



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Devon &
Somerset Fire & Rescue Authority

(see below)

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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

Monday, 30 July, 2018

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10.00 am in Conference Rooms, 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 - 8)

of the Authority Annual and Ordinary Meetings held on 8 June 2018 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 Questions and Petitions from the Public

In accordance with [Standing Orders](#), to consider any questions and petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to matters for which the Authority has a responsibility or which affects the Authority. Neither questions nor petitions may require the disclosure of confidential or exempt information. Questions and petitions must be submitted in writing or by e-mail to the Clerk to the Authority (e-mail address: clerk@dsfire.gov.uk) by **midday on Wednesday 25 July 2018**.

5 Addresses by Representative Bodies

To receive addresses from representative bodies requested and approved in accordance with Standing Orders.

6 Questions from Members of the Authority

To receive and answer any questions submitted in accordance with Standing Orders.

7 Minutes of Committees

a Human Resources Management & Development Committee (Pages 9 - 18)

The Chair of the Committee, Councillor Bown, to **MOVE** the Minutes of the meeting held on 3 July 2018, attached.

RECOMMENDATIONS

- (i) that the following recommendation at Minute HRMDC/4 (Pension Discretions – Firefighters’ Pension Scheme) be approved:

“that the Devon & Somerset Fire & Rescue Authority be recommended to approve the following changes to the Authority’s Pensions Discretions Policy:

- (a). that the upper age limit for Injury Retirements medical reviews are aligned to that of Ill-health Retirements as set out in paragraphs 2.7 and 2.8 of report HRMDC/18/25;
- (b). that a Voluntary Scheme Pays arrangement is introduced for the payment of pension Annual Allowance tax liabilities, but applicable only in one (or both) of those circumstances as identified in paragraph 3.11 of this report”

- (ii) that, subject to (i) above, the Minutes be adopted in accordance with Standing Orders.

(NOTE: a copy of report HRMDC/18/25 (Pension Discretions – Firefighters Pension Scheme) as considered by the Committee is attached as Annex A to these Minutes, for ease of reference).

b Community Safety & Corporate Planning Committee (Pages 19 - 150)

The Chair of the Committee, Councillor Redman, to **MOVE** the Minutes of the meeting held on 26 July 2018 **TO FOLLOW**.

RECOMMENDATIONS

- (a) that the Authority consider with a view to approving any recommendation made by the Committee in relation to the Change & Improvement Programme Mandate;
- (b) that, subject to (a) above, the Minutes be adopted in accordance with Standing Orders.

(NOTE: for ease of reference, a copy of the reports CSCPC/18/3 (Change & Improvement Programme 2018 – 2022 – Mandate) and CSCPC/18/4 (Integrated Risk Management Plan [IRMP], Fire & Rescue Plan [FRP] and Change & Improvement Programme – Public Facing Documents) are attached as Annexes A and B respectively to this agenda item).

c Audit & Performance Review Committee

The Chair of the Committee, Councillor Healey MBE, to **MOVE** the Minutes of the meeting held on 27 July 2018 (**TO FOLLOW**).

RECOMMENDATION that the Minutes be adopted in accordance with Standing Orders.

8 Appointments to Committees etc. (Pages 151 - 152)

Report of the Director of Corporate Services (DSFRA/18/16) attached.

9 Appointment of Authority Members as Non-Executive Directors on the Board of Red One Ltd. (Pages 153 - 156)

Report of the Director of Corporate Services (DSFRA/18/17) attached.

10 Reserves Strategy (Pages 157 - 174)

Report of the Director of Finance (DSFRA/18/18) attached.

11 Arrangements for Authority Proper Financial Officer/Treasurer (Pages 175 - 178)

Report of the Director of Corporate Services (DSFRA/18/19) attached.

12 Secondment of Chief Fire Officer Lee Howell (Pages 179 - 180)

Report of the Director of Corporate Services (DSFRA/18/20) attached.

13 Chair's Announcements

14 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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:

For agenda item 15

- Paragraph 1 (information relating to an individual);
- Paragraph 2 (information likely to reveal the identity of an individual); and
- Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

For agenda item 16

- 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 TAKEN IN THE ABSENCE OF THE PRESS AND PUBLIC

15 General Purposes Committee - Confidential Minutes of the Meeting held on 6 June 2017 (Pages 181 - 184)

Report of the Director of Corporate Services (DSFRA/18/21) attached.

16 Red One Ltd. Annual General Meeting (Pages 185 - 186)

Notice of and Agenda for the Annual General Meeting (to be attended by the Authority in its capacity as sole shareholder in the company) attached. Supporting documentation for this Agenda will be forwarded in due course.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Randall Johnson (Chair), Best, Biederman, Bown, Bowyer, Clayton, Coles, Colthorpe, Drean, Eastman, Ellery, Hannaford, Healey MBE, Hendy, Mathews, Napper, Peart, Prowse, Radford, Redman, Saywell, Thomas, Trail BEM, Vjeh and Wheeler (Vice-Chair).

