BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

MEMBERS OF THE PRESS AND PUBLIC

Please note the content of Page 2 of this Agenda Pack

6 July 2020

Dear Councillor

Your **remote** attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 **online** on **WEDNESDAY 15 JULY 2020 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Councillors: Clarke OBE, Hall, Hopkins, Lambert, Marland, McCall, McLean and Walsh

To observe the meeting as a member of the Press and Public

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting this meeting will be livestreamed.

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

Adjournment and Rights to Speak – Public

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

A request to speak on a specified agenda item should be submitted by email to gbritten@bucksfire.gov.uk

If the meeting is then adjourned, prior to inviting a member of the public to speak, the Chairman should advise that they:

(a) call the telephone number to be provided to the member of the public's email address,

(b) speak for no more than four minutes,

(c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present. Adjournments do not form part of the Meeting.

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes. Such attendance will be facilitated if requests are made to enquiries@bucksfire.gov.uk at least two clear working days before the meeting. Statements will be via a telephone number to be provided.

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

Questions

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

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.

2. To assess performance of the Authority against agreed organisational targets.

3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.

4. To select on behalf of the Authority–the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent , taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.

5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer ; a statutory monitoring officer; and any post to be contracted to "Gold Book" terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.

6. To act as the Employers' Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to "Gold Book" terms and conditions in whole or in part.

7. To hear appeals if required to do so in accordance with the Authority's Policies.

8. To determine any human resources issues arising from the Authority's budget process and improvement programme.

9. To determine policies, codes or guidance:

   (a) after considering recommendations from the Overview and Audit Committee in respect of:

      (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
      (ii) governing the conduct of employees of the Authority

   (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to "Gold Book" terms and conditions in whole or in part.

10. To form a Human Resources Sub-Committee as it deems appropriate.

AGENDA

Item No:

1. Election of Chairman

To elect a Chairman for 2020/21

2. Appointment of Vice Chairman

To appoint a Vice Chairman for 2020/21

3. Apologies

4. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 5 February 2020 (Item 4) **(Pages 7 - 12)**

5. Disclosure of Interests

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

6. Questions

To receive questions in accordance with Standing Order S0A7.

7. Emergency Services Mobile Communications Programme (ESMCP)

To consider Item 7 **(Pages 13 - 18)**

8. Budget Monitoring Performance and Debt Management April 2019-March 2020 (Provisional Outturn)

To consider Item 8 **(Pages 19 - 32)**

9. Transport and Workshops Peer Review

To consider Item 9 **(Pages 33 - 44)**

10. Exemption from Standing Orders Relating to Contracts - Firefighter Pension Administration

To consider Item 10 **(Pages 45 - 48)**

11. Exclusion of Press and Public

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report and appendices contain information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

12. Sale of Great Holm Fire Station

To consider Item 12

13. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 16 September 2020 at 10 am.

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

This page is intentionally left blank

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 5 FEBRUARY 2020 at 10.00 AM

Present: Councillors Clarke OBE (Chairman) [part], Hopkins, Lambert, Marland [part], McLean, and Teesdale

Officers: J Thelwell (Chief Fire Officer), M Hemming (Director of Finance and Assets), G Britten (Director of Legal and Governance), C Bell (Head of Service Development), D Norris (Head of Service Delivery), A Hussain (Principal Accountant) M Hussey (Principal Accountant) S Gowanlock (Corporate Planning Manager) and C Jordan (Team PA)

Apologies: Councillors Roberts and McCall

EX20 MINUTES

(Councillor Hopkins presiding)

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 13 November 2019, be approved and signed by the Chairman as a correct record.

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 13 November 2019, be approved and signed by the Chairman as a correct record.

(Councillor Clarke joined the meeting)

EX21 MEMBERS' ALLOWANCES

(Councillor Clarke presiding)

(Councillor Marland joined the meeting)

The Director of Legal and Governance advised that the Authority was required to adopt a Scheme of Members' Allowances before the 1 April each year; and that his report was considerably shorter than the one considered by Members for the draft Scheme of Allowances for 2019/20 which had included a comparative analysis of allowances paid in other fire and rescue authorities.

Members were advised that according to the Forward Plan of Buckinghamshire Council's Shadow Executive it was due to receive its Independent Remuneration Panel's recommendations at its meeting on 18 February and, that being the case, a copy should be published by 10 February. If so, copies would be made available for the Authority's meeting next Wednesday.

The recommendation would result in a 2% increase across all allowances.

A Member requested that the pagination in Schedule 1 of the draft Scheme of Allowances be corrected.

RESOLVED –

That the Authority be recommended to adopt a Scheme for Members' Allowances for 2020/21 (Appendix B)

EX22 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT

Principal Accountant Asif Hussain advised that this report presented the provisional revenue and capital outturn position and debt management performance up until 30 November 2019 and forecast an underspend of £103k, against a revenue budget of £30.332m.

RESOLVED –

That the latest projected outturn forecast for the Authority as at 30 November 2019 be noted.

EX23 THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION

The Lead Member for Finance, IT and Procurement advised that this report was being presented as the Prudential Indicators and Minimum Revenue Provision policy statement were required to be approved by the Authority and to support the Medium-Term Financial Plan (MTFP).

Principal Accountant Marcus Hussey advised that a review of the Balance Sheet indicated that the Authority was currently in an over-borrowed position. Due to prohibitive penalties the early repayment of borrowing was not currently an option. It was confirmed that there were no plans for additional long-term borrowing in the foreseeable future in line with the current MTFP.

Due to the timing of third-party contributions relating to the Blue Light Hub it was recommended that an increase of £2m to the Authorised Limit for the current year be agreed immediate in-case short-term borrowing was required to effectively manage cashflow.

It was also recommended that the Authorised Limit for 2020-21 be set at £2m higher than the Operational Limit, to allow for the effective management of cashflow in relation to capital receipts from land sales.

Members asked where the Authority's short-term borrowing would be from and the Principal Accountant confirmed that it would be obtained from local authorities through a broker.

RESOLVED –

That the Authority be recommended to approve:

1. the Prudential Indicators for 2020-21;

2. an increase in the Authorised Limit for 2019/20 of £2m to £8.797m;

3. the Minimum Review Provision policy statement.

EX24 MEDIUM TERM FINANCIAL PLAN (MTFP) 2020/21 TO 2024/25

The Lead Member for Finance, IT and Procurement advised Members that this report presented the proposed revenue and capital Medium Term Financial Plan (MTFP) for the Financial Years 2020/21 to 2024/25.

The Principal Accountant Asif Hussain advised Members that a zero-based budget approach identified some key opportunities within the current budgetary constraints. These included increasing the wholetime establishment by up to 20 firefighters in 2020/21, with the potential to increase by a further 10 in the following year (depending on the outcome of the comprehensive spending review). Increasing the Protection Team by 4 FTEs and introducing a Team Leader role and two further FTEs into the Prevention Team. Introducing a Head of Technology, Transformation and Programme Management Office (PMO) to manage, among other matters, the actions required following the Authority's inspection report.

The council tax and business rate figures were provisional as the statutory deadline for billing authorities to provide this information was 31 January. These had now been finalised and updated appendices 1a, 1b and 2 had been circulated and presented to Members.

Following the updated funding figures, there had been movement in the council tax and business rate funding, the Revenue Support Grant/Business Rates for 2020/21 had been revised upwards from £7.988m to £8.291m (an increase of £303k). Future years forecasts had been updated to account for the increase in the baseline amount (£140k) but not the movement from last year's deficit to this year's surplus position (a net increase of £163k).

The Council Tax surplus figure for 2020/21 had been revised downwards from £308k to £274k (a decrease of £34k). The surplus figure projected for future year's remained at £250k per annum. The Revenue Contribution to Capital budget for 2021/20 had been revised upwards from £1,046k to £1,315k (a net increase of £269k).

