



Chief Fire Officer and Chief Executive

Mark Jones

To: The Members of the Executive Committee

11 November 2013

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury on **WEDNESDAY 20 NOVEMBER 2013 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

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

Graham Britten
Director of Legal and Governance

Councillors Busby, Dransfield, Edwards, Gomm, Lambert, Morris, Reed and Schofield



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EXECUTIVE COMMITTEE

TERMS OF REFERENCE

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

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 18 September 2013 Item 2 (**Pages 7 - 10**)

3. Disclosure of Interests

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

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. Members' Allowances

To consider Item 5 (**Pages 11 - 24**)

6. Review of support staff (local 'Green Book') terms & conditions of service and pay, grading and reward structure.

To consider Item 6 (**Pages 25 - 34**)

7. Review of the People and Organisational Development Directorate – The Potential need for Redundancies

To consider Item 7 (**Pages 35 - 37**)

8. Budget monitoring performance and debt management April – September 2013 (Q2)

To consider Item 8 (**Pages 38 - 55**)

9. Q2 Treasury Management Performance

To consider Item 9 (**Pages 56 - 61**)

10. Medium Term Financial Plan (MTFP) 2014/15 – 2018/19

To consider Item 10 (**Pages 62 - 72**)

11. Review of catering provisions during emergency incidents

To consider Item 11 (**Pages 73 - 86**)

12. Update on the Pilot Scheme for Staff Bank System involving Operational Firefighters and Supervisory Officers

To consider Item 12 (**Pages 87 - 89**)

13. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 5 February 2014 at 10.00am.

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

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 18 SEPTEMBER 2013 at 10.00 am

Present: Councillors Dransfield, Edwards, Gomm, Exon, Morris, Reed and Schofield

Officers: M Jones (Chief Fire Officer), J Thelwell (Chief Operating Officer), D Skinner (Director of Finance and Assets), L Swift (Director of People and Organisational Development), D O'Driscoll (Head of Service Development), J May (Head of Finance), N Boustred (Group Manager Prevention & Protection Policy), I Taylor (Emergency and Business Continuity Planning Manager), F Pearson (Group Manager Communications) and K Nellist (Democratic Services Officer)

Apologies: Councillors Busby and Lambert (Councillor Exon substituted for Councillor Lambert)

(Councillor Dransfield in the Chair)

EX10 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on 17 July 2013, be approved and signed by the Chairman as a correct record.

EX11 LOCAL GOVERNMENT ASSOCIATION PEER CHALLENGE AND SELF-ASSESSMENT REPORT

The Chief Operating Officer introduced the report and the Group Manager Prevention & Protection Policy gave an overview of the Peer Challenge process, timetable and who would be involved.

There are seven key assessment areas (KAAs) detailed within the LGA Toolkit. This report coupled with supporting evidence would form the basis of the Buckinghamshire & Milton Keynes Fire Authority (BMKFA) self-assessment. BMKFA would focus on three main KAAs, Community Risk Management, Prevention and Response.

RESOLVED –

That Members approve the self-assessment report.

EX12 DEBT MANAGEMENT

The Head of Finance reported to Members that there was not much change since the last report. This policy sets out clearly defined roles and responsibilities for staff and details a clear write off procedure.

RESOLVED –

That Members approve the updated Debt Management Policy.

EX13

BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL-JUNE 2013 (QUARTER 1)

The Committee considered the Revenue and Capital Budget Monitoring and Debt Management Performance for the three months to 30 June 2013.

The Committee noted that there was a forecast managed underspend of £1,081k, against a Revenue Budget of £29m.

The Committee also noted a projected underspend of £144k in service development due to an underspend in the control room which is currently five post under establishment. Arrangements are in place to ensure resilience in this area.

RESOLVED -

That the budget virements (A), (B) and (C) as detailed at the end of section 9 of the report be authorised.

That the capital budget for the Asset Management System and Staff Cars schemes be approved as detailed in section 5 of the report.

That the latest projected outturn forecast for the Fire Authority as at 30 June 2013 be noted.

EX14

TREASURY MANAGEMENT PERFORMANCE 2013/14 QUARTER 1

The Committee noted that since the Service Level Agreement (SLA) with Buckinghamshire County Council (BCC) ceased on 31 March 2013, the Authority has been investing in its own name.

The report highlights the performance of the in-house treasury management function for the first quarter of 2013/14.

The Committee noted that the Authority had out-performed both benchmark figures for the quarter.

RESOLVED -

That the Treasury Management Performance 2013/14 – Quarter 1 report be noted.

EX15

MEDIUM TERM FINANCIAL PLAN 2014/15 TO 2017/18

The Committee considered an update to the Medium Term Financial Plan process 2014/15 to 2017/18, key dates and guidance that had been sent out to budget holders.

The Committee were advised by the Director of Finance and Assets that this was a continuation of what had been done in the past and a good way of engaging Officers and Members in the process.

RESOLVED –

That Members;

1. Note the key dates at Annex A which have been set to enable challenge and scrutiny of revenue and capital bids during budget build and MTFP process;
2. Note the document at Annex B comprising the initial guidance sent out to cost centre managers in August 2013 and an updated outline timetable for budget managers.

EX16 FACING THE FUTURE – A REVIEW BY SIR KEN KNIGHT

The Chief Fire Officer updated Members of ongoing developments and this Service's involvement in the process.

The Chief Fire Officer would circulate to Members further submissions and a future White Paper.

RESOLVED –

That Members note the report and appendices.

EX17 EQUAL PAY AUDIT OUTCOMES

The Committee considered the report and the six key outcomes.

The Committee were advised by the Director of People and Organisational Development that the Equal Pay Audit was carried out in conjunction with an on-going review of 'Green Book' staff remuneration and terms and conditions of service.

Members were reassured that any anomalies would be addressed.

Members commended the report.

RESOLVED –

That the outcomes of the Equal Pay Audit be noted.

EX18 EMPLOYER PENSION CONTRIBUTION OPTIONS DURING STRIKE ACTION

The Committee were advised by the Director of People and Organisational Development that this report sets out the two options for employing authorities regarding payment of employer contributions into the Firefighters Pension Scheme 1992 (FPS) and The New Firefighters Pension Scheme (2006) (NFPS) during any period of industrial action.

The Committee considered that during strike action, authorities can either determine to pay the employers' pension contributions in place of the FPS or NFPS member or determine not to make up the contributions.

Members discussed the recommendation to not pay the employer pensions contributions to the FPS and NFPS for any period of strike absence.

On a vote being taken, 6 were in favour and 1 was against.

RESOLVED –

That the employer pensions contributions for the FPS and NFPS Schemes are not paid by the Authority for any period of absence without pay due to being on strike.

EX19 TRADE DISPUTE BETWEEN DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT AND THE FIRE BRIGADES UNION

The Chief Fire Officer gave Members background information regarding the trade dispute between the department for communities and local government and the Fire Brigades Union (FBU).

The Chief Operating Officer updated Members on recent developments regarding the strike due to be held on Wednesday 25 September between 12pm and 4pm.

The Head of Service Development updated Members on the Business Continuity Plan.

RESOLVED –

That the report be noted.

EX20 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on 17 July 2013, be approved and signed by the Chairman as a correct record.

EX21 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee would be held on Wednesday 20 November 2013 at 10.00am.

THE VICE-CHAIRMAN CLOSED THE MEETING AT 12.05 PM

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	Graham Britten, Director of Legal & Governance
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Members' Allowances
EXECUTIVE SUMMARY	<p>The Authority is required to adopt a Scheme of Members' Allowances before 1 April each year and, in so doing, have regard to the recommendations of the Independent Remuneration Panels of the constituent authorities when considering its Scheme of Members' Allowances and confirm that it has done so when it gives public notice of the Scheme of Allowances.</p> <p>The Authority agreed at its meeting on 14 December 2011, that the index linking for the period 2012/13 to 2014/15 – for basic and special responsibility (and co-optee) allowances - be the pay award for the Authority's staff on National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book).</p> <p>The pay award for the Authority's staff on Grey Book conditions for 2013/14 was 1% with effect from 1 July 2013.</p>
ACTION	Decision.
RECOMMENDATIONS	That the Authority be recommended to adopt the Scheme for Members' Allowances for 2014/15.
RISK MANAGEMENT	The recommendation will have no adverse effect on the Authority's business.
FINANCIAL IMPLICATIONS	<p>The current budget for Members' Allowances (Basic and Special Responsibility Allowances) is £70,605, including National Insurance.</p> <p>Costs will be incurred in publishing a notice that the Authority has made a Scheme of Members' Allowances in one of more newspapers circulating in its area. This additional cost is estimated to be in the region of £800.</p>

LEGAL IMPLICATIONS	Set out above.
HEALTH AND SAFETY	Not applicable.
EQUALITY AND DIVERSITY	<p>The Authority's Scheme of Members' Allowances does not include any element for meeting costs incurred by a Member who has to arrange care in order to carry out their function as a Member of the Fire Authority.</p> <p>The Local Authorities (Members' Allowances) (England) Regulations 2003 exclude the Authority from including such a provision in its Scheme. However, with the exception of co-opted members, all Members are appointed by either Buckinghamshire County Council or Milton Keynes Council and are entitled to claim "dependent carers' allowance" from their appointing authority. There are currently no co-opted members on the Authority.</p>
USE OF RESOURCES	The recommendation is consistent with the extant Scheme of Allowances.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Buckinghamshire County Council terms of reference require a review of the scheme to be undertaken every four years. The four-yearly review will be carried out in 2014. A part review was undertaken in 2013 and revisions made to the Special Responsibility Allowances after approval of the Panel's recommendations by full Council. Following the recent County Council elections, the Panel has now been asked by the Deputy Leader to consider some further changes to the Scheme:</p> <p>http://democracy.buckscc.gov.uk/documents/s42327/REPORT%20OF%20THE%20INDEPENDENT%20PANEL%20ON%20MEMBER%20ALLOWANCES.pdf</p> <p>The seventh report by the Independent Remuneration Panel of the scheme for Milton Keynes Council was implemented from the start of the financial year 2011:</p> <p>http://cmis.milton-keynes.gov.uk/CmisWebPublic/Binary.ashx?Document=32290</p> <p>Milton Keynes Council next review will be completed before their elections in 2014.</p> <p>Fire Authority Meeting 19 December 2012 http://www.bucksfire.gov.uk/NR/rdonlyres/0A2255BE-5D72-40AB-A89D-9D1383B1454E/0/FireAuthority19December2012.pdf</p> <p>Scheme for Members' Allowances 2013/14: http://www.bucksfire.gov.uk/NR/rdonlyres/09F04836-</p>

	363B-4EAA-B6F8-2CA512F589C3/0/11ALLOWANCES201314.pdf
APPENDICES	Annex A Scheme for Members' Allowances 2014/15.
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	Katie Nellist knellist@bucksfire.gov.uk 01296 744633



**BUCKINGHAMSHIRE AND MILTON
KEYNES FIRE AUTHORITY**

***MEMBERS' SCHEME OF ALLOWANCES
2014/15***

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THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

MEMBERS' SCHEME OF ALLOWANCES

Introduction

1. This Scheme is governed by the Local Authorities (Members' Allowances)(England) Regulations 2003 and the Local Authorities (Members' Allowances)(England) (Amendment) Regulations 2003 – “the regulations.”
2. Elected Members of the Buckinghamshire and Milton Keynes Combined Fire Authority may claim basic allowances, special responsibility allowances, travelling allowances and subsistence allowances for approved duties in accordance with the provisions of this scheme.
3. Appointed (non elected) members may claim co-optees allowance, travelling allowances and subsistence allowances for approved duties specified in this scheme.
4. "Year" means the 12 months ending with 31 March.
5. The Scheme has four Schedules attached which are:
 - (a) Schedule 1 - Special Responsibility Allowances
 - (b) Schedule 2 - Payment of Travelling and Subsistence Allowances
 - (c) Schedule 3 - Duties Excluded from the Allowances Scheme
 - (d) Schedule 4 - Rates of Allowances

Creation and Amendment of the Scheme

6. This scheme comes into effect on 1 April 2014.
7. For subsequent changes in basic allowances, special responsibility allowances and co-optees allowances, new rates will be payable from the date the amendment takes effect as set out either in this scheme or the Regulations.
8. The Fire Authority will be responsible for amending the scheme and in doing so will have regard to any recommendations to its constituent councils of the independent remuneration panels set up by them.

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Basic Allowances

9. The Fire Authority will pay equally to each Member of the Authority a basic allowance of an amount specified in Schedule 4.
10. Where the term of office of a Member begins or ends in the course of a financial year entitlement will be apportioned in accordance with the Regulations. The apportionment will not take place where a Member's term of office lasts less than one month.
11. Basic Allowances are payable monthly and are subject to tax and national insurance deductions.

Special Responsibility Allowances

12. The Fire Authority will pay each year to the Members of the Fire Authority who have special responsibilities by reason of the office(s) they hold the special responsibility allowances set out in Schedule 1.
13. Where a Member takes up or relinquishes any post that carries a special responsibility allowance in the course of a financial year the entitlement will be apportioned in accordance with the Regulations. The apportionment will not take place where a Member's term of office lasts less than one month.
14. Special responsibility allowances are payable in monthly installments and are subject to tax and national insurance deductions. Where a Member is eligible for more than one special responsibility allowance (whether payable by the Fire Authority or another authority for Fire Authority duties) only the highest one will be payable, with the exception that a Lead Member may claim one Lead Member's Allowance in addition to one other Special Responsibility Allowance payable.

Approved Duties

15. Travelling and Subsistence Allowances are payable monthly and are only payable to Elected Members of the Fire Authority for the approved duties set out in Schedule 2.

Co-optees Allowance

16. A Co-optees Allowance may be paid to appointed members (i.e. non-Elected Members whether voting or not) for the performance of any approved duty as defined by this document.
17. The allowance will be payable in monthly installments and are subject to tax and national insurance deductions.

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Travelling and Subsistence Allowances

18. The term "Member" for the purpose of travelling and subsistence allowances applies to any person who is a Member of the Fire Authority, or who is a member of any committee, sub-committee or panel of the Fire Authority, and so includes appointed non-elected members of those bodies. The payment of these allowances is dependent upon the performance of an "approved duty" which is an attendance as a member at a meeting, or the carrying on of a duty, set out in Schedule 2.
19. The rates for travel and subsistence allowances are specified in Schedule 4.

Allowances are Maxima

20. The scales for all allowances are maxima and there is no obligation on any Member to claim any or all of the allowances.
21. A Member shall give notice in writing to the Treasurer that he/she elects to forego any part of his/her entitlement to an allowance under the scheme.

Social Functions and Occasions

22. Elected Members on occasions are invited, or feel it necessary to attend functions, or occasions which have a social element. No allowances are paid to Members of the Fire Authority on these occasions unless the Member is undertaking the performance of a positive duty and one of significant size, e.g. making a speech or distributing prizes when travel and subsistence allowances may be paid. Merely to attend because the member is interested or represents people in the district is insufficient to justify payment of any allowances.

