-up Funding (the latter being funding originally forecast to be received in 2019/20 but received at the end of 2018/19).

This results in an overall net adverse variance of £230k in funding.

## 6. Capital Summary

The capital programme for 2019/20 is £9.465m, which includes £6.378m worth of carry forward capital projects from 2018/19.

Project Name	Original Budget 2019/20 £	Carry Forwards 2018/19 £	In Year Approvals	Revised Budget 2019/20 £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Property	500,000	0	0	500,000	57,277	500,000	0
Property Review	0	5,874,542	1,866,000	7,740,542	3,723,437	7,740,542	0
<b>Total Property Portfolio</b>	<b>500,000</b>	<b>5,874,542</b>	<b>1,866,000</b>	<b>8,240,542</b>	<b>3,780,714</b>	<b>8,240,542</b>	<b>0</b>
CCTV Cameras	0	24,485	0	24,485	0	0	-24,485
Digital Radios	0	90,000	0	90,000	0	90,000	0
Hydraulic Equipment	56,000	4,020	0	60,020	15,887	60,020	0
Operational Equipment	90,000	32,249	0	122,249	18,991	122,249	0
Operational Red Fleet Vehicles	500,000	314,656	0	814,656	205,403	814,656	0
<b>Total Fire Appliances &amp; Equipment</b>	<b>646,000</b>	<b>465,410</b>	<b>0</b>	<b>1,111,410</b>	<b>240,281</b>	<b>1,086,925</b>	<b>-24,485</b>
ICT	75,000	38,385	0	113,385	90,538	113,385	0
<b>Total Support</b>	<b>75,000</b>	<b>38,385</b>	<b>0</b>	<b>113,385</b>	<b>90,538</b>	<b>113,385</b>	<b>0</b>
<b>Grand Total</b>	<b>1,221,000</b>	<b>6,378,337</b>	<b>1,866,000</b>	<b>9,465,337</b>	<b>4,111,533</b>	<b>9,440,852</b>	<b>-24,485</b>

## 7. Capital Funding

The funding table provides a breakdown of how the capital programme will be funded.

Funding	Balance at 1 April 2019 £	Estimated Transfers (in) £	Estimates Transfers Out £	Estimate Balance at 31 March 2020 £
Revenue Contribution to Capital	-4,080,000	-2,156,000	5,949,013	-286,987
Other Capital Contributions	0	-3,446,000	3,446,000	0
Capital Receipts	0	-45,839	45,839	0
<b>Total Capital Funding</b>	<b>-4,080,000</b>	<b>-5,647,839</b>	<b>9,440,852</b>	<b>-286,987</b>

## **Property Portfolio**

Property has been allocated £500k for 2019/20 in order to carry out essential property repairs. Actual capital expenditure includes the replacement of the air handling system located at Marlow Fire Station with the completion expected during quarter three of the current financial year. Along with minor works at both Aylesbury and Stokenchurch Fire Stations and the purchase of furniture for BHQ and Unit 7.

The carry-forward slippage from 2018/19 of £5.875m for Property Review relates to the Blue Light Hub (BLH) project, which is anticipated to be completed by the end of the 2019/20 financial year. An additional £1,866k has been approved for expenditure on the BLH, including the completion of a decked car park and the fit-out of the top floor for leasing to third parties at a commercial rate.

## **Fire Appliances & Equipment**

A capital budget of £646k for 2019/20 has been allocated for the purchase of hydraulic equipment, operational equipment and operational vehicles red fleet. Hydraulic equipment will be purchased in line with delivery of red fleet appliances and to replace ageing hydraulic equipment that is nearing the end of its useful life. Operational Equipment will be purchased throughout 2019/20, in line with the equipment replacement programme with actual capital expenditure year to date being spent on fire hoses and rescue kits. Several new operational red fleet vehicles have been introduced to the fleet in recent years and this is in line with the fleet strategy. A further two red fleet appliances are projected to be delivered during 2019/20 and this is to replace the ageing fleet, which have come to the end of their useful life.

The carry-forward slippage of £465k from 2018/19 relates to the purchase of: CCTV, digital radios, hydraulic equipment, operational equipment and operational red fleet vehicles. During September 2019, it was agreed no further capital expenditure is expected on CCTV and therefore has been offered up as a saving and this has been reflected in the forecasts. Currently discussions are underway with the capital purchase of digital radios, with the Research and Development lead collaborating with other Thames Valley Fire Services to scope the possibility of a joint purchase. Slippage seen on operational equipment and operational red fleet vehicles relate to the delay in delivery of two red fleet appliances (relating to 2018/19), which are now in service.

