



Chief Fire Officer and Chief Executive

Jason Thelwell

To: The Chairman and Members of Buckinghamshire
And Milton Keynes Fire Authority

1 June 2015

Dear Councillor

Your attendance is requested at a meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury on **WEDNESDAY 10 JUNE 2015 at 10.00 am*** when the business set out overleaf will be transacted.

Yours faithfully

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

Graham Britten
Director of Legal and Governance

***PLEASE NOTE THE EARLIER START TIME OF THIS MEETING – 10.00 AM**

Chairman: Councillor Busby
Councillors Bendyshe-Brown, Clarke OBE, Dransfield, Exon, Glover, Gomm, Huxley, Lambert, Mallen, Marland, Morris, Reed, Schofield, Vigor-Hedderly, Watson and Wilson



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COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

1. To appoint the Authority's Standing Committees and Lead Members.
2. To determine the following issues after considering recommendations from the Executive Committee, or in the case of 2(a) below, only, after considering recommendations from the Overview and Audit Committee:
 - (a) variations to Standing Orders and Financial Regulations;
 - (b) the medium-term financial plans including:
 - (i) the Revenue Budget;
 - (ii) the Capital Programme;
 - (iii) the level of borrowing under the Local Government Act 2003 in accordance with the Prudential Code produced by the Chartered Institute of Public Finance and Accountancy; and
 - (c) a Precept and all decisions legally required to set a balanced budget each financial year;
 - (d) the Prudential Indicators in accordance with the Prudential Code;
 - (e) the Treasury Strategy;
 - (f) the Scheme of Members' Allowances;
 - (g) the Integrated Risk Management Plan and Action Plan;
 - (h) the Annual Report.
3. To determine the Code of Conduct for Members on recommendation from the Overview and Audit Committee.
4. To determine all other matters reserved by law or otherwise, whether delegated to a committee or not.
5. To determine the terms of appointment or dismissal of the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent.
6. To approve the Authority's statutory pay policy statement.

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 sign as a correct record the minutes of the meeting of the fire authority held on 18 February 2015 (item 4). **(Pages 9 - 18)**

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. Chairman's Announcements

To receive the chairman's announcements (if any).

7. Petitions

To receive petitions under Standing Order SOA6.

8. Questions

To receive questions in accordance with Standing Order SOA7.

9. Membership of the Authority

Under the Buckinghamshire Fire Services (Combination Scheme) Order 1996 Part III paragraph 12 – Each constituent authority shall, so far as is practicable, appoint such number of representatives to be members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors on the other constituent authority's area. The electorate for Buckinghamshire County Council is currently 389414 (Office for National Statistics) 67.8% and Milton Keynes Council currently 184566 (Elections Officer Milton Keynes Council) 32.2% this equates to Authority Membership for Buckinghamshire County Council 12 Members and Milton Keynes Council 5 members.

To note that the Constituent Authorities have appointed the following Members to serve on the Fire Authority for 2015/16:

Buckinghamshire County Council (12)

Councillors Bendyshe-Brown, Busby, Clarke OBE, Glover, Gomm, Huxley, Lambert, Mallen, Reed, Schofield, Vigor-Hedderly and Watson

10. Committee Matters

- (a) Local Government and Housing Act 1989 and Local Government (Committees and Political Groups) Regulations 1990.

The Authority is required by the above Regulations to review the basis of allocation of seats amongst the Political Groups either at its Annual Meeting, or as soon as practicable thereafter, or following a change in its Membership. In making its review, the Authority is required, so far as reasonably practicable, to comply with the following principles:

- (i) Not all seats on each Committee are to be allocated to the same Group.
- (ii) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.
- (iii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.
- (iv) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

Subject to formal notification of the Membership of each Political Group, the allocation of seats on the Authority is as follows:

Conservative Group:	11 seats	(64.7059%)
Liberal Democrat Group:	2 seats	(11.7647%)
Labour Group:	2 seats	(11.7647%)
United Kingdom Independence Party	1 seat	(5.8823%)
Independent Group	1 seat	(5.8823%)

The 1990 Regulations require a notice in writing signed by two or more Members of the Authority to establish a political group. As the United Kingdom Independence Party and the Independent Group only have one Member each on the Authority, those Members cannot be regarded as a political group within the terms of the Regulations. However, the Regulations are modified where Members of the Authority are 'ungrouped'. The effect of the modification is that the political groups represented on the Authority's committees should be proportional to the Groups' membership of the Authority with the remainder of seats on committees to be filled by any ungrouped member(s).

The Authority is asked to note the report.

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633

Background papers: None.

(b) Committee Appointments

To consider making appointments to the Authority's committees.

Executive Committee

The Authority is asked to make appointments to the Executive Committee (8 Members).

It is recommended that the seats should be allocated as follows:

Conservative - 5

Liberal Democrat – 1

Labour - 1

Ungrouped member – 1

Overview and Audit Committee

The Authority is asked to make appointments to the Overview and Audit Committee (9 Members).

It is recommended that the seats should be allocated as follows:

Conservative - 6

Liberal Democrat - 1

Labour – 1

Ungrouped member - 1

11. Calendar of Meetings

Fire Authority

Wednesday 21 October 2015 at 11.00am

Wednesday 16 December 2015 at 11.00am

Wednesday 17 February 2016 at 11.00am

Wednesday 8 June 2016 at 11.00am

Executive Committee

Wednesday 29 July 2015 at 10.00am

Wednesday 16 September 2015 at 10.00am

Wednesday 18 November 2015 at 10.00am

Wednesday 3 February 2016 at 10.00am
 Wednesday 16 March 2016 at 10.00am
 Wednesday 11 May 2016 at 10.00am

Overview & Audit Committee

Wednesday 15 July 2015 at 10.00am
 Wednesday 23 September 2015 at 10.00am
 Wednesday 2 December 2015 at 10.00am
 Wednesday 9 March 2016 at 10.00am

12. Appointment of Representatives to Outside Bodies

- (a) Local Government Association Annual Conference
 To appoint 1 Member to attend as the Authority’s representative at the Local Government Association’s Annual Conference.
- (b) Local Government Association Fire Commission
 To appoint 1 Member and Standing Deputy to represent the Authority at the Local Government Association’s Fire Commission.
- (c) Local Government Association Annual Fire Conference
 To appoint 1 Member to attend as the Authority’s representative at the Local Government Association’s Annual Fire Conference.
- (d) Combined Fire Authorities Conference
 To appoint 1 Member to attend as the Authority’s representative at the Combined Fire Authorities Conference.
- (e) Thames Valley Fire Control Service – Joint Committee (this replaces the Programme Sponsoring Group and is not subject to political proportionality).
 - (i) To appoint two Representatives to the Thames Valley Fire Control Service – Joint Committee.
 - (ii) To nominate two substitute members to the Thames Valley Fire Control Service – Joint Committee (in the event the two representatives are unable to attend).

13. Lead Member Responsibilities

To consider the allocation of Lead Member Responsibilities. The Lead Member Responsibilities are currently as follows:

Responsibility
Community Protection
Human Resources and Equality and Diversity
Finance, IT, Property, Procurement and Control

Health and Safety and Corporate Risk
Resource Management

The Authority is recommended to approve the allocation of Lead Member Responsibilities.

Background Papers: None

14. Recommendations from Committees

(a) Overview and Audit Committee – 11 March 2015

Protocol on Member and Officer Relations

That with the following amendments, 'unitary authorities' in clause 5.2 be changed to 'local authorities'; and that 'part eight of this document' in clause 5.5 be changed to 'part nine of this document'

"That the revised Protocol on Member and Officer Relations be approved and recommended to the Authority for adoption."

The report considered by the Overview and Audit Committee (with amendments) is attached at item 14(a)

(b) Executive Committee – 18 March 2015

2015-20 Corporate Plan

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

The report considered by the Executive Committee is attached at item 14(b)

(Pages 19 - 56)

15. Memorandum of Understanding with Royal Berkshire and Oxfordshire Fire and Rescue Services

To consider item 15 **(Pages 57 - 60)**

16. Support Services Staff Pay

To consider Item 16 **(Pages 61 - 66)**

17. Scheme Manager Discretions for the Firefighters' Pension Scheme 2015

To consider Item 17 **(Pages 67 - 78)**

18. Emergency Services Mobile Communications Programme

To consider item 18 **(Pages 79 - 90)**

19. Exclusion of Public and Press

Recommendation:

To resolve that under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 the public be excluded from the meeting for the following agenda item on the grounds that it contains information relating to an individual; and Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972 as it also contains information which is likely to reveal the identity of an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as it also contains information relating to the financial or business affairs of any particular person; and Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972 as it also contains information in respect of which claim to legal professional privilege could be maintained in legal proceedings; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the meeting may consider the following matter:

Agenda item 20: Exempt Minutes

20. Exempt Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Fire Authority held on 18 February 2015 (item 20).

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 BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 18 FEBRUARY 2015 at 11.00 am

Present Councillors Bendyshe-Brown, Busby (Chairman), Chilver, Dransfield, Exon, Glover, Gomm, Huxley, Lambert, Mallen, Morris, Reed, Vigor-Hedderly, Watson, Webb (part) and Wilson

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), M Osborne (Deputy Chief Fire Officer), D Sutherland (Acting Director of Finance and Assets), L Swift (Director of People and Organisational Development) G Smith (Head of Service Delivery), J Parsons (Head of Service Development), M Hemming (Head of Finance [Deputy Director]), Tom Ogg (11KBW), Gerry Barry (Information Governance and Compliance Manager), Paul Holland (Area Manager Projects and Transformation), K Nellist (Democratic Services Officer), F Pearson (Communication and Consultation Manager)

2 members of the Public

Apologies: Councillor Schofield

FA43 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 17 December 2014, be approved and signed by the Chairman as a correct record.

FA44 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that:

- a) he had received correspondence from the Fire Brigades Union (FBU) regarding the new pension arrangements. He had responded stating that the Authority would be implementing the new regulations as laid down before parliament. The Authority would do all it could to help staff maintain fitness so that they could continue to provide an excellent service to the community. A copy of the correspondence had been placed in the members' library.
- b) it was unfortunate that the FBU had announced they would be taking further strike action in relation to the pension dispute, this would be in the form of a 24 hour strike commencing at 0700 on Wednesday 25 February 2015.
- c) the new aerial appliance was now on the run at Great Holm Fire Station. This was an excellent addition to the fleet and had already been used and the feedback from staff had been overwhelmingly positive. The service had a reducing budget over the last five years but he was pleased that the Authority could still provide the best possible equipment for staff. Members would remember that the new vehicle was

purchased with Transformational fund monies from the Government.

- d) he was pleased to announce that the service had recently promoted Greg Smith to the role of Area Manager; Greg would be responsible for the day to day running of the fire stations and would also see the Fire Control Project through to its implementation. The Chief had also temporarily promoted Paul Holland into the role of Area Manager; Paul would be responsible for the planning and implementation of the public safety plan. He was pleased that the new team was being established and a smooth transition was taking place.

(Councillor Webb joined the meeting)

- e) the service continued to explore new ways of protecting the community and he could confirm that the Chief had met with the Chief Executive of South Central Ambulance Service to discuss how the service could further expand the medical response services that are already provided in South Buckinghamshire.
- f) the new Chief had met with the Chief Executives of Milton Keynes Council and Buckinghamshire County Council and also the leader of Milton Keynes Council and had an appointment to meet the leader of Buckinghamshire County Council.
- g) he intended to visit some fire stations in the coming months to engage with staff about the future and how they can help to influence and shape the service over the next five years and urged members to visit their local fire stations too.
- h) there had been a number of incidents locally that members would have been made aware of. He could report that crews responded well and did an excellent job and wanted to record his thanks to them.
- i) finally, he would ask the Chief Fire Officer if he had any comments he would like to make:

The Chief Fire Officer was disappointed that strike action had been called. The pensions regulations had been laid before Parliament and would come into effect this year and so the strike action was more of a protest strike. Unfortunately, the FBU had decided to call the strike at 0700 which means that the Authority's position still stands and it would not accept partial performance.

FA45

COMMITTEE MATTERS

(a) SOA3 Order of Business, Agenda Procedure and Summons

RESOLVED –

That the Authority Standing Orders be amended so that the following text is inserted at SOA3 (17):

"...or, where a Member has given consent for the summons to be transmitted in electronic form to a particular electronic address (and consent has not been withdrawn) sending it in electronic form to that address ..."