Conference Expenses

23. If attendance at a conference has been approved by the Authority, conference expenses which are obligatory and outside the control of the Member, will be paid in advance on request or will be reimbursed. These expenses will include the conference fee. The actual cost of accommodation, meals and the like, will only be met or reimbursed if it is part of the inclusive charge for the conference or it is a requirement of the conference or its organisers that the Member should stay at a particular hotel.
24. Travel and subsistence allowances are payable where appropriate.

Telephones

25. A mobile phone will be provided to the Chairman of the Fire Authority, with the cost of supply, rental and business calls being met by the Fire Authority.

Avoidance of Duplication

26. A claim for an allowance under this scheme must include, or be accompanied by, a statement signed by the claimant that no other claim has been, or will be made for the matter to which the claim relates.

Records of Payments

27. Records of payments made to Members are available for inspection free of charge by any local government elector of the Fire Authority.
28. A person entitled to inspect a record may make a copy of any part of it.
29. Details of total payments made to each Member for allowances under this scheme will be published as soon as practicable after the end of the year to which they relate.

Claim Forms

30. All information requested on the claim form must be provided, including details of start and finish times, journeys made and meetings attended. (It is always advisable for Members to make contemporaneous notes in their diary to assist in the completion of claims).
31. Claims for expenses should only be made when actually incurred, ie rail/bus, taxis, hotel accommodation. Receipts should be provided.
32. Claims for the same expenses (mileage, travel and subsistence etc) must not be made from more than one body.
33. Claim forms should be completed and submitted to the Treasurer, preferably within seven working days after the end of each calendar month.
34. Payments for basic and special responsibility allowances will be paid monthly in arrears and travel and subsistence payments will be paid monthly in arrears on the submission of a claim form.
35. No claim from a Member for traveling or subsistence allowances which is submitted more than three months after the costs were incurred and no later than the end of April for the preceding financial year will be entertained.

SCHEDULE 1

SPECIAL RESPONSIBILITY ALLOWANCES FROM APRIL 2014

Special Responsibility Allowance per annum

• Position	£
• Chairman	11,738
• Vice-Chairman	3,933
• Chairman – Executive Committee	4,843
• Chairman – Overview and Audit Committee	3,172
• Chairman – Human Resources Sub-Committee	1,588
• Group Leaders	3,522
• Lead Members	3,060

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SCHEDULE 2

PAYMENT OF TRAVELLING AND SUBSISTENCE ALLOWANCES

The duties in this Section have been approved for the payment of travel and subsistence allowances:

- (a) Attendance at a meeting of the Fire Authority;
- (b) Attendance at a meeting of any committee or sub-committee of the Fire Authority;
- (c) Attendance at a meeting of any section, panel, working party or other meeting authorised by the Fire Authority or a committee or sub-committee of the Fire Authority or a joint committee of the Fire Authority and one or more other authorities to which the member has been specifically appointed provided that it is a meeting to which Members of at least two political groups have been invited.
- (d) Attendance at a meeting of an association of authorities of which the Fire Authority is a member and to which the member has been appointed by the Fire Authority to represent it.
- (e) Attendance at ad hoc meetings with other authorities, organisations or bodies authorised by a committee or sub-committee of the Fire Authority, or the Director of Legal and Governance on the advice of the relevant Chairman or Vice-Chairman if this is not practicable.
- (f) Attendance at briefing meetings to which Members of at least two political groups have been invited authorised by a committee or sub-committee of the Fire Authority, or the Director of Legal and Governance on the advice of the relevant Chairman or Vice-Chairman if this is not practicable.
- (g) Attendance at seminars and conferences arranged by the Fire Authority, a committee or sub-committee of the Fire Authority, or the Director of Legal and Governance on the advice of the relevant Chairman or Vice-Chairman if this is not practicable, about any of its functions.
- (h) Attendance at specific visits arranged by the Fire Authority, a committee or sub-committee of the Fire Authority, or the Director of Legal and Governance on the advice of the relevant Chairman or Vice-Chairman if this is not practicable, about any of its functions and where Members of at least two political groups have been invited.
- (i) Attendance at a meeting of any body or authority upon which the member has been appointed by the Fire Authority or a committee or sub-committee of the Fire Authority to represent it.

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- (j) Attendance in connection with the discharge of any function of the Fire Authority conferred by or under any enactment and empowering or requiring the Fire Authority to inspect or authorise the inspection of premises.
- (k) Attendance at meetings of bodies where the Fire Authority makes appointments, where the Fire Authority has a major influence at national, regional, county or district level. These bodies are listed below:
- (i) Local Government Association
 - (ii) Fire Commission
- (l) Attendance at any disciplinary, grievance, dismissal or appeals sub-committee or panel.
- (m) The following duties if approved by the Fire Authority or a Committee:
- Attendance at briefing meetings held for the purpose of, or in connection with, the discharge of the functions of the Fire Authority or any of its committees or sub-committees.
 - Attendance at the official opening of new Fire Authority establishments or projects.
 - Attendance by the Chairman and Vice-Chairman of the Fire Authority and of committees at official functions in a representative capacity.
 - Duties undertaken by Chairmen and Vice-Chairmen of the Fire Authority, committees or subcommittees acting in an official capacity.
 - Members' delegations to Government Departments.
 - Town Centre Management Meetings and Parishes.
- (n) Meetings organised by the Chief Fire Officer, Treasurer or Director of Legal and Governance or their nominated representatives with external bodies or persons to further the business and aims of the Fire Authority which the relevant officer certifies requires the attendance of members on the grounds of urgency which prevents approval being obtained from the Fire Authority, a committee or sub-committee

Note: In authorising attendances in accordance with the above, no member, official or officer of the Fire Authority shall act in a discriminatory manner reflecting party political preference. Members, officials and officers should take care to ensure that their actions can not be construed as having been discriminatory.

SCHEDULE 3

DUTIES EXCLUDED FROM THE ALLOWANCES SCHEME

The duties in this Section are those for which the Fire Authority has decided that no allowances will be paid.

- Members' surgeries
- Political activities

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SCHEDULE 4

RATES OF ALLOWANCES

From April 2014 the following rates of allowances will apply

Basic Allowance:

£1,175 per annum

Special Responsibility Allowances:

See Schedule 1

Co-optees Allowance

£294 per annum

Travel Allowances

(a) Car

The rate for travel by a Member's own private motor vehicle, or one belonging to a member of his/her family or otherwise provided for his/her use, other than a solo motor cycle, shall be 45 pence for the first 10,000 miles and 25 pence for each mile after that.

(b) Motorcycle

The rate for travel by a Member's own motorcycle, or one belonging to a member of his/her family, or otherwise provided for his/her use, shall be 24 pence per mile.

(c) Bicycle

The rate for travel by a Member's own bicycle, or one belonging to a member of his/her family, or otherwise provided for his/her use, shall not exceed 20p a mile.

(d) Public Transport

Members can claim the full cost of travelling on public transport at standard class rates whilst carrying out Approved Duties, provided a valid receipt, bus ticket etc is produced to substantiate the claim.

Subsistence

The rate of subsistence allowance shall not exceed the amounts which can be claimed under the Buckinghamshire County Council Members Allowances Scheme applicable at the time when the cost is incurred.

Uplift for Inflation

Basic, Special Responsibility and Co-optees allowances will be adjusted for inflation each year until, but not beyond 1 April 2015, in line with the pay award for the Authority's staff on National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book).

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Travel and Subsistence allowances will be adjusted for inflation each year in line with the Buckinghamshire County Council Members Allowances Scheme applicable at the time when the cost is incurred.

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Buckinghamshire and Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Review of support staff (local 'Green Book') terms and conditions of service and pay, grading and reward structure
EXECUTIVE SUMMARY	<p>This report sets out the proposed timeline to determine and implement the terms and conditions of service review for support staff on Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service, commonly referred to as the local 'Green Book'.</p> <p>The timeline also includes delivery of a revised pay, grading and reward structure for support staff. This was a key recommendation from the recent Equal Pay Audit, as presented to the September 2013 Executive Committee.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. The proposed support staff (local 'Green Book') terms and conditions of service and pay, grading and reward principles, as set out in appendix 1, be approved. 2. The timetable for implementing the review of support staff (local 'Green Book') terms and conditions of service and pay and reward structure, as set in Appendix 3, be noted.
RISK MANAGEMENT	<p>The recent Equal Pay Audit 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>Identified risks of carrying out the support staff (local 'Green Book') terms and conditions of service and pay, grading and reward structure review are:</p> <ul style="list-style-type: none"> ➤ Challenges from staff to grading decisions,

	<p>particularly if grades were to reduce. This is mitigated by the Authority having trained a cross functional internal evaluation panel, operating a robust role sizing and job evaluation process. The principles being:</p> <ul style="list-style-type: none"> • Equal pay for equal value • Transparency and consistency • Staff involvement <p>➤ Increased employee turnover and lowered morale associated with uncertainty and change.</p> <p>➤ Any review of pay, grading and reward presents a financial risk, i.e. potential increase to pay bill. To mitigate potential risk any revised pay, grading and reward structure will be based on proposed principles as set out in appendix 1.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>In line with the proposed pay, grading and reward principles (appendix 1) the pay, grading and reward structure as far as possible will be self-funding for baseline purposes. For example, in Year 1 it will cost no more than existing budget. Future changes will be financed with the principle of self-funding and any financial pressures addressed through the Medium Term Financial Plan (MTFP).</p> <p>Any outcomes from a proposed pay, grading and reward structure will be built into 2014-15 budget and MTFP.</p>
<p>LEGAL IMPLICATIONS</p>	<p>These reviews will enable the Authority to maintain to a legally compliant basis for the employment relationship between the Authority and its employees.</p>
<p>HEALTH AND SAFETY</p>	<p>No impact.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The objectives of these reviews are to:</p> <ul style="list-style-type: none"> ➤ Enable the Authority to recruit and retain suitably qualified, right calibre, motivated staff from local, regional and national employment markets. ➤ Ensure an equitable, transparent, consistent and legally compliant basis for the employment relationship between the Authority and its employees. <p>As part of this work programme a People Impact Assessment will be carried out and further updated once it is determined how roles are to be organised into a revised pay, grading and reward structure and proposed terms and conditions of service for support staff (local 'Green Book').</p>

<p>USE OF RESOURCES</p>	<p>A working group has been established chaired by the Lead Member for Human Resources and Equality and Diversity to support the process.</p> <p>External reward experts experienced in the design of pay, grading and reward structure will play an advisory role as appropriate.</p> <p>The timetable in appendix 3 includes stakeholder communication and consultation.</p> <p>These reviews will enable the Authority to create a framework of pay, grading and reward structure and terms and conditions of service that will optimise the value it derives from expenditure on support staff salaries.</p>
<p>PROVENANCE SECTION and BACKGROUND PAPERS</p>	<p>Background papers</p> <p>18 September 2013 Executive Committee: Equal Pay Audit Outcomes. (add link)</p> <p>13 February 2013 Full Authority paper: Pay Policy Statement 2013/14.</p> <p>16 January 2013 HR Sub Committee paper: Pay Policy Statement 2013/14.</p> <p>16 January 2013 HR Sub Committee paper: Equal Pay Audit Including Review of Green Book Staff Remunerations and Conditions of Service: Update Report.</p> <p>18 January 2012 HR Sub Committee paper: Procedures for Additional Responsibility Allowances (ARA's) and Honorarium Payments.</p> <p>15 February 2012 Fire Authority Committee paper: Openness and Accountability in Local Pay: BMKFA Pay Policy Statement 2012/13.</p> <p>26 April 2011 HR Sub Committee paper: Equal Pay Audit. Including Review of "Green Book" Staff Remuneration and Conditions of Service initial PIA.</p>
<p>APPENDICES</p>	<p>Appendix 1 - Proposed terms and conditions of service and pay, grading and reward principles for support staff (local 'Green Book').</p> <p>Appendix 2 - Current support staff (local 'Green Book') pay and grading scales.</p> <p>Appendix 3 - Timetable for implementing the review of support staff (local 'Green Book') pay, grading and reward structure and terms and conditions of service.</p>

Review of support staff (local 'Green Book') terms and conditions of service and pay, grading and reward structure

TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Faye Mansfield, HR Operations Manager fmansfield@bucksfire.gov.uk 01296 744623

Proposed terms & conditions of service and pay, grading and reward principles for support staff (local 'Green Book')

1. Background

These principles are required in order to guide the design of a fit for purpose pay, grading and reward structure for support staff (local 'Green Book') and revised terms & conditions of service.

They build on the principles already approved by the Authority, set out in the BMKFA Pay Policy Principles and Statement for 2013-14. These principles are:

1. Accountability
2. Transparency
3. Fairness

2. Principles considered as part of Hay Group Methodology

Hay Group, the Authority's appointed reward experts have recommended that SMB consider and determine its' position on the following key principles, to provide a framework on which to review the current support staff (local 'Green Book') pay, grading and reward structures. These form part of the tried and tested Hay methodology relating to reward system review and design.

Affordability

This is defined as the requirement to determine the level of investment available (if any) for a new or revised pay, grading and reward structure.

Market(s)

It is important for any pay, grading and reward structure to identify appropriate market comparators. The detail of this exercise will be actioned with Hay's guidance. Basic research "has demonstrated that for pay up to £35K our markets tend to be local; above £35K regional, including London. This requires a more detailed understanding of links between local and regional markets. More detailed research is planned for both recruitment and retention aspects of relevant reward markets.

Competitiveness

Even in recession, organisations have to compete to attract, secure and retain high performing staff with scarce skills and new skills. Whilst pay, grading and reward is but one criteria to be taken into account; it is important that the design of a new or revised pay, grading and reward structure considers these issues, to ensure the right level of flexibility is built into its' development.

In order to help determine where the Authority wants to be; Hay Group have asked the question; "Is it appropriate to compete for and retain talent in the

market place by comparing and promoting base pay or the total pay and benefits packages that the Authority offers (i.e. total reward)?”

Pay Progression

Any pay, grading and reward structure should determine how salaries are to progress each year. Currently base salary is subject to direct government intervention across the public sector, and these arrangements are set to continue until at least 2015/2016.

Our current pay and grading structure includes increments, which until recently have tended to be “time based”. However, the Authority’s approved 2013/2014 Pay Policy includes the clauses “subject to performance” and “Incremental progression may be withheld if performance is not to the required standard”.

Variable pay

Linked to determining pay progression is the principle of variable pay. Hay Group has asked the question whether part of any pay /salary award offer should be variable year on year.

The Authority’s Pay Policy Statement already includes Honoraria for support staff (local ‘Green Book’) terms and conditions of service, and allows for use of “one-off bonus payments which may be considered” linked to evidenced and scrutinised delivery of performance management objectives.

3. Key issues considered at the Hay Group / SMB workshop - Spring 2013

Determining the proposed principles highlighted some significant issues which helped to inform the workshop outcomes.

