

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

Jason Thelwell

To: The Members of the Executive Committee

20 July 2015

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held at The Safety Centre (Hazard Alley), 18 Carters Lane, Kiln Farm, Milton Keynes, MK11 3ES on **WEDNESDAY 29 July 2015 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

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



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EXECUTIVE COMMITTEE

TERMS OF REFERENCE

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

AGENDA

Item No:

1. Election of Chairman

To elect a Chairman for 2015/16

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2015/16

3. Apologies

4. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 18 March 2015 Item 4. **(Pages 5 - 10)**

5. Disclosure of Interests

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

6. Questions

To receive questions in accordance with Standing Order SOA7

7. Recommendations from Committees

Overview and Audit Committee – 15 July 2015

(a) Revised Code of Conduct

'That the revised Code of Conduct is recommended for approval by the Executive Committee'

The report considered by the Overview and Audit Committee is attached at Item 7(a) **(Pages 11 - 54)**

8. Budget Monitoring Performance and Debt Management April 2014 - March 2015 (Provisional Outturn)

To consider Item 8 **(Pages 55 - 68)**

9. Partnership Governance Update

To consider Item 9 **(Pages 69 - 78)**

10. Treasury Management Performance 2014/15 Quarter 4

To consider Item 10 **(Pages 79 - 86)**

11. Property Strategy 2015-18

To consider Item 11 (**Pages 87 - 110**)

12. Property Sharing and Co-Location of Police and Fire and Rescue Services in the Thames Valley

To consider Item 12 (**Pages 111 - 120**)

13. Annual Public Safety Plan & Corporate Plan 2012-15 Performance Monitoring Report

To consider Item 13 (**Pages 121 - 144**)

14. Systems Integration Business Case

To consider Item 14 (**Pages 145 - 182**)

15. Apprenticeship Scheme

To consider Item 15 (**Pages 183 - 192**)

16. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 16 September 2015 at 10.00am.

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

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 18 March 2015 at 10.00 am

Present: Councillors Dransfield (Chairman), Gomm, Lambert, Reed, Schofield and Webb (part)

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), D Sutherland (Acting Director of Finance and Assets), M Hemming (Head of Finance [Deputy Director]), J Parsons (Head of Service Development), G Smith (Head of Service Delivery), S Gownlock (Corporate Planning Manager), P Holland (Head of Projects and Transformation), E Andrews (Executive Assistant to Chief Fire Officer) and K Nellist (Democratic Services Officer)

Apologies: Councillors Busby and Morris.

EX36 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on 4 February 2015, be approved and signed by the Chairman as a correct record.

EX37 RECOMMENDATIONS FROM COMMITTEES

**Overview and Audit Committee – 11 March 2015
(a) Corporate Risk Management Policy**

The Committee considered the updated Corporate Risk Management Policy.

The Corporate Planning Manager asked members to note that the policy had been updated following the outcomes of an internal audit review of the Authority's general corporate risk processes which was presented to the Overview and Audit Committee at its meeting on 3 December 2014.

Whilst the audit report found good robust processes for management of corporate risks were in place with clear procedures for escalation of risk providing 'substantial' assurance to the Authority, it also noted that the policy was out of date and did not reflect the current processes operating within the Authority.

RESOLVED –

That the Corporate Risk Management Policy be approved.

**EX38 QUARTER THREE BUDGET MONITORING PERFORMANCE
AND DEBT MANAGEMENT APRIL-DECEMBER 2014**

The Committee considered the revenue and capital budget monitoring and debt management performance report for the nine months to 31 December 2014.

The Lead Member for Finance, IT, Property and Procurement advised members this was a good news story and had been taken into account when setting the budget. There was a large amount of reserves and a large contingency, giving the Authority scope for further savings in subsequent budgets.

RESOLVED –

That the Executive Committee note the latest projected outturn forecast for the Authority as at 31 December 2014.

EX39 TREASURY MANAGEMENT PERFORMANCE 2014/15 – QUARTER 3

The Committee considered the treasury management performance 2014/15. The accrued interest earned for the first nine months of 2014/15 was £101k, which is £48.5k higher than the budget for the nine month period.

RESOLVED –

That the Treasury Management Performance 2014/15 Quarter 3 report be noted.

(Councillor Webb joined the meeting).

EX40 FIREFIGHTERS' PENSION SCHEME 2015: PROPOSED NEW GOVERNANCE ARRANGEMENTS

The Lead Member for Human Resources and Equality and Diversity introduced the report which sets out the proposed governance arrangements for the Firefighters' Pension Scheme 2015 which starts on 1 April 2015.

The Director of People and Organisational Development advised the Committee that there were three main elements to the governance arrangements for the new scheme, which were setting up a single national Scheme Advisory Board, publishing an employer cost cap and a having a Local Pension Board in each fire and rescue authority area (the first two elements were the responsibility of DCLG). It had been confirmed that the employer cost cap figures quoted in Annexe 1, would remain the same.

The Authority along with other local authorities and fire and rescue services had given feedback to the government that 46 local pension boards was too many and a national arrangement would be preferred. The position at present was that the Authority had to set up a local pension board from 1 April 2015 and the report sets out how this would be done.

There were significant rules about who could be members of the board. Elected members and members of the senior management team who had 'pensions functions' as part of their remit, would not be eligible to be on the board. Annexe 1 sets out how the board would operate.

The national training for all fire and rescue services is planned to take place in June 2015. The Authority's intention was to set up the board, participate in the training and take the terms of reference to the first meeting which would be held in July 2015. Arrangements would be reviewed in December 2015.

RESOLVED –

1. That the proposal for the Authority's Firefighters' Pension Scheme 2015 governance arrangements in relation to the Local Pension Board, as set out in the Terms of Reference and Annexe 1, be approved.
2. That authority be delegated to the CFO/CE to set up the Authority's Local Pension Board by 1 April 2015.
3. That the recommendation that the Local Pension Board reports, as a minimum annually, to the appropriate Authority Committee be noted.
4. That it be noted that the governance arrangements will be reviewed at the end of 2015 in conjunction with future pension administration arrangements.

The Acting Director of Finance and Assets and the Head of Finance [Deputy Director] left the meeting.

EX41

DESIGNATION OF CHIEF FINANCE OFFICER

The Lead Member for Human Resources and Equality and Diversity introduced the report as the Authority had a legal obligation to designate a Chief Finance Officer and the Chief Finance Officer duties form part of the established Director of Finance and Assets post. The departure of the Director of Finance and Assets had initiated the need to review the current arrangements to ensure appropriate provisions were in place.

A question was asked as to who would be the nominated deputy and this would be the current Head of Finance [Deputy Director] Mark Hemming.

RESOLVED –

That David Sutherland be designated as the Chief Finance Officer whilst a full review of the Finance and Assets function is undertaken.

The Acting Director of Finance and Assets and the Head of Finance [Deputy Director] re-joined the meeting.

EX42 STRATEGIC ASSET MANAGEMENT PLAN 2015-2025

The Acting Director of Finance and Assets introduced the report and advised the Committee that it was a refresh of the current Strategic Asset Management Plan agreed by the Committee at its meeting on 16 May 2012. Changes to the existing strategic plan are relatively minor, but it was important to demonstrate that an updated version remained in place. Property, Fleet, IT and Procurement Strategies had already been updated since the last plan was agreed.

RESOLVED –

That the Strategic Asset Management Plan 2015-2025 as drafted be agreed.

EX43 TRAINING PARTNERSHIP PROPOSAL

The Head of Projects and Transformation advised members that the report was being presented to seek approval to work in a formal partnership with the Fire Service College. This proposal follows a strategic review of training which concluded that the partnership model would enable the Service to benefit from the opportunities that outsourcing would provide. The partnership will be piloted for a period of 12 months.

The Authority was the first to participate in a training partnership with the Fire Service College and was exploring opportunities for other fire and rescue services to get involved, and was actively seeking collaboration within Thames Valley fire and rescue services.

The Authority could see the value not just in savings that could be made, but also in the improvement of the quality of training and also the experience that crews would get exercising in what is a very unique facility.

There is also scope to grow this going forward and take it to different areas not just operational training but prevention and protection and all areas that encompass a fire and rescue service.

The Chief Fire Officer advised that a visit to the Fire Service College was being arranged for members and further details would follow. The Chief Fire Officer also asked members to visit their local Fire Station so crews could show them the work they undertake.

A member shared his experience of participating in a training exercise with the boat rescue team which he found very informative and wished to thank everyone involved. The Lead

Member for Human Resources and Equality and Diversity reminded members that the boat was not funded by government but funded by the Authority.

RESOLVED –

That the training partnership with the Fire Service College procured through the 'Wider Public Sector Framework' for a period of one year be approved.

EX44

INSURANCE ARRANGEMENTS FROM 2015/16

The Head of Finance [Deputy Director] introduced the report which sets out the current insurance arrangements for the Authority, the claims history and the proposals for arrangements for 2015/16.

Two options were being considered, the first was to increase the level of excess so that the upfront insurance premium would be reduced.

The second was to join the Fire and Rescue Insurance Consortium (FRIC) which was a collective group of fire and rescue services who pooled insurance by sharing the risk to reduce costs. The drawback for the Authority was that it was relatively low risk and if it joined FRIC it would be taking on other authorities' risks and also potentially restricting operational changes.

The recommendation was for option 1 but to keep a watching brief on FRIC, to see if it works for other authorities and this would not preclude the Authority from participating in the future if it was in the best interest to do so.

Members requested that an update be presented to the Committee in one year.

RESOLVED –

1. That approval for the level of excess in relation to fleet insurance to be increased be provided.
2. That authority be delegated to the Chief Finance Officer to determine the level of the excess.
3. That the creation of an insurance reserve on 31 March 2015 with an initial transfer of £50k from the projected underspend in 2014/15 be approved.

EX45

2015-20 CORPORATE PLAN

The Head of Service Development introduced the report and advised members that the Corporate Plan had been developed

since the approval of the 2015-20 Public Safety Plan at the December Fire Authority meeting.

It was a succinct document designed in plain English and accessible to all staff. It reinforced the link between planning and the Medium Term Financial Plan (MTFP) and how subsidiary plans relate to each other and reinforce the 'vision' which was embedded in all staff.

There were four strategic objectives with performance outcomes that were clearly linked and underpinned by strategic enablers which had performance measures. Each objective and enabler had identified activities and projects which had been programmed against a timeline relating to the MTFP.

The Chief Fire Officer advised members that he was encouraging staff to come up with ideas of working differently, to help save money, but to guarantee an excellent service to the community.

RESOLVED –

That the 2015-20 Corporate Plan be recommended to the Authority for approval.

EX46

EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on 4 February 2015, be approved and signed by the Chairman as a correct record.

EX47

DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee would be held on Wednesday 13 May 2015 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 10.40AM.

Report considered by the Overview and Audit Committee – 15 July 2015

Buckinghamshire & Milton Keynes Fire Authority




MEETING	Overview and Audit Committee
DATE OF MEETING	15 July 2015
OFFICER	Lynne Swift, Director of People & Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Revised Code of Conduct
EXECUTIVE SUMMARY	<p>The Authority's vision is "To make Buckinghamshire and Milton Keynes the safest places in England in which to live, work and travel." In order to achieve and maintain this, it is necessary for the Authority to have certain standards that all employees are expected to understand and adhere to.</p> <p>The Authority's Code of Conduct was first issued in 2006. Since being published, the Code of Conduct has been detailed in a variety of documents, built up over time to reflect different circumstances. The revised Code of Conduct, as detailed in Appendix 1 which is being presented at this meeting has been produced to bring together all standards into a single document. This approach was a recommendation from the Corporate Governance Audit 2014/15 (recommendation 3).</p> <p>This Code has taken account of constructive feedback provided during the formal consultation process held in March to April 2015 (Appendix 2 details feedback). Wording that is highlighted in green indicates proposed amendments to the original draft version of this document and wording highlighted in red with a strike through are proposed deletions to the original draft version.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <p>The revised Code of Conduct (Appendix 1) is recommended for approval by the Executive Committee.</p>
RISK MANAGEMENT	Employees at all levels are required and expected to show professional conduct and behaviour in all aspects of their employment. The Code of Conduct sets out the standards expected by the Authority, and whilst it is not intended to be exhaustive, it sets and defines the minimum standards of behaviour for those who work for

	<p>the Authority.</p> <p>The Code of Conduct helps to promote, reinforce and support the highest standards from everyone who work for the Authority in order to achieve and maintain the Authority's vision and values.</p> <p>The Code of Conduct seeks to mitigate risk for the Authority and its employees. A clear Code of Conduct will help reduce the risk of a breach of the standards expected by the Authority.</p> <p>All employees are expected to take ownership of the Code of Conduct. In order to embed the principles set out in the Code and ensure all employees fully understand the standards expected of them they will be advised of the Code of Conduct and the pertinent points within the document via their line management. The full Code of Conduct will also be published on the intranet and available to all employees. For new starters the Code of Conduct will form part of the induction process.</p> <p>Specifically for the Code of Conduct, behaviours are built into the Authority's performance management system (appraisal). All employees will have an opportunity to receive feedback from their line manager at least on an annual basis and if necessary appropriate training and coaching will be made available.</p> <p>Human Resources will support line management and ensure all employment related policies and procedures reflect the Code of Conduct. Information will also be provided at staff training events which are periodically held on employment related policies and procedural matters.</p>
FINANCIAL IMPLICATIONS	There are no financial implications arising.
LEGAL IMPLICATIONS	<p>Incorporation into employees' contracts is a matter of consultation rather than negotiation.</p> <p>Parliament introduced a power under section 82 of the Local Government Act 2000 (LGA 2000) to make regulations which would incorporate a prescribed National Code of Conduct into local government employees' contracts. The ODPM consulted on a proposed draft National Code of Conduct in 2004; and the DCLG consulted again in 2008.</p> <p>The Code of Conduct regulations were implemented in Wales only, with the relevant parts of section 82 of the LGA 2000 being repealed in England by the Localism Act 2011. The Code being recommended for adoption is similar to the Code of Conduct in the Welsh regulations in terms of, for example, the text of the provisions relating to political neutrality and the treatment of confidential information.</p>

HEALTH AND SAFETY	There are no health and safety implications arising.
EQUALITY AND DIVERSITY	A People Impact Assessment has been updated and no adverse impacts have been identified.
USE OF RESOURCES	<p>Contribution to the achievement of strategic objectives; the Code of Conduct provides a 'golden thread' mechanism to align the corporate objectives to individual performance outcomes and service delivery.</p> <p>Communication with stakeholders; stakeholder communication is a significant element of successful implementation of the Code of Conduct. The Code of Conduct will be communicated to staff in accordance with usual practice.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background: OC81/01 Code of Conduct issued September 2006</p>
APPENDICES	<p>Appendix 1 – Code of Conduct (version 2.0)</p> <p>Appendix 2 – Consultation feedback</p>
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Lynne Swift lswift@bucksfire.gov.uk 01296 744679</p>

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	Protective Marking:	
	Page :	1 of 30
Procedure Note:		Code of Conduct

To:	Document Type:	✓	Document Summary:
All employees of the Authority, including temporary staff.	Policy		This document sets out the arrangements to allow employees to comply with the Code of Conduct expected by Authority employees.
	Assessment		
	Procedure	✓	
	Guidance Note		
	Technical Note		
	Information		
	Safety Critical		
Keyword: conduct, behaviour, confidentiality, equality and diversity, data protection, fraud, corruption, political neutrality, register of interest, disclosure of information, hospitality, gifts, social media, dress, appearance, relationships			
Please note that as Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed, always check for latest version.			

Document history:

- 1.0 OC81/01 issued September 2006
- 2.0 Document updated

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Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Contents

Section	Subject	Page
1.0	Introduction	3
2.0	Scope	4
3.0	Working within the Code of Conduct	4
4.0	Working within the law	6
5.0	Equality and diversity	7
6.0	Health, safety and welfare	7
7.0	Data protection	8
8.0	Confidentiality	10
9.0	Politically restricted posts	10
10.0	Political neutrality	11
11.0	Use of financial resources	12
12.0	Appointments and other employment matters	12
13.0	Secondary employment	12
14.0	Standards of dress and appearance	13
15.0	Relationships	16
16.0	Disclosure of information	18
17.0	Registration of interests	19
18.0	Counter fraud and corruption	20
19.0	Hospitality and gifts	22
20.0	Sponsorships – giving and receiving	24
21.0	Acceptable use of technology	25
22.0	Protecting the Authority's business reputation	26

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

1.0 Introduction

Buckinghamshire & Milton Keynes Fire Authority (the Authority) is a publicly accountable body which manages Buckinghamshire & Milton Keynes Fire & Rescue Service on behalf of the communities it serves. The Authority will aim to;

- Ensure that all employees are aware of the vision, values and behaviours expected within the workplace
- Improve the Authority's performance through building the skills of a diverse workforce that reflect the community
- Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role

The Authority's vision is;

"That Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel."

Underpinning everything the Authority does is a set of values which is aspirational for all employees where they engage with others; be it with the public, partner agencies or colleagues. These values will be reflected throughout the employment related policy themes and will be utilised as corporate and public safety plans are developed and implemented.

Employees at all levels are required and expected to show professional conduct and behaviour in all aspects of their employment. A climate of mutual confidence, trust, loyalty and respect between managers, employees and other partners is critical to achieving the corporate aims and providing a high quality service. An employee must observe this Code of Conduct whenever they:

- conduct the business of the Authority
- conduct the business of any office to which they are appointed by the Authority, or

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

- acts as a representative of the Authority

The public is entitled to expect the highest standard of conduct from all employees of the Authority. This Code provides information for employees on the minimum standards that are expected by the Authority. It is not intended to be exhaustive, and does not address every possible circumstance. Simply because a particular action may not be addressed within the Code, does not condone that action by its omission.

Employees who have concerns over meeting any aspect of the Code of Conduct or any concerns about impropriety or breach of the Code should discuss these with their line manager at the earliest opportunity.

2.0 Scope

The Code set out in this document applies to all employees of the Authority, regardless of contract.

Additional Codes of Conduct are applicable for Councillors and Co-opted Members of the Authority and Members of the Local Pension Board.

3.0 Working within the Code of Conduct

Employees of the Authority are expected to give the highest possible standard of service to the public and, where it is part of their duties, to provide appropriate advice to members, managers and other employees with impartiality. Employees must perform their duties with honesty, integrity, impartiality and objectivity. This includes not giving personal opinions about Authority policy or procedures to the press and complying with procedures and guidance relating to social media. All employees should:

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

- Work reliably and diligently
- Carry out any proper instruction given by managers, including general instructions contained in policies, procedures, financial regulations and instructions, contracts, legal requirements, safety or other codes of conduct and rules applicable
- Complete accurately and honestly any document, form or record required for work. Never destroy, damage, alter or falsify any document or record

Employees should, at all times, treat colleagues with respect and politeness. Many behaviours are reviewed as part of the annual performance review process. If an employee believes they are directly affected by unacceptable behaviour, or witnesses any unacceptable behaviour, they should speak with their line manager or suitable alternative immediately.

Should an employee have any concern about impropriety, breach of procedure, any deficiency in the provision of the service, it should be reported to their line manager or through another appropriate procedures such as the Grievance procedure.

The Authority has published policies, procedures and financial regulations and instruction, which describe important rules and standards, and all employees are expected to work in accordance with these documents

The Authority will undertake to apply this Code of Conduct consistently and fairly. Any breach of the Code of Conduct may result in the Discipline procedure being instigated. Some breaches (known as gross misconduct) can be serious enough to warrant disciplinary action up to and including dismissal. Examples of gross misconduct can be found in the Discipline procedure.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



4.0 Working within the law

The Authority through its employees must carry out its business in a way that is proper and fair. Employees must not act or do anything without statutory authority and without following the relevant procedures.

The Authority expects employees to work within the law. Unlawful or criminal behaviour at, or away from work, may result in a loss of trust and confidence in the employee or the Authority.


All employees must:

- Uphold the law at work
- Understand the law relevant to their sphere of work
- Never break or disregard a law away from work which could damage public confidence in them or the Authority, or which makes them unsuitable for the role they do

Should an employee be found guilty of any criminal offence whilst employed by the Authority, they must inform their line manager as soon as practicable at the time of charge and/or conviction. If an employee is unsure about whether or not an offence should be disclosed, guidance should be sought from Human Resources. Employees must:

- Disclose any criminal offence they have been convicted of
- Disclose any criminal charges which have been made against them

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	Protective Marking:	
	Page :	7 of 30
Procedure Note:		Code of Conduct

5.0 Equality & diversity

The Authority is fully committed to equality and diversity and recognises that fairness and inclusion is fundamental to everything the Authority does in order to achieve its aim of making Buckinghamshire and Milton Keynes safer. The Authority's policies, practices and procedures will be fair, open and transparent, providing an equality of opportunity to all employees and an effective service that understands and meets the needs of all parts of the local communities.

The Authority believes that a workforce, which better reflects the diversity of the local working population, will create a stronger, more enriched, and well informed organisation, able to meet the expectations for a modern Fire & Rescue Service. The Authority will therefore seek to attract talented people from all parts of the community, and to support their development and retention.

Bullying, harassment, unfair discrimination and unacceptable behaviours will not be tolerated. The Authority will ensure that it manages any complaints or concerns in a prompt, fair and equitable manner.

The Authority respects both visible and non-visible differences, and believes that such an environment will enable the Authority to achieve exceptional results.

6.0 Health, safety and welfare

The Authority takes its legal, contractual and moral obligations as an employer seriously and aims to provide a safe and healthy place of work. Each employee has a legal obligation under Section 7 of the Health and Safety at Work Act 1974 to take reasonable care for their own health and safety and for the safety of others who may be affected by their acts or omissions. Employees also have a duty to comply with the Working Time Regulations 1998, Driving Regulations and any other health, safety and welfare legislation and guidance. Failure to do so may endanger the employee, the public and other employees.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Operational fitness

All employees are expected to maintain an appropriate level of fitness to undertake their role. The operational firefighter role imposes a significant physiological strain on the body, the maintenance of an appropriate level of fitness is essential to ensure operational personnel are able to perform their roles safely and effectively.

Support Services staff

Whilst there is not an expectation for Support Services staff to maintain an appropriate level of fitness to undertake their role, they are encouraged to maintain an acceptable level of fitness for their own health and well-being.

Substance misuse

The use of substances by any employee must not impair the safe, efficient running of the Authority or put at risk the health, safety or welfare of its employees, suppliers or members of the public. Employees must not report, or try to report to work whilst impaired through alcohol, drugs or other substances.

Smoking

The Authority is committed to the provision of a tobacco smoke free working environment. Employees are not permitted to smoke:

- In the workplace
- Undertaking their duties
- In uniform or corporate wear whilst representing the Authority
- In Authority vehicles

7.0 Data protection

The Authority collects and uses information about the people with whom they deal. The Authority will also acquire information about others in the course of those dealings. These people – collectively called 'data subjects' - include employees, users

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File Name	Code of Conduct		



Procedure Note:

Code of Conduct

of services, staff in other organisations and institutions, as well as contractors and suppliers of various kinds. The information can be factual information, such as name and address, or expressions of opinion about our intentions towards individuals. It can occur in any form or format - word documents, databases and spread-sheets, emails, CCTV, audio recordings, photographs, paper files etc.


The Data Protection Act obliges the Authority, as a Data Controller, to manage the information they hold in a proper way. It states that anyone who processes personal information must comply with eight principles, which make sure that it is:

1. Fairly and lawfully processed
2. Processed for limited purposes
3. Adequate, relevant and not excessive
4. Accurate and up to date
5. Not kept for longer than is necessary
6. Processed in line with individual rights
7. Secure
8. Not transferred to other countries without adequate protection

Any individual about whom personal data is retained or is being processed will be informed of:

- The purpose for which this is being done
- To whom such data may be disclosed
- The source of such data and who will have access to it on request
- How to have such data corrected or erased, where appropriate

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		

 <p>Buckinghamshire & Milton Keynes Fire Authority MAKING YOU SAFER PREVENTING PROTECTING RESPONDING WWW.BUCKSFIRE.GOV.UK</p>	Information Asset Owner:	Director of People & Organisational Development
	Protective Marking:	
	Page :	10 of 30
Procedure Note:		Code of Conduct

8.0 Confidentiality

The Authority acknowledges the importance of preserving confidentiality of information. It is expected that all employees understand the importance of treating information in a discreet and confidential manner and do not disclose such information. Breaches of confidentiality may lead to disciplinary action, which could include dismissal.

9.0 Politically restricted posts

Some posts within the Authority are politically restricted under Part 2 of the Local Government and Housing Act 1989 (the LGHA 1989) (as amended). The restrictions aim to prevent politics coming into play where an employee is in a politically influential position. This could be where an employee implements the Authority's policies, gives advice to, or speaks on behalf of, the Authority,

If this applies to a post political restrictions means that the post holder will be prevented from having any active political role either inside or outside the workplace. Individuals will be advised if a post is politically restricted at the application stage of the recruitment process. The post holder will not be able to:

- Hold or stand for elected office
- Participate in political activities, publicly express support for a political party or undertake other activities such as canvassing on behalf of a person who seeks to be a candidate
- Speak to the public at large or publish any written or artistic work that could give the impression they are advocating support for a political party

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



10.0 Political neutrality

Employees must not do anything which compromises or which is likely to compromise, their own political impartiality or of others who work for, or on behalf of, the Authority. Amongst other things this means employees will:

- provide appropriate advice with impartiality
- without fear of recrimination, bring to the attention of management any deficiency in the provision of service or any impropriety or breach of policy or procedure
- serve the Authority as a whole, i.e. all employees and not just those of, for example, a controlling political group
- ensure that the individual rights of all employees are protected
- in advising political groups or their representatives, to not compromise political neutrality and to respect the individual rights of all councillors or group
- when using or authorising the use by others, the resources of the Authority, act in accordance with the Authority's lawful requirements and not allow his/her own political or personal opinions to interfere with his/her work
- maintain political impartiality during pre-election periods, and particularly around election campaigns

Councillors usually direct enquiries for information through the Chief Fire Officer or Directors. However, if an employee receives a direct approach from a Councillor for information and they are doubtful about whether it is appropriate to provide the information or about the Authority's ability to supply the information, they should advise the Councillor accordingly. In all cases the employee should speak with their line manager to establish the best approach to dealing with such matter.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



11.0 Use of financial resources

Employees must ensure they use any public funds entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Authority in all circumstances.

Employees must ensure they use any public funds, vehicles or equipment entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Authority in all circumstances.

12.0 Appointments and other employment matters

Employees involved in staff selection decisions should ensure their decisions are made on the basis of merit and in accordance with the Authority's Recruitment and Selection procedure. It would be unlawful for an appointment to be made on the basis of anything other than the ability of the candidate to undertake the duties of the post.

In order to avoid any possible accusation of bias, an employee must not be involved in an appointment where they are related to an applicant, or they have a personal relationship outside work with them.

13.0 Secondary employment

The Authority expects the highest standard of conduct from all employees.

Employment or other personal interests which may impact upon, or conflict with, the Authority's interests should not be pursued. Further detail can be found in the Secondary Employment procedure.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Secondary employment is prohibited unless the employee has the express permission of the Authority in writing. An approval authorising secondary employment is conditional upon the employee being compliant with the Working Time Regulations 1998 and the Working Time (Amendment) Regulations 2003.

If employees are unsure of whether they need to notify the Authority of outside roles / secondary employment they should seek guidance from their line manager in the first instance who will take advice as necessary from Human Resources or the Authority Monitoring officer – Director of Legal & Governance.

Voluntary work will be looked at on a case by case basis, and the individual should discuss this with their line manager in the first instance. Consideration will be given to the type of role and the potential impact this may have on the individual's primary role.

14.0 Standards of dress and appearance

The Authority expects employees to dress appropriately in business attire or uniform. Employees are expected to demonstrate good judgement, professional taste and courtesy to co-workers by dressing in a manner that is presentable and appropriate for the workplace.

Some roles will require the wearing of uniform. If provided with a uniform, this must be worn as specified and not in conjunction with non-issued clothing. Provided uniform must not be worn whilst out of work, except for travelling to and from work, or attendance at Authority functions. If uniform is to be worn for any other reason, prior written permission must be obtained from the line manager.

Employees who are required to wear personal protective clothing (PPE) which is provided by the Authority must not, under any circumstances, wear alternative clothing whilst performing safety critical tasks. The contravention of this requirement will be treated as a disciplinary matter.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Employees who wear business attire that is deemed inappropriate in the workplace will be dealt with on an individual basis. Unsuitable business attire includes, however not limited to, denim jeans, logo t-shirts, shorts, flip-flops.

The Authority respects the right of employees who, by the nature of their religious convictions, may choose to wear items of clothing, jewellery or insignia at work. However, this must be appropriate for the workplace and for the role undertaken; it cannot inhibit the employee from carrying out their role or compromise any health and safety procedures.

Particular items of uniform or corporate clothing can be provided or adjusted in order to meet the needs of pregnant women, or staff with individual needs associated, for instance, with a disability.

An acceptable standard of personal hygiene must be maintained by all employees.

Jewellery

Jewellery should be kept to a minimum and must not represent a hazard when dealing with equipment or PPE, or inhibit work performance. The wearing of earrings and studs is acceptable subject to the above provisions, however other visible piercings (for instance, eyebrow, lips, nose, and tongue piercings) are not considered in keeping with a professional image if an employee deals regularly with the public or represents the Authority at meetings. At other times, such jewellery should be restricted to a small stud.

Hair

Hair is to be worn in a smart and professional manner, hairstyles such as a Mohican is not acceptable. If hair is coloured or bleached, it must remain within naturally occurring hair colours. Flammable styling products are not to be used by operational staff.

When at incidents, employees should wear their hair so they do not put their safety and the safety of others at risk. Uniformed employees who choose to wear their hair long for

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

religious or other reasons must maintain it in a safe manner. If wearing a helmet, hair will be completely inside the helmet or fastened back and under the fire kit

The maintenance of hair to a safe and satisfactory standard will rest with the individual; however, the line managers will be responsible for ensuring that hair is worn in a manner that does not jeopardise the health and safety of themselves or others whilst at work.

Facial hair can compromise the seal of a facemask. All uniformed operational employees must be able to maintain a seal as laid out in the BA set general checks for the duration of time they are on call or on duty.

Tattoos

Employees are asked to consider the requirements of the workplace when choosing the placement and style of new tattoos. Any tattoo considered discriminatory, violent, profanity or intimidating is prohibited.

For those employees engaged in community facing roles, the Authority prohibits visible tattoos, primarily on hands, face and above the collar line.

For those employees in non community facing roles, where tattoos are visible, these should be discrete and in keeping with the professional image of the Authority.

Employees may be requested to cover tattoos, for example by wearing long sleeved shirts where there is likelihood that they may cause offence or project an unprofessional image.

For those employees, who in the absence of there being a previously defined procedure, have chosen to have what are termed visible tattoos, a professional discussion between the line manager and the individual concerned should take place, in order to make clear the future expectations required of them. This may include determining what work related activities, be it on or off Authority premises, that require the covering of visible tattoos where practicable.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

For employees considering a new tattoo, it is recommended for them to speak with their line manager in the first instance, to remove any uncertainty with regards to what constitutes being a visible or unacceptable tattoo. The line manager must determine the suitability of the tattoo being proposed and that it will comply with the professional image of the Service.

An employee, who chooses to get a tattoo that the Authority deems as unacceptable, may be requested to get the tattoo removed at the employee's expense if it is not practicable for the tattoo to be covered up.

Line managers should ensure that employees under their supervision adhere to the standards of dress and will be responsible for identifying cases that do not meet with this Code and for taking appropriate action to resolve such matters, which may include discipline action up to and including dismissal.

15.0 Relationships

To ensure there are no conflicts of interest, there is an expectation that employees inform the Authority of any relationships they may have with other staff members within the Authority. The definition of relationship in this circumstance is:

- Spouse or partner
- Siblings
- Parents/grandparents
- In-laws
- Any other relationship with another colleague within the Authority which could be viewed as a conflict

Personal relationships that will pose a risk for the employee and Authority are:

- Participating in any recruitment and selection activity where there is a personal relationship with a candidate

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

- Line management responsibility
- Providing input into any performance appraisal or development
- Providing input into any recommendation for salary or reward

Councillors

Employees are responsible to the Authority through their senior managers. A role may require an employee to give advice to councillors on the Fire Authority, independent members of the Fire Authority and members of other Authorities. Mutual respect between employees, councillors and independent members is essential. Close personal familiarity between employees and individual councillors can damage the relationship and prove embarrassing to other employees and councillors. It should therefore be avoided.

The Local Community and Service Users


Employees of the Authority should always remember that their responsibilities are towards the community which they serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community, as defined by the policies and procedures of the Authority.

Contractors

All relationships of a business or private nature with external contractors or potential contractors should be made known to the employee's line manager. Orders and contracts must be awarded on merit, by fair competition between other tenders, and no special favour should be shown in the tendering process. Particular care needs to be taken in relation to businesses which the employee is aware are either run by, or employ, in a senior or relevant management capacity, either existing or former employees, friends, partners or relatives.

All relationships of a personal or private business nature, whether previously or currently held, with external contractors, contractors bidding for contracts, the purchasing of goods or services must be reported to the employee's line manager for inclusion in the relevant Register of Interests.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		

 <p>Buckinghamshire & Milton Keynes Fire Authority MAKING YOU SAFER PREVENTING PROTECTING RESPONDING WWW.BUCKSFIRE.GOV.UK</p>	Information Asset Owner:	Director of People & Organisational Development
	Protective Marking:	
	Page :	18 of 30
Procedure Note:		Code of Conduct

16.0 Disclosure of Information

There is a statutory responsibility that requires certain types of information to be made available to Councillors, auditors, government departments, service users and the public. The Authority itself may decide to be open about other types of information.

Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way.

It is expected that some employees will have contact with the media when appropriate to their role, e.g. information about operational incidents, proactive use of the media to support community safety activities, or other work related activities. It is imperative that no personal or personal sensitive information is shared with the media or any information that, together with other information likely to be or come into their possession, could lead to the identification of an individual without the individual's consent.

Unauthorised or improper use of Authority information is a serious offence, and will be dealt with in accordance with the Discipline procedure, which may include action up to and including dismissal.

Employee's privy to Authority information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation, including any other potential bidder whether internal or external.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



17.0 Registration of interests

All employees must comply with any requirements of the Authority; to register or declare interests; and to declare hospitality, benefits or gifts received as a consequence of their employment within the Authority.

In considering what it is appropriate to register individual employees may need to include the interests of family and friends, where these have an impact on, or could be interpreted as influencing the employee's conduct in relation to the performance of their duties.

If an employee has any financial interests that could conflict with the Authority's interests, they should declare these in writing to their line manager for inclusion in the relevant Register of Interests.

If an employee has any non-financial interests they consider could bring about conflict with the Authority's interests they should declare, in writing, these to their line manager for inclusion in the relevant Register of Interests. These might, for example, include a relationship with somebody seeking guidance on fire safety regulations, or who is seeking advice under the building control regulations, membership of a school governing body or of the committee of a voluntary organisation, where this is relevant to the employee's area of work.

If an employee is unclear as to the relevance of a particular matter of personal interest they should speak with their line manager in the first instance.