The Net Budget Requirement for 2020/21 had therefore increased by £269k, as had the opening Base Budget for 2021/22. The Net Budget Requirement from 2021/22 onwards had increased by £140k per annum (reflecting the increase in business rates baseline).

Members were concerned as to how funding could be increased in future years. The Chief Fire Officer confirmed that lobbying government would continue independently and in conjunction with the LGA and NFCC. It was also confirmed that meetings with local MP's had been arranged.

The Chief Fire Officer advised Members that the State of the Fire report confirmed that a multi-year settlement would enable fire and rescue authorities to budget with more certainty.

Members were concerned about capital spend and what would be sacrificed if the budget did not increase. The Director of Finance and Assets confirmed that one project that was not currently included in the programme was a major overhaul of High Wycombe Fire Station.

Members asked if it might be better to look for one off capital funding opportunities from the government, for example the upgrade of one fire station. The Director of Finance and Assets agreed to look into this and would bring a paper to a future meeting with options regarding funding for capital spend.

RESOLVED –

That the Authority be recommended to:

1(a) Note and have due regard to the report and Statement of the Chief Finance Officer (see section 8 of Annex A).

1(b) Approve a Council Tax precept of £65.85 for a band D equivalent property (a 1.98% increase from 2019/20 – equal to 2.5p per week) and the revenue budget as set out in Appendix 1(a).

1(c) Approve the capital programme as set out in Appendix 2.

2 Not hold a referendum to increase Council Tax above the 2% threshold for 2020/21.

3 Note that a referendum may need to be considered for 2021/22 depending on the outcome of the Comprehensive Spending Review.

EX25 RESPONSE TO THE PROVISIONAL LOCAL AGOVERNMENT FINANCE SETTLEMENT 2020/21: CONSULTATION PAPER

The Director of Finance and Assets informed Members that the Consultation was published on 20 December 2019, with a deadline for responses of 17 January 2020 and in accordance

with the Scheme of Delegation to Officers, the response had been discussed with the Chairman and Lead Member before submission.

The response to the Consultation also included evidence, not available at the time of the Technical Consultation, namely the Authority's HMICFRS inspection report. This report notes serious concerns as to whether the Service had the resources it needed to meet its foreseeable risk, despite being highly efficient and having an innovative deployment model which, if better funded, would be a cost-effective way of keeping people safe.

RESOLVED –

That the response to the consultation be noted.

EX26 2020-20205 PUBLIC SAFETY PLAN CONSULTATION: FEEDBACK & RECOMMENDATIONS

The Head of Service Development introduced the report and the Corporate Planning Manager explained how the Authority undertook the public consultation. The final Public Safety Plan had been updated to reflect the public consultation process and would be presented for approval at the next Authority meeting following any recommendations made by this Committee today.

The Corporate Planning Manager was thanked for his detailed and informative explanation of the consultation process and the way in which the feedback received, and the responses to that feedback, had been collated. Typographical errors were noted in the report submitted by Opinion Research Services.

Members asked how the Authority would move forward. The Chief Fire Officer accepted that moving forward the Authority would need to be financially driven, with all proposals put to the relevant Committees. The culture within the Service was strong but would need to be built on. The Chief Fire Officer also highlighted that at present, Buckinghamshire was the only service within the Thames Valley that responded to all automatic fire alarms. Moving forward, the service may need to review this.

Members enquired if the service was looking at alternatives to the use of petrol/diesel vehicles, the Director of Finance and Assets confirmed that the service had looked at other vehicles, but at present the cost was too prohibitive.

Members mentioned current legislation regarding attending electrical fires, this was especially relevant due to the eventual phasing out of gas in domestic premises and enquired if the Authority was lobbying for more electrical safety. The Chief Fire Officer advised that following the Grenfell enquiry, some legislation would change and the LGA would also be lobbying for change.

Members asked how involved was the Authority with regard to building regulations when planning permission was being granted by Councils. The Chief Fire Officer agreed that fire and rescue services should be more involved and a report could be brought to a future meeting showing what involvement the Service had during the planning process.

Members enquired about response times in relation to the HMICFRS report and if response times were improved, would the Service receive a better report. The Chief Fire Officer informed Members that national response times had been abolished in 2004 and all fire and rescue services set their own response times.

Members asked if the public had been asked what they expected from the Service regarding response times and the different risks. The Corporate Planning Manager confirmed that the public had been asked about response times and risks, including responses to rural fires.

The Chairman proposed that the issue of response times and other matters could comprise part of a future Members' workshop.

RESOLVED –

1. That the 2020-2025 Public Safety Plan be adopted by the Authority;

2. that Officers be directed to proceed with the further development of the strategy proposals set out at Page 32 of the 2020-2025 Public Safety Plan (Annex 3) having regard to the consultation feedback as they are progressed and to undertake further consultations with stakeholders potentially affected by any specific changes arising from their implementation; and

3. that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the proposals.

EX27 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 25 March 2020 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11:37 AM

DRAFT

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	15 July 2020
OFFICER	Calum Bell, Head of Service Development
LEAD MEMBER	Councillor David Hopkins
SUBJECT OF THE REPORT	**Emergency Services Mobile Communications Programme (ESMCP)**
EXECUTIVE SUMMARY	This paper provides Members with a further update regarding the national status of the programme and its impact on regional and local transition. The last briefing was provided to Members in November 2019. The Emergency Services Mobile Communications Programme (ESMCP) is a national programme to deliver an Emergency Services Network (ESN) which will upgrade the current radio system used by emergency services (Airwave). ESN is a system that has not yet been implemented anywhere else in the world, and as such carries significant risk. The current Airwave system is extremely reliable but has limited data capability and is very expensive. The Emergency Services Network will be provided by two commercial companies, Motorola and EE. It will utilise the Public Services Network (PSN) via mobile network operators using 5G LTE (Long Term Evolution) for the transmission of voice and data traffic between emergency service resources. The Programme is extremely complex and has already been subject to a number of delays. In the last briefing, Members were informed of the proposed timetable for the release of details of the revised Full Business Case (FBC). The FBC was due to have been completed early in 2020 and should have passed through various governance stages in order to be released around May 2020. However, we have received notification that it will not now be released for some time. This is in part due to Programme resources being re-assigned to deal with the Covid-19 pandemic, assessment of impact of the pandemic and how it might affect ways of working and the delivery of the various aspects of the project. A document to outline the strategic case for the FBC has been released to User Organisations however we are unable to discuss this as it remains commercially sensitive at this stage.

	Members will recall from the last briefing that there was a proposal to transition the Hampshire and Isle of Wight fire services from the South Central region to the South West region. This is due to those services being part of the Networked Fire Control Services Partnership which encompasses the fire services within the South West region. Arrangements are complete to facilitate this move and the financial aspects have now been agreed. A letter has now been submitted to the NFCC leads which has been approved in principal but there remains a process to applied which is likely to take several weeks.
ACTION	Noting
RECOMMENDATIONS	Members are requested to note the report.
RISK MANAGEMENT	Officers from this Service continue to work closely with our partner fire and rescue services in Thames Valley and with Thames Valley Police, to prepare for the new Emergency Services Network. Regular iterations of the national delivery plan are being received and compared against the regional version. The latest national version released in April 2020 indicates that all Fire Services will have transitioned from the Airwave system onto the ESN by Q4 2024. This would mean that the earliest point at which the Airwave system can be switched off would be Q4 2024, however the official date for this is still December 2022. Members will recall from the last briefing that we provided an update regarding the ongoing discussion regarding the provision of a separate Direct Network Service Provider (DNSP) link with Home Office team members. This link would provide BFRS with a direct link into the ESN without having to go through the link established with the Thames Valley Fire Control Service. We had written a further letter to the Central Programme regarding this issue thanking them for their continued engagement with us to produce a potential solution to this issue. We have since received a response from the Programme which has still to provide the assurance that the organisation will not be disadvantage by not having this link so discussions continue at this stage. Officers from the Service will continue to monitor developments from the national Programme and report to Members as appropriate.
FINANCIAL IMPLICATIONS	Regional funding continues to be overseen via the South Central Programme Board and service draw down funding to cover the costs of day-to-day delivery of the project. These costs are monitored by the financial lead for the South Central Programme Board,

