



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Audit &
Performance Review Committee

(see below)

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AUDIT & PERFORMANCE REVIEW COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Wednesday 17 January 2018

A meeting of the Audit & Performance Review Committee will be held on the above date, **commencing at 10.00 am in Committee Room B, Somerset House, Service Headquarters, Exeter** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

1 Apologies

2 Minutes (Pages 1 - 4)

of the previous meeting held on 12 September 2017 attached.

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Additional Meeting Date 2018 (Pages 5 - 8)

Report of the Director of Corporate Services (APRC/18/1) attached.

5 Grant Thornton Update (Pages 9 - 26)

The Authority's external auditor, Grant Thornton, has submitted FOR INFORMATION a report (enclosed with this agenda) setting out the progress made in delivering its audit responsibilities to the Devon & Somerset Fire & Rescue Authority up to 17 January 2018.

6 Annual Audit Letter (Pages 27 - 38)

The Committee received for information the Authority's Annual Audit Letter for the year ended 31 March 2017 as submitted by the Authority's external auditor, Grant Thornton.

7 Group Accounts for Devon & Somerset Fire & Rescue Authority and Red One Ltd. (Pages 39 - 40)

Report of the Director of Finance (APRC/18/2) attached.

8 Audit & Review Progress Report 2017/18: Quarter 2 (Pages 41 - 46)

Report of the Head of Assurance & Planning (APRC/18/3) attached.

9 Corporate Risk Register Update (Pages 47 - 50)

Report of the Head of Assurance and Planning (APRC/18/4) attached.

10 Devon & Somerset Fire & Rescue Authority Performance Report 2017/18: Quarter 2 (Pages 51 - 70)

Report of the Director of Service Delivery (APRC/18/5) attached.

11 Exclusion of the Press and Public

RECOMMENDATION that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the following Paragraph of Part 1 of Schedule 12A (as amended) to the Act, namely:

- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information);

PART 2 - ITEMS WHICH MAY BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

12 Audit & Review IT Security Progress Report (Pages 71 - 76)

Report of the Head of Assurance & Planning (APRC/18/6) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Wheeler (Chair), Burridge-Clayton (Vice-Chair), Healey MBE, Napper, Saywell, Trail BEM and Vijeh

NOTES

1.	<p><u>Access to Information</u></p> <p>Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.</p>
2.	<p><u>Reporting of Meetings</u></p> <p>Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.</p> <p>Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.</p>
3.	<p><u>Declarations of Interests (Authority Members only)</u></p>
	<p>(a). <u>Disclosable Pecuniary Interests</u></p> <p>If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must:</p> <ul style="list-style-type: none">(i). disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;(ii). leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and(iii). not seek to influence improperly any decision on the matter in which you have such an interest. <p>If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (ii) and (iii) above.</p>
	<p>(b). <u>Other (Personal) Interests</u></p> <p>Where you have a personal (i.e. other than a disclosable pecuniary) interest in any matter to be considered at this meeting then you must declare that interest no later than the commencement of the consideration of the matter in which you have that interest, or (if later) the time at which the interest becomes apparent to you. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the precise nature of the interest but merely declare that you have a personal interest of a sensitive nature.</p> <p>If the interest is such that it might reasonably be perceived as causing a conflict with discharging your duties as an Authority Member then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must not seek to improperly influence any decision on the matter and as such may wish to leave the meeting while it is being considered. In any event, you must comply with any reasonable restrictions the Authority may place on your involvement with the matter in which you have the personal interest.</p>
4.	<p><u>Part 2 Reports</u></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
5.	<p><u>Substitute Members (Committee Meetings only)</u></p> <p>Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>

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AUDIT & PERFORMANCE REVIEW COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

12 September 2017

Present:-

Councillors Wheeler (Chair), Burridge-Clayton (Vice-Chair), Healey MBE, Saywell and Trail BEM

In attendance:-

Councillor Coles

* **APRC/8** **Minutes**

RESOLVED that the Minutes of the meeting held on 28 June 2017 be signed as a correct record.

* **APRC/9** **Appointment of External Auditors**

The Committee considered a report of the Treasurer (APRC/17/14) that set out the position in respect of the appointment of new external auditors following new regulation requirements requiring the Authority to move to a local appointment.

It was noted that the Authority's existing auditors, Grant Thornton, had been appointed originally under a contract let by the Audit Commission. The contract was novated subsequently to Public Sector Audit Appointments (PSAA) following the closure of the Audit Commission. The transitional arrangement was due to end on 31 March 2018 and, following completion of a national procurement process during the summer of 2017, the Authority has received a formal communication proposing that Grant Thornton (UK) LPP be appointed to audit the accounts of the Authority for a five year period commencing on 1 April 2018.

RESOLVED that the Committee endorses the proposed appointment of Grant Thornton (UK) LLP as the Authority's external auditors for the five year period commencing on 1 April 2018.

* **APRC/10** **Devon & Somerset Fire & Rescue Authority's Financial Statements 2016-17:**

The Committee considered the Authority's Financial Statements (as circulated) for the year ended 31 March 2017, including:

- a. The Audit Findings for the Authority;
- b. The Statement of Accounts 2016-17; and
- c. The 2016-17 draft Letter of Representation.

The Authority's external auditor, Grant Thornton, presented the external audit findings and the external auditor's opinion on the Authority's financial statements for the year ended 31 March 2017.

The Committee noted that the draft financial statements presented for audit were free from material error. The key messages were that the draft accounts had been produced to a good standard and the audit facilitated by good supporting working papers with excellent assistance from the Service's finance team. The auditors were also satisfied in respect of value for money that, in all significant aspects, the Authority had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. An action plan to address the recommendations made as a result of the audit was set out at Appendix A of the Audit Findings. No issues had been identified with the Annual Governance Statement (Annual Statement of Assurance), submitted along with the financial statements (see also Minute *APRC/11 below).

The external audit work had also concluded that, in all significant aspects, the Authority had in place proper arrangements to secure value for money through economic, efficient and effective use of its resources. It was anticipated that the Authority would be issued with an unqualified audit opinion on its financial statements for 2016-17.

RESOLVED

- (a). that the final Statement of Accounts for the 2016-17 financial year, as included with the agenda for this meeting, be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Treasurer be authorised, on behalf of the Authority, to sign the Letter of Representation to the external auditor (Grant Thornton) on the Authority's 2016-17 financial statements;
- (c). that, subject to (a) to (c) above, the external audit findings and external auditor's opinion on the Authority's financial statements for the year ended 31 March 2017 be noted.

* **APRC/11** **2016-17 Annual Statement of Assurance**

The Committee considered a report of the Area Manager (Organisational Assurance) (APRC/17/15) to which was appended the final 2016-17 Annual Statement of Assurance for the Authority. The document had been prepared in accordance with relevant legislative and best practice requirements (including the Accounts and Audit Regulations, the Fire and Rescue National Framework and the CIPFA/SOLACE good governance framework).

The Committee had approved the document in draft form at its meeting on 28 June 2017 (Minute *APRC/6 refers) after which it had been submitted for external verification with the Authority's financial statements for 2016-17. The external auditor (Grant Thornton) had not identified any issues with the Annual Statement of Assurance.

RESOLVED

- (a). that the final Authority Annual Statement of Assurance for 2016-17 be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Chief Fire Officer be authorised to sign the 2016-17 Annual Statement of Assurance on behalf of the Authority;
- (c). that, subject to (a) to (b) above, the report be noted.

(see also Minute *APRC/10 above).

* **APRC/12** **Audit & Review 2017-18 Progress Report**

The Committee considered a report of the Area Manager - Organisational Assurance - (APRC/17/16) on progress to date against the approved 2017-18 internal audit plan. The report also included an overview of the assurance tracking process and the current high priority recommendations that had been identified and that remained open at this stage.

The Committee noted that the internal audit plan was delivered in partnership between the Service's internal audit team and the Devon Audit Partnership.

* **APRC/13** **Corporate Risk Register**

The Committee received for information a report of the Area Manager – Organisational Assurance (APRC/17/16) that set out an overview of some key risks that had been included within the Authority's Corporate Risk Register recently.

It was noted that the new risks identified had been:

- ambulance service resource pressures; and
- changes to the Data Protection Regulations as a result of the United Kingdom being part of the European Union.

* **APRC/14** **Authority Policy for Regulation of Investigatory Powers Act 2000 (RIPA)**

The Committee considered a report of the Director of Corporate Services (APRC/17/18) that set out the background to the instigation of a policy in 2014 on procedures and processes to be followed in the event of the Authority wishing to use certain covert investigatory techniques under the Regulation of Investigative Powers Act 2000 (RIPA).

It was noted that a revised Policy had been approved by this Committee at its meeting on 6 February 2015 (Minute *APRC/18 refers). Following adoption of the revised Policy, the Service was subject to an inspection by the Office of the Surveillance Committee (OSC) to assess its RIPA policy and procedures. The recommendations from this inspection as set out within Appendix A to this report) were incorporated into a revised policy, the draft of which was attached to the report at Appendix B.

RESOLVED

- (a). That the revised Authority Policy for the Regulation of Investigatory Powers Act (RIPA), as set out at Appendix B OF report APRC/17/18 be approved;
- (b). That a report be submitted to a future meeting as necessary on any recommendations stemming from the forthcoming RIPA inspection to be undertaken by the Office of the Surveillance Commissioners (OSC);
- (c). That, notwithstanding (b), a report reviewing the current RIPA policy be submitted to this Committee in twelve months' time; and
- (d). That, subject to (a) to (c) above, the report be noted.

* APRC/15

Devon & Somerset Fire & Rescue Service Performance Report: July 2016 to June 2017

The Committee received for information a report of the Chief Fire Officer (APRC/17/19) setting out the performance of the Service as measured against the indicators and targets within the Corporate Plan 2013/14 to 2016/17. The report also included an overview of performance against new corporate performance measures for illustrative purposes.

The key points made during the presentation were that:

- there had been 25,452 incidents in the 12 month period from July 2016 to June 2017 of which 2368 (14%) were primary fires and 2925 (17%) were for medical emergencies.
- There was a total of 4394 fires where 265 people needed help;
- Of the 265 fires, 203 people had been saved, there had been 12 fire related deaths and 102 injuries.

Reference was also made to benchmarking information (copies of which were circulated at the meeting) setting out the Devon & Somerset Fire & Rescue Service incident statistics for the period April 2016 to March 2017. The data showed a long term downward trend in the number of incidents attended by the Service which varied from the national picture as attendance at non-fire incidents had exceeded that of fire incidents for many years. This was largely due to the co-responding work that the Service carried out on behalf of the South West Ambulance Services Trust. In 2005/06 there was 5314 fires as compared to 6525 non fire incidents whereas in 2016/17, there was 4229 fires with 6974 non fire incidents. The number of false alarms had increased, however, during this period.

The Committee noted that the Service was not complacent and continued to work on its prevention and protection activities in order to reduce fire deaths, injuries and incidents.

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The meeting started at 2.00 pm and finished at 3.38 pm

Agenda Item 4

REPORT REFERENCE NO.	APRC/18/1
MEETING	AUDIT & PERFORMANCE REVIEW COMMITTEE
DATE OF MEETING	17 JANUARY 2018
SUBJECT OF REPORT	ADDITIONAL MEETING DATE 2018
LEAD OFFICER	DIRECTOR OF CORPORATE SERVICES
RECOMMENDATIONS	<i>That a meeting of the Audit & Performance Review Committee be held on Friday 27 July 2018 at 10:00hours for the purposes of the signing off of the Authority's Financial Statements for 2017/18.</i>
EXECUTIVE SUMMARY	Owing to changes in the Accounts & Audit Regulations 2015, it is necessary to schedule a meeting of the Committee at the end of July 2018 for the purpose of authorising the Authority's accounts for 2017/18.
RESOURCE IMPLICATIONS	None.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	None.
LIST OF BACKGROUND PAPERS	Report to the Audit & Performance review Committee (APRC/17/13) on 28 June 2017.

1. **INTRODUCTION AND BACKGROUND**

- 1.1 The Accounts and Audit Regulations 2015 (“The Regulations”), which apply to the Authority, introduced a new timetable for preparation, audit and publication of both the draft and final Financial Statements. The Financial Statements comprise the Statement of Accounts, including the Narrative Statement, and the Annual Statement of Assurance. Whilst the Regulations came in to force in 2015 the revisions to the timescales for publication apply from the 2017-18 financial year onwards and therefore to the Accounts for the year ending 31 March 2018.
- 1.2 The Regulations require the final financial statements to be signed off by the Authority and this is delegated to the Audit & Performance Review Committee. The 2015 Regulations also introduced a requirement that the draft Financial Statements be available for inspection on the Authority website and this practice commenced for the 2015-16 financial year. It has always been a requirement that the draft Financial Statements be available for public inspection but as 2015-16 was the first time that the draft be made available in electronic rather than hard copy format, the drafts were taken to the June 2016 Audit & Performance Review Committee for consideration prior to publication.
- 1.3 The Regulations state that the Responsible Financial Officer of the Authority – The Treasurer for this Authority - sign and date the statement of accounts, and confirm that they are satisfied that it presents a true and fair view of the financial position of the Authority at the end of the financial year to which it relates.