Employees must declare any interest they think may be covered by this Code, in writing, as soon as they become aware that such an interest may arise, and update the Register of Interests as and when appropriate.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Line managers who receive a declaration of personal interest should discuss the circumstances with the Director of Legal and Governance, who will determine what action should be taken in order to safeguard the Authority's interest. This may, for example, result in a decision that the employee concerned should not engage in the particular work activity that has given rise to the declaration. Such a decision might also arise if an employee had indicated that they were not prepared to disclose an interest which the Director of Legal & Governance reasonably believes may have a detrimental impact on the Authority's interest taking into account the role of the employee concerned.

The Registers of Interests will be kept securely under the control of the Director of Legal and Governance.

18.0 Counter fraud and Corruption

The Fire Authority expects all members, employees, consultants, contractors, suppliers and partner organisations, to act honestly and with integrity and to safeguard the public resources for which they are responsible, and to provide any help information and support necessary to deal with fraud and corruption.

The Authority will not tolerate any level of fraud or corruption; consequently, any case will be thoroughly investigated and dealt with appropriately. The Authority is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.

Where relevant, the Authority will include appropriate clauses in its contracts about the consequences of fraud, bribery and corruption; evidence of such acts is likely to lead to a termination of the particular contract and may lead to prosecution. In respect of employees, the Authority's disciplinary rules are such that fraud and corruption are considered to be potential gross misconduct and if proven, will normally result in dismissal.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct


It is a serious criminal offence for an employee to seek to influence the placing of a contract by or from the Authority through:

- the receiving or giving of any gift, loan, fee, reward or advantage, or
- by either taking inappropriate action or failing to take action when there is a clear need to do so, or
- by showing favour, or disfavour, to any person or organisation.

An employee must not take advantage of their position within the Authority. For example:

- By acquiring goods or services at a preferential rate which would not normally be available to other Fire Authority employees
- By acquiring goods or services at a reduced rate because a contractor or those bidding for contracts in the employee's area of work, or another person or body seeking influence with the Authority treats the employee, their relatives or friends more favourably than others
- By accepting gifts or hospitality from a contractor or those bidding for contracts with the Authority or any other person or body seeking influence with the Authority
- Employees may be offered goods and services at a reduced rate by one of the Authority's suppliers. If this reduced rate is widely publicised as being available to all Authority employees then the purchase of these items would not generally need to be registered. However, if an employee is in a position to influence the purchasing decisions of the Authority in relation to these items, they must register them in accordance with the Register of Interest. Account would need to be taken of the level of authority that the employee had in relation to the decision making and the number of checks in place involving other levels of authority
- A relationship between a supplier of goods and/or services and the Authority, should not affect the purchasing practice of an employee in a situation where the prices to the public are published and the employee is purchasing at the

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		

 <p>Buckinghamshire & Milton Keynes Fire Authority MAKING YOU SAFER PREVENTING PROTECTING RESPONDING WWW.BUCKSFIRE.GOV.UK</p>	Information Asset Owner:	Director of People & Organisational Development
	Protective Marking:	
	Page :	22 of 30
Procedure Note:		Code of Conduct

published prices. Therefore, an employee would not need to register where they purchase their weekly shopping, for example

However, where there is a general expectation that prices are open to negotiation and an employee is responsible for advising on purchasing decisions relating to those items, it would be appropriate for the employee to register this.

Whistleblowing

Employees have a legal right and duty to report any concerns if they have reasonable belief that wrongdoing may be occurring, or may have occurred within the Authority.

A structured mechanism is available for employees to raise any serious concerns about any aspect of the Authority's work without the risk of subsequent detriment or disadvantage and staff are encouraged to raise serious concerns within the Authority initially, rather than overlooking a problem or blowing the whistle outside.

The Public Interest Disclosure Act 1998 protects employees/workers from reprisal, victimisation or harassment at work if they raise a concern in good faith.

The Authority will take seriously any concerns raised that are subsequently proven to have been made maliciously. Any employee/worker, who is found to have acted maliciously, may be subject to the Discipline procedure. If, however, an employee/worker raises a concern in good faith that is not later confirmed by investigations, no action will be taken against that employee/worker.

19.0 Hospitality and gifts

Employees are expected to register all offers of hospitality or gifts that are received, whether or not they are accepted and offers of hospitality and/or gifts must be registered as they are received. It is not appropriate for these to be done on an annual basis.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

The declaration of hospitality and gifts form should be completed on all occasions by the employee and line manager for forwarding to the Legal and Governance Directorate.

Hospitality

The utmost discretion must be exercised in accepting offers of hospitality from contractors, potential contractors or their representatives, or from other organisations or individuals involved in commerce. Whether hospitality can suitably be accepted depends on the nature and on the circumstances and a precise rule cannot be laid down. Generally speaking all hospitality, including reciprocal hospitality, should be such as would seem to be reasonable and appropriate in the circumstances.

Employees should only accept offers where there is a genuine organisational need to impart information or represent the Authority in the community. Offers to attend purely social or sporting functions should not generally be accepted unless the Authority specifically wishes to be represented. All offers of hospitality must be recorded on the relevant Register of Interests and those accepted must additionally be authorised by the line manager.

Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, and offered to the Authority rather than the individual employee on a personal basis. In such cases employees should obtain the consent from the line manager in advance and it must be recorded on the Register of Interests.

Gifts

As a general rule employees should not accept significant personal gifts from clients, contractors and outside suppliers. Gifts, such as wines or spirits, which are given to individuals, must not be accepted. However, the Authority allows employees to keep insignificant items of token value such as pens, diaries etc.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Authority employees must not accept personal payments from clients, contractors or outside suppliers. Cash and monetary gifts should always, without exception, be refused.

An employee declining a gift should do so politely and, where practical, return it to the donor with an explanation as to why it cannot be accepted. Where returning the gift is likely to be expensive or inconvenient, it should be donated to a suitable charity and the donor advised of what has happened and politely requested not to make similar gifts in the future.

Whether a gift (including a gift offered to a relative or partner) is accepted or refused, the employee's line manager should be informed and the circumstances should be recorded on the Register of Interests.

20.0 Sponsorship - giving and receiving

Where an outside organisation wishes to sponsor or is seeking to sponsor an Authority activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.

Where the Authority wishes to sponsor an event or service and an employee is involved in some way in consideration of the application, the employee or individuals connected to that employee must not benefit from such sponsorship without there being full disclosure to the line manager for inclusion on the Register of Interests. Similarly, where the Authority through sponsorship, grant aid, financial or other means, gives support in the community, employees should ensure that impartial advice is given and that there is no conflict of interest involved.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



21.0 Acceptable use of technology

Employees should not do anything which would risk the integrity of the Authority's ICT systems. This can include the use of unauthorised or unlicensed software on the Authority's system.

The Authority provides access to ICT systems to support its business activities. During the working day these ICT systems should only be used to access role-related information.

The Authority allows limited personal use of the internet and email for the duration of an authorised break or prior to the start of / at the end of a working day. Any personal use must be in accordance with the Authority values and current legislation and must not disrupt the system.

The Authority accepts that employees may bring in their personal devices into work. Personal devices must only be used during authorised breaks or prior to the start of / at the end of a working day. This also applies to the use of mobile phones; however the Authority does accept that an employee may be required to use their phone in emergency situations whilst at work.

Whilst at work, all personal devices must be on silent and kept securely by the employee. The Authority accepts no liability for loss or damage to personal property.

In exceptional circumstances, employees may use their own personal devices whilst at work; however this must only be done with the express permission on the employee's line manager.

To help protect users from accidentally accessing inappropriate sites e.g. sites that hold unlawful, obscene, or other materials / images which conflict with Authority values a number of sites are blocked. The list of websites which are blocked is continually being reviewed and revised. If a user accidentally visits a site which they feel to be inappropriate, they must notify the IT Department immediately.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Employees should be aware that ICT systems are monitored.

22.0 Protecting the Authority's business reputation

All employees are responsible for protecting the corporate reputation of the Authority. Employees must not post libellous or defamatory statements about the Authority, clients, suppliers and vendors, and other affiliates and stakeholders.

Employees should also avoid social media communications that might be misconstrued in a way that could damage our business reputation, even indirectly.


Employees should make it clear in social media postings that they are speaking on their own behalf when communicating via social media, write in the first person and use a personal email address when communicating via social media.

Employees are personally responsible for what they communicate in social media. What is published might be available to be read by the masses (including the organisation itself, future employers and social acquaintances) for a long time. Keep this in mind before posting content.

If an employee discloses their affiliation as an employee of the organisation, they must also state that their views do not represent those of the Authority. An employee could state *"the views in this posting do not represent the views of my employer"*. An employee should also ensure that their profile and any content posted are consistent with the professional image presented to clients and colleagues.

Employees must avoid posting comments about sensitive business-related topics, such as performance. Even if they make it clear that their views on such topics do not represent those of the Authority; comments could still damage reputation.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		

 <p>Buckinghamshire & Milton Keynes Fire Authority MAKING YOU SAFER PREVENTING PROTECTING RESPONDING WWW.BUCKSFIRE.GOV.UK</p>	Information Asset Owner:	Director of People & Organisational Development
	Protective Marking:	
	Page :	27 of 30
Procedure Note:		Code of Conduct

If an employee is uncertain or concerned about the appropriateness of any statement or posting, they should refrain from making the communication until it is discussed with their line manager.

If an employee sees content in social media that disparages or reflects poorly on the Authority or its stakeholders, they should contact their line manager.

Respecting intellectual property and confidential information

Employees should not do anything to jeopardise confidential information and intellectual property through the use of social media.

In addition, employees should avoid misappropriating or infringing the intellectual property of companies and individuals, which can create liability for the Authority, as well as the individual author.

Employees must not use the Authority logos, brand names, slogans or other trademarks, or post any confidential or proprietary information without prior written permission.

To protect employees and the Authority against liability for copyright infringement, where appropriate, reference sources of particular information posted or uploaded and cite them accurately. If an employee has any questions about whether a particular post or upload might violate anyone's copyright or trademark, they should contact the Information Governance & Compliance Manager before making the communication.

Respecting colleagues, clients, partners and suppliers

Employees must not post anything that colleagues or clients, suppliers, vendors or other stakeholders would find offensive, including discriminatory comments, insults or obscenity.

Employees must not post anything related to colleagues or our, clients, suppliers, vendors or other stakeholders without their written permission.

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

Social Media

Employees need to exercise common sense when using social media. Online conduct should not be any different to offline conduct and when posting material on social networking sites employee's should remember that what is written is in the public domain and may be seen or used by others the employee did not intent, even if they have privacy settings, or material is posted on a closed profile or group.

Social media should never be used in a way that breaches any of the Authority's other policies and procedures. If an internet post would breach any of our procedures in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:

- Breach acceptable use of communications systems, information systems and internet systems policies and procedures
- Breach any obligations with respect to the rules of relevant regulatory bodies;
- Breach any obligations they may have relating to:
 - Confidentiality
 - Breach disciplinary rules
 - Defame or disparage the organisation or clients, business partners, suppliers, vendors or other stakeholders
 - Harass or bully other employees in any way
 - Unlawfully discriminate against other employees or third parties OR breach our Equality and Diversity policy
 - Breach Data protection policy (for example, never disclose personal information about a colleague online)
 - Breach any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than themselves or by making misleading statements).

Employees should never provide references for other individuals on social or professional networking sites, as such references, positive and negative, can be

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

attributed to the Authority and create legal liability for both the author of the reference and the Authority.

Using the Authority's insignia to promote an individual person or external organisation without approval is prohibited.

Cyber Bullying

ACAS define Cyber Bullying as "any use of information and communications technology to support deliberate and hostile attempts to hurt, upset or embarrass another person" and cite examples of Cyber Bullying that might include the following actions:

- Offensive emails – sending offensive e-mails to a colleague – even if this is meant as a joke – and continuing to send similar messages having already being asked to stop
- Email threats – this might also include ostensibly relatively inoffensive messages in terms of actual content where it is the implied meaning behind the message that constitutes a form of bullying. An example might be where a superior is using email to bombard an employee with more work than they can handle, whilst other members of the team are not being treated the same way
- Posting blogs and leaving comments on social networking sites – it may be that a person does not experience any direct form of cyber-bullying, being unaware that the bully is posting offensive messages about them on sites in the public domain
- Propagating defamatory gossip about employees on social networking sites
- Threats or offensive comments sent to a person's mobile phone via SMS text messages
- Harassment by email – sending persistent emails to a person when previous email approaches have been rejected
- Sharing a person's private data online - posting personal details – i.e. those which they would not normally want to share with complete strangers, such

Version:	2.0	Status of document:	Draft for approval
Author:	Human Resources	PIA:	Complete
Issue Date:	July 2015	Review Date:	July 2018
File Name	Code of Conduct		



Procedure Note:

Code of Conduct

as home address and phone numbers – in such a way that they become available to the general public

It should be noted that when an allegation is made that bullying / harassment or cyber-bullying has taken place or where these instructions and guidelines are breached an investigation will take place and action will be taken under the Bullying and Harassment and / or the Discipline procedures, whether the action has taken place in an employee's personal time or in their working time.

Employees who breach any of the above policies or procedures will be subject to disciplinary action up to and including termination of employment.

Draft for approval

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Internal consultation feedback received in relation to the Code of Conduct - issued for consultation between 13 March 2015 to 30 April 2015

ID No.	RE: Section	Feedback	Feedback from	HR Response
1.	General	Grammatical changes	Various	Amendments made
2.	General	Should the Code of Conduct be a 'procedure' or 'Code'	HR	Reference amended to 'Code'
3.	Section 1.0 Introduction	<p>(1) 'The Authority will aim to' – suggest remove as it is discretionary and not directive</p> <p>(2) 2nd bullet point – replace 'community' with 'communities it serves'</p> <p>(3) At 'underpinning everything paragraph... Underpinning everything the Authority does is a set of values which is aspirational-we expect for all employees to adhere to where they engage with others; be it with the public, partner agencies or colleagues. These values will be reflected in every aspect of our work and will be reflected and adjusted as directed by throughout the employment related policy themes and will be utilised as corporate and public safety plans. are developed and implemented.</p> <p>(4) Next paragraph... All Employees at all levels are required a ...</p>	Group Commander	(1 - 4) Noted. Not amended; in line with the Authority's Vision & Values policy statement
4.	Section 1.0 Introduction	<p>The public is entitled and demands to expect the highest standard of conduct from all employees of the Authority. This procedure is intended to provides information for employees on the minimum standards that are expected by the Authority. All employees are expected to follow the spirit of the Code.</p> <p>This paragraph needs to be strengthened having 'minimum' and 'sprit' does not dictate the importance of having values and behaviours (I agree they can't be prescriptive)</p>	Group Commander	<p>'demands' not added. 'Intended' removed.</p> <p>'Spirit' sentence removed</p>

Internal consultation feedback received in relation to the Code of Conduct - issued for consultation between 13 March 2015 to 30 April 2015

5.	Section 2.0 Scope	<p>(1) The procedure set out in this document applies to all employees of the Authority, regardless of contract including part-time, fixed term, temporary, casual, secondees, consultants and agency staff. The use of employees throughout the Code of Conduct should be taken to include all of the above.</p> <p>(2) Two Additional Codes of Conduct are applicable for ..</p>	Group Commander	Amendment made
6.	Section 3.0 Working within the Code of Conduct	Combine the paragraphs starting with 'Employees should, at all times..' and 'Should an employee have any concerns...'	Group Commander	Noted. Not amended
7.	Section 3.0 Working within the Code of Conduct	<p>(1) The Authority has published policies, procedures and financial regulations, which describe important rules and standards, and all employees, are expected required to work in accordance with these documents.</p> <p>(2) Copies of these documents are available via line managers, on the intranet or the Information Governance & Compliance Manager. ... Is this required?</p> <p>(3) The Authority will undertake to apply ... The Authority should comply otherwise its optional and doesn't provide consistency</p> <p>(4) (last paragraph) .. Examples of gross misconduct can be found in the Discipline procedure. ... May be subject to criminal proceedings?</p>	Group Commander	<p>(1) Noted. Not amended</p> <p>(2) Removed</p> <p>(3) Noted</p> <p>(4) Noted. Not amended</p>
8.	Section 11.0 Use of financial resources	Under Section 11 I would prefer to say: 'Employees must ensure they use any public funds, vehicles or equipment entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Authority in all circumstances.'	Finance & assets	Paragraph added to section 11

**Internal consultation feedback received in relation to the Code of Conduct
- issued for consultation between 13 March 2015 to 30 April 2015**

9.	<p>Financial reference</p>	<p>Where financial regulations are referred to, it would make sense to also reference financial instructions, as these will be more appropriate to most staff.</p> <p>I would combine Section 12 'Counter fraud and corruption' with Section 18 'Counter fraud and corruption'. The document should also make reference to the Counter Fraud and Corruption Policy</p> <p><i>(1) 12.0 Counter-fraud and corruption: The Fire Authority expects all members, employees, consultants, contractors, suppliers and partner organisations, to act honestly and with integrity and to safeguard the public resources for which they are responsible, and to provide any help information and support necessary to deal with fraud and corruption.</i></p> <p><i>The Authority will not tolerate any level of fraud or corruption; consequently, any case will be thoroughly investigated and dealt with appropriately. The Authority is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.</i></p> <p><i>Section 112 of the Local Government Finance Act 1988 ('the 1988 Act') requires the Authority to make arrangements for the proper administration of its financial affairs and shall secure that one of its officers (known as a "Chief Finance Officer" by reference to section 114 of the 1988 Act) has responsibility for the administration of those affairs.</i></p>	<p>Finance & Assets</p>	<p>Instruction added after financial regulations</p> <p>Section 12 removed, as detailed (1).</p> <p>Sections 12 & 18 combined with third paragraph amended to reflect what is detailed in the Counter fraud and corruption procedure</p>
10.	<p>Section 12 Counter fraud and corruption</p>	<p>The last paragraph under Section 12 Counter fraud and Corruption' seems a bit oddly placed. The Section 112 officer role is not in itself anything to do with fraud and corruption per se and is certainly not a deterrent, so I would advise to drop that paragraph.</p>	<p>Finance & Assets</p>	<p>Section 12 deleted and merged with section 18 and last paragraph removed.</p>

Internal consultation feedback received in relation to the Code of Conduct - issued for consultation between 13 March 2015 to 30 April 2015

11.	Section 14.0 Standards of dress and appearance	Facial hair & tattoos: General feedback would be for greater clarity on expectations around facial hair and tattoos which recognises and is sympathetic to the needs of a diverse workforce, whilst not compromising organisational values. This would avoid any conflict from misaligned expectations from our staff and managers in the future.	Group Commander	Section 14 amended as detailed in ID No.24
12.	Section 14.0 Standards of dress and appearance	Tattoos: We also need to consider all tattoos which are on show, not just above the collar. I am not suggesting we apply this retrospectively, however moving forward, would we be happy with someone having a new inappropriate (subjective I know) tattoo on their forearm which cannot be covered up by issued uniform?	Group Commander	Section 14 amended as detailed in ID No.24
13.	Section 14.0 Standards of dress and appearance	Tattoos: What we have determined so far is there would appear to be a small number of individuals who are in our employ who have tattoos in various locations which are on display. And even if they wore long sleeve shirts, which we don't issue to firefighters, they would still be visible. Moving forward, I do feel that we need to make it explicit within the Code of Conduct.	Group Commander	Section 14 amended as detailed in ID No.24
14.	Section 14.0 Standards of dress and appearance	Tattoos: Ink above the collar to be banned	HR	Section 14 amended as detailed in ID No.24
15.	Section 14 Standards of dress and appearance	Tattoos: It is important to acknowledge that the Authority as the employer is entitled to promote a certain image through their workforce and therefore perfectly entitled to restrict or ban visible tattoos, especially for employees engaged in community-facing roles. The recommendation is for any visible tattoos, primarily on hands, the face and above the collar to be prohibited, as would any tattoos that are considered to be discriminatory, violent or intimidating. For those staff, who in the absence of there being a previously defined	Service delivery	Section 14 amended as detailed in ID No.24

**Internal consultation feedback received in relation to the Code of Conduct
- issued for consultation between 13 March 2015 to 30 April 2015**

		<p>procedure, have chosen to have what are termed visible tattoos. Then a professional discussion needs to have taken place, between the line manager and the individual concerned, in order to make clear the future expectations required of them. This may include, determining what work related activities, be it on or off service premises that perhaps require the covering of visible tattoos, to be considered, if practicable.</p> <p>For operational staff, where uniform is provided, then the discussion may involve the need for then to be issued with or have available to them, long sleeve shirts, as necessary.</p> <p>A record of the professional discussion needs to be captured on a file note, which should then be placed within the employees PRF.</p> <p>For any staff wishing to have a tattoo, it may be beneficial for them to discuss this with their respective line manager, in the first instance, in order to remove any uncertainty with regard what constitutes being a visible or unacceptable tattoo.</p>		
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Internal consultation feedback received in relation to the Code of Conduct - issued for consultation between 13 March 2015 to 30 April 2015

Post consultation feedback from FOA and FBU following the meeting on 6 May 2015:

06 May 2015 A Joint Consultation Meeting held with the trade unions post consultation. Trade unions requested additional time to respond to considered changes to the Code of Conduct following feedback during the consultation period. Trade Unions were given until 15 May 2015 to respond to highlighted changes made to the Code.				
ID No.	RE: Section	Feedback	Feedback from	HR Response
16.	General	Minor grammatical changes suggested	FOA & FBU	Amendments made
17.	S.3.0 Working within the code	This must stipulate that it applies when representing the Authority as an employee. A trade union representative or a member of public acting in those respective capacities should be free to comment on the functions of a public body. This includes the fire service. Of course common sense must be used and if there is any potential for misunderstanding the person making any lawful comment or criticism must make it clear that they are not speaking as a representative of BMKFA but as a trade union representative or taxpayer/member of the public. Many firefighters live in Buckinghamshire and as such have a democratic right to voice any concerns to their elected representatives and in some occasions the press. For example as a whistleblower. The FBU will greatly encourage its members to voice personal opinions via their representatives.	FBU	Noted. Not amended.
18.	Section 10.0 Political neutrality	It should re-iterate that while not representing the employer an individual is free to express their views as part of any wider democratic process. Also, trade union representatives when discussing any issues relating to the work of BMKFA are free to express their views without fear of discrimination or reprisal. OF course so long as these views are not deliberately defamatory or libellous.	FBU	Noted. Not amended.
19.	Section 14.0 Standards of dress and appearance	Tattoos: How do we decide what will cause offence or an unprofessional image	FBU	Noted. The first paragraph states 'Any tattoo considered discriminatory, violent, profanity or intimidating is prohibited.'

**Internal consultation feedback received in relation to the Code of Conduct
- issued for consultation between 13 March 2015 to 30 April 2015**

20.	Section 14.0	Tattoos: Individuals will/can be accompanied by a TU rep or work colleague at the line manager and individual meeting	FBU	Noted. Not added as not appropriate
21.	Standards of dress and appearance	Tattoos: Those individuals who had tattoos previous to this policy should not be held accountable. It should only be applicable to staff who have this type of art work once the policy is in place	FBU	Noted. The Code applies to all employees
22.	Section 14.0	Tattoos: Before implementing this process there must be an agreed criteria and guidance for what is or is not suitable in terms of tattoo imagery or words. The previous paragraph recognised the importance of having a 'defined procedure' in place and yet is creating arguably more confusion around the issue than there previously was when common sense was effectively the regulator.	FBU	Refer to point 19 above
23.	Section 14.0	<p>Hair is to be worn in a smart manner ...</p> <p>Current last paragraph; Facial hair can compromise the seal of a facemask. All uniformed operational employees must be able to maintain a seal as laid out in the BA set general checks for the duration of time they are on call or on duty.</p> <p>Proposed rewording; Facial hair can compromise the seal of a facemask. All uniformed operational employees must be able to maintain a seal, as laid out in the relevant BA documents, for the duration of time they are on call or on duty and are prohibited from wearing beards of any description (including "goatee" style). Individuals must be clean shaven around the seal area, moustaches and sideburns shall be maintained in a neatly trimmed manner, sideburns shall not protrude past the ear lobe of the ear or in any way effect the wearing of a breathing apparatus set which could be construed as introducing an avoidable risk to the safety of B.A. wearers.</p> <p>Reason: This is an amalgamation of wording captured within other policies, procedures and notes, and removes any grounds for doubt/challenge on what our position is on this subject, without being unreasonable in our expectations.</p>	FOA	<p>Section 14 'Hair' amended to state: Hair is to be worn in a smart and professional manner, hairstyles such as a Mohican is not acceptable.</p> <p>Facial hair reference is noted, however the section is not amended as the Code states the importance of hair not affecting the seal of the facemask.</p>

Internal consultation feedback received in relation to the Code of Conduct - issued for consultation between 13 March 2015 to 30 April 2015

24.	Standards of dress and appearance	<p><i>Proposed amendments to section 15:</i></p> <p>(1) Tattoos Employees are asked to consider the requirements of the workplace when choosing the placement and style of new tattoos. Any tattoo considered discriminatory, violent, profanity or intimidating is prohibited.</p> <p>For those employees engaged in community facing roles, the Authority prohibits visible tattoos, primarily on hands, face and above the collar line.</p> <p>For those employees in non community facing roles, where tattoos are visible, these should be discrete and in keeping with the professional image of the Authority.</p> <p>Employees may be requested to cover tattoos, for example by wearing long sleeved shirts in a public setting where there is likelihood that they may cause offence or project an unprofessional image.</p> <p>For those employees, who in the absence of there being a previously defined procedure, have chosen to have what are termed visible tattoos, a professional discussion between the line manager and the individual concerned should take place, in order to make clear the future expectations required of them. This may include determining what work related activities, be it on or off Authority premises, that require the covering of visible tattoos where practicable.</p> <p>For employees considering a new tattoo, it is recommended for them to speak with their line manager in the first instance, to remove any uncertainty with regards to what constitutes being a visible or unacceptable tattoo. The line manager must determine the suitability of the tattoo being proposed and that it will comply with the professional image of the Service.</p> <p>An employee, who chooses to get a tattoo that the Authority deems as unacceptable, may be requested to get the tattoo removed at the employee's expense if it is not practicable for the tattoo to be covered up.</p> <p>Line managers should ensure that employees under their supervision adhere to</p>		<p>Tattoo section amended to reflect feedback as detailed (1)</p>
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**Internal consultation feedback received in relation to the Code of Conduct
- issued for consultation between 13 March 2015 to 30 April 2015**

		the standards of dress and will be responsible for identifying cases that do not meet with this Code and for taking appropriate action to resolve such matters, which may include discipline action up to and including dismissal.		
25.	Section 16.0 disclosure of information	This whole section needs to be clearer particularly about what constitutes 'confidential information'. BMKFA is a public body and should be open and transparent with all its information. It should be the exception where information is deemed to be confidential and should not be put into the public domain, and only if there is not an overriding public interest which would support the release of information. If the Authority is threatening dismissal for release of confidential information it has a great responsibility to ensure that employees are fully aware of what constitutes confidential information. This is currently very vague. Any info that can be sourced via a freedom of info request cannot be deemed confidential. So what info would the Authority legally withhold from the public?	FBU	Noted. Not amended. There are various categories of information that are exempt from public disclosure. It emphasis in the Code it is on improper or unauthorised use of Authority information, in the same was as improper or unauthorised use of any Authority asset.
26.	Section 16.0 Disclosure of information	<p><i>(3rd paragraph)</i></p> <p>It is expected that some employees will have contact with the media when appropriate to their role, e.g. information about operational incidents, proactive use of the media to support community safety activities, or other work related activities. It is imperative that no personal or personal sensitive information is shared with the media or any information that, together with other information likely to be or come into their possession, could lead to the identification of an individual without the individual's consent.</p> <p>Making Unauthorised or improper use of confidential Authority information is a serious offence, and will be dealt with in accordance with the Discipline procedure, which may include action up to and including dismissal.</p> <p>Employee's privy to confidential information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation, including any other potential bidder whether internal or external.</p>	Legal & Governance	<p>Amendments made.</p> <p>This is in response to the feedback from the FBU on this matter.</p>

**Internal consultation feedback received in relation to the Code of Conduct
- issued for consultation between 13 March 2015 to 30 April 2015**

27.	<p>Section 18.0 Whistleblowing</p>	<p>Employees have a legal right and duty to report any concerns if they have reasonable belief that wrongdoing may be occurring, or may have occurred within the Authority and should not be deterred by the fear of any disciplinary action.</p> <p>(1) Whistleblowing A structured mechanism is available for employees to raise any serious concerns about any aspect of the Authority's work without the risk of subsequent detriment or disadvantage and staff are encouraged to raise serious concerns within the Authority initially, rather than overlooking a problem or blowing the whistle outside.</p> <p>The Public Interest Disclosure Act 1998 protects employees/workers from reprisal, victimisation or harassment at work if they raise a concern in good faith.</p> <p>The Authority will take seriously any concerns raised that are subsequently proven to have been made maliciously. Any employee/worker, who is found to have acted maliciously, may be subject to the Discipline procedure. If, however, an employee/worker raises a concern in good faith that is not later confirmed by investigations, no action will be taken against that employee/worker.</p> <p>This is in addition to the Authority's Complaints and Grievance procedures and does not form part of the Discipline procedure, however disciplinary action may result from the application of the Whistleblowing procedure.</p>	FBU	Whistleblowing section amended to reflect what is said in the procedure , as detailed (1)
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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	David Sutherland, Acting Director of Finance & Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April 2014 – March 2015 (Provisional Outturn)
EXECUTIVE SUMMARY	<p>To present an update of the provisional revenue and capital outturn position and debt management performance to 31 March 2015.</p> <p>The report at Appendix A is a provisional position pending final audit recommendation and confirmation of accounting adjustments to go through before a final position is reached.</p> <p>The provisional outturn is consistent with the forecast reported at Quarter 3, to the Committee on 18 March 2015.</p> <p>In overall terms the total favourable variance for the year was £1,811k (Appendix A, Table 1 - Variance Pre Adjustments).</p> <p>However, following additional transfers to reserves (as detailed below in items [a] to [c]) and mandatory year-end provisions totalling £1,689k (Appendix A, Table 1 - Year-end Adjustments), there is a residual favourable variance for the year of £122k (Appendix A, Table 1 - Variance (Post Adjustments)).</p> <p>This year-end position has been reached as a result of proactive management action.</p> <p>The transfers to reserves are as follows:-</p> <ul style="list-style-type: none"> (a) £1,200k transfer to the continuing projects reserve to fund the business and systems integration project. (b) £128k transfer to the redundancy and early retirement reserve to cover potential ill-health retirements. (c) £94k transfer to the funding pressures reserve to fund a number of known revenue pressures against the 2015/16

	<p>budget.</p> <p>Mandatory year-end provisions totalling £267k were made to cover expected liabilities.</p> <p>The following movements to reserves were included within the original budget (approved at the Fire Authority meeting in February 2014) and have been transferred as planned:-</p> <p>(d) £1,704k revenue contribution to capital reserve to fund the future capital programme.</p>
ACTION	Information and decision.
RECOMMENDATIONS	<ol style="list-style-type: none"> 1. That the provisional outturn forecast for the Fire Authority as at 31 March 2015 be noted. 2. That the transfers to reserves ([a] to [c] in the Executive Summary) are approved and that the residual balance of the underspend (£122k) is transferred to the vehicle reserve once the final outturn figures have been confirmed. 3. That the slippage of £2,981k on the capital programme is approved to be carried forward into 2015/16. 4. That delegated authority be given to the Chief Finance Officer in consultation with the Lead Member for Finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process. 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.
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	None Applicable.

HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	Medium Term Financial Plan 2014/15 to 2017/18, CFA Meeting February 2014 http://bucksfire.gov.uk/files/3814/0734/4977/ITEM8MediumTermFinancialPlan201415to201718.pdf Budget Monitoring Performance and Debt Management April – December 2014 http://bucksfire.gov.uk/files/4214/2564/3780/ITEM6Q314-15BudgetMonitoringPerformanceDebtManagementExec.pdf
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – March 2015 (Provisional Outturn).
TIME REQUIRED	15 minutes.
REPORT ORIGINATOR AND CONTACT	Jayshree Takodara – Management Accountant jtakodara@bucksfire.gov.uk 01296 744428

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1. Provisional Revenue Outturn by Service Area

Table 1 The gross budget of £28.8m is compared to the provisional outturn to give a projected year end underspend of £122k (after provisions and transfers to reserves of £1,689k have been accounted for).

Directorate	Area Manager	Total Budget	Actual Year to Date	Variance (Pre Adjustments)	Year-end Adjustments	Provisional Outturn	Variance (Post Adjustments)
Corporate Core	Corporate Core	900,610	982,483	81,873	-9,207	973,276	72,666
	Legal & Governance	107,117	94,282	-12,835	0	94,282	-12,835
Corporate Core Total		1,007,727	1,076,765	69,038	-9,207	1,067,558	59,831
Finance & Assets	Finance & Procurement	1,023,949	959,709	-64,240	51,000	1,010,709	-13,240
	Resource Management	2,115,908	2,249,976	134,068	-3,000	2,246,976	131,068
Finance & Assets Total		3,139,857	3,209,685	69,828	48,000	3,257,685	117,828
People & Organisation Development	Training & Development	1,415,780	1,080,304	-335,476	8,000	1,088,304	-327,476
	Operations & Services	727,888	693,613	-34,275	1,000	694,613	-33,275
People & Organisation Development Total		2,143,668	1,773,917	-369,751	9,000	1,782,917	-360,751
Delivery, Corporate Development & Planning	Service Delivery	14,904,024	13,702,786	-1,201,238	299,206	14,001,993	-902,031
	Service Development	2,336,604	2,572,330	235,726	17,000	2,589,330	252,726
	Service Transformation	1,753,436	1,940,553	187,117	1,230,000	3,170,553	1,417,117
Delivery, Corporate Development & Planning Total		18,994,064	18,215,670	-778,394	1,546,206	19,761,876	767,812
Statutory Accounting & Contingency	Capital Charges	1,103,000	1,116,395	13,395	0	1,116,395	13,395
	Direct Revenue Financing	1,290,114	1,290,114	0	0	1,290,114	0
	Contingency	921,169	25,651	-895,518	32,000	57,651	-863,518
	Non Distributed Costs	209,266	303,244	93,978	63,000	366,244	156,978
Statutory Accounting & Contingency Total		3,523,549	2,735,404	-788,145	95,000	2,830,405	-693,144
Total Expenditure		28,808,865	27,011,441	-1,797,424	1,689,000	28,700,441	-108,424
Income Total		-28,808,865	-28,822,440	-13,575	0	-28,822,440	-13,575
NET OUTTURN		0	-1,811,000	-1,811,000	1,689,000	-122,000	-122,000

The key variations are in the following areas:

People & Organisation Development £370k under – The underspend in Training & Development relates to a savings initiative designed to meet operational requirements with an alternative staffing model. The initiative was to deliver a staffing reduction of four posts, which has been reflected in the workforce remodeling savings for 2015/16. There are underspends in training and staff welfare budgets, reflecting the centralisation of budgets and review of training needs across the service through appraisals.

Delivery, Corporate Development & Planning £778k under – the outturn variance in Service Delivery is predominantly due to the industrial action, vacant posts for on-call and admin staff and membership of the pension scheme being lower than budgeted.

Statutory Accounting & Contingency £788k 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. Provisions for the pay award and staff restructure pension strain costs have been reflected in the outturn figures.

2. Provisional Revenue Outturn by Subjective Heading

Table 2 shows the budget and provisional outturn for each expenditure subjective heading as at the end of March 2015.