(b) SOA11 Voting

RESOLVED –

That the Authority Standing Orders be amended so that the following text is inserted at SOA11 as a new paragraph SOA 11 (6):

"Immediately after any vote is taken at a budget decision meeting of the Authority there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting".

FA46

RECOMMENDATIONS FROM COMMITTEES

Executive Committee – 4 February 2015

The Authority considered the recommendations of the Executive Committee held on 4 February 2015 relating to:

- Treasury Management Strategy 2015/16
- The Prudential Code, Prudential Indicators and Minimum Revenue Provision
- Medium Term Financial Plan (MTFP) 2015/16 to 2019/20

(a) Treasury Management Strategy 2015/16

The Authority considered the Treasury Management Policy Statement, the Treasury Management Strategy Statement and the Annual Investment Strategy for 2014/15.

The Authority noted the main changes that were listed in the Executive Summary; and that the Strategy proposed to invest in enhanced money market funds to get a better rate of interest. The Strategy proposed that up to 10% of the portfolio could be invested with other local authorities for more than a period of one year and proposed to invest in certificates of deposit which could be traded in earlier if required.

RESOLVED –

That the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2015/16 be approved.

(b) The Prudential Code, Prudential Indicators and Minimum Revenue Provision

The Authority considered the Prudential Code, the Prudential Indicators and the Minimum Revenue Provision policy statement.

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

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

RESOLVED –

That the Prudential Indicators and the Minimum Revenue Provision Statement be approved.

(c) Medium Term Financial Plan (MTFP) 2015/16 and 2019/20

The Vice Chairman introduced the report previously presented to the Executive Committee held on the 4 February 2015, which included the updated addendum which covered the increase in business rates (£488k) and Council Tax receipts (£216k).

As the updated information was not available to discuss at the Executive Committee meeting, the Vice Chairman advised members that with the additional money available and with anticipated reserves at the end of the year of £15M he would like to recommend that the Authority reduces the precept by 1% (£182K). This will give a Council Tax precept of £58.54 for a band D equivalent property.

The Chief Fire Officer advised members that the Authority was in a better position than previously thought, but members needed to be aware that a rise in Council Tax may be required should the position change in future years. Members also needed to be mindful of the public safety plan which was agreed at the Authority meeting in December 2014. There were a number of proposals in the plan which identified that the Authority may need to redesign how the service was delivered with fewer staff and staff working in different ways.

The Vice Chairman advised members that a very robust budget challenge process ensured a much scrutinised capital programme.

The general fund balance calculation was about likelihood and risk and the calculation is reasonable.

RESOLVED –

That the report and Statement of the Chief Finance Officer be noted.

That the capital programme for 2015/16 and the indicative capital programme for 2016/17 to 2019/20 be approved.

That the General Fund balance be maintained at the current level (£3.7 million) and the estimated movements in earmarked reserves be noted.

It being moved by Councillor Dransfield and seconded by Councillor Gomm it was

RESOLVED -

That the recommendation be amended from a recommended Council Tax precept of £59.13 for a band D equivalent property (no increase from 2014/15) to a Council Tax precept of £58.54 for a band D equivalent property (1% reduction from 2014/15).

Details of the recorded vote are set out below:

	For	Against	Abstained
Bendyshe-Brown	✓		
Busby	✓		
Chilver	✓		
Dransfield	✓		
Exon	✓		
Glover	✓		
Gomm	✓		
Huxley	✓		
Lambert	✓		
Mallen	✓		
Morris	✓		
Reed	✓		
Vigor-Hedderly	✓		
Watson	✓		
Webb	✓		
Wilson			✓

It being moved by Councillor Dransfield and seconded by Councillor Gomm it was

RESOLVED -

That a Council Tax precept of £58.54 for a band D equivalent property (1% decrease) and the revenue budget be approved.

Details of the recorded vote are set out below:

	For	Against	Abstained
Bendyshe-Brown	✓		
Busby	✓		
Chilver	✓		
Dransfield	✓		
Exon	✓		
Glover	✓		
Gomm	✓		
Huxley	✓		
Lambert	✓		
Mallen	✓		
Morris	✓		
Reed	✓		
Vigor-Hedderly	✓		
Watson	✓		
Webb	✓		
Wilson			✓

FA47

ANNUAL REPORT ON REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)

The Director of Legal and Governance thanked the Information Governance and Compliance Manager for compiling the report, and advised the Authority that this was an annual report on the use of the powers given to the Authority under the Regulation of Investigatory Powers Act 2000 (RIPA). The statutory guidance requires that the Authority be given an update at least annually on the use by the Authority of surveillance and use of covert human intelligent sources (CHIS) and have the opportunity to review the CHIS and the Surveillance Policy annually.

The Information Governance and Compliance Manager advised members that the changes were highlighted in the report and also asked members to note the Authority had not used these powers.

The Deputy Chief Fire Officer advised members that the types of circumstances when the Authority would use these powers was extremely rare and other measures would be undertaken first.

RESOLVED:

That the report be noted and the revised policy be approved.

FA48 EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

The Authority considered the Emergency Services Mobile Communications Programme (ESMCP) report.

The Head of Service Delivery advised members that the ESMCP was a government sponsored interoperability programme for Fire, Police and Ambulance Services. The current Airwave contract cannot provide broadband data solutions which services are becoming more reliant on. As the current contract is due to expire at the end of 2016, the government is seeking to extend this contract until a new system cut over can be achieved. It is anticipated that the Authority will cut over to the new system in 2018.

The Head of Service Delivery also advised members that there may be a potential cost to the Authority, but at this time the cost was not known.

RESOLVED:

1. That the ESMCP programme and progress to date be noted.
2. That the fact that the potential costs to the Authority have yet to be identified be noted.

FA49 BMKFA PAY POLICY PRINCIPLES AND STATEMENT 2015/16

The Director of People and Organisational Development advised the Authority that the purpose of this report was to recommend approval for the Pay Policy Principles and Statement for 2015/16, thus achieving compliance with the requirements of sections 38 to 40 of the Localism Act 2011.

The Pay Policy Principles and Statement had been revised and minor amendments made to Section 17 'Pay Multiple' where data had been updated.

Strategic resourcing options were being considered on how best to adapt and refresh the workforce in order to deliver the recently approved Public Safety Plan 2015 to 2020 and for this reason the Director of People and Organisational Development asked members to note that the pay policy statement could be reviewed by the full Authority within year once the outcomes from the resourcing review is carried out.

In answer to a question regarding whether the Authority would become a 'Living Wage' employer, it was advised that if an in year review were carried out this would be considered and an in

year revision to the Pay Policy would be recommended to a future meeting of the Authority.

RESOLVED -

1. That the Pay Policy Principles and Statement be adopted and published as its statutory Pay Policy Statement for 2015/16.
2. That the requirement for an in year review of the Pay Policy Principles and Statement, if outcomes from the resourcing review impact on this policy, be noted.

FA50

EXCLUSION OF PRESS AND PUBLIC

RESOLVED -

That the public and press be excluded from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as Appendix 1 contains information relating to an individual; and Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972, as Appendix 1 contains information which is likely to reveal the identity of an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as Appendix 1 contains information relating to the financial or business affairs of any particular person (including the authority holding that information); and Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972 as Appendix 1 contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings, and on those grounds it was considered the need to keep information exempt outweighed the public interest in disclosing the information, so that the meeting could consider the following matter:

Injury Awards: Final Report Appendix 1

F Pearson (Communication and Consultation Manager) and members of the public left the meeting.

FA51

INJURY AWARDS: FINAL REPORT

The Authority considered the Injury Awards: Final Report and its recommendations:

Recommendation 1: Buckinghamshire and Milton Keynes Fire Authority (BMKFA) should review its arrangements for the administration of its pension fund. Specifically, BMKFA should consider:

(a) whether to bring the function in-house; or (b) whether a new administrator of the firefighters' pension fund should be appointed.

Recommendation 2: BMKFA should review its arrangements for external audit and financial assurance, including whether it is possible or desirable to change its current appointed auditor.

Recommendation 3: BMKFA should review its processes for handovers between leavers and joiners. In particular, BMKFA should consider whether departing staff members should be required to set out (e.g. in a meeting and/or written briefing note) all the information that is relevant to the on-going and future tasks in that role. The requirement should apply at least to the senior managers at BMKFA.

Recommendation 4: BMKFA should fully support efforts within the Fire Finance Network to encourage greater information sharing and cooperation on financial matters.

Recommendation 5: BMKFA should develop a policy within human resources for dealing with injury awards under the 2006 Compensation Scheme to complement the policies addressing ill-health retirements.

RESOLVED –

1. That the contents of the Injury Awards: Final Report be noted.
2. That the correspondence from the DCLG to the Authority be noted.
3. That the recommendations of the investigator be agreed.
4. That the Director of People and Organisational Development be instructed to undertake the review in line with Recommendation 1 of the Final Report in consultation with the Lead Member for Human Resources and Equality and Diversity.
5. That the acting Chief Finance Officer be instructed to undertake the review in line with Recommendation 2 of the Final Report in consultation with the Chairman of the Overview and Audit Committee.

FA52

DATE OF NEXT MEETING

The Authority noted that the next meeting of the Fire Authority will be held on Wednesday 10 June 2015 at 11am.

THE CHAIRMAN CLOSED THE MEETING AT 12.30PM

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	11 March 2015
OFFICER	Graham Britten, Director of Legal and Governance
LEAD MEMBER	Councillor David Watson
SUBJECT OF THE REPORT	Protocol on Member and Officer Relations
EXECUTIVE SUMMARY	<p>The purpose of the report is for the Overview and Audit Committee to review and approve revisions to the Protocol on Member: Officer Relations (Appendix 1) for adoption by the Authority.</p> <p>The first Protocol on Member: Officer Relations for the Authority was adopted by the Authority at its meeting on 20 April 2011 following recommendations from its Standards Committee.</p> <p>The Protocol requires that it be reviewed on a four-yearly cycle. There are no substantive amendments. The amendments (shown by deletion and <u>insertion</u>) reflect the transfer of functions from the Standards Committee to the Overview and Audit Committee and changes in nomenclature.</p>
ACTION	Decision.
RECOMMENDATIONS	It is recommended that the revised Protocol on Member: Officer Relations be approved and recommended to the Authority for adoption.
RISK MANAGEMENT	Failure to have an established protocol that clarifies member and officer roles could place members and officers at risk of compromising their respective positions.
FINANCIAL IMPLICATIONS	There are no financial implications arising from this report.
LEGAL IMPLICATIONS	<p>The recommendation that local authorities have in place a Member: Officer protocol derives from the Third Report of the Committee on Standards of Conduct in Public Life: "<i>Standards of Conduct in Local Government in England, Scotland and Wales</i>" 1997.</p> <p>Common law has established that if the actions of an individual member adversely affect the ability of an officer to execute his or her contract of employment it can undermine the implied contractual obligation of</p>

	trust and confidence for which the Authority may be vicariously liable (for which compensation might be payable). The promulgation of a Member: Officer protocol is a practical measure to mitigate the Authority from vicarious liability.
HEALTH AND SAFETY	There are no health and safety implications arising.
EQUALITY AND DIVERSITY	There are no equality or diversity implications arising.
USE OF RESOURCES	It is proposed to maintain a quadrennial review.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>THE THIRD REPORT OF THE COMMITTEE ON STANDARDS IN PUBLIC LIFE (Chairman Lord Nolan) July 1997 Recommendation 20 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/336864/3rdInquiryReport.pdf</p> <p>ITEM 9 MEMBER OFFICER PROTOCOL – STANDARDS COMMITTEE MEETING, 6 SEPTEMBER 2010 http://www.bucksfire.gov.uk/BucksFire/How+we+make+decisions/Minutes+and+Meetings/2010StandardsCommittee.htm</p> <p>Minutes of the meeting of the STANDARDS COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on MONDAY 7 MARCH 2011 (recommending adoption of the Member: Officer protocol) http://bucksfire.gov.uk/files/7714/0993/3485/SC060911.pdf</p> <p>Minutes of the meeting of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 20 APRIL 2011 (adoption of the Member: Officer protocol) http://bucksfire.gov.uk/files/2114/0628/6311/BMKFA080611.pdf</p> <p>Minutes of the meeting of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 13 JUNE 2012 (dissolution of the Standards Committee) http://bucksfire.gov.uk/files/7714/0628/2342/BMKFA270912.pdf</p>
APPENDICES	Appendix 1: Revised Protocol on Member and Officer Relations
TIME REQUIRED	10 minutes.