2. **REVISED TIMETABLE FOR CLOSURE OF THE ACCOUNTS**

- 2.1 The 2015 Regulations state that the financial statements must be prepared and published to compressed timescales and these are outlined in Table 1 below:

Table 1 – Revised deadlines for publication of the financial statements under the Accounts and Audit Regulations 2015

Requirement	Current Deadline	Revised Deadline
Draft Financial Statements signed off by Treasurer	End of June following the year end 31 st March	End of May following the year end 31 st March
Publication of draft financial Statements on the website	End of June following the year end 31 st March	End of May following the year end 31 st March
Audit of the draft financial statements and publication of the Auditors report	End of September following the year end 31 st March	End of July following the year end 31 st March
Sign off by APCR	End of September following the year end 31 st March	End of July following the year end 31 st March
Publication of the Final Financial Statements and Audit report on the website	End of September following the year end 31 st March	End of July following the year end 31 st March

- 2.2 Due to existing committee cycles, this would also require an additional meeting of the Audit & Performance Review Committee solely to consider the draft financial statements for publication in May of each year. The final statements would also need to be considered prior to publication at a meeting in July of each year.
- 2.3 There is already a meeting scheduled for Thursday 26 April 2018 at 10:00hours but this will not give sufficient time for the preparation of the draft financial statements and thus a report has already been considered by the Committee stating that the draft Accounts will be signed off for publication by the Treasurer without prior consideration by the Committee (Minute *APRC/7 refers).
- 2.4 A meeting of the Committee will, however, need to be scheduled for late July 2018 as the Authority does not set its calendar of meetings until the Annual Meeting in June 2018. The Committee is asked, therefore, to agree a date of Friday 27 July 2018 at 10.00hours to enable the final financial statements to be signed.

MIKE PEARSON
Clerk to the Authority

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Audit Progress Report and Sector Update

Devon and Somerset Fire and Rescue Authority
Year ending 31 March 2018

Page 9

JANUARY 2018



Contents

Section	Page
Introduction	3
Progress to date	4
Audit Deliverables	5
Sector Update	6
Links	16

Introduction



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This paper provides the Audit and Performance Review Committee with a report on progress in delivering our responsibilities as your external auditors.

The paper also includes:

- a summary of emerging national issues and developments that may be relevant to you as a fire authority; and
- includes a number of challenge questions in respect of these emerging issues which the Committee may wish to consider (these are a tool to use, if helpful, rather than formal questions requiring responses for audit purposes)

Members of the Audit and Performance Review Committee can find further useful material on our website, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications. Click on the Grant Thornton logo to be directed to the website www.grant-thornton.co.uk.

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Engagement Manager.



Progress to date

Financial Statements Audit

We have started planning for the 2017/18 financial statements audit and will issue a detailed audit plan, setting out our proposed approach to the audit of the Authority's 2017/18 financial statements.

We are due to commence our interim audit in January 2018. Our interim fieldwork visit will include:

- Updated review of the Authority's control environment
- Updated understanding of financial systems
- Review of Internal Audit reports on core financial systems
- Early work on emerging accounting issues
- Early substantive testing

We will report any findings from the interim audit to you in our Progress Report at the April Audit and Performance Review Committee.

The statutory deadline for the issue of the 2017/18 opinion is brought forward by two months to 31 July 2018. We have discussed our plan and timetable with officers.

The final accounts audit is due to begin on the 2 July with findings reported to you in the Audit Findings Report by the earlier deadline of 31 July 2018.

Value for Money

The scope of our work is set out in the guidance issued by the National Audit Office. The Code requires auditors to satisfy themselves that; "the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources".

The guidance confirmed the overall criterion as: "in all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people".

The three sub criteria for assessment to be able to give a conclusion overall are:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

We will make our initial risk assessment to determine our approach in January 2018 and report this to you in our Audit Plan at the April Audit and Performance Review Committee

We will report our work in the Audit Findings Report and give our Value For Money Conclusion by the deadline in July 2018.

Other areas

Meetings

We met with Finance Officers in December as part of our regular liaison meetings and continue to be in discussions with finance staff regarding emerging developments and to ensure the audit process is smooth and effective

Events

We provide a range of workshops, along with network events for members and publications to support the Authority. Our next event is our local government accounts workshop which is scheduled for 6 February in Plymouth. Further details of the publications that may be of interest to the Authority are set out in our Sector Update section of this report.

Audit Deliverables

2017/18 Deliverables	Planned Date	Status
Fee Letter Confirming audit fee for 2017/18.	April 2017	Complete
Accounts Audit Plan We are required to issue a detailed accounts audit plan to the Audit and Performance Review Committee setting out our proposed approach in order to give an opinion on the Authority's 2017-18 financial statements.	April 2018	Not yet due
Interim Audit Findings We will report to you the findings from our interim audit and our initial value for money risk assessment within our Progress Report.	April 2018	Not yet due
Audit Findings Report The Audit Findings Report will be reported to the July Audit and Performance Review Committee.	July 2018	Not yet due
Auditor's Report This is the opinion on your financial statement, annual governance statement and value for money conclusion.	July 2018	Not yet due
Annual Audit Letter This letter communicates the key issues arising from our work.	August 2018	Not yet due

Sector Update

Local government finances are at a tipping point. Councils are tackling a continuing drive to achieve greater efficiency in the delivery of public services, whilst facing the challenges to address rising demand, ongoing budget pressures and social inequality.

Our sector update provides you with an up to date summary of emerging national issues and developments to support you. We cover areas which may have an impact on your organisation, the wider NHS and the public sector as a whole. Links are provided to the detailed report/briefing to allow you to delve further and find out more.

Our public sector team at Grant Thornton also undertake research on service and technical issues. We will bring you the latest research publications in this update. We also include areas of potential interest to start conversations within the organisation and with audit and performance committee members, as well as any accounting and regulatory updates.

- **Grant Thornton Publications**
- **Insights from local government sector specialists**
- **Reports of interest**
- **Accounting and regulatory updates**

More information can be found on our dedicated public sector and local government sections on the Grant Thornton website by clicking on the logos below:

Public Sector

Local
government

Combined Authorities: Signs of Success



In her foreword to ‘Building our Industrial Strategy’ the Prime Minister states that the initiative “will help to deliver a stronger economy and a fairer society – where wealth and opportunity are spread across every community in our United Kingdom, not just the most prosperous places in London and the South East.”

Combined Authorities (CAs) – the newest model for the governance of local public services – are central to this.

In response to this, Grant Thornton and Bond Dickinson have jointly commissioned a report which provides an insight into the establishment of each combined authority in the context of their specific challenges. It is still early days for most combined authorities – the political and administrative difficulties of adopting this model are not to be under-estimated - but early signs are emerging of their potential to innovate and drive success.

The report benchmarks combined authorities using key indicators of growth, housing, transport and skills amongst others. We have also used our Vibrant Economy Index, which goes beyond financial returns and takes into account the wellbeing of society, to compare city regions. We believe that these benchmarks can serve as a baseline for assessment of progress over time.

Key findings from the report:

- CAs must begin to reduce the institutional blurring with historic local government structures that has occurred with their formation. As greater clarity emerges over their roles, functions, and profiles of individual mayors, their perceived legitimacy will increase.
- CAs stand and fall on their ability to add value through targeted investment, strategic co-ordination, joined-up policy and the leveraging in of additional resources (particularly additional private sector funds).
- There is no single checklist or set of criteria for measuring the success of mayors and combined authorities, each city region must articulate its own challenges and show progress in tackling them.
- A balanced set of benchmarks encompassing both economic and social success will, however, serve as a useful stimulus for the debate around the impact of the combined authority model over time.

[Click on the report cover to download and read more.](#)



Setting up a successful social enterprise



Local government continues to innovate as it reacts to ongoing austerity. An important strand of this response has been the development of alternative delivery models, including local authority trading companies, joint ventures and social enterprises.

This report focuses on social enterprises in local government; those organisations that trade with a social purpose or carry out activities for community benefit rather than private advantage. Social enterprises come in a variety of shapes and sizes as they do not have a single legal structure or ownership rule and can adopt any corporate form as long as it has a social purpose.

If you are a local authority looking to transition a public service to a social enterprise model certain factors will be key to your success including: leadership, continuing the culture, branding, staff reward and secure income stream.

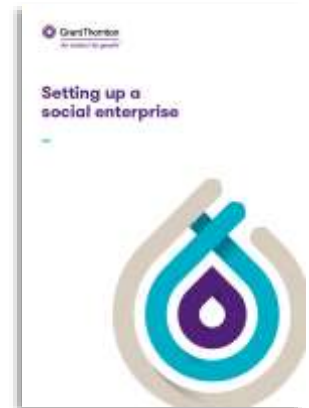
Download our guide to explore how to handle these factors to ensure success, the requirements for setting up a social enterprise; and how social enterprise can be ended.

The guide also showcases a number of compelling case studies from local authorities around England, featuring inspiring ideas from those social enterprises that have been a success; and lessons learned from those that have encountered challenges.

Key findings from the report:

- Austerity continues to be a key driver for change: social enterprises are a clear choice where there is an opportunity to enhance the culture of community involvement by transferring these services into a standalone entity at its centre
- The social enterprise model tends to lend itself more to community services such as libraries, heritage management and leisure, but not exclusively so
- Social enterprises can open up new routes of funding including the ability to be flexible on pricing and access to pro bono or subsidised advice
- Some local authorities have converted existing models into social enterprises; for example where a greater focus on social outcomes has been identified

[Click on the report cover to download and read more](#)



HMIC becomes inspectorate for fire

On 19 July the Home Office agreed that Her Majesty's Inspectorate of Constabulary (HMIC) undergoes a major expansion to take on the role of inspectorate of fire and rescue authorities in England.

The inspectorate will help support the continuous improvement of this critical public service and support fire and rescue authorities to become even more effective. It will also support continuing collaboration between policing and fire and rescue services, offering the opportunity for future inspections of joint areas of work or where support functions have been combined.

HMIC will be renamed Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Theresa May, Prime Minister, and Nick Hurd, Minister for Policing and the Fire Service said:

"The response to the recent Grenfell Tower tragedy has highlighted the professionalism, dedication and skill of our firefighters. Creating an inspectorate for fire and rescue authorities in England will support the continuous improvement of this critical public service to make sure that services are as professional, effective and as efficient as possible. It will also ensure where problems are identified, actions can be taken by the fire and rescue authorities to overcome them. HMIC has been inspecting police forces for more than 160 years and has a strong track record in holding policing to the highest standards. I am confident that they too will hold fire and rescue services to the highest standards possible."

The inspectorate will consider how efficient and effective fire and rescue authorities are; will highlight good practice and identify areas where they need to improve, so that action can be taken to overcome them. This will include how services prevent and respond to incidents; whether the service provides value for money as well as reviewing the service's leadership, training, diversity, values and culture. It replaces the current system of peer review where fire and rescue services inspect one another."

The Home Secretary has recommended to Her Majesty the Queen that she appoints Sir Thomas Winsor, currently Her Majesty's Chief Inspector of Constabulary, as Chief Fire and Rescue Inspector for England, and HMIC's existing inspectors be appointed Inspectors of Fire and Rescue Authorities. These appointments will be in addition to their existing police inspection responsibilities.

Sir Thomas Winsor, said:

HMICFRS will approach the inspection of fire and rescue services – establishing and reporting on their efficiency and effectiveness – with the same degree of thoroughness as it inspects the police. My fellow HM Inspectors and I look forward to engaging with fire and rescue authorities, and others with a stake in their performance, to build a sound and productive relationship which serves the public well.

The first inspection is expected to take place next spring with every authority in England inspected by the end of 2019. HMIC will shortly begin work developing an inspection framework and programme to be published for consultation in the autumn.

The introduction of an independent inspectorate is just part of the government's fire reform programme which aims to make fire and rescue services more effective, efficient and professional than ever before.

Other key elements include:

- the formation of a professional standards body for fire and rescue which will build a comprehensive professional framework of standards
- strengthening local fire and rescue governance by enabling police and crime commissioners to take on the responsibility for local fire and rescue services where a local case is made to maximize the benefits of collaboration
- reform of the workforce so that it is highly skilled, modern, flexible and diverse
- creating a new national website which will hold a range of information to increase transparency of fire and rescue services by allowing the public to access the performance of their local service as well as information about chief officer pay, expenditure, accounts and efficiency plans
- the publication of incident level data from the Incident Recording System so that the public can have access to the raw data of fire incidents across England
- driving efficiencies across services including supporting them in their commercial transformation.