These issues are summarised as follows:

- Pay awards budgeted versus self-funding
- Locally determined pay versus nationally (NJC) determined
- Total reward packages being competitive in the market versus competitive on base pay
- Automatic pay progression versus progression linked to individual or Authority wide performance
- Variable pay versus fixed pay
- Linkages to motivation through elements of reward linked to performance
- Maintaining fairness and consistency internally
- Retention not to lose valued employees for reasons of pay and benefits alone
- Employee reward linking to the job, competencies, individual performance; one, two or all 3
- Role of employee benefits

4. Proposed Pay and Reward Principles to guide the review and design of a fit for purpose support staff ('Green Book') terms & conditions of service and pay and reward structure

Affordability

To create a pay, grading and reward structure which as far as possible is self-funding for baseline purposes i.e. in Year 1 it will cost no more than existing budget. Future changes to be financed with the principle of self-funding met where possible and financial pressures being addressed through the MTFP.

Market

To design a pay, grading and reward structure which provides flexibility in recruiting and retaining talent from the local and regional markets in which we operate; depending on skills, availability and business urgency. These markets will include comparisons across sectors as appropriate as well as costs of outsourcing comparisons. We operate in markets where "one size does not fit all".

Competitiveness

To identify elements of the current total reward package that is more/less competitive than the comparator market(s) and design a pay, grading and reward structure based on the "total reward" package approach.

Pay Progression

To define and develop a pay, grading and reward structure which recognises the value of the role and gives consideration to enabling true progression for an employee, based on skills, performance and experience where career opportunities are available

Variable pay

To design and develop a hybrid pay, grading and reward structure which values skills, experience and performance. This could also be linked to a "variable pay" element, which needs to be further defined. This principle supports the performance/high service standards culture that the Authority is shaping.

Equality Proofing

It is assumed that an over-riding principle of the new or revised support staff (local 'Green Book') pay, grading and reward structure is to maximise equality proofing in its design.

Administration

It is assumed that any new or revised pay, grading and reward structure will require minimal administration.

Current 'Green Book' pay scales		
Support Staff - Green Book		
Scale Descriptor	£	Incremental Point
Scale 1	£16,940.00	1
	£17,674.00	2
	£18,440.00	3
Scale 2	£20,009.00	4
	£20,377.00	5
	£20,746.00	6
Scale 3	£21,856.00	7
	£22,347.00	8
	£22,838.00	9
Scale 4	£23,970.00	10
	£24,315.00	11
	£24,799.00	12
Scale 5	£26,186.00	13
	£26,657.00	14
	£27,287.00	15
Scale 6	£29,832.00	16
	£30,646.00	17
	£31,471.00	18
Scale 7	£36,908.00	19
	£37,843.00	20
	£38,924.00	21
Scale 8	£43,510.00	22
	£44,707.00	23
	£45,898.00	24
Scale 9	£53,361.00	25
	£54,691.00	26
	£56,168.00	27
Fleet Management		
Vehicle Technicians	£23,329.00	VT Point 1
	£23,828.00	VT Point 2
	£24,320.00	VT Point 3
	£24,800.00	VT Point 4
	£25,260.00	VT Point 5
	£25,718.00	VT Point 6
Vehicle Supervisors	£26,185.00	SU Point 7
	£26,661.00	SU Point 8
	£27,292.00	SU Point 9
Fleet Management	£27,931.00	FM Point 10
	£28,570.00	FM Point 11
	£29,204.00	FM Point 12
	£29,833.00	FM Point 13
	£30,646.00	FM Point 14
	£31,471.00	FM Point 15

National Minimum wage rates 2013 (per hour)		
Apprentice	£2.68	
Under 18's	£3.72	
18 - 20	£5.03	
21 & over	£6.31	

PAY, GRADING AND REWARD AND TERMS & CONDITIONS OF SERVICE REVIEW - OUTLINE TIMETABLE

ACTION	BY WHOM	BY WHEN
Approve SMB recommended pay, grading and reward principles	Executive Committee	20 November 2013
Revised pay structure designed	Director of People & Organisational Development	December 2013
Pay related HR policy and procedure review <i>NB. Annual pay policy statement – to February 2014 CFA</i>	HR Operations Manager	End February 2014
Develop revised terms and conditions for support staff (local 'Green Book')	Director of People & Organisational Development	February 2014
Approval of revised pay, grading and reward structure and terms and conditions for support staff	Chief Fire Officer/Chief Executive Officer	March 2014
Staff communication and consultation	Director of People & Organisational Development/staff representatives	From March 2014
Implementation of revised pay and grading structure and terms and conditions for support staff, finalised post consultation	Director of People & Organisational Development	From May 2014



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Review of the People and Organisational Development Directorate – The Potential need for Redundancies
EXECUTIVE SUMMARY	<p>The Authority's currently agreed Redundancy Policy & Procedure, requires that a report is submitted, by the Chief Fire Officer/Chief Executive, to the Human Resource Sub-Committee if there is a potential need for redundancies. The Director of People and Organisational Development is reviewing the Directorate's staffing requirements and having produced draft proposals has identified the potential need for redundancies. However as a recent change in the authority's governance arrangements means that the HR sub committee would only be set up by exception or by topic this report is being presented to the Executive Committee in order to comply with the requirements of the Redundancy Procedure.</p> <p>In line with the requirements of the Redundancy and Managing Organisation Change Policies and Procedures reasonable steps will be taken to minimise the adverse effect of potential redundancies. However the Authority is not undertaking significant recruitment in support service areas and the limited current vacancies are generally of a specialist nature. current</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. The potential need for redundancies in the People and Organisational Development Directorate (POD Directorate) is noted; 2. That approval be given for the Chief Fire Officer/Chief Executive to initiate consultation with the affected staff.

<p>RISK MANAGEMENT</p>	<p>The Workforce Plan requires that the Authority reduces its staffing levels in line with the reductions in expenditure required by the Comprehensive Spending Review (CSR). POD is one of the last areas to be reviewed. The review is being carried out in accordance with the Authority's policies, procedures and practices and statutory requirements and therefore any risk to the Authority is minimised.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>The restructuring will enable POD to comply with its Budget Planning targets for 2014/15 which requires savings in salaries expenditure in the region of £100k, before on costs.</p> <p>The one off costs and any pension strain arising from any redundancies will be met from either the Authority's reserves or 2013/14 underspend, whichever is appropriate.</p>
<p>LEGAL IMPLICATIONS</p>	<p>The current Redundancy Policy and Procedure requires that the Committee is notified of the likely number and type of posts that may be surplus to the Authority's requirements (3.57 FTE administrative, technical or professional posts); and the amount of time required to consult (30 days – as prescribed in the current policy).</p>
<p>HEALTH AND SAFETY</p>	<p>There are no health and Safety implications arising from this report.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>A People Impact Assessment (PIA) was undertaken in respect of both the Redundancy Policy & Procedure and the Managing Organisation Change Policy & Procedure.</p> <p>A People Impact Assessment will be carried out following consultation when the final proposals for restructuring are produced.</p>
<p>USE OF RESOURCES</p>	<p>The proposed restructuring is in line with the requirements of the Medium Term Financial plan (MTFP).</p> <p>A period of change can create anxiety for those involved. The Authority provides an Employee Assistance Programme (PAM) which is available to all employees within the Authority. This is a free, confidential service that can offer expert advice, information and support. This service is available 24 hours a day, 7 days a week, online or over the phone. The advisors will aim to answer any question immediately or refer the employee to the most appropriate advisor, counsellor or source of information, all completely free.</p>

	<p>If the Committee authorises the CFO/CEO to commence consultation this will last for 30 days. At the end of this consultation process the Senior Management Board will be asked to approve final proposals. Implementation will then take place in line with requirements of the two policies and procedures mentioned above. It is anticipated that the restructuring process will be completed early in 2014.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>The development of draft proposals has already involved considerable discussion and consultation with staff on ways to achieve the required expenditure reductions and also increase the value added to the Authority by the activities of POD Directorate staff. UNISON, the recognised trade union, in this area has also been invited to take part in the consultation. Reasonable steps will be taken in line with current policies and procedures to mitigate any adverse impact of potential redundancies including seeking volunteers for redundancy and early retirement if appropriate to the age and length of service of the employees concerned.</p> <p>Background Papers:</p> <ol style="list-style-type: none"> 1. Redundancy Policy and Procedure 2. Managing Organisational Change Policy, Procedure and Practice 3. Moving Forward Restructure: Implications of Voluntary Redundancy /Voluntary Early Retirement - Executive Committee January 26th 2011 4. Moving Forward: Revised Establishment and Structure - Executive Committee 8th February 2011
<p>APPENDICES</p>	<p>None.</p>
<p>TIME REQUIRED</p>	<p>15 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Martin House mhouse@bucksfire.gov.uk 01296 744622</p>

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	David Skinner, Director of Finance and Assets & Treasurer
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Budget monitoring performance and debt management April – September 2013 (Q2)
EXECUTIVE SUMMARY	<p>To present to Members the revenue and capital budget monitoring and debt management performance report for the six months to 30 September 2013.</p> <p>The report sets out the Authority's revenue and capital spending position as at 30 September 2013, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an under-spend of £1,326k, against a revenue budget of £29m.</p>
ACTION	Information and decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1) the revenue and capital budget virements as detailed at the end of section 9 of the report be authorised. 2) the latest projected outturn forecast for the Fire Authority as at 30 September 2013 be noted.
RISK MANAGEMENT	<p>Management of our Financial resources is a key risk to the Authority.</p> <p>The current projection of a £172k underspend in service development is dependent on an underspend in the control room which is currently five posts under establishment. Arrangements are in place to ensure resilience in this area.</p>
FINANCIAL IMPLICATIONS	All information is set out within the main body of the report.
LEGAL IMPLICATIONS	No impact.

HEALTH AND SAFETY	No impact.
EQUALITY AND DIVERSITY	No impact.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	MTFP 2013/14 - 2016/17.
APPENDICES	Appendix A.
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	Graham Young gyoung@bucksfire.gov.uk 01296 744429

1. Revenue Forecasts by Service Area

Table 1 The budget of £29m is compared to the forecast outturn to give a forecast year end under-spend of £1,326k. If you take out the Statutory Accounting & Contingency items totaling £840k, we are forecasting a £486k overall underspend.

Directorate	Area Manager	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance	Variance %
Corporate Core	Corporate Core	902,752	554,901	908,247	5,495	0.61%
	Legal & Governance	148,905	68,602	146,413	-2,492	-1.67%
Corporate Core Total		1,051,657	623,503	1,054,660	3,003	0.29%
Finance & Assets	Finance Team	625,860	203,370	632,339	6,479	1.04%
	Resource Management	2,619,984	1,702,401	2,661,928	41,944	1.60%
	Knowledge & Information Services	1,355,765	676,634	1,277,096	-78,669	-5.80%
Finance & Assets Total		4,601,609	2,582,406	4,571,363	-30,246	-0.66%
People & Organisation Development	Training & Development	1,522,217	658,194	1,495,258	-26,959	-1.77%
	Operations & Services	686,807	430,674	697,671	10,864	1.58%
People & Organisation Development Total		2,209,024	1,088,868	2,192,929	-16,095	-0.73%
Delivery, Corporate Development & Planning	Service Delivery	15,112,131	7,490,842	14,868,729	-243,402	-1.61%
	Communication, Consultation & Admin	428,571	229,516	401,990	-26,581	-6.20%
	Service Development	2,442,353	1,195,156	2,270,223	-172,130	-7.05%
Delivery, Corporate Development & Planning Total		17,983,055	8,915,514	17,540,942	-442,113	-2.46%
Statutory Accounting & Contingency	Capital Charges	720,000	155,366	720,000	0	0.00%
	Direct Revenue Financing	1,438,000	1,438,000	1,438,000	0	0.00%
	Contingency	968,342	1,542	128,000	-840,342	-86.78%
	Non Distributed Costs	15,963	-10,549	15,963	0	0.00%
Statutory Accounting & Contingency Total		3,142,305	1,584,358	2,301,963	-840,342	-26.74%
Grand Total		28,987,650	14,794,648	27,661,857	-1,325,793	-4.57%

The key variations are;

Corporate Core – There is a provision to cover the overspend due the full effect of the savings from the SMT restructure not being felt until next financial year.

Finance & Assets £30k under - The finance team is forecasting an overspend of £7k due to the employment of agency support during the staffing restructure and unplanned work required to facilitate the upcoming change of banks. This is partly offset by a VAT reimbursement from HMRC relating to overpayments in previous years and a current vacancy in the team. There is a £42k overspend in resource management due to projected rental savings not being realised this financial year. The overspend is offset by two vacant procurement officer positions one of which is currently being covered by a temporary member of staff and a vacant trainee post in workshops which will not be filled. The knowledge & information services team is forecasting a £29k underspend in staffing due to vacant posts following the recent restructure. There is also a £50k underspend in ICT communications due to the delayed implementation of the APN project and smaller underspends in other headings.

People & Organisation Development £16k under - The £27k underspend in training & development relates to a vacant supervisor post in the training unit, although some of this will be used to fund additional responsibility payments and increased hours for a part-time member of staff. There is also a shortfall in course fee income. The £11k overspend in operations and services relates to a supernumerary post charged here for part of the year which has not generated income in the same way as the other seconded officers.

Delivery, Corporate Development & Planning £442k under – Service delivery is projecting a £243k underspend despite currently being eight firefighters over budgeted establishment across a number of stations (Great Holm, High Wycombe, Buckingham, Aylesbury & Gerrards Cross). The budget has been reduced by £462k to reflect a reduction in twelve firefighters, and we anticipate that by year end these savings will be achieved. There is a £107k underspend in USAR allowances and equipment budgets following the amalgamation with Aylesbury, a projected underspend of £125k in RDS, an underspend of £107k due to staff not opting in to the pension scheme and a £160k underspend in admin staff the majority of which is in fire safety prevention and protection. The 27k underspend in communication, consultation & admin relates to an under establishment of two, however these posts will not be recruited to and the underspend has been identified as a saving as part of the 2014/15 budget setting process.

The majority of the underspend in service development relates to the control room which is currently five posts under establishment. Arrangements have been made to ensure resilience in this area by setting specific rotas in advance. Existing control room staff can swap rota days and overtime arrangements are in place to ensure cover. The business continuity plan has included contingency cover for control staff who have already been redeployed to other posts within the service, they are required to maintain their control room competencies through regular training and testing. There are currently five members of staff available for emergency cover under this arrangement.

Statutory Accounting & Contingency £840k under - The contingency fund was originally set up in the budget to cover the costs of modernisation under the Moving Forward agenda and any pay award and pay protection arrangements. Contingency funds will be required this year to cover any costs incurred relating to the recent period of Industrial Action and any planned future action.

2. Revenue Forecasts by subjective heading

Table 2 shows the budget and forecast out-turn for each subjective heading as at the end of September 2013.