REPORT ORIGINATOR AND CONTACT	Graham Britten gbritten@bucksfire.gov.uk 01296 744441
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Buckinghamshire & Milton Keynes Fire Authority

Protocol on Member and Officer Relations

Policy Statement

Buckinghamshire & Milton Keynes Fire Authority is committed to ensuring there is a strong, constructive and trusting relationship between Members and officers. This policy aims to provide a formal protocol for the working relationship between Members and officers to ensure that current good practice continues.

The protocol provides guidance on the behaviour, roles and responsibilities of both Members and officers, and puts in place a mechanism should any issues arise surrounding this subject.

Document history

Version 1.0 Issued March 2011 following adoption by Standards Committee

Version 1.2 Issued September 2014 following change of information asset owner from Deputy Chief Fire Officer Adrian Crook to Director of Legal and Governance Graham Britten.

Version 2.0 NOTE: By resolution of the Authority at its meeting on 13 June 2012, responsibilities of its Standards Committee were transferred to its Overview and Audit Committee. References to the Standards Committee should be construed accordingly.

Policy

The aims of this policy are to:

Provide a formal protocol which covers the relationship between elected Members and officers.

Provide a mechanism to deal with any issues that may arise which affect the relationship between elected Members and officers.

Support the Authority's commitment to upholding standards of conduct in public life.

Organisation

Throughout the policy document details have been included for people and organisations that have roles and responsibilities in this policy.

The Chief Fire Officer/Chief Executive is responsible for monitoring this policy and any feedback from Members and officers to ensure that it is working effectively.

The protocol has not been in place before.

Planning & Implementation

Members will be made aware of this policy via the Committee structure and presentation to the meeting of the full Fire Authority. It will be included in any induction pack to new Members following the annual meeting in June.

The policy will be made available via **I:DRIVE** and managers will be urged to ensure that all staff are familiar with the policy.

Measuring, Audit & Review

The policy performance will be monitored as described at 'organisation' above. Unless a change is required sooner, the policy will be reviewed by the Standards Overview and Audit Committee every four years after approval.

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Protocol on Member and Officer Relations

"Every Local Authority should have its own written statement or protocol governing relations between Members and Officers." (**Third report of the committee on standards in public life, the Nolan Committee**).

1. Introduction

- 1.1 The relationship between elected Members of Buckinghamshire & Milton Keynes Fire Authority (the Authority) and officers has always been and continues to be one of the main organisational strengths. However, the Authority accepts it is required to have a formal protocol which covers the relationship between elected Members and officers. This protocol is prepared to meet those requirements but against a background of a good working partnership which is well-established, widely accepted and benefits everyone who serves or is employed in the Authority. It will provide a safe guide to help ensure that current good practice continues.
- 1.2 The Authority recognises that a strong, constructive and trusting relationship between Members and officers is essential to the effective and efficient working of the organisation. Members and officers should work in partnership in developing the policies of the Authority and in ensuring the delivery of services to the people of Buckinghamshire and Milton Keynes.
- 1.3 This protocol takes into account the respective and different roles of Members and officers and does not seek to change or influence these roles. It is accepted that from time to time issues may arise which need to be addressed. This protocol provides a mechanism by which to address any such matters.
- 1.4 It is recognised that the Authority is a corporate entity but that in terms of its political structure there is an Administration and Opposition and this dimension involves both Members and officers operating in a political sensitive climate. Officers have an overriding obligation to serve the Authority as a corporate body but must be aware of the political dimension.
- 1.5 This protocol forms a key part of the Authority's approach to corporate governance and its commitment to uphold standards of conduct in public life. The Authority supports the wider aims of protecting and enhancing the integrity and reputation of public services and high standards of personal conduct.

2. Operation of this protocol

- 2.1 This protocol will be applied having regard to the requirements of the Members' Code of conduct and the Officers' Code of Conduct, as set

out in the Authority's Constitution, and relevant Authority policies, procedures and processes. Members and officers must at all times observe this protocol; where there is a conflict or discrepancy between this protocol and those codes and policies referred to above, then those codes and policies shall have precedence. Account will also be taken of any conventions in the case of conflict or discrepancy.

- 2.2 This protocol does not affect or interfere with any rights of or protection which a person may have in law.

3. Responsibility for the protocol

- 3.1 The Chief Fire Officer/Chief Executive is responsible for the operation of this protocol and will ensure that it is reviewed on a four yearly cycle. However, the Standards Overview and Audit Committee may request a review at any time.
- 3.2 He or she will rule on the interpretation and/or the application of the protocol in matters of dispute and such rulings will be final. Where such a matter is relevant to or involves the Chief Fire Officer/Chief Executive then the Monitoring Officer shall be the appropriate officer under this paragraph.
- 3.3 Buckinghamshire & Milton Keynes Fire Authority is responsible for approving any amendments or additions to the protocol following consultation with Member and officer representatives and the Standards Overview and Audit Committee where appropriate.

4. Members' access to information

- 4.1 Members have a statutory right under the Local Government Act 1972 to inspect any document which contains material relating to any business which is to be transacted at an Authority meeting. This extends to background papers. If there are any concerns about the rights of members to inspect documents, those involved should consult with the Monitoring Officer.
- 4.2 Members are free to approach the service to provide them with such information, explanation and advice as they may reasonably need to assist them in discharging their role as Members of the Authority. Such approaches should normally be directed to the appropriate senior officer or, in cases of doubt, to the Chief Fire Officer/Chief Executive. Members should not put undue pressure on officers to release information and documents to which they are not entitled to have access.
- 4.3 An exception to the above will be information or reports that contain confidential personal information about employees or other persons. (examples would be a report containing personal medical information

or annual appraisal details of an individual). If the Chief Fire Officer/Chief Executive wishes to withhold a confidential report then he will consult with the Chairman and the Monitoring Officer and, where a report is to be withheld, reasons will be given to the member concerned.

5. Member and Officer Roles

- 5.1 This protocol recognises that Members are elected and officers are appointed to serve the people of Buckinghamshire and Milton Keynes and that their roles are distinct.
- 5.2 The Members are accountable to the electorate who determine the people they wish to represent them on the ~~unitary~~ local authorities. The local authorities of Buckinghamshire and Milton Keynes then nominate elected Members to sit on Buckinghamshire & Milton Keynes Fire Authority.
- 5.3 Officers are accountable to the people of Buckinghamshire and Milton Keynes through this Authority.
- 5.4 Members are primarily responsible for:
 - 5.4.1 Political direction and leadership of the Authority. The determination of policies, plans and strategies and deciding matters to give effect to or implement those policies, plans and strategies, particularly in service delivery terms.
 - 5.4.2 Performing the Authority's regulatory functions.
 - 5.4.3 Monitoring and reviewing, primarily through the Executive Committee and the Overview and Audit Committee functions, the Authority's performance in implementing its plans and strategies and in delivering its services.
 - 5.4.4 Participation in partnership working.
 - 5.4.5 Representing the Authority on national, regional and local bodies and organisations.
 - 5.4.6 Representing the views of their communities and individual constituents in respect of the work of the Authority.
- 5.5 Members should not involve themselves in the day to day management of the Authority's services as the responsibility rests with the Chief Fire Officer/Chief Executive and senior managers and there are clearly defined lines of accountability to Members. However, applying this part of the protocol, it has to be recognised that Members do have specific responsibilities under the Authority's Executive Committee and the Overview and Audit Committee as set out in part eight nine of this document.

- 5.6 Under the Authority's Constitution some Members have additional responsibility at Member level, for example being Chairman of a committee or panel or as lead or champion Member for a specific area of the service. The holding of these offices will involve a different relationship with certain officers in areas where the Member has a particular role and responsibility. Also, the relationships will be more complex and expectations will be different from other Members.
- 5.7 It is important that Members of the Authority:
- 5.7.1 Respect the impartiality of officers and not undermine their role in carrying out their duties.
 - 5.7.2 Do not ask officers to undertake work or to act in a way which seeks to support or benefit a particular political party or gives rise to the officer being criticised for operating in a party political manner.
 - 5.7.3 Do not ask officers to exceed their authority where that authority is given to them in law, by the Authority or by their managers.
- 5.8 This protocol recognises the role of opposition groups in the Authority, acting individually or jointly, and that relationships will be different and complex. Members in opposition have the same rights and obligations in their relationships with officers and should be treated equally. Where opposition groups, individually or collectively, appoint their Members to perform shadow or spokesperson roles, then the requirement of 5.6 above will apply.
- 5.9 It is however envisaged that all Members will work co-operatively to ensure that the Authority meets its statutory obligations and provides an effective and efficient fire and rescue service to the people of Buckinghamshire and Milton Keynes.
- 5.10 The primary role of officers is to advise, inform and support all Members and to implement the lawfully agreed policies of the Fire Authority.
- 5.11 In performing this role, officers will act professionally, impartially and with political neutrality. Whilst officers will report a Member's view on an issue, the officer should not be influenced or pressured to make comments or recommendations which are contrary to his or her professional judgement or views.
- 5.12 The Chief Fire Officer/Chief Executive, the Monitoring Officer and the ~~Treasurer~~ (Chief Finance Officer) have specific responsibilities placed on them by law. These responsibilities go beyond their obligations as employees of the Authority. Where an officer is discharging his or her

responsibilities under any statutory office, a Member or Members shall not:-

5.12.1 Interfere with or obstruct the officer in exercising those responsibilities.

5.12.2 Victimise any officer who is discharging or has discharged his or her responsibilities of the statutory office.

5.13 Both Members and officers will, regardless of their role always act in accordance with the Core Values of the Authority (Appendix 1).

6. Member/officer obligations and expectations

6.1 Members will require and expect officers:-

6.1.1 To be committed to the Authority as a whole and not to any political group or individual.

6.1.2 To work in partnership with Members in an impartial and professional manner.

6.1.3 To understand and support the roles of Members and the associated workloads and pressures.

6.1.4 To implement decisions of the Authority and its subordinate committees which:

- are lawful
- have been properly approved in accordance with the law and the Authority's constitution and;
- formally recorded.

6.1.5 To respond to enquiries and complaints in accordance with the Authority's standards.

6.1.6 To provide professional advice, which is not influenced by political views or preferences, and which does not compromise the political neutrality of officers.

6.1.7 To provide information to Members on matters that can reasonable be considered appropriate and relevant taking into account the Members' individual responsibilities and position and the Members' rights to access documents and information, subject to specific exclusions, eg personal interests and confidentiality.

6.1.8 To be aware of, and sensitive to, the internal and external political environment.

6.1.9 To act with honesty, respect, dignity and courtesy at all times.

6.1.10 To provide support and learning and development opportunities for Members to help them in performing their various roles in respect of their Authority Membership.

6.1.11 To act with integrity and appropriate confidentiality.

6.1.12 Not to raise issues of a personal nature outside agreed procedures.

6.1.13 Not to use their relationship with Members to advance their personal interests or to influence decisions improperly.

6.1.14 To comply at all times with the officer Code of Conduct and such other policies or procedures approved by the Authority to support the role of Members with any policy or procedure agreed by the Authority.

6.1.15 Not to support Members in any role other than that of a Authority Members and not to undertake any actions which are not compatible with this protocol.

6.2 Officers can expect Members:-

6.2.1 To act within the policies, practices, processes and conventions established by the Authority.

6.2.2 To work constructively with officers, acknowledging their separate and distinct roles and responsibilities.

6.2.3 To understand and support the respective roles and responsibilities of officers and their associated workloads, pressures and reporting lines.

6.2.4 To give political leadership and direction and to seek to further their agreed policies and objectives with the understanding that Members have the right to take the final decision and issues based on advice and within the competence of the Authority.

6.2.5 To treat them fairly and with respect, dignity and courtesy.

6.2.6 To act with integrity, to give support and to recognise appropriate confidentiality.

6.2.7 To recognise that officers work to the instructions of their senior officers and not to individual Members.

6.2.8 Not to subject them to intimidation, harassment or put them under pressure. Members will have regard to the seniority of officers in determining what reasonable requests are, having regard to the relationship between Member and officer and the potential vulnerability of officers, particularly at junior levels.

6.2.9 Not to request them to exercise discretion which involves acting outside the Authority's competence, policies and procedures.

6.2.10 Not to authorise, initiate or certify any financial transactions or enter into any contract, agreement or undertaking on behalf of the Authority, or in their role as Member of the Authority without proper and lawful authority.

6.2.11 Not to use their position or relationship with officers to advance their personal interest or those of others, or to influence decisions improperly.

6.2.12 To comply at all times with the Members' Code of Conduct, the law, the constitution and such other policies, procedures, protocols and conventions agreed by the Authority.