NFCC response to the Hackitt Review

The Chair of the National Fire Chiefs Council (NFCC), Roy Wilsher, has recently submitted a response on behalf of the NFCC to Dame Judith Hackitt concerning the independent review of the building regulations and fire safety.

The submission has been put together through the NFCC's Protection and Business Safety Committee which comprises of a 'protection specialist' representative from every UK region and Devolved Assembly. The submission includes responses from 16 English and Welsh fire and rescue services which have been analysed, alongside The Call for Evidence published in September 2017 and therefore it is felt that the submission reflects the broad views from across the Fire and Rescue Services.

Considering the potential failures that have been identified in the wake of the Grenfell Tower fire, in this submission the NFCC has requested that the Independent Review gives particular consideration to the Coroner's recommendations following the fire at Lakanal House to ascertain whether all lessons and recommendations following that event have been appropriately implemented, particularly those relating to Approved Document B and to sprinklers.

The response from the NFCC is structured in line with the 10 questions set out by the review and covers a number of cross cutting themes, a key area being enforcement power for fire and rescue services and that there needs to be greater clarity over about who is responsible for complying with Building Regulations, and who is responsible for enforcing compliance.

It is also noted that consideration needs to be given over the independence and competence of fire risk inspectors; as it stands they are unregulated and remain unchallenged in most areas and as such this poses a risk. The NFCC response also sets out that they would like to see the review consider an improved focus on property protection and sustainability in building regulations.

The full terms of reference for the independent review are available here:

<https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-terms-of-reference>

The NFCC response to the review can be seen here:

https://www.nationalfirechiefs.org.uk/write/MediaUploads/Grenfell/NFCC_Submission_review_building_regs_final.pdf

NFCC calls for sprinklers to be fitted in new build schools

The National Fire Chiefs Council is calling for all new school builds or refurbishments to have sprinklers fitted - a policy that is mandatory in Scotland and Wales. Figures show the proportion of new schools built with sprinklers had dropped from about 70% a decade ago to a third last year - and overall, in England and Wales, just 5% of schools have sprinklers.

An independent analysis made in 2017 which looked at over 2,000 incidents attended by the UK fire services in sprinkler-protected buildings, found that the sprinkler systems correctly operated on at least 94% of the fires and controlled or extinguished 99% of those fires.

According to NFCC, the impact of school fires is significant; while they have an impact in financial terms they also have a devastating impact on the communities schools serve, along with the environment and the disruption to students, teachers and families. The impact on children's education is not confined to lost course work but often includes longer travelling times, disrupted social groups and poorer facilities.

NFCC believes if sprinklers were considered at the design stage of new build or refurbishment of existing buildings, costs could be kept to a minimum.

Each year, more than 1,300 schools in the UK suffer fires large enough to be attended by fire and rescue services. Fifty-six per cent of these are classed as non-accidental. According to government estimates (DCLG), the average cost of school fires between 2000 and 2004 was £58 million per year

NFCC strongly believes sprinklers can play a significant role in both improving the life safety of occupants, especially in specialised housing, health care facilities and high-rise accommodation. In addition, it believes that sprinklers are the most effective way to ensure that fires are suppressed - or even extinguished - before the fire service can arrive.

In addition the sprinklers are an effective part of an overall fire safety solution and can be used efficiently to improve fire safety in a range of new and existing buildings and the NFCC supports the concept of risk-assessed retro fitting of sprinklers.

More information alongside a link to the independent analysis can be found here:

<https://www.nationalfirechiefs.org.uk/News/nfcc-calls-for-sprinklers-to-be-fitted-in-new-build-schools/186050>

Code of Practice on Local Authority Accounting and IFRS 9 and IFRS 15

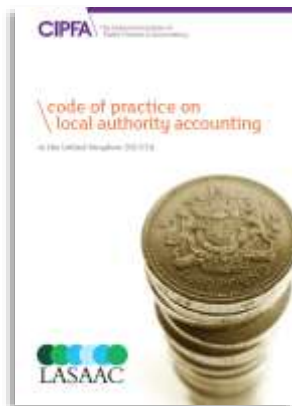
CIPFA/LASAAC has issued the Local Authority Accounting Code for 2017/18 which specifies the principles and practices of accounting required to prepare a Statement of Accounts.

The main changes to the Code include:

- amendments to section 2.2 for the Community Infrastructure Levy to clarify the treatment of revenue costs and any charges received before the commencement date
- amendment to section 3.1 to introduce key reporting principles for the Narrative Report
- updates to section 3.4 covering the presentation of financial statements to clarify the reporting requirements for accounting policies and going concern reporting
- changes to section 3.5 affecting the Housing Revenue Account, to reflect the Housing Revenue Account (Accounting Practices) Directions 2016 disclosure requirements for English authorities
- following the amendments in the Update to the 2016/17 Code, changes to sections 4.2 (Lease and Lease Type Arrangements), 4.3 (Service Concession Arrangements: Local Authority as Grantor), 7.4 (Financial Instruments – Disclosure and Presentation Requirements)
- amendments to section 6.5 relating to the Accounting and Reporting by Pension Funds, to require a new disclosure of investment management transaction costs and clarification on the approach to investment concentration disclosure.

Alongside the Code, CIPFA has also published Guidance Notes for Practitioners and a Disclosure Checklist for 2017/18 Accounts.

These publications may be obtained from CIPFA and are available [here](#).



CIPFA/LASAAC has issued a companion publication 'Forthcoming provisions for IFRS 9 Financial Instruments and IFRS 15 Revenue from Contracts with Customers in the Code of Practice on Local Authority Accounting in the United Kingdom 2018'.

Looking further ahead, this sets out the changes to the 2018/19 Code in respect of [IFRS 9 Financial Instruments](#) and [IFRS 15 Revenue from Contracts with Customers](#). It has been issued in advance of the 2018/19 Code to provide local authorities with time to prepare for the changes required under these new standards.

IFRS 9 replaces IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 includes a single classification approach for financial assets, a forward looking 'expected loss' model for impairment (rather than the 'incurred loss' model under IAS 39) and some fundamental changes to requirements around hedge accounting.

IFRS 15 establishes a new comprehensive framework for revenue recognition and replaces IAS 18 Revenue and IAS 11 Construction Contracts. IFRS 15 changes the basis for deciding whether revenue is recognised at a point in time or over a period of time and introduces five steps for revenue recognition.

It should be noted that the publication does not have the authority of the Code and early adoption of the two standards is not permitted by the 2017/18 Code.

An Early Guide for Local Authority Practitioners covering IFRS 9 Financial Instruments is to be published in December 2017.

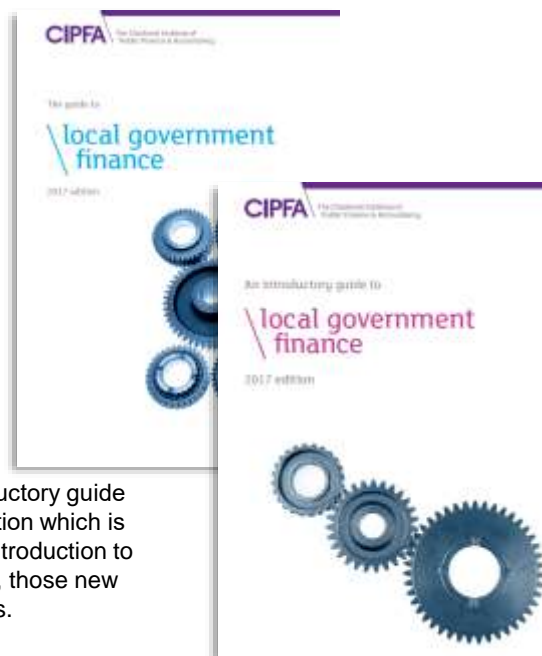
CIPFA publications

CIPFA have published 'The guide to local government finance' 2017 edition. The guide seeks to provide information on current arrangements for local government finance and sets out the principles of sound financial management.

The guide covers a range of local government services. It examines the funding systems that support those services including council tax, business rates and the local government finance settlement. The guide covers both revenue and capital financing and has separate chapters on key areas and their specific intricacies including:

- capital finance
- budgeting and financial reporting
- treasury management
- auditing
- governance
- education
- housing
- police
- social care.

CIPFA have also published 'An introductory guide to local government finance' 2017 edition which is aimed at those requiring more of an introduction to local government finance for example, those new to the sector or non finance specialists.



CIPFA have updated their guidance on the key considerations in setting up and managing a pooled budget in the publication 'Pooled Budgets and the Better Care Fund: A Practical Guide for Local Authorities and Health Bodies' (2017 Edition)

Although pooled budgets have operated widely across health and social care for a long time, they were brought into prominence by the Better Care Fund, introduced in 2015–16.

The aim of CIPFA's guidance is to define the basic principles of financial management, governance and accountability that partners in budget pooling arrangements or, indeed, other forms of partnership working, should follow, and to consider the relevant accounting issues.

The guide provides practical tools such as a checklist of matters to consider, an example of how to decide which agency should lead the arrangement, a model scheme of delegation to boards. The guide considers the background to budget pooling, including the purpose of pooling, the basics of partnership arrangements, and some other options available to health and social care organisations pursuing similar objectives. It goes on to consider specific issues arising from pooling: managing a pooled budget, corporate governance, financial management, audit and assurance, and VAT. These matters then feed into an appendix on accounting issues.

DCLG Consultation

DCLG are currently consulting with Local Authorities and other interested parties on proposed changes to the prudential framework of capital finance.

The statutory framework for the Prudential System is set out in Chapter I of the Local Government Act 2003 and in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended. The framework includes four statutory codes. Alongside CIPFA's Prudential Code and Treasury Management Code, the DCLG is responsible for Statutory Guidance on both Local Authority Investments and on the Minimum Revenue Provision.

Over the past years the regulatory and economic environment has changed significantly and led the sector to consider more innovative types of investment activity. The Government has also monitored changes in the practices used for calculating Minimum Revenue Provision.

As a result the Department for Communities and Local Government is seeking views on proposals to update the guidance on Local Authorities Investments and on Minimum Revenue Provision for full implementation in 2018/19. This consultation closes on 22 December 2017 and may be accessed [here](#).

Local Authorities Investment Code

The Government recognises that there is great variation in the objectives and nature of local authority investment, including local economic regeneration projects, however it believes that local authorities need to be better at explaining "why" not just "what" they are doing with their investment activity.

That means that the sector needs to demonstrate more transparency and openness and to make it easier for informed observers to understand how good governance and democratic accountability have been exercised.

To this end a number of proposals are made including requiring local authorities to:

- prepare a Capital Strategy which includes clear disclosure of the Investment Strategy
- disclose the contribution that investment activities make to their core functions
- use indicators to assess total risk exposure
- apply the principles of prioritising security and liquidity over yield for investment in non financial assets (in the same way that they are required to do for financial assets)
- disclose their dependence on commercial income to deliver statutory services and the amount of borrowing that has been committed to generate that income
- disclose additional information where authorities borrow to invest in revenue generating investments
- Disclose steps to ensure expertise of key officer and councillors involved in the decision making process.

Minimum Revenue Provision Guidance

Local authorities are normally required each year to set aside some of their revenues as provision for debt. More precisely, the provision is in respect of capital expenditure financed by borrowing or long term credit arrangements. Given the changes in current practice and recent interest, the Government feels that it is time to look into updating the guidance as part of the more general update of the statutory codes comprising the prudential system. Four proposals are made:

- change to the definition of the basis of MRP
- confirmation that a charge to the revenue account cannot be a credit
- confirmation that a change to the MRP methodology would not generate an overpayment of MRP calculated retrospectively
- Introduces maximum useful economic lives for MRP calculations based on asset life

Local Authority 2016/17 Revenue Expenditure and Financing

DCLG has produced a summary of Local Authorities' 2016/17 final outturn for revenue spending and financing. It notes that local government expenditure accounts for almost a quarter of all government spending and the majority of this is through local authority revenue expenditure.

The summary is compiled from the Revenue Outturn (RO) returns submitted by all local authorities in England. Coverage is not limited to local councils in England and includes other authority types such as Police and Crime Commissioners and Fire authorities.

The headline messages include:

Local authority revenue expenditure totalled £93.6 billion for all local authorities in England in 2016-17. This was 1% lower than £94.5 billion spent over 2015-16.

Expenditure on Adult Social Care increased to £14.9 billion in 2016-17. This was £0.5 billion (3.6%) higher than in 2015-16. The 2016-17 financial year was the first year where local authorities were able to raise additional funding for Adult Social Care through the council tax precept.