	a role held by the Deputy Director of Finance and Assets in BFRS. The region reports on a quarterly basis regarding the ESMCP transition grant funding.
LEGAL IMPLICATIONS	Buckinghamshire Fire and Rescue Service have already signed up to the principles of the ESN. Officers will continue to monitor the progress of the Programme closely and will provide challenge to the process where it is felt necessary.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	This Authority remains an active participant of the South Central Transition Delivery arrangements. The governance and delivery models have now been established and Buckinghamshire Fire and Rescue Service officers are involved at each level. The principle has been adopted that information is shared across all five services and where appropriate, joint responses to work requests are submitted. The Head of Service Development is the Vice Chair of the Regional Strategic Board and is also the Fire representative on the equivalent Police Board. Funding awards have been pooled centrally, and Buckinghamshire Fire and Rescue Service are now acting as treasurers for the region.
HEALTH AND SAFETY	There are no health and safety implications perceived at this time. There is constant review of this and any issues that may arise in the future will be referred.
EQUALITY AND DIVERSITY	There have been no equality and diversity implications identified to date. As the programme progresses, further information, and a confirmed plan become available, then an Integrated Impact Assessment will be completed.
USE OF RESOURCES	As stated in previous updates to Members, the organisation's Programme Manager is the Project Manager for ESMCP delivery. The Area Commander Service Development is the Senior User for this Authority and is Vice Chair of the South Central Steering Group.
PROVENANCE SECTION **&** **BACKGROUND PAPERS**	**Background** ESMCP is the programme, which will provide the next generation of mobile communications for emergency services and will replace the Airwave Tetra network introduced to fire services in 2009. The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations. The current national Airwave contracts have been

	extended and are now due to be terminated at the end of December 2022. The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018. These dates are have been reviewed and a revised plan is due to be released following the Programme reset. **Provenance** ESMCP Update March 2019 ESMCP Update July 2019 ESMCP Update November 2019
APPENDICES	Appendix A: ESMCP Highlight report
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	Marie Crothers – Programme Manager mcrothers@bucksfire.gov.uk 01296 744430 / 07765 001907

Emergency Services Mobile Communications Programme

Appendix A

Lead Member: **Lead Officer:** **Project Manager:** **Business Sponsors:**	**Cllr Hopkins** **AC Calum Bell** **Marie Crothers** **DCFO Mick Osborne**	**Project Objectives:** The Emergency Services Mobile Communications Programme will provide a new communication system for the 3 emergency services and other public safety users. This system will be called the Emergency Services Network (ESN). It will replace the current Airwave radio network. BFRS forms part of the South Central Region to deliver this work and this highlight report will focus on the regional and local delivery into this programme but will also provide high level national updates	**Overall RAG**

Finance		**Plan**		**Risks & Issues**		**Scope**		**Resources**	

Summary – Period dated: April 2020 – June 2020

Update

- **South Central Governance** – Formal letter has been submitted to the Central Programme requesting approval for the Hants & IOW services to transfer to the South West region. The NFCC leads have indicated that they are comfortable with this move, however there is a process to go through which is likely to take some weeks. The finances for the move have been agreed between both regions but requires sign-off at Programme level.

- **Full Business Case** – still yet to be released – we have received notification that the transition of the FBC through the governance process has been delayed due to the Covid-19 pandemic and re-allocation of resources centrally. A document outlining the strategic case for ESN has been released to Programme Team members and its content is currently being reviewed. It cannot be released at this stage as much of it is deemed commercially sensitive.

- **National Plan** – The latest iteration was released in April 2020. – this version shows the planned date at which all Capita system Control Rooms which will be ESN ready is set at Q2 2023 and that all Fire Services will have completed transition by Q4 2024. However the current date for the switch off of the Airwave system officially remains at December 2022.

The latest plan shows the earliest possible date for Airwave switch off as being Q4 2024 however this has not officially confirmed at this stage. The continued preference for Thames Valley officers is that all TV Services have completed transition 12 months prior to the confirmed Airwave cut-off date.

DNSP – the question of whether BFRS will require its own DNSP link to access ESN in order to manage devices has yet to be resolved.
There has been little movement regarding this matter due to the Covid-19 pandemic however this will be addressed within the next period.

Finance – We have recently received notification from the Home Office Fire and Resilience Directorate confirming the roles and expenditure in relation to grant funding they will accept for the year 2020/21. Some minor adjustments were proposed , taking into account the move of the Hants and IOW services to the South West Region. These changes have been approved at Programme level as the region costs will remain within the funding envelope.

Priorities for Next Period: April – June 2020

- *Strategic case information to be reviewed and Service comments to be returned to the Programme*
- *Review of Critical Operational Locations to be undertaken by each User Organisation*
- *Discussion to take place regarding the next steps to be taken to resolve the long-outstanding DNSP query raised with the Programme Director.*
- *Work to continue to prepare for the release of two devices per FRS in order to carry out local coverage testing and assurance activities (Assure 1.1) – review of the recently released guidance documents and discussions within the SC region to decide how the assure work can be approached collaboratively.*
- *Assure 1.1 Usage conditions sign off forms to be completed*

Key Milestones	Forecast/ Actual
FBC review complete	Delayed
ESN Assure 1.1 – Gate 5 review	**Complete**
ESN Assure 2.0 (TBC)	Q4 20
England Urban Coverage Complete (South Central)	Q4 20 (TBC)
ESN Prime	Q4 20
Airwave National Shutdown	Dec 22 (contingency Dec 23)
Local: Continue dialogue with central team to resolve DNSP issue	Ongoing

Key Decisions Required

None at this stage – for information only

Risk/ Issue	RAG	Description	Mitigating Action
ESMC P001	22	Delay in the implementation of ESMCP. Delay in the procurement process, legal challenge, deferred business case. Financial cost to Home Office and potential higher contract costs	Budget/costing issues fed into FCG and Programme
ESMC P016	22	If post transition costs are not provided UOs will not be able to accurately budget for the new service leading to financial pressures and reputational damage.	Raised to SC Programme Board and Fire Customer Group. Reps from SC region continually raise this as an issue with the Programme
ESMC P030	22	Extending Transition timescales will now clash with contract end dates and potential system refresh of mobilising systems	Being highlighted as an issue during the current Deployment Planning discussions

There are currently 32 risks listed on the SC Risk Register – the top 3 are displayed here – the full register is available on request

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	15 July 2020
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	Councillor David Hopkins
SUBJECT OF THE REPORT	**Budget Monitoring Performance and Debt Management April 2019 – March 2020 (Provisional Outturn)**
EXECUTIVE SUMMARY	To present the provisional revenue and capital outturn position and debt management performance to 31 March 2020. The report at Appendix A is a provisional position pending final audit recommendations and confirmation of any accounting adjustments to go through before a final position is reached. **The provisional outturn figure for the year is a net underspend of £716k.** This represents a 2.4% variance against the budget. It is recommended that £352k be transferred to the Revenue Contribution to Capital Reserve in line with the approved Medium Term Financial Plan, and that the remaining £364k is used to establish a Covid-19 reserve.
ACTION	Decision / Noting
RECOMMENDATION	1. That the provisional outturn forecast for the Authority as at 31 March 2020 be noted. 2. That the slippage of £1,809k on the capital programme is approved to be carried forward into 2020/21. 3. That the transfer of £84k into the future funding revenue reserve, to fund projects which have been delayed due to the Covid-19 Pandemic, be approved. 4. That the underspend of £716k is split and transferred into a Covid-19 reserve and Revenue Contribution to Capital Reserve (RCCO). The split will be as follow: • £352k to be transferred into RCCO. • £364k to be transferred in Covid-19 Reserve. 5. That delegated authority be given to the Chief

	Finance Officer, in consultation with the Lead Member, to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process. 6. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report to (i) the Lead Member in the first instance, and (ii) Members at the next available meeting.
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	None.
HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	**Background** Medium Term Financial Plan 2019/20 to 2021/22, Fire Authority Meeting 13 February 2019 (see pages 61-80): https://bucksfire.gov.uk/documents/2020/03/130219_fire_authority_agenda.pdf/
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – March 2020
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	Asif Hussain ahussain@bucksfire.gov.uk 01296 744421

Appendix A

1. Revenue Forecasts by Service Area

Table 1 The table below shows the budget and provisional outturn for each directorate as at the end of March 2020. The budget of £30.332m is compared to the outturn to give a year-end underspend of £0.716m.