7. Behaviour limitations

7.1 The different roles of Members and officers require particular limitations upon behaviour. Both Members and officers need to ensure that their working relationship is appropriate to their respective role and that they do not act in any way which would lead to their behaviour being questioned. It is not possible to provide a list of circumstances where behavioural issues might be of concern. The main examples below help to illustrate the point.

7.1.1 A close personal relationship between a Member and an officer can confuse their separate roles and influence the proper discharge of the Authority's functions, not least in creating a perception that a Member or officer may be securing advantageous treatment.

7.1.2 The need to maintain the separation of roles means that there are limits to those matters on which a Member may seek the advice of an officer, both in relation to personal matters and party political issues.

7.1.3 Relationships with a particular individual or party group should not be such as to create public suspicion that an employee favours one Member or group above the others.

8. Political groups

8.1 It is in the interests of the Authority to support, to some degree, the effective operation of all its political groups and not one particular group. The operation of political groups may, however, pose particular issues for officers in terms of their impartiality.

- 8.2 A political group may request the Chief Fire Officer/Chief Executive or member of the Senior Management Team to prepare a written report on a matter or matters relating to the Authority for consideration by the group.
- 8.3 An officer report to a political group will be restricted to a statement of material facts and identification of options and the merits or otherwise of such options for the Authority. Such reports will not cover any political implications on the matter or any option. Such reports will not include any recommendations.
- 8.4 The release of such reports to other political groups shall be dealt with in accordance with any conventions in existence at the time.
- 8.5 A political group may request the Chief Fire Officer/Chief Executive or a member of the Senior Management Team to attend a meeting of the group to advise on particular matter relating to the Authority. The Chief Fire Officer/Chief Executive or member of the Senior Management Team may arrange for the attendance of a representative on his or her behalf, or may decline to attend or send a representative where he or she is of the opinion that the particular issue is of such a political nature that it would be inappropriate to attend.
- 8.6 Officer advice at a meeting of a political group will be restricted to a statement of material facts and identification of options and the merits or otherwise of such options for the Authority. The advice will not cover any political implications of any matter or any option.
- 8.7 All officers will respect the confidentiality of any matter which they hear in the course of attending any political group meeting or in respect of any requests for advice and the giving of that advice.

9. Attendance of officers at Executive Committee and Overview and Audit Committee

- 9.1 It is accepted that in carrying out its role, the Executive Committee and Overview and Audit Committee may require an officer to attend to answer questions or to discuss issues. In requiring an officer to attend, a Committee will consider the seniority of the officer it would be appropriate to invite. There is a presumption against inviting officers outside the senior officers' range to attend in this capacity. Requests for officer attendance shall also have regard to workloads of officers.
- 9.2 Where an officer attends such a meeting his or her contributions should be confined to matters of fact and explanation. However, an officer may be asked to explain and justify advice which he or she has given prior to a decision having been made, including decisions taken by him or her and delegated powers.

- 9.3 Officers should not be drawn into discussions of a political nature which would be inconsistent with the political neutrality requirement, nor should any questioning of an officer be reasonably interpreted as constituting harassment.
- 9.4 In Executive or Overview and Audit proceedings the capability or competence of officers must not be questioned. The distinction needs to be drawn between reviewing the policies, performance and decisions of the Authority and its services and the appraisal of staffs' individual performance. The latter is not a function of the Executive Committee or the Overview and Audit Committee.
- 9.5 The approach here is consistent with the committee terms of reference as set out in the Authority's standing orders.
- 9.6 In applying this part of the protocol, account will be taken of any guidance agreed by Executive Committee and/or the Overview and Audit Committee provided that guidance is consistent with the principles of this protocol.

10. Breaches of the protocol

- 10.1 Where a Member is dissatisfied with the conduct, behaviour or performance of an officer, the matter should, in the first instance, be raised with the officer concerned. Where any matter remains unresolved or is of significant concern it should be raised with the appropriate senior manager. Where the officer concerned is a senior manager, the matter should be made with the Chief Fire Officer/Chief Executive. Where the employee concerned is the Chief Fire Officer/Chief Executive, the matter should be raised with the Monitoring Officer.
- 10.2 Where the relationship between Members and officers or other Members breaks down or becomes strained, every effort will be made to resolve matters informally. This can be achieved through conciliation by an appropriate senior manager, group leader and if necessary the Chairman. Officers will also have recourse to the Grievance Procedure or to the Authority's Monitoring Officer as appropriate.
- 10.3 In the event of a grievance or complaint being upheld, the matter will be referred to the Chief Fire Officer/Chief Executive. The Chief Fire Officer/Chief Executive, having advised the Chairman of the Authority and the other appropriate party spokespersons, will decide on the course of action to be taken. Consultation with the Standards Overview and Audit Committee should be considered if appropriate.
- 10.4 Breaches of protocol by a Member may result in a complaint to the Standards Overview and Audit Committee and, in the case of officers, may lead to disciplinary action. In all cases, a resolution should be timely and ideally concluded within 28 days.

10.5 Any issues arising from or in relation to this protocol will be reported to the next appropriate Standards Overview and Audit Committee meeting.

Core Values of Buckinghamshire & Milton Keynes Fire Authority

Service to the Community

We value service to the community by:

Working with all groups to reduce risk
Treating everyone fairly and with respect
Striving for excellence in all we do
Being answerable to those we serve

People

We value people by everyone practising and promoting:

Fairness and respect
Recognising commitment and the achievement of excellent service
Honesty and trust
Opportunities to develop and learn
Co-operation and inclusive working

Diversity

We value diversity in the Service and the community by:

Treating everyone fairly and with respect
Challenging prejudice and discrimination
Creating opportunities to meet the different needs of people in our communities
Promoting equal opportunities in terms of recruitment, promotion and retention

Improvement

We value improvement at all levels of the Service by: Accepting

responsibility for our performance and actions
Being open-minded and receptive to alternative approaches
Learning from our experience
Supporting others to enable them to achieve their goals
Encourage innovation and creativity



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	18 March 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	2015 -20 Corporate Plan
EXECUTIVE SUMMARY	<p>The 2015-20 Corporate Plan sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the next five years, in particular the need to reshape our service as envisaged in our 2015-20 Public Safety Plan to:</p> <ul style="list-style-type: none"> • reflect the significant changes to demand and risk in the community that have occurred over recent years; and, • reduce our operating costs in line with the reductions in government funding anticipated in our Medium Term Financial Plan. <p>Subject to recommendation by this Committee, the new plan will become effective from April 2015 succeeding the previous 2012-15 Corporate Plan. The plan also introduces, at page seven of the annexed document, a new, simpler framework of four outcome based 'Strategic Objectives', and three 'Strategic Enablers' to replace the previous five 'Strategic Aims' and 17 'Priorities'.</p> <p>The new plan will be reviewed on a regular basis to ensure that it is fit for purpose in light of an ever changing environmental context. Also more detailed Directorate and Department Plans will be prepared annually to ensure that the changes and developments set out in the Corporate Plan are embedded within the Service.</p>
ACTION	Decision.
RECOMMENDATIONS	That the 2015-20 Corporate Plan be recommended to the Authority for approval.
RISK MANAGEMENT	<p>Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the next five years will be managed.</p> <p>Risks to achieving the plan together with mitigating</p>

	actions are identified at page 15 of the annexed plan.
FINANCIAL IMPLICATIONS	Successful implementation of the plan is critical to the achievement of the savings required by the 2015/16 – 2019/20 Medium Term Financial Plan.
LEGAL IMPLICATIONS	The Terms of Reference for the Authority require it to determine issues in respect of both the “Integrated Risk Management Plan and Action Plan” following recommendations from the Executive Committee.
HEALTH AND SAFETY	Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. the Public Safety Plan reviews of emergency cover provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.
EQUALITY AND DIVERSITY	Where required, detailed People Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan.
USE OF RESOURCES	<p>Communication with stakeholders The 2015-20 Corporate Plan has been reviewed by the following:</p> <ul style="list-style-type: none"> • Business Transformation Board at its 29 January Meeting; • Strategic Management Board at its 17 February Meeting; <p>Following recommendation of the Plan by the Executive Committee it will be published to the Organisation as a whole and will be available to all Authority Members and Service staff.</p> <p>The system of internal control Alongside the Public Safety Plan and Medium Term Financial Plan, The Corporate Plan provides the strategic frame of reference for controlling the Authority’s activities over the next five years (2015-20).</p> <p>The medium term financial strategy The Corporate Plan is aligned to and supports delivery of our Medium Term Financial Plan objectives.</p> <p>The balance between spending and resources The plan sets out the organisation’s strategic objectives and the activities that will be undertaken to deliver these during the period 2015-20. It will be resourced from within the proposed establishment and budgets implied by the 2015/16 – 2019/20 Medium Term Financial Plan.</p>

	<p>The management of the asset base</p> <p>The 2015-20 Corporate Plan implies but does not specify specific changes to the Authority's asset base. These will be identified through the relevant programmes of work contained in the plan and referred to the Authority for decision where required or appropriate depending on their nature.</p> <p>Environmental</p> <p>Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried out where required or appropriate. It is envisaged that many of these will be positive e.g. changes to the red fleet in favour of smaller, more economical vehicles, consolidation and modernisation of property assets.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>The 2015-20 Corporate Plan schedules the key work programmes arising out of the 2015-20 Public Safety Plan which was approved by the Fire Authority at its 17 December 2014 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals:</p> <p>http://bucksfire.gov.uk/files/5414/1803/6075/ITEM_16_2015-20_PSP_Consultation_-_17_December_14_CFA_Paper_Annexes.pdf</p> <p>The preceding 2012-15 Corporate Plan was approved by the Authority at its 18 April 2012 meeting:</p> <p>http://bucksfire.gov.uk/files/3014/0628/2340/Item7c.pdf</p>
<p>APPENDICES</p>	<p>Annex: 2015-20 Corporate Plan</p>
<p>TIME REQUIRED</p>	<p>20 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Stuart Gowanlock, Corporate Planning Manager sgowanlock@bucksfire.gov.uk 01296 744435</p>

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2015 – 20 Corporate Plan

Plan Contents

1. Introduction
2. Our operating context (key challenges facing the Service over the period of the Plan)
3. Planning Framework
4. Our Vision & Values
5. Our Strategic Objectives, Enablers and Performance Measures
6. Schedule of Key Projects and Tasks
7. Risk Management Plan
8. Plan Governance and Monitoring

1. Introduction

This document sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the next five years whilst continuing to make progress towards the achievement of our vision and strategic objectives. It also sets out the programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2015-20 Public Safety Plan. These were:

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

The Corporate Plan will be reviewed on an annual basis to ensure that it is fit for purpose in light of any changes to our corporate environment. Also more detailed Directorate, Department and Station Plans will be prepared annually to ensure that the changes and developments set out in the Corporate Plan are implemented right across the Service.

2. Operating Context (key challenges facing the Service over the period of the Plan)

Over the last decade we have seen significant changes to levels of risk in the communities we serve and consequent reductions in demand for our core emergency response services, mirroring trends seen elsewhere in the country. Our 2015-20 Public Safety Plan sets out our strategic response to these changes which will involve reshaping our organisation to ensure that our resources and assets are more closely aligned and proportionate to this changed pattern of risk and demand.

At the same time, and although much has already been achieved, we still face significant financial challenges. Our Medium Term Financial Plan indicates that largely due to further expected reductions to our Government Grant funding we will need to find total savings of £4.2 million by 2020. Therefore we will need to continue the drive to improve of our efficiency, whilst maintaining effectiveness, throughout the five year period of the Plan.

Medium Term Financial Plan Summary

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Net Budget Requirement	28,808	28,740	27,997	28,060	27,693	27,399
Total Funding Available	-28,808	-28,740	-27,669	-26,830	-26,460	-26,028
Shortfall for Year	0	0	328	1,230	1,233	1,371
Cumulative Savings Requirement	0	0	328	1,558	2,791	4,162

To help us focus on these challenges we have introduced a new, simpler framework of four strategic objectives and three strategic enablers to replace the previous five strategic aims and 17 priorities. The strategic objectives are closely linked to our vision and set out the outcomes that we are trying to achieve for the communities we serve. The strategic enablers are about the things we need to do to equip and develop the Service to ensure that it can deliver against the objectives. The new framework is also designed to help with individual appraisal objective setting and will enable these to be linked to either the strategic objectives, the strategic enablers or a mix of the two. The new framework is shown at page seven of this Plan.

3. Planning Framework

Our planning framework is designed to ensure that our planning system work as a whole with each element supporting and underpinning the next through to the vital point of delivery to the public via our network of fire stations.