- The largest decrease in local authority expenditure was on Education services. This was £0.75 billion (2.2%) lower in 2016-17 than in 2015-16. The majority of this decrease is due to local authority funded schools converting to academies.
- Local authorities are financing more of their expenditure from locally retained income. 40.4% of revenue expenditure was funded through council tax and retained business rates and 57.5% from central government grants. The remaining 2.1% was funded by reserves and collection fund surpluses. These percentages were 38.7%, 60.4% and 0.9% respectively in 2015-16.
- Local authorities used £1.5 billion (6.2%) of the £24.6 billion reserves balance held at the start of the 2016-17.
- Local authorities' use of reserves was £1.1 billion higher in 2016-17 than in 2015-16. Due to changes in their capital programme, £0.4 billion of this increase is due to the Greater London Authority.

The full report is available [here](#).

Did you know....

This data set and many others are included in CFO Insights.

CFO Insights, is the Grant Thornton and CIPFA online analysis tool.

It gives those aspiring to improve the financial position of their organisation, instant access to insight on the financial performance, socio-economic context and service outcomes of theirs and every other council in England, Scotland and Wales.

More information is available at:

<http://www.cfoinsights.co.uk/>

CFO Insights

Links

Grant Thornton website links

<https://www.grantthornton.co.uk/>

<http://www.grantthornton.co.uk/industries/publicsector>

<http://www.grantthornton.co.uk/en/insights/combined-authorities-signs-of-success/>

<http://www.grantthornton.co.uk/en/insights/a-guide-to-setting-up-a-social-enterprise/>

<http://www.grantthornton.co.uk/en/insights/the-board-creating-and-protecting-value/>

<http://www.cfoinsights.co.uk/>

CIPFA website links

<http://www.cipfa.org/policy-and-guidance/publications/codes-of-practice>

<http://www.cipfa.org/policy-and-guidance/publications/a/an-introductory-guide-to-local-government-finance-2017-edition-online>

<http://www.cipfa.org/policy-and-guidance/publications/t/the-guide-to-local-government-finance-2017-edition-online>

<http://www.cipfa.org/policy-and-guidance/publications/p/pooled-budgets-and-the-better-care-fund-a-practical-guide-for-local-authorities-and-health-bodies-2017-edition>

DCLG website links

<https://www.gov.uk/government/consultations/proposed-changes-to-the-prudential-framework-of-capital-finance>

<https://www.gov.uk/government/statistics/local-authority-revenue-expenditure-and-financing-england-2016-to-2017-final-outturn>

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The Annual Audit Letter for Devon and Somerset Fire and Rescue Authority

Year ended 31 March 2017

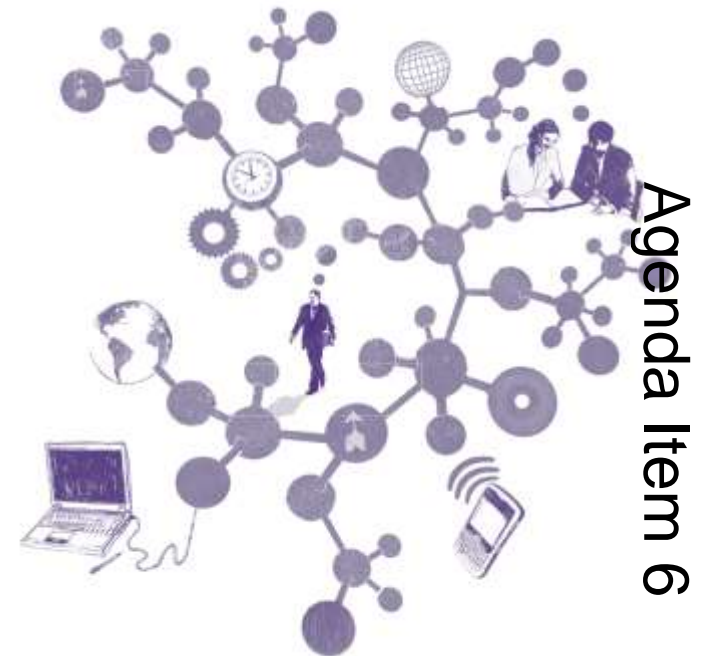
October 2017

Page 27

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Agenda Item 6

Contents

Section	Page
1. Executive summary	3
2. Audit of the accounts	5
3. Value for Money conclusion	8
Appendices	
A Reports issued and fees	10

Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work we have carried out at Devon and Somerset Fire and Rescue Authority (the Authority) for the year ended 31 March 2017.

This Letter provides a commentary on the results of our work to the Authority and its external stakeholders, and highlights issues we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Authority's Audit and Performance Review Committee (as those charged with governance) in our Audit Findings Report on 12 September 2017.

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Authority's financial statements (section two)
- assess the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Authority's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Financial statements opinion

We gave an unqualified opinion on the Authority's financial statements on 12 September 2017.

Value for money conclusion

We were satisfied that the Authority put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2017. We reflected this in our audit opinion on 12 September 2017.

Certificate

We certified that we had completed the audit of the accounts of Devon and Somerset Fire and Rescue Authority in accordance with the requirements of the Code on 12 September 2017.

Other work completed

We provided your teams with training on financial accounts. We also held a separate workshop on Faster Close for the final accounts process.

Working with the Authority

During the year we have delivered a number of successful outcomes with you:

- An efficient audit –delivery of the accounts audit over one month before the deadline
- VFM - we provided you with assurance and feedback on your arrangements for delivering efficiency, effectiveness and economy.
- Sharing our insight – we provided regular audit and performance review committee updates covering best practice. We also shared our sector insight via our National Reports.

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Authority's staff.

Grant Thornton UK LLP
October 2017

Audit of the accounts

Our audit approach

Materiality

In our audit of the Authority's accounts, we applied the concept of materiality to determine the nature, timing and extent of our work, and to evaluate the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Authority's accounts to be £1.65 million, which is 2% of the Authority's gross revenue expenditure. We used this benchmark, as in our view, users of the Authority's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

We also set a lower level of specific materiality for senior officer remuneration, auditor's remuneration and members allowances.

We set a lower threshold of £83,000, above which we reported errors to the Audit and Performance Review Committee in our Audit Findings Report.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance they are free from material misstatement, whether caused by fraud or error. This includes assessing whether:

- the Authority's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by the Treasurer are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the narrative report and annual governance statement to check they are consistent with our understanding of the Authority and with the accounts included in the Statement of Accounts on which we gave our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Authority's business and is risk based.

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the accounts

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Valuation of pension fund net liability</p> <p>The Authority's pension fund net liability, as reflected in its balance sheet, represents a significant estimate in the financial statements.</p>	<p>As part of our audit work we:</p> <ul style="list-style-type: none"> Identified the controls put in place by management to ensure that the pension fund net liability was not materially misstated and assessed whether those controls were implemented as expected and whether they were sufficient to mitigate the risk of material misstatement. Reviewed the competence, expertise and objectivity of the actuary who carried out the Authority's pension fund valuation. Gained an understanding of the basis on which the IAS 19 valuation was carried out, undertaking procedures to confirm the reasonableness of the actuarial assumptions made. Reviewed the consistency of the pension fund net liability disclosures in notes to the financial statements with the actuarial report from the Authority's actuary. 	<p>Our audit work did not identify any issues to report.</p>
<p>Valuation of property plant and equipment</p> <p>The Authority revalues its assets on a rolling basis on a yearly basis. The Code requires that the Authority ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.</p>	<p>As part of our audit work we have:</p> <ul style="list-style-type: none"> Reviewed management's processes and assumptions for the calculation of the estimate. Reviewed the competence, expertise and objectivity of any management experts used. Reviewed the instructions issued to valuation experts and the scope of their work Held discussions with the Authority's valuer about the basis on which the valuation was carried out, challenging the key assumptions. Reviewed and challenged the information used by the valuer to ensure it was robust and consistent with our understanding. Tested revaluations made during the year to ensure they were input correctly into the Authority's asset register Evaluated the assumptions made by management for those assets not revalued during the year to assess how management satisfied themselves that these were not materially different to current value. 	<p>Our verification testing of assets on the fixed assets register identified water rescue equipment consisting of small items of plant and machinery, including cones, wrenches and saws, that had been capitalised as one asset and could not be physically verified. The Authority should review its capitalisation policy to ensure that items that would normally be revenue expenditure are not grouped together and treated as Property Plant and equipment.</p> <p>Overall, our work concluded that the carrying value of your Property Plant and equipment was not materially misstated.</p>

Page 32

Audit of the accounts

Audit opinion

We gave an unqualified opinion on the Authority's accounts on 12 September 2017, in advance of the 30 September 2017 national deadline.

The Authority made the accounts available for audit in line with the agreed timetable.

- The draft accounts were produced to a good standard
- The audit has been facilitated by good supporting working papers and excellent assistance from the finance team

Issues arising from the audit of the accounts

We reported the key issues from our audit of the accounts of the Authority to the Authority's Audit and Performance Review Committee on 12 September 2017.

Annual Statement of Assurance and Narrative Report

We are required to review the Authority's Annual Statement of Assurance and Narrative Report. It published them on its website with the draft accounts in line with the national deadlines.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Authority and with our knowledge of the Authority.

Other statutory duties

We also have additional powers and duties under the Act, including powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Authority's accounts and to raise objections received in relation to the accounts.

We did not identify any issues that required us to apply our statutory powers and duties under the Act.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2016 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Key findings

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work.

The key risks we identified and the work we performed are set out in the table overleaf.

Overall VfM conclusion

We are satisfied that in all significant respects the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017.

Value for Money

Value for money risks

Risk identified	Work carried out	Findings and conclusions
<p>Medium Term Financial Planning The Authority continues to face financial pressures with further cuts being made in central government funding. The settlement covering the four years 2016/17 to 2019/20 totalled a 25% grant cut.</p>	<p>We reviewed the Authority's latest Medium Term Financial Plan (MTFP), the Efficiency Plan and the 2017/18 budget, considering the robustness of the assumptions that underpin the figures within them. We will also review the 2016/17 outturn position against the budget.</p>	<p>The Authority set a balanced budget for the 2017/18 financial year, with a Council Tax increase of 1.99% being agreed. Budgeted savings within this were £2.3 million, consisting of £0.860 million from non staff budget lines, £0.202 million from support staff and £1.280 million from operational posts. The balanced budget position includes a transfers of £0.579 million from the CSR strategy reserve, which was intended as a smoothing mechanism during the austerity period.</p> <p>The current MTFP runs to 2021/22 with the savings requirement over that period being £3.6 million based on council tax increases of 1.99% each year. The MTFP is based on detailed modelling assumptions in the Financial Planning Model. These include inflation, pay and pension increases as well as anticipated reductions in grant funding. These assumptions have been reviewed and appear to be reasonable. The MTFP can change over time and is updated regularly as a result of updated information on grant settlements, savings strategy and new cost pressures identified.</p> <p>The Authority applied for the 4 year funding settlement on offer from the government, which has allowed it to plan with more certainty over the medium term.</p> <p>Budgets and the savings included within them are monitored monthly with quarterly reporting to members, allowing for appropriate actions to be taken in response to any slippage in savings. The 2016/17 outturn was £2.2 million below budget. This was due to the continued implementation of agreed Corporate Plan changes and ongoing identification of savings. The bulk of this underspend has been allocated to the Authority's Funding Pressures Reserve to meet future budget challenges.</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Authority has proper arrangements.</p>
<p>Collaborate Partnership The Authority are progressing with opportunities to collaborate with the Strategic Alliance of Dorset Police and Devon & Cornwall Police.</p>	<p>We reviewed the arrangements the Authority are putting into place for collaborative working under the Strategic Alliance.</p>	<p>The Collaborative Partnership between Devon and Somerset Fire, Dorset Police and Devon on Cornwall Police is currently on hold. Some business cases are underway, however these have not been formalised as the matters within them are still subject to discussion between the parties.</p> <p>However the Authority continues to progress other areas of blue light collaboration. The South West Emergency Services Collaboration (SWESC) Programme involves five police bodies, five fire authorities and one ambulance trust. A programme brief setting out the governance structure and objectives of the programme was prepared in October 2016.</p> <p>Our review of SWESC shows that good governance arrangements are in place in relation to blue light collaboration in the South West, with an appropriate governance structure established and regular meetings held which are minuted appropriately.</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Authority has proper arrangements.</p>

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services

Fees

	Proposed fee £	Actual fees £	2015/16 fees £
Statutory audit of Authority	33,820	33,820	33,820
Total fees (excluding VAT)	33,820	33,820	33,820

The proposed fees for the year were in line with the scale fee set by Public Sector Audit Appointments Ltd (PSAA)

Reports issued

Report	Date issued
Audit Plan	April 2017
Audit Findings Report	September 2017
Annual Audit Letter	October 2017

Fees for other services

Service	Fees £
Audit related services: <ul style="list-style-type: none">• None	Nil
Non-audit services: <ul style="list-style-type: none">• Forensic Review• Provision of P11D Advice	4,890 650

Non-audit services

- For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to the Authority. The table above summarises all other services which were identified.
- We have considered whether other services might be perceived as a threat to our independence as the Authority's auditor and have ensured that appropriate safeguards are put in place, as reported in our Audit Findings Report.