Subjective	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
Employees - Direct	22,316,807	10,939,873	21,789,290	-527,517
Employees - Indirect	903,057	276,187	912,482	9,425
Premises	1,718,781	1,292,942	1,785,327	66,546
Transport	1,104,084	470,593	1,148,911	44,827
Supplies and Services	2,170,306	718,862	2,073,630	-96,676
Contingency & Provisions	888,342	0	48,000	-840,342
3rd Party Payments	315,533	-28,436	304,728	-10,805
Capital Charges	720,000	155,366	720,000	0
Direct Revenue Financing	1,438,000	0	1,438,000	0
Transfer to/from Reserve	-1,181,426	17,574	-1,181,426	0
Grants, Reimbursements & Contributions	-377,850	-49,145	-370,887	6,963
Customer and Client Receipts	-957,984	-433,079	-936,198	21,786
Interest Received	-70,000	-4,089	-70,000	0
Grand Total	28,987,650	13,356,648	27,661,857	-1,325,793

Employees – There is a net underspend of £519k on employee related expenditure which includes pay, national insurance and pension costs of staff as well as consultancy and employment agency costs. The majority of this underspend relates to current staffing levels under budgeted establishment in RDS, the control room and administrative staff across the whole organisation.

Premises – The overspend relates to projected rental savings not being achieved this financial year.

Transport – The budgets for fuel have now been realigned to accurately reflect the current position. The overspend relates to the new car lease scheme for officers. The budget was reduced at the start of the year in anticipation of the scheme which didn't start until part way through the year.

Supplies and Services - The main underspends are in the following areas; ICT due to the delayed implementation of the APN project and savings in the cost of communications; protective clothing for USAR.

Customer and Client Receipts – the forecasted shortfall relates to course fee income and is offset by an underspend on staffing in the training unit.

3. Aged Analysis of Agency Staff

Post Designation	From	To	Duration (months)
12 months +			
Management Accountant	Apr-11	Jun-12	15
ICT Manager	Jun-12	Jun-13	13
Control Project Accountant	Jul-12	Jun-13	12
6-12 months			
Financial Accountant	Apr-11	Oct-11	7
Management Accountant	Aug-12	Feb-13	7
Management Accountant (Deputy Director)	Apr-11	Sep-11	6
ICT Service Desk Technician	Jan-13	Jun-13	6
Less than 6 months			
HR Administrator	May-11	Sep-11	5
Receptionist	Oct-11	Feb-12	5
Control Project ICT Project Support	Aug-12	Sep-13	1.5
Team Administrator	Sep-12	Sep-13	1
ICT Project Manager	Jul-11	Aug-11	1
ICT Systems Administrator	Jul-13	Jul-13	1
ICT Project Manager	Jun-11	Jul-11	0.5
Control Project Accountant	Jun-12	Jun-12	0.5

The posts indicated in the table above have been filled by agency staff in support of staffing restructures within the Finance and ICT teams. Agency staff have also been used to cover for existing staff who have been temporarily re-assigned to support the control room project, the cost of this support is funded by a CLG (combined control) grant.

4. Major Risk Areas

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

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

		Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
A.	Employee Direct Costs	22,316,807	10,939,873	21,789,290	-527,517
B.	Knowledge & Information Services	1,355,765	676,634	1,277,096	-78,669
C.	ICTU Course Fee Income	165,000	75,505	145,000	-20,000
D.	Fuel Charges	360,000	157,348	357,837	-2,163
E.	Energy/Utilities	270,744	81,305	273,109	2,365
F.	Employment Agencies/Consultants	356,685	235,367	426,708	70,023
G.	Control Room project	0	123,341	0	0

Key variance explanations:

Knowledge & Information Services – Following the restructure there are a number of vacant posts in this team, some of which are being covered by agency members of staff.

Course Fee Income – forecasted shortfall here due to lower than expected sales in the summer period. This will be continue to be closely monitored.

Fuel – The budgets for fuel have been realigned to more accurately reflect the current position. This area is still considered a risk due to the volatile nature of fuel prices and will continue to be monitored closely.

Employment Agencies/Consultants - Consultancy work continues to contribute towards delivering the moving forward agenda, implementing the new asset management system, restructure of the knowledge information services team (KIS), SAP HR and work on the control room project.

Control Room Project - The control room project budget and projected costs are for the use of CLG (combined control) grant. The actual to date is higher than forecast as the grant will not be applied until the end of the financial year.

5. Savings and efficiencies

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

The savings relating to the reduction of firefighter posts will be realised in line with the retirement profile. When the budget is set the establishment is reduced by the full number of post reduction proposed. Currently there are eight firefighters over the budgeted establishment however we anticipate that by year end these savings will be achieved.

Dept	Description	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000	Comments
Delivery, Corporate Development and Planning	Reduction of 12 FF posts & changes to day crewing	887	579	308	currently 8 FF over budgeted establishment
People & Organisation Development	Training & Admin Support savings	85	85	0	
Finance & Assets	Finance & Assets savings - various	612	612	0	
Total Savings		1,584	1,276	308	

6. Capital Forecasts

The capital programme for 2013/14 is £2.459m which together with a number of carry forward schemes totals £3.546m.

Project Name	Original Budget 2013-14	Agreed 12-13 Carry Forwards Executive	Revised Budget 2013-14	Actual Year to Date	Commitments 2013-14	Forecast Out-turn 2013/14	Slippage	Year End Variance
Property Portfolio								
Bletchley - M & E Phase 2	0	0	0	-12,390	0	0	0	0
High Wycombe Roof	0	0	0	-2,173	0	0	0	0
Beaconsfield Electrical & Drainage	0	0	0	-2,022	0	0	0	0
Gerrards Cross Electrical	0	0	0	-2,022	0	0	0	0
Chesham Roof	0	12,000	42,000	-3,000	46,199	43,199	0	1,199
Great Holm - Boiler & Roof	0	100,000	100,000	73,830	1,158	74,988	0	-25,012
High Wycombe Drill Tower	0	58,000	58,000	56,958	0	59,769	0	1,769
Environmental Improvements	243,000	0	213,000	31,000	31,000	199,000	0	-14,000
Property Review	940,000	0	940,000	0	0	940,000	0	0
<i>Sub Total</i>	1,183,000	170,000	1,353,000	140,182	78,357	1,316,956	0	-36,044
Fire Appliances & Equipment								
Operational Equipment	135,200	0	135,200	28,650	17,364	135,200	0	0
BA Set Replacement	0	15,371	15,371	13,456	0	13,456	0	-1,915
Operational Vehicles	865,000	0	865,000	0	0	582,500	282,500	0
Environmental Protection Unit	48,000	0	48,000	0	0	48,000	0	0
New Boats	30,000	0	30,000	0	0	30,000	0	0
<i>Sub Total</i>	1,078,200	15,371	1,093,571	42,107	17,364	809,156	282,500	-1,915
Community Safety								
Smoke Alarms	58,000	0	58,000	35,402	1,550	58,000	0	0
Sprinklers	25,000	0	25,000	0	8,000	25,000	0	0
<i>Sub Total</i>	83,000	0	83,000	35,402	9,550	44,952	0	0
Support								
ICT	115,000	100,000	215,000	12,541	60,678	213,653	0	-1,347
Asset Management System	0	0	69,525	50,150	9,773	69,525	0	0
Staff Cars	0	0	118,875	88,890	0	118,875	0	0
<i>Sub Total</i>	115,000	100,000	215,000	151,581	70,451	402,053	0	-1,347
Control Room Project								
Control Room	0	800,000	800,000	0	0	800,000	0	0
TOTAL	2,459,200	1,085,371	3,544,571	369,272	175,722	3,373,117	282,500	-39,306

Capital Funding

The capital programme will be funded as follows;

Funding Source	£
Capital Grant 2013/14	2,014,077
Unapplied/Unused Capital Grant 2012-13 Brought forward	54,007
Transfer from RCCO Reserve	1,166,508
Vehicle Replacement Provision/Reserve	69,000
Asset Management Reserve	69,525
Total Funding Available	3,373,117

Property Portfolio

High Wycombe roof and the electrical contract for both Beaconsfield and Gerrards Cross all have retention fees which have been accrued from 2012/13 which are payable in 2013/14. Bletchley fire station repair works have an 18 month retention schedule which is likely to be paid at the start of 2014/15 financial year, once all repair works have been reviewed and confirmed to have no defects. The boiler contract at Great Holm was completed in May with work to the internal ceiling roof completed in July. High Wycombe drill tower scheme is now complete with the outturn reflecting the total cost for the scheme including the retention fee. The project has slightly overspent against the agreed budget due to additional brickwork required to complete the drill tower.

Chesham roof was temporarily fixed in 2012, however after inspection it was recommended that the roof be replaced. The contract was awarded at the start of September to replace the roof with construction work due to start by the end of September. This will cost in the region of £46k, thus requiring additional funding of £30k. The budget holder has identified an underspend in the Environmental Improvements due to the cost of the LED and roof mounted PV system contracts being lower than planned which will be used to cover the additional cost to replace the roof.

The Environmental Improvements budget consists of two schemes; LED and roof mounted PV systems. The LED tender was awarded in July and the contractor commenced work in August with all installations completed in September. The PV systems contract has been awarded and technical survey carried out at the start of September. Work will commence at BHQ first and then Broughton and Winslow stations. It is projected that both these schemes will be completed with an underspend which will be offset against overspends identified above. The property review is ongoing and we have made contact with the interested parties to open discussions.

Fire Appliances & Equipment

The contract for the breathing set apparatus is now complete and the transition to the new breathing apparatus sets replacement programme was carried out in May 2013. The planned expenditure for operational equipment is for the following areas; £39k for ladders, £34.2k for new equipment for the 4x4 appliances and the remaining £62k for general equipment. A compressor requiring immediate replacement at Bletchley in April was replaced at a cost of £8k which was not part of the original budget for operational equipment; however this will be managed by the budget holder to keep expenditure in line with the original plan. The budget holder is currently in the process of selecting a supplier to purchase the ladders and anticipates making an order by the end of October with an estimated delivery time of 12 weeks. The budget for the 4x4 equipment may be slipped into next year due to issues relating to the 4x4 appliance purchase.

The environmental protection unit (EPU) funding has been match funded by the environmental agency and the budget holder has sent the specification to the agency, which has been agreed. Manufacturers have been contacted regarding the specification required and the budget holder has highlighted the difficulty in finding a suitable manufacturer who will produce the chassis for the EPU under Euro 5 emission regulations as Euro 6 will be introduced next year. This is likely to delay the purchase until the end of this financial year or possibly into next year. Once the purchase of the EPU has been made, the current EPU will be taken out of service and transferred to Manchester fire authority as part of the funding agreement with the environmental agency.

The operational vehicles budget is split into two schemes; £565k aerial replacement scheme and £300k for 4X4 appliances. A paper was submitted to SMB at the start of September requesting a mini competition to take place in order to select a suitable supplier for the aerial replacement equipment. The chief fire officer and the chief operating officer have approved the specification and given the go-ahead to tender. Tender is due out at the start of October with the aim of selecting a supplier by December. There is a risk that the purchase will be delayed into next financial year due to the issues relating to the Euro 5/6 regulations.

The remaining budget will be used to purchase two 4X4 appliances. The authority is part of the Framework Agreement for Light Rescue Pumping Appliances which has been procured for all UK fire services. A prototype of the vehicle was displayed at the Emergency Services show which the budget holder attended in September and held meetings at the emergency services show with various manufacturers. A full test is due in October with the option of trialing the vehicle at our premises. Once testing has taken place, a decision will be made on the type of vehicle the authority would like to purchase and procurement process will follow.

The new boats scheme has had the specification agreed by the end users which is in line with the national requirements for water rescue teams. A boat and engine trial is due at the end of October to ensure they are suitable to the authority and procurement process will follow with the aim to make a purchase by the end of December.

Community Safety

There is a plan to purchase 10,000 smoke alarms during the year to replenish stock and meet the fitting schedule of which 4,368 smoke alarms have been purchased to date. A plan of £25k has been agreed for the portable domestic sprinkler system budget to purchase and install 10 sprinklers (£2k to purchase, £500 to install). To date, four sprinklers have been ordered and stock will be replenished as and when required. The budget holder has contacted the community safety coordinators and station commanders to remind them of the portable domestic sprinkler system being available to high fire risk premises in order to protect vulnerable occupants. The prevention team is also working with local authority housing providers to identify high risk individuals in need of this system.

Support

ICT is currently projecting an underspend which mainly relates to the work on the Wi-Fi infrastructure which is no longer required and expenditure relating to the replacement telephony systems being lower than anticipated. The savings made from the Wi-Fi infrastructure and telephony systems have been reallocated to cover additional spend on the server visualisation and other hardware which has been agreed. The majority of the orders relating to network, hardware and software purchases are planned to take place between October and January.

The planned expenditure on staff cars for this financial year relates to four vehicles, three of which have been purchased with the remaining one planned for October. The expenditure on staff cars will be part-funded from the vehicle replacement reserve.

7. Performance Indicators

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

Description	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual (rolling average)
Budget Monitoring Training	35%	100%	95%	90%	78%
Managers accessing SAP Cost Centre Report	76%	100%	86%	100%	84%
% invoices paid within 30 days	97%	100%	97%	98%	98%
Budget Mon. Report turn-around (working days)	44 days	21 days	14 days	8 days	9 days

Budget setting training sessions were attended by 78% of budget holders in September. The sessions were used to update budget holders on the budget setting and medium term financial planning cycle and to assist them with their role in the process. Budget holders are being encouraged by the finance team to identify areas of possible over and underspend and also to consider how these areas can be addressed, whether this is by requesting virements or submitting savings/growth bids. On-line budget monitoring training sessions have also been developed and details will be circulated to all budget holders in the coming weeks.

The number of managers accessing the SAP cost centre report was only 64% in September due to a number of managers being involved in industrial action planning. This has brought the rolling average for the first two quarters of the year down to 84% which is below the target of 100% and finance will continue to work with all cost centre managers to ensure that this is improved and the target level is reached.

The consistent high level of creditor invoices paid within 30 days continued with 98% paid within 30 days in September. This has been consistently high each month April to September and gives a rolling average for the first two quarters of 97.8%, in line with the 2013/14 target of 98%.

The budget monitoring report was produced for performance management board in three working days by the finance team. This has brought the average down to nine days which is almost in line with the eight days target. This is a significant improvement on the overall average for 2012/13 of 14 days and every effort is being made by the management accounting team to ensure that this is maintained.

8. Debt Management

The table (below) shows the key Debtor performance figures for the six months to September;

DEBTOR KEY PERFORMANCE INDICATORS 2013/14	Q1	Q2
Debts over 60 days overdue	£33,304	£24,454
Total Debt outstanding	£115,504	£109,957
Debts over 60 days overdue as a % of total debt outstanding	29.8%	23.9%
Debts over 60 days overdue as a % of total income to date	1.7%	1.2%
Average time from raising invoices to receipt of income	66	73

Total debt outstanding decreased significantly from April to May, before rising significantly again in June and then falling again in August and September. This is due to the cyclical nature of the quarterly invoices raised to recover income for officers seconded to other organisations. Of the £94k outstanding at the end of September, £69k relates to invoices for seconded officers.