4. Vision and Values

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

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

5. Strategic Objectives, Enablers and Performance Measures

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

Strategic objective 1	Prevent Incidents that cause harm from happening.					
What we will do:	When we will do it:					How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Outcome Measures (used to determine progress towards achievement of Strategic Objective)
Implement Prevention Strategy.						<p>Number of accidental dwelling fires</p> <p>Numbers of primary fires in businesses</p> <p>Number of deliberate fires</p> <p>Number of road traffic collision killed and seriously injured</p> <p>Output Measures</p> <p>Number of Home Fire Risk Checks undertaken</p> <p>Number of Home Fire Risk Checks initially assessed as high risk undertaken</p> <p>Number of people receiving prevention based interventions/education</p>
Move to focussed Central Prevention Team. This team will reflect the strategy, support stations and be accountable against risk based agreed performance measures.						
Effective partnership working to identify "at risk" groups to ensure a targeted approach to prevention initiatives.						
Focus on community engagement, supporting both fire and the wider social health and well-being risks in the community.						
Promote the installation of fire suppression systems in domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.						
Achieve Reduction of KSI as a strategic priority for the Buckinghamshire and Milton Keynes Partnership Boards						

Strategic objective 2	Protect homes, public buildings and businesses from the effects of fire.					
What we will do:	When we will do it:					How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Outcome Measures (used to determine progress towards achievement of Strategic Objective)
Implement Protection Strategy						<p>Number of fire deaths</p> <p>Number of injuries in accidental dwelling fires</p> <p>Number of injuries in non-domestic building fires.</p> <p>False alarms</p> <p>Real alarms</p> <p>Output Measures</p> <p>The outcome risk levels of Fire Safety Audits</p> <p>Number of audits carried out as per current Protection risk strategy</p> <p>Number of smoke detectors fitted</p>
Protection structure review and implementation, including the involvement of station based personnel in providing business safety advice.						
Support and maintain a risk based audit programme reconfigured to ensure a targeted approach to the provision of business safety advice and enforcement.						
Promote the installation of fire suppression systems in non- domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.						

Strategic objective 3		To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand				
What we will do:		When we will do it:				How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Outcome Measures (used to determine progress towards achievement of Strategic Objective)
Milton Keynes reconfiguration						<p>Incidents per appliance</p> <p>Emergency response time trends</p> <p>Appliance availability</p> <p>Customer satisfaction (After The Incident survey)</p> <p>Co-Responding (incidents attended / lives saved)</p> <p>Number of persons rescued from fires/RTC/Special Services</p>
Amersham & Chesham area review						
Amersham & Chesham reconfiguration						
Buckingham and Winslow area review						
Buckingham & Winslow reconfiguration						
M40 Corridor area review						
M40 Corridor reconfiguration						
Aylesbury area review						
Aylesbury area reconfiguration						
On-Call Duty System Pilot						
Expansion of Co-Responding Scheme						

Strategic objective 4	Offer best value for money to our residents and businesses.					
What we will do:	When we will do it:					How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Outcome Measures (used to determine progress towards achievement of Strategic Objective)
Implement a shared Finance function with another local authority						Council Tax rates compared with family group and / or other Combined Fire Authorities Net expenditure per 1,000 population Output Measures Ratio of Support ('Green Book') staff to operational ('Grey Book') staff
Evaluate strategic options for future provision of support service functions						
Implement Strategic changes for provision of support service functions						
Implement legislated changes to Firefighter Pension Schemes						
Review of pension scheme administration to improve service.						
Management Structure Reviews						
Collaborative procurement and contract negotiation						

Strategic Enabler 1	To optimise the contribution and well-being of our people.					How we will know if we are succeeding:
What we will do:	When we will do it:					Supporting Measures
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	
Adapt and refresh the workforce to improve service delivery, resilience and deliver PSP outcomes.						Accidents / Injuries to staff Sickness – short term / recurring New recruit turnover Vacancy factor Staff retention Temporaries in permanent posts Appraisal performance Staff satisfaction Skills gap measures Workforce characteristics Career progression measures Salary / Terms & Conditions benchmarks
Move to flexible, affordable local terms and conditions where appropriate to support demand and risk led people resourcing.						
Ensure the workforce strategy, employment policy, supporting contracts and building capacity & capability systems are established to support demand and risk led people resourcing.						
Adapt employee proposition to optimise employee motivation, attract and retain right calibre, high performing people.						
KIS Structure Review and implementation.						

Strategic Enabler 2	Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.					
What we will do:	When we will do it:					How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Supporting Measures
Knowledge & Information Services strategy implementation	■					System Downtime System Availability outside BHQ ICT Customer Satisfaction ICT 'Maturity Model' level
Business Systems Integration Programme	■	■				
Automation of Payroll Input	■					
Migration to electronic workflow to support key people business processes		■				
Communications hardware and software review			■			
Implement upgrades to communications hardware & software				■	■	
Review Knowledge & Information Services strategy			■			
Implement updated Knowledge & Information Services strategy				■	■	

Strategic Enabler 3	Assets and Equipment: To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.					
What we will do:	When we will do it:					How we will know if we are succeeding:
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	Supporting Measures
MK Transformation Project	████████████████████					<p>Maintenance costs as a proportion of asset value</p> <p>Asset utilisation measures:-</p> <ul style="list-style-type: none"> - 1,000 population per fire station - Area covered per fire station - cost per fire station / appliance <p>Medium Term Financial Plan alignment</p> <p>Conformance to 'Pre-determined Attendance' time targets</p>
Head Quarters /Unit 7 Reconfiguration	████████████████████					
PPE Review Project	████████████████████					
Implement Red Fleet diversification (new appliance procurement)	██████████					
Evaluate Impact of Red Fleet diversification strategy			██████████			

7. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process ▪ Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	<ul style="list-style-type: none"> ▪ Strategic Training Review ▪ Workforce Plan ▪ Resourcing and Remuneration strategies
Prolonged business continuity issue (e.g. pandemic flu, industrial action)	<ul style="list-style-type: none"> ▪ Peer reviewed business continuity plan in place ▪ Employee relations and engagement strategy
Unexpected financial pressures	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process ▪ Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)
Dependencies on external parties	<ul style="list-style-type: none"> ▪ Contract / MOU monitoring ▪ Business continuity plan

8. Plan Governance and Monitoring

The key activities and projects detailed within this plan will each be supported by a costed and risk-assessed business plan. Each activity or project will be cascaded to a department to deliver through its own individual departmental action plan.

Regular Monitoring

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

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

Quarterly Monitoring

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

Annual Monitoring

A summary of progress in relation to key Plan outcomes will be included in our annual Statement of Assurance which is scrutinised by Fire Authority Members at the Overview and Audit Committee.



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	10 June 2015
OFFICER	Jason Thelwell, Chief Fire Officer
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Memorandum of Understanding (MOU) with Royal Berkshire and Oxfordshire Fire and Rescue Services.
EXECUTIVE SUMMARY	The enclosed MOU sets out a formal arrangement for collaborating with the other Thames Valley Fire and Rescue Services.
ACTION	Decision.
RECOMMENDATIONS	It is recommended that the principles within the MOU of collaboration between the Thames Valley Fire and Rescue Services be accepted for signature by the Chairman.
RISK MANAGEMENT	The purpose of the MOU is to commit each fire and rescue service to look at collaboration within the Thames Valley as a first option, to reduce cost, improve quality and improve resilience. The MOU does not tie the Authority to this course of action, so represents very little risk.
FINANCIAL IMPLICATIONS	No additional costs.
LEGAL IMPLICATIONS	No legal implications.
HEALTH AND SAFETY	No implications.
EQUALITY AND DIVERSITY	No relevant issues.
USE OF RESOURCES	The MOU gives officers a clear steer on the first option when considering collaboration; this will require no extra resources.
PROVENANCE SECTION & BACKGROUND PAPERS	Background The Knight review recommends closer collaboration between blue light and other fire and rescue services as a means of reducing cost, improving resilience and increasing the quality of the service provided to the

Memorandum of Understanding with Royal Berkshire and Oxfordshire
Fire and Rescue Services

	community. An identical copy of this MOU has already been signed by the Chairman of Royal Berkshire Fire and Rescue Service.
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

Appendix 1



Fire and Rescue Collaboration in the Thames Valley

A Memorandum of Understanding between the Fire Authorities of Buckinghamshire and Milton Keynes, Oxfordshire, and Royal Berkshire.

Purpose

The purpose of this Memorandum of Understanding is to establish a clear commitment by members of each of the three fire authorities in the Thames Valley, to the fire and rescue services for which they are responsible operating as preferred collaborative partners.

Background

Members of the fire authorities in Buckinghamshire and Milton Keynes, Oxfordshire, and Royal Berkshire 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.

The three fire and rescue services in the Thames Valley already have a solid track record on collaboration - examples of which include:

- Arrangements for over-the-border assistance when responding to emergencies
- Fire Investigation
- A shared procurement service for Buckinghamshire and Royal Berkshire
- A shared information management arrangement between Buckinghamshire and Royal Berkshire
- Provision of legal advice by Buckinghamshire to Royal Berkshire Fire Authority's Monitoring Officer
- The development of technical fire safety guidance and training for Fire Protection officers by Oxfordshire for Royal Berkshire
- Out of hours specialist fire protection enforcement advice provided by Oxfordshire to Royal Berkshire
- Joint Driving Centre between Buckinghamshire and Oxfordshire Specialist line rescue provided by Oxfordshire to Buckinghamshire and Royal Berkshire

The most significant example of collaboration to-date has involved establishing the Thames Valley Fire Control Service (TVFCS). Fire authority members and their senior officer colleagues see the TVFCS as an important focal point around which other collaborative initiatives can be built in the future. This, combined with the previous positive experience of collaboration referred to above, and the immediate geographical proximity of the three fire and rescue services has led fire authority members to conclude that the organisations should operate as preferred collaborative partners.

It is important to note that this Memorandum of Understanding does not represent an absolute commitment to Thames-Valley-only Fire/Fire collaboration. Rather, it is a statement-of-intent which commits the Services to a default position of collaborating within the Thames Valley, unless a clear business case demonstrates that an alternative collaborative option is preferable.

Objectives

Key Objective

Sharing resources on a fair and equitable basis, to support achievement of excellent outcomes for communities across Buckinghamshire and Milton Keynes, Oxfordshire and Royal Berkshire.

Supporting Objectives

1. Delivering excellent, cost-effective and resilient services to communities
2. Ensuring necessary capacity, capability and resilience across support functions in a cost-effective manner.

Guiding Principles

1. During the process of developing and delivering collaborative initiatives, fire authority members and officers will always focus on what is in the best interests of the communities they serve.
2. Collaboration will be used as a mechanism to share best practice across the three fire and rescue services.
3. All costs and benefits will be shared on a fair and equitable basis.
4. Governance arrangements will be put in place which properly balance the requirement for effective oversight, with the need to avoid unnecessary bureaucracy.