The above non-audit services are consistent with the Authority's policy on the allotment of non-audit work to your auditor and have been approved by the Audit and Performance Review Committee.



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Agenda Item 7

REPORT REFERENCE NO.	APRC/18/2
MEETING	AUDIT AND PERFORMANCE REVIEW COMMITTEE
DATE OF MEETING	17 JANUARY 2018
SUBJECT OF REPORT	GROUP ACCOUNTS FOR DEVON & SOMERSET FIRE AUTHORITY AND RED ONE LTD.
LEAD OFFICER	Director of Finance (Treasurer)
RECOMMENDATIONS	That the accounts of Red One Limited are not consolidated in to Group accounts for the 2017/18 financial year.
EXECUTIVE SUMMARY	Under CIPFA Code of Practice, the Authority can take a view on materiality when preparing group accounts. Following discussion with our external auditors, Grant Thornton, it is the Treasurer's view that the activities of Red One Ltd are not material to the Authority's Statement of Accounts and therefore it is recommended that the accounts are not consolidated.
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not applicable
APPENDICES	None.
LIST OF BACKGROUND PAPERS	None.

1. **BACKGROUND**

- 1.1 At the meeting of the Audit Performance and Review Committee held on 24 April 2017, the Committee considered a report relating to Group Accounts. The Treasurer recommended to the Committee that Group Accounts are excluded from within the Statement of Accounts for the Authority and this approach was approved in relation the financial year 2016-17. (Minute *APRC/31 refers).
- 1.2 In 2011, the Authority agreed to the creation of Red One Ltd which was tasked with trading commercially with a view of generating income for the Authority. The Authority is the single shareholder in the Company.
- 1.3 The Resources Committee (Commercial Services Committee prior to its dissolution on 19th February 2016) is to be presented with quarterly financial performance reports on Red One Ltd. The Annual Accounts of Red One Ltd. are prepared and submitted to the Board of Directors of Red One.
- 1.4 The Statement of Accounts for the Authority are presented to the Audit and Performance Review Committee. Due to the fact the turnover for Red One Ltd is immaterial in relation to the Authority, the two Statements are produced separately. There is a note within the Authority's Accounts mentioning Red One Ltd and the relationship of the Company to the Authority.

2. **GROUP ACCOUNTING**

- 2.1 From a commercial perspective, the Statement of Accounts for the Authority would reflect the 'Group Position' i.e. statements showing the performance of the two entities together. A definition of Group Accounts is:
- "Accounts showing the trading results and financial position of each company in a group individually or in combined form". (F.T.com).*
- 2.2 The Authority has agreement from its external auditors, Grant Thornton, that it will not be required to produce Group Accounts until Red One has a deciding interest over the Authority; where the financial or operational circumstances of Red One would have a significant impact upon the financial or operational performance of the Authority. The external auditors are happy with this approach on the understanding that the Committee responsible for the approval of the Authority accounts (Audit and Performance Review Committee) is sighted on this issue and agree with the proposed stance.
- 2.3 This approach will not only save time and effort producing the Statement of Accounts on behalf of the Authority, but will also safeguard the commercial integrity of Red One Limited.

3. **RECOMMENDATION**

- 3.1 That the Committee notes the content of the paper and agrees with the extension of the proposal to exclude producing Group Accounts within the Statement of Accounts for the Authority for the 2017/18 financial year.

AMY WEBB
Director of Finance (Treasurer)

Agenda Item 8

REPORT REFERENCE NO.	APRC/18/3
MEETING	AUDIT & PERFORMANCE REVIEW COMMITTEE
DATE OF MEETING	17 JANUARY 2018
SUBJECT OF REPORT	AUDIT & REVIEW 2017-18 PROGRESS REPORT
LEAD OFFICER	HEAD OF ASSURANCE & PLANNING
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>Attached for consideration and discussion is the 2017 – 18 Quarter 2 Audit & Review report. This report sets out progress to date against the approved 2017-18 Internal Audit Plan, and updates on additional review work undertaken.</p> <p>The report provides assurance statements for the audits completed to date and records the progress against the approved Internal Audit Plan.</p> <p>Internal Audit activities across Devon & Somerset Fire & Rescue Service (the Service) are managed through a shared service agreement that sees Audit & Review and the Devon Audit Partnership (DAP) work together to deliver the Internal Audit Plan.</p> <p>The report provides an overview of the assurance tracking process and the current high priority recommendations that remain as 'open' on the assurance tracker.</p>
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA)	Not applicable.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	<p>Audit & Review 2017-18 Plan</p> <p>Audit & Review Service Policy</p>

1. INTRODUCTION

- 1.1 The 2017/18 Internal Audit Plan was approved by this Committee at its meeting held on the 24 April 2017. The Plan sets out the combined scope of internal audit work to be completed by Audit & Review and the Devon Audit Partnership. The Audit Strategy for 2018/19 will be designed around new Service Performance Measures currently being developed.
- 1.2 Audit & Review and the Devon Audit Partnership are accountable for the delivery of the Plan and the policy includes the requirement to report progress to this Committee at least three times per year.
- 1.3 All Internal Audit reports, Plans and Service Policy are available on the intranet and can be accessed using the following link:
<http://intranet/Departments/SPRD/RiskandReview.asp>
- 1.4 The key objective of this report is to provide the Committee with a progress report against the Plan.
- 1.5 The report includes the assurance statements for the audits completed since the last meeting of the Committee.
- 1.6 The report also includes an overview of the assurance tracking process and the current high priority recommendations that remain as 'open' on the assurance tracker.

2. ASSURANCE STATEMENTS

- 2.1 One of the key roles of Internal Audit is to provide independent assurance as to how effectively risks are managed across the organisation.
- 2.2 The following assurance statements have been developed to evaluate and report audit conclusions:

★★★★ High Standard

The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. Only minor recommendations aimed at further enhancing already sound procedures.

★★★ Good Standard

The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures.

★★ Improvements Required

In our opinion there are a number of instances where controls and procedures do not adequately mitigate the risks identified. Existing procedures need to be improved in order to ensure that they are fully reliable. Recommendations have been made to ensure that organisational objectives are not put at risk.

★ Fundamental Weakness Identified

The risks identified are not being controlled and there is an increased likelihood that risks could occur. The matters arising from the audit are sufficiently significant to place doubt on the reliability of the procedures reviewed, to an extent that the objectives and/or resources of the Authority may be at risk, and the ability to deliver the service may be adversely affected. Implementation of the recommendations made is a priority.

3. PROGRESS AGAINST THE 2017-18 PLAN

3.1 The majority of the 2017-18 Internal Audit Plan has been assigned to Audit & Review Manager including ICT assurance.

Audit Area	Progress	Assurance Statement
Audit & Review		
Annual Statement of Assurance	In progress	Scheduled for completion Q1 2018
EFQM review	Final report	★★★ Good Standard EFQM 4 star award achieved.
LGA self-assessment	Final Report	★★★ Good Standard. The assessment covered Prevention, Protection and Response Some areas for improvement were identified in our self-assessment, and on the LGA scale of Developing, Established or Advanced, we rated ourselves as Established.
LGA Peer Review Assessment	In progress – Awaiting draft report	The on-site assessment has been completed by peers from Merseyside, Nottinghamshire and Gloucestershire Fire & Rescue Services. An initial feedback session has been held, and an interim report provided. The Service is awaiting a final report. Action plans are being finalised to address areas of improvement
General Data Protection Regulation (GDPR)	Final report	★★★ Good Standard. Action plan agreed to comply with GDPR by May 2018.
Diversity & Inclusion	Draft Report	★★ Improvements Required. Gap identified to comply with Public Sector Equality Duty. Draft report presented for discussion with Diversity & Inclusion manager, so actions can be agreed and progress tracked.
Service Policies	Review ongoing	

Business Continuity Management	Review ongoing	New pages have been developed as a central BCM hub on the network drive, accessible for all users. Documents are being collated and reviewed by relevant departments.
Devon Audit Partnership		
Business Safety - Prohibition Process	Draft Report	<p>★★★ Good Standard. Regulatory requirements, performance targets, and best practice expectations: -----</p> <p>★★ Improvements Required. Procedural guidance or statutory requirements may lead to reputational and financial risk: -----</p> <p>Certain areas of the guidance allow for local interpretation. Remediation plan is being agreed and agreed actions will be added to the Assurance Tracker.</p>
Key financial Systems	In progress – awaiting draft report	Devon Audit Partnership have completed their on-site information gathering, and are preparing the draft report for submission.
Fleet Audit	Scoping and requirements – Audit to begin w/c 15 th Jan 2018	Allocated to Devon Audit Partnership.
CFOA H&S Audit	Scoping and Requirements to commence in Q1 2018	Allocated to Devon Audit Partnership.

Action Planning

- 3.2 All issues have been discussed with the Lead Officers and Audit & Review are pleased to report that suitable action plans have been agreed to improve the management of any risks identified.
- 3.3 All agreed actions are captured and monitored through the assurance tracking process (see paragraph below).

4. AUDIT & REVIEW RECOMMENDATIONS

- 4.1 The Audit & Review Assurance Tracking system records all recommendations and agreed actions coming out of key assurance activities. The system tracks recommendations at the following assurance levels:
- External Audit
 - Annual Statement of Assurance

- Internal Audit (Audit & Review and Devon Audit Partnership)
- Operational Assurance
- EFQM
- ICT Health Checks

4.2 The Assurance Tracker is available to all employees through the Service Information Point (SIP) and will be made available to the public in the future to fall in line with the new draft Fire & Rescue National Framework document.

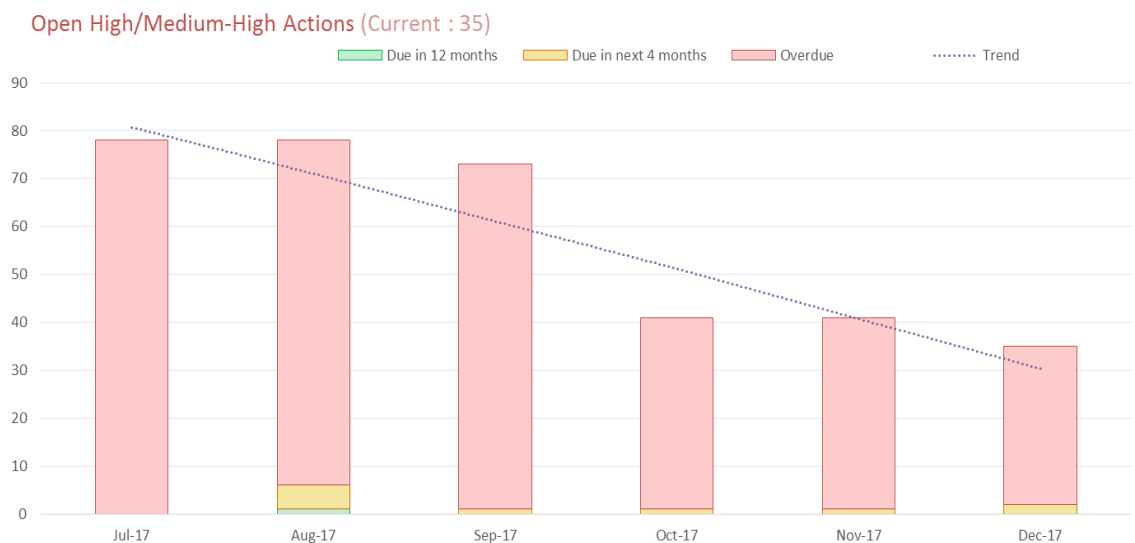
4.3 On a monthly basis all outstanding High and High / Medium recommendations are reported to the Service Leadership Team (SLT) for review.

4.4 A quarterly update procedure has been embedded that sees the export and distribution of outstanding recommendations to service managers to provide an update. This has been aligned to the Corporate Planning process to ensure outstanding recommendations are reviewed alongside departmental plans.

4.5 The inclusion of additional assurance activity, such as EFQM and ICT health checks, has seen an overall increase in the total number of open actions. However, since July 2017, a 55% decrease has been seen in open 'High' or 'High / Medium' recommendations (6% decrease reported in September 2017) to 35 (68 reported in September 2017), with the majority located at the tactical rather than strategic level. As at December 2017, refer to illustrated Graph 1 below.

4.6 The overdue actions are largely linked to longer term project work that remain on-going and are monitored through the assurance tracking process.