Subjective	Total Budget	Actual Year to Date	Sum of Variance	Year-end Adjustments	Provisional Outturn	Variance
U10 Employees - Direct	21,020,356	20,179,026	-841,330	-79,000	20,100,026	-920,330
U12 Employees - Indirect	1,076,515	895,889	-180,626	0	895,889	-180,626
U22 Premises	1,757,555	1,741,457	-16,098	0	1,741,457	-16,098
U24 Transport	772,939	826,487	53,548	-28,000	798,487	25,548
U30 Supplies and Services	2,391,132	1,915,718	-475,414	39,000	1,954,718	-436,414
U59 Contingency & Provisions	921,169	0	-921,169	349,000	349,000	-572,169
U60 3rd Party Payments	986,860	248,918	-737,942	0	248,918	-737,942
U821 Depreciation and Notional Interest	1,265,114	1,265,114	0	0	1,265,114	0
U83 PWLB & MRP	690,000	703,395	13,395	0	703,395	13,395
U89 Transfer to/from Reserve	-956,737	446,805	1,403,542	1,408,000	1,854,805	2,811,542
U92 Grants, Reimbursements & Contributions	-98,985	-85,286	13,699	0	-85,286	13,699
U93 Customer and Client Receipts	-947,053	-989,430	-42,377	0	-989,430	-42,377
U95 Interest Received	-70,000	-136,653	-66,653	0	-136,653	-66,653
Grand Total	28,808,865	27,011,441	-1,797,424	1,689,000	28,700,441	-108,424

The key variances are explained below:

Employees £841k under (direct) and £181k under (indirect) –direct employee related expenditure includes pay, national insurance and pension costs of staff as well as employment agency costs. This underspend relates to industrial action, vacant posts for on-call and admin staff and membership of the pension scheme being lower than budgeted. The underspend in indirect employees is predominantly due to underspends across training and staff welfare budgets.

Supplies and Services £475k under – the variance here relates to a number of areas including £150k in operational equipment and protective clothing; £60k in general office expenses across the service; £80k in computer software and hardware budgets and £185k in costs relating to the combined control room project due to the slippage of the project timelines (the project is funded by a grant currently held in a reserve which will also slip to next financial year).

Transfer to/from reserves £1,400k over – The budgeted transfers from reserves were for the control room service, which have not been drawn down as the budgeted provision for the slippage has been sufficient to cover the in-year costs.

Third Party Payments £738k under – 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).

3. 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

		Total Budget	Actual Year to Date	Provisional Outturn	Projected Year End Variance
A.	Employee Direct Costs	21,020,356	20,179,026	20,100,026	-920,330
B.	Knowledge & Information Services	1,161,442	2,597,883	2,597,883	1,436,441
C.	Fuel Charges	290,152	269,753	269,753	-20,399
D.	Energy/Utilities	277,505	256,396	256,396	-21,109
E.	Employment Agencies/Consultants	117,799	338,266	338,266	220,467

Key variance explanations:

Employee Direct Costs – variance as indicated in Section 2.

Knowledge & Information Services – the variance reflects the transfer to reserves of £1,200k for the business and systems integration project and the retention in reserves of the budgeted transfer for control related ICT costs.

Employment Agencies/Consultants - agency staff have covered vacancies in the Finance team as well as supporting KIS, POD and Property projects.

4. Savings and Efficiencies

Of the £1,272k savings offered up in the 2014/15 Medium Term Financial Plan, £757k is from operations, £440k from Finance & Assets with the remaining £75k from the People and Organisation Development directorate.

Directorate	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000	Comments
Delivery, Corporate Development and Planning	757	240	517	Control room savings not achieved due to the delayed cutover.
People & Organisation Development	75	75	0	On target
Finance & Assets	440	433	7	Rental savings not achieved in 2014/15
Total Savings	1,272	748	524	

5. Provisional Capital Outturn

The capital programme for 2014/15 is £1,282k, which together with a number of carry-forward schemes and in year approvals totals £4,603k.

Project Name	Original Budget 2014-15	Agreed 13-14 Carry Forwards Executive	Virements in Year	Revised Budget 2014-15	Actual Year to Date	Slippage to 2015/16	Year End Variance
Property	550,000	0	0	550,000	325,960	204,496	(19,544)
Property Review	0	940,000	0	940,000	0	940,000	0
Sub Total	550,000	940,000	0	1,490,000	325,960	1,144,496	(19,544)
BA Set Telemetry	174,000	0	0	174,000	0	174,000	0
Operational Equipment	57,150	36,494	0	93,644	37,234	34,200	(22,210)
PPE Uniform	33,200	0	0	33,200	32,814	0	(386)
Operational Vehicles	155,000	913,000	0	1,068,000	585,455	503,000	20,455
Sub Total	419,350	949,494	0	1,368,844	655,504	711,200	(2,140)
Sprinklers	0	14,500	0	14,500	0	0	(14,500)
Sub Total	0	14,500	0	14,500	0	0	(14,500)
ICT	260,000	102,992	24,114	387,106	168,862	55,000	(163,244)
ICT Projects	0	224,000	237,660	461,660	220,517	217,560	(23,583)
Support Vehicles	52,900	0	0	52,900	0	52,900	0
Staff Cars	0	27,766	0	27,766	35,190	0	7,424
Sub Total	312,900	354,758	261,774	929,432	424,569	325,460	(179,403)
Control Room	0	800,000	0	800,000	0	800,000	0
Sub Total	0	800,000	0	800,000	0	800,000	0
Total	1,282,250	3,058,752	261,774	4,602,776	1,406,032	2,981,156	(215,588)

Capital Funding

The capital programme will be funded as follows:

Funding Source	£
Capital Grant 2014/15	1,190,077
Unapplied/Unused Capital Grant 2013/14 brought forward	215,955
Transfer from RCCO Reserve	0
Total Funding	1,406,032

Property Portfolio

The Property team was allocated £550k to carry out priority 1 and 2 repairs identified in the property condition survey in 2013. Several stations have had internal and external upgrades carried out this financial year ranging from kit room and ablution upgrades, electrical and boiler upgrades, ceiling repairs and yard repairs.

Slippage of £1,145k is requested, of which £940k is for the property review which is under consideration and will be progressed in 2015/16. £114k of the slippage is for Gerrards Cross, where due to subsidence structural works have been delayed. The matter is currently with insurers. Slippage of £65k is required for Princess Risborough as there was a delay in the work being carried out due to unforeseen circumstances and it is likely to be completed in the first quarter of 2015/16.

Fire Appliances & Equipment

BA telemetry equipment purchase was due to be phased over two years whereby £174k was allocated to the 2014/15 budget and £122k allocated to 2015/16. However, the supplier contacted the Authority and advised that they will not be able to meet the deadline for phase one which would have been March 2015 as they will not have all the relevant equipment ready for the install. They have advised the Authority that they anticipate all installs to take place in the first quarter of 2015/16 and therefore the budget holder has requested the £174k budget to be slipped into next financial year.

Slippage of £34k is requested for operational equipment, as it is for equipment for the 4x4 vehicles, which are to be procured in 2015/16.

Slippage of £503k is requested for vehicles. Of this £300k is for 4x4 vehicles. As part of the MTFP planning, it was agreed by Members that the appliance budget of £300k for the two 4X4 appliances will slip into next year with the Service looking to go through a full OJEU process to procure the appliances. If the OJEU route is taken, it is anticipated that the delivery of the appliances will be pushed back into the first quarter of 2016/17, although some interim payments will be made in 2015/16. The contract for the Environmental Protection Unit (EPU) was awarded in December 2014 and the supplier estimated a build time of 13 weeks. However there have been

delays with the manufacturer and the supplier has not been able to deliver in 2014/15. Consequently, £48k is requested as slippage into next year. The remaining slippage of £155k is for the incident command unit, for which the order has been placed, but delivery has not been taken in 2014/15.

Community Safety

A budget of £15k was slipped from last year to fund the purchase of several portable sprinklers. However due to the zero uptake to date, it is unlikely there will be further purchases this year as we currently have two portable sprinklers in stock. Therefore the budget has been returned leading to a £15k underspend.

Support

ICT expenditure has this year has mainly related to the replacement of hardware as part of the on-going replacement programme and the purchase of several demountable mobile data terminals for the whole-time appliances. The majority of the underspend of £163k relates to the telephony budget being returned and a new bid submitted for 2015/16. In addition, the service desk software was originally planned to be capitalised, however this was funded through revenue with the revenue contribution to capital reduced to cover this. A slippage request for £55k has been made which relates to the delay in installing the virtual desktop environment and the data cables for the servers.

A number of ICT projects (£260k) were approved last financial year and the majority of the budget was slipped due to difficulty in procuring hardware before the 31 March 2014. However all of the hardware has now been procured and installation is complete. In November 2014, a number of additional ICT projects were approved by the Executive Committee to use underspends identified in the revenue budget to bring forward projects identified in the ICT Strategy. However due to the limited resources within the team, these projects have not progressed as anticipated and therefore a slippage against these projects of £218k is requested.

The budget for support vehicles relates to two hydrant vehicles and one fleet vehicle. The order was placed in September 2014 with a lead time of 20 weeks. It is anticipated they will be delivered early in 2015/16 and slippage is requested for £53k.

Part of the budget for staff cars was slipped last year as one vehicle was still due for delivery. The remaining vehicle was delivered in April 2014 and no further commitments are outstanding for 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 2015/16.

Slippage into 2015/16

The provisional outturn figure is showing a slippage of £2,981k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2015/16.

6. Performance Indicators

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

Description	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual (rolling average)
Budget Monitoring Training	35.0%	100.0%	95.0%	85.0%	90.0%	100.0%
Managers accessing SAP Cost Centre Report	76.0%	100.0%	86.3%	80.6%	100.0%	74.3%
% invoices paid within 30 days	97.0%	100.0%	97.4%	98.0%	97.7%	99.9%
Budget Mon. Report turn-around (working days)	44 days	21 days	14 days	7 days	8 days	7 days

New cost centre managers are currently given initial budget monitoring training as and when necessary. The Finance team are in the process of streamlining training approaches and creating new on-line e-learning training and guidance sessions that are easily accessible to all managers.

The rolling average for managers accessing SAP is 74.3% which is significantly below the target set of 100%. This reduction is due to a number of managers being involved in planning prior to the periods of industrial action. Finance will continue to work with all cost centre managers to ensure that the performance against this indicator is improved in 2015/16 and the target level is reached. Finance is also introducing a risk based approach to budget monitoring enabling resources to be directed at higher risk services.

The consistent high level of creditor invoices paid within 30 days continued in the fourth quarter delivering a rolling average of 99.9%.

Directorate monitoring reports have consistently been produced and circulated for review to Directors within a seven day rolling average, against the target of eight days for 2014/15.

7. Debt Management

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

DEBTOR KEY PERFORMANCE INDICATORS 2014/15	Q1	Q2	Q3	Q4
Debts over 60 days overdue	£42,779	£96,293	£110,311	£105,208
Total Debt outstanding	£205,968	£162,239	£175,315	£208,190
Debts over 60 days overdue as a % of total debt outstanding	20.9%	60.6%	63.5%	50.7%
Debts over 60 days overdue as a % of total income to date	1.7%	3.5%	3.7%	4.3%
Average time from raising invoices to receipt of income	18	22	19	13

The value of debts over 60 days overdue increased considerably during quarter two, marginally in quarter three and reduced marginally in quarter four. The above figures show the quarterly average, which for quarter 4 is £105,208. The actual value of debts over 60 days overdue as at the end of March 2015 was £91,679. Total debt outstanding as at the end of March 2015 was £214,459.

The vast majority (88%) of the debts over 60 days overdue at the end of the year relate to two invoices.

- Income due for equipment provided to third parties during industrial action (£43k)
- Lease car mileage rebates due (£37k)

The attempted recovery of income relating to equipment loaned out during industrial action is still ongoing. As for lease car mileage rebates, the Authority has received credit notes covering 90% of the rebate due. The credit notes do not match the invoice raised, which means this is currently in dispute between the Authority and vendor.

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	David Sutherland, Acting Director of Finance and Assets
LEAD MEMBER	Councillor Phil Gomm
SUBJECT OF THE REPORT	Partnership Governance update
EXECUTIVE SUMMARY	<p>In May 2014, the Executive approved a partnership strategy including a set of 9 key principles that need to be determined in order to justify any relationship with another body as a true partnership.</p> <p>In carrying out this review a formal Partnership Register was established together with a separate list of joint working groups and other fora attended either by officers and/or Members of the Authority that do not meet the fuller criteria for a true partnership.</p> <p>The Executive asked for a review in 12 months of Member and Officer participation in external partnership arrangements and that update is provided in this report, which also takes the opportunity to recommend suggested additions both to the Partnership Register as well as the separate list of joint working groups where the Authority has an interest.</p> <p>Appendix 1 provides an update on participation for those partnerships identified on the agreed Partnership Register in 2014.</p> <p>Appendix 2 shows the Partnership Register with suggested additions in red and Appendix 3 shows the separate list of joint working groups also with suggested additions in red.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. Members approve the revised Partnership Register, including suggested additions, set out in Appendix 2. 2. Members approve the separate list of joint working groups where the Authority has an interest, including suggested additions, set out

	in Appendix 3.
RISK MANAGEMENT	<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 Director of Finance & Assets 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>
FINANCIAL IMPLICATIONS	There are no direct financial implications arising from this report.
LEGAL IMPLICATIONS	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."
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	The partnership and working group arrangements set out within this document are a strong indication in themselves of the Authority's willingness and ability to engage in a collaborative spirit with organisations across a wide spectrum of issues within Buckinghamshire and Milton Keynes.
HEALTH AND SAFETY	There are no health and safety implications arising from this report.
EQUALITY AND DIVERSITY	There are no equality and diversity implications arising from this report.
USE OF RESOURCES	Any existing partnerships have been reviewed for use resource utilisation and new partnerships are considered against the criteria set out in the strategy.

<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>O&A 9/12/10 Update - Significant Governance Issues 2009/10 Internal Audit Report: Review of progress on internal audit recommendations from previous audits</p> <p>O&A 12/5/11 Internal Audit Report: Review of progress on internal audit recommendations from previous audits</p> <p>O&A 22/6/11 Review of Progress on Internal Audit Recommendations Annex</p> <p>O&A 25/9/13 Annual Governance Statement 2012/13. Internal Audit Report: Update of progress of Audit Recommendations</p> <p>Buckinghamshire & Milton Keynes Fire Authority Financial Regulations http://www.bucksfire.gov.uk/NR/rdonlyres/F5A74AFB-37F7-42D0-9B07-B29E98DF789D/0/08FINANCIALREGULATIONS.pdf</p> <p><i>Evaluating Partnerships, An Overview and Compendium of Approaches</i> CIPFA May 2009 (Copyrighted material) http://www.cipfa.org/policy-and-guidance/publications/e/evaluating-partnerships-an-overview-and-compendium-of-approaches</p> <p>Executive 14/5/14 Min EX46 http://bucksfire.gov.uk/files/6714/0602/9795/ITEM_4_14-05-14_MINUTES - DRAFT V3 FINAL.pdf</p>
<p>APPENDICES</p>	<p>Appendix 1: Review of Member and Officer participation in Partnerships</p> <p>Appendix 2: Partnership Register – with suggested additions</p> <p>Appendix 3: List of joint working groups / fora attended by the Authority</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>David Sutherland dsutherland@bucksfire.gov.uk 01296 744662</p>

Appendix 1

Partnership participation review 14/15

1. Safer MK and Safer & Stronger Bucks

Given that both these partnerships operate under the auspices of the Crime and Disorder Act 1998, the position on whether an exit strategy is required has been reviewed and in both cases is felt to be unnecessary.

In relation to Safer MK Partnership Board, the Area Commander for Service Delivery (Greg Smith) is the appointed lead and one of the five members with voting rights. The Service Delivery Manager for MK (Calum Bell) is the nominated deputy.

The Safer MK Partnership Board has also recently agreed a new strategy that has for the first time managed to get road safety as a primary objective which this Authority will lead on. A measurable outcome will be the reduction in KSI's within Milton Keynes year on year.

The board has also created a new sub group, the Safer MK Business Management Group which has replaced its performance group. The terms of reference are under development with the Service Delivery Manager for MK taking the lead on that.

2. MK Safety Centre

The Memorandum of Understanding (MoU) with the MK Safety Centre is currently under review and a more detailed update including financing and length of agreement will be brought to the September 2015 Executive Committee meeting for Members consideration.

Currently the shared risk aspect is shown as limited. This is because the Safety Centre is a charity in its own right with its own insurance and indemnities and this Authority does not specifically underwrite any of the Safety Centre's risks. The board of Trustees is drawn from various interested parties and those with a genuine community interest. This Authority provides an individual to sit as a trustee and currently this is Area Commander Julian Parsons. The Police also provide a Trustee which is usually the LPA Commander from Milton Keynes.

3. Oxfordshire FS and Royal Berkshire FS

This item in the Partnership Register relates to cross border arrangements between the 3 authorities. There is no specific update on this as the arrangements are renewed annually and there is no change in those arrangements to report. However, the new joint control arrangements are beginning to have some impact on the way that cross border arrangements operate and Members can expect an update on this arrangement once the new arrangements have bedded down into a recognisable pattern.

4. USAR Canine – Hampshire FRS

This MoU has been established for a number of years and provides a cost effective way for the Authority to deliver a notable element of an USAR mobilisation that complies with the national requirements, as detailed within the USAR Concept of

Operations document. The MOU with Hampshire FRS was renewed for a further 5 year period as of May 2014.

5. Fire Co-Responder

Co-responding has been going for over a year now, in the first full year (Mar 14 – Feb 15) BMKFRS attended 1766 medical emergency calls from the three Co-responder units, Marlow, Chesham and High Wycombe. Crews are making a unique contribution to public safety and the scheme is expanding.

From the 6 May 2015, Buckingham went live with Co-responding from the Rescue Pump (22P1); this means that between 09.00 – 18.00 hrs daily, the appliance is available to immediately respond to medical emergencies in the area. A car scheme, like the schemes used at Chesham & Marlow, was launched at Buckingham at the end of the May.

BMKFRS have also joined in collaboration with Hampshire, Oxfordshire & Royal Berkshire FRS's with regard to Co-responding in the SCAS region. A Station Commander has been appointed from BMKFRS (and financed jointly by the 4 FRS's) to co-ordinate co-responding across the region with regard to training, response models, roll out of schemes and future partnership working.

6. British Red Cross

The MOU with The British Red Cross Society regarding the housing, maintenance and use of the Fire and Emergency Support Service Vehicle was reviewed in 2014 and considered to remain fit for purpose. The cost to the BMKFRS is minimal and heavily outweighed by the service provided to both BMKFRS and the wider community. The current locations of vehicles are at Princes Risborough and Bletchley. The siting of the vehicle at Bletchley will be reviewed as part of the MK Transformation project.

The MOU is planned to be reviewed again in 2016.

ADDITIONS SINCE MAY 2014

7. Training Partnership – Fire Service College

The training partnership with the Fire Service College (FSC) was approved by the Members of the Executive Committee at its meeting of 15 March 2015. The partnership underpins the Service's Training Strategy and Framework for Training, Learning and Development. It will provide the Authority with external assurance that training and exercising in BMKFRS is being delivered and assessed to a CFOA endorsed nationally recognised standard that will be maintained through regular quality assurance visits to observe the Trainers in their role, and with written feedback being sent to the Service as evidence of performance. In addition to this we will have access to facilities and FSC provided assessors to validate training assessment decisions for operational staff through validation exercising at the FSC.

Performance measures have been established and are monitored quarterly by the Service's Training Strategy Group, and 6 monthly by the Performance Management Board to ensure the partnership is delivering the outcomes required.

It is recommended that this partnership is added to the Partnership Register.

8. Bucks Law Plus

At its meeting of 19 November 2014, the Executive endorsed of the terms of entry into a local authority controlled company (LACC) with Buckinghamshire County Council (BCC) for the provision of legal services through an Alternative Business Structure (ABS) known as "Buckinghamshire Law Plus"; and also nominated the Chief Fire Officer to be a director of the LACC and for the CFO to be the representative of the Authority in its capacity as member.

The terms of entry are set out in a Shareholders' Agreement.

As part of that agreement, the Authority is entitled to appoint a director to the board, who in turn may appoint an alternate, to attend and vote at board meetings. In the event that a general meeting is called, a nominee will be required to vote on behalf of the Authority at a general meeting.

It is recommended that this partnership is added to the Partnership Register.

9. TVFCS

The Thames Valley Fire Control Service formally began operations on 22 April 2015.

A formal legal agreement relating to the steady state operation of the TVFCS is in place and this sets out the primary objectives which are:

- To satisfy the core functions of the Fire Authorities as defined in the Fire and Rescue Services Act 2004
- To satisfy the statutory duty of all the Fire Authorities as category one responders as defined in the Civil Contingencies Act 2004
- To improve the resilience of the control room function
- To improve performance
- To generate efficiencies
- To ensure TVFCS is integral in delivering the outputs demanded of the Fire Authorities integrated risk management plans
- To provide the capability for future expansion of TVFCS with other agencies or clients

A Joint Committee is in place and is constituted to provide overall strategic direction and oversight for TVFCS. There are 2 Members of BMKFA nominated on to the TVFCS Joint Committee with senior commander support in attendance.

It is recommended that this partnership is added to the Partnership Register.

10. KFC - Primary Authority Advice

In December 2014 the Authority reached agreement with Kentucky Fried Chicken (Great Britain) Ltd (KFC) to set up a primary authority relationship between the Authority and KFC such that KFC will request 'Primary Authority Advice' as defined in the Regulatory Enforcement and Sanctions Act 2008, on behalf of all participating KFC franchisees.

In effect this means that BMKFA will provide advice and guidance to, and on behalf of KFC in the in the UK, for all matters relating to fire safety. The cost of providing the service is recovered by the Authority.

It is recommended that this partnership is added to the Partnership Register.

Appendix 2 - Partnership Register

Partnership Name	Original Signing Date	Is the partnership legally defined and agreed by all partners	Where does it fit within the Fire Authority plan?	Are there clear aims and outcomes for the Partnership	Are the outcomes measureable and agreed by all partners	Is the risk shared as well as the resources	Date of last review by all partners	Could the outcomes be achieved in any other manner	Is there an exit strategy / Should the Authority require one
Safer MK	N/K	Crime & Disorder Act 1998	Vision & Strategic Objectives	Yes	In Part	Yes	Annual	No	No/No
Safer & Stronger Bucks	N/K	Crime & Disorder Act 1998	Vision & Strategic Objectives	Yes	In Part	Yes	Annual	No	No/No
MK Safety Centre	2010	Yes	Strategic Objectives & Local Plan	Yes	Yes, Activity Outcomes, No	Yes (Limited)	Annual	Potentially	Yes/Yes
Oxon FRS/RBFRS	2013	Yes	Protection – Cross Border arrangements	Yes	Not Agreed but Measureable	Yes	Annual	Yes, but at greater cost	Yes/Yes
USAR Canine Hampshire FRS	Feb 2009	Yes	Response/ National Resilience	Yes	Yes	Yes	Feb 2014 (new agreement drafted)	Yes – own canine provision but at greater cost	Yes/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/Yes
British Red Cross	2012	No	Prevention	Yes	N/A	Yes	2014	Yes, but at greater cost	Yes/Yes

Recommended additions

Training Partnership – Fire Service College	2015	Yes	Vision & Strategic Objectives	Yes	Yes	Yes	Quarterly	Yes, but it would be more costly	Yes/Yes
Bucks Law Plus	2014	Yes	Improvement (Encourage innovation and creativity)	Yes	Yes	Yes	N/A	No	Yes/Yes
Thames Valley Fire Control Service	2015	Yes	Response – Steady state operation of the TVFCS	Yes	Yes, as set out in primary objectives	Yes	N/A	Yes, but it would be more costly	Yes/Yes
KFC -Primary Authority Advice	2014	Yes	Protection Policy – Fire Safety	Yes	Yes	N/A	N/A	Yes, bit less efficiently at national level	Yes/Yes

Appendix 3 - List of joint working groups attended by the Authority

District	Group
AVD	AV CSP Strategy Group
AVD	Aylesbury Vale Local Strategic Partnership
AVD	AV CSP (Implementation)
AVD	AV Community Cohesion Delivery Group
AVD	AVDC ASB Tactical Action Group (TAG)
AVD	AVDC Joint Action Group (JAG)
AVD	Aylesbury LSP
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
Bucks	Bucks ASB Strategy Group
Bucks	Bucks Equalities Network
Bucks	Chinese Business Community Partnership
Bucks	Community Cohesion & Equalities Forum
Bucks	Bucks Community Safety partnership
Bucks	Bucks Resilience Group
Bucks	Multi Agency Risk Assessment Committee (MARAC)
Bucks	Youth Inclusion and Support Panels
C/SB	Chiltern and South Bucks Strategic Partnership
C/SB	Chiltern and South Bucks Partnership Steering Group
C/SB	Chiltern and South Bucks Community Safety Partnership
C/SB	Chiltern and South Bucks – Joint Action Groups
MK	Milton Keynes Council Road Safety Team
MK	Safe at Home Scheme
MK	Safer MK Performance Group
MK	Safer MK Public Safety
MK	Joint Area Tasking and Coordination (JATAC)
MK	Joint Emergency Services 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
WD	Wycombe Partnership (LSP) Executive
WD	Wycombe Partnership (LSP) Full

Recommended additions

Bucks	Safeguarding Adults Board
Bucks	Safeguarding Children Board
MK	MK Safety Advisory Group (MK SAG)
MK	MK Prevent Board
MK	Adults Safeguarding Board
MK	Childrens Safeguarding Board

FRS Area	Group
SE Region	CFOA SE Protection Strategy 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

Recommended additions

SE Region	CFOA SE Prevention Strategy Group
SE Region	Employee Development Group



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	David Sutherland, Acting Director of Finance & Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Treasury Management Performance 2014/15 – Quarter 4
EXECUTIVE SUMMARY	<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 2014/15 is £137k, which is £67k higher than the budget for the year and £11k higher than the total interest earned in 2013/14.</p>
ACTION	Information.
RECOMMENDATIONS	That the Treasury Management Performance 2014/15–Quarter 4 report be noted.
RISK MANAGEMENT	<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>
FINANCIAL IMPLICATIONS	The budget for 2014/15 relating to interest earned on balances invested is £70k. Performance against the budget is included within Appendix A.
LEGAL IMPLICATIONS	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.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Not Applicable.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	See Financial Implications.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy.</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/89EFC4A0-9874-42ED-BF89-92D56BAC0CC9/0/ITEM7aTREASURYMANAGEMENT.pdf</p> <p>Treasury Management Practices</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/FDA454EA-1735-4569-BE96-C1E3D0079A75/0/ITEM6TreasuryManagementPractice sandASep13andAnnexA.pdf</p>
APPENDICES	Appendix A – Treasury Management Performance 2014/15 – Quarter 4
TIME REQUIRED	5 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Linda Blunt</p> <p>lblunt@bucksfire.gov.uk</p> <p>01296 744404</p>

Appendix A – Treasury Management Performance 2014/15 – 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). From 2013/14 the Authority began investing in its own name. This report highlights the performance of the in-house treasury management function for its second year 2014/15.

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 (AIS), the Authority 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 (with the exception of Lloyds Bank, who as our banking provider have a limit of £7.5m, of which at least £2.5m must be instant access). The amount invested with each counterparty on the approved lending list as at 31 March 2015 is detailed below:

Counterparty	Amount (£000)
Lloyds Bank plc	5,000
Santander	5,000
Nationwide Building Society	4,000
Skipton Building Society	1,000
Barclays Bank	3,000
Leeds Building Society	1,000
Lloyds Bank plc (current accounts)	27
Ignis Sterling MMF	1,000
Public Sector Deposit Fund (CCLA) – MMF*	179
Total	20,206

*MMF denotes a Money Market Fund

No counterparty limits were breached during Quarter 4.

The above investments include an amount of £1.179m invested in two money market funds (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.

In its AIS the Authority also resolved that all credit ratings will be monitored weekly, by means of the Capita creditworthiness service. During Quarter 4 Capita downgraded one counterparty, Citibank International plc, with whom the Authority had no funds deposited.

Also in Quarter 4, Capita upgraded four counterparties, these being Coventry Building Society, Close Brothers, Standard Chartered Bank and Sumitomo Mitsui Banking Corporation Europe Ltd (the last one had been downgraded last quarter). Capita also added Clydesdale Bank and Yorkshire Bank to its rating list. Therefore in line with the AIS, the Authority's lending list has been updated to reflect these changes as detailed in the table below:

<u>Country</u>	<u>Counterparty</u>	<u>Maximum Duration as at 31/12/2014</u>	<u>Maximum Duration as at 31/03/2015</u>
UK	Citibank International PLC	Red - 6 mths	Green - 100 days
UK	Close Brothers	Green - 100 days	Red - 6 mths
UK	Clydesdale Bank		Green - 100 days
UK	Standard Chartered Bank	Red - 6 mths	Orange - 12 mths
UK	Sumitomo Mitsui Banking Corporation Europe Ltd	Green - 100 days	Red - 6 mths
UK	Coventry Building Society	Green - 100 days	Red - 6 mths
UK	Yorkshire Building Society	BMKFA duration 100 days	Green - 100 days

Key:

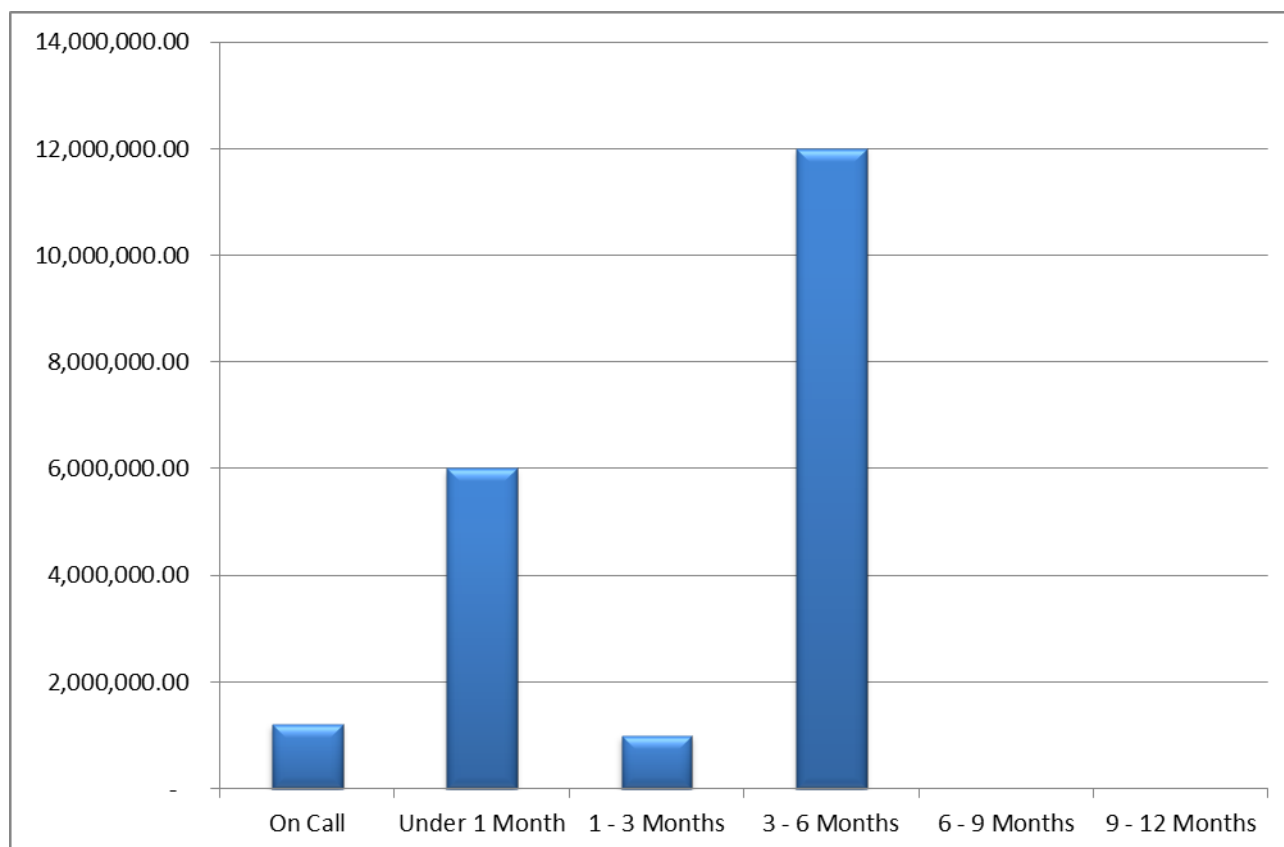
Orange - 12 mths	Approved for investments up to 12 months in duration
Red - 6 mths	Approved for investments up to 6 months in duration
Green - 100 days	Approved for investments up to 100 days in duration
No Colour	Counterparty no approved for investments of any duration

It should be noted that although Yorkshire Building Society was previously not rated, it was already included on the lending list as a UK building society with group assets of at least £10billion (as per the AIS). Of the four UK building societies that were not rated at the start of the year but included on the lending list, three of these (Coventry, Leeds and Yorkshire) are now rated 'Green' by Capita.

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:



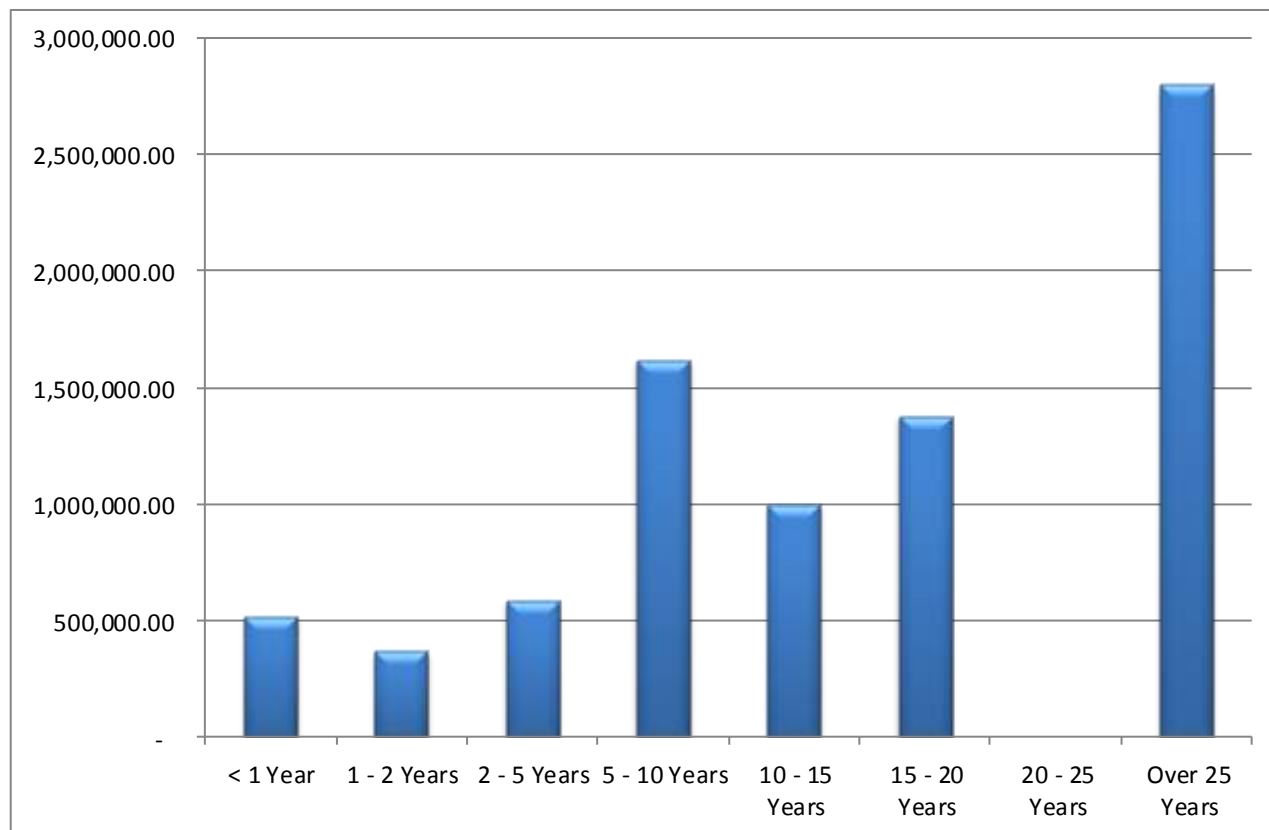
By reviewing the Balance Sheet position, level of reserves and cash requirements, the Authority determined that it was able to re-invest £5m for one year (which matures on 2 April 2015). In order to cover expenditure such as salaries, pensions, creditor payments, and potential liabilities for which we have made provisions within the Statement of Accounts, a greater proportion of the balances are invested as short fixed-term deposits. Any unforeseen circumstances and potential major incidents that could occur are covered by holding a smaller proportion of the investment balances on call (i.e. it is available for use on the day it is required).