Debts over 60 days overdue, both in absolute terms and as a percentage of income, have fallen between the first and second quarters of 2013/14. The restructure of the Finance team has allowed us to place additional emphasis on debt collection, and the focused effort of the staff involved is reflected in the much improved figures shown above.

9. Virements

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

Subjective	April 2013 Agreed Plan	Permanent in year virements	Revised base budget	Temporary in year virements	Revised Budget 13/14
Employees - Direct	21,973,573	176,710	22,150,283	166,524	22,316,807
Employees - Indirect	904,557		904,557	-1,500	903,057
Premises	1,667,932		1,667,932	50,849	1,718,781
Transport	1,180,879	-85,405	1,095,474	8,610	1,104,084
Supplies and Services	2,147,739	1,460	2,149,199	21,107	2,170,306
Contingency & Provisions	1,160,128	-191,210	968,918	-80,576	888,342
3rd Party Payments	305,493	10,040	315,533		315,533
Capital Charges	720,000		720,000		720,000
Direct Revenue Financing	1,473,000		1,473,000	-35,000	1,438,000
Transfer to/from Reserve	-1,181,426		-1,181,426		-1,181,426
Grants, Reimbursements & Contributions	-420,390	42,540	-377,850		-377,850
Customer and Client Receipts	-873,835	45,865	-827,970	-130,014	-957,984
Interest Received	-70,000		-70,000		-70,000
Capital Grants Received	0		0		0
Grand Total	28,987,650	0	28,987,650	0	28,987,650

Temporary in-year virements authorised and actioned:

Narrative	From (credit)	To (debit)
Property Management Consultant (£35,000)	Direct Revenue Financing	Employees – direct
Realignment of business & water rates budgets (£576)	Contingency	Premises
Apprentice post budget vacancy (£16,380)	Employees – direct	Supplies & Services
General Training budget (£1,500)	Employees – indirect	Employees – direct
Realignment of Property Maintenance budgets (£4,727)	Premises	Supplies & Services
Income from seconded Information Governance post (£24,792)	Employees – direct	Grants, Reimbursements & Contributions

Permanent virements authorised and actioned:

Narrative	From (credit)	To (debit)
Realignment of 2013/14 budget (£28,040)	Customer & client receipts (£10,000)	Employees – direct (£10,000)
	Customer & client receipts (£17,000)	3 rd party payments (£17,000)
	Supplies & Services (£1,040)	3 rd party payments (£1,040)
Treasury Management support costs (Finance SLA/Consultancy) (£5,500)	3 rd Party Payments	Supplies & Services
Treasury Management support costs (Finance SLA/Software) (£2,500)	3 rd Party Payments	Supplies & Services
Fuel Budget realignment (£42,540)	Transport	Grants, Reimbursements & Contributions

Virements requiring authorisation;

		Subjective						
From/To	Cr/Dr	Employees - Direct	Premises	Transport	Supplies and Services	Customer & Client Receipts	Contingency & Provisions	
Current budget 2013/14		22,033,985	1,663,781	1,095,474	2,170,306	-882,762	1,159,552	
(A)	RDS retaining fees budgets	Cr	161,210					
	Contingency	Dr					-161,210	
<i>Correction to the 2013/14 RDS retaining fees budgets</i>								
(B)	Fleet Management - Vehicle Leasing Income	Cr				30,000		
	Contingency	Dr					-30,000	
<i>Realignment of 2013/14 Fleet budget for vehicle leasing</i>								
(C)	Fleet Management - Vehicle Leasing Expenditure	Cr		130,904				
	Response Support - Vehicle Leasing Expenditure	Dr		-130,904				
<i>Realignment of 2013/14 Fleet budget for operational vehicle leasing expenditure</i>								
(D)	Industrial Action - CCTV	Cr		55,000				
	Industrial Action - Emergency Expenditure	Cr	25,000					
	Contingency	Dr					-80,000	
<i>Emergency expenditure to cover planned industrial action</i>								
(E)	Seconded Officers - Expenditure	Cr	96,612	8,610				
	Seconded Officers - Income	Dr				-105,222		
	<i>Realignment of seconded officers budgets</i>							
Revised budget 2013/14		22,316,807	1,718,781	1,104,084	2,170,306	-957,984	888,342	

Capital virements requiring authorization;

From/To	Cr/Dr	Subjective	
		Purchase of Equipment	General Maintenance (Capital)
Chesham Roof	Cr		30,000
Environmental Improvements	Dr	30,000	
<i>Use of underspend on Environmental Improvements projects to fund Chesham Roof works</i>			

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	David Skinner, Director of Finance and Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Treasury Management Performance 2013/14 – Quarter 2
EXECUTIVE SUMMARY	<p>This report is being presented as Members resolved at the meeting of Buckinghamshire and Milton Keynes Fire Authority on 13 February 2013 that a quarterly Treasury Management report would be submitted to the Executive Committee and it is best practice to review on a regular basis how Treasury Management activity is performing.</p> <p>The accrued interest earned for the first six months of the year is £60k, which is £30k higher than the budget for the same period.</p>
ACTION	Information.
RECOMMENDATIONS	That the Treasury Management Performance 2013/14 – Quarter 2 report be noted.
RISK MANAGEMENT	<p>Making investments in the Authority's own name means that the Authority bears the risk of any counterparty failure. This risk is managed in accordance with the strategy and with advice from external treasury management advisors.</p> <p>The Director of Finance and Assets, will act in accordance with the Authority's policy statement; treasury management practices and CIPFA's Standard of Professional Practice on Treasury Management</p> <p>There are no direct staffing implications.</p>
FINANCIAL IMPLICATIONS	The budget for 2013/14 relating to interest earned on balances invested is £60k. Performance against the budget is included within Appendix A.
LEGAL IMPLICATIONS	The Authority is required by section 15(1) of the Local Government Act 2003 to have regard to the Department for Communities and Local Government Guidance on Local Government Investments; and by

	regulation 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146]to have regard to any prevailing CIPFA Treasury Management Code of Practice.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	See Financial Implications.
PROVENANCE SECTION & BACKGROUND PAPERS	Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy http://www.bucksfire.gov.uk/NR/rdonlyres/99BE21DF-99EB-42E2-A9C7-8846A6E3F112/0/BMKFA13022013.pdf (Pages 31 – 42) Treasury Management Practices http://www.bucksfire.gov.uk/NR/rdonlyres/FDA454EA-1735-4569-BE96-C1E3D0079A75/0/ITEM6TreasuryManagementPractice sandASep13andAnnexA.pdf
APPENDICES	Appendix A – Treasury Management Performance 2013/14 – Quarter 2.
TIME REQUIRED	5 minutes.
REPORT ORIGINATOR AND CONTACT	Mark Hemming mhemming@bucksfire.gov.uk (01296) 744687

Appendix A – Treasury Management Performance 2013/14 – Quarter 2

Background

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

Security of Investments

The primary investment priority as set out in the Treasury Management Policy Statement is the security of capital. The Authority applies the creditworthiness service provided by Sector. This determines whether or not a counterparty is suitable to invest with and if so, the maximum duration an investment could be placed with them. In the Annual Investment Strategy, the Authority also resolved that the balances invested with any single counterparty at any point in time would be 30% of the total investment portfolio to a maximum of £5m. The amount invested with each counterparty on the approved lending list as at 30 September 2013 is detailed below:

Counterparty	Amount (£000)
Barclays Bank plc	5,000
Lloyds TSB Bank plc	5,000
National Westminster Bank plc	4,208
Public Sector Deposit Fund (CCLA) – MMF*	4,375
Total	18,583

*MMF denotes a Money Market Fund

No counterparty limits were breached during the first half of 2013/14. No counterparties on the list were downgraded by Sector during the two quarters.

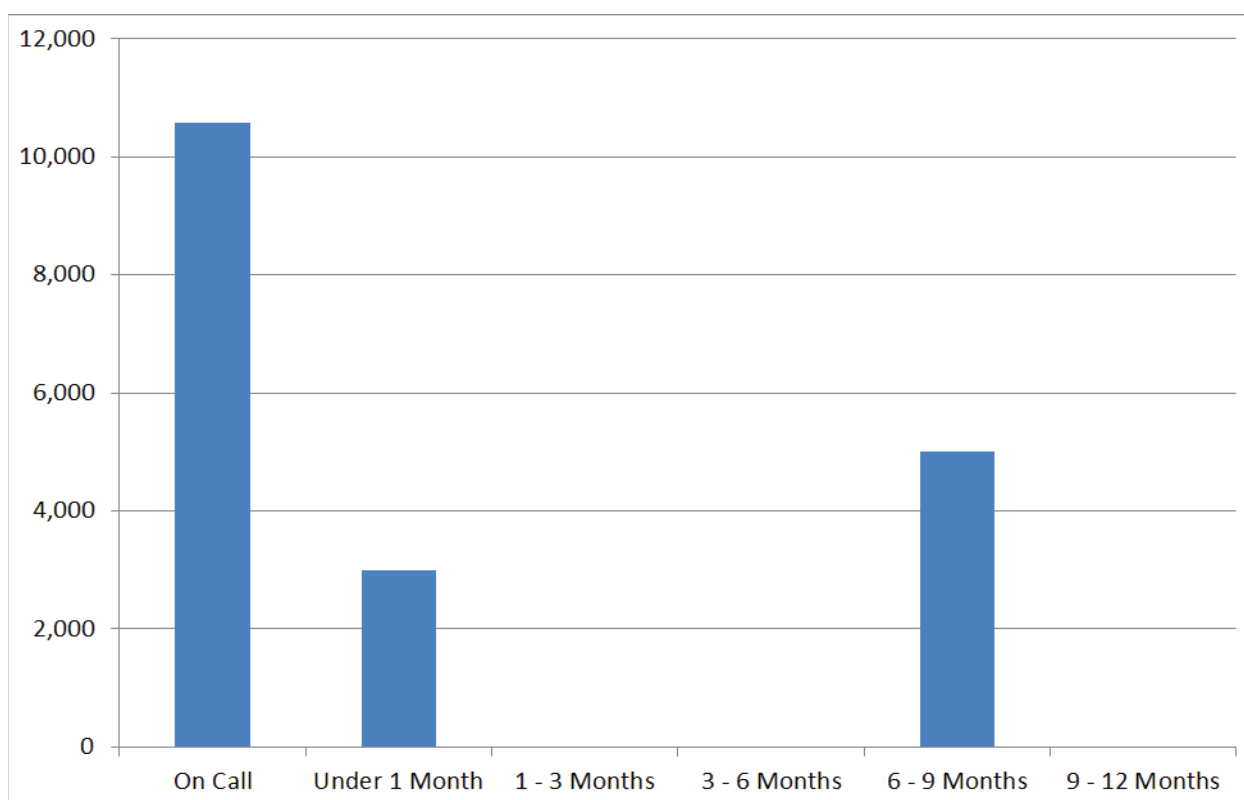
The above investments include an amount of £4.375m invested in a money market fund (MMF). A MMF employs credit analysts who first assess who is a suitable counterparty and then continue to monitor those counterparties over time. By investing with a range of counterparties risk is able to be diversified to a greater extent than investing directly in single counterparties.

Liquidity

Investments

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

£000's



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

The investments under one month in duration consists of a single investment that was originally made for three months. This will mature in early October and will be reinvested for a further three months. Due to the rates currently available, there is little extra to be gained from placing a higher percentage of our investments for longer durations. This will be kept under constant review so that we will be in a position to take advantage of any potential rises, although there is little expectation of any significant changes in the short to medium term.

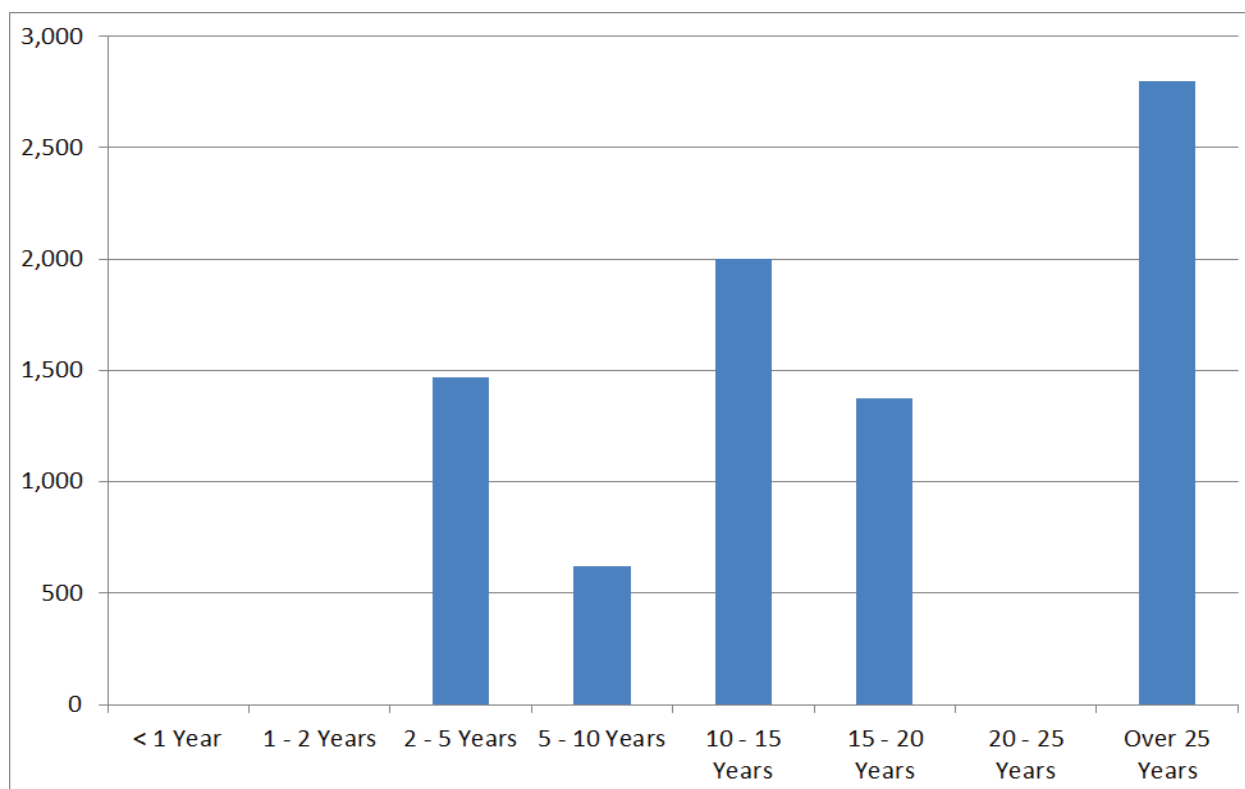
Balances on call include the investment in the MMF. A MMF helps improve the liquidity of the Authority's balances. By investing collectively, the Authority benefits

from liquidity contributed by others and from the knowledge they are all unlikely to need to call on that money at the same time.