4.7 Additionally, open actions have been superseded by changes to the service structure, digital transformation and other actions. Further work is ongoing to ensure that actions that have been superseded are documented and recorded as closed.



Graph 1: Open Audit recommendations

5. CONCLUSION & RECOMMENDATIONS

- 5.1 Based on the work completed to date in this year and knowledge from previous years, the systems in operation within Devon & Somerset Fire & Rescue Service continue to demonstrate a level of internal control.
- 5.2 Both Audit & Review and the Devon Audit Partnership would wish to use this report to thank all staff who have worked with them in delivering the audit programme and the willingness to positively engage in the audit process.
- 5.3 The progress made against the agreed Audit Plan will be reported back to this Committee at regular intervals.

AREA MANAGER SARAH ALLEN
Head of Assurance & Planning

Agenda Item 9

REPORT REFERENCE NO.	APRC/18/4
MEETING	AUDIT & PERFORMANCE REVIEW COMMITTEE
DATE OF MEETING	17 JANUARY 2018
SUBJECT OF REPORT	CORPORATE RISK REGISTER
LEAD OFFICER	AREA MANAGER – HEAD OF ORGANISATIONAL ASSURANCE
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>Managing risks, both operational and strategic, is an important part of ensuring that the resources of Devon and Somerset Fire and Rescue Service are used to best advantage. Risk is inherent in most things that we do and much of the Service's activity is already assessed and managed through the application of the operational risk management procedures and good common sense.</p> <p>The Corporate Risk Register details risks and mitigation to ensure risk is managed appropriately and proportionately.</p>
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA)	Not applicable.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	APRC September 2017 – Corporate Risk Register

1. **INTRODUCTION**

1.1 The aims of Risk Management for the Devon & Somerset Fire & Rescue Service (“the Service”) are to:

- Protect the assets of the Service;
- Ensure service continuity; and
- Facilitate innovation and opportunity.

1.2 Risk management does not mean risk avoidance. It is about encouraging officers and managers to identify, understand and control risk and to learn how to accept the right level of risk.

2. **BACKGROUND – CORPORATE RISK REGISTER**

2.1 The Service corporate risk register captures and describes the Authority’s most significant risks, with a focus on cross-cutting risks and major projects. It is formally reviewed and refreshed on a regular cycle. The final stage of the process, once the risks have been reviewed by risk owners and directors, is for the Audit & Performance Review Committee to consider and comment on the register.

2.2 The Service risk profile has changed over the last six months. The Corporate Risk Register contains eleven risks with one new risk, CR040, added June 2017. No risks have increased in severity. As is normal, there have been minor changes to control measures across the risk portfolio. Risk owners are assigned to each issue and active mitigation in place.

3. **PROPOSED NEW RISK FOR INCLUSION IN CORPORATE RISK REGISTER**

3.1 There has not been any new risk for inclusion in the Corporate Risk Register at this stage.

4. **RISK UPDATES**

4.1 The Annual Statement of Assurance for 2016/17 was published recording areas for improvement and is monitored by the Corporate Governance group on a quarterly basis.

4.2 The Local Government Association (LGA) peer self-assessment review results were compared against the European Foundation for Quality Management (EFQM) and internal organisational self-assessment which identified common areas of strength and for improvement. The LGA Peer review is due to be conducted before the end of 2017.

4.3 Between April and September 2017, the Service Leadership Team (SLT) considered the following issues and agreed next steps to mitigate the risk to a tolerable level:

- Outstanding policies –paper to be submitted to the Executive Board (EB);
- Strategic approach to partnership framework;

- Community safety business safety processes – Devon Audit Partnership (DAP) audit review completed, report includes:
 - “Findings : There are a number of Devon & Somerset Fire & Rescue Service Policy Documents that are generally applicable to this audit, for example, the Complaints and Data Protection/Freedom of information policies that are available in the public domain via the Service’s website. It is noted that the review date for a number of these policies have passed i.e. Data Protection, Data Retention and Information Security Risk Management Policy. Recommendations are not made in this report as these areas are outside the scope of this audit.”
- Security group/Counter Terrorism Advisory Group (CTAG) structure – a paper to be submitted by the Service’s Protective Security Group following a gap analysis to Executive Board;
- Data sharing – Home Fire Safety (HSV) referral system from the South West Ambulance Services Trust (SWAST). This was being picked up by Area Manager Gerald Taylor as part of the collaboration work;
- Cloud storage – this was approved by the Service’s Commissioning Board;
- Information Communications Technology (ICT) health checks showed vulnerabilities impacting both the Service and the Networked Fire Services Partnership (NFSP) – funding has been agreed by the Executive Board;
- Failure to maintain staff competencies and operational capability resulting in an increase in serious injuries for Firefighters and increase in Health and Safety Executive (HSE) inspection, investigation, improvement notices or other legal issues.

4.4 The Service Leadership Team has been monitoring on a monthly basis:

- Outstanding high risk audit assurance actions trend which shows a reduction from 73 to 41 over the last six months. The assurance tracker captures and monitors actions from the Annual Statement of Assurance, Devon Audit Partnership, EFQM, Information Assurance investigations, internal audit, IT health checks and operational assurance.
- Data protection security event and breaches, an increasing trend that indicates increased staff awareness. One area for improvement is to reduce the time taken to complete security event investigations. Reoccurring events and breaches reported are: email autocomplete personal data emailed to wrong recipient
 - access control;
 - lost identification badges; and
 - premises security.

5. **AMENDED RISKS**

5.1 There has not been any amended risk.

6. **RISKS TO BE DELEGATED TO LOCAL RISK REGISTER**

6.1 None.

7. **CONCLUSIONS**

- 7.1 There is one outstanding issue relating to corporate risk CR039 (delayed attendance by Ambulance crews at incidents) and advice is being sought on this matter. Overall, the existing control measures in place are operating effectively to help the Service meet its legal requirements and other risks also refer to controls that will reduce the risk of legal challenge.

8. **NEXT STEPS**

- 8.1 The next formal review of the Corporate Risk Register will take place after the financial year end. The register may need to be refreshed at that point.

AREA MANAGER SARAH ALLEN
Head of Organisational Assurance

REPORT REFERENCE NO.	APRC/18/5
MEETING	AUDIT AND PERFORMANCE REVIEW COMMITTEE
DATE OF MEETING	17 JANUARY 2018
SUBJECT OF REPORT	DEVON AND SOMERSET FIRE AND RESCUE SERVICE PERFORMANCE REPORT: OCTOBER 2016 TO SEPTEMBER 2017
LEAD OFFICER	ASSISTANT CHIEF FIRE OFFICER – SERVICE DELIVERY
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>The Devon & Somerset Fire & Rescue Authority Performance Report for the period of October 2016 – September 2017 (with a focus on Quarter 2, 2017/18) is attached as Appendix A of this report.</p> <p>Following consideration at the previous meeting of the Audit and Performance Review Committee in September 2017, the performance report has been produced in a new format. The new style report features the measure details together with information on the measure status - in this report a measure status can be classed as ‘good performance’, ‘monitor performance’ or ‘negative exception’. Where a measure is reported as an exception, an exception report will be included, providing additional information and analysis relating to the measure, identifying whether further action should be considered at this point.</p> <p>The measure statuses are established through assessing the different types of analysis, for example performance vs previous year, performance vs previous quarter, trends and performance against normal variation. This method gives a more rounded picture of performance and directs focus more effectively on emerging issues.</p> <p>Commentary is provided direct from those leading on improving performance for areas outlined in the measure detail, to provide context.</p> <p>From the new financial year in April 2018, the performance report will continue to be produced in the new format, and it will report the new corporate measures that have been presented to Members as work has continued to develop and refine the measures.</p>
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	None
APPENDICES	Appendix A - Devon & Somerset Fire & Rescue Authority Performance Report for the period of October 2016 to September 2017.
LIST OF BACKGROUND PAPERS	

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DEVON &
SOMERSET
FIRE & RESCUE SERVICE

Quarter 2 Performance Report

Audit and Performance Review Committee

Business Intelligence Hub

Devon & Somerset
Fire & Rescue Service

03/01/2018

Page 53

Contents

Page	Description
1	Contents
2	Introduction
3	Executive Summary
4	Measure Status
5-8	Measures 1-3: Performance against measures relating to fires in the home, exception reports and commentary on associated activities.
9-12	Measures 4-6 Details: Performance against measures relating to fires where people work, visit and in vehicles, exception reports and commentary on associated activities.
13-14	Measures 7-8 Details: Performance against measures relating to emergency response standards (ERS) to fires in the home and road traffic collisions (RTCs), exception reports and commentary on associated activities.
15	Sickness Absence Performance

Introduction

Devon & Somerset Fire & Rescue Service (DSFRS) is the largest non-metropolitan fire and rescue service in England. DSFRS provide prevention, protection and response services across the counties of Devon and Somerset (including Torbay and Plymouth).

There are 85 fire stations in the service area, the second largest number in England, and over 1,900 dedicated staff who work to protect the 1.7 million people who live in the area. This alongside the estimated 400,000 people who visit the counties throughout the year.

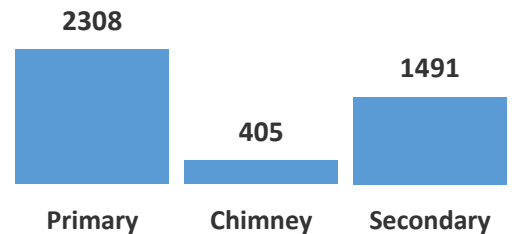
The modern fire and rescue Service does not just rescue people from burning buildings and put out fires. In 2016/17 the Service attended 18035 incidents, as follows:

Fires, 4204

Primary Fires - generally larger more complex incidents, those with casualties or fatalities or those occurring in dwellings.

Chimney Fires - fires restricted to the confines of the chimney.

Secondary Fires - minor fires, no casualties.

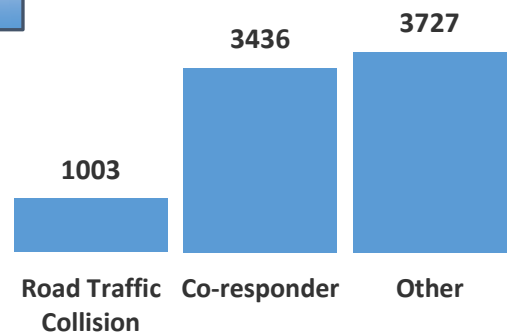


Special Service, 8166

Road Traffic Collisions (RTCs) attended by DSFRS - not fires.

Medical emergencies include Co-responder incidents for which DSFRS provide first response on behalf of the South West Ambulance Service Trust (SWAST).

Other incidents include flooding, rescue from height, animal rescue

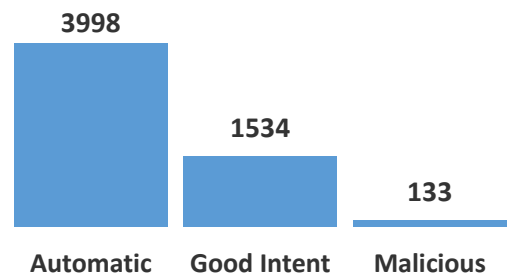


False Alarm, 5665

Automatic Fire Alarm (AFAs) - calls initiated by fire alarm or fire-fighting equipment operating.

False Alarm Good Intent - calls made in the belief that the Service would attend an emergency incident.

Malicious False Alarm – calls made with the intention of getting the Service to respond to a non-existent incident.



As well as providing a response to ongoing emergencies the Service is committed to providing community safety advice, education and intervention to keep its community and its visitors safe and prevent emergencies from happening. This can be by ensuring that the responsible person in a business premises is adhering to fire safety legislation. Or through community safety activities such as home safety visits, RTC education and youth intervention programmes.

Executive Summary

The Quarter 2 2017/18 Performance Report - the report shows that of the eight corporate measures five are showing positive performance. Two are in a monitor status and one is a negative exception.

Numbers of fire related deaths - these numbers continue to be relatively small. Our two key measures around fire deaths, measures 1 and 4, both show positive performance compared with the corresponding quarter in 2016/17 and the year to date figures. Longer term trends for measure 1 show a positive downward trend in all aspects of the measure. For measure 4 longer term trends are turbulent; this is due to low numbers giving dramatic changes in performance.

Injuries in fires where people live - show a positive performance compared with the corresponding quarter and the three year trend is also positive. Year to date comparison and five year trends are either showing monitor or negative performance. Measure 3 performance is showing as a negative exception; a detailed report is provided. The roll out of the new approach to home fire safety delivery, targeted work in high rise premises and House of Multiple Occupation, together with activity around cooking and kitchen fires are designed to address this in a more focussed way.