Directorate	Area Manager	Total Budget £	Provisional Out-Turn £	Year End Variance £
Corporate Core	Corporate Management	1,089,200	982,538	-106,662
	Legal & Governance	332,100	301,403	-30,697
Corporate Core Total		**1,421,300**	**1,283,942**	**-137,358**
Finance & Assets	Finance & Procurement	894,790	851,388	-43,402
	Resource Management	2,962,300	3,181,111	218,811
Finance & Assets Total		**3,857,090**	**4,032,499**	**175,409**
People & Organisation Development	Training & Development	2,020,400	1,798,682	-221,718
	Operations & Services	694,790	690,815	-3,975
People & Organisation Development Total		**2,715,190**	**2,489,497**	**-225,693**
Delivery, Corporate Development & Planning	Service Delivery	17,538,300	15,996,137	-1,542,163
	Service Development	541,380	481,242	-60,138
	IT & Communications	1,810,900	1,812,978	2,078
Delivery, Corporate Development & Planning Total		**19,890,580**	**18,290,357**	**-1,600,223**
Statutory Accounting & Contingency	Capital Charges	1,713,000	2,273,000	560,000
	Contingency	500,000	928,412	428,412
	Non Distributed Costs	229,500	228,068	-1,432
	Savings	5,800	0	-5,800
Statutory Accounting & Contingency Total		**2,448,300**	**3,429,480**	**981,180**
Total Expenditure		**30,332,460**	**29,525,775**	**-806,686**
Total Funding		**-30,332,460**	**-30,242,093**	**90,367**
Net Position		**0**	**-716,318**	**-716,318**

The table above shows the budget and actual expenditure for each Directorate for the financial year 2019/20. The budget of £30.332m compared to the provisional outturn of £29.526m gives a provisional yearend underspend of £0.807m. Furthermore, the level of funding is showing an adverse variance of £0.090m resulting in a net underspend of £0.716m. This is a 2.4% variance against the annual budget of £30.332m.

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

Corporate Management £0.137m under – The underspend predominantly relates to a restructure of the Senior Management team whereby the Director of People & Organisational Development post has been removed and the post has not replaced. Furthermore, the interest received on investments outperformed the annual budget by £0.045m.

Finance & Assets £0.175m over – This overspend is mainly attributable to employee costs predominantly within workshops as a result of vacant technician post which is currently being filled with agency cover. In addition to this, the Equipment team and Property team have posts which have been job re-evaluated or awarded temporary ARA's which contributed towards in-year overspends.

People & Organisational Development (POD) £0.226m under - The overall underspend predominantly relates to the Human Resources restructure which went live 1 August 2019. As a result of the restructure, underspends are seen within employee costs due to vacant posts or new starters not at the top of their pay scale. In the final quarter of 2019/20, there were several external courses which were cancelled due to the Covid-19 pandemic which has also contributed towards the favourable variance.

Delivery, Corporate Development & Planning £1.600m under - The overall underspend for the directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels. Furthermore, there were several vacant wholetime posts throughout the Fire Authority which also contribute towards the favourable variance. The under established wholetime stations have a direct impact on the bank system as the cover provided to the stations is charged to the bank budget. Therefore, underspends in under established stations are partially offset by overspends shown within the bank system.

Statutory Accounting & Contingency £0.981m over - The costs for all firefighter apprentices are seen within here and therefore the overspend seen within Contingency primarily relates to their employee and training costs. In September 2019, we had 12 apprentices complete their apprenticeship and were offered a substantive wholetime post. In March 2019, a further 16 apprentice firefighters were recruited of which 14 completed their training and are now station based, with two leaving the apprenticeship. In September 2019, we had 12 firefighter apprentices completing their apprenticeships and offered substantive wholetime posts.

The overspend seen within Capital Charges relates to the additional in-year revenue contribution (£0.490m) to capital approved by the Fire Authority at its meeting on 18 September 2019. Furthermore, an additional £0.070m revenue contribution to capital for the purchase of four emergency vehicles contributes towards the adverse variance.

2. Direct Employee Costs

Table 2 shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of March 2020.

Staffing	Total Plan £	Provisional Outturn £	Projected Year End Variance £
Wholetime	14,793,540	14,378,687	-414,853
On-Call	1,824,350	896,903	-927,447
Apprentices	0	841,158	841,158
Support	4,412,090	4,157,916	-254,174
Technicians	285,800	246,906	-38,894
Sessional	90,790	64,001	-26,789
Agency Staff	57,000	203,015	146,015
Grand Total	**21,463,570**	**20,788,586**	**-674,984**