The investments under one month duration consist of the £5m investment mentioned above and £1m originally invested for 3 months. The £5m will be reinvested for a further year and the £1m will be reinvested for 6 months. The investments of £12m that are 3-6 months in duration were originally made for three to six months. These all mature in July 2015 when they will be reinvested for a further 3-6 months in order to maintain liquidity.

Balances on call includes the investments in the MMF's. 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 total borrowing outstanding as at 31 March 2015 is £8.265m. 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 – Quarter 4

The budget for interest on investment balances for 2014/15 is £70k. Although the budget was consistently over-achieved in 2013/14, it was left unchanged for 2014/15 due to the downside risk to interest rates present at the time.

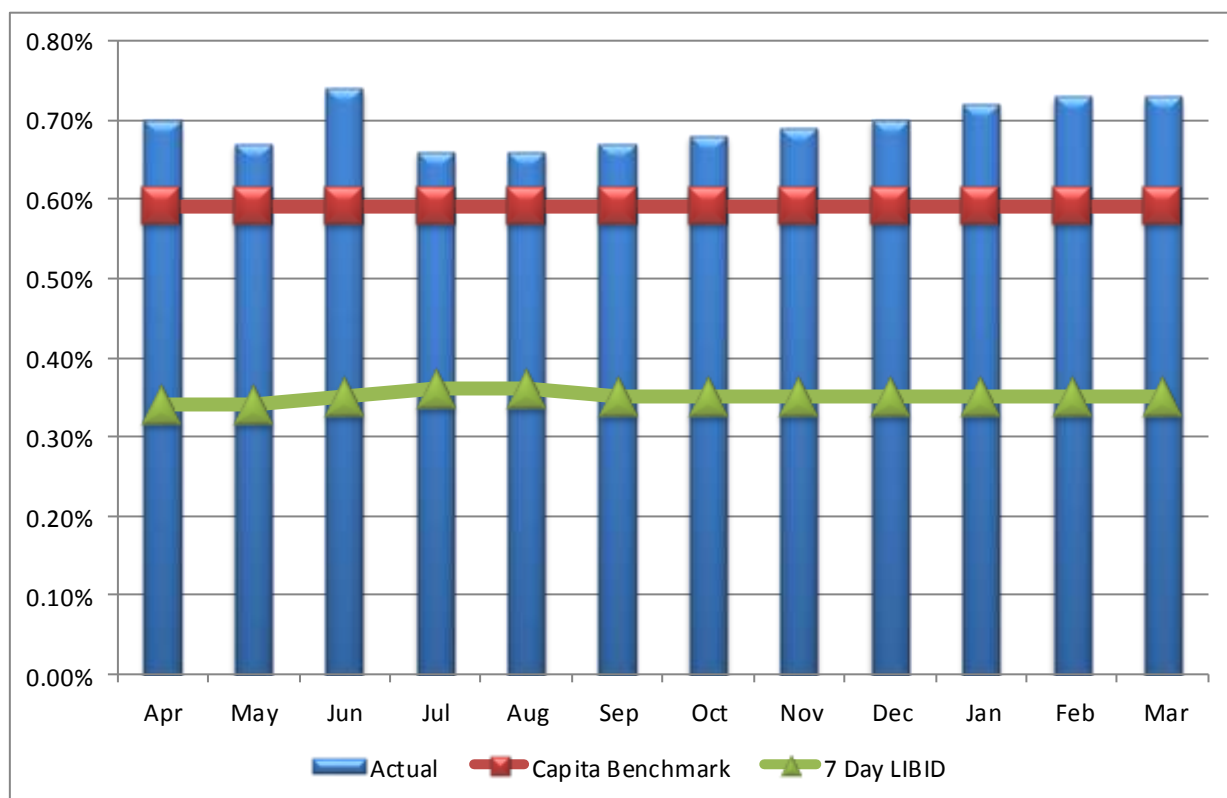
The accrued interest earned as at 31 March 2015 is £137k, which is an over achievement of £67k for the year. The budget for future years has been reviewed as part of the Medium Term Financial Planning process and the income target will be increased to £100k in light of continuing over-achievement against the current budget.

Performance Against the Benchmark – Quarter 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 2014/15
- Capita benchmark – this is the indicative rate that Capita advised we should be looking to achieve for 2014/15 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 is that the amendments to the AIS for 2014/15 allow for a greater number of counterparties. This has facilitated a more proactive approach to investments enabling the Authority to take advantage of favourable interest rates on shorter investments, whilst also diversifying risk more effectively. The determined liquidity structure has also allowed the Authority to commit a proportion of the portfolio for a duration of one year at a favourable rate.



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	David Sutherland, Acting Director of Finance and Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Property Strategy 2015-2018
EXECUTIVE SUMMARY	<p>The aim of this Property Strategy is to set a clear framework for the management of property assets within the Authority. The strategy supports the development of a longer term vision of how property can help to deliver the Authority's aims and outcomes while working within a value for money framework in order to achieve efficiency savings.</p> <p>This Property Strategy 2015-2018 supersedes all previous strategies.</p> <p>It sets out a three year plan for property to achieve the following objectives:</p> <ul style="list-style-type: none"> • To provide a clear, corporate vision for the overall direction of property across the Authority. • To promote the benefits of a strategic approach to property. • To outline the current arrangements for property management within the Authority. • To ensure that where practically possible sustainable property issues are considered when making property decisions. • To outline the actions to be taken over the life of the strategy in order to continue to develop the Authority's strategic approach to property. • To ensure that the property portfolio supports Authority priorities as set out in both the Corporate Plan and Public Safety Plan • 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.
ACTION	Decision.

RECOMMENDATIONS	To agree the 2015–2018 Property Strategy as drafted.
RISK MANAGEMENT	<p>By agreeing the Property Strategy, the Authority will reduce or omit the risk of failure in the following areas:</p> <ul style="list-style-type: none"> • Property matching operational aspirations • Resource being allocated where need is highest • Community engagement being met • Building conditions forcing stations off the run • Contributing to overall Authority objectives.
FINANCIAL IMPLICATIONS	<p>The continued and increasing financial pressures being faced by all public bodies over the foreseeable future mean that it is more important than ever to ensure that investment in property and facilities is targeted and coherently planned to provide the right property, in the right place and at the right time. There is a need to continue work with other partner organisations to explore co-location initiatives and continue to utilise our property assets to achieve optimum effectiveness and efficiency.</p> <p>This updated property strategy builds upon the existing foundation for the effective and efficient use of all property related assets and provide a platform for structured and rigorous forward thinking and decision making about property management within the Authority. It will also aid the process of responding to property needs from the Public Safety Plan and as a consequence, operational response, as well as meeting the requirements of the Medium Term Financial Plan.</p>
LEGAL IMPLICATIONS	No direct impact.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Sections 19-21 of the Property Strategy are specifically aimed at collaborative working and such opportunities will continue to be sought where possible and practicable to apply.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	<p>The strategy specifically sets out the aim to ensure all property processes are transparent, accountable and fair to all parties.</p> <p>The existing Property Strategy was formulated in consultation with stakeholders and a People Impact Assessment was completed, where it was determined that for the 9 protected characteristics the impact of the strategy was neutral. That position has not changed for this refreshed strategy.</p> <p>However, where specific actions or projects are undertaken in the future as a result of this refreshed strategy, it is expected that a specific PIA will be</p>

	completed as appropriate.
USE OF RESOURCES	<p>The strategy aims to put in place a set of actions to ensure delivery of value for money which is in itself a key strand to delivering the requirements of the Medium Term Financial Plan.</p> <p>No additional expenditure is sought as part of implementing this strategy.</p> <p>The property management process is complementary to good asset management, though the main aim of any property strategy is to ensure value for money in the maintenance or purchase of any property asset.</p> <p>Key principles of good procurement practice in the maintenance and upkeep of the property portfolio are transparency, accountability, continuous improvement and fair competition and these principles are embodied as part of the strategy.</p> <p>Social and environmental awareness issues in respect of property are captured within the strategy.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>The Executive Committee agreed its latest high level Strategic Asset Management Plan at its meeting of 18 March 2015.</p> <p>It was agreed as part of the report that this would be followed by more detailed strategies for individual areas and the Property Strategy arises from that agreement.</p> <p>The existing Property Strategy was agreed by the Executive Committee at its meeting of 12 December 2012 (Min EX 35).</p> <p>The Executive Committee agreed a set of Strategic Business Requirements for Property as part of the Strategic Review of Resources paper at its meeting of 8 August 2012 (Min EX 15).</p> <p>A Property Strategy is considered a key document in terms of achieving good practice outcomes for public sector land and buildings as variously set out by Central Government. i.e. Better estate management in Local Govt. (DCLG 2011).</p>
APPENDICES	Annex A: Property Strategy 2015-2018: Final Draft
TIME REQUIRED	15 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Gordon Wylie – Property Manager</p> <p>gwylie@bucksfire.gov.uk</p> <p>01296 744691</p>

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BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

PROPERTY STRATEGY

2015 - 2018

Contents

1. Introduction
2. Background
3. Strategic Business Requirements
4. Resources
5. Influence for Change
6. Commissioning of Independent Survey
7. Use of outside consultants
8. Future use of Properties
9. Domestic Dwellings
10. Day to Day Activity
11. Furniture, Fittings and Welfare Equipment
12. Energy Efficiency
13. Asbestos and Legionella
14. Aerial Sites
15. Accessibility to Fire Stations
16. Leased / Rented Buildings
17. District Council and Milton Keynes Council Plans
18. Risk Management
19. Community use of Fire Stations and other premises
20. Partnering
21. Successful Transformation Bid – Milton Keynes/Bletchley
22. Links to other plans and strategies
23. Buckingham Fire Station
24. PIA / Equality and Diversity
25. Property Portfolio Records & Performance Indicators
26. Action Plan

1 Introduction

- 1.1 The Fire Authority has made significant investment in the property portfolio over the past 5 years with major refurbishment, alterations, improvements, planned maintenance and reactive repairs being carried out across the board to the 20 Fire Stations, Brigade HQ, and domestic dwellings owned by the Authority
- 1.2 The continued and increasing financial pressures being faced by all public bodies over the foreseeable future mean that it is more important than ever to ensure that investment in property and facilities is targeted and coherently planned to provide the right property, in the right place and at the right time. There is a need to continue work with other partner organisations to explore co-location initiatives and continue to utilise our property assets to achieve optimum effectiveness and efficiency.
- 1.3 This updated property strategy builds upon the existing foundation for the effective and efficient use of all property related assets and provides a platform for structured and rigorous forward thinking and decision making about property management within the Authority. It will also aid the process of responding to property needs from the Public Safety Plan and as a consequence, operational response, as well as meeting the requirements of the Medium Term Financial Plan.

2 Background

- 2.1 In March 2015 the Executive agreed a high level strategic asset management strategy that set out a number of key parameters for all asset management, including property.
- 2.2 At the same time the Executive confirmed the Strategic Business Requirements (SBR's) that set out the required objectives of the property function, (see section 3). This updated strategy further embeds these core principles for the next three years and will provide a solid foundation in supporting all business requirements.
- 2.3 Other major factors to be taken into account in setting out this strategy include the continued impact of operational decisions as to crewing and response models as well as external influences such as Local District Plans, some of which have an impact for stations and also where there is evidence that the Fire Authority needs to make significant investment.
- 2.4 The Fire Authority owns land and buildings with a book value of £28.784m as at March 2015. Though this is broadly classified as land / buildings, it is important

to recognise that the majority of the buildings have no great commercial value other than as Fire Stations.

3 Strategic Business Requirements (SBR's)

- 3.1 A fundamental aim of this strategy is to continue to embed and deliver the agreed SBR's as set out below:

Strategy

1. There is a clear direction for Property, based on clear policy from SMT and the Fire Authority and an up-to-date, comprehensive, coherent Property Strategy for the organisation;
2. The Property service and Portfolio has clear senior sponsorship and ownership at SMT and Fire Authority level;
3. The Property service is the centre of excellence that translates the strategy and policy into an action plan and helps to deliver it;
4. The business needs of the organisation are supported in a strategic, proactive and positive manner, by taking the Community Safety Plan, Public Safety Plan and Corporate Plan, and interpreting what they mean for the Property;
5. A Property strategy is developed and maintained, covering which Properties are required, their locations and respective purposes, including Service Delivery and Community use;
6. Property portfolio management is done in a way that recognises the strategic business need, local property pricing, and available leasing/financing solutions, to ensure the optimum portfolio for the best combination of cost and risk;
7. The Property service is provided through the most economic, efficient and effective sourcing routes, with a clear position on in-sourcing and outsourcing;
8. The Service seeks to use renewable energy and lower its carbon footprint wherever possible and cost-effective.

Customers

1. The Property services provided to customers are assessed, agreed and published, ensuring that they deliver best value for money;
2. A Service-wide Property Standard is in use and maintained, including expected facilities, operational principles, space usage, security, and sustainability factors (e.g. carbon footprint, energy usage and efficiency, water usage, recycling, sustainable procurement and sustainable construction);
3. Responsibilities and authorities with regard to the planning, procurement, delivery and budgetary management of Property services are clear;
4. Performance and financial reporting are clearly defined, in use, managed and monitored;
5. Facilities management and maintenance are done to the right quality, timeliness and cost;
6. The Property service works with local Property stakeholders and organisations to understand and proactively manage changes and developments related to Property.

People

1. The Property service operates professionally and proactively, and is credible in the eyes of its customers;
2. An effective organisational structure, with clear roles and appropriately skilled and experienced managers and staff is in place to deliver the strategy;

3. The Property service is robustly supported by senior management;
4. The Property team are professionally qualified and have the skills and capabilities necessary to deliver a professional Property service;
5. The Property service is appropriately resourced, professional in its experience, and with the capacity to provide all necessary support and development;
6. The Property service is customer-centric, supportive, approachable, engaging, enabling, and “can do”;
7. The Property service takes responsibility for the organisation being able to do its work, and provides solutions;
8. The Property service is routinely up-skilled as requirements change;
9. The Property service challenges and scrutinises any proposed Property solutions to ensure fit with the Property Strategy;
10. The Property service challenges and offers potential solutions where it believes that the organisation is not maximising its potential.

Processes

1. All processes and responsibilities within the acquisition, maintenance and disposal aspects of the Property service are clear and deliver agreed outcomes;
2. An effective Property governance framework is used for the development and maintenance of the Property strategy and for the authorisation of Property Portfolio management, maintenance and performance;
3. There are clear processes and principles for procuring external support for Property maintenance;
4. Property data are defined, collected and managed, to ensure an up-to-date and secure Property portfolio;
5. Contracts are proactively managed, to ensure the delivery of what is agreed.

Technology

1. A fit-for-purpose, flexible and integrated Property infrastructure is in place to support the full Property life cycle, covering acquisition, maintenance and disposal;
2. Timely and accurate Property status, performance and cost data are defined and maintained with appropriate and easy access for managers;
3. New technologies (e.g. solar technology) and their cost / benefit to the Service are proactively identified and evaluated, with proactive recommendations to the Service where there is potential to improve.

4. Resources

- 4.1 During 2015/16 total budgeted spend for Property Services is expected to be:

Gross Revenue Spend: £2,226,000

Capital: £1,540,000

Income Generation: £235,000

The revenue budget broadly consists of the following:

Staff Costs: £247,000

Reactive Maintenance: £81,000

Planned Maintenance: £164,000

Utilities: £268,000

Rents / Hire £123,000

Rates: £610,000

The staff costs include facilities management services, i.e. cleaning, Reception and directorate Administration team etc.

5. Influences for change

- 5.1 The influences for change are significant. Changing patterns of operational risk as well as new responsibilities and operational requirements will need to be understood and assessed for their effect upon the property requirement so that it can be aligned to need.
- 5.2 Environmental responsibilities are a key influence in our investment into property. Our buildings need to be energy efficient and used in an environmentally responsible manner. Much has been done in recent years, but much remains to do. In due course the Authority will need to determine and agree continued areas of investment in order to set out targets and measure progress against them. The impact of investment into energy efficient solutions for our buildings will be a key influence. (See also Section 12)
- 5.3 Diversity and welfare are also important change factors as we continue to respond to our increasingly diverse community and workforce. This will link directly to our response on community engagement and workforce issues such as possibly increasing numbers of female operational staff. Equality and diversity is a continuously developing area that will require regular review of our facilities to match.
- 5.4 Security is another influence for change. As a key emergency service provider there is a need to ensure that our buildings, which contain expensive appliances and vehicles as well as information and ICT systems, are well protected. Indeed there are legal responsibilities we must honour as part of the Data Protection Act 1998, and physical security is one of them.
- 5.5 The continuing pressure on public service expenditure is unparalleled and continues to have a significant impact. This will mean that the policy and practices associated with maintaining, developing and using our property portfolio will need to be kept under constant review as well as contribute with efficiency savings to meet the requirements of the Medium Term Financial Plan.

- 5.6 Given all the above, the following represents specific issues for the Authority with some commentary on how each should be dealt with, which will culminate in an outline plan of action for the next year.

6. Condition Survey

- 6.1 A full independent survey of the property portfolio was undertaken and completed in November 2013. Since then, virtually all the urgent repairs and refurbishments that were considered necessary have since been carried out and it is vital that the Authority maintains its excellent record of investment in the cyclical maintenance, refurbishment upgrades or replacement over the life of this strategy. A further full survey is not anticipated before 2018, though individual surveys may be undertaken on an 'as needs' basis.
- 6.2 As part of the independent survey, a 'Property Standard' has been established setting out the minimum acceptable criteria for all Authority buildings.

7. Use of outside consultants

- 7.1 The Authority does not carry all the requisite skills in house that are necessary to manage its property portfolio, due to its size the Authority has to rely on commissioning professional services such as Architects, Structural Engineer's, Quantity Surveyor's etc.as required. These have been procured in the past via a formal tender exercise and those arrangements have been in place for several years.
- 7.2 A review of those services and an assessment of the value for money achieved from the current arrangements will be undertaken during the life of this strategy to ensure this remains the optimal method for procuring such services.

8 Future use of Properties

- 8.1 All of the major influences outlined previously will potentially have an impact upon the location, size and amenities required within each fire station. Such influences will also impact upon the fleet workshop and Unit 7 (at the rear of Headquarters).
- 8.2 The main task within this updated property strategy is to try and bring some certainty, as far as is possible, to the myriad of potential influences that can affect the property portfolio and its future planning. This will require the property team to be aware of and sighted at the earliest opportunity on any influential arising strategies, and any external factors that require a positive response,

thus ensuring the most optimal property arrangements for the Authority can be planned accordingly. Many of the possible areas of influence are dealt with in the remainder of this document.

9 Domestic Dwellings

- 9.1 The Authority owns 2 domestic dwellings. These are 3 bedroom semi-detached houses located close to Buckingham Fire Station and both properties are currently occupied. New fair rental agreements are currently in place with both properties having tenants that are paying commercial rents.
- 9.2 It is intended to continue carrying out maintenance and repairs to those properties consistent with good landlord practice for domestic settings.
- 9.3 However, during the life of this strategy, consideration should be given as to whether holding such domestic dwellings in Buckingham best serves the Authority's needs. For example, in the south of the County where lack of affordable housing creates difficulties in recruiting the question that must be asked is whether the Authority should consider selling both Buckingham houses and alternatively purchasing a suitable house in e.g. the Amersham vicinity in order to alleviate some of the difficulties around attracting staff to relocate and work in that area.
- 9.4 Alternatively, there may be some merit in realising the value of the houses owned in Buckingham and re-investing the realised sum into a more suitable investment providing greater return than the current arrangements.
- 9.5 It is proposed to consider the above options at officer level with a view to bringing a recommended way forward back to Members for approval during 2015.

10 Day to day activity

- 10.1 There are 4 main areas of what is recognised as 'day to day' activity in the management of property:
- Planned Maintenance
 - Responsive Repairs and Maintenance (R&M)
 - Major refurbishments
 - Facilities Management (Hard and Soft Services)
- 10.2 By and large the above activities are carried out using a risk assessed criteria that comprises of (in no particular order) Health & Safety, Legislation, Weather-proofing and Security. Historically it is those factors that determine the priorities

for action and in times of financial restraint including limited capital funds availability, there is little room for other factors to influence priorities.

- 10.3 Whilst recent experience suggests these factors remain unchanged, nevertheless, that position will be continually reviewed over the life of this policy to ensure it remains valid and to determine whether other factors should be added to, or replace the current criteria.
- 10.4 In respect of the day to day activities, there is an on-going commitment to continual improvement funded through the capital programme. The independent condition survey has determined with greater certainty where the authority needs to commit its resources over the next three years.
- 10.5 The current strategy in respect of planned maintenance is to ensure that as much as is affordable is covered by a planned maintenance programme and this naturally reduces the risk of any responsive R&M having to be carried out. This strategy has evolved as a good practice rather than being specifically set out as a strategic goal, but should remain in place. All the major refurbishment investment into heating and mechanical systems in recent years have been followed up with a planned maintenance programme to protect that investment and this should continue as, for example, with Bletchley where planned maintenance programmes are in place following the recent major upgrade.
- 10.6 In setting the budgets for each financial year an exercise will be carried out to analyse and subsequently allocate the correct funding required for each location for planned maintenance. These budgets will be managed by the respective Station Manager's given that they are predictable and there is a proper measure of control by the budget holder. Brigade HQ planned maintenance budgets will continue to be managed by the Property Manager.
- 10.7 A 're-balancing' of available responsive and planned maintenance budgets has been undertaken in recent years to ensure that as better planning has created more planned maintenance, that responsive repair budgets have reduced. This has also allowed the budgets to, by and large, cope with the inevitable unexpected issues that arise. This continual refinement of budgets will continue as necessary.
- 10.8 Also for budget setting, as a general rule any works formerly capitalised that are of a routine nature will be, as far as is affordable, be included within the revenue budget. This action is necessary to minimise capital spend and subsequent borrowing needs and will allow all property related revenue spend to be considered and prioritised along with all other service spend when setting the budget. Capital spend for property will in future be limited to major project

works such as major refurbishment, improvements or new build and will of course be prioritised according to available capital funds.

10.9 The Capital programme requirements for 2016/17 onwards, informed by the condition survey and recent works, will be considered at the earliest opportunity along with all other potential bids.

10.10 In terms of procuring best value for money for all types of work it is proposed to continue separating out both 'soft' services (cleaning, reception etc.) and 'hard' services (mechanical, electrical, etc.) into bundles of work that better serve the needs of the Authority as well as appeal to a wider range of potential contractors that should lead to more competitive pricing.

11 Furniture, Fittings and Welfare Equipment

11.1 As part of the responsive repair and maintenance management there is a need to deal with new purchase, replacement or repair of furniture and fittings. Having now established the Authorities overall repair and replacement requirements in this area it is imperative to now ensure a suitable centrally controlled budget is available to manage this and this should be managed centrally by the Property Manager.

11.2 This situation now equally applies to gym equipment where in the past donations have been fairly routine, however the burden of testing and checking such equipment falls on the Authority under its health and safety obligations. Fitness for duty is every fire-fighters responsibility as well as a contractual expectation which is why the Fire Authorities provision and use of such equipment will become standard on all stations. (Appendix 1).

11.3 The cost of ensuring safety checks on both the provided equipment and that brought on to the premises (which all must be tested), lies with the Authority. A procedure note for Provision and Management of Station Fitness Equipment is currently awaiting approval and will cover, amongst other things, repair, replacement and removal, distinguishing between the Authority's responsibility and that of any additional equipment provided by local Sports and Social Clubs.

11.4 Management of such assets will subsequently be through the Asset Management System to record and control location, repair and replacement.

12 Energy Efficiency

12.1 The Authority still has a number of properties within the present portfolio where because of age and condition the most energy efficient methods of

construction, heating and boiler services plus other mechanical and lighting services are not up to modern standards and expectations.

12.2 However, good practice has evolved over recent years that has seen this position fully rectified at every available opportunity and that has seen, for example, the introduction of solar panelling as a pilot scheme over three different types of site that considered the typical usage of the buildings and also took into account the longevity of the buildings in their current location.

12.3 The results of the pilot schemes are set out below in tables 1 and 2, showing energy consumption before (2012/13) and after the introduction of solar panels, along with the income generation received for units sold back to the national grid.

12.4 In addition we are able to confirm the payback period on the capital investment that was originally set out as 7.3 years, shows that performance to date now indicates that the period of payback is 5.7 years.

Table 1

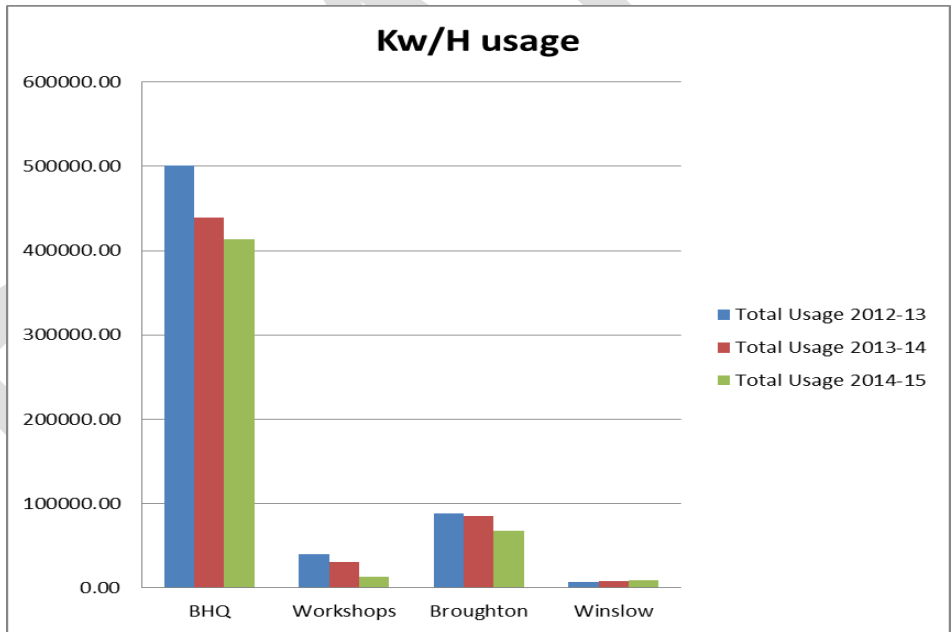
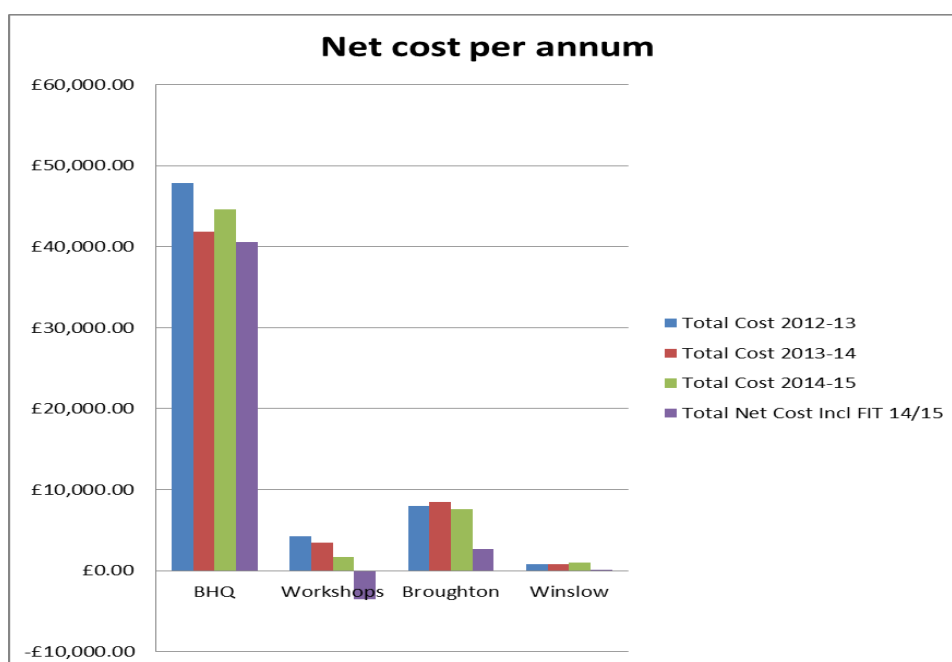


Table 2



12.5 There is some indication from the pilots that small scale installation such as that at Winslow, is only marginally beneficial and this is something to be borne in mind for any future applications. The 'payback' period per site will always be a key factor, though environmental factors remain significant.

12.6 The Authority currently utilises the services of an independent company specialising in utility management, including securing the best utility market rates available. This service will be retained for the foreseeable future to negotiate on the Authority's behalf on a two year procurement cycle

12.7 Work will continue with the company to monitor invoice records against usage and to compile accurate meter readings as opposed to estimates.

12.8 It is proposed to continue with a programme of energy efficient investments which should be set out, costed and prioritised in line with the condition survey outcomes. This will not preclude continuing with the implementation of any energy efficient actions that deliver CO2 reductions and / or reduced bills where the opportunity presents itself elsewhere within current budgeted activity.

12.9 Recommendations for further investment in solar panelling will be brought back to members as part of the budget bid process in future years.

13 **Asbestos & Legionella**

- 13.1 Asbestos – the Authority fulfils the requirements of The Control of Asbestos Regulations (2006) and associated Approved Codes of Practice to ensure that asbestos is correctly managed on all Authority premises so that no person is exposed to asbestos material in a form that can cause harm.
- 13.2 A program of removal has been undertaken in recent years either as part of refurbishment projects or where a specific need has arisen, thus reducing the number of properties with asbestos. These sites are then covered and managed under the Authorities Policy statement. (The Management of Asbestos in Authorities Premises - OC 40/05).
- 13.3 Legionella – The Authority provides safe and clean water for all purposes of use by staff or visitors at all premises and also works to the 'Approved Codes of Practice' in the control of legionella bacteria in premises water systems.
- 13.4 A program of renewal / removal has been undertaken in recent years either as part of refurbishment projects or where a specific need has arisen, thus reducing the number of properties with the need of treatment programmes. The premises that then remain with a risk are then covered and managed under the Authorities Policy statement. (Premises Water Hygiene OC 40/06).
- 13.5 As part of the continuing drive to minimise risk as much as is practically reasonable, it is proposed to continue with a suitable programme of works.

14 Aerial Sites

- 14.1 The Authority is currently known to enjoy one of the highest income streams amongst Fire Authorities from the letting of mainly drill towers to major communications companies for mobile masts, income during the period of the last property strategy was budgeted at £197k. However, as set out in the last Property Strategy, changing technology means that this income stream is at risk and could have disappeared altogether on certain sites when the current agreements terminated.
- 14.2 Many current agreements are now due for renewal and along with our professional advisors in this market, we are now attempting to hold discussions with the major communications companies for mobile masts, to ensure the Authorities financial position is protected as far as is possible.
- 14.3 There are four major communications companies for mobile masts that have licences to operate from our sites and at present we have only been able to engage one of these suitably to negotiate new fair market rates. The other three are at best are being dragged into discussions.

- 14.4 Changing technology is major factor in trying to negotiate new fair market rates with competing companies. A number are looking to share operating facilities by creating joint venture companies thus affecting the terms and conditions of any new licence. Officers are currently taking a strong stand with the communications companies who are happy to exploit what they see as a weak position on our part as many customers do not possess the technical knowledge to know exactly what masts are being used for and whether licence terms are being broken.
- 14.5 By working with technical and legal experts in the field B&MKFA is currently holding its own in a tough market and we will continue to protect such income streams as far as is possible.
- 14.6 As a small example, during the early stages of reviewing current licence arrangements with our professional market advisors, an opportunity has become available to the Authority to instigate a secondary charging mechanism for site visits by the communications company outside the two permitted service visits per year. This has seen a new revenue stream £11,400 in 2014/15. The long term sustainability of that income requires testing, but will help alleviate probable income reduction from the aerial mast licences.

15 Accessibility to Fire Stations

- 15.1 The Authority takes its obligations to provide accessibility to all members of the community very seriously and will continue to do so. Wherever and whenever undertaking major refurbishments or new build works relating to accessibility will be carried out where it is cost effective to do so within an operational environment.

16 Leased / Rented Buildings

- 16.1 The Authority presently leases just one building as part of its overall property portfolio, this being Unit 7, Garside Way, Aylesbury – Office accommodation, Stores, USAR.
- 16.2 The lease for Unit 7 expires in December 2017. The Authority had originally sought to purchase Unit 7 using agreed capital funding that remains in the capital programme. Ultimately the owner of the unit was not minded to sell leaving the Authority to seek an alternative strategy.
- 16.3 Part of the reason for looking to purchase was to save the £75k p.a. that it costs to lease Unit 7, however, in the meantime another opportunity has arisen

that could provide the same outcome. Following several ideas around how to decant Unit 7 and absorb it into the BHQ site, discussions with Aylesbury Vale DC have provided an opportunity to share a fleet workshop facility with AVDC at their Pembroke Road site (at the west end of Stocklake).

- 16.4 This would be by way of a brand new facility in Pembroke Road, pending a longer term permanent solution at an edge of town site at some point in the future. This Authority would also look to continue with a shared facility at wherever the longer term solution location may be, this is on the basis that it is not critical for the fleet workshop facilities to be next to BHQ, but do preferably need to be in or around Aylesbury.
- 16.5 Whilst there are several hurdles yet in this process, the initial discussions are very positive and AVDC are hopeful of seeing a new facility opened by the end of 2016.
- 16.6 This provides an ideal opportunity to refurbish completely the current fleet workshop building to effectively absorb all the storage and office facilities currently provided in Unit 7 as well as the main meeting room 1.
- 16.7 The detailed proposals will of course be brought back to Members as soon as possible, including the financial analysis; however, Member agreement to continue in principle with this venture is sought as part of this strategy document.
- 16.3 As a principle, leasing or renting will continue to be considered as an effective solution for future changing needs where it is more cost effective to do so and each event will be considered on its business case merits.