Injuries in fires where people work visit and in vehicles - this measure is in monitor status; this is due to the year to date figures that are either in monitor or negative exception and quarter on quarter figures for injuries in deliberate fires. The other elements of the measure show a positive performance. Measure 6 shows positive performance in most elements; the five year trend for deliberate fires is shown a negative exception. Our business safety team are working closely with a wide range of partners to address this and have particularly focussed this quarter on agricultural premises to address this trend.

The new Integrated Risk Management Plan (IRMP) - this new plan sets out our ideas for mitigating these risks and making best use of our resources, is now half way through its consultation period and so far feedback has been positive and supportive.

The new set of Performance Measures - these were agreed by the Fire and Rescue Authority, are now being finalised ahead of a rollout in the New Year. These new measures will help us to ensure that our work remains focussed and the outcomes are measurable.

Measure Status

The performance status of reportable measures is established through analysis of performance vs previous year and medium / long term trends. Where a measure is reported as an exception an exception report will be included in the document. This report will provide additional information and analysis relating to the measure and will identify whether further action should be considered at this point.

Statuses: ✓ = Good Performance ! = Monitor Performance ✘ = Negative Exception

KPI No.	Description	Status	Page
1	Fire-related deaths where people live	✓	5
2	Fire-related injuries where people live	!	5
3	Fires where people live	✘	5
4	Fire-related deaths where people work, visit and in vehicles	✓	9
5	Fire-related injuries where people work, visit and in vehicles	!	9
6	Fires where people work, visit and in vehicles	✓	9
7	Emergency Response Standard - first appliance to fires where people live in 10 minutes	✓	13
8	Emergency Response Standard - first appliance to Road Traffic Collisions in 15 minutes	✓	13

Measures 1-3 Details

Measure 1: Fire-related deaths where people live

Positive performance ✓

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	0	1	-100.0% ✓	2	2	0.0% ⚠	↓	↓
Accidental	0	1	-100.0% ✓	2	1	100.0% ✗	↓	↓
Deliberate	0	0	0.0% ✓	0	1	-100.0% ✓	↓	↓

In Q2 there have been no fire related deaths where people live.

If a death occurs in the reporting quarter this measure will become a negative exception and further information will be provided. Trends and performance will be monitored to establish whether there are any developing performance issues.

It is important to note that fortunately the number of deaths from fire is very low and small changes in the number can lead to extreme changes in percentages.

Measure 2: Injuries at fires where people live

Requires monitoring !

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	13	16	-18.8% ✓	41	25	64.0% ✗	↓	↑
Accidental	10	11	-9.1% ✓	36	18	100.0% ✗	↓	↑
Deliberate	3	5	-40.0% ✓	5	7	-28.6% ✓	↓	↔

This measure is highlighted as requiring monitoring due to the year to date increase and the upward trend in the rolling 5 year data.

There has been a decrease compared to the corresponding quarter in the previous year and the rolling 3 year trend is positive for all elements of the measure, however the overall picture suggests that this is an area that should be monitored.

If performance does not improve this measure may become an exception in future reports.

Measure 3: Fires where people live

Negative exception ✗

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	241	242	-0.4% ✓	503	481	4.6% ⚠	↑	↓
Accidental	223	229	-2.6% ✓	460	444	3.6% ⚠	↑	↓
Deliberate	18	13	38.5% ✗	43	37	16.2% ✗	↑	↔

This measure is highlighted as a negative exception due to the year to date increase and the upward trend in the rolling 3 year data. There has been a slight decrease compared to the corresponding quarter in the previous year however the overall picture suggests that this is an area requiring investigation.

Further analysis has been carried out to establish whether further action is required at the point.

An exception report can be found on page 6 of this report.

Measure 3 Exception Report

Measure 3: Fires where people live

Negative exception ✘

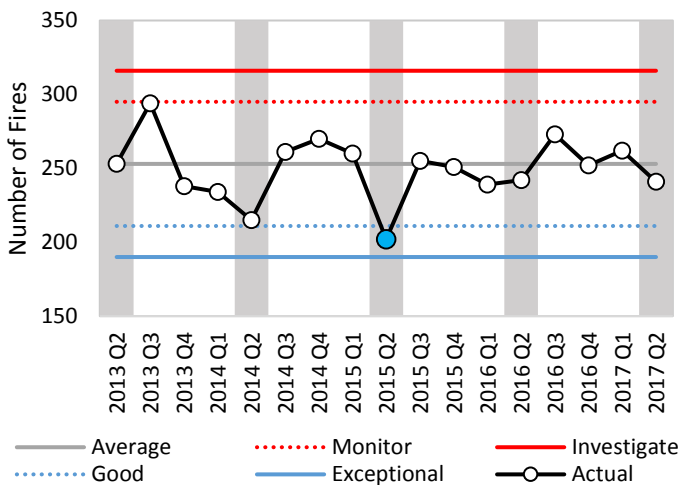
	Q2 17/18	Q2 16/17	Var.		YTD 2017	YTD 2016	Var.		Rolling 3 Year Trend	Rolling 5 Year Trend
Total	241	242	-0.4%	✔	503	481	4.6%	⚠	↑	↓
Accidental	223	229	-2.6%	✔	460	444	3.6%	⚠	↑	↓
Deliberate	18	13	38.5%	✘	43	37	16.2%	✘	↑	↔

Summary of analysis

No immediate action required. Continue to monitor performance over the coming months.

While there has been an increase in year to date figures compared to the same period last year performance for the first two quarters of 2017/18 is around the 5 year quarterly average and within normal levels. It is likely that the YTD percentage variance will reduce in the next quarterly report as Q3 2016 saw the highest number of fires since Q3 2013.

Control chart - DSFRS fires where people live by financial quarter



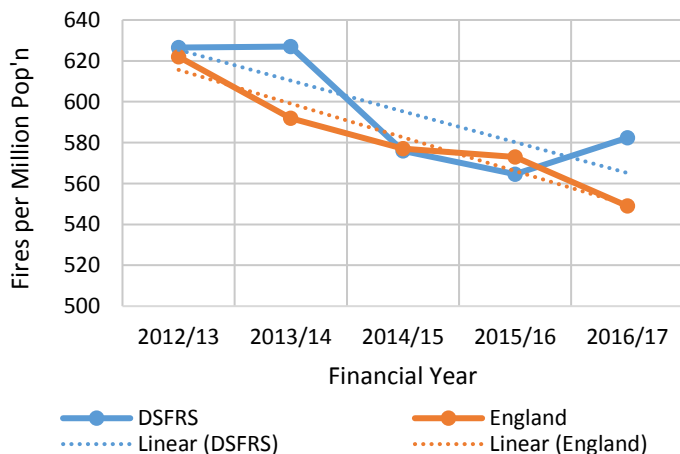
Control charts enable us to monitor whether the data that we are seeing is in control or "normal".

Points above the monitor line indicate there may be an emerging issue

Points above the investigate line indicate special cause variation and will require further investigation.

There are no points negatively outside normal data ranges.

Rate of fires where people live in DSFRS and England per million population



The chart on the left shows the rate of fires where people live per million population for DSFRS and England.

Benchmarking data brings DSFRS performance into context.

There has been a spike for DSFRS in 2016/17 however the long term trend is mirroring that of the national data.

This will continue to be monitored as national data is released.

Measures 1-3 Commentary

Prevention Activities

In the 12 months from 01 October 2016 to 30 September 2017 the Service conducted 12,673 targeted Home Safety Visits to households identified as needing our expert guidance and support.

We work closely with our colleagues in other agencies and third sector organisations to build partnerships that enable us to ensure that our resources are used to provide maximum benefit to the community.

We engage with our communities in a variety of ways including educating children and young people through schools talks and structured programmes such as Fire Cadets, Phoenix and FireSetters. In addition to the Home Safety Visit activities, between 01 October 2016 and 30 September 2017 the Service undertook 5,147 preventative activities to improve public safety.

Safeguarding

The Safeguarding Team continues to promote our single point of contact referral process across the Service area. They have run a number of well attended awareness-raising sessions for teams including: Business Safety, Whole-time Recruits, Group Support, and continue to work with partners, including Police and Social Services in order to ensure effective two-way referral pathways.

The team is working to strengthen links with key partners including Housing Associations, Health and Social Care Teams and Alcohol Services to ensure that we are able to signpost vulnerable individuals to the most effective support. For example, a direct referral process for adults over the age of 50 with alcohol-related issues has been identified.

Central Operations Activities

- In this 2nd quarter of the year cooking fires continue to be a focus across all Groups; a Community Safety-led working group has been set up to investigate and to look to create a Service-wide campaign with the aim of reducing fires and injuries as a result of kitchen fires.
- Improved graphics on vehicles will form a common thread, branding resourcing. DSFRS mascots are in service and are beginning to be used Services wide.
- The roll out of the new approach to home safety is progressing. A technician recruitment process will be run in the future, in the meantime work will be able to commence with internal staff. The development of the technology required to undertake the role is in progress.

Area Operations Activity

- West Devon are rolling out a new approach around the protocols used for booking and allocating HSFV; these ways of working are now imbedded and reduction in turnaround time has been identified.
- West Devon have established a dedicated aerial appliance crew and a bespoke inspection programme in reaction to Grenfell tower and risks identified in particular properties in Plymouth.

Fires where people live

- East Devon have provided high rise input to residents at Rennes house and Sydenham House.
- East Devon continue to formalise partnerships. All 90 partnerships have been reviewed, which has led to 246 level 2 Home Safety Visit referrals from partners alone. A formal partnership has been formed with Clinton Devon Estates. This has already yielded an additional 81 referrals from their most vulnerable tenants.
- Somerset East have now progressed into a formalised partnership with South Somerset District Council and support the Careline telecare system that is in place. The Careline team refer high risk members of the community to DSFRS for home visits through the organisational referral system.
- Staff in North Devon are working in conjunction with 'One Northern Devon' to ensure that 'at risk' groups known by the Health Care system are identified and given Home Fire Safety advice. This work is in early stages at the moment but should yield benefits in the medium term to reduce fires and injuries within the home.
- The South Devon prevention team now have four fire safety technicians working in the group who are carrying out Home fire safety visits, alongside the fire safety advocates. The information used by the technicians and advocates feeds from partnerships and level one checks.
- West Somerset is working in partnership with Somerset Partnership NHS Foundation Trust (SomPar). On our behalf, clinicians look out for signs of increased risk ('trigger points') in the homes that they visit daily and encourage their clients to consider having a home visit from DSFRS. Often these clients are people who would not be identified by other means – they are the often invisible members of our community.
- West Somerset is also working in partnership with Compass Disability. Compass has the remit, on behalf of the County Council, to provide support services to the County's unpaid carers. Through Compass, we are finding community members who are at higher risk from fire due to their limited awareness of fire risk (perhaps through sensory loss) or their limited ability to make a swift escape.
- In West Somerset child safety in the home continues to be delivered (the 'Safer Homes' project) in partnership with RoSPA and Somerset County Council – family support workers can refer families for provision of child safety equipment (e.g. stairgates, window restrictors, etc.) fitted by DSFRS.
- The Suicide reduction strategy is progressing and will link with the collaborative approach which is being led by the senior coroner. Taunton and Plymouth helped to launch the start of the Royal Lifesaving Society's 'Don't drink and drown' campaign.

Performance Overview Measures 4 - 6

Measure 4: Fire-related deaths where people work, visit and in vehicles ✓

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	0	1	-100.0% ✓	1	2	-50.0% ✓	↑	↔
Accidental	0	1	-100.0% ✓	1	1	0.0% !	↑	↑
Deliberate	0	0	0.0% ✓	0	1	-100.0% ✓	↔	↓

In Q2 there have been no fire related deaths where people work, visit or in vehicles.

If a death occurs in the reporting quarter this measure will become a negative exception and further information will be provided. Trends and performance will be monitored to establish whether there are any developing performance issues.

It is important to note that fortunately the number of deaths from fire is very low and small changes in the number can lead to extreme changes in percentages.

Measure 5: Injuries at fires where people work, visit and in vehicles !

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	7	8	-12.5% ✓	18	14	28.6% ✗	↓	↓
Accidental	4	7	-42.9% ✓	13	12	8.3% !	↓	↓
Deliberate	3	1	200.0% ✗	5	2	150.0% ✗	↔	↓

This measure is highlighted as requiring monitoring due to the year to date increase and increase in deliberate fires in Q2.

There has been a decrease compared to the corresponding quarter in total fires and accidental fires. The rolling 5 year trend is positive for all elements of the measure, the 3 year rolling trend is positive for all but deliberate fires. The overall picture suggests that this is an area that should be monitored.

If performance does not improve this measure may become an exception in future reports.

Measure 6: Fires where people work, visit and in vehicles ✓

	Q2 17/18	Q2 16/17	Var.	YTD 2017	YTD 2016	Var.	Rolling 3 Year Trend	Rolling 5 Year Trend
Total	338	390	-13.3% ✓	688	731	-5.9% ✓	↓	↓
Accidental	241	277	-13.0% ✓	504	524	-3.8% ✓	↓	↓
Deliberate	97	113	-14.2% ✓	184	207	-11.1% ✓	↔	↑

This measure is showing a positive performance. Numbers of fires have decreased in the corresponding quarters and in the year to date.