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

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

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

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

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

3. Bank cost analysis

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

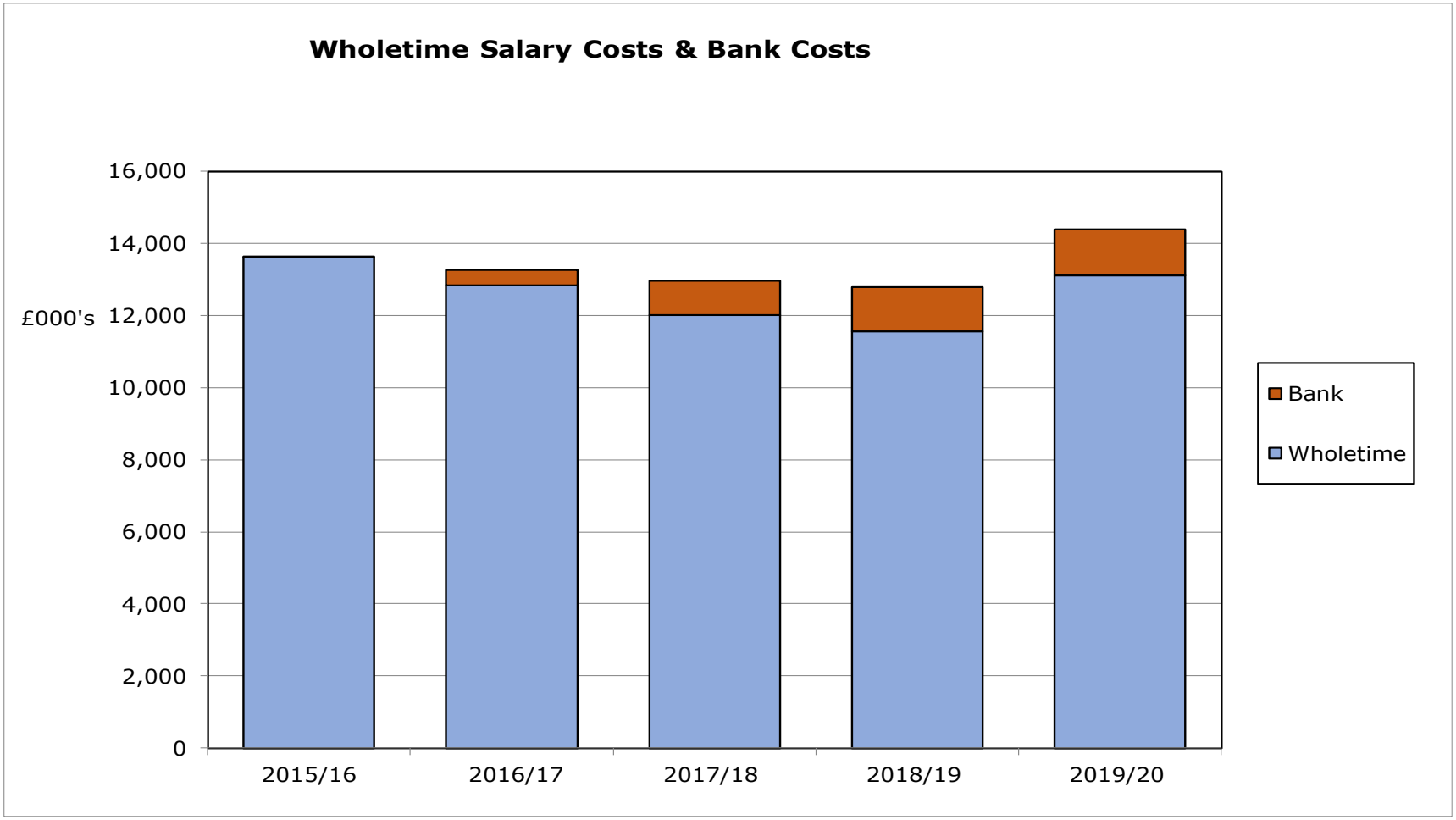

Table 3

WT & Bank - including NI and Pension					
WT & Bank	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Wholetime	13,603,248	12,844,792	12,011,914	11,563,935	13,104,522
Bank	24,592	411,864	953,506	1,228,667	1,274,011
Total	**13,627,840**	**13,256,657**	**12,965,420**	**12,792,602**	**14,378,687**

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

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

The aforementioned figures show how costs have continued to fall over the last few years, driven by the introduction of this more flexible resource.

4. Major Risk Areas

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

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

	Subjective	**Total Budget £**	**Actual Year to Date £**	**Projected Year End Variance £**
A.	Employee Direct Costs	21,406,570	20,585,571	-820,999
B.	Knowledge & Information Services	1,635,830	1,650,861	15,031
C.	Employment Agencies /Consultants (Part of Direct Employees Costs)	57,000	203,015	146,015

- The variances for A. and C. are as noted in Section 2 above.
- The variance for B predominantly relates to one-off software costs where relate to transitional costs where we have operated two software's parallel to ensure a smooth transition.

5. Funding

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

Funding	Total Budget £	Actual Year to Date £	Projected Year End Variance £
Government Funding	-3,321,000	-3,592,832	-271,832
Specific Grants	-1,097,330	-1,106,442	-9,112
NNDR	-3,662,820	-3,735,553	-72,733
Top-up / Pooling Receipts	-1,892,000	-1,813,965	78,035
Precept	-19,993,310	-19,993,301	9
Movement in Reserves	-366,000	0	366,000
Grand Total	**-30,332,460**	**-30,242,093**	**90,367**

The level of funding (excluding the top-up funding and reserves) is forecast to exceed the original budget by £0.354m, which is predominantly due to the Treasury (Central Government) making additional funds (£0.173m) available to cover the increased cost of pensions as a result of the changes in employer pension contributions (notification of this increase was not provided until after the budget had been approved). The other significant increase (£0.072m) in funding was in relation to additional business rates income due to the rate used to compensate for under-indexation of the top-up grant being greater than estimated at the time the budget was set. Furthermore, in March, additional government funding (£0.090m) was allocated in response to Covid-19 pandemic. The remaining (£0.018m) relates to increases in specific grants (from prior years) which the Authority were not aware of when the budget was set.

The outturn also reflects the recommendation made to the Executive Board to not carry out the planned transfer (£0.444m) from reserves due to the current levels of underspend. These transfers were planned to offset the funding shortfall originally forecast for 2019/20. Of the £0.444m variance, £0.366m is shown within Movements in Reserves and £0.078m within Top-up Funding (the latter being funding originally forecast to be received in 2019/20 but received at the end of 2018/19).

This results in an overall net adverse variance of £0.090m in funding.

7. Capital Forecasts

The capital programme for 2019/20 is £9.535m, which includes £6.378m worth of carry forwards from 2018/19 and additional £1.936m approved in September 2019:

Project Name	Original Budget 2019/20 £	Carry Forwards 2018/19 £	In Year Approvals £	Revised Budget 2019/20 £	Provisional Out-Turn £	Slippage £	Projected Year End Variance £
Property	500,000	0	0	500,000	282,302	217,698	0
Property Review	0	5,874,542	1,866,000	7,740,542	6,821,027	919,515	0
Total Property Portfolio	**500,000**	**5,874,542**	**1,866,000**	**8,240,542**	**7,103,329**	**1,137,213**	**0**
CCTV Cameras	0	24,485	0	24,485	0	0	-24,485
Digital Radios	0	90,000	0	90,000	0	0	-90,000
Hydraulic Equipment	56,000	4,020	0	60,020	48,385	11,635	0
Operational Equipment	90,000	32,249	0	122,249	65,199	35,000	-22,050
Operational Red Fleet Vehicles	500,000	314,656	0	814,656	204,456	610,200	0
Operational White Fleet Vehicles	0	0	70,000	70,000	44,404	14,801	-10,795
Total Fire Appliances & Equipment	**646,000**	**465,410**	**70,000**	**1,181,410**	**362,443**	**671,636**	**-147,330**
ICT	75,000	38,385	0	113,385	113,026	0	-359
Total Support	**75,000**	**38,385**	**0**	**113,385**	**113,026**	**0**	**-359**
Grand Total	**1,221,000**	**6,378,337**	**1,936,000**	**9,535,337**	**7,578,798**	**1,808,849**	**-147,690**

Funding

The capital programme will be funded as follows:

Funding	£000'
Revenue Contribution to Capital	7,491
Capital Receipts	88
Total Capital Funding	**7,579**

Property Portfolio

One of the major capital projects completed in 2019/20 related to the replacement of the air ventilation system at Marlow Fire Station. Aylesbury Fire Station and Aylesbury HQ has seen capital purchase of a generator, water conditioners and enhancements to the mess deck. In addition, the fit out of office and meeting room chairs across HQ and Unit 7 and Stokenchurch Fire station has seen a general refurbishment.

The main focus for property team in 2019/20 was the completion of the Blue Light Hub, with this in mind, Property has allocated a portion of the property capital budget for the fit out of Blue Light Hub. During 2019/20 £0.043m has been spent on the purchase of furniture. A slippage request of £0.218m has been made for the purchase of furniture, BA compressor, and fixtures and fittings for the Blue Light Hub, in addition to property works at other Fire Stations not commenced in 2019/20.

The build of the Blue Light Hub is progressing well with the main structure set to be completed during quarter one 2020/21. A slippage request of £0.920m has been made for the remaining budget and the completion of the main structure.

The total slippage of £1.137m is requested for the property portfolio.

Fire Appliances & Equipment

The Authority has introduced several new appliances to the current fleet in line with the fleet strategy. Two additional appliances relating to 2018/19 were delivered during 2019/20 and are now operational. These appliances will replace our aging fleet which have come to the end of their useful life. A slippage request of £0.610m has been made for a further two appliances that were planned to be built and delivered during 2019/20. The build of the two appliances will commence in quarter one 2020/21 with delivery expected in the third quarter of 2020/21.

Other areas of spend relate to the purchase of three white fleet vehicles, portable floatation devices, fog spikes kits, hydraulic equipment and the purchase of operational equipment to replace our end of life equipment. The portfolio is also seeing a slippage in white fleet vehicles, hydraulic equipment and operational equipment totaling £0.062m, as a result of orders being placed with delivery expected in the new financial year, along with the delay in ordering equipment due delay in delivery for two appliances due in 2019/20 but not expected until 2020/21.