17 District Council and Milton Keynes Council Plans

- 17.1 The 4 District Councils within Buckinghamshire and the unitary Milton Keynes Council all have various District Plans in place that look to re-develop, improve or refurbish town centres and other locations around the County.
- 17.2 The Authority is aware that some of these plans contain specific proposals that impact upon the current locations of some Fire Stations.
- 17.3 The Property team will continue to work with Members, colleagues and the relevant Council's to ensure the interests of the Fire Authority are protected at all times and that any subsequent outcomes that involve any re-locations are thus planned for accordingly.

18. Risk Management

- 18.1 For all actions arising from this strategy the appropriate risk assessment(s) will be undertaken. The strategy itself will mitigate against the risk of uncoordinated property management activities being undertaken and not meeting priorities. In addition, following an independent property survey, the outcomes will continue to be RAG assessed as they are now in line with existing or amended risk criteria that may be determined. (See also paras.10.2, 10.3). Nevertheless staff and public safety will remain at the forefront of any risk assessment.
- 18.2 In terms of operational risk, the Property Team will work closely with Response colleagues to ensure that any proposed location changes that may arise for any reason in the future are fully informed by advice from Response colleagues as to risk.

19 Community use of Fire Stations and other premises

- 19.1 At present there is no community use of any of the Authority's premises. Some research was carried out as part of the preceding strategy to determine whether there was any demand for meeting rooms, but the market appeared to be saturated often with better facilities than this Authority could offer.
- 19.2 Recently, however, there has been some interest shown in possible use of our sites from the Army Cadet Force and this will be pursued.
- 19.3 During this strategy period we will seek to facilitate other community groups that express an interest as part of a policy to work with the wider community. Whilst each case will be judged on its merits there is no plan to raise income from this objective and all cases will be subject to security and safety concerns being properly met.

20 Partnering

- 20.1 Whilst there is good evidence of partnering with other public sector bodies across the Authority, this is less so for Property Management, though there are arrangements in place with both the South East Ambulance Service and Thames Valley Police Authority for facility sharing.
- 20.2 It is proposed to continue to seek partnering opportunities during the life of this strategy and to include any feasible commercial organisations where relevant. This will include looking at practice elsewhere to see if there are learning opportunities that may be applied to the advantage of the Authority.

- 20.3 Two significant partnering opportunities are in hand, one is the joint fleet workshop proposal with AVDC, see section 16 above, the other is a much bigger project with Thames Valley Police the details of which are set out in section 21 below.

21 Successful Transformation Bid – Milton Keynes/Bletchley

- 21.1 In October 2014 the DCLG announced that the Authority had been successful in its bid for transformation funding towards a capital project for a new Fire Station in Milton Keynes. A key element of the bid is in partnership with Thames Valley Police who will co-locate with BFRS at a new site.
- 21.2 The project is funded within the capital programme for 15/16 and work has taken place to locate possible sites. This has been challenging, however, a number of sites have been identified that may prove suitable; however no recommendation will be made until after consultation with the public has concluded.
- 21.3 The successful bid is based around a revised crewing model for Milton Keynes that will allow the Authority to decant (if necessary) from 2 Fire Stations into one new modern facility in co-location with Thames Valley Police.
- 21.4 Once an 'in principle' agreement can be reached on possible land acquisition, the full details will be brought back to Members for decision including all the land and financing options possible. This strategy document seeks only Member approval to continue in principle with the scheme as part of the wider property strategy over the period 2015-2018 and in line with our commitment to the successful transformation funding bid through DCLG.

22 Links to other Plans and Strategies

- 22.1 It is fully intended to ensure that any actions arising from this strategy are cognisant of other plans and strategies that Authority has in place, specifically:

- **Corporate Plan**

- The Property Service is a strategic enabler that seeks to ensure *we provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements*. 'Assets' in this context includes property.

- **Public Safety Plan**

- Most aspects of the PSP require proper, fit for purpose, safe buildings and facilities and forms an integral part of the property service provision.

- **Procurement Strategy**

- All procurement related to property services will be in line with the Procurement Strategy

- **MTFP**

- The service understands it is operating in a challenging financial environment and will seek to provide service within budget and will remain vigilant to opportunities to provide better value for money at all times.

23 Buckingham Fire Station

23.1 The Authority has for some time been exploring options for either re-locating or making better use of the land at Buckingham Fire Station.

23.2 Final recommendations will be informed by future crewing models at Buckingham and this strategy seeks approval to continue the work at Buckingham as one of the major priorities within this strategy period. As with other major schemes, Members can expect fully detailed and costed proposals and for this scheme that should be during 2016, but in any event as soon as possible.

24 PIA / Equality and Diversity issues

24.1 The current Property Strategy was formulated in consultation with the Equality & Diversity Manager and a People Impact Assessment was completed, where it was determined that for the 9 protected characteristics the impact of the strategy was neutral. That position has not changed for this refreshed strategy.

24.2 However, where specific actions or projects are undertaken in the future as a result of this refreshed strategy, it is expected that a specific PIA will be completed as appropriate.

25 Property Portfolio Records & Performance Indicators

25.1 **Premises Data Record** -The Property Team has completed a set of Premises Data Records for each property that sets out key information for each building including - current condition, projected remedial works, budget base and energy consumption and will significantly inform the evaluation of any proposed schemes within the property portfolio. (Appendix 2)

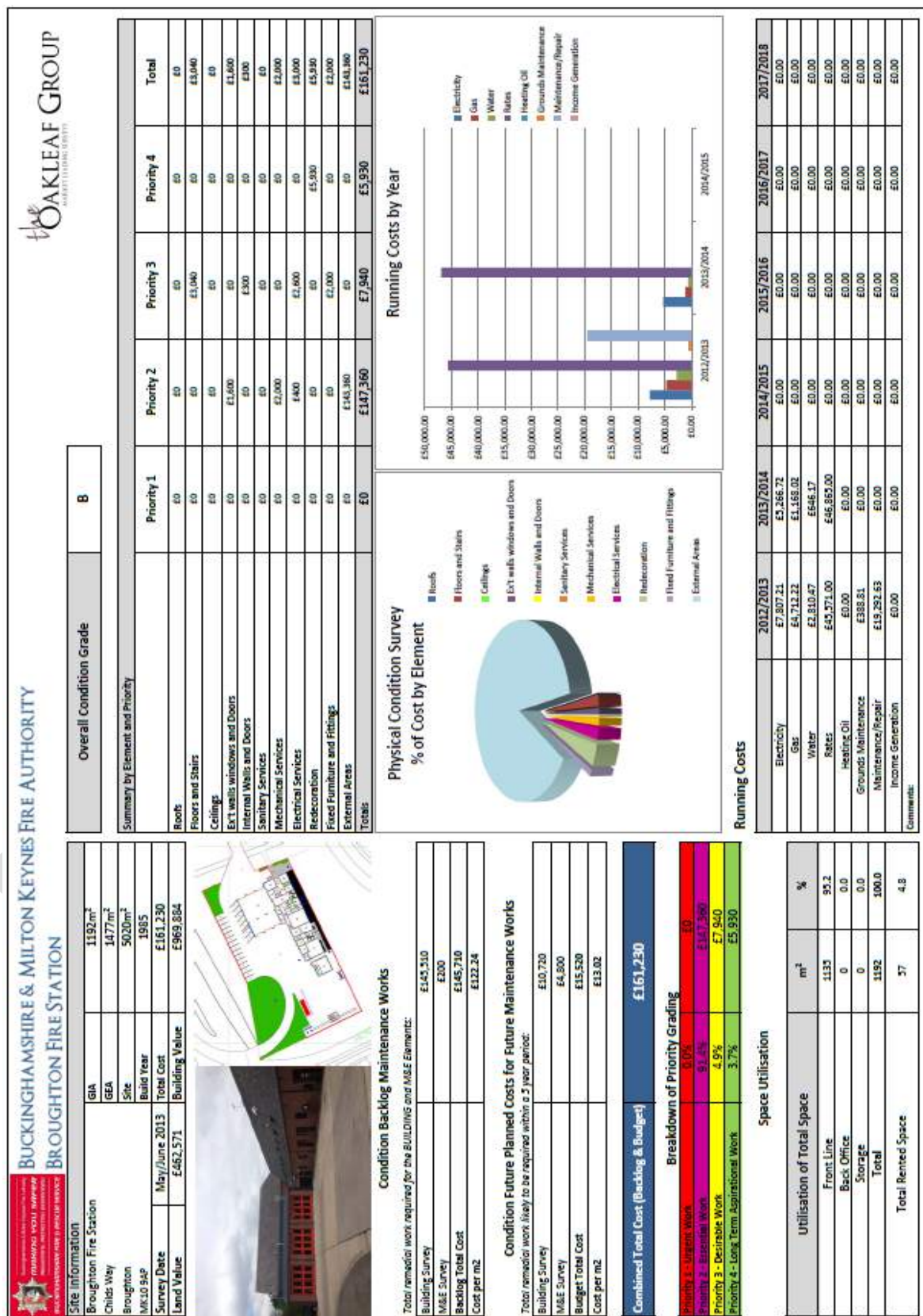
25.2 In addition the Property team have introduced a web portal for storage of this data and all other legislative documents relating to the Authorities estate, such as - Asbestos Registers, Land Registry, Site Plans, Building layout plans,

Building Contracts, Tenants contracts / Licences etc. This has been introduced with a one stop shop and business continuity planning approach in mind.

26 **Action Plan**

Ref	Recommended Actions	Date
1	Review options in regard to the 2 domestic dwellings in Buckingham and bring back a set of proposals to Members on a way forward.	Dec 2015
2	Review the mix of response and planned budgets with a view to maximising planned and minimising responsive works and offer savings where possible.	Annual review
3	Review work 'bundles' to ensure a good mix of attractive works contracts appealing to a wide range of contractors.	Annual review
4	Review the Furniture, Fittings and Welfare (including gym) Equipment planned repair and replacement outcomes from the last condition survey with a view to recommending a financial plan to deal with future requirements.	Dec 2015
5	Consider the outcomes from installation of solar panelling with a view to seeking further capital investment where site conditions allow an acceptable return of revenue savings.	Dec 2015
6	Continue work with professional advisors to safeguard aerial income as far as possible for the future	On-going
7	Continue joint fleet workshop initiative with Aylesbury Vale DC with a view to bring back a fully appraised proposal to Members as soon as possible.	Dec 2015
8	Upon establishing the primary information/research relating to site acquisition, planning and consultation, bring back a fully appraised proposal to Members as soon as possible in respect of the MK Station project. (Follows from the successful transformation funding bid to DCLG).	Autumn 2015
9	Continue to examine options for Buckingham Fire Station with a view to bring back a fully costed proposal(s) for Members consideration.	Mar 2016
10	Continue to seek opportunities with community groups to enable a wider use of Authority premises by such groups	On-going
11	Review use of external professional services to assess whether value for money is being achieved	2016/17
12	Commission a full condition survey	2017/18

Appendix 2 - Premises Dashboard (Example)



Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	Jason Thelwell, Chief Fire Officer
LEAD MEMBER	Councillor Phil Gomm
SUBJECT OF THE REPORT	Property Sharing and Co-Location of Police and Fire and Rescue Services in the Thames Valley
EXECUTIVE SUMMARY	<p>The purpose of this report is to a) apprise members of the principles of property sharing and co-location which have been agreed by chief officers and b) obtain approval for the Memorandum of Understanding (MoU) in commitment to those principles.</p> <p>The principles of property sharing and co-location with the Thames Valley Police are set out in the MoU attached at Appendix 1.</p>
ACTION	Decision.
RECOMMENDATIONS	It is recommended that the principles within the <i>Property Sharing and Co-Location of Police and Fire and Rescue Services in the Thames Valley</i> MoU be approved for signature by the Chairman.
RISK MANAGEMENT	The purpose of the MoU is to commit each party to explore co-location opportunities across the Thames Valley Police area. The recommendation does not create risks to the Authority.
FINANCIAL IMPLICATIONS	No financial implications.
LEGAL IMPLICATIONS	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."
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	The recommendation aligns with the principles of collaboration between the Thames Valley fire and rescue authorities.
HEALTH AND SAFETY	No implications.
EQUALITY AND	No relevant issues.

DIVERSITY	
USE OF RESOURCES	<p>The Chief Fire Officer has met his counterparts from the Royal Berkshire Fire Authority and Oxfordshire County Council, and Mr Francis Habgood - Chief Constable for the Thames Valley Police, between whom the principles underlying the MoU and the text of the MoU have been agreed with the office of the Police and Crime Commissioner for the Thames Valley.</p> <p>The Thames Valley Police Property Asset Manage Plan, 2014 to 2019 (<i>Property 2026– Helping to deliver a better Police service across the Thames Valley</i>, June 2014) explicitly links the Police’s estate disposal policy with the active pursuit of co-location options in partners’ premises.</p> <p>Part 20 of the Authority’s (draft) Property Strategy 2015–2018 [Agenda Item 11 Executive Committee, 29 July 2015], cites the existing example of facility sharing with Thames Valley Police (hosted at Broughton Fire Station) and hosting of South Central Ambulance Service on some of its sites. The Authority’s (draft) Property Strategy 2015 – 2018 provides that, <i>“It is proposed to continue to seek partnering opportunities during the life of this strategy and to include any feasible commercial organisations where relevant.”</i></p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>An identical copy of this MOU was signed by the Chairman of Royal Berkshire Fire Authority following the approval of recommendations from its Chief Fire Officer at its meeting on 24 June 2015.</p> <p>Report to Royal Berkshire Fire Authority AGM, 24 June 2015</p> <p>http://library.rbfrs.co.uk/Public_RBFA/hganvr00.pdf</p> <p>The Thames Valley Police Property Asset Manage Plan, 2014 to 2019 (<i>Property 2026– Helping to deliver a better Police service across the Thames Valley</i>, June 2014)</p> <p>http://www.thamesvalley-pcc.gov.uk/Document-Library/Property-Asset-Management-Plan-2014---2019.pdf</p> <p><i>The Knight Review of the Fire and Rescue authorities in England</i> found that “greater collaboration with other blue-light services, including [...]co-location, would unlock further savings.”</p> <p><i>‘FACING THE FUTURE: Findings from the review of efficiencies and operations in fire and rescue authorities in England’</i> (May 2013) Sir Ken Knight CBE QFSM FFireE</p>

	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/200092/FINAL_Facing_the_Future_3_md.pdf Financial Regulations, June 2014 http://bucksfire.gov.uk/files/2914/1528/8562/08.FINANCIAL_REGULATIONS_-_CFA_24_June_2014.pdf
APPENDICES	Appendix 1: Memorandum of Understanding.
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Jason Thelwell – Chief Fire Officer jthelwell@bucksfire.gov.uk 07920 535849

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Property Sharing and Co-Location of Police and Fire and Rescue Services in the Thames Valley

A Memorandum of Understanding between

- (1) The Police and Crime Commissioner for Thames Valley**
- (2) The Chief Constable for Thames Valley Police**
- (3) Buckinghamshire and Milton Keynes Fire Authority**
- (4) Oxfordshire County Council**
- (5) Royal Berkshire Fire Authority**

The Parties to this Memorandum of Understanding are:

- (1) The Police and Crime Commissioner for Thames Valley of The Farmhouse, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxon, OX5 2NX.
- (2) The Chief Constable for Thames Valley Police, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxon, OX5 2NX.
- (3) Buckinghamshire and Milton Keynes Fire Authority, Stocklake, Aylesbury, Buckinghamshire HP20 1BD
- (4) Oxfordshire County Council, Sterling Road, Kidlington, Oxford OX5 2DU
- (5) Royal Berkshire Fire Authority, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD

Purpose

The purpose of this Memorandum of Understanding (MoU) is to establish a clear commitment to prepare and deliver a programme of work for sharing property and co-locating police and fire and rescue services across the Thames Valley, wherever such arrangements are efficient, and effective in terms of meeting the needs of communities.

Background

The signatories to this MoU regard collaboration as a key element in the process of continuing to deliver important outcomes for communities, whilst balancing their respective budgets in the face of increasing downward financial pressure. It has been agreed that an early area of focus for police/fire collaboration will be property sharing and co-location of police and fire and rescue services.

The police and fire and rescue services in the Thames Valley have a substantial property portfolio. Buildings are spread over a total of 202 sites, which are distributed across the four organisations on the following basis:

ORGANISATION	NUMBER OF SITES
Thames Valley Police	139
Buckinghamshire Fire and Rescue Service	20
Oxfordshire Fire and Rescue Service	24
Royal Berkshire Fire and Rescue Service	19

Furthermore, as part of Oxfordshire County Council, Oxfordshire Fire and Rescue Service operates within an organisation that owns over 1300 property assets.

To date, Thames Valley Police (TVP) and the three fire and rescue services have a variable, but improving, track record associated with taking advantage of

opportunities to property share and co-locate operations. In aggregate there are numerous examples of such collaboration across the three counties but more progress has been made in some areas and others, and there is now a strong appetite to be consistently more ambitious across the whole Thames Valley area. The recent successful bid by Buckinghamshire Fire and Rescue Service and TVP for Central Government funding to build a new, joint fire station with police accommodation in Milton Keynes was an excellent example of such ambition in practice.

This MoU is a commitment by the signatories to establish a strategic alliance that will see a Thames Valley-wide programme for property sharing and co-location being developed and delivered. The focus of the programme will be to reduce cost, whilst ensuring the operational requirements of the organisations involved are addressed, statutory duties are discharged and the needs of communities effectively met.

Objectives

1. To reduce the cost of maintaining fit-for-purpose buildings which satisfy operational requirements and effectively meet the needs of communities across the Thames Valley.
2. To take advantage of other opportunities for greater police/fire collaboration that emerge as a result of property sharing and co-location.

Guiding Principles

1. All parties will focus on what is in the best interests of the communities they serve.
2. Whenever a need is identified to reconfigure estate arrangements, there will be a presumption to achieve associated changes through collaboration where practical.
3. Collaboration will be used as a mechanism to share best practice.
4. Collaboration will be used to minimise capital and revenue costs.
5. Any collaboration between the signatories will reflect TVP security requirements
6. Opportunities will be sought to share-property and co-locate services with other public sector partners where appropriate [reflecting TVP security requirements].
7. Governance arrangements will be agreed in writing between the signatories to properly balance the requirement for effective oversight, with the need to avoid unnecessary bureaucracy.

Costs

All costs and benefits arising from any collaboration entered into pursuant to this MoU will be the subject of written agreement setting out the sharing or apportionment arrangements.

In the absence of any written agreement the signatories agree that each party will bear their own costs in fulfilling their commitments under this MoU.

Any signatory incurring costs pursuant to this MoU without the express permission of any other relevant party will be responsible for bearing any costs so incurred.

Term and termination

This MoU shall commence on the date of signature by the parties.

The MoU may be terminated by agreement in writing of all parties.

Variation

This MoU may only be varied by written agreement of the parties.

Status

This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of any other party, nor authorise any of the parties to make or enter into any commitments for or on behalf of the other party.

Anthony Stansfeld

Police and Crime Commissioner for the Thames Valley

Francis Habgood

Chief Constable – Thames Valley Police

Councillor Adrian Busby

Chairman – Buckinghamshire and Milton Keynes Fire Authority

Councillor Rodney Rose

**Deputy Leader and Cabinet Member for Fire and Rescue, Emergency Planning
and Community Safety – Oxfordshire County Council**

Councillor Colin Dudley

Chairman – Royal Berkshire Fire Authority

Dated:

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Catriona Morris
SUBJECT OF THE REPORT	Annual Public Safety Plan & Corporate Plan 2012-15 Performance Monitoring Report
EXECUTIVE SUMMARY	<p>This report provides a summary overview of performance of the annual monitoring of the Authority's Corporate Plan (PSP) 2012-15, and covers the outturn performance from 1 April 2014 to 31 March 2015.</p> <p>This report addresses our key strategic aims and focuses on - Prevention, Protection and Response.</p> <p>This report also takes the opportunity to report in a progressive manner which will be utilised during the term of the Corporate Plan 2015-2020</p> <p>Annex A presents a summary of performance with associated graphs.</p>
ACTION	Information.
RECOMMENDATIONS	That the performance against the objectives and targets set out in the Corporate Plan 2012-15 are noted.
RISK MANAGEMENT	Members should make use of performance information to assist them in the strategic decision-making of the Authority. Performance management is a contributor to service improvement and to effective prioritisation of resources.
FINANCIAL IMPLICATIONS	None at present.
LEGAL IMPLICATIONS	None at present.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Opportunities for benchmarking and data sharing will continue to be explored with relevant partners.
HEALTH AND SAFETY	None at present.
EQUALITY AND	Where applicable the resources are being targeted at the most vulnerable based upon collected

DIVERSITY	demographic data and available intelligence. This demonstrates an equitable process based upon risk to all members of the community. Non-domestic and domestic properties are targeted according to their risk thus identifying the most vulnerable in the community.
USE OF RESOURCES	<p>Performance monitoring Provision of timely performance monitoring information enabling feedback to members.</p> <p>Future targeting and planning will be based upon the intelligence and performance which will be reported in the upgraded version to Performance Plus "Viper" which will improve the availability of information to all stakeholders due for implementation in April 2016. This will continue to develop incorporating the Community Safety Strategy and the Strategic Aims; People and Resources, to further enhance the information that is available for decision making.</p> <p>Communication with stakeholders Informative and structured performance information incorporating stakeholder contributions.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background papers: Corporate Plan 2012-15 Public Safety Plan 2012-17</p>
APPENDICES	Annex A – Annual Performance Monitoring Report – 2014-15
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Suzanne Connolly Performance & Evaluation Manager sconnolly@bucksfire.gov.uk 01296 744491</p>

Annex A



End of Year 2014/15 Performance monitoring report

Executive Committee 29 July 2015

Summary

To provide the Strategic Management Board with an overview of the out-turn performance for end of year 2014/15 against the Corporate Plan – Public Safety Plan Targets.

Introduction

This is the end of year report for 2014/15, covering the Authority's activities around Prevention, Protection and Response.

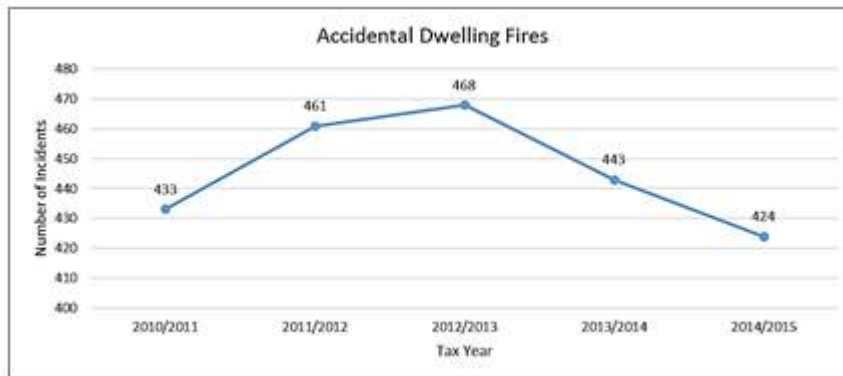
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Annex A

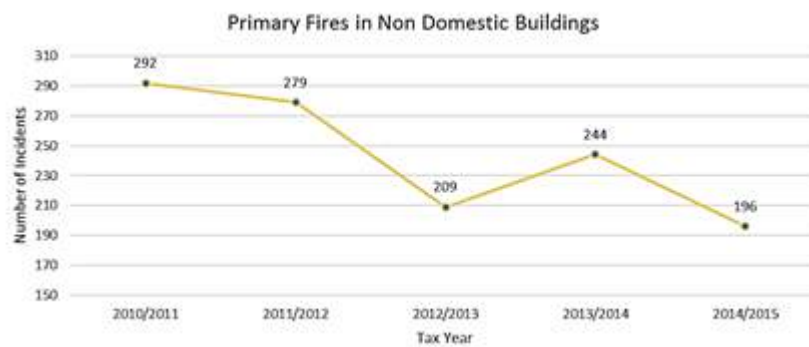
Performance Highlights

Prevention

Accidental dwelling fires



Primary Fires in non-domestic buildings



Annex A

Primary Fires

Indicator Description

Primary fires are generally more serious fires that occur in property and vehicles.

The largest single type of primary fire occurs in the home and the prevention of these is a key focus for the service.

For reporting purposes the service only measures the following categories:

- Accidental Dwelling Fires
- Non Domestic Building Fires

In 2013/14 there were 317,030¹ domestic properties within Buckinghamshire & Milton Keynes and 21,362 Non-domestic.

The trend for incidents in the above categories shows a continual reduction over the last 5 years with the total number of incidents for 2014/15 being 620 (of which 424 were dwelling fires) compared to 725 (of which 433 were dwelling fires) in 2010/11 a reduction of 14.4%.

Injuries/ fatalities caused as a result of fire are commented on later in this report.

Performance Management

Last year saw a continuation in the overall decline in the number of primary fires in dwellings and non-domestic premises.

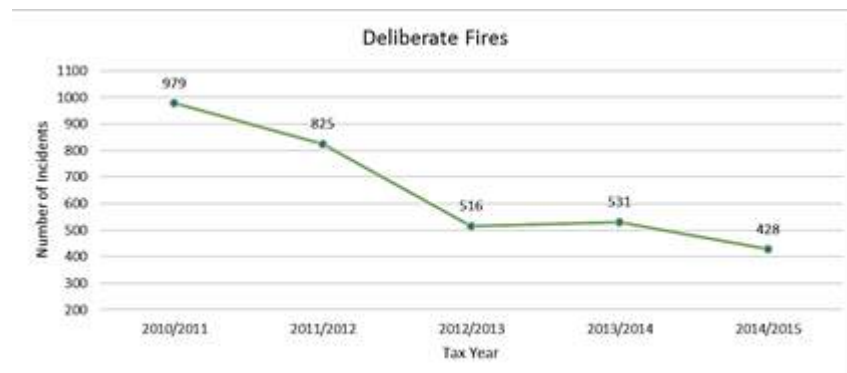
The Service continues to use a range of tools to promote community safety and extend the fire safety message through local and national fire safety campaigns.

There has been an increase in embracing social media to highlight potential hazards, for example, the incorrect use of a toaster, the exploding e-cigarette and the dangers of keeping glass bottle or ornaments on windowsills after such fires in Bucks and Milton Keynes.

¹ Data from Gov.uk

Annex A

Deliberate Fires



Indicator Description

The number of deliberate fires for Buckinghamshire and Milton Keynes was 428 in 2014/15 compared to 979 in 2010/11 a reduction of 56.3% over the five year period.

There was a similar reduction for Buckinghamshire (53.1%) over the same period and a slightly better reduction (59.1%) for Milton Keynes.

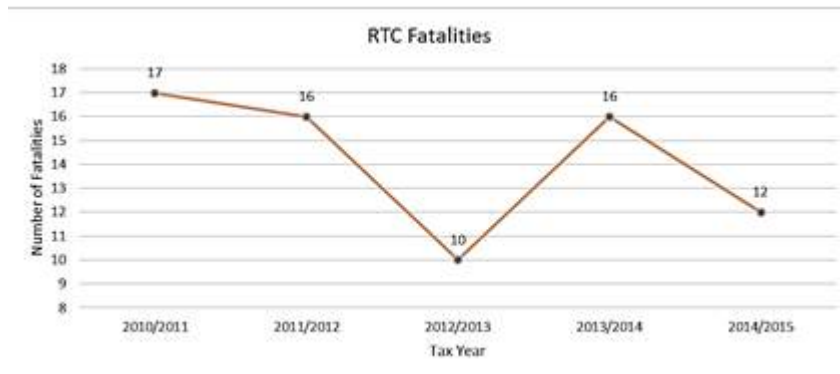
Performance Management

Over the past five years deliberate fires have fallen by approximately two-thirds. This is due to a combination of pro-active measures employed by the Service. The education work targeting children at all keys stages, combined with the Firesetters intervention programme, mean that deliberate fires are continuing to decline.

The Service subscribes to a Contract for Service with TVP for an Arson Reduction Officer, a resource shared with Royal Berkshire Fire and Rescue Service. This has resulted in more effective and simplified lines of communication with Thames Valley Police and allowed for trends to be identified in a co-ordinated manner. The Arson Reduction Officer has also initiated a Memorandum of Understanding with the local prisons to create a consistent approach to investigating incidents involving suspected arson and supporting the prison officers to prosecute offenders.

Annex A

RTC's Killed / seriously injured



Indicator Description

The trend in the number of RTC's where fatalities and serious injuries occur has seen a reduction over the last five years of 10.6% overall. The most significant improvement of serious injuries occurring was within Buckinghamshire which saw a reduction of 33.7% by contrast RTC's in Milton Keynes resulting in serious injury has seen an increase of 75% over the same 5 year period.

Performance Management

There has been a decline in those killed and seriously injured following road traffic collisions. Whilst this is positive news there remain a number of pro-active prevention intervention schemes to support road safety.

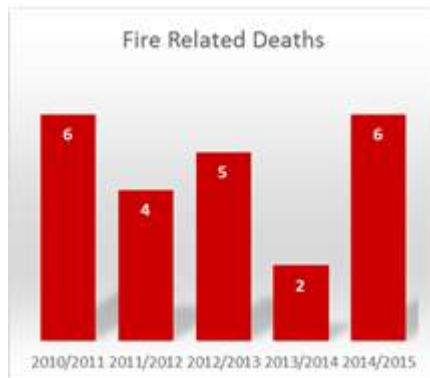
The Safety Centre in Milton Keynes remains a focal point for those in Key Stages 1 & 2. There are more specific education talks for those in Key Stage 3 who are about to start driving; this is based upon the number of young drivers killed or seriously injured over recent years.

'Biker Down' is a popular prevention initiative aimed at motorcycle riders who pose a significant risk to themselves and other road users. The Service is also supporting a CFOA initiative to target hauliers who have a record of contraventions; this change behaviour programme will target LGV drivers.

Annex A

Protection

Fire Fatalities



Indicator Description

This indicator counts those people where the cause of death has been identified as fire related even if they die sometime after the incident occurred.

The number of fire deaths has remained constant for the last five years with an average of 4.6 deaths per year.

The population in Buckinghamshire & Milton Keynes in 2010 was 731,400² with 6 fire related deaths 2010/11 which equates to 0.8 deaths per 100,000 head of population.

The current population in Buckinghamshire & Milton Keynes is 771,788 (ONS data) an increase of 5.5%. 6 fire related deaths occurred in 2014/15 which equates to 0.7 deaths per head of population.

Performance Management

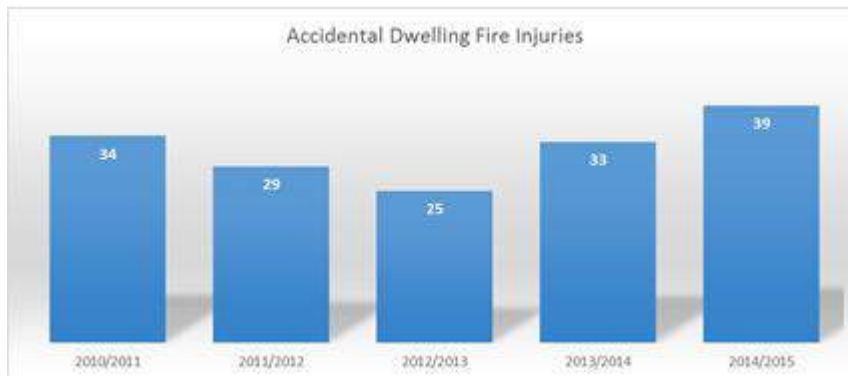
Although the number of fire fatalities remains relatively low, these are all investigated as a learning opportunity for the Service as a whole. The recent fire fatalities have ensured the Service has identified, and eradicated a number of potential information gaps.

A number of information sharing agreements have been created to deliver a more cohesive and co-ordinated basis upon which managers can make judgements based upon risk. The aim is to identify those individuals most at risk from fire rather than merely looking at geographical areas as was the case some years ago.

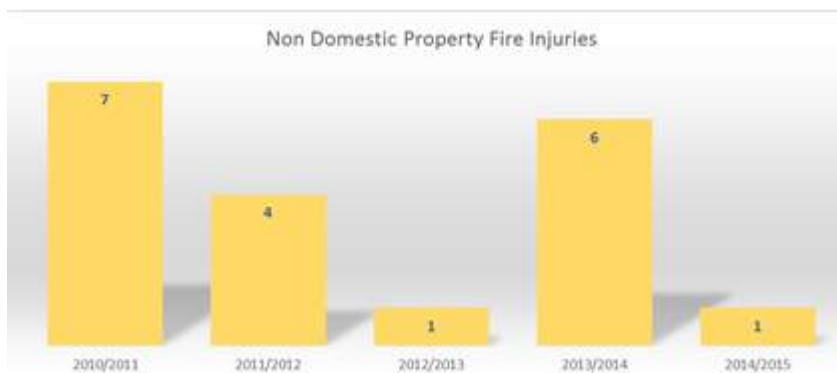
² CIPFA data

Annex A

Number of Injuries in Accidental Dwelling Fires



Number of Injuries in Non-Domestic buildings



Annex A

Indicator Description

There are four different severity levels for the recording of fire related injuries: Serious, slight, first aid at scene and precautionary check.

For reporting purposes only Serious and slight injuries are represented.

The total number of fire related injuries sustained in 2014/15 was the highest for 5 years with 39 occurrences, an increase of 14.7%.

The number of serious fire related injuries increased from 4 in 2010/11 to 9 in 2014/15 an increase of 125% however this equates to 1.1 person seriously injured as a result of fire per 100,000 head of population and the target of 2.3 for the outturn period 2014/15 was successfully achieved.

The number of slight injuries has remained fairly constant for the same time period with an average of 27.6 slight fire related injuries per year over the last five years.

Non-domestic buildings cover a wide range of buildings and structures including offices, care homes, hospitals and buildings that are not subject to the Regulatory (Fire Safety) Reform Order e.g. garages.

There was only one injury recorded in 2014/15 which was also a serious injury.

Performance Management

Whilst the number of injuries from fires in dwellings and non-domestic premises remains relatively low, the Service treats them as an opportunity to learn; this may be in the form of issues around operational training or targeting those people most at risk from fire. The fact that there was only one fire-related injury at non-domestic premises is an indication that the Service Protection strategy is having a positive effect

Annex A

False Alarms



Real Alarms



Annex A

Indicator Description

Fire Alarms and fire detection systems are fundamental in providing early warning from fire, giving people the chance to evacuate in a safe manner. To ensure they are effective they must be installed and maintained properly to avoid activation when there is no fire situation.

The trend in false alarms is downward with a 14% reduction over the last 5 years.

Real alarms are showing an upward trend over the last five years.

Performance Management

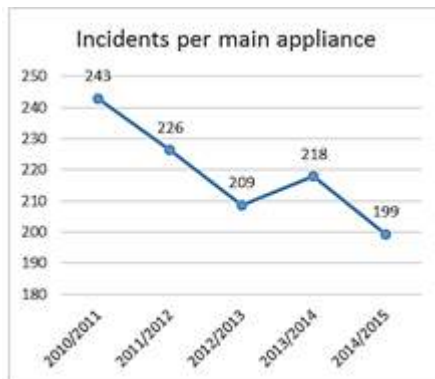
The continued downward trend of false alarm attendance continues this year with pleasing reductions being experienced. The number of real alarms is increasing, proving the worth of alarms being fitted in premises with the appropriate risk environment.