## **Support**

ICT has been allocated £75k for 2019/20, along with a carry-forward slippage of £38k, which will predominantly be utilised to purchase hardware, as per the ICT replacement strategy. Actual capital expenditure to date include laptops, tablets and cabling works.

## 8. Reserves

The reserves table provides a breakdown of the general fund and earmarked reserves (revenue and capital).

<b>Reserves</b>	<b>Balance at Start of year £000</b>	<b>Projected Movement £000</b>	<b>Balance at End of Year £000</b>
General Fund	-1,500	-161	-1,661
Earmarked Reserves (Revenue)	-1,818	216	-1,602
Earmarked Reserves (Capital)	-4,080	3,793	-287
<b>Total</b>	<b>-7,397</b>	<b>3,848</b>	<b>-3,549</b>

## 9. Performance Indicators

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

<b>Description</b>	<b>2018/19 Actual</b>	<b>2019/20 Target</b>	<b>2019/20 Actual (rolling average)</b>
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing Integra Cost Centre Report	100.0%	100.0%	100.0%
% invoices paid within 30 days	91.0%	100.0%	100.0%
Budget Mon. Report turn-around (working days)	7 days	7 days	7 days

Budget monitoring training is provided to managers assuming responsibility for budget management and control. A risk based approach is applied to budget monitoring with resources allocated to high risk areas. This supports a proactive challenge role for Finance and budget holder engagement. Compliance to date has been at 100%.

The percentage of invoices paid on time is 100%. Suppliers have been reminded to send all invoices directly to finance.

## 10. Debt Management

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

<b>DEBTOR KEY PERFORMANCE INDICATORS 2019/20</b>	<b>Sept</b>
Debts over 60 days overdue	£9,594
Total Debt outstanding	£37,900
Debts over 60 days overdue as a % of total debt outstanding	25%
Average time from raising invoices to receipt of income	9 days

The above figures show the quarterly average of debt during 2019/20. As at the end of September, the total debt outstanding was £26k, with the actual value of debts over 60 days overdue being £10k.

31% of the debts over 60 days overdue at the end of September relate to legal costs recoverable to Bucks Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments. 66% relates to recovery of employee pension contributions. 2% relates to small value invoices which are being actively chased. The remaining 1% is for recovery of employee benefits which is being recovered in installments.

The average time from raising invoices to receipt of income is 9 days.



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	16 October 2019
<b>OFFICER</b>	Area Commander Calum Bell
<b>LEAD MEMBER</b>	Councillor David Hopkins
<b>SUBJECT OF THE REPORT</b>	<b>ICT Strategy 2019-2024</b>
<b>EXECUTIVE SUMMARY</b>	<p>The new ICT strategy is designed to deliver the following underlying principles:</p> <ul style="list-style-type: none"> <li>• to use technology to provide a resilient, reliable and secure platform to enable our colleagues to work from any location at any time with equipment appropriate for the wide variety of tasks they undertake;</li> <li>• The strategy builds upon the previous Knowledge and Information Services (KIS) Strategy 2014–2019 (approved by the Executive Committee in 2014) and the KIS Strategy Update received by the Executive Committee in 2015;</li> <li>• The strategy aligns and supports the Public Safety Plan / Corporate Plan 2015 to 2020 updated in March 2019 and will be reviewed when replacement documents are released;</li> <li>• The systems which support the Service will provide a consistent user experience, utilising modern 'Social Media' type interfaces, reducing repetitive input of data and exploiting the value of the information we hold whilst complying with the General Data Protection Regulation; and,</li> <li>• to ensure that systems provide value for money and are fit for purpose whilst providing security and compliance appropriate for the data.</li> </ul>
<b>ACTION</b>	Decision
<b>RECOMMENDATIONS</b>	That the ICT Strategy 2019-2024 be approved.
<b>RISK MANAGEMENT</b>	Information Security is one of the most significant risks currently on the Corporate Risk Register. ICT security is a fundamental part of our layered approach