Borrowing

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

£000's



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

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

Investment Yield

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

Performance Against Budget – Quarters 1 and 2

The budget for interest earned by the Authority for 2013/14 is £70k, included within that figure is an amount of £60k which we estimated to earn from investing cash balances during the year. This therefore means that the budget for interest earned on investing balances for the first two quarters is £30k.

The accrued interest earned as at 30 September 2013 was £60k, which is an over achievement of £30k for the first half of the year.

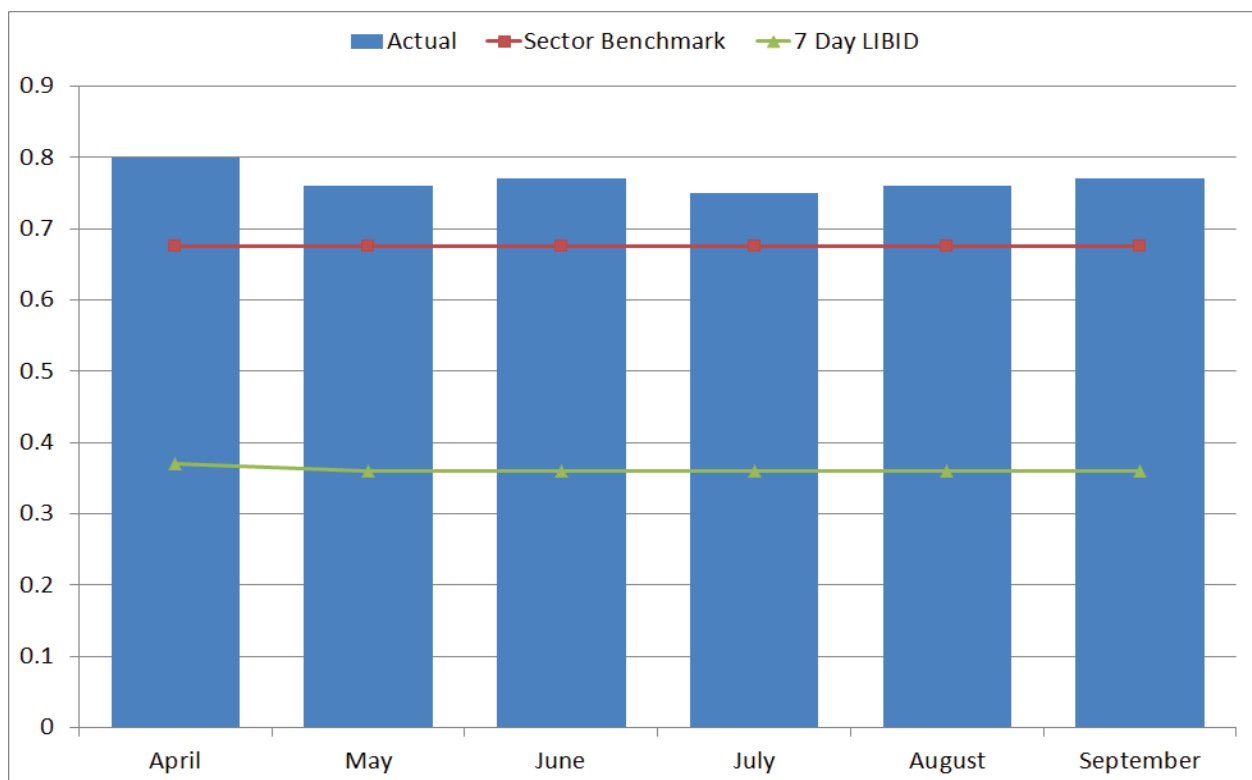
Performance Against the Benchmark – Quarters 1 and 2

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

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

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

%



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

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	David Skinner, Director of Finance and Assets & Treasurer
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Medium Term Financial Plan (MTFP) 2014/15 – 2017/18.
EXECUTIVE SUMMARY	<p>Attached at Appendix A is the summary of the first draft medium term financial plan (MTFP) 2014/15 to 2017/18.</p> <p>There are three tables in the summary representing three different council tax options;</p> <ul style="list-style-type: none"> (i) Council tax freeze; (ii) 2% Council tax increase each year; (iii) 8.5% Council tax increase in 2014/15 followed by a 2% increase in subsequent years. <p>Each model assumes a 0.75% increase in council tax base each year.</p> <p>Assumptions have been made for pay and inflation increases and future years' government grants based on latest information received from CLG. See Appendix B.</p> <p>The savings and growth bids identified by officers are summarised in Appendix C and D. These have been scrutinised by members of the business transformation board and strategic management board as part of the budget challenge process.</p> <p>The first draft of the capital budget has been agreed by the business transformation board and strategic management board as part of the budget challenge process and is summarised at Appendix E.</p> <p>Appendix F shows the retirement profile for whole-time operational staff to the end of quarter 4, 2018/19.</p> <p>It is envisaged the final CSR announcement will be made in early January but final dates are not yet known.</p>

ACTION	Information.
RECOMMENDATIONS	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Consider the draft revenue budget and three different council tax options for 2014/15 to 2017/18 as set out in Appendix A. 2. Consider the savings and growth bids at Appendix B and Appendix C. 3. Consider the draft capital budget for 2014/15 to 2017/18. 4. Note the updated grey book retirement profile at Appendix F.
RISK MANAGEMENT	<p>Management of our financial resources is a key risk to the Authority. By projecting forward and monitoring our financial plans, we are in a better position to avoid and mitigate the risk of adverse financial consequences.</p>
FINANCIAL IMPLICATIONS	Included in the appendices.
LEGAL IMPLICATIONS	<p>The Local Government Act 2003 gives the responsible finance officer, namely the Treasurer of the Combined Fire Authority under Section 112 of the Local Government Finance Act 1988, the responsibility to report to members of the Authority on their assessment of the robustness of the estimates used within the budget and on the adequacy of reserves. This helps to inform members of the issues to be considered in advance of the budget decisions in February 2014.</p>
HEALTH AND SAFETY	No implications.
EQUALITY AND DIVERSITY	No implications.
USE OF RESOURCES	<p>The medium term financial plan identifies the financial resources required projected into the future based on the delivery of specific aims and objectives of the Authority as set out in the Public Safety Plan (PSP).</p> <p>Members, Senior Management Team and many staff will be involved in agreeing priorities and the budget setting process over the forthcoming months in line with the timetable.</p>

<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background MTFP 2013/14 to 2016/17 - February 2013 CFA. Guidance issued to Cost Centre Managers on MTFP 2014/15 to 2017/18.</p>
<p>APPENDICES</p>	<p>Appendix A – Summary of first draft MTFP 2014/15 to 2017/18; Appendix B – Funding, pay and inflation increase assumptions; Appendix C – Summary of savings bids Appendix D – Summary of growth bids Appendix E – Draft capital budget 2014/15 to 2017/18 Appendix F – Grey book retirement profile to 2018/19</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Graham Young gyoung@bucksfire.gov.uk 01296 744429</p>

Appendix

Medium Term Financial Plan 2014/15 to 2017/18 (Council Tax Freeze with 0.75% growth in council tax base)

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Base Budget	28,463	28,988	28,768	28,250	28,443
Pay & Inflation Adjustment	160	234	176	481	266
Savings	-1,584	-260	-231	-3	0
Previous year saving adjustments	-173	-666	-55	-45	0
Precept growth and collection fund surplus	411				
Growth	238	383	-4	-307	0
Previous year growth adjustments		-35	35	68	0
Revenue Contribution to Capital	1,035	124	-439		
Net Operating Budget	28,550	28,768	28,250	28,443	28,709
Specific Projects	1,181				
Contribution to/(from) Reserves - Capital	438				
Contribution to/(from) Reserves - Asset Management	-115				
Contribution to/(from) Reserves - Vehicle Replacement	18				
Contribution to/(from) Reserves - New Burdens	-84				
Contribution to/(from) Reserves - Control Room	-1,000				
Net Budget Requirement	28,988	28,768	28,250	28,443	28,709
Govt Funding*	-6,934	-6,000	-4,926	-4,028	-3,414
Business Rates*	-4,495	-4,689	-4,854	-5,024	-5,201
Council Tax Receipts Surplus/Deficit	-188	-190			
Specific Grants (S.31)	-1,166	-1,186	-1,186	-1,186	-1,186
Council Tax Receipts	-16,205	-16,327	-16,449	-16,572	-16,696
Total Funding Available	-28,988	-28,392	-27,415	-26,810	-26,497
Shortfall for year	0	376	835	1,633	2,212
Cumulative savings requirement	0	376	1,211	2,844	5,055

A * 2013/14 funding figures have been restated to allow for changes to funding breakdown

Medium Term Financial Plan 2014/15 to 2017/18 (2% Council Tax increase with 0.75% growth in council tax base)

	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000
Base Budget	28,463	28,988	28,768	28,250	28,443
Pay & Inflation Adjustment	160	234	176	481	266
Savings	-1,584	-260	-231	-3	0
Previous year adjustments	-173	-666	-55	-45	0
Precept growth and collection fund surplus	411	0	0	0	0
Growth	238	383	35	-307	0
Previous year growth adjustments	0	-35	35	68	0
Revenue Contribution to Capital	1,035	124	-439	0	0
Net Operating Budget	28,550	28,768	28,289	28,443	28,709
Specific Projects	1,181				
Contribution to/(from) Reserves - Capital	438				
Contribution to/(from) Reserves - Asset Management	-115				
Contribution to/(from) Reserves - Vehicle Replacement	18				
Contribution to/(from) Reserves - New Burdens	-84				
Contribution to/(from) Reserves - Control Room	-1,000				
Net Budget Requirement	28,988	28,768	28,289	28,443	28,709
Govt Funding*	-6,934	-6,000	-4,926	-4,028	-3,414
Business Rates*	-4,495	-4,689	-4,854	-5,024	-5,201
Council Tax Receipts Surplus/Deficit	-188	-190	0	0	0
Specific Grants (S.31)	-1,166	-1,186	-1,186	-1,186	-1,186
Council Tax Receipts	-16,205	-16,653	-17,111	-17,581	-18,065
Total Funding Available	-28,988	-28,718	-28,077	-27,819	-27,866
Shortfall for year	0	50	212	625	844
Cumulative savings requirement	0	50	262	887	1,730

* 2013/14 funding figures have been restated to allow for changes to funding breakdown

Medium Term Financial Plan 2014/15 to 2017/18 (8.5% Council Tax increase with 0.75% growth in council tax base)

	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000
Base Budget	28,463	28,988	28,768	28,250	28,443
Pay & Inflation Adjustment	160	234	176	481	266
Savings	-1,584	-260	-231	-3	0
Previous year adjustments	-173	-666	-55	-45	0
Precept growth and collection fund surplus	411	0	0	0	0
Growth	238	383	35	-307	0
Previous year growth adjustments	0	-35	35	68	0
Revenue Contribution to Capital	1,035	124	-439	0	0
Net Operating Budget	28,550	28,768	28,289	28,443	28,709
Specific Projects	1,181				
Contribution to/(from) Reserves - Capital	438				
Contribution to/(from) Reserves - Asset Management	-115				
Contribution to/(from) Reserves - Vehicle Replacement	18				
Contribution to/(from) Reserves - New Burdens	-84				
Contribution to/(from) Reserves - Control Room	-1,000				
Net Budget Requirement	28,988	28,768	28,289	28,443	28,709
Govt Funding*	-6,934	-6,000	-4,926	-4,028	-3,414
Business Rates*	-4,495	-4,689	-4,854	-5,024	-5,201
Council Tax Receipts Surplus/Deficit	-188	-190	0	0	0
Specific Grants (S.31)	-1,166	-1,186	-1,186	-1,186	-1,186
Council Tax Receipts	-16,205	-17,714	-18,204	-18,707	-19,224
Total Funding Available	-28,988	-29,779	-29,170	-28,945	-29,025
Shortfall for year	0	-1,011	-881	-501	-315
Cumulative savings requirement	0	-1,011	-1,892	-2,393	-2,709

* 2013/14 funding figures have been restated to allow for changes to funding breakdown

Appendix B

Assumptions

Notes	Expenditure/Income	2014/15 %	2015/16 %	2016/17 %	2017/18 %
1	Council Tax (Model 1)	+0.0	+0.0	+0.0	+0.0
2	Council Tax (Model 2)	+2.0	+2.0	+2.0	+2.0
3	Council Tax (Model 3)	+8.5	+2.0	+2.0	+2.0
4	Formula Grant	-13.5	-17.9	-18.2	-15.2
5	Business Rates	+4.3	+3.5	+3.5	+3.5
6	Grey book Employees	+1.0	+0.8	+0.8	+1.8
7	Green book Employees	+0.0	+0.0	+0.0	+0.0
8	Employers National Insurance	+0.0	+0.0	+3.4	+0.0
9	Employers Pension Costs	+0.0	+0.0	+0.0	+0.0
10	General Inflation	+1.9	+1.9	+2.0	+2.0
11	Utilities	+5.0	+5.0	+5.0	+5.0
12	Fuel	+6.0	+6.0	+6.0	+6.0
13	Rates	+1.9	+1.9	+1.9	+2.0

- 1 Council Tax Model 1 - Budget with council tax freeze in 2014/15 (0.75% increase in council tax base each year)
- 2 Council Tax Model 2 - Budget with 2% council tax increase in 2014/15 onwards (0.75% increase in council tax base each year)
- 3 Council Tax Model 3 - Budget with 8.5% council tax increase in 2014/15 and 2% in subsequent years (0.75% increase in council tax base each year)
- 4 Formula Grant - Assumptions based on latest detail from DCLG
- 5 Business Rates - Assumed growth in base
- 6 Employee increase of 1% has been applied to grey book staff in 2014/15
- 7 Continued pay freeze has been applied to green book staff
- 8 No notification of NI rates received for 2014/15. From 2016/17, the large increase shown for pay and inflation in the MTFP summary is due to the loss of the 3.4% employers NI rebate.
- 9 No change for employers costs of pension for Fire-fighters or LGPS
- 10 1.9% general inflation has been assumed for 2014/15
- 11 Gas and electricity charges assumed increase of 5% for 2014/15
- 12 Fuel rates constant at 6% per year
- 13 Rates - a 1.9% increase has been assumed in line with previous years