The decline in false alarms is testament to the work of the Unwanted Fire Signals Officer who works with businesses to minimise false alarms whilst ensuring the Service supports commerce. This Service is almost unique in attending automatic fire alarms and uses the opportunity to positively engage with businesses to create safer systems of work whilst over time reducing the demands on the Fire Service. This approach aligns with the government's desire for regulators to support commerce appropriately.

Annex A

Response

Incidents per main appliance



Indicator Description

As the number of emergency calls reduce the number of incidents per appliance also continues on a downward trend with a reduction of 18% over the last five years.

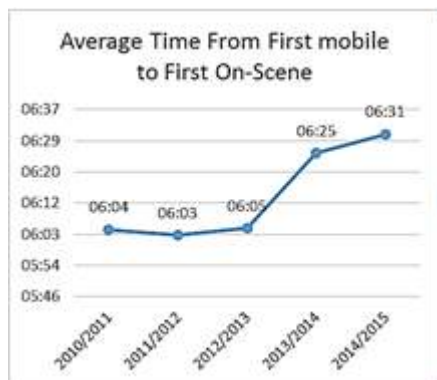
Performance Management

With the decline in overall call numbers, there has been a consequent fall in the number of incidents attended by each appliance.

This allows managers to determine whether there are more appropriate crewing models available to resource incident demand in a different and more cost-effective manner whilst always improving public safety.

Annex A

Emergency response trends



Indicator Description

This indicator measures the time it takes the first appliance to arrive at an incident.

The trend indicates an increase of 6.9% over the last five years.

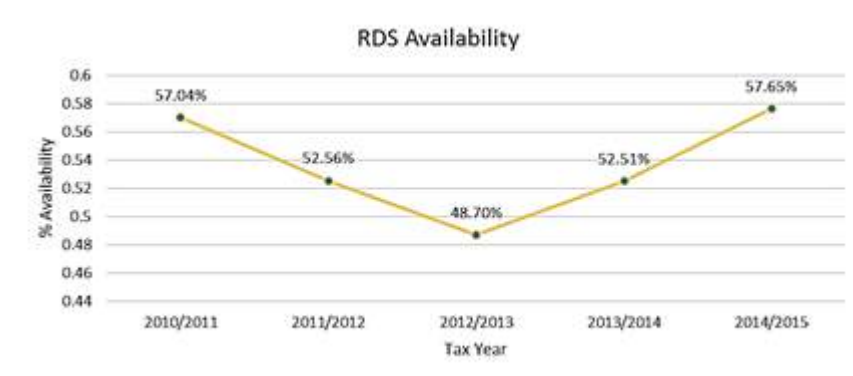
Performance Management

There has been a slight increase in the average time taken for the first appliance to arrive at an incident. However, this might, in part, be due to the time taken for crews to book mobile/ in attendance by voice over the radio.

The joint Thames Valley Control should improve times because all appliances are now fitted with an Automatic Vehicle Location System (AVLS) and so the closest resource will be sent to an incident. Additionally, all appliances will now book mobile/ in attendance by a Mobile Data Terminal (MDT) which will be more accurate than the radio.

Annex A

Appliance Availability



Indicator Description

The availability of On-Call appliances is at its highest for 5 years.

In 2010/11 the availability was 57.04% and after seeing a downward trend for the following two years to 48.7% there has been a significant improvement and availability now stands at 57.6%.

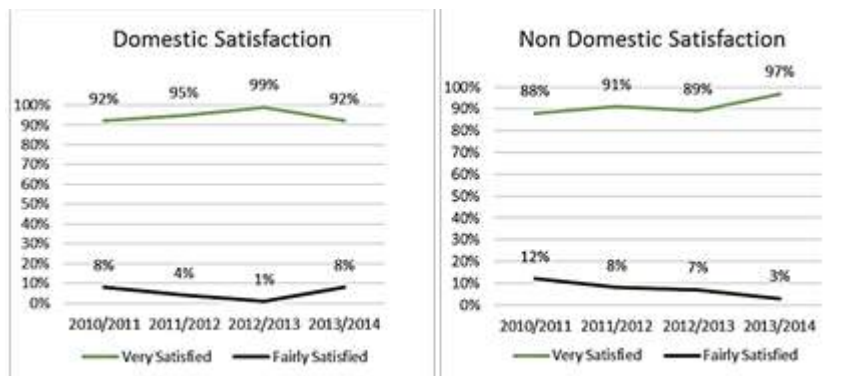
Performance Management

The availability of on-call appliances continues the improvement which started in 2012-13. This is due to a number of factors:

- The increased use of an Operational Resourcing Pool has targeted the use of 'surplus' wholetime staff to crew on-call appliances which would otherwise be deficient; this is mainly due to the work of the newly-formed Resource Management Team.
- Improved management systems to highlight on-going crewing issues linked more robustly to more timely recruitment.
- A more robust management system for gaining information from staff during exit interviews to ascertain what the Service needs to achieve in order to make the on-call system more sustainable and attractive for potential and current employees and employers of those staff.

Annex A

Customer Satisfaction



Indicator Description

After the incident questionnaires are sent following incidents at domestic and non – domestic premises (except where serious injury/ fatality or significant damage has occurred). The questionnaires are returned to Opinion Research Services who analyse the returns and publish the results. BMKFRS continually remain in the 90+% brackets for customer satisfaction in both domestic and non-domestic.

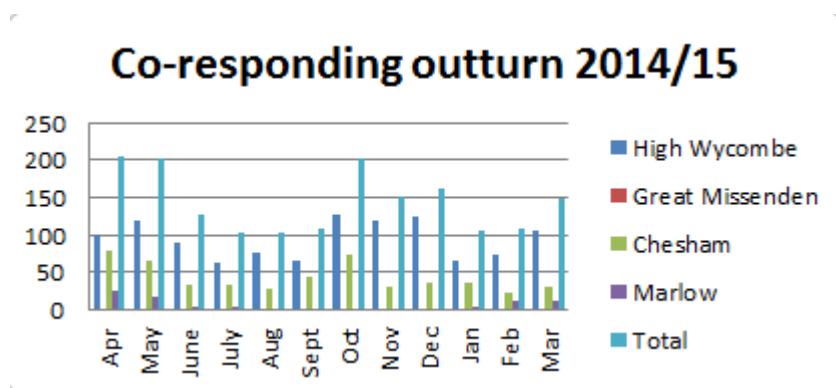
Performance Management

Customer satisfaction is monitored by a third party on the Service's behalf and it remains at a pleasingly high level. From this feedback it would appear that it is not linked to the time take by the Service to have an appliance on scene.

This data remains very useful to the Service and will be used and challenged in the future when it becomes used in national research, under the LIFE BID project, which aims to better understand human behaviour in the event of fire.

Annex A

Co-responding.



Indicator Description

BMKFRS co-responding scheme started in March 2014 and has proved very successful with a total of 1766 callouts being made up to March 2015.

The majority of calls have been within High Wycombe with the most common cause of call out being for breathing difficulties.

As the scheme is still in its infancy it is difficult to measure performance. However it can be said that lives have been saved as a result of the scheme.

Performance Management

Initial trial for Co-responding started in 2011 at Great Missenden fire station using a marked ambulance Vauxhall Corsa car, which was fitted with Blue Lights, Sirens and finished in the yellow and green Battenberg marking pattern. Standard medical kit, including Entonox and an AED (defibrillator) were carried (this spec is currently used at our current co-responder locations).

Following the trial, a decision to expand the scheme was made, Chesham and Marlow areas were identified where SCAS consistently failed to achieve their Red 1 calls (Medical intervention within 8 minutes of receiving a 999 call). Schemes similar to the one at Great Missenden were initiated.

The opportunity to trial a new pilot scheme at High Wycombe also presented itself. A "positive hours" car crewed scheme was also initiated.

High Wycombe, Chesham & Marlow, all went live on the 1st March 2014. In May 2014, it was decided to no longer continue with the Great Missenden scheme, this was due to a number of reasons, not making the Red 1's, staff shortages and SCAS repositioning resources.

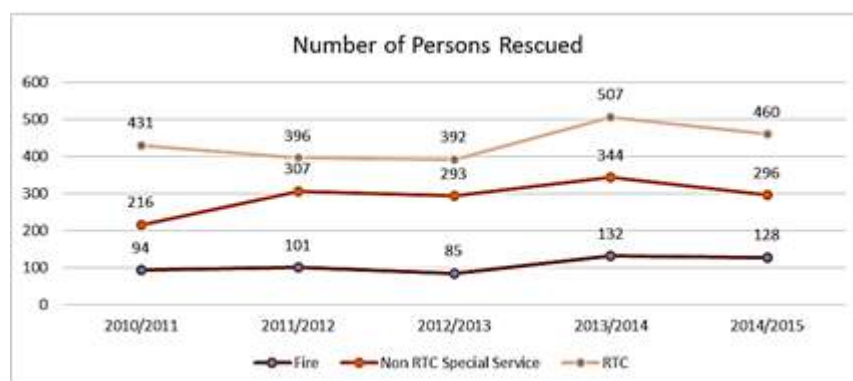
Annex A

We are currently trialing a new scheme at Buckingham Fire Station, this scheme went live on the 6th May and involves Co-responding being delivered from the Day Crewed appliance, 22P1. A car scheme is now also available from Buckingham, run along the same lines as Chesham & Marlow.

Current locations

Chesham	On-Call car scheme
Marlow	On-Call car scheme
High Wycombe	Positive hours crewed car scheme
Buckingham	Wholetime appliance and On-Call car scheme.

Number of persons Rescued (fires, RTC & SSC)



Indicator Description

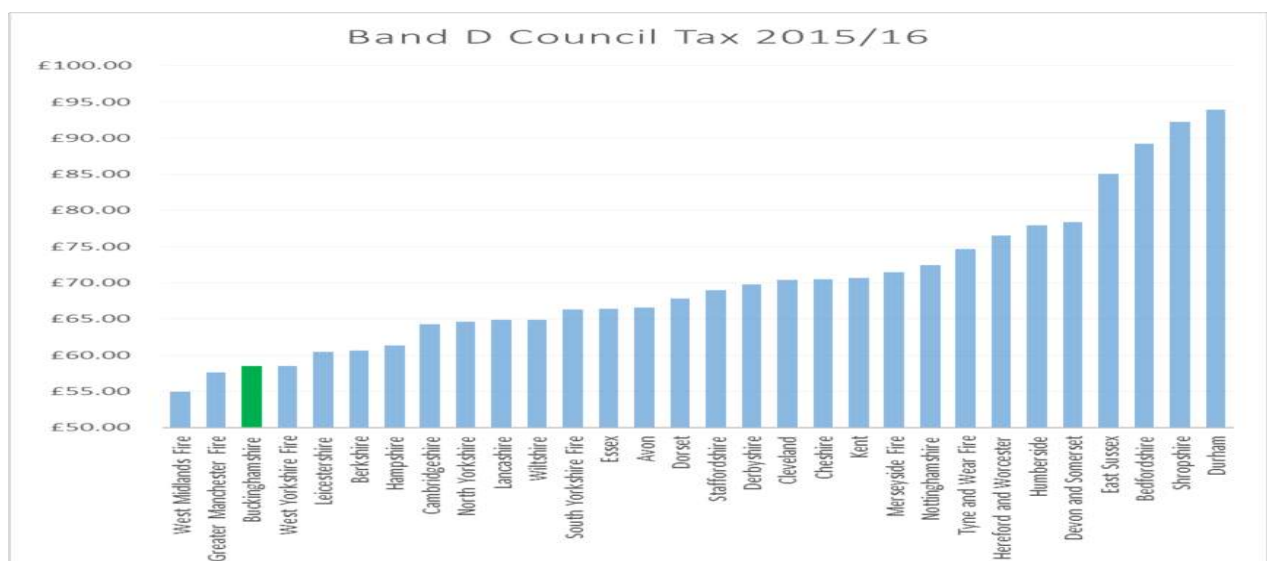
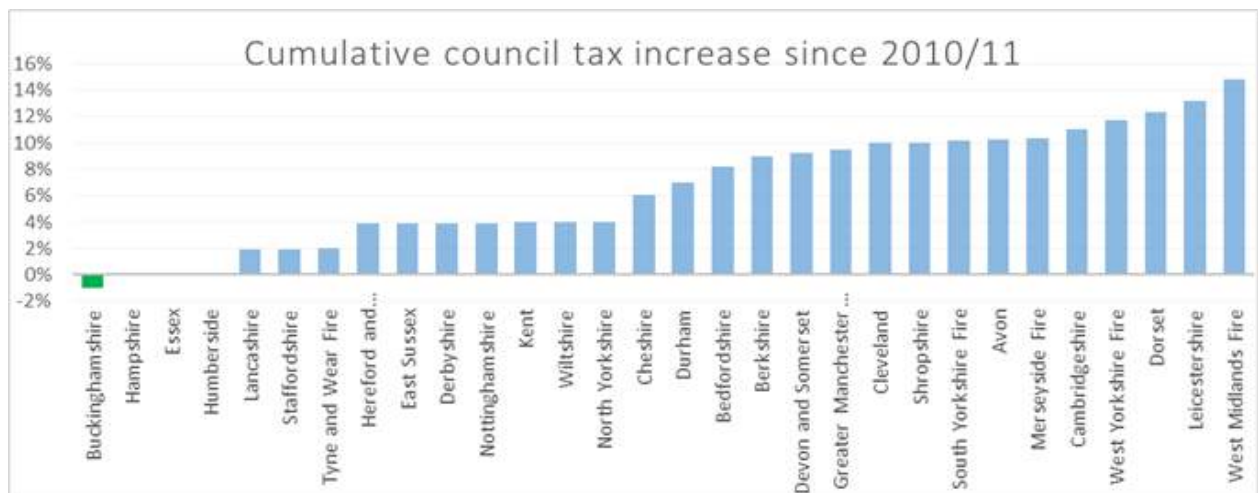
The number of rescues from Fires, RTC's & Special Services has seen a 10% reduction from 2013/14.

Performance Management

The number of persons rescued from fires, collisions and other special services remains level on past year results. This demonstrates the effectiveness of our crews when it is necessary for them to have to intervene. Whilst the Service rightly concentrates resources on preventing incidents from occurring in the first place, it is important to note that when required, the crews are able to deliver highly positive results in demanding circumstances.

Annex A

Council Tax rates compared with other Fire Authorities



Indicator Description

This indicator shows the economic cost of BMKFRS compared to our Fire Authorities.

Annex A

Performance Management

All measures show BMKFRS continues to be one of the lowest cost and lowest precepting FRSs in the country.

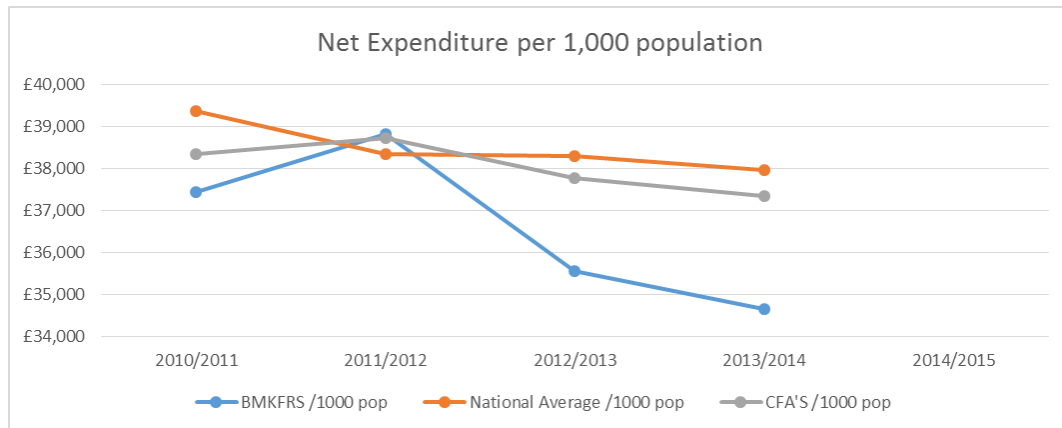
BMKFRS has the lowest Council Tax Band D rate of any Combined Fire Authority and the third lowest overall.

BMKFRS is the only FRS to have reduced the council tax burden on tax payers since 2010/11.

The continuing policy of freezing council tax or reducing (-1% in 2015/16) continues to maintain BMKFRS as one of the fire services which burdens the tax payer the least. It is the lowest precepting Combined Fire Authority when measured at Band D level.

Annex A

Net expenditure per 1000 population



Indicator Description

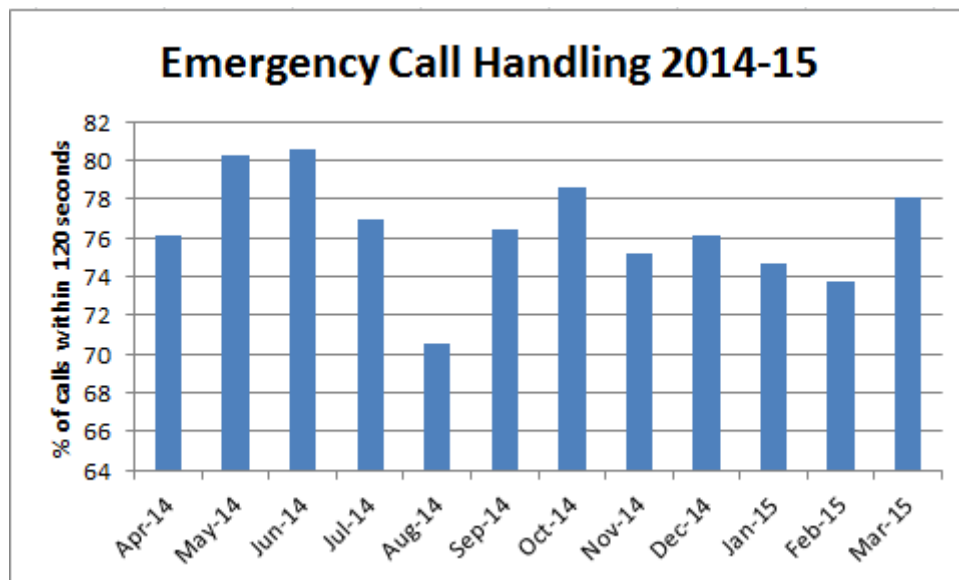
BMKFRS continues to be one of the most economical FRS in the country per 1000 population.

Performance Management

This statistics shows BMKFRS to be significantly below the national average in terms of cost per council tax payer.

Annex A

Emergency Call handling



Indicator Description

This indicator measures the time taken for Control operators to deal with an emergency call from the time the new incident key is selected to the first resource being assigned (attended calls only).

Emergency call handling saw a significant improvement against the target of 75% of calls handled within 120 seconds with the average being 76.6% for the outturn period of 2014/15 compared to 67.4% for 2013/14.

Performance Management

The last year has been a difficult time within the Control Room with the amalgamation of BMKFRS, RBFRS and OFRS Controls into the TVFCS.

During this reporting period the transition of mobilising services to the new Thames Valley Fire Control was undertaken. The move was finalised in April 2015 and the BFRS Fire Control Centre in Aylesbury was decommissioned. This was a period of substantial change and uncertainty for the control room staff. They faced reducing crewing levels and adopted flexible working systems to ensure the control room was staffed at all times. During this period the control staff demonstrated a quite remarkable degree of professionalism and dedication. Throughout they continued to maintain a high level of service to the public and improved their Emergency Call Handling.

Report Ends

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Systems Integration Business Case
EXECUTIVE SUMMARY	<p>Following a high level feasibility study undertaken last year, a detailed business case was commissioned by Buckinghamshire & Milton Keynes Fire and Rescue Service (BMKFRS) to inform the decision on whether to proceed with its preferred option of an Enterprise Resource Planning (ERP) software solution to replace a number of discrete solutions currently employed by the Service.</p> <p>The business case took into account the needs and goals of the business:</p> <ul style="list-style-type: none"> • Its future vision and strategy, • The user requirements; the availability of suitable software in the marketplace, • Options for hosting; options for implementation; and costs. <p>It concluded that moving to an enterprise solution was the most effective way to meet the information objectives of the fire service, which are processing efficiency, accuracy and currency, and immediacy.</p>
ACTION	For decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. the final solution should include two enterprise level systems, ERP and Finance, as currently there is no singular ERP solution available that would meet all the unique requirements of the fire service and cover all functions of the organisation. 2. The solution should be implemented in four phases over two years to maximise benefits early on and to reduce overall risk to the Service. 3. Resources should be dedicated to the project and their day-to-day work reassigned in order to meet the two year target.

RISK MANAGEMENT	<p>It is recommended that a project manager trained in risk management techniques leads the project. The two major risks identified so far that will need to be managed throughout the project are:</p> <ol style="list-style-type: none"> 1. Significant levels of change across the organisation may be disruptive. 2. That the expected benefits are not realised on target.
FINANCIAL IMPLICATIONS	<p>The investment required to complete this project using dedicated internal resources supported by external experienced resources is £976k.</p> <p>This investment would see expected direct savings of £128k and indirect savings of £118K per annum take effect in year 2 and payback the investment in year 4/5.</p> <p>It is recommended that a 20% contingency is allowed for the project. In respect of this £1.2M is been provisionally set aside in reserves for funding this project.</p>
LEGAL IMPLICATIONS	<p>The main legal implications for this project are around procurement. This will be managed through early and close engagement with the Service's procurement officers.</p>
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	<p>The proposals are designed to provide opportunities to collaborate in procurement or ongoing management and maintenance of the systems. Active discussions are taking place in particular with Royal Berkshire Fire and Rescue Service (RBFRS) in relation to possible joint procurement of a finance package. Furthermore, depending on which systems are purchased BMKFRS will seek to be collaborative in the implementation and development of any systems purchased. This will be either through direct collaboration or through user groups.</p>
HEALTH AND SAFETY	<p>There are no anticipated impacts on Health and Safety from this initiative.</p>
EQUALITY AND DIVERSITY	<p>There are no anticipated impacts on Equality and Diversity from this initiative.</p>
USE OF RESOURCES	<p>One of the significant risks within the project is the capacity to deliver in a time frame that maximises the time to start gaining the benefits. Investment in creating capacity will deliver the project faster and access the benefits quicker. This has been seen in other FRS where dedicated resources have been more successful in implementing ERPs than those who haven't.</p> <p>Delivery of the project will require the recruitment of a</p>

	<p>dedicated Project Manager (with ICT project delivery experience) and a Business Systems Analyst for the duration of the project.</p> <p>The project will require the establishment of a budget for both revenue and capital investment. This will not be able to be supported from existing budgets and will have to be allocated from reserves.</p> <p>Factors around opportunities for collaboration in the short and medium term will be considered as part of the project delivery. Purchasing an ERP which closes off opportunities for collaboration will be avoided.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <ul style="list-style-type: none"> • KIS Strategy 2014-2018 • Business and Systems Integration Programme Structure. • Business and Systems Integration High Level Business Case. • Business and Systems Terms of Reference.
APPENDICES	Appendix 1: Business and Systems Integration Detailed Business Case
TIME REQUIRED	15 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Julian Parsons</p> <p>jparsons@bucksfire.gov.uk</p> <p>07964 415055</p>

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Business and Systems Integration Detailed Business Case



Document Description:

Version:	1.8
Author:	Christine Burrridge
Issue Date:	Apr 2015
File Name	Business and Systems Integration Detailed Business Case

Document History:

Version	History	Date
1.2 Draft	First issue for review to J. Parsons	2 nd March 2015
1.3 Draft	Updated following first review	3 rd March 2015
1.4 Draft	Updated following second review by S. Gowanlock	3 rd March 2015
1.5 Draft	Further modifications (following reviews by J.Parsons, M. Hemming, M. Osborne and L. Swift) include updated cost/benefit analyses, clarification on resourcing, and additional information on the choice of timeline.	27 th March 2015
1.6 Draft	Modifications by J.Parsons post SMB meeting	18 th April 2015
1.7 Draft	Modifications by J.Parsons post SMB meeting	12 th May 2015
1.8 Draft	Modifications prior to Fire Authority Executive	30 th June 2015
1.9 Final Version	Modifications post Fire Authority Executive Prebrief	14 th July 2015

Reference Documents:

Document	Date
Buckinghamshire Fire and Rescue Service 4 year KIS Strategy V1.0	August 2014
Business and Systems Integration Programme Structure	September 2014
Business and Systems Integration High Level Business Case	October 2014
Business and Systems Terms of Reference Final Draft	November 2014
Corporate Information System Requirements Document	December 2013
Current Systems Architecture	November 2014
FireWatch Report (by David Tate)	October 2013



Contents

1. Executive Summary.....	4
2. Introduction & Scope	6
3. Business Need	7
4. Objectives.....	7
5. Potential Software and Systems	8
6. The Recommended Option: An Integrated ERP Solution with a Phased Cutover Approach.....	13
7. Option 2: An Integrated ERP Solution with a Big Bang Cutover Approach.....	16
8. Option 3: Do Nothing	18
9. Option 4: Do the Minimum	18
10. Benefits	19
11. Dis-benefits	20
12. Assumptions.....	20
13. Major Risks.....	21
14. Lessons Learned and Critical Success Factors.....	22
15. Appendix A – Proposed Systems Architecture Diagram	25
16. Appendix B – Two Year Timeline	26
17. Appendix C – Three Year Timeline	26
18. Appendix D – Expected Savings	30
19. Appendix E – Project Manager and Business Systems Analyst Roles	31



1. Executive Summary

Introduction

This business case was commissioned by Buckinghamshire & Milton Keynes Fire & Rescue Service (BMKFRS) during a systems review to inform the decision on whether to proceed with its preferred option of an ERP solution. The following were taken into account during the process of compiling this document: the needs and goals of the business; its future vision and strategy; the user requirements; the availability of suitable software in the marketplace; options for hosting; options for implementation; indicative costs and potential benefits. The recommendations, costs and benefits, and suggested next steps are summarised below.

Recommendations

Software: the final solution should include two enterprise level systems, ERP and Finance.

Currently there is no ERP solution available that would meet all the unique requirements of the fire service and cover all functions of the organisation. There is one provider which has a large share of the fire service ERP market but their products do not extend to the financial functions. Nonetheless, it is still possible to achieve a good level of enterprise integration using two modular systems. Potential software and vendors have been identified in Section 5.

Implementation: a four phase cutover is recommended.

Four distinct phases are recommended as follows:

- Phase 1: HR Systems (Core HR, IPDS etc.), the Finance System and the Prevention, Protection & Risk databases;
- Phase 2: Payroll and the Financial Planning System;
- Phase 3: Availability and Rostering System;
- Phase 4: Asset and Fleet Management Systems.

Phasing the implementation in this way enables the highest risk and highest cost systems to be replaced at the earliest opportunity, and lowers the risks associated with replacing too many critical systems at the same time. Section 6 explains the phasing in more detail.

Timeline: two years is the minimum achievable, three years would be more manageable.

Several alternative timelines were plotted using different implementation methods which demonstrated that two years is the minimum realistic target for completion. However, a two year plan would require singular focus and there would be a greater need to use external consultants with very high levels of experience, so the Service may wish to deploy over three years in order to synchronise this project with other programmes of work, and to utilise internal resources to a greater extent. Section 6 and Appendix C contain details of the resource requirements for both timelines.

The following table illustrates the difference between the two timelines and how each would impact the proposed phasing of the project:

Functional Area	2 year timeline	3 year timeline
Phase 1: HR Systems, Finance and the Prevention, Protection & Risk databases	8 months	10 months
Phase 2: Payroll and the Financial Planning System	13 months	19 months
Phase 3: Availability and Rostering System	18 months	27 months
Phase 4: Asset and Fleet Management Systems	24 months	36 months

Section 6 and Appendix C expand this illustration of the proposed timelines.



Cost and Benefits

Investment: estimated £976k (for a two year project using external resources).

The investment required to complete this project would vary depending on the target timeline and how the project is staffed; estimated costs for the options that were evaluated ranged from £673k to £976k. Based on indicative costs and estimated savings, and given that some of the savings to be enabled by this initiative have already been committed in anticipation; the payback point varies depending on the implementation option chosen. In the recommended option (2 years) payback occurs during year 4/5. It should therefore be viewed as a cost neutral project. Section 6 and Appendix D explain how the costs and savings were calculated.

Benefits.

Although cost neutral, one of the major benefits of progressing with this project is that it would pave the way for future shared service arrangements or partnerships where direct cash savings could be made. It would also simplify the implementation of any shared arrangement in the future by streamlining existing partnerships. It also has many valuable indirect benefits, the most significant being the potential for time savings for both operations and back office support staff. This will enable effort to be shifted from low value administrative activities to higher value activities across much of the organisation, for example to enable a larger contribution to the co-responder scheme by firefighters. See Sections 10 and 11 for more information on benefits.

Recommended Next Steps

If the decision is taken to proceed with this project, the suggested next steps would be:

1. Make a decision on the timeline to be followed, based on the need either for a faster implementation or for lower costs (a high quality solution is assumed to be required);
2. Establish a budget;
3. Appoint the project board;
4. Appoint a dedicated Project Manager and Business Systems Analyst;
5. Create a User Group with nominated stakeholders and key users.



2. Introduction & Scope

In 2014 a feasibility study was commissioned to undertake a high level review of BMKFRS's corporate information systems and architecture. The Service had reached a pivotal point in its business systems development and was looking to decide whether to continue sourcing best-in-class software, or whether to move to an enterprise level ERP solution. Best-in-class solutions can often provide a better match to requirements, but tend to be more expensive. They require a high level of integration, with multiple failure points, but perhaps the biggest disadvantage is that it is harder to achieve an enterprise level view without additional business intelligence software.

The decision was therefore taken at Gateway 1 that the preferred approach was an ERP solution and this detailed business case was commissioned to further investigate the feasibility of this option.

According to a Computing magazine survey of 150 UK business users (April 2011), organisations that had recently implemented an ERP solution reported the following benefits:

- *less duplication and time wasting across the board*
- *better aligned cross-departmental processes*
- *optimised IT spend due to less integration of multiple software packages*
- *reduced storage costs*
- *improved cross-departmental communication*
- *greater flexibility of processes*

The purpose of this business case is to provide enough information to inform a stop/go decision at Gateway 2 regarding whether to proceed with the preferred approach of an ERP solution. The following activities were undertaken in the course of compiling this business case.

- a) Review of the current business requirements to ensure that these are complete and aligned with the current 4 Year KIS Strategy, including the strategic business requirements.
- b) Reference to the risk assessment of current systems which was included with the Current Systems Architecture diagram; consideration of the implications of this risk assessment for the future systems architecture structure and sequencing of required work.
- c) Creation of vendor request for proposal (RFP) documentation.
- d) Identification of potential systems that fit the architecture, and that can be purchased using existing framework agreements.
- e) Consideration of sharing platforms, systems or services with neighbouring and other FRS's.

The following general business goals have been specified for the ERP solution, as detailed in the High Level Business Case document. These goals were referenced when researching the market for suitable solutions and have been expanded in the Objectives section below.

- Information processing efficiency – doing more, requiring less staff time to do it.
- Information accuracy and currency – removing duplication, automated validating and updating of information.
- Information immediacy – more predefined information updated and available in real-time.

In addition to these goals, the following guiding principles were stated in the High Level Business Case. Any new solution should:

- Have a track record of operating successfully within a Fire & Rescue environment;
- Integrate well with other related processes/systems.



Several other Fire Services were consulted to add to the information already gathered; Royal Berkshire, Oxfordshire, Hampshire, Wiltshire and West Sussex. The lessons learned by those Fire Services were considered while compiling this business case.

3. Business Need

There are several business drivers behind this desire for change. Firstly, there is a need throughout the organisation to reduce the low value administrative activities, to automate wherever possible, and to introduce more agile ways of working, utilising mobile technology where possible. This requirement is clearly defined in the KIS Corporate Strategy Future State Vision:

“People don’t talk about IT or information issues anymore. [...] they have mobile devices that are always connected, quick and have real time secure information that they can trust as accurate and up to date.”

Secondly, some existing systems are, or are becoming, less “fit for purpose” over time in terms of supporting the business, and modifications to these systems are either not technically desirable or not possible (the HR system, and the Prevention and Protection databases fall into this category) or not deemed to be economically viable (the current SAP solutions fall into this category but next generation SAP systems may be worthy of consideration).

Thirdly, there is a need to improve, advance and standardise the technology deployed at BMKFRS in order to create options for sharing of services, systems or technology platforms with third parties or other Fire Service organisations in the future.

4. Objectives

The business goals and guiding principles introduced above have been developed into a set of objectives to enable categorisation of the business requirements and to provide a method to impartially measure the vendor solutions. Additional technical objectives have also been added. It should be noted that not all of the business goals will be met by the ERP solution alone, some relate to internal process improvements which may or may not be driven by the chosen solution. These are highlighted in italics below.

1. Information Processing Efficiency

- a. *The number of manual processes should be reduced*
- b. *Duplication should be eliminated*
- c. Automated integration between systems and system modules
- d. Complete tasks via self-service or mobile devices where possible

2. Information Accuracy and Currency

- a. Sector specific standard functionality must be provided
- b. Replace manual processes with automation
- c. A single source of master data should be maintained
- d. *Master data should be propagated to slave systems regularly and automatically*
- e. Security and data control mechanisms must be robust

3. Information Immediacy

- a. Information must be easy to search, query and output
- b. *Information must be accessible on tablets / mobile devices where possible (see objective 4b below)*
- c. Information must progress automatically through scheduling or workflow



- d. Alerts automatically generated when information flow is blocked

4. Technical Requirements

- a. Flexible support packages should be available with out-of-hours available if needed
- b. Potential vendors should be cognisant with Fire Service requirements
- c. Software should be delivered on a modern architecture (e.g. multi-tiered, web-based)
- d. Integration with mobile technologies should be available (i.e. not just through full Windows OS, but via Windows Mobile, iOS or Android)
- e. Flexible hosting options should be available (in-house or external)
- f. External hosting arrangements must comply with ISO27001 and any additional BMKFRS information security requirements

These objectives were referenced during the high level vendor evaluations, and will form the basis for the vendor scoring mechanism which can be incorporated into the RFP process.

5. Potential Software and Systems

Vendor evaluation and systems selection are outside the terms of reference for this business case, but it was necessary to perform some evaluation of both, which was undertaken with reference to the Corporate Information System Requirements Document. The system requirements recorded in that document have been validated, extracted and incorporated into a Vendor Scoring matrix which can form part of the RFP documentation and be used to assist with systems selection.

Data were compiled on the software utilised within the Fire & Rescue Services sector (gathered from BMKFRS staff, software vendors, and other FRS's across the UK). The following information was ascertained from the forty-four FRS's reviewed:

Core HR:	18 are using FireWatch 5 are using iTrent 4 are using SAP 3 are using ResourceLink Others: PharOS, Workforce, bespoke solutions
Payroll:	8 are using SAP 7 are using ResourceLink 4 are using iTrent 4 have outsourced Others: Agresso, Prism
Financials:	8 are using SAP 7 are using Agresso 5 are using Oracle 3 are using Integra Others; Dream, Aptos, Sage, eFinancials, MS Dynamics, Samis, Technology One
Rostering & Availability:	17 are using FireWatch 14 are using Gartan

Further research confirmed, as suggested in the High Level Business Case, that there is no solution available that fulfils all of the ERP requirements in a single system. However, it is still possible to achieve enterprise level integration using a combination of solutions.