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:

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	10 June 2015
OFFICER	Lynne Swift, Director of People and Organisational Development.
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Support Services Staff Pay Award
EXECUTIVE SUMMARY	<p>Staff are employed under contracts with either the terms and conditions of the NJC for Local Authority Fire and Rescue Services Scheme of Conditions of Service, 2004 "the Grey Book" incorporated; or with the provisions of the Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service for Support Services staff.</p> <p>The Authority currently employs 100 Support Services staff in a variety of roles.</p> <p>Unlike "Grey Book" staff, there is no formal negotiating mechanism for reviewing Support Services staff pay on an annual basis.</p> <p>A paper was submitted to the Strategic Management Board (SMB) which proposed a 1 per cent pay award from July 2014 for Support Services staff.</p> <p>The pay award was recommended and agreed upon based on the high performance and productivity of support staff and affordability within the Medium Term Financial Plan (MTFP).</p> <p>Support Services staff undertake a critically important role in the Authority. In recent years we have employed specialist support staff and managers to improve the professionalism of the service in different directorates, ultimately supporting the frontline operational service.</p> <p>The support functions have been the subject of regular reviews and restructuring to a degree not yet faced by many response functions. These reviews have resulted in significant organisational savings, which have been</p>

	<p>instrumental in achieving the MTFP reductions, by cutting headcount, making redundancies and introducing different ways of working. Consequently we demand more flexibility from those support staff that have remained employed. We are expecting our support staff to do more with less, and we have not so far seen productivity to be detrimentally affected by the staffing reductions and change.</p> <p>Support Services staff have frequently worked beyond their normal roles particularly supporting projects and in times of industrial action and this extra commitment has been invaluable during those critical times.</p> <p>Several Support Services staff have undertaken personal professional development and many now work collaboratively with other fire and rescue services, across different locations.</p> <p>Overall performance of our support services staff at all levels has been outstanding, demonstrated by organisational achievements, good attendance levels and high appraisal ratings. They have shown a positive approach to all the changes and demands placed upon them during the last two years.</p> <p>The pay award was agreed by SMB and paid to staff in the May 2015 payroll run, with arrears.</p> <p>The SMB report and supporting papers have been placed in the Members library for information.</p>
ACTION	For information.
RECOMMENDATIONS	That the decision to make a 1 per cent pay award to support services staff, back dated to July 2014, be noted.
RISK MANAGEMENT	<p>Support Services staff have a valuable role in the fire service at all levels, from administrative to professional specialist responsibilities. The risk of not rewarding these staff fairly is they become to feel undervalued, particularly when compared to operational colleagues, and this may reflect in staff turnover and performance.</p> <p>Any review of pay, grading and reward presents a financial risk, i.e. potential increase to pay bill. This is mitigated by sound budgeting.</p>
FINANCIAL IMPLICATIONS	<p>As part of the MTFP process we budget for a support services staff annual pay award.</p> <p>In line with this, a 1 per cent increase was budgeted</p>

	<p>for support services staff pay in 2014/15. It was held within the contingency budget as no decision has been made to apply this amount earlier during the year. The budget was for the award to be applicable from 1 July 2014.</p> <p>The cost of applying 1 per cent from July 2014 is approximately £32,000 (including on costs) based on current staff numbers (this recognises the current vacancies). Total pay budget for 2015 will increase by approximately £40,000 p.a.</p> <p>Looking forward a 1 per cent increase was budgeted for all staff as part of this year's MTFP i.e. to be applied during 2015/16.</p>
LEGAL IMPLICATIONS	<p>There are no legal implications in relation to this award.</p> <p>The application of the pay award sits within the delegated authority for the Chief Fire Officer/Chief Executive.</p>
HEALTH AND SAFETY	<p>There are no Health and Safety implications of the pay award.</p>
EQUALITY AND DIVERSITY	<p>The gender breakdown for support services staff is split 53 per cent female and 47 per cent male.</p> <p>The application of a fair, transparent pay policy and reward strategy across all staff groups is important in demonstrating our continued commitment to Equality and Diversity.</p> <p>As part of the recent support services staff grading review we completed an Equal Pay Audit which sought to ensure the Authority has fair, transparent, inclusive pay and reward structures and systems, therefore mitigating risks of equal pay claims in the future.</p> <p>The main support services staff pay scales have been adapted accordingly to reflect the one percent award, with trainee and apprenticeship pay scales forming part of the in year review of the Authority's pay policy, scheduled for autumn 2015.</p>
USE OF RESOURCES	<p>Contribution to achievement of Strategic objectives;</p> <p>The application of a fair, transparent and equitable reward structure will enhance individual and therefore organisational performance. It will also positively support any work undertaken on the revised employee proposition, including consideration of best companies' awards.</p>

	<p>Communication with stakeholders and staff;</p> <p>Following approval of any pay increase, changes to the rates will be updated and communicated via the leadership group, personal letter and the <i>I:drive</i>.</p> <p>The system of internal control;</p> <p>Payroll is regularly subject to internal and external Audits therefore ensuring correct application of all salary scales.</p> <p>The medium term financial strategy</p> <p>All proposals will be built into the Medium Term Financial Plan (MTFP).</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background papers:</p> <p>18 February 2015 Fire Authority report: BMKFA Pay Policy Principles and Statement 2015/16 http://bucksfire.gov.uk/files/3614/2347/1577/ITEM_1_1_Pay_Policy_Principles_and_Statement_2015_16_-_Cover_report_for_18_02_15_Fire_Authority_knReport.pdf;</p> <p>30 July 2014 Executive Committee report: Review of pay, grading and terms and conditions for staff covered by the Buckinghamshire & Milton Keynes Fire Authority Support Services Staff, Scheme of Conditions of Service http://bucksfire.gov.uk/files/5614/0603/0334/ITEM_1_0_Report_on_Pay_Grading_Review_inc_Annex_A_and_Appendices.pdf;</p> <p>20 November 2013 Executive Committee report: Review of support staff (local Green Book) terms and conditions of service and pay, grading and reward structure http://bucksfire.gov.uk/files/6014/0631/0052/201113_Executive.pdf;</p> <p>18 September 2013 Executive Committee report: Equal Pay Audit Outcomes http://bucksfire.gov.uk/files/4714/0631/0051/180913_Executive.pdf;</p> <p>16 January 2013 HR Sub Committee report: Equal Pay Audit: Including review of Green Book staff remuneration and conditions of service: Update report http://bucksfire.gov.uk/files/3714/0632/6811/HR1601_13.pdf;</p>

Support Services Staff Pay Award

APPENDICES	None
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Lynne Swift lswift@bucksfire.gov.uk 01296 744679

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	10 June 2015
OFFICER	Lynne Swift, Director of People and Organisational Development.
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Scheme Manager Discretions for the Firefighters' Pension Scheme 2015
EXECUTIVE SUMMARY	<p>As Scheme Manager the Authority is responsible for delivery of the Firefighters' Pension Schemes.</p> <p>The main Regulations (Statutory Instrument 2014 No.2848 Public Service Pensions) introducing a new Firefighters' Pension Scheme, effective from 1 April 2015 were laid before Parliament on 28 October 2014. Various consultations followed, mainly relating to transition arrangements and scheme governance. The final Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015 were laid before Parliament on 5 March 2015, and also came into force on 1 April 2015.</p> <p>The Authority's governance arrangements for the new Firefighters' Pensions Scheme 2015 were approved by the Executive Committee at their meeting on 18 March 2015.</p> <p>This report sets out the proposed immediate position required by Buckinghamshire and Milton Keynes Fire Authority (BMKFA) on discretions within the Firefighters' Pension Scheme 2015. The 2015 Scheme Regulations set out 52 discretions available to the Authority to consider, however only three require immediate consideration.</p> <p>There are three Scheme Manager discretions within the Firefighters' Pension Scheme (England) Regulations 2014 which the Authority is required to have an immediate position on, these are:</p> <ol style="list-style-type: none"> 1. Delegation (Regulation 5) 2. Pensionable pay (Regulation 17) 3. Contributions during absence from work (Regulation 111) <p>These are detailed in Appendix 1.</p>

	<p>It is proposed to present a follow up report on the remaining 49 2015 scheme discretions in the autumn 2015 when general, legal and procedural matters have been resolved and pensions administrator and governance training completed.</p> <p>A significant number of the remaining discretions have no impact on employees until 2022.</p>
ACTION	Decision.
RECOMMENDATIONS	It is recommended that the Firefighters' Pensions Scheme 2015 discretions policy statement as detailed in Appendix 1 be agreed and adopted with immediate effect.
RISK MANAGEMENT	<p>There is a requirement for the Scheme Manager to ensure delegated powers are appropriate and current. There are no identified risks as the protocols are the same for the other already established 1992 and 2006 Firefighters' Pension Schemes.</p> <p>Continual Professional Development Payments (CPD) are currently treated as an additional pensions benefit for members of the 1992 and 2006 Firefighters' Pension Schemes. To mitigate inconsistency and perceived unfairness it is proposed the approach to CPD is kept in line with the current practice and it is treated as pensionable pay. CPD is now payable linked to performance evidence via appraisals.</p> <p>Contributions during absence from work except trade disputes will be determined on a case by case basis due to the diverse nature of absences and risk will be determined and appropriately mitigated as part of each case review.</p> <p>For trade disputes, the Authority has already adopted the option for members of the 1992 and 2006 Schemes to pay the employer contributions as well as employee contributions as its position on pension buy back arrangements. It is proposed to continue with this current arrangement for the new 2015 Scheme.</p>
FINANCIAL IMPLICATIONS	<p>The Authority in exercising the discretionary powers available under the above Regulations has acted with due prudence and propriety and considered the financial impact of applying the discretions.</p> <p>A high-level summary of the employer pension contribution costs in relation to CPD has indicated that the current cost is £21,000 per annum. If CPD is pensionable in the 2015 Scheme the total cost across all firefighter pension Schemes is reduced to £19,000 per annum. If CPD were to be non-pensionable in the 2015 Scheme the employer's cost is further reduced</p>

	<p>to £12,000 per annum. This option was considered however the Authority has recently introduced a revised CPD payments procedure, which links CPD with evidenced performance and is a foundation to support future employee proposition proposals.</p> <p>These figures are based on the position at 1 April 2015 i.e. employees with taper protection remaining in the 1992/2006 Schemes. As time progresses the overall costs will reduce slightly. The difference between the £21,000 and £19,000 figures is due to the reduced employer contribution rate for those moving on to the 2015 Scheme from 1 April 2015.</p> <p>There are no other immediate financial implications to the Authority of adopting the proposed immediately required discretions. The approach taken in the proposed statement considers costs and reduces where appropriate, however not to the extent that it would be to the Authority's disadvantage.</p>
LEGAL IMPLICATIONS	<p>These changes are being incorporated into the Firefighters' Pension Scheme 2015 which came into effect on 1 April 2015.</p>
HEALTH AND SAFETY	<p>There are no health and safety implications of the proposed statement.</p>
EQUALITY AND DIVERSITY	<p>Appropriate equality assessments of the Firefighters' Pension Scheme 2015 have been completed by DCLG. A link to the main equality impact assessment is provided in the background section of this report.</p> <p>The Authority in exercising the discretionary powers available under the above regulations has acted with due prudence and propriety and considered the equality and diversity impact of applying the discretions.</p> <p>Transfers into the 2015 Scheme from the existing 1992 and 2006 Schemes are based on date of birth as at 1 April 2012. Members of the 1992 Scheme, who were under 41 years old as at 1 April 2012, transfer into the 2015 Scheme from 1 April 2015 with their 1992 accrued pensions benefits fully protected. For 2006 Scheme members who were under 46 years old at 1 April 2012, transfer into the new 2015 Scheme from 1 April 2015 with their 2006 accrued benefits fully protected.</p> <p>The Normal Pension Age (NPA) of 60 and tapered arrangements are in place for those 41 to 45 years old (1992 Scheme) and 46 to 50 years (2006 Scheme); age as at 1 April 2012.</p> <p>Government policy is to protect those public servants who as at 1 April 2012 were within 10 years of their pension Scheme's NPA. For the 1992 Scheme the NPA</p>

	<p>is 55 years and 2006 Scheme is 60 years.</p> <p>With the introduction of the Firefighters' Pension Scheme 2015, 292 employees are automatically transferred into the new Scheme from April 2015 with a further 73 employees with taper protection and transferring into the Scheme between May 2015 and March 2022.</p> <p>81 employees are within 10 years of retirement and are fully protected.</p> <p>From 1 April 2015 over 60 per cent of the Authority's firefighters' are members of the new 2015 Scheme.</p>
<p>USE OF RESOURCES</p>	<p>Communication with stakeholders: Stakeholder communication is a significant element of successful implementation of the Firefighters' Pension Scheme 2015. Communication will be via the normal channels. To fully inform staff, face to face briefings have been undertaken on the new Scheme supported by separate communication via the intranet and personal letters to home addresses.</p> <p>The system of internal control: Regular reports will be provided to the Strategic Management Board, Executive Committee and Fire Authority as necessary. In addition the new Local Pension Board will have a statutory responsibility to oversee the governance of the Schemes.</p> <p>The balance between spending and resources: Adoption of the proposed pension discretions will contribute to the Authority achieving its strategic aim to 'manage all our resources to provide the best value for the residents and businesses of the communities we serve' as it contributes to managing workforce size to achieve a balanced budget.</p> <p>The arrangements to promote and ensure probity and propriety: Current audit arrangements and service level agreements are being revised as appropriate to ensure compliance.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>Statutory Instrument 2014 No.2848 Public Service Pensions: The Firefighters' Pension Scheme (England) Regulations 2014: http://www.legislation.gov.uk/ukxi/2014/2848/pdfs/ukxi_20142848_en.pdf</p> <p>LGA Scheme Manager Discretions: The Firefighters' Pension Scheme (England) Regulations 2014 SI2014/2848 https://www.ddfire.gov.uk/sites/default/files/attachments/Item%208%20Appendix%20A.pdf</p> <p>November 2014 Firefighters' Pension Scheme</p>