Appendix C

Savings Bids 2014/15 to 2017/18

Dept	Amount				Outcome of SMB	Comments
	2014/15	2015/16	2016/17	2017/18		
PS	26,550	26,550	26,550	26,550	Agreed	Response, protection & prevention admin restructure
PS	10,000	10,000	10,000	10,000	Agreed	Fire safety prevention printing
PS	47,000	47,000	47,000	47,000	Agreed	Lease payments adjustment
PS	20,000	20,000	23,017	23,017	Agreed	Provision for catering at incidents
PS	77,000	308,000	308,000	308,000	Agreed	Staffing crewing arrangements
Grand total for Public Safety	180,550	411,550	414,567	414,567		
POD	25,000	25,000	25,000	25,000	Agreed	Staffing restructure
Grand total for POD	25,000	25,000	25,000	25,000		
F & A	16,380	16,380	16,380	16,380	Agreed	Workshops - vacant post deletion
F & A	28,000	28,000	28,000	28,000	Agreed	Contracts team restructure
Grand total for Finance & Assets	44,380	44,380	44,380	44,380		
Total Savings Bids	249,930	480,930	483,947	483,947		
Minor Savings below £10k	10,000	10,000	10,000	10,000		
Increase in Savings from previous year	259,930	231,000	3,017	0		

Appendix D

Growth Bids 2014/15 to 2017/18

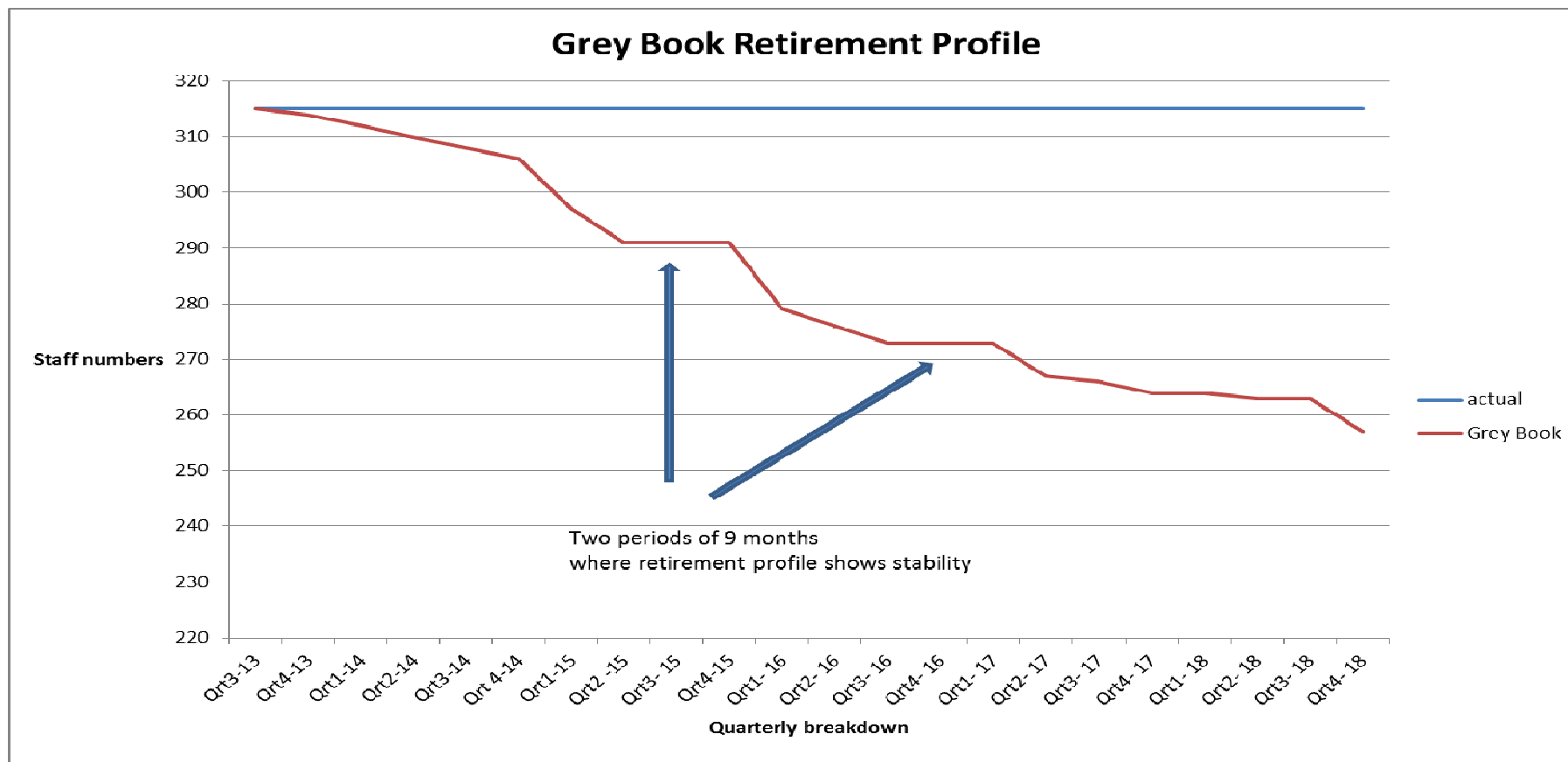
Dept	Amount				Outcome of SMB	Linked to Savings Bid (Give detail)?	Comments
	2014/15	2015/16	2016/17	2017/18			
Public Safety	217,700	217,700			Further work required		Operational resource management
Public Safety	22,680	6,480	6,480	6,480			Subscription & electronic scanning
Grand total for Public Safety	240,380	224,180	6,480	6,480			
Personnel & Organ.Development	12,000	12,000			Further work required	Linked to Savings Bid SAPD04	e-learning
Personnel & Organ.Development	5,560	4,370	4,370	4,830	Further work required		Fitness standards
Grand total for POD	17,560	16,370	4,370	4,830			
Finance & Assets		13,280	13,280	13,280	Further work required	Linked to Capital Bid	Telemetry maintenance - dependent on capital bid
Finance & Assets	30,850	30,850	30,850	30,850	Agreed	Linked to SAFA13	BA maintenance - total care package
Finance & Assets	9,000	9,000	9,000	9,000	Agreed		Asset management system
Finance & Assets	8,000	8,000	8,000	8,000	Agreed	Linked to SAFA12	Driving licence & document checks
Finance & Assets	77,380	77,380			Agreed		Property review
Grand total for Finance & Assets	125,230	138,510	61,130	61,130			
Total Growth Bids	383,170	379,060	71,980	72,440			
Increase/(Decrease) in Growth from previous year	383,170	-4,110	-307,080	0			

Appendix E

Capital Programme 2014/15 to 2017/18

	2014/15	2015/16	2016/17	2017/18
	Budget Requests £	Budget Requests £	Budget Requests £	Budget Requests £
Property Total	550,000	600,000	-	-
Fire Appliances & Equipment Total	490,350	779,160	657,150	657,150
Support Total	136,700	100,000	100,000	100,000
Total Spend	1,177,050	1,479,160	757,150	757,150

Appendix F



This graph shows the retirement profile for whole-time operational staff to the end of quarter 4, 2018/19.

There are two periods, both of nine months indicated by the blue arrows which show periods of stability in staff numbers.

Current numbers are 315 which reduce to 257 for the period shown for staff retiring after 30 years' service.

Two areas indicated for stability are quarter 2-4 2015/16 & quarter 3 2016/17 - quarter 1 2017/18.

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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	Denis O'Driscoll, Head of Service Development
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Review of catering provisions during emergency incidents
EXECUTIVE SUMMARY	The purpose of this report is to inform Members on the proposed changes to arrangements for feeding at fires policy and to seek approval for the Chief Fire Officer to commence formal redundancy consultation with affected staff.
ACTION	Information and Decision.
RECOMMENDATIONS	It is recommended that: <ol style="list-style-type: none"> 1. the progress taken to date is noted; 2. approval be given for the Chief Fire Officer/Chief Executive to initiate consultation with the affected staff.
RISK MANAGEMENT	<p>It is not anticipated that implementation of the preferred option would have any impact upon the corporate risk register or service risk assessments. Should the recommendation be adopted there will be improved facilities for feeding at all incidents thus improving staff morale.</p> <p>The nine support staff that crew the current canteen van are on part time and secondary employment contracts and a small redundancy package in line with service policy would ensure compliance with our HR policies and Equality and Diversity strategy. The existing hidden costs of the administration of these staff and the vehicle will generate additional savings.</p>
FINANCIAL IMPLICATIONS	<p>Current expenditure is £29,864 per annum of which staff costs account for £26,454 (over a 3 year average).</p> <p>The canteen van has attended an average of 15</p>

	<p>incidents per year, over a three year period, resulting in average cost of £2k per incident.</p> <p>A report has been approved by the Senior Management Team (SMT) that contains all existing and anticipated costs associated with the canteen van and feeding at incidents.</p> <p>Some of the initial savings will be used to supplement appliances with the correct equipment and provisions for feeding at incidents.</p> <p>Adoption of the preferred recommendation would be at no additional cost and would be considered as on-going annual saving of approximately £25k by year 3 from the commencement date.</p>
LEGAL IMPLICATIONS	The recommendations accord with the requirements of the Authority's current employment policies.
HEALTH AND SAFETY	The proposed recommendation will improve welfare arrangements for operational crews at incidents.
EQUALITY AND DIVERSITY	<p>A PIA has been carried out in line with 'Managing Organisational Change' policy.</p> <p>Improved catering at incidents will in the longer term reduce time spent at incidents and will benefit all levels of staff.</p>
USE OF RESOURCES	<p>The preferred recommendation supports our service response objective:</p> <p><i>"When required to intervene and respond to fires and other incidents, we will ensure that we provide an effective and efficient operational response"</i></p> <p>Buckinghamshire Fire & Rescue Service (BFRS) will follow service policy regarding placing staff at risk, along with formal consultation with representative bodies.</p> <p>The adoption of the preferred recommendation will require hot water heaters to be fitted as standard during the commissioning of new appliances. These heaters will require regular maintenance and will be factored into the medium term financial planning.</p> <p>Further detail is provided within Appendix A.</p> <p>Reducing the fleet by one vehicle will improve the carbon footprint of the service.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>'Review of Canteen Van and Feeding at Fires' was submitted to SMT on 27 June 2013 and approved.</p>

Review of catering provisions during emergency incidents

APPENDICES	Appendix A – Update on proposed changes. Appendix B – Review of Canteen Van and Feeding at Fires. Appendix C – People Impact Assessment.
TIME REQUIRED	15 minutes.
REPORT ORIGINATOR AND CONTACT	Dean Elliott delliott@bucksfire.gov.uk 07747460667

APPENDIX A

Update on proposed changes:

- A review of the current policy [OC 66 OPERATIONAL PROCEDURES AND EQUIPMENT FEEDING AT FIRES] was completed in May 2013;
- The document 'Review of canteen van and feeding at fires' was submitted to SMT on 27th June 2013. This was approved with the following recommendations:

The canteen van service is phased out by the end of 2013;

A. An installation programme to provide all new appliances with water heaters and refreshment packs allowing for local feeding at fires for small scale incidents;

B. All appliances not fitted with water heaters to be stocked with self-heating food packs and dry provisions to provide light refreshments for crews prior to arrival of additional supplies;

C. Introduction of a policy similar to Oxfordshire Fire & Rescue Service (OFRS) utilising local purchase of refreshments via a high street supermarket chains and for Flexi-Duty Officers (FDO's) to carry procurement cards for purchases when a local supplier is unavailable;

D. Withdrawal from the Memorandum of Understanding (MOU) with OFRS to provide over the border catering for large protracted incidents;

E. A MOU is drawn up between BFRS and other services with a large catering provision such as local businesses, neighbouring brigades (subject to availability) for feeding at protracted incidents of 8-10 pumps plus;

- These recommendations will result in immediate savings and lead to annual savings of approximately £25,000 per annum in year 3.
- These recommendations may result in up to nine support staff employed on part time and secondary employment conditions being put at risk of redundancy. The People Impact Assessment (PIA) details the nature of these contracts. These members of staff have been informally consulted on two occasions (15 July & 5 August) with trade union representation present during the second meeting.
- September 2013 - Financial feasibility study completed by SM Dean Elliott and submitted to finance department.
- October 2013 - savings bid for 2014/15 – 2017/18 submitted by AM Denis O'Driscoll to the Business Transformation Board.
- Once approved by the Executive Committee the Chief Fire Officer will commence formal consultation for a period of 30 days.
- Policy documents covering this review and recommendations:
 - OC 70/12 Managing Organisational Change;
 - OC 70/13 Redundancy Policy & Procedure;
 - People Impact Assessment.

Review of Canteen Van and Feeding at Fires



By Station Manager Dean Elliott

May 2013

Review of Canteen Van and Feeding at Fires

This report has been requested to evaluate

- The existing cost of the provision of feeding at fires via the canteen van.
- To make recommendation(s) on feeding at fires in the future.

Background

The current policy [OC 66 OPERATIONAL PROCEDURES AND EQUIPMENT FEEDING AT FIRES] details the procedures to be followed for the mobilisation of the Canteen Unit and for the provision of refreshments at incidents.

Canteen Unit

The Canteen Unit (call sign 21S8) is a Citroen Relay van converted specifically for the purpose of providing fire ground catering. It is currently located at Aylesbury Fire Station covering the areas of Buckinghamshire and Oxfordshire. It is crewed by 10 personnel working a retained duty system (RDS) providing a 24/7 service.

The vehicle conversion provides a LPG gas cooker with 2 burners and a grill, a microwave, a LPG gas boiler, 2 small sinks, a refrigerator, stainless steel worktops and storage cupboards.

The equipment inventory comprises of 2 kettles, 2 large saucepans, a large teapot, 2 flasks, cutlery and crockery. A small First Aid box, CO detector, a Fire Blanket and a Fire Extinguisher is also provided.

Consumable supplies comprise of self-heating meals, biscuits, a range of hot and cold drinks and soup.

Mobilisation

The Canteen Unit will be mobilised to an incident where

- (a) There are circumstances in which the Incident Commander considers that the incident will be of a protracted nature and that refreshments are necessary. This will usually be where crews are anticipated to be committed at the incident for more than 3 hours.
- (b) There are 6 or more pumps committed to the incident, except:-
 - (i) Where the initial P.D.A. is 5 pumps or over.
 - (ii) Where the extra pumps are required for the purposes of water relay and for short term duration.

APPENDIX B

- (c) There are circumstances where the Incident Commander considers that refreshments are needed for their crews (For example, where a crew(s) have been committed to a series of minor incidents, which have prevented the crew(s) from obtaining normal refreshments). Particular attention should be drawn to RDS personnel who may have missed their usual meal times.
- (d) Upon confirmation of a protracted incident such as a rail crash, commercial airline crash or a major incident which is likely to take some considerable time to return to normality.

For other incidents which do not fall into the above criteria but where refreshments are required, the Incident Commander will make arrangements with the nearest station with whole-time/day crewing personnel for drinks to be brought to the incident utilising the flasks kept on these stations. Reimbursement of costs can be obtained from station petty cash imprest account.

While planning the refreshment needs of the incident, the Incident Commander must also consider the welfare and relief of the Canteen Unit personnel. These must be arranged to ensure that they spend no more than a maximum of 8 hours at the incident and this period of relief should take into account weather conditions, work load and time of day, and be reduced accordingly.