	<p>to managing this risk. The new strategy puts information security at the heart of developing our ICT services for the Service, while also ensuring our systems support the development of our service delivery and support services.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>There are no direct financial implications with this strategy. As software and hardware are refreshed, any budgetary implications will be catered for through the usual budget challenge processes.</p> <p>In the past, the effective use of underspends and invest to save projects have provided organisational benefits through developing our ICT capabilities. These include the Business and Systems Integration project and the ICT disaster recovery project.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>No specific legal implications are envisaged as a result of this strategy.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>The <a href="#">Policing and Crime Act 2017</a> requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.</p> <p>A number of existing collaborations with Thames Valley fire and rescue services currently exist in relation to software. The ICT requirements of the collaborative fleet procurement have also been delivered collaboratively. The Emergency Service Mobile Communications Programme is being delivered collaboratively at blue light agency regional level. Our current wide area network infrastructure is currently delivered in collaboration with Buckinghamshire County Council. These arrangements will be reviewed as part of this strategy.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>There are no health, safety and wellbeing implications envisaged from this strategy.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>The required Impact Assessments have been undertaken. It is envisaged that there are likely to be positive impacts due to development of the strategy providing increased opportunities for flexible working.</p>
<p><b>USE OF RESOURCES</b></p>	<p>This strategy is linked to Strategic Enabler 2 of the Corporate Plan 2015-2020: <i>Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.</i></p> <p><b>Communication with stakeholders</b></p> <p>A staff consultation exercise has been undertaken and a survey was also conducted of our staff to develop an understanding of our staff’s ICT needs now and in the future.</p> <p><b>The system of internal control</b></p>



	<p>The delivery of the ICT strategy is monitored through the Performance Management Board.</p> <p><b>The medium term financial strategy</b>          The delivery of the new strategy will broadly sit within the current ICT department budget. Any significant development through either hardware, software or migration of services, which requires new money, will be examined using the normal budget challenge processes.</p> <p><b>The balance between spending and resources</b>          As above.</p> <p><b>The management of the asset base</b>          There are no significant impacts on the asset base.</p> <p><b>Environmental</b>          Development of mobile applications, new telephony and equipment will enable greater connectivity and support greater conference calling and virtual meeting ability therefore reducing travelling. It is anticipated that during the course of this strategy there will be a migration of services to cloud providers. Cloud provision is generally regarded as a greener alternative. This will reduce our own server reliance and also the costs of powering them and the associated air handling.</p>
<p><b>PROVENANCE SECTION          &amp;          BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>Four Year Knowledge and Information Services (KIS) Strategy, 17 September 2014</p> <p><a href="https://bucksfire.gov.uk/files/8614/5554/9957/ITEM_8_EC170914_Four_Year_Knowledge_and_Information_Services_Strategy.compressed.pdf">https://bucksfire.gov.uk/files/8614/5554/9957/ITEM_8_EC170914_Four_Year_Knowledge_and_Information_Services_Strategy.compressed.pdf</a></p> <p><a href="#">KIS Strategy 2014-2019 Review and Progress Report.</a></p>
<p><b>APPENDICES</b></p>	<p>Appendix A: ICT Strategy 2019-2024</p>
<p><b>TIME REQUIRED</b></p>	<p>10 Minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Dave Thexton  <a href="mailto:dthexton@bucksfire.gov.uk">dthexton@bucksfire.gov.uk</a>          07876 448744</p>

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## 1. Changes since the last version

Draft V 0.5

Information Asset Owner: Head of Service Development

Author: IT Manager

Approval: Executive Committee

Date 16 October 2019

**Please note that as Service Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed. Always check the intranet for the latest version.**

## 2. Index

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## 3. Purpose and scope

The purpose of this strategy is to provide a focus on Information Communications Technology's (ICT) priorities and direction over the next five years, to support the Buckinghamshire and Milton Keynes Fire Authority (The Authority) Public Safety Plan / Corporate Plan 2015 - 2020.

## 4. Roles and responsibilities

Chief Fire Officer - Responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management.

Deputy Chief Fire Officer - Responsible for Service Development

Head of Service Development - Departmental responsibility for ICT

IT Manager - Responsible for the day to day management of the ICT function



Service Desk Manager – Responsible for day to day delivery of the ICT Service Desk function

Managers - Responsible for the day to day management and delivery of fire and rescue service activities.

All colleagues - collectively responsible for upholding the expected values, behaviours and objectives of the Authority.