During September 2019, it was agreed no further capital expenditure is expected on CCTV and therefore £0.024m has been offered up as a saving. The carry-forward slippage of £0.090m on digital radios has now been offered as a savings. This is due to deferring the capital purchase of digital radios to be in line with when we procure for the breathing apparatus contract. Therefore, a new capital growth bid will be submitted with the breathing apparatus growth bid and challenged through the Medium-Term Financial Plan when it is due for replacement. In addition, further capital savings of £0.033m have been identified on operational equipment and white fleet appliances which will be transferred back into the capital reserve.

The total slippage of £0.672m is requested for the Fire Appliance and Equipment portfolio and a saving of £0.147m.

Support

Including the slippage from 2018/19, ICT had a budget of £0.113m for 2019/20. Predominantly this relates to the purchase of hardware as per the ICT replacement strategy. The in year spend related to the replacement of hardware such as laptops, surface pros and other ICT equipment.

Slippage into 2019/20

The provisional outturn figure is showing a slippage of £1,809k (subject to any late accounting changes). Members are requested to approve the slippage of this budget into 2020/21.

8. Reserves

The table below shows the provisional movement in reserves during the year.

Reserves	Balance at Start of Year £000	Movement £000	Yearend Balance £000
General Fund	-1,500	-	-1,500
Earmarked Reserves (Revenue)*	-1,818	-379	-2,197
Earmarked Reserves (Capital)	-4,080	2,638	-1,442
Total	**-7,397**	**2,349**	**-5,139**

***** This figure includes £534k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

9. Performance Indicators

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

Description	2018/19 Actual	2019/20 Target	2019/20 Actual (rolling average)
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing Integra Cost Centre Report	100.0%	100.0%	100.0%
% invoices paid within 30 days	91.0%	100.0%	100.0%
Budget Mon. Report turn-around (working days)	7 days	7 days	6 days

Budget monitoring training is provided to managers assuming responsibility for budget management and control. A risk-based approach is applied to budget monitoring with resources allocated to high risk areas. This supports a proactive challenge role for Finance and budget holder engagement. Compliance for the financial year 2019/20 has been 100%.

The percentage of invoices paid on time is 100%. Suppliers have been reminded to send all invoices directly to finance which has resulted in no delays in making payments to suppliers.

10. Debt Management

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

DEBTOR KEY PERFORMANCE INDICATORS 2019/20	Aug	Sept	Nov	Mar
Debts over 60 days overdue	£9,468	£9,594	£9,508	£10,322
Total Average Debt outstanding	£37,157	£37,900	£50,756	£54,571
Debts over 60 days overdue as a % of total debt outstanding	27%	15%	18.75%	18.91%
Average time from raising invoices to receipt of income	9 days	9 days	15 days	11 days

The above figures show the quarterly average of debt during 2019/20. As at the end of March, the average total debt outstanding was £0.55m, with the actual value of debts over 60 days overdue being £0.10m.

26% of the debts over 60 days overdue at the end of March relate to legal costs recoverable to Buckinghamshire Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments. 25% relates to the secondment of the Apprentice Officer and the remaining 49% relates to recovery of employee pension contributions.

The average time from raising invoices to receipt of income is 11 days as at the end of March 2020.

This page is intentionally left blank

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	15 July 2020
OFFICER	Mark Hemming, Director of Finance and Assets
LEAD MEMBER	Councillor David Hopkins
SUBJECT OF THE REPORT	**Transport and Workshops Peer Review**
EXECUTIVE SUMMARY	During 2019-20, the Service commissioned a peer review of the transport and workshops function to gain reassurance that the area was operating effectively. On 5 December 2019, Brian Middleton (Fleet Manager, Hertfordshire Fire and Rescue Service) visited the Service to undertake this review. A list of the areas covered can be seen on page 2 of Appendix A. The report summary on page 2 states that "*it should be noted that the standout area for concern is the ability to attract and retain quality trained technicians.*" This is an issue that the Service has been experiencing for a number of years. In order to attempt to resolve the issue, a market supplement of £3,000 per years was introduced for the vehicle technicians from June 2019. Initially this helped to facilitate the recruitment of one technician, although at the same time another technician left. It was later noted that vehicle technician posts at the then Aylesbury Vale District Council workshop in Stocklake were being advertised at a higher rate, working a 37 hour week rather than the 39 hours our technicians are contracted to (as well as having to provided out of hours cover). From December 2019 it was decided to increase the market supplement to £5,000 per year – prior to this, the round of advertising provided a small number of applicants, none of which were even suitable to interview. This enabled us to retain existing staff and the new technician that was employed during November 2019. It also resulted in the recruitment of a further technician, as well as being able to retain the apprentice technician following his successful graduation. The only vacant post now is the apprentice technician, and plans are underway to

	recruit to this post. Best practice was noted in a number of areas, including training, defect response and reporting, CCTV and telematics, stock management and spare vehicles, as well as numerous policies. A number of improvements are planned for the current year to address some of the other recommendations and observations in this report, including: • Now that the team is fully established, a review of loading hours will be undertaken to ensure that there is sufficient capacity for all scheduled and reactive work. This will consider the additional time required to undertake all inspections in the workshop environment, which was a further recommendation in the report. • As part of the above review, the Service will consider the need to install its own brake roller tester (we currently use the facility at Motts Travel for this testing). • As part of the Business and Systems Integration (BASI) project, approval was given to upgrade the fleet software currently in use to the latest version. This will provide real-time information on servicing, defects, repairs and stock, as well as allowing the technicians to access and record information in a paperless environment. • The Service is currently out to tender for the next tranche of Thames Valley fire appliances. As part of this, we will consider a longer-term replacement programme as recommended in the report.
ACTION	Noting
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	No direct impact.
FINANCIAL IMPLICATIONS	The additional cost of the market supplement is £46k per year (including on-costs). This had already been factored into the budget for 2020-21. If the Service were to purchase its own brake roller tester, it is expected to cost approximately £50k. The peer review was provided free of charge through the Transport Officers Group (TOG) Eastern Region. Future vehicle replacements are already included within the Medium Term Financial Plan.

LEGAL IMPLICATIONS	The Authority is a 'best value' authority to which section 3 of the Local Government Act 1999 applies. This requires the Authority to make arrangements to secure continuous improvement in relation to its functions, having regard to a combination of economy, efficiency and effectiveness. The term 'functions' is wider than the term 'services' and embraces all the duties and powers of the Authority.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	No direct impact.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	See Financial Implications.
PROVENANCE SECTION & BACKGROUND PAPERS	None.
APPENDICES	Appendix A – Transport Officers Group (Eastern Region) Transport and Workshops Peer Review.
TIME REQUIRED	15 Minutes
REPORT ORIGINATOR AND CONTACT	Mark Hemming mhemming@bucksfire.gov.uk

This page is intentionally left blank

Buckinghamshire Fire & Rescue Service

Transport and Workshops Peer Review

Buckinghamshire Fire & Rescue Service
Workshops & Brigade Headquarters
Stocklake, Aylesbury
Buckinghamshire, HP20 1BD

Visit and meeting - 5th December 2019

Transport Officers Group – Eastern Region

Observations and notes from a meeting held between Jez Finden and Brian Middleton on 5th December 2019 at Buckinghamshire FRS, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.

Listed below the various subjects discussed with comparisons made with other Eastern Region and National Fire Authorities where known for best practice. From the time spent reviewing it should be noted that the stand out area for concern is the ability to attract and retain quality trained technicians.