It is therefore proposed that BMKFRS progresses with an ERP solution tailored to the unique resourcing requirements of a fire service, supplemented by a good financial package.



Fire & Rescue Service tailored ERP Solutions

There are two vendors offering ERP solutions to the UK Fire & Rescue Services. Both vendors have supplied the market for 20+ years.

1. **Infographics** are the dominant software vendor within this market. Their FireWatch product is being used by at least eighteen UK Fire & Rescue Services. It is a modular product comprising the following modules:
 - Core HR
 - IPDS and Training
 - Occupational Health & Health and Safety
 - Web Self Service for the above modules
 - Availability
 - Mobile Self Service (for Availability bookings)
 - Asset Management
 - Fleet management
 - FloSuite, business process workflow module to manage:
 - i. Firefighter Safety / Risk Database
 - ii. Prevention Activities
 - iii. Protection Activities

The product has been reviewed on several occasions by BMKFRS staff over the last year and mostly positive feedback was received by those who have actually seen the software in action. Mixed reviews were provided by the other FRS's that are using the software, but when challenged, it appears that the experience of implementing the software rather than the efficacy of the software itself is behind the negativity. These experiences are captured in the Lessons Learned section below.

From the high level evaluations undertaken it is clear that the FireWatch product is still maturing, and some of the modules have evolved further than others. For example, the Asset and Fleet Management modules are not yet well developed. This suggests that implementation of those modules should be deferred until a later time (and points to a phased implementation), to allow the functionality to reach the same level of maturity as existing systems deployed within the Service (e.g. RedKite, Tranman).

2. **Sophtlogic** appear to be the only other vendor with a presence in the market, with their PharOs with WAND product covering the same functional areas as FireWatch with FloSuite:
 - Personnel and Establishment
 - Training
 - Retained and Whole-time Availability
 - Community/Preventative Fire Safety
 - Workplace/Protective Fire Safety
 - Fleet, Equipment and Asset Management
 - Command and Control & Crewing Office
 - Hydrant Management
 - Property Directory
 - WAND (business process workflow module)

Other systems may come to light as part of any procurement process and it is recommended that a review is undertaken before making a final selection.



Financial Packages

The financial requirements of BMKFRS are not complex which makes the selection of a finance and payroll package more straightforward. Staff in BMKFRS are already familiar with the software that has been deployed within other FRS's and Local Authorities.

1. **Technology One's** eponymous software package was reviewed by Finance last year. The modules that are currently available are:

- Financials
- Procurement
- Budgeting
- Asset Management
- Inventory Management

The feedback from the demonstration was very good, the only concern is that they have not yet developed their Payroll solution for the UK market (they are an Australian company). They have targeted April 2016 for this module to be available here in the UK. However, their Asset and Inventory Management modules makes this solution an attractive proposition as it could offer an alternative to the FireWatch or PharOs offerings.

2. **Unit 4's** Agresso package is used in neighbouring Local Authorities, and offers the following modules:

- Financials
- Payroll
- Purchasing
- Budgeting
- Income Manager
- Reporting & Analytics

The experience of BMKFRS staff who have used or implemented the product elsewhere is mixed. Some found it user friendly whereas others say it was not intuitive and took a long time to bed in. Wiltshire FRS are using a reasonably current version of the software and are very happy with the way it performs and the support they receive from the vendor. It is worth a closer look as it is widely used in the UK FRS sector.

3. **Capita's** Integra offers the following modules:

- Financials
- Payroll
- Purchasing
- Budgets & Forecasts

This product is not well known to BMKFRS staff but it is being used by several fire services so it is worth evaluating.

4. **ABS** provides a budgeting module which is already used by BMKFRS (Collaborative Planning). Their eFinancials package offers the following modules:

- Financials
- Payroll
- Purchasing
- Budgets & Forecasts



Wycombe Local Authority is using eFinancials and it has been seen in action by BMKFRS staff who recommend a further evaluation of the product.

Other finance software options may come to light as part of any procurement process and may be worth reviewing. Our current provider SAP have developed new products which also may be worth viewing.

Hosting Options

The options for hosting off-site were explored. The benefit of procuring solutions that are hosted externally is to avoid large capital expenditure on hardware installations. Also, vendors with cloud based software offer consumption based pricing where the organisation pays for what is used (on a per user per month basis) rather than having to buy user licences in advance for what might be needed.

ERP Solution

The options available for the ERP solutions are as follows:

- Infographics does not provide a hosting solution for FireWatch.
- Sophtlogic would be willing to provide a cost for hosting PharOS but it is not offered as standard. It also appears to be more of a private cloud arrangement, which would require hardware investment.

If BMKFRS wishes to pursue a private cloud arrangement it would be better to evaluate this independently of this project. This proposal is therefore based upon an in-house ERP solution.

Financial Solution

All of the financial packages mentioned above can be procured as cloud based solutions, and all are now available via the G-cloud framework. From the limited information offered at this stage by the vendors, the pricing is based on as per user, per month basis, with a standard hosting management charge. The decision to go cloud or in-house will depend upon overall pricing, but a cloud based solution would be more easily scalable should the Service enter into a shared services arrangement in the future.

See Appendix A for a proposed Systems Architecture diagram.

Software Assumptions

1. Software vendors invited to submit a proposal will already be contracted to a public sector Procurement Framework agreement.
2. Software vendor claims will be verified during the selection process.
3. The chosen solution(s) will be used out-of-the-box and bespoke modifications will be kept to a minimum.
4. Cloud based solutions will be checked for compliance to ISO27001 plus any other BMKFRS security requirements.

Opportunities for Collaboration

In choosing the desired ERPs it should be born in mind that the systems should not close off avenues for collaborating with other services (fire or otherwise). Opportunities should be sought to jointly procure software with other services who may be in a position to progress alongside us.



Dialogue with other surrounding FRS are active to seek out opportunities.

The procurement of the fire based ERP is likely to be a system common to other FRSs as there are so few on the market. While there is a reduced opportunity for joint procurement currently, there is significant scope for collaboration and shared services in the development and ongoing management. There is specific dialogue with RBFRS in relation to a potential system ongoing. This will particularly be the case if remote or joint hosting can be pursued.

The finance ERPs available are less fire orientated and are more generically designed for a more open market place. This could lead to opportunities for collaboration and shared services outside of FRSs as well as inside. Remote or joint hosting could assist this.

BMKFRS will endeavour to do its utmost to acquire systems that do not prove to be a barrier to shared services or collaboration in the short and medium term.

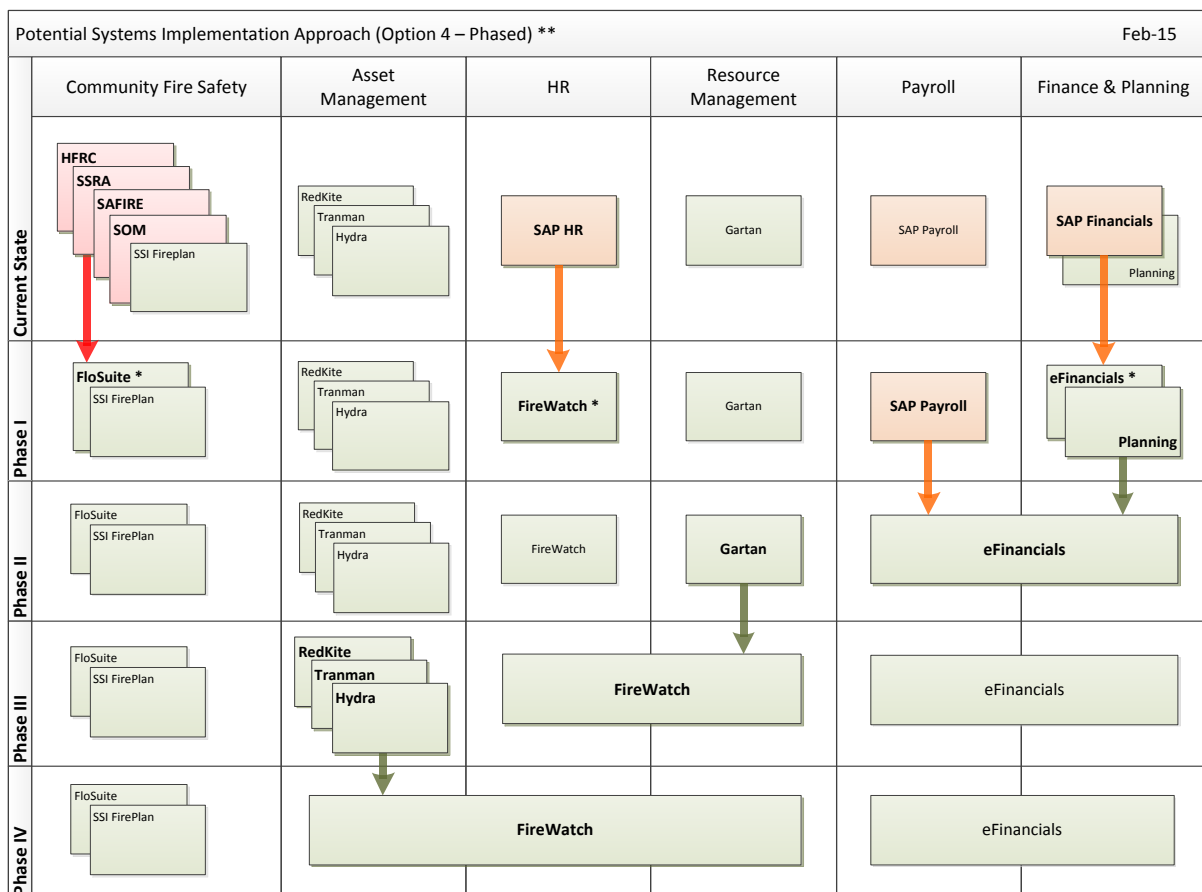


6. The Recommended Option: An Integrated ERP Solution with a Phased Cutover Approach

After consideration of the organisation's goals and strategy, requirements, its current state, and the software available on the market, the recommendation is to implement an integrated ERP solution, comprised of three main systems:

- A modular Resource Management system to manage all the HCM functions;
- A Financial package which includes payroll and possibly an Asset Management solution in addition to the standard financial functions;
- A workflow management package with a dedicated back-end database to manage all CFS and risk-based functions.

A phased transition over four phases is recommended, utilising an agile approach to implementation. This will help to lower the risk of disruption to the organisation, and will enable the high risk systems to be replaced as soon as possible. Also, the benefits from the early phases can start to be realised in parallel with work on the later phases.



* Potential system; actual systems selection will be via BFRS procurement process.

** For simplicity, interfaces are not shown.

Key: Cutover to new system →

Rag: Red = Critical Risk Amber = High Dev Cost Green = Low Risk

Timeline

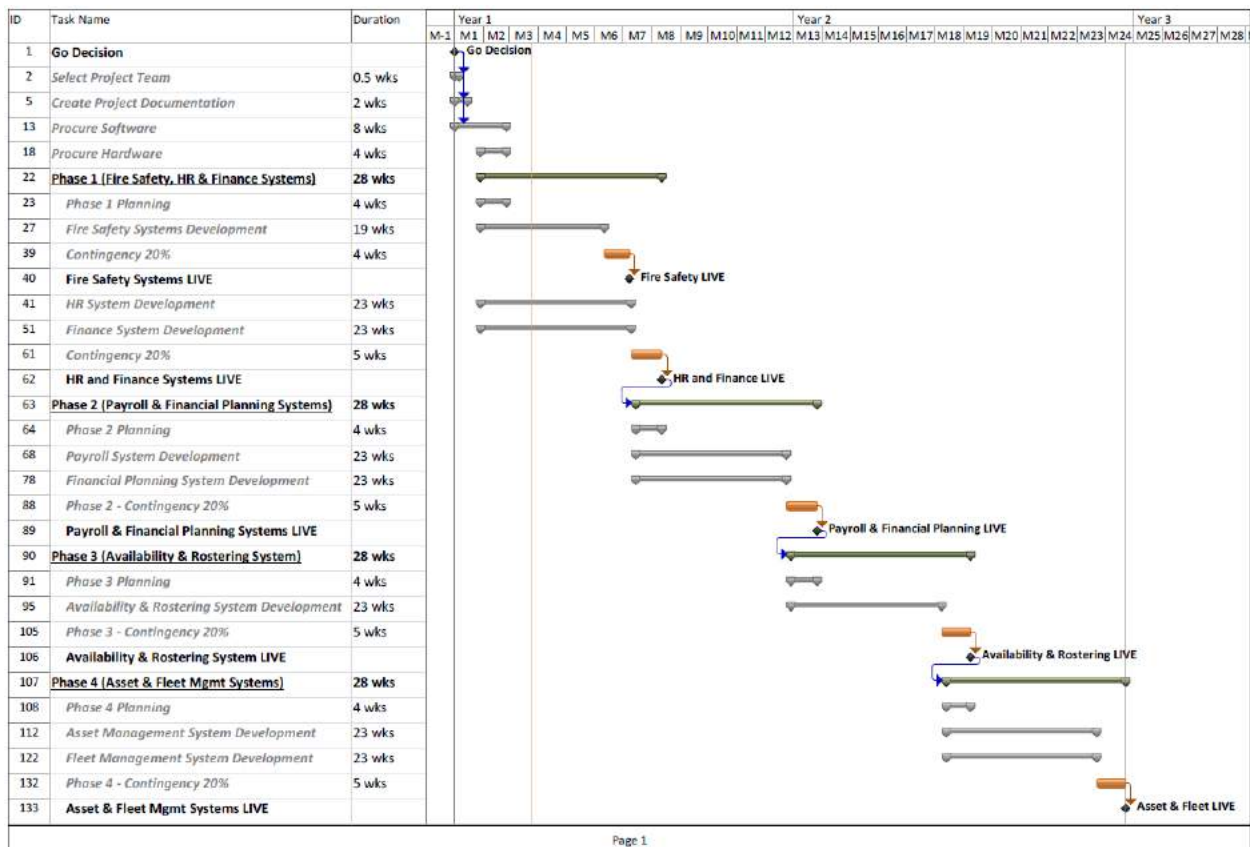
A detailed systems implementation project plan is outside the terms of reference for this business case, however, a soft plan was collated in order to explore the optimum timeline for implementation, and to provide an indication of resource requirements and costs. This takes



into account feedback from other FRs, the previous experience of the author with similar software implementations, and information from vendors.

Several timeline options were explored as part of this business case to evaluate how quickly the expected benefits could be realised, and the level of investment required. The results indicated that two years was the minimum period needed and would deliver the benefits fastest. It would also require the highest level of investment, but the payback point would come earliest (see Cost/Benefit Summary below). The two year target would be challenging and would likely only be accomplished by using dedicated staff with a high level of experience of similar projects, and good overall knowledge of each of the functional areas. It is recommended that external resources are used to manage and coordinate the project if the two year timeline is preferred.

Also, as the two year timeline takes no account of other projects within the corporate plan, it should be treated as illustrative of what could be achieved. The Service may wish to adopt a slower pace either by following the two year plan and pausing between phases, or by following a three year continuous implementation plan that assumes greater use of internal resources (see Appendix C for an illustration of such a three year plan).



Planning Assumptions (two year timeline)

1. Experienced, external resources will be recruited for the duration of the project to fill the Project Management and Business Systems Analyst roles (see Appendix E for an example job description for these roles).
2. 20% contingency is added to each phase of the project.

Resourcing Profile (two year timeline)



The two year soft plan was extrapolated to a high level resource plan to give an indication of the manpower required for the project and the possible impact upon internal teams. This analysis resulted in the following estimated resource requirements (see Appendix C for the three year plan equivalent):

FTE	Internal	Duration	FTE	External	Duration
0.7	KIS Resource	24 months	1.0	Project Manager	24 months
0.6	CFS & Admin Resource	6 months	1.0	Business Systems Analyst	24 months
0.6	HR Resource	12 months	1.2	Consultants	12 months
0.5	Payroll Resource	9 months			
0.7	Finance Resource	12 months			
0.4	'Rostering' Resource	6 months			
0.4	Asset Resource	6 months			
0.4	Fleet Resource	6 months			
4.3	Total		3.2	Total	

Cost/Benefit Summary (two year timeline)

The costs were calculated from indicative quotes for hardware, software and support from vendors, the average cost of external resources from the website itjobswatch.co.uk, and on-costs values provided by the Finance department for internal staff. The estimated investment required for a two year implementation is in the region of £976k. The cost savings would start to take effect in year 1 and would be fully realised during years 4/5. These savings are made through reduced headcount, some small savings from the replacement of paper processes and the Access databases currently running the CFS systems.

2 year Implementation						
	Year 0	Year 1	Year 2	Year 3	Year 9	Total
ERP Software Licences (Infographics)	27,820	37,064	37,064	37,064	37,064	361,400
Hardware Costs (incl. Implementation)	38,500	0	0	0	0	38,500
Hardware/Software Licences	66,320	37,064	37,064	37,064	37,064	399,900
External Services	307,133	194,500	0	0	0	501,633
Internal Resource Costs	49,315	25,332	0	0	0	74,646
Total Investment	422,767	256,896	37,064	37,064	37,064	976,179
ERP Annual Support (Infographics)	55,640	72,280	72,280	72,280	72,280	706,160
Finance Subscription (Agresso)	57,884	62,639	62,639	62,639	62,639	621,634
Hardware Support	4,500	4,500	4,500	4,500	4,500	45,000
Support Costs	118,024	139,419	139,419	139,419	139,419	1,372,794
Expected Savings	0	-208,272	-246,690	-246,690	-246,690	-2,181,788
SAP Support	0	-57,614	-76,819	-76,819	-76,819	-672,166
ABS Support	0	-6,000	-6,000	-6,000	-6,000	-54,000
Gartan Support	0	0	-55,750	-55,750	-55,750	-446,000
RedKite / Tranman / Hydra Support	0	0	-18,436	-18,436	-18,436	-147,489
Total Estimated Savings	0	-271,886	-403,695	-403,695	-403,695	-3,501,444
TOTAL	540,791	124,429	-227,212	-227,212	-227,212	-1,152,471
<i>Payback Period</i>	540,791	665,221	438,009	210,798	-1,152,471	

Note: See Appendix B for the expanded copy of this table and Appendix D for a breakdown of expected savings.

Costing assumptions

1. The costs presented throughout this document are based on information received so far and are a reasonable indication of the likely costs.



2. Headcount savings are estimated and subject to further verification.
3. No uplift for inflation is included.
4. It is assumed that the costs of purchasing the required modules can be spread without penalty if the implementation is phased (if not the modules may need to be purchased up front).
5. It is assumed that software costs can be refined during the procurement process, so the costs presented in this business case represent the worst case.
6. There may be additional costs for interface development depending upon the degree of automation required.
7. A sufficient number of mobile devices (tablets, smartphones) have already been purchased.
8. Costs are included for third party development of an SQL database to replace the Access databases.
9. Costs for external resources are based on market rates, however it may be possible to buy-off time of experienced staff from other FRS's at a lower rate (discussions are ongoing with RBFRS).
10. If internal staff are used to resource the project (as far as possible) it will take the same effort as if external staff are used.
11. Internal staff will be backfilled while they are working on the project.
12. Provision is not made for the permanent recruitment of a Business Systems Analyst to support the systems during the project and in the future, but this is highly recommended. Having in-house knowledge would reduce the dependence upon suppliers and minimise the future costs of consultancy.

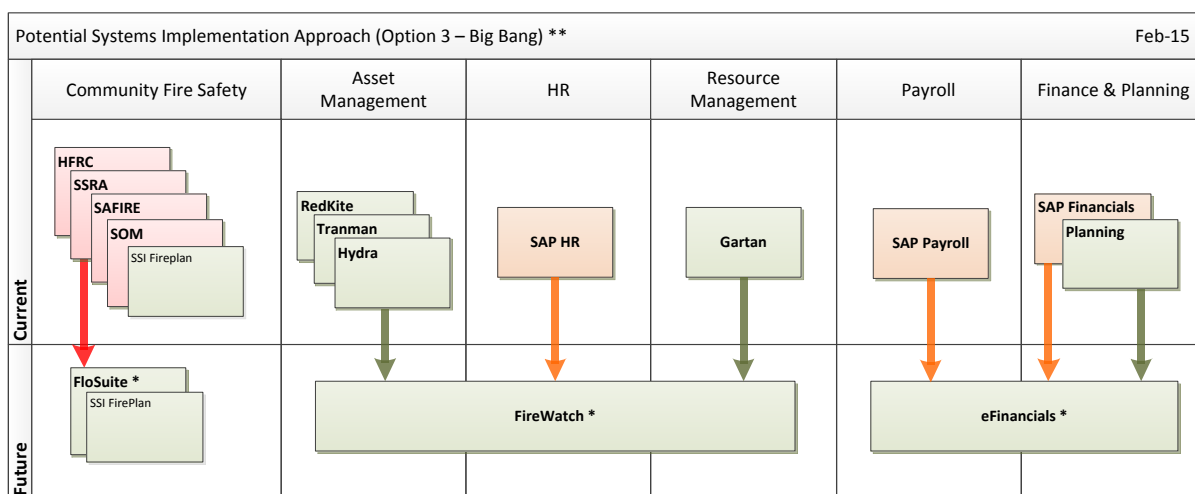
Pros/Cons Analysis

- Pros:** A phased implementation is lower risk for the organisation as this project represents a huge amount of change.
Breaks down into sub-projects of a similar size, easier to manage.
Costs can be spread across financial years, and phasing can be extended to ease costs if required.
Enables a pause and review at the end of each phase to ensure expected benefits are being realised.
Allows the available software products to mature further.
- Cons:** There would be greater reliance on fewer vendors with an ERP solution.
Interfaces will need to be implemented during some phases (to avoid duplicating data entry) that will need to be reworked or even discarded in later phases.

7. Option 2: An Integrated ERP Solution with a Big Bang Cutover Approach

This is essentially the same as Option 1 but proposes a 'big bang' cutover to an ERP solution, achieved in one step. This option was discounted for several reasons.

- The project could not be delivered any faster as this level of change could not be easily absorbed by the organisation and would still follow a 2 year timeline (even flooding the project with external resource would not achieve it).
- There would be a longer payback period as no benefits would start to be realised until the end of year 2.
- The software products on the market need to mature in some respects and are not ready.



* Potential system; actual systems selection will be via BFRS procurement process.

** For simplicity, interfaces are not shown.

Key: Cutover to new system →

Rag: Red = Critical Risk Amber = High Dev Cost Green = Low Risk

Cost/Benefit Summary

This option shows the same level of investment (£976k) but a longer payback period than the recommended option, because none of the benefits can be realised early (i.e. before the finish date) and as discussed above, the timeline would be roughly the same.

Big Bang Implementation							
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 9	Total
ERP Software Licences (Infographics)	36,140	36,140	36,140	36,140		36,140	361,400
Hardware Costs (incl. Implementation)	38,500	0	0	0		0	38,500
Hardware/Software Licences	74,640	36,140	36,140	36,140		36,140	399,900
External Services	250,816	250,816	0	0		0	501,633
Internal Resource Costs	37,323	37,323	0	0		0	74,646
Total Investment	362,779	324,279	36,140	36,140		36,140	976,179
ERP Annual Support (Infographics)	72,280	72,280	72,280	72,280		72,280	722,800
Finance Subscription (Agresso)	62,639	62,639	62,639	62,639		62,639	626,388
Hardware Support	4,500	4,500	4,500	4,500		4,500	45,000
Support Costs	139,419	139,419	139,419	139,419		139,419	1,394,188
Expected Savings	0	0	-246,690	-246,690		-246,690	1,973,517
SAP Support	0	0	-57,614	-76,819		-76,819	-595,347
ABS Support	0	0	-6,000	-6,000		-6,000	-48,000
Gartan Support	0	0	-55,750	-55,750		-55,750	-446,000
RedKite / Tranman / Hydra Support	0	0	-18,436	-18,436		-18,436	-147,489
Total Estimated Savings	0	0	-384,490	-403,695		-403,695	3,210,353
TOTAL	502,198	463,698	-208,931	-228,136		-228,136	-839,986
Payback Period	502,198	965,897	756,965	528,829		-839,986	



Pros/Cons Analysis

Pros: High organisational focus.

Cons: The high level of change introduces more risk.
Pressure on staff: subject specialists and project participants may have too many conflicting demands.
The ERP solutions on offer for this sector are maturing so not all functionality is available yet (but is either being developed, or is likely to be in future).

8. Option 3: Do Nothing

This option has already effectively been discounted, but an analysis of the pros and cons is included here as good practice.

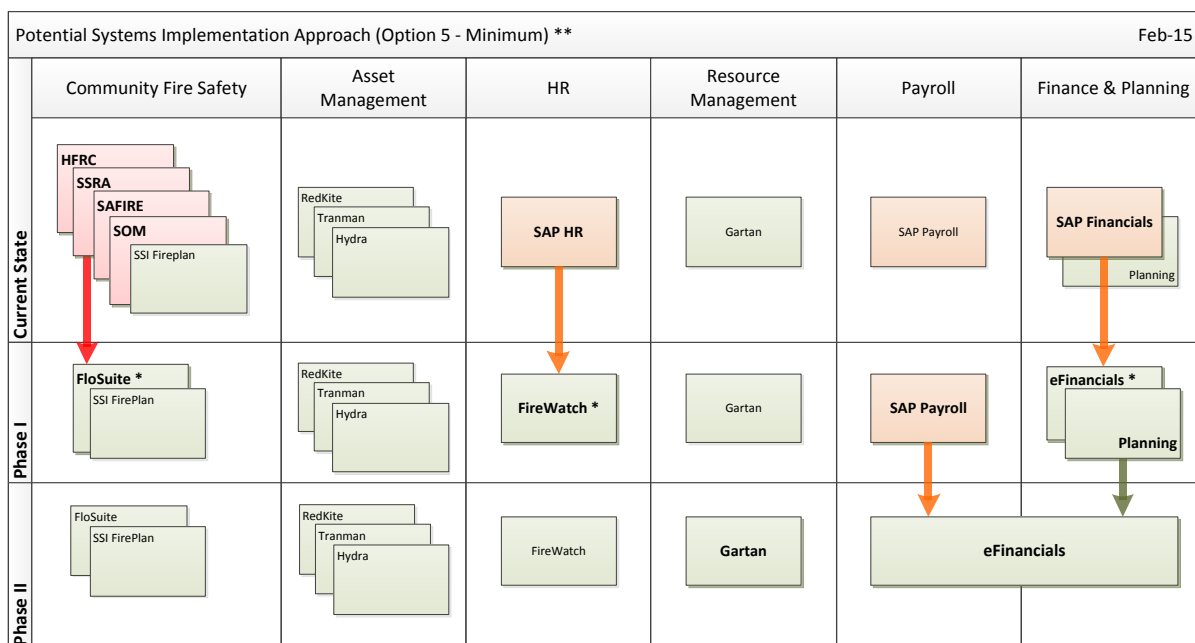
Pros/Cons Analysis

Pros: No immediate impact on costs or staff.

Cons: Incurs increasing costs to develop and maintain legacy databases and systems.
Some of the systems in use are no longer fully supportable, and in the event of a catastrophic failure, may not be recoverable.

9. Option 4: Do the Minimum

Doing the minimum would equate to completing the early phases of the recommended option to address the problems caused by the high risk and high cost systems and then stopping.



* Potential system; actual systems selection will be via BFRS procurement process.

** For simplicity, interfaces are not shown.

Key: Cutover to new system →

Rag: Red = Critical Risk Amber = High Dev Cost Green = Low Risk

Cost/Benefit Summary

This option shows a marginally shorter payback period than Option 1 (2 and 3 year timelines), as the level of investment is lower (£673k). The aggregated support costs for the best-in-class systems replaced in the latter part of the project are quite high whereas the cost to replace them



is relatively low (because the modules are part of the ERP solution). This option may still be considered if the chosen ERP solution has not matured enough when the latter two phases of the project are reached.

Do Minimum Implementation						
	Year 0	Year 1	Year 2	Year 3	Year 9	Total
ERP Software Licences (Infographics)	27,820	27,820	27,820	27,820	27,820	278,200
Hardware Costs (incl. Implementation)	38,500	0	0	0	0	38,500
Hardware/Software Licences	66,320	27,820	27,820	27,820	27,820	316,700
Implementation Services	307,133	0	0	0	0	307,133
Internal Resource Costs	49,315	0	0	0	0	49,315
Total Investment	422,767	27,820	27,820	27,820	27,820	673,147
ERP Annual Support (Infographics)	55,640	55,640	55,640	55,640	55,640	556,400
Finance Subscription (Agresso)	57,884	62,639	62,639	62,639	62,639	621,634
Hardware Support	4,500	4,500	4,500	4,500	4,500	45,000
Support Costs	118,024	122,779	122,779	122,779	122,779	1,223,034
SAP Support	0	-208,272	-246,690	-246,690	-246,690	-2,181,788
ABS Support	0	-57,614	-76,819	-76,819	-76,819	-672,166
	0	-6,000	-6,000	-6,000	-6,000	-54,000
Expected Savings	0	-271,886	-329,509	-329,509	-329,509	-2,907,955
TOTAL	540,791	-121,287	-178,910	-178,910	-178,910	-1,011,774
Payback Period	540,791	419,504	240,595	61,685	-1,011,774	

Pros/Cons Analysis

- Pros:** The project would require less investment if halted early.
Still return on investment even if the later phases of the project are deferred.
Allows time for the less mature modules to be developed.
- Cons:** Maximum potential benefit would not be achieved.
Maximum potential systems integration would not be achieved.

10. Benefits

Following the options review, the recommendation is to move to an integrated ERP solution, comprising two main systems, with a phased implementation approach. This means that the primary organisational goals of information efficiency, accuracy, currency and immediacy, plus options for sharing of services will be achieved on an increasing scale with each phase of the project.

The expected tangible benefits of the recommended solution are:

1. Direct cost savings
 - a. Staffing reductions made possible with more efficient administration functions (greater automation, devolved administration).
 - b. Lower system support costs.
 - c. Reduced paper consumption.
 - d. Future savings potential through shared services and streamlined partnerships.
2. Indirect cost savings
 - a. Time saved by improved system response times.
 - b. Time saved by streamlined, automated processes.



- c. Time saved by removing duplication of effort.
- d. Ability to configure financial information according to fire service needs without non-fire service restrictions.

The expected intangible benefits of the recommended solution are:

1. Improved service quality through a real-time integrated view of the activities of the organisation.
2. Improved customer relations through on-line accessibility and a modern perception of the organisation.
3. Better employee experience and more agile working opportunities through remote access and self-service applications.
4. Greater control through greater awareness of work status, risks, issues, trends etc.
5. Improved staff development via greater visibility of development paths and training needs.
6. Enhanced Establishment control and workforce planning.
7. Greater interdepartmental collaboration driven by a common view of information.
8. Support staff will be able to spend time supporting service delivery and development rather than inputting data. Fits with the vision of smaller but more highly skilled support service teams.
9. Potential to decentralise some smaller expenditure to station level e.g. use of purchasing cards.

11. Dis-benefits

A dis-benefit is a change perceived as negative by a stakeholder or affected person on the project. The dis-benefits for this project include:

- Individual loss of control – some individuals rely on paper systems together with their own knowledge and may see the move to automation as negative.
- Adopting new processes and systems may impact the speed of completing day-to-day tasks during the early stages of the project; this potential disruption will need to be monitored and managed.
- If the phased proposal is adopted, the complexity of the interfaces between existing systems is not improved until the later stages of the project, and may actually increase in the earlier stages.
- Similarly, until the final end state is achieved there may need to be some manual duplication of data across systems. As far as possible, this should be automated or semi-automated via a suitable interface mechanism.

12. Assumptions

A summary of all the assumptions that have been made during the compilation of this business case follows.

Software assumptions

1. Software vendors invited to submit a proposal will already be contracted to a public sector Procurement Framework agreement.
2. Software vendor claims will be verified during the selection process.
3. The chosen solution(s) will be used out-of-the-box and bespoke modifications will be kept to a minimum.
4. Cloud based solutions will be checked for compliance to ISO27001 plus any other BMKFRS security requirements.



Planning assumptions

1. Experienced, external Resources will be recruited for the Project Management and Business Systems Analyst role to ensure the fastest completion of the project.
2. 20% contingency is added to each phase of the project.

Costing assumptions:

1. The costs presented throughout this document are based on information received so far and are a reasonable indication of the likely costs.
2. Headcount savings are estimated and subject to further verification.
3. No uplift for inflation is included.
4. It is assumed that the costs of purchasing the required modules can be spread without penalty if the implementation is phased (if not the modules may need to be purchased up front).
5. It is assumed that discounts can be negotiated during the procurement process, so the software costs presented in this business case represent the worst case.
6. There may be additional costs for interface development depending upon the degree of automation required.
7. A sufficient number of mobile devices (tablets, smartphones) have already been purchased.
8. Costs are included for third party development of an SQL database to replace the Access databases.
9. Costs for external resources are based on market rates, however it may be possible to second experienced staff to assist from other FRS's at a lower rate (discussions are ongoing with RBFRS).
10. If internal staff are used to resource the project (as far as possible) it will take the same effort as if external staff are used.
11. Internal staff will be backfilled while they are working on the project.
12. Provision is not made for the permanent recruitment of a Business Systems Analyst to support the systems during the project and in the future, but this is highly recommended.

13. Major Risks

The following risks have been identified so far, with suggested mitigations. If the project progresses, these items should be transferred to a project risk register and actively mitigated. See also critical success factors in section 13 below.

Risk	Suggested Mitigation
Significant levels of change across the organisation may be disruptive	<ul style="list-style-type: none">• Use change management techniques to assist in the transition (early engagement, frequent communications, consultation, involvement)
The forthcoming election may see a change of policy resulting in a move towards top-down mergers	<ul style="list-style-type: none">• Delaying the start of the project would clarify the policies of the next government, and phasing the project reduces the up-front investment• Selecting solutions in use by other FRS's increases the probability of having common systems in the event of mergers or mandatory collaboration
The expected benefits are not realised	<ul style="list-style-type: none">• The project must be managed within set targets for time, quality and costs• Scope creep and change must be closely managed• Benefits realisation should be tracked



Risk	Suggested Mitigation
Additional project responsibilities will need to be given to staff who are already stretched	<ul style="list-style-type: none">Recruit additional resources to backfill
External dependencies on supplier availability	<ul style="list-style-type: none">Engage suppliers in planning process at the earliest opportunityObtain fixed price quotation for consultancy services to increase motivation to deliver early

14. Lessons Learned and Critical Success Factors

The biggest message from other FRS's who have implemented ERP solutions is to make sure that project teams are adequately manned, and to release project staff from their day jobs by recruiting temporary replacements as needed. A selection of feedback is included here.

Feedback from Colin Sutherland (FireWatch System Manager) at Hampshire Fire & Rescue Service, extracted from their Basic Lessons Learned log.

- Set realistic timescales and include financial and time contingency.
- Include implementation costs in project costing whether using internal or external resources.
- Don't assume that an off-the-shelf product will not require any development.
- Obtain answers on 'how' requested functionality will be delivered at the outset during the procurement process rather than accepting on face value that requested functionality 'is possible'.
- Process mapping was extremely useful.
- It was helpful for the Implementation Team to have the final say in the go/no go decision for go live, as they were able to delay until the product was fit for purpose.
- Ensure the 'people' (end user) communications interface is working as well as the 'technical' interface; target specific audiences and don't overwhelm people.
- Ensure that support processes are fully documented and rehearsed (e.g. communications in the event of server failure).
- Ensure that critical success factors are captured in the project documentation.
- Organise and control meetings to focus on important areas like actions, risk and issues.
- Capture change requests formally.
- All stakeholders from Project Board down should recognise responsibilities.
- Stakeholders need to feel engaged so there needs to be an official forum for their feedback.
- Plan training early to fit in around other commitments.
- Allow training practice on dedicated hardware - demonstration followed by practice worked well.