“ Using technology to enable our colleagues to work securely and effectively anytime and anywhere ”

## **5. Introduction**

The fire and rescue service in the UK is going through a period of unprecedented change with the expectation of users increasing alongside the ongoing financial pressures to deliver more with less. The Authority remains committed to delivering its priorities which are:

- Prevent incidents that cause harm from happening;
- protect homes, public buildings and businesses from the effects of fire;
- to provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand;
- to offer best value for money to our residents and businesses and ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.

Within the ICT Department we foresee:

- growing and increasing cyber-threat complexity;
- exponential rise in polymorphic as well as less complex viruses, worms and Trojans;
- greater access to secure cloud technology;
- the renting/software as a service (SaaS)/subscription-based model for software going forward;
- move from traditional desktop delivery of IT Services to different mobile platforms;
- younger generation in the workplace Generation Z/Millennials with different expectations/experience of ICT.



## **6. Where have we come from?**

The last ICT Strategy was written in 2014 following a restructure of the ICT team after a Strategic Review of Resources (June 2012). This strategy was updated in 2017 to align it with developing business objectives.

In 2012 it was identified that the ICT function was not performing as required by the organisation and there was a perceived disconnect between operational users and the ICT Department.

Since 2012 all staff from within ICT have left the organisation and been replaced, and the structure and responsibilities of the team have been amended to correct the issues which were identified.

Our systems had become stale, using obsolete software and desktop-based hardware. Opportunities to move to paperless systems had not been taken and systems were not integrated or capable of becoming so.

Disaster Recovery systems were unproven and not robust and our resilience to emerging cyber-attacks was low.

Despite the issues identified above the service has moved on at pace over the last 4 years with replacement cloud-based systems for HR, Finance and Resourcing amongst others now in place and Risk Information, Fleet Management / Servicing coming on line shortly. These changes have been captured under the Business and Systems Integration (BASI) project. An example of this is SAP which was seen as a business blocker due to the cost of changes to its structure, the complexity to the end users and the control of the system within Buckinghamshire County Council. We have successfully replaced SAP with Integra / ITrent cost effective cloud based, commercial, software packages.

## **7. Mission Statement**

The ICT department will deliver integrated solutions on robust, resilient and secure platforms.

Wherever prudent, solutions should be remotely hosted or cloud-based.

The applications, where appropriate, should be accessible through a range of modern mobile technologies.

ICT functions will be supported by a team of multi skilled, well-trained, and continuously developing technicians with a strong customer focus.

Where possible services will be delivered through collaboration.



## **8. What our vision means**

We will use technology to provide a resilient, reliable and secure platform to enable our colleagues to work from any location at any time with equipment appropriate for the wide variety of tasks they undertake.

The systems which support the business will provide a consistent user experience, utilising modern 'Social Media' type interfaces, reducing repetitive input of data and exploiting the value of the information we hold whilst protecting its confidentiality, integrity and availability (CIA triad).

We will ensure that systems provide value for money and are fit for purpose.

### Benefits

The ICT Strategy will benefit our community by:

- ensuring we provide value for money;
- enabling us to use our resources more effectively in our communities who are at greater risk;
- facilitating better use of our information through harnessing a multiplicity of communication channels including social media;
- providing current appropriate and relevant information on our website;
- using the information we collect to enhance the service we provide;
- providing information through a variety of communication channels including social media;
- using technology to ensure we are transparent and accountable to the community we serve.

The Strategy will benefit our colleagues by:

- making our systems simpler and easier to use;
- ensuring information is readily available to enable them to perform their duties on the right equipment when and where required;
- reducing administration time by enabling the electronic collection of information at source;
- using technology to automate time consuming manual processes.

The Strategy will benefit us and our partners by:

- providing mechanisms to exchange information electronically and securely;
- developing better integration with our partners' systems;
- maximising opportunities for collaboration.

The Strategy will benefit the Service we deliver by:

- acting as an enabler to optimise operational costs;
- using electronic ways of working to increase our capability to deliver more prevention and protection activities;



- using electronic ways of working to improve data quality and enable more effective use of the information we hold;
- using electronic forms and system integration to remove repetition and increase automation;
- providing a more resilient and secure environment;
- enabling better engagement with our colleagues.

## **9. Achieving and Managing our Vision.**

Our ICT Strategy sets out a programme of projects and changes in direction based on our current position. However, the rapidly changing ICT landscape along with the public demands and priorities placed on the UK fire and rescue service over the coming years means constant review is necessary to ensure we remain aligned to the priorities and objectives of The Authority.