	<p>2015 – Equality Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/367671/Firefighters_Pension_Scheme_2015_Equality_Statement.pdf</p> <p>18 March 2015 Executive Committee report: Firefighters' Pension Scheme 2015: Proposed new governance arrangements http://bucksfire.gov.uk/files/5814/2564/3988/ITEM_8_Firefighters_Pension_Scheme_2015_Report_to_Executive_Committee_18.03.15_Annexes.pdf;</p> <p>18 September 2013 Executive Committee Report Employer Pension Contribution options during Strike Action(item 12) http://bucksfire.gov.uk/files/4714/0631/0051/180913_Executive.pdf</p> <p>17 July 2013 Executive Committee report: Amendments to the Firefighters' Pension Scheme 1992 and the New Firefighters' Pension Scheme 2006 http://bucksfire.gov.uk/files/4114/0631/0051/170713_Executive.pdf</p>
<p>APPENDICES</p>	<p>Appendix 1 – Scheme Manager Discretions -The Firefighters' Pension Scheme (England) Regulations, Policy Statement.</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Lynne Swift lswift@bucksfire.gov.uk 01296 744679</p>

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**Scheme Manager Discretions
The Firefighters' Pension Scheme (England) Regulations 2014 SI 2014/2848
Effective 1 April 2015 - Policy Statement**

Immediately required Discretions the Authority now has available:	
Regulation 5	POLICY DECISION
<p>Power to delegate</p> <p>The Scheme Manager must ensure that delegated powers are appropriate and current.</p> <p>Regulation 5 (2) states 'The Scheme Manager may delegate any functions under these regulations, including this power to delegate to such persons or employees of such persons as may be authorised in that behalf by the Scheme Manager.'</p>	<p>Under the current Scheme of Delegation to Officers (June 2013) the Chief Fire Officer has discretion from the Authority "within the approved budgets and policies, [to] exercise all matters of day-to-day administration and operational management of the services and functions".</p> <p>It is intended that discretions of that nature shall continue in relation to the 2015 Scheme as under the 1992 and 2006 Schemes unless expressly reserved to the Executive Committee or the Authority under existing or future adopted policy discretions.</p>

Regulation 17	POLICY DECISION
<p>Pensionable pay</p> <p>The Scheme Manager has discretion to determine if continual professional development payments are to be treated as pensionable pay.</p> <p>Regulation 17(1) (d) states 'For the purpose of calculating a member's pension or other benefits under this Scheme, the member's pensionable pay is..... d) the amount paid to the member for continual professional development ,which the Scheme Manager determines is pensionable.</p>	<p>Continual Professional Development (CPD) will be treated as pensionable pay.</p> <p>Eligibility for CPD payments, administration arrangements, application processes, assessment criteria and review at appraisal are outlined in the Authority's Continuing Professional Development (CPD) Procedure.</p>

Regulation 111	POLICY DECISION
<p>Contributions during absence from work due to illness, injury, trade dispute or authorised absence</p> <p>Where an active member is absent from Scheme employment because of illness or injury and not entitled to receive pensionable pay, or because of trade dispute or authorised unpaid absence, they may pay member</p>	<p>Illness and injury (Regulation 111(2))</p> <p>For periods of absence due to illness and injury where the active Scheme member is not entitled to receive pensionable pay, the employee may pay member contributions in accordance with regulation 111(2).</p>

contributions; if they do, the Scheme employer may require that they should also pay employer contributions.

Regulation 111(1) states 'An active member away from Scheme employment by reason of illness or injury must pay contributions at the contribution rate ascertained in accordance with regulation 110 (member contributions) multiplied by the amount of any pensionable pay received, including statutory pay.

Regulation 111(2) states ' If an active member is absent from Scheme employment by reason of illness or injury and is not entitled to receive pensionable pay including statutory pay for any period, that member may pay contributions at the contribution rate ascertained in accordance with regulation 110 (member contributions) multiplied by the amount of pay received immediately before cessation of pay and if required by the Scheme employer pay the amount of employer contribution which the Scheme employer would otherwise be required to pay by Regulation 117(3) (employer contributions).

The Authority agree to delegate the authority to the Chief Fire Officer/Chief Executive as advised by the Director of Finance and Assets and Director of People and Organisational Development to consider each case on an individual basis to determine whether the individual or the employer pay the employer contributions.

Trade dispute (Regulation 111(3))

For periods of absence from Scheme employment by an active Scheme member on a trade dispute, the member may elect to pay member contributions in accordance with Regulation 111(3).

The Authority's current policy applicable to the existing 1992 and 2006 Firefighters' pension Schemes will also be applied to the new 2015 Scheme. Members will be required to pay the employers contributions in accordance with regulation 117(3) in all cases of active member pension buy back involving trade dispute(s).

<p>Regulation 111 (3) states 'If an active member is absent on a trade dispute, the member may elect to pay the contributions at the contribution rate ascertained in accordance with regulation 110(member contributions) multiplied by the assumed pensionable pay that the member is treated as receiving and if required by the Scheme employer pay the amount of employer contribution which the Scheme Manager would otherwise be required to pay by regulation 117(3) (employer contributions).</p> <p>Regulation 111(4) states 'If an active member is away from work during a period of authorised unpaid absence, the member may elect to pay contributions at the contribution rate ascertained in accordance with regulation 110 (member contributions) multiplied by the assumed pensionable pay that the member is treated as receiving and if required by the Scheme employer, pay the amount of employer contributions which the Scheme employer would otherwise be required to pay by regulation 117(3).</p>	<p>Authorised unpaid absence (Regulation 111(4))</p> <p>For periods of authorised unpaid absence where the active Scheme member is not entitled to receive pensionable pay, the employee may pay member contributions in accordance with regulation 111(4).</p> <p>The Authority agree to delegate the authority to the Chief Fire Officer/Chief Executive as advised by the Director of Finance and Assets and Director of People and Organisational Development to consider each case on an individual basis to determine whether the individual or the employer pay the employer contributions.</p> <p>For all cases where regulations 111 paragraphs 2,3 or 4 apply contributions must be paid before the end of six months from the date on which the employee is treated as receiving assumed pensionable pay Regulation 111(5).</p>
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Appendix 1

Other Discretions	POLICY DECISION
There are forty nine other 2015 Scheme discretions available for the Authority to consider.	The Authority will consider its position on the remaining 2015 Scheme discretions in autumn 2015. This allows time for the Scheme to be launched effectively, for general, legal and procedural matters to be resolved, and pensions and administration and governance training to be completed.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	10 June 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Emergency Services Mobile Communications Programme (ESMCP)
EXECUTIVE SUMMARY	<p>The Emergency Services Mobile Communications Programme (ESMCP) is a national, Government led, programme designed to provide effective operational communications systems for all emergency services and responders.</p> <p>The Fire Authority received a Briefing Paper as to the background of the project at the Fire Authority meeting 18 February 2015. This paper is an update on the development of this national project.</p> <p>Currently the cross government department project team is developing the business case for the Treasury for the purposes of agreement on funding.</p> <p>The three lots for procurement are currently progressing with the contracts due for award this summer.</p> <p>Lot 1. Delivery Partner</p> <p>Lot 2. User Services</p> <p>Lot 3. Mobile Network Provider</p> <p>The transition in services is due to start in 2017. At this stage we anticipate that Buckinghamshire and Milton Keynes Fire and Rescue Service will cut over to the new system in 2018.</p> <p>Each delivery region has been requested to provide an estimate of the required resources locally in the form of a Local Impact Assessment (LIA). This was submitted for the fire services jointly in our delivery area.</p> <p>It is currently anticipated that there is no planned delivery activity required by Buckinghamshire and Milton Keynes Fire and Rescue Service during 2015/16. It is estimated that there will start to be resource implications early in 2017. This will require locally provided resources (project management). It is believed there will be DCLG funding for all or part of</p>

	<p>the posts.</p> <p>It is believed that there will be transition funding for all of the new burdens experienced. However, where purchased equipment is considered as an enhancement to local services existing capabilities, then the purchasing service would in all likelihood be expected to fund the difference.</p> <p>Currently this service receives central funding for our use of Airwave. The arrangements for the revenue costs for each service for the replacement system are unclear. Like Airwave the same system will be used by all three Thames Valley Fire and Rescue Services through the Thames Valley Fire Control Service.</p>
ACTION	For information.
RECOMMENDATIONS	<p>It is recommended that:</p> <ul style="list-style-type: none"> i. the ESMCP programme and progress to date be noted. ii. the fact that the potential costs to the Authority have yet to be identified be noted.
RISK MANAGEMENT	To supplement the identified risks and control measures within the programme and to ensure we consider risks to the Service, the project has been added to the Service Development Risk Register.
FINANCIAL IMPLICATIONS	<p>It is anticipated that there may be financial implications for the Authority. However, the amount and the future funding mechanism is unknown at this stage as it is currently being developed by the central programme.</p> <p>DCLG will continue the current funding arrangements for Airwave until Buckinghamshire and Milton Keynes Fire and Rescue Service cuts over to the new ESMCP solution.</p>
LEGAL IMPLICATIONS	None arising from the recommendations.
HEALTH AND SAFETY	<p>It is expected that appropriate programme governance and controls will manage, control and reduce the risks detailed below:</p> <p>Timing - service and industry capacity and pace of transition</p> <p>Resources - HM Treasury funding, programme funding, service resources</p> <p>Decision making - inability to make timely decisions through devolved governance</p> <p>Coordination of multiple procurements</p> <p>Legal challenge leading to delay</p>

	<p>Transition from existing suppliers</p> <p>Availability of technology and devices</p>
EQUALITY AND DIVERSITY	<p>The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.</p> <p>It is expected that appropriate centralised programme governance will provide the impact assessments for this programme. We will need to assess local impact as we move to the implementation delivery and transition stage.</p>
USE OF RESOURCES	<p>There is currently no need for direct resources to be dedicated to this project. It is expected that more dedicated resourcing will be required in 2016/17.</p> <p>The agreed LIA is contained in Appendix 1.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>https://www.gov.uk/government/publications/the-emergency-services-mobile-communications-programme</p> <p>Fire Authority ESMCP Briefing Paper 18 February 2015</p>
APPENDICES	<p>Appendix 1- Fire Authority ESMCP Update May 2015</p>
TIME REQUIRED	<p>10 minutes.</p>
REPORT ORIGINATOR AND CONTACT	<p>Julian Parsons</p> <p>jparsons@bucksfire.gov.uk</p> <p>07964 415055</p>

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Emergency Service Mobile Communications
Programme
Fire Authority Update
May 2015

1. Background

The Emergency Services Mobile Communications Programme (ESMCP) is a national, Government-led programme, designed to provide effective operational communications systems for all emergency services and responders. As a replacement solution for the current Airwave system, the ESMCP outcomes will provide effective emergency services interoperability and enable enhanced integration between the services.

Current Airwave contracts for fire and rescue services are due to expire at the end of 2016. The Government is seeking to extend these contracts until the completion of ESMCP. This will ensure continuity until new system cut-over can be achieved. At this stage we anticipate that Buckinghamshire and Milton Keynes Fire & Rescue Service (BMKFRS) will cut over to the new system in 2018. The Airwave product has served us well but it cannot provide us with broadband data solutions that we are becoming more and more reliant on. Technological advancements and enhancements since the advent of Airwave will enable a more functionally-rounded solution that will provide effective voice and data communications.

The programme has been in place for the last 24 months to look at the replacement of the Airwave network based on mobile network operators and public communication networks. The programme has defined the user requirements and recently gone out to tender for 4 lots. The results of the procurement process are not yet finalised with the shortlisted providers subject to a negotiation phase prior to final award. The below chart shows the current milestones the central programme team are working towards.

Milestone	Date
Outline Business Case approval	April 2014 ✓
OJEU and PQQ issued	April 2014 ✓
ITT (Invitation To Tender) issued	August 2014 ✓
Tender return	October 2014 ✓
Tender evaluation, negotiation and post BAFO evaluation	Winter 2014 to Spring 2015 ✓
Full Business Case approval	Summer 2015
Contract award	Summer 2015
Mobilisation	Summer 2015 to Late 2016
Transition starts	Early 2017

Extract from ESMCP project publication

2. Collaborative Approach

The Full Business Case (FBC) is currently being drafted for the 3 Government Departments to sign off prior to the contract award and implementation phase. Following a request from DCLG last year, all transition groups were asked to set-up regional groups to facilitate assurance to the Programme Team and to communicate fully with each Fire & Rescue Service (FRS). Oxfordshire Fire and Rescue Service were already represented on the National Fire Customer group (FCG) at a technical level. However, Government and the Programme Delivery Team felt they needed senior management representatives present at this group to be able to feedback the more strategic concerns.