Rolling 3 and 5 year trends show an improvement in performance in totals and accidental fires. Deliberate fires show an decrease in the 5 year trend and level performance in 3 year trend; this area should be monitored as an improvement in performance would be expected moving forward.

Fires where people work visit and in vehicles

Protection Activities

DSFRS has a statutory obligation to ensure that non-domestic premises and public events are compliant with fire safety regulations. Between 01 October 2016 and 30 September 2017 the Service conducted 2,337 fire safety checks, 581 fire safety audits and 6,150 other protection activities to ensure public safety.

Central Operations Activities

- In October and November DSFRS will attend numerous Learn 2 Live events across Devon seeing in excess of 12,000 students aged between 16 and 18 delivering positive road safety messages
- A water safety film has been launched; this is a collaborative approach to water safety with RNLI, hot spots have been chosen in which to undertake talks. DSFRS have been asked to speak at the Emergency services show around water safety and RTC reduction activity. Urban Search and Rescue have entered into memorandum of understandings with the Police to provide assistance for high risk missing persons, South West Ambulance Service Trust allowing secondments both ways to build good working relationships and build skills and partnership working to provide flood training to local government and councils.
- West Devon have established a cohort of Business Safety advocates that are fully engaged in undertaking fires safety checks; this has led to an increased inspection programme and the Service is now expecting an increase in fire safety audits.

Area Operations Activity

- West Devon are supporting the 'Best Bar None' initiative which is nationally recognised by the Home Office, which aims to raise standards within the licenced establishments to contribute towards a safer night time economy.
- The East Devon Group continues to work closely with East Devon, Exeter and Mid Devon Housing Officers carrying out joint inspections of mixed use commercial and domestic properties. This has resulted in the issue of Prohibition Notices in Exeter and Crediton.
- Operational crews are continuing to carry out Fire Safety Checks at targeted premises in the Exeter and Exmouth areas that have resulted in the issue of two further Prohibition Notices as well as other Enforcement Notices. This level of enforcement activity demonstrates the success of the intelligence-led targeting strategy being employed and has had a positive impact on the safety of persons working and living in the premises as well as reducing the risk from fire.
- A targeted programme of inspections across East Somerset utilising various data sets and intelligence continues. The Fire Risk Event Data (FRED) information has greatly assisted the work when targeting premises. The information has highlighted a number of sleeping risks and licenced premises that the group has focused on visiting during the last quarter. Many of those identified have resulted in enforcement or further action. The group has now completed more than 300 Fire Safety Checks since April resulting in over 50 audits

Fires where people work visit and in vehicles

- Members of the Group Support Team from East Somerset attended Haynes Motor museum in conjunction with Tobooka promoting fire safety in Holiday Let Accommodation in the local area. This is an area the group will be exploring further in the coming months.
- In South Devon the Business safety team have worked closely with housing teams in the local authorities to target Houses in multiple occupation (HIMO's) along with targeted joint agency visits including with the Police where there are concerns over illegal activity and risk in communal areas of HIMOs. Following work undertaken in South Devon relating to the Grenfell tragedy a Business fire Safety advocate has been allocated to this work.
- Operational staff in South Devon, specifically Torbay, are also carrying out Fire Safety Checks in businesses along with programming pre-Christmas checks to look at final exits and the increased fire loading/storage at this time of year. The team were involved in an action day this month in Totnes targeting Heritage where there were commercial premises and residential above. This follows on from the Clarence Fire in Exeter to remind owners of the higher risks associated with these kind of older premises. Multi agency exercises are continued to be held to ensure we are prepared. A successful exercise was held at Oldway Mansion in Torbay to test our Heritage and Salvage response.
- In West Somerset effective premises targeting is resulting in a greater proportion of premises being subject to formal enforcement action, developing team knowledge, skill and confidence particularly where legal action may be required. Recent recruitment, following development will enable this team to build on existing partnerships and introduce initiatives.
- Working with seconded DSFRS officers and partner agencies, the West Somerset Business Safety Team is identifying emerging and perceived risks introduced either directly or indirectly due to the HPC project. Currently this focus encompasses accommodation and night time economy.
- Following the tragic fire at Grenfell, London earlier this year, after immediate actions to inspect residential buildings West Somerset focus has now moved to Hospitals / medical premises, educational premises and public buildings. The intention is initial inspections will be carried out by selected Business Safety Advisers (BSO's) and where necessary specialist Business Safety Officers will escalate to ensure safe premises in line with national guidelines. This work stream is expected to take 9-12 months to complete.
- Road safety work continues to be delivered in West Somerset in partnership with Somerset Road Safety (Somerset County Council) through collaborating with their 'Contract for Life', 'Route 60+' and DSFRS 'Biker Down' programmes.
- East Devon have attended the following events with an aim of reducing Road Traffic Collisions (RTC): Speedwatch event with Devon & Cornwall Police Exmouth, Cranbrook road safety event, Exeter College Freshers' Fair, Air Ambulance day at Darts Farm and the Freshers' Fair Bicton College.

Fires where people work visit and in vehicles

- In South Devon the Prevention and Business Safety team recently undertook an action day in Totnes to ensure Business compliance alongside advice to residents living above Business premises. It was recognised that Totnes has a Heritage risk and we wanted to target this risk along with keeping the residents living above commercial premises safe. The action day also concentrated on recruitment to ensure we can provide a response when needed.
- In North Devon following the fire at the Dilkusa Hotel, business safety teams are identifying and visiting the rest of the hotels prior to the busy festive period to ensure they are complying.
- East Somerset are working closely and in partnership with the South Somerset and Mendip District Councils, predominantly with the Housing, Licencing and Environmental Health Departments, but also with the Police Licencing team and One Teams. The joint working between Licencing and East Somerset Group has been particularly positive this quarter through the sharing of information to identify licensed premises that lack a Fire Risk Assessment.
- Presentations were given to heads of Halls of Residence at Millfield School. This gave the group the opportunity to promote fire safety within the school and look to reduce the fire calls to this particular premises. It is planned to continue this work with other boarding schools, following the positive feedback received so far.

Performance Overview - Measures 7 & 8

Measure 7: ERS for attendance at fires where people live !

	Q2 17/18	Q2 16/17	% pt. var.		YTD 2017	YTD 2016	% pt. var.		Rolling 3 Year Trend	Rolling 5 Year Trend
Total	69.9%	70.6%	-0.8%	⚠	69.2%	69.5%	-0.3%	⚠	↓	↑

This measure is in a monitoring state. The figures for the quarter comparison and the year to date comparison both show a slight decrease in performance.

The rolling 3 year trend is also showing a downward trend in performance; with only the long term 5 year trend being positive.

The measure is not an exception as the variances are small. If performance does not improve this measure may become an exception in future reports.

Measure 8: ERS for Road Traffic Collisions ✓

	Q2 17/18	Q2 16/17	% pt. var.		YTD 2017	YTD 2016	% pt. var.		Rolling 3 Year Trend	Rolling 5 Year Trend
Total	78.6%	73.1%	5.5%	✓	76.8%	74.8%	2.1%	✓	↓	↑

This measure is showing positive performance. Improvements in response standards are shown in the corresponding quarter and in the year to date figures.

The rolling 5 year trend shows long term positive performance, the 3 year trend negative performance does effect the overall direction of travel for this measure but should be monitored.

Emergency Response Standards

Area Operations Activity

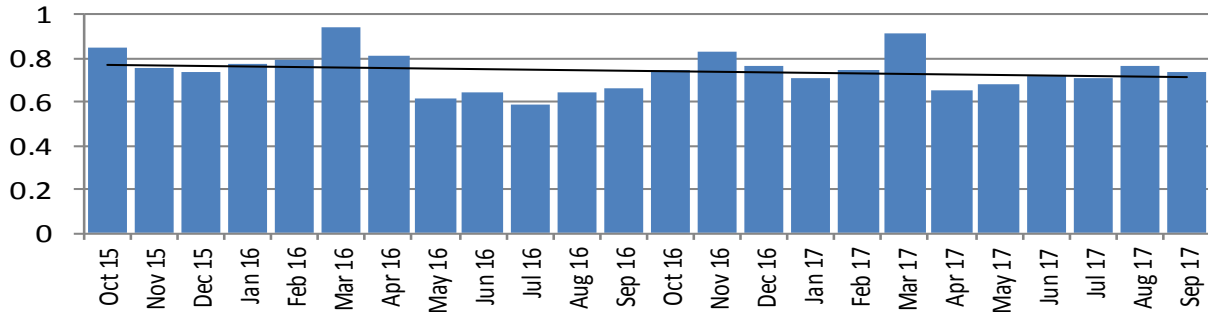
- Across the organisation retained recruitment is in progress with majority of stations undertaking recruitment activities. West Devon have introduced using group support staff to provide cover; with staff undertaking dual roles to improve cover at RDS stations with some staff relocated in order to dual role at Crownhill.
- Recruitment continues; using social media and open days focusing on stations where establishment is low.
- In East Devon following an initial 5% of Incident Command System (ICS) Level 1 staff not reaching the required standard at their requalification, East Devon GST now provide support in preparation for each individual prior to attending the ICS school. In Qtr 2, five individuals completed their requalification assessment, upon completion all five successfully requalified and continue to provide Operational L1 ICS responsibilities. The 100% pass rate within the group improves appliance availability, increasing Firefighter and Public safety.
- Working with staff at headquarters; a North Devon recruitment campaign has been organised to increase staff at all stations within North Devon - this has proved successful.
- East Somerset stations are actively pre planning the crewing availability, and identifying skills development opportunities for staff through driving and incident command; to support appliance availability; crewing coordinators continue to work with Community firefighters to ensure appliance availability at stations identified by the Resource Allocation Model tool.
- East Somerset are currently working with Yeovil Town Ladies Football Club to promote employment opportunities within DSFRS to females, with a focus on recruitment of female firefighters.
- South Devon have run an intensive recruitment campaign at Bovey Tracey and Totnes with some new joiners and some awaiting courses.
- A positive action evening/workshop for our on-call Watch Managers to promote inclusivity in our workforce. At the beginning of the year there were two female fire-fighters on on-call stations in South Devon. There are now currently three females and another three in the recruitment process, taking numbers from 1% of the total workforce to just over 3%.

Sickness

Priority: Staff Safety - Sickness Rates

Measure Breakdown	Actual Apr-17 to Sept-17	Previous Apr-16 to Sept-16	% Variance
Sickness Rates (All Staff)	4.27	3.96	7.60%

Average sick days taken per person, per month



Sickness Rates by Post Type Oct-16 to Sept-17	Wholetime Station Based Staff			Wholetime Non-Station Staff		
	Actual	Previous	% Var.	Actual	Previous	% Var.
Overall Sickness Rate	3.88	3.59	8.2%	3.86	5.45	-29.2%
Days / Shifts Lost	1393.5	1357.5	2.7%	780	1036	-24.7%
Sickness Rate - Long Term*	2.3	2.05	12.3%	3.39	4.7	-27.9%
Days / Shifts Lost - Long Term	825.5	774.5	6.6%	685	893	-23.3%
Sickness Rate - Short Term Cert**	0.58	0.49	18.6%	0.41	0.39	5.5%
Days / Shifts Lost - ST Cert.	207	184	12.5%	83	74	12.2%
Sickness Rate - Short Term***	1	1.05	-4.6%	0.51	0.36	41.7%
Days / Shifts Lost - ST	361	399	-9.5%	104	69	50.7%

Sickness Rates by Post Type Oct-16 to Sept-17	Control			Support Staff		
	Actual	Previous	% Var.	Actual	Previous	% Var.
Overall Sickness Rate	7.45	5.81	28.2%	4.37	3.12	40.2%
Days / Shifts Lost	250.02	215	16.3%	1025.26	735.16	39.5%
Sickness Rate - Long Term	5.47	3.3	65.8%	3.11	1.4	122.3%
Days / Shifts Lost - Long Term	183.52	122	50.4%	728.63	329.4	121.2%
Sickness Rate - Short Term Cert.	1.3	0.41	219.7%	0.35	0.64	-44.8%
Days / Shifts Lost - ST Cert.	43.5	15	190.0%	83	151.04	-45.0%
Sickness Rate - Short Term	0.69	2.11	-67.5%	0.91	1.08	-15.7%
Days / Shifts Lost - ST	23	78	-70.5%	213.63	254.72	-16.1%

* Long Term Sickness: >28 Calendar Days

** Short-Term Certified Sickness: 8 to 28 Calendar Days

*** Short Term Sickness: <8 Calendar Days

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