The Authority's internal boards: Performance Management Board (PMB), Business Transformation Board (BTB) along with the Medium Term Financial Plan (MTFP), will provide:

- assurance that the ICT Strategy remains aligned to our Corporate Plan / Public safety plan 2015 – 2020 and will be updated when the replacements for these documents are released.
- where appropriate finance is available to support long term investment in the right technology to support the Service along with providing value for money;
- ensure that changes to the ICT Strategy are clear, agreed and focused;
- the monitoring of projects against predetermined tangible deliverables project goals for cost, benefits and time;
- open and transparent communication plans for the delivery of projects are in place and where appropriate, customers are consulted with.

### How we will deliver change:

- look for opportunities to collaborate with external parties when it makes good business sense for us to do so;
- industry standard methodologies for project management and ICT service management such as Information Technology Infrastructure Library (ITIL) will be used where appropriate and of benefit;
- introduce Skype for Business, one of the features of which will provide conferencing facilities to reduce travel times, cost and our environmental impact;
- Reviews will be undertaken at least annually to confirm that the ICT Strategy remains aligned to corporate priorities, appropriate and funded.

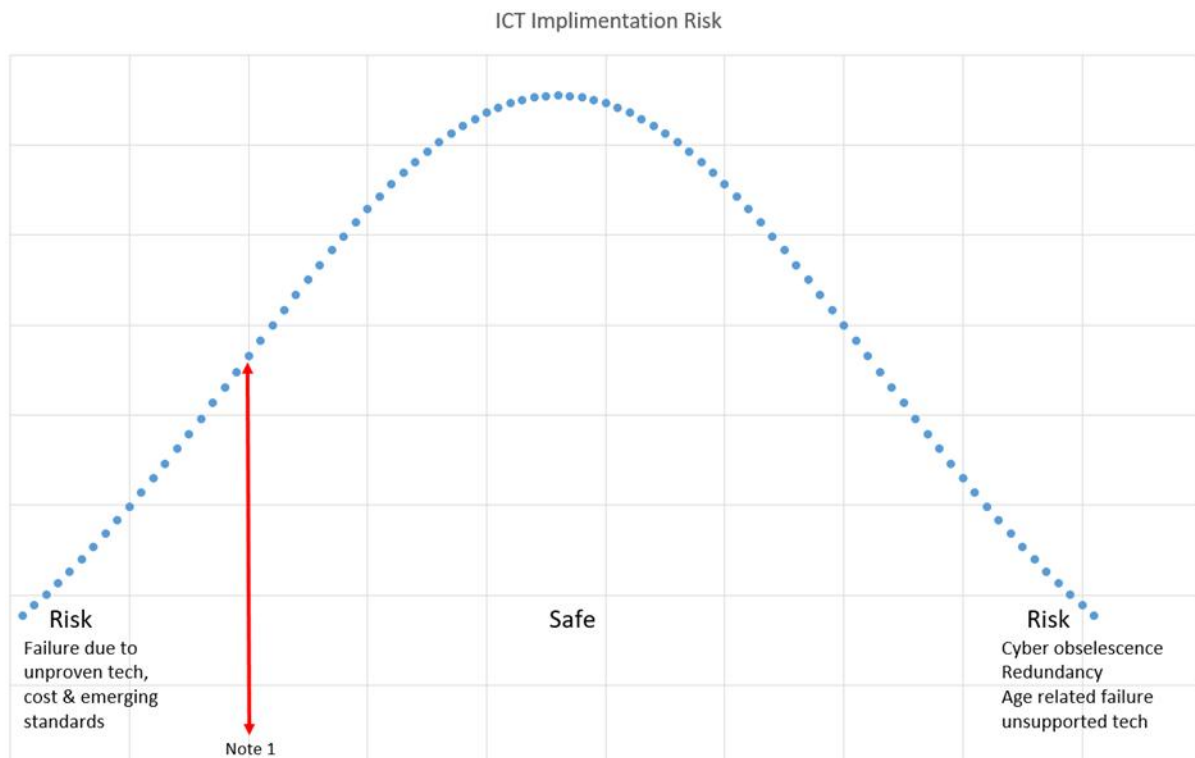


### Architectural Principles

Our ICT architectural principles with regard to the procurement and development of hardware and software are as follows:

- cloud first;
- strategic supplier partnerships first (Microsoft our Thames Valley partners and other collaboration);
- rationalise and simplify, where possible use social media type user interfaces;
- design for reuse and maximise that reuse. Consider what is already in the fire sector;
- appropriate security and Cyber threat aware;
- sustainability (in all that means);
- reliable, available, and if justified - Non-Stop;
- location independent;
- maximum value from all support and maintenance contracts.