Feedback from Matt Pinto (Business Analyst) and Jackie Manning (HR Manager) at Royal Berkshire Fire & Rescue Service.

- Ensure the user group is well trained and understand what the system is capable of before undertaking the data setup.
- Recruit additional resources to back fill the day jobs of any critical project staff.
- Allow user access to test areas to develop their own reports and try out new functions.



Feedback from Paul Evans (Senior Systems Administrator) at West Sussex Fire & Rescue Service

- Back it at a high level down.
- Resource the team.
- Anticipate the effects of changes across the whole system (it all interacts).
- Roll out at a high level down – only rolling out Maintenance of Competence to WM down will not get your WM's competent. Everyone needs to have an involvement.
- You need to accept bugs sometimes or else you may never progress – weigh up what is critical.

Feedback from Debbie Barber (Project Lead) at Wiltshire Fire & Rescue Service.

- Engage the workforce early.
- Communicate frequently.
- Plan each stage of the project properly.
- Resist pressure to implement before the team feels ready.
- Utilise the in-house knowledge and select super users to work on the project.
- Don't underestimate the resources that will be required from Operations and Support.

Drawing partly on the lessons learned, the following table suggests specific steps that can be taken to ensure project success.

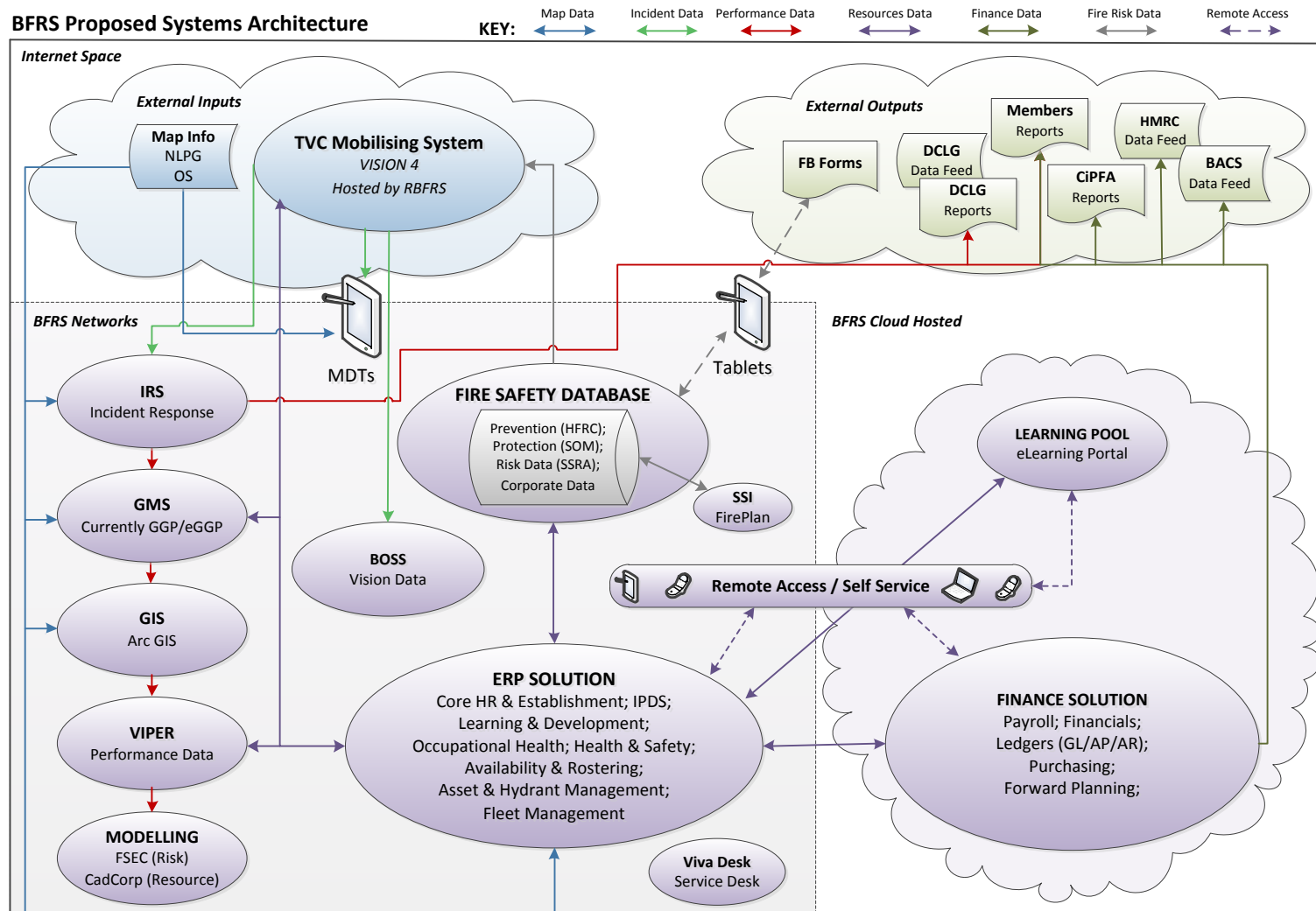
Success Feature	Recommendation
Buy in across the organisation, top down	<ul style="list-style-type: none"> • SMB sign-off • Regular briefings to management teams for dissemination to staff • Engage knowledgeable stakeholders from across the organisation • Create a User Group of nominated key users (or super users) and empower them to make decisions
Have a single agenda	<ul style="list-style-type: none"> • Reinforce corporate goals throughout the project • Terms of Reference and success criteria agreed by Project Board • Identify and incorporate silo projects
Employ good project governance	<ul style="list-style-type: none"> • Establish Project Steering Board • Set the project budget • Select a dedicated, empowered Project Manager • Designate decision makers and track decision points • Focused progress, risk and issue tracking and reporting (minimise meetings!) • Enforce change control • Agree measurable outputs and measure them
Be agile in approach	<ul style="list-style-type: none"> • If possible, have a dedicated project space or room to remove people from daily tasks and distractions • Ensure bugs and issues are reviewed and prioritised • Avoid perfectionism and aim for fit-for-purpose
There will be significant change so change management must be part of the project	<ul style="list-style-type: none"> • Consider a dedicated change manager • Undertake impact assessments • Develop targeted communication plans • Ensure PM manages business readiness (not just



Success Feature	Recommendation
	technical readiness)
Be clear about functional requirements	<ul style="list-style-type: none">• Document requirements and cross check them against the functionality offered• Obtain clarification on how requirements will be met from suppliers
Don't underestimate human resource requirements	<ul style="list-style-type: none">• Develop realistic implementation plans that include the costs of internal and external staff• Have clear roles and responsibilities• Assess the impact on existing internal staff and backfill their role
Acquire technical competence in the team	<ul style="list-style-type: none">• Ensure training and up-skilling of internal staff is part of the arrangement with vendors
Ensure staff know how to use the systems	<ul style="list-style-type: none">• Plan training schedules early• Utilise different training methods• Ensure a dedicated training space is provided for practice and familiarisation



15. Appendix A – Proposed Systems Architecture Diagram



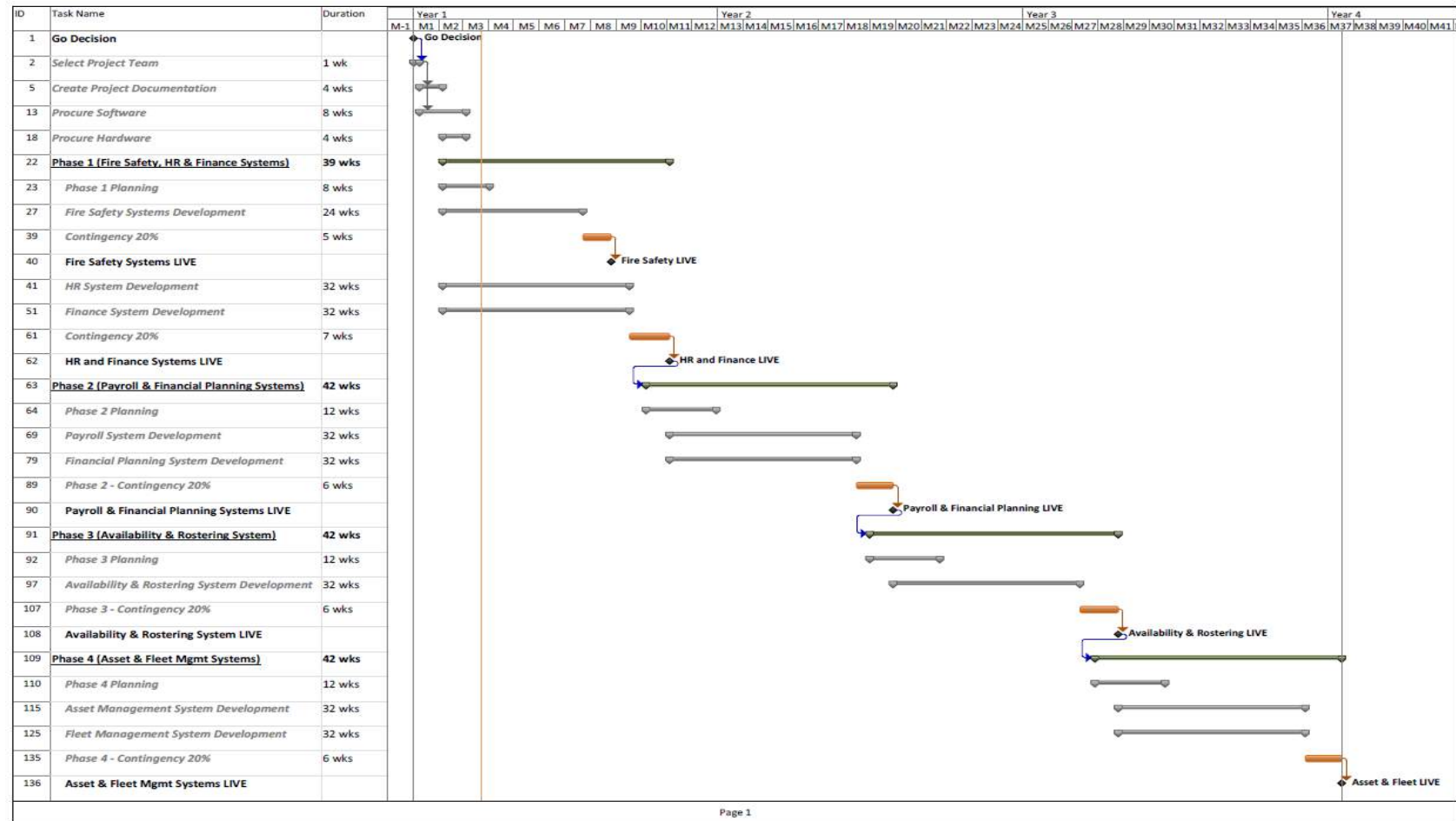


16. Appendix B – Two Year Timeline – Costs/Benefit Summary

2 year Implementation		* Cash payment for licences in years 0 and 1 are spread over future years to show when benefits are realised										
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Total	
ERP Software Licences (Infographics)	27,820	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064	361,400	
Hardware Costs (incl. Implementation)	38,500	0	0	0	0	0	0	0	0	0	38,500	
Hardware/Software Licences	66,320	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064	399,900	
External Services	307,133	194,500	0	0	0	0	0	0	0	0	501,633	
Internal Resource Costs	49,315	25,332	0	0	0	0	0	0	0	0	74,646	
Total Investment	422,767	256,896	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064	976,179	
ERP Annual Support (Infographics)	55,640	72,280	72,280	72,280	72,280	72,280	72,280	72,280	72,280	72,280	706,160	
Finance Subscription (Agresso)	57,884	62,639	62,639	62,639	62,639	62,639	62,639	62,639	62,639	62,639	621,634	
Hardware Support	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000	
Support Costs	118,024	139,419	139,419	139,419	139,419	139,419	139,419	139,419	139,419	139,419	1,372,794	
Expected Savings	0	-208,272	-246,690	-246,690	-246,690	-246,690	-246,690	-246,690	-246,690	-246,690	-2,181,788	
SAP Support	0	-57,614	-76,819	-76,819	-76,819	-76,819	-76,819	-76,819	-76,819	-76,819	-672,166	
ABS Support	0	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-54,000	
Gartan Support	0	0	-55,750	-55,750	-55,750	-55,750	-55,750	-55,750	-55,750	-55,750	-446,000	
RedKite / Tranman / Hydra Support	0	0	-18,436	-18,436	-18,436	-18,436	-18,436	-18,436	-18,436	-18,436	-147,489	
Total Estimated Savings	0	-271,886	-403,695	-403,695	-403,695	-403,695	-403,695	-403,695	-403,695	-403,695	-3,501,444	
TOTAL	540,791	124,429	-227,212	-227,212	-227,212	-227,212	-227,212	-227,212	-227,212	-227,212	-1,152,471	
Payback Period	540,791	665,221	438,009	210,798	-16,414	-243,625	-470,837	-698,048	-925,260	-1,152,471		

17. Appendix C – Three Year Timeline

Here is a three year timeline for the phased option with the associated cost/benefit analysis. This would utilise internal staff to a greater degree and would be a slower paced implementation.





Cost/Benefit Summary (three year timeline)

Here is the cost/benefit analysis for the three year timeline. The investment required would be around £862k, lower than the two year timeline (£976k), but the return on investment would not be achieved much earlier than the two year implementation.

3 year Implementation		* Cash payment for licences in years 0,1 and 2 are spread over future years to show when benefits are realised									
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Total
ERP Software Licences (Infographics)	27,820	32,442	37,642	37,642	37,642	37,642	37,642	37,642	37,642	37,642	361,400
Hardware Costs (incl. Implementation)	38,500	0	0	0	0	0	0	0	0	0	38,500
Hardware/Software Licences	66,320	32,442	37,642	37,642	37,642	37,642	37,642	37,642	37,642	37,642	399,900
External Services	142,015	12,000	12,000	0	0	0	0	0	0	0	166,015
Internal Resource Costs	180,595	49,889	65,644	0	0	0	0	0	0	0	296,127
Total Investment	388,930	94,331	115,286	37,642	37,642	37,642	37,642	37,642	37,642	37,642	862,042
ERP Annual Support (Infographics)	55,640	63,960	72,280	72,280	72,280	72,280	72,280	72,280	72,280	72,280	697,840
Finance Subscription (Agresso)	57,884	62,639	62,639	62,639	62,639	62,639	62,639	62,639	62,639	62,639	621,634
Hardware Support	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
Support Costs	118,024	131,099	139,419	139,419	139,419	139,419	139,419	139,419	139,419	139,419	1,364,474
Expected Savings	0	-178,191	-208,272	-246,690	-246,690	-246,690	-246,690	-246,690	-246,690	-246,690	-2,113,289
SAP Support	0	-30,728	-57,614	-76,819	-76,819	-76,819	-76,819	-76,819	-76,819	-76,819	-626,075
ABS Support	0	0	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000	-48,000
Gartan Support	0	0	0	-55,750	-55,750	-55,750	-55,750	-55,750	-55,750	-55,750	-390,250
RedKite / Tranman / Hydra Support	0	0	0	-18,436	-18,436	-18,436	-18,436	-18,436	-18,436	-18,436	-129,053
Total Estimated Savings	0	-208,918	-271,886	-403,695	-403,695	-403,695	-403,695	-403,695	-403,695	-403,695	-3,306,667
TOTAL	506,954	16,512	-17,181	-226,634	-226,634	-226,634	-226,634	-226,634	-226,634	-226,634	-1,080,152
Payback Period	506,954	523,465	506,285	279,651	53,017	-173,617	-400,250	-626,884	-853,518	-1,080,152	



Resourcing Profile (three year timeline)

Manpower estimates based upon the three year soft plan above:

FTE	Internal	Duration
1.1	Project Manager	36 months
0.7	KIS Resource	36 months
0.6	CFS & Admin Resource	9 months
0.9	HR Resource	18 months
1.0	Payroll Resource	12 months
1.3	Finance Resource	18 months
0.7	'Rostering' Resource	9 months
0.7	Asset Resource	9 months
0.7	Fleet Resource	9 months
7.7	Total	

FTE	External	Duration
1.1	Consultants	36 months
1.1	Total	



18. Appendix D – Expected Savings

Expected Savings

Area	Type of Expense	Annual Cost	Saved Qty, FTE	Direct Annual Savings	Indirect Annual Savings
PHASE 1	Reduced headcount (reduced admin from CFS Systems)	Band G Administrator (top of scale)	Scale G	2	£60,162
	Reduced Operational hours (from CFS Systems, HFRC, 6000 checks)	1 hour per shift to open database = 700 hrs 1 hour to upload a completed HFRC = 6000 hrs	Firefighter, Comp	2.5	£94,426
	Reduced Operational hours (from CFS Systems, SAFIRE, 90 cases)	90 hours Operational administration 90 hours Administrator support	Scale G	0.1	£3,008
	Reduced Operational hours (from CFS Systems, SSRA, 200 3/4 cases)	220 hours Inspecting Officer administration 800 hours Administrator support	Scale H	0.5	£16,595
	HFRC - Automated processes	A4 Paper 6000 sheets (forms)	£516	6000 sheets	Negligible
	HFRC - Automated processes	A4 Paper 4000 sheets (job cards)	£175	4000 sheets	Negligible
	Access Database Maintenance	Costs avoided	£4,000	10 days	£4,000
				£60,162	£118,029
PHASE 2	Reduced headcount (reduced admin from HR / Payroll Systems)	Band G Administrator (top of scale)	Scale G	1	£30,081
				£30,081	£0
PHASE 3	Reduced headcount (from admin from Finance Systems)	Band I Officer	Scale I	1	£38,418
				£38,418	£0
				TOTALS	£128,661
					£118,029

Note: Headcount savings are estimated and subject to further verification.



19. Appendix E – Project Manager and Business Systems Analyst Roles

Sample job descriptions:

The Project Manager Role

- 1. To manage the governance of projects**
 - a. Ensure that project goals remained aligned to Fire Service strategy
 - b. Serve as the communications interface between senior management, the project boards and the project team
 - c. Prepare regular project reports and present them to the project boards
 - d. Prepare project plans and track progress, and manage out blockages or slippages
 - e. Track the financial spend of projects against budget and prepare financial reports
 - f. Issue regular project communications to affected persons across the Service
 - g. Identify and manage risks and issues, or escalate to the project boards if required
- 2. To manage the functional and operational aspects of projects**
 - a. Track the success of the project against goals and objectives
 - b. Ensure that internal technical staff are adequately represented from an early stage to ensure the design specification is suitable
 - c. Manage the specific requirements and ensure they are documented and regularly reviewed with their functional system owners
 - d. Ensure that project deliverables are subject to thorough testing regimes to confirm that they meet the required standard, and function according to specification.
 - e. Manage the development of project documentation such as user guides, training manuals, FAQ's, process workflows, etc.
 - f. Devise robust training strategies to prepare operational staff for process or technology changes
- 3. Assemble and lead project teams for the duration of projects**
 - a. Lead the recruitment of project team participants
 - b. Ensure that key users of the proposed products, software and services are selected to participate from an early stage
 - c. Manage the work of the project teams and ensure project team members are aware of their deliverables
 - d. Chair regular project review meetings with the team(s) and ensure project reporting is documented and formalised
 - e. Give advice and direction to project team members as needed
- 4. To manage vendors, suppliers and third parties involved in the delivery of the project**
 - a. Serve as the liaison point for vendors, suppliers and third parties that are contracted to deliver products, software or services
 - b. Manage the delivery schedules of vendors, suppliers and third parties and ensure they are aligned to Fire Service project schedules
 - c. Ensure relationships are established where required with the appropriate Fire Service staff to enable a smooth post-project handover



5. To drive business change from within the project

- a. Make sure the organisation is in a state of readiness to adopt change as required
- b. Manage the re-engineering of internal business processes and the training of staff in the new processes as required
- c. Ensure a smooth transition from projects and programmes to Business As Usual
- d. Instigate a mechanism for post-go live reviews of the products, software or services

6. To assist in the tendering and procurement of products, software and services to meet the needs of the Fire Service in line with Strategy

- a. Work with the users of the proposed products, software or services to ensure that detailed requirements are captured and documented
- b. Compile tender documentation as required by existing Fire Service procurement processes
- c. Participate in workshops and demonstrations of the proposed products, software and services, and evaluate their suitability for the Fire Service
- d. Prepare business cases, cost/benefit analyses and recommendations for senior management to assist in the decision making process

The Business Systems Analyst Role

1. To lead and coordinate the acquisition and development of new business systems and databases

- a. Liaise with users at all levels of the Fire Service to assess ongoing business needs for systems
- b. Collaborate with consultants, developers, ICT and subject matter experts as needed to establish and develop potential technical designs for solutions; keep up to date with technical and industry developments
- c. Analyse problems with existing systems and business models, identify solutions and assess their technical and business feasibility and suitability
- d. Prepare proposals and business cases for presentation to senior management

2. To collect and analyse systems and data requirements

- a. Gather user requirements using a variety of methods (e.g. interviews, document analysis, requirements workshops, surveys, site visits, scenarios, etc.)
- b. Conduct requirements analysis and critically evaluate information gathered; challenge user assumptions, resolve conflicts and distinguish user requests from underlying true needs
- c. Interpret user requirements and translate them into operational and technical design documents, using non-technical language where necessary
- d. Ensure all relevant documentation is compiled as needed (e.g. solution design documents, business requirements, use cases, data flows, interface maps, etc.)

3. To participate in the development, testing and training of new or upgraded systems and solutions

- a. Participate in the development of new solutions and undertake SQL based/Javascript configuration, and maintenance of automated business rules as required
- b. Ensure technical specifications are developed and maintained



- c. Map and document data models, data flows and interfaces between legacy and new systems
- d. Create and maintain automated reports using available reporting tools
- e. Develop and maintain, in conjunction with Learning and Development, user guides and manuals to conform to Fire Service standards
- f. Work closely with users, consultants, and technical staff on the testing of new and upgraded solutions to ensure technical compatibility and user satisfaction
- g. Ensure a robust change management process with documented version control is used to manage all change to live systems

4. To provide expert support for the Fire Service's business systems and databases

- a. Acquire good working knowledge of Fire Service business systems and business processes and identify opportunities for improvements and better performance
- b. Provide second line technical support, assistance and advice to end users of business systems via the IT Service Desk
- c. Provide support and guidance to users on business process development, change management and system related updates (usually via projects or upgrades)
- d. Liaise with 3rd party suppliers to ensure optimum use of the products supplied.
- e. Work in conjunction with other FRS's in choosing and using common solutions while ensuring BMKFRS requirements are properly represented
- f. Undertake system administration where required
- g. Ensure regular communications and updates are issued to end users

5. To undertake reviews and audits to ensure quality and security of data capture and reporting

- a. Stay informed about public sector and Fire Service security requirements and ensure these are applied to all solutions deployed by the Fire Service
- b. Ensure all data and applications are included in a secure backup process and recovery procedures are tested at least annually
- c. Make sure all systems documentation (including training and user guides) and technical specifications are subject to change control and are kept current
- d. Schedule regular site visits to review suitability of processes to operations
- e. Report audit results to management, advise on corrective actions where required (e.g. training, communications or development) and follow-up on implementation of the recommended actions

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	Lynne Swift, Director of People & Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Apprenticeship Scheme
EXECUTIVE SUMMARY	<p>This report consists of two main strands. The first consists of proposals and recommendations for adopting an apprenticeship scheme in Buckinghamshire and Milton Keynes Fire Authority (the 'Authority') for various Support Services and Service Delivery roles including that of Firefighter (Ff).</p> <p>The second strand proposes the creation of an Apprentice Sponsorship Scheme to support the on-call duty system.</p> <p>The internal apprenticeship scheme would offer a comprehensive programme of learning on which to build a skilled and flexible workforce. Such a scheme would be an efficient, economic and flexible method of recruitment and staff development and will enable the Authority to continue to attract, recruit and develop staff for Service Delivery and Support Services roles whilst maintaining the flexibility not to award regular contracts of employment at the end of the apprenticeship period should the Authority not require those additions to the establishment. Furthermore, by adopting such a scheme the Authority would be supporting the U.K. Government's ambition to create 3 million apprenticeships by 2020, as part of which public bodies are to be set targets for the establishment of apprenticeships within their workforces.</p> <p>The apprentices would be employed by an Apprentice Training Agency partner rather than the Authority giving maximum flexibility for the authority. At the end of the apprenticeship period, individuals may be offered employment with the Authority from the range</p>

	<p>of contracts available to operational staff at that time.</p> <p>If adopted, an apprenticeship scheme would offer an additional route of entry into the Authority however it would not preclude the Authority from recruiting staff by other methods.</p> <p>It is further recommended that the Authority creates and promotes an Apprenticeship Partnership Scheme whereby the authority may give consideration to partially or fully funding apprentice posts within other primary employers. In return, the Authority would expect the primary employer to release the apprentice for service as an On-call Firefighter during business hours.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. An organisational wide apprenticeship scheme which forms part of the resourcing process linking to the workforce plan is approved. 2. The pursuit of partnership arrangements with external training providers is approved. 3. The Authority creates and promotes an Apprentice Sponsorship Scheme to support the on-call duty system, local businesses and young people in the community who are not in education, employment or training (NEETS).
RISK MANAGEMENT	<p>The two main risks to the Authority are resilience and retention:</p> <p>Resilience – In the medium term an apprenticeship scheme could mitigate some resilience concerns by anticipating and addressing foreseeable, potential gaps in the workforce (particularly operational) prior to any detrimental effects being experienced by the Authority. Additionally, the same apprentices would be suitable for mitigation of staffing issues in other Service Delivery or Support Services roles on an ad hoc or planned basis.</p> <p>Retention – Apprentices will be recruited into specific development posts and will not be offered contracts with guaranteed employment beyond the apprenticeship period at the time of appointment. Therefore, if after completion of an apprenticeship the Authority does not require that person's services in a substantive role, the individual will not be offered a</p>

	<p>permanent contract. However, the individual will have achieved a qualification which will improve their prospects of future employment, either within or outside of the Authority.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Government sets guidance on minimum apprentice pay. Salary progression options have been modelled and detailed in Appendix 1. An associated growth bid will be submitted for Firefighter apprentices. Other departments requiring apprentices will need to do so by submitting their own growth bids unless the apprenticeship is being financed by a vacant post on the establishment of that department (as is the case with KIS).</p> <p>Historically, persons joining the Authority in a Firefighter role have attended residential basic training out of county for approximately 3 months. For operational firefighter apprentices, the bulk of the training would be provided in-house on a watch-based basis. Therefore, the traditional costs associated with residential recruit training (approximately £7,500 per recruit) would therefore be negated.</p> <p>Other training costs may be incurred for induction and other short training modules such as B.A. training. It is envisaged that details and costs for these modules would be similar to those provided for On-call employees. Other costs, such as employment checks, medicals, uniform would be the same as for other new employees.</p> <p>For non-operational Service Delivery roles and other Support Services staff roles, e.g. Finance, ICT, the training provided will take place in-house and with a recognised training provider, relevant to the subject matter of the apprenticeship.</p>
<p>LEGAL IMPLICATIONS</p>	<p>Under the Deregulation Act 2015 from 26 May 2015 "apprenticeship frameworks" are being phased out and replaced by "approved apprenticeship standards" in respect of English apprenticeships. The Authority has been, and continues to be, involved with other fire and rescue authorities in developing these standards.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</p>	<p>This apprenticeship model is of interest across the Thames Valley and collaboration will be factored into the detailed implementation plan following approval.</p> <p>Additionally, BMKFA is part of a multi-FRS group that is currently developing the standard for Business Fire</p>

	<p>Safety advisor and will be collaborating with Greater Manchester and Staffordshire FRS' on the creation of a new standard for the firefighter apprenticeships.</p>
HEALTH AND SAFETY	<p>The Working Time Regulations will apply and be adhered to. Normal Health and Safety requirements when recruiting apprentices will also be applicable. Apprentices will work within current Health and Safety legislation and in line with all Authority Risk Assessments and Safe Systems of Work.</p> <p>It is proposed that initially the Authority will not recruit anyone under the age of 18 for operational roles (in line with current operational recruitment criteria). Under 18's may be recruited for Support Services roles however strict work time restrictions will apply.</p> <p>Subject to Authority lone working procedures, Apprentices can work alone once a reasonable level of role related competence is achieved and they are deemed by the employer to be safe to do so.</p> <p>Apprentices can work night shifts (once aged over 18).</p>
EQUALITY AND DIVERSITY	<p>The recruitment of apprentices would provide an opportunity to refresh the workforce from all members of the community who are eligible for full-time employment in the UK. Despite the recommendation not to recruit under 18's for operational roles, there is no upper age limit for individuals starting apprenticeships. 16 to 18 year olds could be considered for non-operational roles if the Authority chose to do so. Additional funding for training is available for people in this age group. This would be payable to the training provider which for non-ops roles is not likely to be the Authority.</p> <p>An apprenticeship scheme would support central government's drive to reduce the numbers of young people who are not in education, employment or training.</p> <p>An apprentice model of training for firefighter roles could assist with addressing some of the challenges in attracting recruits to Service Delivery from a diverse cross-section of the community. There would be no concerns regarding absences from family life for approximately 3 months to attend residential training, and therefore be more attractive to those unable to</p>

	commit to such an absence due to cultural or family commitments (i.e. caring for children, elderly or disabled family members).
USE OF RESOURCES	<p>Contribution to the achievement of strategic objectives: An organisational apprenticeship scheme would support the Authority in achieving its workforce strategy (2015-20 Corporate Plan, Strategic Enabler 1 – ‘To optimise the contribution and well-being of our people’) by using the opportunity provided by apprenticeship schemes to ‘adapt and refresh the workforce to improve service delivery, resilience and deliver PSP outcomes’ (BMKFRS 2015 – 20 Corporate Plan). This is especially prevalent when considered in regard to the steadily increasing age of the operational workforce and the need to develop new skills in the Authority.</p> <p>Communication with stakeholders: Stakeholder communication (including with Rep Bodies) is a significant element of the success of the apprenticeship scheme. Communication will be via normal channels and will be ongoing with line management to ensure that the system is being implemented consistently across the service.</p> <p>System of internal control: Regular reports will be provided to the Strategic Management Board on the progress and effectiveness of the apprenticeship scheme.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Frameworks for FRS related apprenticeships are already published or are in development. The links below lead to the existing framework for Firefighter apprenticeships (1.) and a framework in development (2.) in which the Authority is participating in the development of. Staffs FRS already employ apprentices and a link to a case study of one of their Firefighters is available at link 3. Link 4. Redirects to the recent government statement on apprenticeship targets and the public services’ role in achieving these.</p> <ol style="list-style-type: none"> 1. Firefighter Apprenticeship Framework: http://afo.sscalliance.org/frameworkslibrary/download.cfm?FRID=FR01263 2. Business Fire Safety Advisor Standard, providing information on the new style framework for apprenticeships: https://www.gov.uk/government/uploads/system/

	<p>uploads/attachment_data/file/411722/FIRE_RESCUE - Business Fire Safety Advisor Standard.pdf</p> <p>3. Staffordshire Fire & Rescue Service, case study of a firefighter apprentice</p> <p>http://www.staffordshirefire.gov.uk/2504.asp;</p> <p>4. Government statement published 14 June 2015 relating to apprenticeship targets and the public services.</p> <p>https://www.gov.uk/government/news/government-kick-starts-plans-to-reach-3-million-apprenticeships;</p>
APPENDICES	Appendix 1 – Financial options
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Lynne Swift</p> <p>lsswift@bucksfire.gov.uk</p> <p>01296 744679</p>

Buckinghamshire & Milton Keynes Fire Authority



Financial Options

1. Options for Firefighter Apprentice Pay (Based on a 42 hour week)

	On Entry	At 6 Month Point	At 12 Month Point	At 18 Month Point	Total p.a. with on-costs (Pension and N.I.)	Pay At End of 2 Year Point	Total Salary for 2 Year Apprenticeship
National ³ Living Wage	£15,724 p.a.	£15,724 p.a.	£15,724 p.a.	£15,724 p.a.	£19,404 p.a.	T.B.C.	£31,448
Proposed Authority Pay scales (Recommended)	£15,724 p.a.	£17,144 p.a.	£20,000 p.a.	£21,799 p.a.	£27,728 p.a.	T.B.C.	£37,333

Footnotes

1. This pay scheme is for illustrative purposes only and is subject to change.
2. Salary at end of Year 2 would depend upon whether or not the individual is offered a contract or not. This would then be at the appropriate rate for the post.
3. This is the £7.20 per hour National Living Wage rate payable from April 2016.

N.B. All figures are approximate and based on current (May 2015) NJC rates and April 2016 National Living Wage rates.

Therefore if adopted, when the lower salary costs payable to apprentices (proposed pay scale as detailed above) and the negated costs of residential training are considered, for an investment of £460,695 the Authority would gain 10 fully qualified Firefighters against an outlay of £633,820 if traditional recruitment and training pathways were used. **This represents a reduction in costs of £173,125.** The apprentices will be sufficiently skilled to take a substantive riding position on a fire appliance after approximately 6 months.

Options for Support Services and non-operational Service Delivery staff Apprentice Pay

	On Entry	At 6 Month Point	At 12 Month Point	At 18 Month Point	Total p.a. with on-costs (Pension and N.I.)	Pay At End of 2 Year Point	Total Salary for 2 Year Apprenticeship
National ³ Living Wage	£15,724 p.a.	£15,724 p.a.	£15,724 p.a.	£15,724 p.a.	£19,404 p.a.	T.B.C.	£31,448
Proposed Authority Pay scales (T.B.C.)	To be in line with the Hay job evaluation for the post. Recommendation: Managers in conjunction with POD will determine the correct approach on salaries taking into account the skill, experience and progression of the apprentice.						T.B.C.

Footnotes:

1. This pay scheme is for illustrative purposes only and is subject to change.
2. This figure would depend upon whether or not the individual is offered a F/T contract or not. This would then be at the appropriate rate for the post.
3. This is the £7.20 per hour National Living Wage rate payable from April 2016.

N.B. All figures are approximate and based on current (May 2015) NJC rates and April 2016 National Living Wage rates.

3. Options for Administrative Support

Funding will be required for the provision of administrative support for the apprenticeship scheme. Options for this support include:

- Collaboration options with other services i.e. Buckinghamshire or Milton Keynes Council, other Fire and Rescue Services

Creation of a fixed term additional post within the Learning and Development team. This would require job evaluation however it is estimated that the post is likely to be at grade G or H currently between £25,047 -£27,560 p.a.

4. Accreditation and Training Provider Costs

BMKFA will have to enter into a partnership arrangement with a training provider for accreditation of qualifications and for assisting with other elements of the apprenticeships. Having more than 250 employees categorises BMKFA as a 'Large Employer' under apprenticeship funding rules and as such we do not attract any automatic funding for training costs from central government though some could be forthcoming on a discretionary basis. No training costs would be automatically available for any apprentices aged 25 or over. In any case, any funding would be paid directly to the training provider.

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