The South Central Transition Group (SCTG) was set-up with the initial Chairman from Oxfordshire and the following senior managers from the other four FRSs in the South Central group:

ACO Simon Furlong	- Oxfordshire FRS (Chairman)
GM Mick Keenan	- IoW FRS
AM Julian Parsons	- Buckinghamshire FRS
(T)ACO Mick Crennell	- Hampshire FRS
AM Paul Maynard	- Berkshire FRS (Deputy Chairman)

The purpose of this group was to review the project progress, feedback to senior management teams and respond with information requests to the FCG Project Team.

Like Airwave, as it is a common solution nationally, the system provided through ESMCP will be the same for all three Thames Valley FRS and delivered through the Thames Valley Fire Control Service.

3. Programme Update

To date, the programme has progressed well with the user requirements, invitation to tender, tender process and evaluation all moving forwards with minimal slippage. Currently, the project team are evaluating the tenders for the following four lots:

Lot 1 – Delivery Partner – this will provide the programme management services

Lot 2 – User Services – this element will provide the end-to-end systems that support the Emergency Services Network (ESN)

Lot 3 – Mobile Services – which will provide an enhanced mobile communication service

Lot 4 – This was for radio sites with 40 defined remote areas, but due to the better than predicted proposed coverage of Lot 3 providers, Lot 4 has now been withdrawn from the programme.

Following the evaluation of the tenders, a short list of bidders will be pulled together followed by a short negotiation stage in advance of best and final offers. This will feed into the full business case which will seek approval on letting the contract Lots. This approval will be sought from the relevant sponsoring departments (DCLG for Fire, DH for the Ambulance Service and HO for Police) as well as the devolved governments.

Once approval has been given by the sponsoring departments/devolved governments, the contracts will be let and each FRS will be asked to sign-up to the contract. It is not clear when this will be required and I would expect full testing and functionality to be available prior to services being asked to sign any contractual agreement.

The DCLG Business Change Teams (Fire) have been liaising with the transition groups to discuss the elements which are out of scope from the central programme delivery.

These are:

- Local programme management
- Network accreditation (PSN or ESN)
- Control room transition
- Device procurement
- Vehicle installation
- Application requirements
- Training
- User readiness assessments

Each FRS will be required to identify their own needs and to resource or procure the delivery of each of these elements. It is clear from recent meetings with DCLG that they expect FRSs to collaborate on the delivery/procurement of these 'out of scope' elements where possible. Funding will be available for some degree to assist with these resources. DCLG have stated no additional funds will be available until the financial year 16/17.

4. Transition Timeframe

Due to the high costs of extending the Airwave contract, the timetable has been reduced from four years to two years with all groups retaining a 12 month transitional timeframe, but with each group starting the transition every two months. It is envisaged that the South Central area will start to move to the ESN in early 2018. The transition preparation work will need to commence at least 18–24 months prior to this and all Control Rooms will need to be able to access the replacement network once the first regions start the transition in January 2017.

This places additional pressure on the programme with the need for external contractors and local skillsets, to deliver the transition, all being contracted at the same time. The transition group has been given an initial implementation

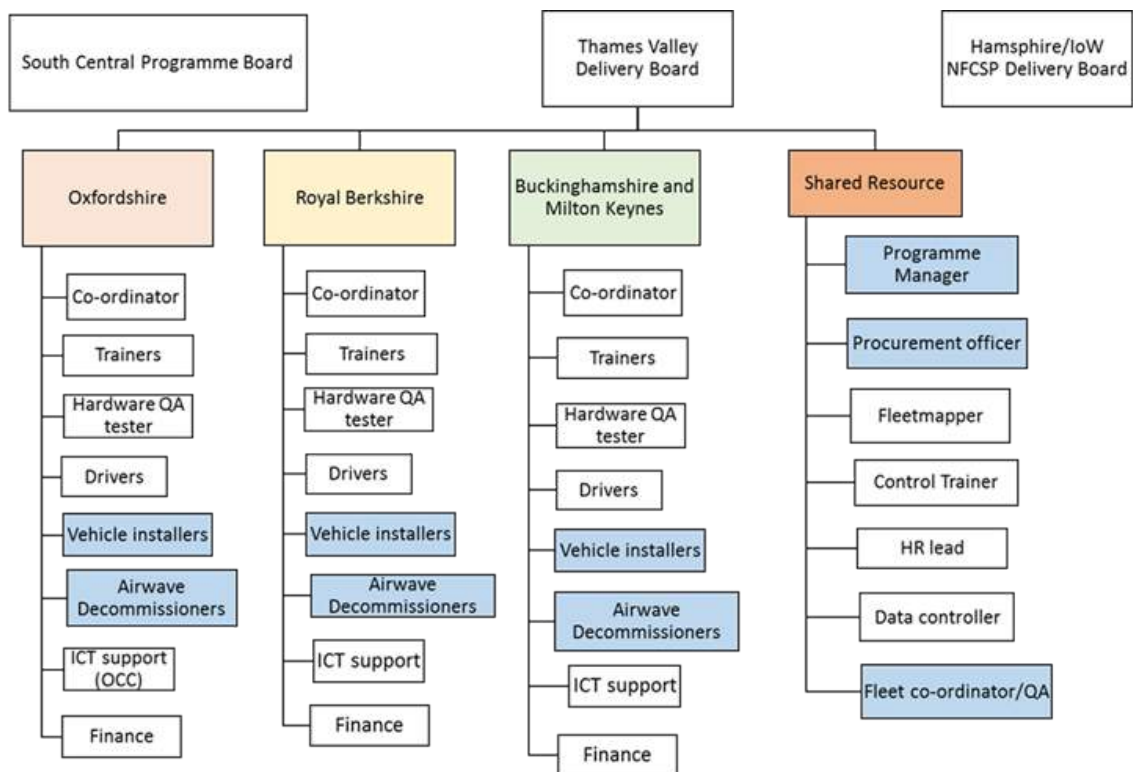
plan which details the out of scope areas - albeit until the Lot 1 delivery partners are on board, it can only be a 'best guess' plan.

The transition group has decided to look at each individual task area to identify which FRS has a requirement for the individual element and how it could be delivered e.g. as a whole group, with neighbouring groups (South West), or if it needs to be at an individual FRS level.

As an example, vehicle fit-out, which is required by all FRSs, could be delivered by sub-groups Hampshire/IoW and Berks and then Oxfordshire/Bucks. This would reduce the resource requirements to manage this part of the process. However, it could be determined that this is outsourced and one FRS leads on the procurement and implementation.

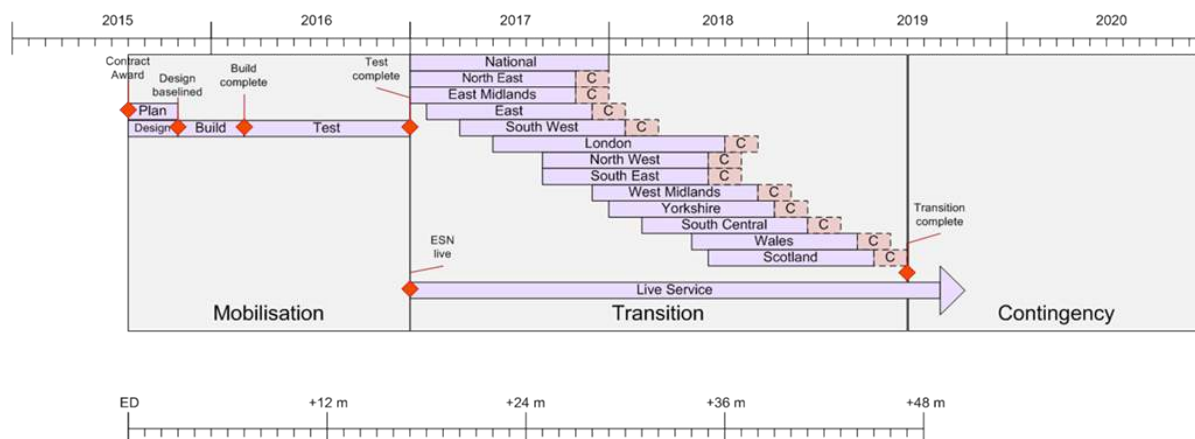
The Transition Group has fed back initial resource requirements to the programme team, which is based on the draft implementation plan. This is completely dependent on the technical solution and we have been clear that this is not our final resource requirement. Below is the proposed structure and requirement for Berkshire, Oxfordshire, Buckinghamshire and the Isle of Wight. Hampshire has submitted a combined resource requirement as part of their networked fire control project with FRS partners in the South West.

Local Impact Assessment for South Central Fire & Rescue Services



ESMCP Resourcing Requirements – Job Descriptions Post	Description/Responsibilities	FTE / timeframe
Project Manager	Overall responsibility for all activities in relation to ESMCP Coordinating activities of FRS Coordinators	1 x 1.0 FTE / duration of programme
FRS Coordinator	Planning and overseeing all activities within each FRS	1 x 1.0 FTE per FRS / duration of the programme
Trainer	Providing Operational training for Stations/Officers	2 x 0.5 FTE per FRS / 9 months
Control Trainer	Providing Training to Control personnel	2 x 0.5 FTE TVFCS / 3 months
Hardware / QA Tester	Handover and testing of vehicles/installations	1 x 1.0 FTE per FRS / 6 months
Drivers	Moving vehicles to installation workshop and back to Station	2 x 1.0 FTE per FRS / 6 months
ICT Support	General support from ICT department in relation to interfacing/accreditation/installation designs/maintenance etc.	1 x 0.3 FTE per FRS / duration of programme
Fleet Support	General support from fleet department in relation to installation designs/vehicle availability/new vehicles	1 x 0.3 FTE per FRS / 18 months
Vehicle Installers	Installation of ESMCP equipment in vehicles based on 2 appliances and 2 cars/light vehicles per day. Use of apprentices recommended.	To be procured / 6 months
Procurement and Buying	Procurement/buying of all equipment/services	1 x FTE / 12 months
Training Coordinator	Coordinating all training activities and preparing training packages	To be shared with NFCSP
Fleetmapper	Production of NFCSP Fleetmap	1 x 1.0 FTE / 6 months
System Tester	Acceptance testing of Control interfaces and end to end testing of terminal equipment	1 x FTE / 6 months
HR Support	Recruitment of ESMCP posts	1 x 0.5 FTE / 3 months
Fleet Co-ordinator	Advise on vehicle designs and quality assure vehicle installations	To be procured
Commercial ICT Consultant/s	Advise on and accreditation of ESN links and other security matters	If required to be procured
Data Coordinator	Developing a common data package for the TVFCS mobilising system and ESMCP terminals	1 x 0.5 FTE / 9 months

Due to the timing of the transition for the South Central area, the Transition Group predicts there will be no significant resource requirements in the financial year 2015/16. They will continue to monitor this situation and report to each management team as more information is provided by the Programme. The below project plan extract shows the proposed phasing of transition to the ESMCP solution.



Extract from ESMCP Project Documentation

It can be seen from the above extract from ESMCP programme documentation that BMKFRS are scheduled for transition to ESMCP solution in 2018 (South Central timeline). The exact dates are not yet known. This provides us with the opportunity to learn from the progress of the FRSs in the regions that are scheduled to go live in the first tranche. This commences in 2017. These FRS will have to start preparatory work during 2016. This will provide the Transition Group the opportunity to have a watching brief with these FRS and monitor their progress and learn lessons from their projects. This should better inform any opportunities there may be for FRS and cross service collaboration to deliver the project in the most efficacious manner.

5. Business as Usual Funding

The Fire Finance Network is currently looking at the on-going grant funding of the core elements of ESMCP following its implementation. They are looking to equalise the funding discrepancies that were implemented following the introduction of Airwave with a range of central grant funding between 2%-98% for FRS.

This may cause funding pressures for some FRSs with a potential reduction in grant funding dependent on previous allocation. The overall user costs are not yet known, so this may be a lower overall cost and, therefore, a reduction in funding may not have an impact. It is impossible to know with any certainty the likely impact of BMKFRS revenue budget at this time. The current Airwave solution is considered to be very expensive and an update mobile communication

platform (utilising 4G mobile telephony technology) could be significantly more cost effective.

BMKFRS was recently written to by DCLG confirming that the current national arrangements for financing Airwave will be in place until 31 December 2019 during which the ESMCP project will be delivered.

Report Ends