Listed Details of Overview

- Fleet information
- Workshops
- Workshop Staff – Technicians
- Training
- Recruitment
- Succession Planning
- Service Schedules – Planned & Reactive Maintenance
- Service Schedules - 13 weekly inspections
- Workshop loading
- Mobile Response Unit – Defect Response, in and out of hours
- Defect reporting
- Vehicle CCTV
- Vehicle Telematics
- Fleet Software
- Driver Licence Checking
- Oil sampling
- Tyre maintenance
- Spares supplies & stockholding
- Spare vehicles
- Transport Policies
- Managing Occupational Road Risk (MORR)
- Working Time Directive
- Transport Replacement Programmes
- Vehicle Life Policy
- Assets and Equipment Audits
- Equipment Maintenance – any equipment not part of a vehicle
- Appliance & Equipment Policy Groups
- Disposals - secure policy?
- Fuel - bunker & card
- Grey Fleet
- Flexi Duty Officer (FDO) Fleet
- Blue Light & radio installs

Transport Officers Group – Eastern Region

1. **Fleet Information**
   - Fleet Manager - Jez Finden
   - Fleet composition – 40 Red fleet (appliances/specials) & 80 white fleet (general purpose/cars)

Observation - Fleet size & management commensurate with Fire Authority requirements

2. **Workshops**
   - Location - Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.
   - No bays except MOT bay for classes 4,5 & 7 Vehicles up to 5 tonnes max
   - Good layout with adequate doors to access ensuring no 'blocked' vehicles
   - 2 sets of mobile column lifts to provide maximum flexibility
   - No roller brake test- facility for LGV's – two local sites used
   - Workshop hours – Mon-Thurs 08:00 to 17:00 & Fri 08:00 to 16:00
   - Defects – out of hours, cover by duty technician (taken in turns by all technicians to provide 24/7 cover) – standby allowance and overtime in accordance with local payments

Observation - Workshop layout generally good, however should have an LGV brake roller tester installed to ensure compliance with industry guidelines and best practice. IRTEC Workshop accreditation recommended

3. **Workshop Staff – Technicians**
   - Workshop Manager x 1
   - Workshop Supervisor x 1
   - Workshop Technicians x 3 + TruckEast Technician x 1
   - Workshop Apprentice x 1 (nearly qualified)

Observation - Staffing level not meeting workshop requirements with some work being sent out. **Recommendation** - review workshop loading hours to assess technician workload and staffing levels required

4. **Training**
   - All technicians attend appropriate training both general and manufacturer based
   - All Technicians – IRTEC accredited

Observation - Good standard of training for all technicians

5. **Recruitment**
   - Unable to recruit trained technician's due industry shortage and comparatively low wages for the industry
   - Market Supplement increased from £3 to £5k in order to attract technicians and retain existing staff
   - Trained technicians will be lured away for high earning opportunities and progression

Observation - Recommendation – review the employment package for technicians and include any supplement into annual salary and pension arrangements and stress work-life balance (not always available in other industries)

6. **Succession Planning**
   - Unable to plan for succession due to a quite flat staff structure and retirement dates indeterminable

Observation - Consider succession planning as part of the Business Continuity Plan and add to the Risk Register to highlight potential vulnerabilities due to reliance on key personnel

7. Service Schedules – Planned & Reactive Maintenance

- Red Fleet serviced 4 times annually (every 13 weeks) – 1 annual service visit to BFRS workshops, 3 safety inspections completed on station where vehicle located using brake decelerometer for the brake check
- White Fleet usually in accordance with manufacturer recommendations particularly leased vehicles through Lex Autolease contracted arrangements
- Reactive – dealt with as and when in an appropriate manner – note some fleets demonstrate 60% to 40% bias with defects accounting for more technician interventions.

Observation – Consider workshop loading planning – use previous data and industry recognised standard times – Autodata for light vehicles and Scania/Volvo standard times. Establish industry times for other equipment e.g. pumps, lockers, gantries

8. **Service Schedules - 13 weekly Inspections**

- Red Fleet safety inspected at station locations 3 times annually
- Brake check using brake decelerometer
- Inspected without recourse to full underbody access, which with the amount of bodywork lockers obscuring chassis components could result in a safety item such as (Brakes/Steering/Suspension/Chassis/Wiring) being missed
- Transport industry standards now dictate all safety inspection should be undertaken in appropriate facilities using suitable equipment – this is fully endorsed by the Senior Traffic Commissioner, Freight Transport Association and NFCC Transport Officer Group
- DVSA Guide to Maintaining Roadworthiness Commercial goods and passenger carrying vehicles

  Facilities should include:

  - undercover accommodation for the largest vehicle in the fleet. This is required to ensure that safety checks can be conducted satisfactorily in all weathers (depending on fleet size the building may need room for more than one vehicle at a time)
  - tools and equipment appropriate to the size and nature of the fleet
  - an adequate under-vehicle inspection facility
  - adequate lighting
  - access to brake test equipment (e.g. a roller brake tester, decelerometer)
  - access to headlamp test equipment
  - access to emissions testing equipment
  - access to steam or pressure under-vehicle washing facilities
  - a safe working environment

  If an operator fails to maintain vehicles in a safe and roadworthy condition with the facilities provided, the Traffic Commissioner may take regulatory action.
  For guidance on the DVSA approved equipment relating annual test:
  www.gov.uk/become-an-mot-station/approved-testing-equipment

Observation - Recommendation – Complete all vehicle safety inspections in a workshop environment, this will not only ensure compliance with industry recommendations but

provide accurate status of any condition and very likely lead to fewer 'unexpected' component failures

9. Workshop Loading

- Annual service plan for all fleet vehicles
- No evidence of workshop loading and planning utilisation
- Standard times not used and no incentive scheme in place
  - Example - Industry service times AS Ladders:
    13.5m - 8 hours
    10.5m - 7 hours
    7m - 5 hours
    Roof ladder - 0.5 hours
    Triple Extension - 0.5 hours

Observation – Review workshop loading and measure against staff and facility capacities

10. Mobile Response Unit – Defect Response, in and out of hours

- On receipt reviewed by Workshop Manager and prioritised to 1) immediate, 2) when next at station or 3) when vehicle has a scheduled maintenance intervention

Observation - Industry recognised good practice

11. Defect reporting

- All vehicle defects report using web portal to Tranman, this ensures any defect reported is recorded and effectively date/time stamped
- Tranman also records all manufacturers or other recalls and any outstanding defects

Observation - Industry recognised good practice

12. Vehicle CCTV

- Fitted to newer (Red Fleet) appliances for the protection of the driver and crew
- Light vehicles fitted with either Thinkware F800Pro or Thinkware Q800Pro which provide an 8-hour record capability before overwritten – Transport recover footage as required in accordance with BFRS policies

Observation – Industry recognised good practice

13. Vehicle Telematics

Supplied by Quartix - www.quartix.com/en-gb/
Installed in all vehicle except appliances and cars allocated to FDO's

- Track the live position of vehicles
- Review historical tracking data
- Receive detailed driving style reports
- Check driver league table positions
- Get alerts for unauthorised moves

Operational appliances located via mobilising system linked with Fire Control
Quartix units installed in fleet vehicles by BFRS technicians

Observation – Industry recognised good practice

14. Fleet Software

- Tranman release version 7.8 currently used (not the latest) note only version Release 9 supported from June 2020. Tranman encouraging users to upgrade before then
- BFRS planning to move to Release 9 to enable use of touchscreen and tablets
- Tranman software user group now established by NFCC to determine user friendly changes to befit all FRS's

Observation - Good recognised practice using established industry leading software, which should be updated to ensure best practice and take advantage of latest technologies (often time saving)

15. Driver Licence Checking

- DAVIS - www.edavis.co.uk/ used to monitor all staff including non-drivers to ensure full compliance

Observation – Industry recognised good practice

16. Oil sampling

- Not currently undertaken, but drain periods set at 24-month intervals without any problems

Observation – Consider sampling to consider extending drain periods further

17. Tyre maintenance

- Appliances fitted with either Michelin Wheely Safe or TyrePal, both provide TPMS
- Spare wheels stocked fitted with tyres, which are changed by workshop technicians as the need arises
- Tyres also supplied and fitted by Tructyre and ATS
- Tyres changed at 3-4mm to ensure best use of a cover while maintaining good tyre performance

Observation – Good use of own resources. Monitor tyre stock to ensure age compliance met

18. Spares supplies & stockholding

- Only service items held, which is all that is required with regular spares deliveries available from most suppliers with required components arriving timely to suit a vehicles downtime
- Impressed stock systems not used

Observation – Good practice, ensures minimal capital exposure, storage requirements and confusion with suppliers over impressed stock.