Where an incident is scaled down the two flasks from the Canteen Unit can be filled with hot drinks and left at the incident for crew's consumption at a later time.

Other catering provisions within service

Eight of our twenty nine appliances now have drinking water heaters installed and carry stocks of hot drinks and hot food provisions capable of supplying their own crews with adequate refreshments for small scale incidents. The Control unit is also fitted with a similar device. The installation cost for these heaters is approximately £1100 per vehicle.

The first heaters were installed during the red fleet replacement programme in 2010/11. The purpose of installing the water heaters was to reduce the need for mobilising the canteen unit at smaller protracted incidents. Current provisions costs are allocated to the equipment budget at a cost of approximately £1300 per annum.

This programme is currently under review however it is anticipated that any new appliances will have the drinking water heaters installed as standard.

Existing cost of service

Cost of provision of canteen van service: (appendix A - UCACV) includes a breakdown of costs.

YEAR	COST
2010/2011	£ 28,584
2011/2012	£ 30,254
2012/2013	£ 26,762
AVERAGE COST	£ 28,253

APPENDIX B

Vehicle Cost: (appendix B – UTHHA) includes breakdown of costs.

YEAR	TOTAL
2010/2011	£ 1577.43
2011/2012	£ 2041.01
2012/2013	£ 1214.06
AVERAGE COST	£1610.83

These figures do not include the costs of Catering equipment depreciation and maintenance, the provision of a Tomtom and upgrades, the Airwave Radio or Torch, map books e.t.c

OVER 90% OF COST OF SERVICE PER ANNUM IS ON STAFF

Income generation: Over the border provision (included in appendix A – UCACV).

BFRS has an existing collaborative agreement with Oxfordshire Fire and Rescue (OFRS) to provide a feeding at fires service to them on request (based on similar principles to BFRS mobilising procedures), the costs incurred are reimbursed annually. OFRS have also introduced arrangements to feed their staff through local purchase via an agreement with Sainsbury's and by issuing procurement cards to FDO's and therefore it is anticipated over the border mobilisations will reduce.

The income from over the border attendances over the last three years is as follows:

2010/11	2011/12	2012/13
£598	£406	£2,392

Mobilisations: The total number of incidents attended by the canteen unit over the last 3 years is as follows:

JC21S8	2010/11	2011/12	2012/13	Average
BFRS	17	13	3	11
OFRS	4	4	4	4
TOTAL	21	17	7	15

TOTAL AVERAGE COST PER INCIDENT ATTENDED **£1,991**

Conclusion

BFRS Policy on reliefs at fires indicates that crews should (ideally) be on the fire ground for no longer than 4 hours without a break. The canteen unit is utilised at large incidents to supplement the rotation of crews and assist with refreshments should recognised meal breaks be interrupted. With the introduction of appliances carrying their own provisions and having the facility to make hot

APPENDIX B

drinks and snacks and the reduction of large incidents requiring a canteen unit the service is becoming increasingly more expensive to provide based on cost per call analysis.

The vehicle itself is in good condition for its age (1999 – 14 years) with less than average mileage (19,000) and maintenance costs are satisfactory. However the lifespan of this vehicle must be taken into consideration and it is reasonable to anticipate that it is likely come to the end of its working life within the next 3 years. Should a new vehicle be sourced as a replacement on current market rates it is likely to cost in the region of £40-50k including conversion.

Recommendations

1. The canteen van service is phased out over the remaining life span of the current vehicle;
2. An installation programme to provide all new appliances with water heaters and refreshment packs allowing for local feeding at fires for small scale incidents;
3. Introduction of a policy similar to OFRS utilising local purchase of refreshments via a high street supermarket chain and for FDO's to carry procurement cards for purchases when a local supplier is unavailable;
4. Withdrawal from the Memorandum of Understanding (MOU) with OFRS to provide over the border catering for large protracted incidents;
5. A MOU is drawn up between BFRS and other services with a large catering provision such as local businesses, neighbouring brigades (Bedfordshire FRS) for feeding at protracted incidents of 8-10 pumps plus;
6. Estimated savings on current data is approx. **£30,000 pa**

**BUCKINGHAMSHIRE
FIRE AND RESCUE
SERVICE**



THE PEOPLE IMPACT ASSESSMENT FORM

- 1) **Name and description:**
Amendments to **OC66 'Operational Procedures and equipment feeding at Fires'** Policy leading to the termination of the Canteen Unit facility.
- 2) **Responsible directorate/service area/ designated officers:**
Service Delivery – Denis O'Driscoll
- 3) **Who is completing this PIA form and why?**
Dean Elliott – Project lead
- 4) **What are the objectives of the document?**
To impact assess the proposed amendments to **OC66 'Operational Procedures and equipment feeding at Fires'** leading to the termination of the canteen unit facility and replacement with an alternative service.
- 5) **What are the main activities involved?**
Improving the welfare of crews by providing hot and cold refreshments to the incident ground.
- 6) **Who have you engaged with and how and why?**
SMT – Review of current policy and recommendations for efficiency savings
FINANCE – Data analysis
STATION COMMANDER – Line manager, staff engagement
HR – People impact and staff engagement
E & D Manager – People impact
OXON FRS – 13/16 agreement alterations
Rep bodies (FBU, UNISON) – Collective staff representation
- 7) **Who is intended to benefit and what are the POSITIVE IMPACTS that can be identified, and how?**
Operational staff will not be put at a disadvantage as they will still receive hot and cold refreshments based on amendments to **OC66 'Operational Procedures and equipment feeding at Fires'** policy to include the introduction of procurement cards for managers to utilise during prolonged incidents where it is necessary to consider the welfare of attending crews.

Department People & Organisational Development (E&D) 1
Author : Equality & Diversity Manager
Approval : SMT and DWG 24.05.11
Issue number: 3.0
Issue date : 01.09.11
Review date : 01.09.12

This will create a more flexible approach to providing refreshments as managers can provide more choice of provisions based on the opportunities that are available in the local community. The speed of response will be improved as procurement cards will be widely available for managers along with the improved self-sufficient sundries that will be supplied to front line vehicles.

This will lead to financial efficiency savings based on data obtained over the last 3 years.

This procedure will apply fairly to all relevant employees regardless of their race, disability, gender, age, sexuality, gender reassignment, pregnancy and maternity, marriage and civil partnerships.

8) Are there or will there be any potential NEGATIVE IMPACTS on any section of the staff or community in any of the following areas?

Potential perceived impact on nine current members of staff who crew the canteen unit as they will no longer be required to carry out this contractual function.

Of these nine staff members 3 are currently full time employees of BFRS, 1 is a full time employee of Bucks CC, 1 is a former employee of BFRS (recently made redundant), 1 is a retired employee of BFRS (RDS), 1 is independently employed part time and 2 have no other employment.

9) Using information from the engagement in Q.6) and the positive and negative impacts from Qs. 7) and 8) are there any specifics we should consider for an action plan to address individual or group requirements?

Consideration of the *'Redundancy policy & procedure'* to support HR

10) Do we need any further data or research to remove NEGATIVE impacts or make use of POSITIVE impacts?

Data available from the documents

'Review of Feeding at Fires Policy' carried out by Dean Elliott May 2013.

Financial Feasibility study –submitted to finance department October 2013

Members budget challenge – Approved 31 October

11) Can the POSITIVE impact be identified as good practice OR can the NEGATIVE impact be minimized or removed? Include in the action plan (below):

Positive impact is good practice as part of the *'Moving forward review'*

Negative impact may be minimised through formal consultation with canteen unit staff taking into account the *'Redundancy policy & procedure'* document (version 2.0)

12) Are there other adaptations that could further promote equality, equal opportunities or improved relations? Explain how and include in action plan (below):

APPENDIX C

Signed:	Date:
Completed by: Dean Elliott	5/11/13
Line manager (if appropriate): Ian Taylor	
Equality and Diversity: Shaz Choudhry	20/08/2013
Scrutiny (if appropriate):	

Department People & Organisational Development (E&D) 3
 Author : Equality & Diversity Manager
 Approval : SMT and DWG 24.05.11
 Issue number: 3.0
 Issue date : 01.09.11
 Review date : 01.09.12

APPENDIX C

People Impact Assessment Action Plan

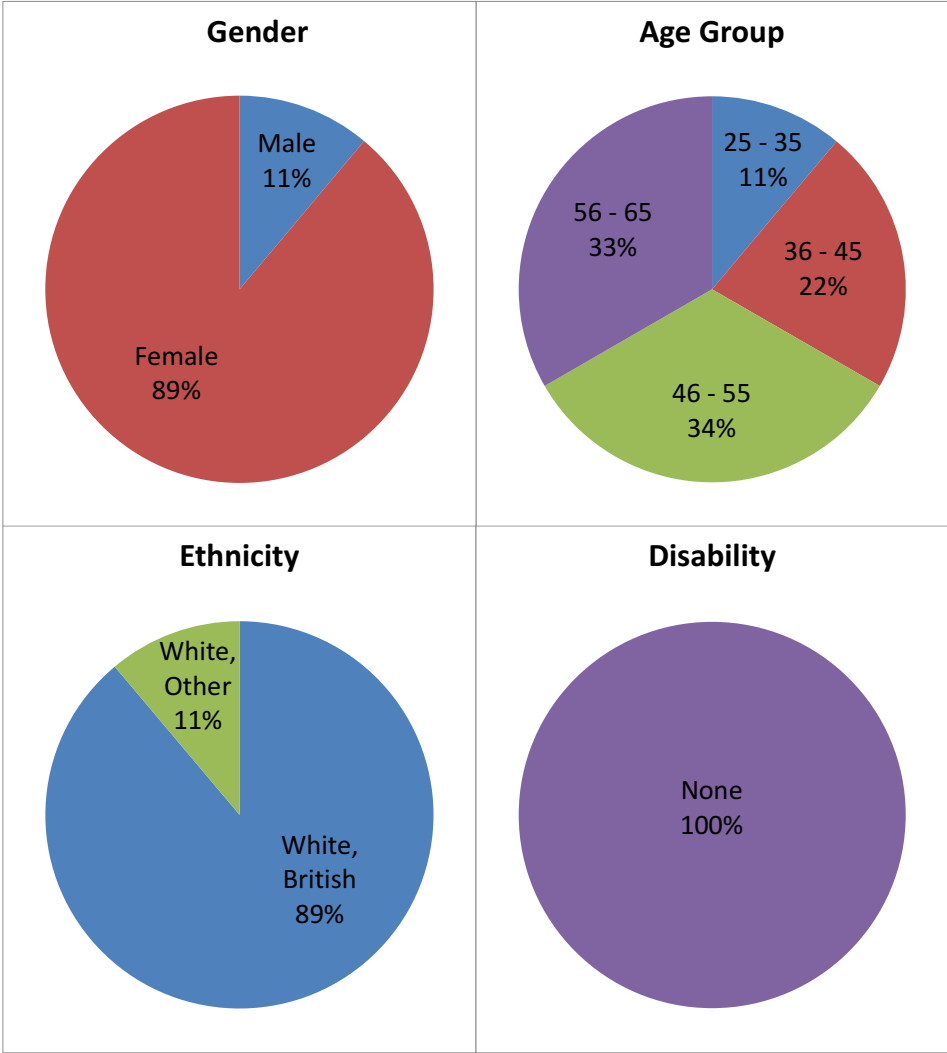
The table below should be completed using the information from the People Impact Assessment to produce an action plan for the implementation of proposals to:

Please ensure that you update your service/business plan with the equality objectives/targets and actions identified below.

Area of impact	Changes proposed	Lead Officer	Timescale	Resource implication	Comments
Consultation with affected staff	Formal consultation leading to removal of canteen unit	Mark Ridder	30 Days		
HR support in dealing with any redundancy	Redundancy packages for affected staff	Mark Ridder	7 Days		

Sign off (Head of Service):

BFRS Canteen Unit Protected Characteristics



Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	20 November 2013
OFFICER	Mick Osborne, Head of Service Delivery
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Update on the Pilot Scheme for Staff Bank System involving Operational Firefighters and Supervisory Officers
EXECUTIVE SUMMARY	<p>A successful pilot scheme to maintain appliance availability in the event of shortfalls in crewing, by use of a "bank" of staff that have the requisite skills and qualifications, being remunerated at 'flat rate' has been running since September 2012.</p> <p>This approach utilising volunteers replaces the requirement on occasion to use 'pre-arranged overtime' as provided for in the national NJC terms and conditions of employment at a remuneration rate of time and a half.</p> <p>This type of system and staff utilisation will also assist in providing the flexibility and resilience required as different crewing solutions are developed in line with the on-going IRMP process.</p>
ACTION	Information.
RECOMMENDATIONS	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Consider the outcomes of the pilot and note that full implementation is underway.
RISK MANAGEMENT	<p>Lack of uptake in members of staff wishing to be put on the bank system list, due to the payable allowance being lower than previous overtime rate.</p> <p>Insufficient numbers of staff on the bank system list could potentially lead to a situation where minimum crewing levels cannot be met through the bank system; however this is one of a range of solutions to address any shortfalls along with on-going future considerations in line with the IRMP process.</p>
FINANCIAL IMPLICATIONS	Whilst it is anticipated that full implementation of the system will not deliver significant savings in the short

	<p>term, there is the opportunity to reduce costs as the allowance that will be paid to staff will be lower than the current time and a half rate paid.</p> <p>In addition as the service moves forward, there will be opportunities to utilise existing staff more flexibly without the requirement to recruit to previous levels.</p> <p>The system will optimise 'Value for Money' as potentially the amount previously spent on pre-arranged overtime will be reduced.</p> <p>Based upon the figures for 2011/12 and 2012/13 up until the introduction of the pilot system, the pre-arranged overtime costs were £6,387 and £13,195 respectively. These utilising this approach, would have been reduced to £4,258 and £8,796 generating an overall saving of £6,528.</p>
LEGAL IMPLICATIONS	The basis of the contractual arrangements is explained in the body of the original report.
HEALTH AND SAFETY	No implications.
EQUALITY AND DIVERSITY	<p>None envisaged;</p> <p>The bank system will be more flexible and fair to all operational employees as it is open to all whole-time staff and those RDS staff who have received additional training to ensure they are competent to operate all equipment carried on a standard rescue appliance.</p>
USE OF RESOURCES	<p>There will be no additional resource requirements for the full implementation or monitoring of the system.</p> <p>The costs incurred through the running of the system will be monitored through monthly budget monitoring by the budget holder and members of the finance team. Throughout the pilot these costs have been negligible.</p> <p>The system will continue to be reviewed in line with current governance arrangements within Service Delivery.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Executive Committee, 8 August 2012, Bank System for Operational Staff (Item 19).</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/895C0376-D5C7-489B-A8F3-D09F0997AF1E/0/080812Executive14to22.pdf</p>
APPENDICES	None.
TIME REQUIRED	5 minutes.
REPORT ORIGINATOR	Mick Osborne

Update on the Pilot scheme for Staff Bank System involving Operational Firefighters and Supervisory Officers

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