Whilst we look to new and emerging technology to help us to achieve our priorities we will make use of technology once it is proven and established, see the bell chart below:



Note 1 – Early adoption brings advantages of longevity but needs to be carefully considered against the risk.





**10. When will we achieve our vision?**

2019/20	2020/21	2021/22	2022/23	2023/24
Investigate Office 365	Implement Office 365	Review Office 365	Review remaining on site servers	Strategy Refresh
Review of mobile phones provision	Total cloud solution feasibility study	Move production servers to the cloud	Review Mobile telephony	
West Ashland's Blue Light Hub	De-commission Bletchley & Great Holm	Review MDT hardware	Review SKYPE telephony	
Investigate wide area network (WAN)	WAN changes / implementation	Review WAN changes		
Investigate / implement Emergency Services Network when available and prudent to do so				

**11. Consultation/publication/communication**

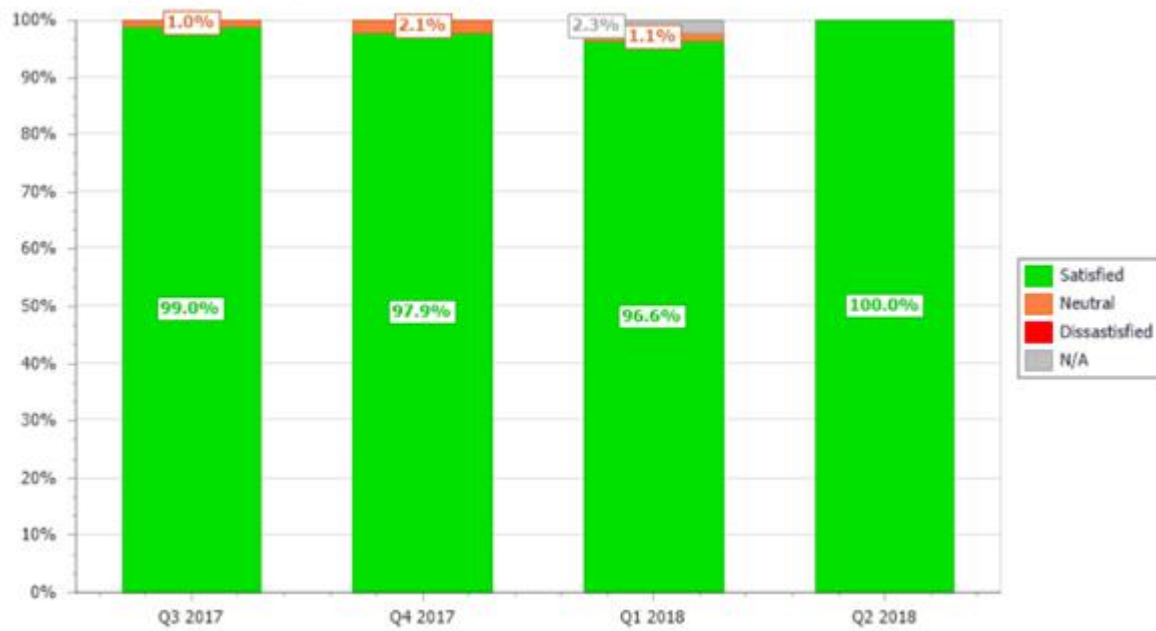
In preparing this strategy we have consulted with the Service through a survey which all colleagues were invited to take part. We also interviewed and involved future leaders and senior managers. The survey showed that 87% reported:

“the overall quality of service offered by the ICT Team” is either Very Good or Excellent.

As a matter of course we randomly survey Service Desk users upon closing of incidents/requests and have high 90% satisfied response, see the graph below:



Results grouped by calendar quarter



All feedback received from the survey and consultation has been considered and where possible included in projects to be delivered.

Once a draft paper was available we circulated it to Representative Bodies and asked the leadership group for feedback.