19. Spare vehicles

- 3-4 spare appliances – planning to stow 3 to enable easier changeover which would permit operational appliances flexibility to visit workshops for 13 weekly inspections
- Pool cars available through a booking system and used to avoid staff being required to use their own vehicles

Observation – Good practise, balance of fleet/demand monitored and reviewed

20. Transport Policies

- Comprehensive policies in place covering all aspects of transport use

Observation – Industry recognised good practice

21. Managing Occupational Road Risk (MORR)

- Policies in place to cover most aspects but no definitive MORR policy – see sample - Hertfordshire version

Observation – Consider introducing MORR policy to cover all aspects of transport usage within BFRS

22. Working Time Directive

- Applied with no On-Call firefighters employed from the Transport industry

Observation – Industry recognised good practice, not followed by all FRS's

23. Transport Replacement Programmes

- Red Fleet purchased in accordance with vehicle life policy and subject to Fleet Strategy 2018-2021 Mid Term Review
- Collaboration with Royal Berkshire FRS and Oxfordshire FRS ensuring best practice with appliance renewals
- See example Hertfordshire 20-year vehicle replacement plan

Observation – Suggest preparing and maintaining 20 year rolling vehicle replacement plan to determine capital requirements and ensure no unachievable values

24. Vehicle Life Policy

- Appliances: 15 to 20 years
- Cars: 2 to 5 years to suit operational needs (leased)
- Others: 3 to 4 years

Observation – Typical industry replacement cycles, which delays introducing later technologies and produces higher carbon levels by keeping 'dirtier' vehicles

25. Assets and Equipment Audits

- Life policy dependent upon equipment and remaining suitable and serviceable
- Routine audits completed by Buckinghamshire County Council

Observation – Industry recognised good practice

26. **Equipment Maintenance – any equipment not part of a vehicle**

- Ladders, LWPP, PPV and RTC equipment all maintained by BFRS technicians
- Hose not tested, apart from leakage observation by crews
- Asset management – Redkite Systems using bar codes and scanners with the ability to allocate equipment to/from vehicle etc. maintain service and test records
- No interface between Tranman and Redkite Systems

Observation – Review hose testing measures and investigate interfacing Redkite & Tranman software to provide improved reporting capabilities

27. Appliance & Equipment Policy Groups

- Finance & Assets meeting attended, includes Property and estates

Observation - Industry recognised good practice

28. Vehicle Disposals – secure policy?

- Vehicles either sold through EFA Trading Ltd – Essex County FRS commercial company ensuring best value and severing all title with BFRS, other vehicles returned to their leasing company at end of lease
- See EFA Trading Ltd secure disposal policy

Observation – Industry recognised good practice

29. Fuel – bunker & card

- 9 out of 20 stations have bulk fuel facility incorporating Merridale Fuel Management dispensing recording ensuring correct allocation of fuel to respective vehicles
- Fuel purchased from Certas through CCS procurement framework
- Fuel cards available in all other instances

Observation – Industry recognised good practice

30. Grey Fleet

- DAVIS www.edavis.co.uk/ used to monitor all staff using own cars ensuring compliant business use, includes checking business insurance in place

Observation – Industry recognised good practice

31. Flexi Duty Officer (FDO) Fleet

- FDO policy in place ensuring appropriate vehicle supplied to meet the operational need
- Cars leased for periods to suit FDO appointment where known – avoids early termination costs and correctly apportions any return damage charges
- Uncertainty over HMRC P11D requirements leading to some hesitancy in ordering replacement vehicles
- Short notice appointments of temporary staff can create difficulties in providing an appropriate vehicle

Observation – Industry recognised good practice, however will be subject to changes in HMRC policy due 2020/2 financial year and industry requirements to use marked vehicles only for blue light response

32. Blue Light & radio installs

- Completed mainly in-house using workshop staff, alternative supplier EVO http://www.evoltd.com/
- Developed detachable brackets to ensure no drill policy applied and 360º blue light covert blue light display achieved
- Typical FDO type car installation £2.5k

Observation – Industry recognised good practice

Report prepared by –

Brian Middleton I Eng, MSOE, MIRTE, MIMI
Fleet Manager – Transport Services
Hertfordshire Fire & Rescue Service, 9 Merchant Drive, Mead Lane, Hertford, SG13 7BH

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	15 July 2020
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	Councillor Hopkins
SUBJECT OF THE REPORT	**Exemption from Standing Orders Relating to Contracts – Firefighter Pension Administration**
EXECUTIVE SUMMARY	Following a competitive tendering exercise undertaken in October 2015, the Authority moved the administration of the firefighters pension schemes from Buckinghamshire County Council (as was) to West Yorkshire Pension Fund (WYPF) with effect from January 2016. The contract was awarded for 65 months (5 years and 5 months) and is due to end on 3 May 2021. The quality of service and support provided by WYPF is very good and it is recommended that the Authority enters into a new contract with WYPF for a further three years. This would align with Royal Berkshire Fire and Rescue Service's intention to also extend this joint contact for three years. As the total value of the contract extension is over £50,000 the Authority's Standing Orders Relating to Contracts require the Authority to follow a publicly advertised competitive tender process under Standing Order 8, unless an exemption is approved by a Committee of the Authority.
ACTION	Decision
RECOMMENDATION	It is recommended that the Authority's contract with West Yorkshire Pension Fund be renewed for a further three years commencing on 4 May 2020 in accordance with Standing Order 4 (a).
RISK MANAGEMENT	Extending the existing contract would avoid the risks associated with changing pension administration providers. Not undertaking a competitive tender increases the risk of not achieving value for money, although based on the previous competitive tendering exercise, it is unlikely another provider would provide the same level of service at a lower cost.

FINANCIAL IMPLICATIONS	The current contract with WYPF costs £18,926 per year. It is anticipated that the contract could be extended at a similar rate, and therefore the whole-life cost of the new contract will be circa £60,000. Based on the competitive tender previously undertaken for this service, it is unlikely that an alternative provider would provide the service for less than the amount we are currently paying to WYPF.
LEGAL IMPLICATIONS	Standing Order 4 allows for exemptions for contracts to be placed by direct negotiation with one or more suppliers rather than in accordance with Standing Order 8 (cited above). Prior approval of a Committee of the Authority is required if the value of the proposed contract is over £50,000 if one of the following criteria is met: a) special expertise […] is required for which only one source has been identified. In this case a written quotation shall be obtained from that source; or b) special expertise […] is required which is only available from such a limited number of sources that competitive tendering is not practicable. In this case all sources shall be invited to provide quotations.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	Approval of the exemption would allow the Authority to maintain the joint contract arrangements with Royal Berkshire Fire and Rescue Service for a further three years and commence a joint procurement process in 2024.
HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	Changing pension administration providers is a resource intensive process. It is expected that a large volume of additional work will be generated for the Service as a result of the Government's transitional arrangements for the 2015 scheme being ruled unlawful. Having to potentially change administrators at this time, whilst the Service is still adapting to the impact of COVID 19, would be an unwelcome additional burden.
PROVENANCE SECTION & BACKGROUND PAPERS	Standing Orders Relating to Contracts (February 2020): https://bucksfire.gov.uk/documents/2020/03/contract_standing_orders_-_february_2020.pdf/

APPENDICES	None.
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	Mark Hemming mhemming@bucksfire.gov.uk

This page is intentionally left blank