NOTES

1.	<u>Access to Information</u> 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.
2.	<u>Reporting of Meetings</u> 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. 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.
3.	<u>Declarations of Interests at meetings (Authority Members only)</u> If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must: <ul style="list-style-type: none">(i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then(ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest. 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 (i) and (ii) above. Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation. Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.
4.	<u>Part 2 Reports</u> 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.
5.	<u>Substitute Members (Committee Meetings only)</u> 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.

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DEVON & SOMERSET FIRE & RESCUE AUTHORITY (Annual Meeting)

8 June 2018

Present:-

Councillors Randall Johnson (Chair), Best, Biederman, Bown, Clayton, Coles, Colthorpe, Drear, Eastman, Ellery, Greenslade, Radford, Hannaford, Healey MBE (Vice-Chair), Mathews, Napper, Peart, Prowse, Redman, Saywell, Thomas, Trail BEM, Vijeh and Wheeler.

Apologies:-

Councillors Bowyer and Hendy.

DSFRA/1 **Election of Chair**

Councillor Colthorpe **PROPOSED**, with Councillor Trail BEM seconding, that Councillor Randall Johnson be elected Chair.

Councillor Ellery **PROPOSED**, with Councillor Greenslade seconding, that Councillor Healey MBE be elected Chair.

In accordance with Standing Order 26(3), the Authority then resolved to hold a secret ballot, following which it was

RESOLVED that Councillor Randall Johnson be elected Chair until the Annual Meeting of the Authority in 2019.

DSFRA/2 **Election of Vice-Chair**

Councillor Hannaford **PROPOSED**, with Councillor Trail BEM seconding, that Councillor Wheeler be elected Vice-Chair.

Councillor Bown **PROPOSED**, with Councillor Ellery seconding, that Councillor Healey MBE be elected Vice-Chair.

In accordance with Standing Order 26(3), the Authority then resolved to hold a secret ballot, following which it was

RESOLVED that Councillor Wheeler be elected Vice-Chair until the Annual Meeting of the Authority in 2019.

DSFRA/3 **Minutes**

RESOLVED that the non-restricted Minutes of the meeting held on 30 April 2018 be signed as a correct record.

DSFRA/4 **Proposed Change to Standing Orders**

In accordance with Standing Order 20, Councillor Randall Johnson had asked for an item to be placed on the agenda for this meeting to enable the Authority to consider amending its Standing Orders to allow for Committee etc. Chairs and Vice-Chairs to be appointed by the Authority at its Annual Meeting.

This item was considered in conjunction with a report from the Director of Corporate Services (DSFRA/18/11) which indicated that such a change would ensure that there was no period where Committee etc. Chairs and Vice-Chairs were not in place (i.e. between appointments to Committees at the Authority's Annual Meeting and the first meeting of each Committee) and would be consistent with similar procedures currently operating in three of the four constituent authorities appointing to this Authority.

Following debate, the Chair **MOVED**, with Councillor Wheeler seconding:

“that the Authority's Standing Orders be amended, with immediate effect, to provide for Committee etc. Chairs and Vice-Chairs, to be appointed by the Authority at its Annual Meeting and that the Clerk be authorised to amend Standing Orders to give reflect this”

The motion was then put to the vote whereupon it was

RESOLVED that the Authority's Standing Orders be amended, with immediate effect, to provide for Committee etc. Chairs and Vice-Chairs to be appointed by the Authority at its Annual Meeting and that the Clerk be authorised to amend Standing Orders to reflect this.

SEE ALSO MINUTE DSFRA/6 BELOW)

DSFRA/5

Review of Constitutional Governance Framework

(Councillors Saywell and Thomas each declared a personal, non-pecuniary interest [by virtue of their being appointed by the Authority as non-executive directors on the Board of Red One Ltd.] in the proposed granting of a dispensation by the Authority to enable those Members it appointed as non-executive directors on the Board of Red One Ltd to speak, but not propose motions or vote on, any items relating to Red One Ltd. coming before Authority meetings. Councillors Saywell and Thomas also left the room during the vote on this matter).

The Authority considered a report of the Director of Corporate Services (DSFRA/18/12) on the review of the Authority's constitutional governance framework (Standing Orders, Financial Regulations etc.). The documents remained by and large fit for purpose but had been updated, as necessary, to reflect the realignment of responsibilities following internal, structural changes or a change in external Treasury Management advice provision. Two specific amendments were, however, proposed:

- to Financial Regulations, to align procedures for reserves with those already in place for revenue budget virements;
- to the Treasury Management Policy, to give effect to a recommendation made by the Devon Audit Partnership (following a recent internal audit) that explicit limits in relation to 'dealing' be detailed.

It was also proposed that the Authority grant a dispensation to those Members it appointed as non-executive directors on the Board of Red One Ltd. to enable these Members to speak, but not propose motions or vote on, issues relating to Red One Ltd. coming before Authority meetings. In the absence of such a dispensation, such Members would (under the Authority's Code of Conduct) be required to declare personal interests and leave the room during debates on such matters which it was felt was contrary to the rationale for making such appointments.

Councillor Coles **MOVED**, with Councillor Colthorpe seconding:

“that the relevant recommendation as set out in report DSFRA/18/12 be amended to add the words ‘...and leave the room during any vote on the issue’”.

This was put to the vote and declared **CARRIED**, whereupon Councillor Colthorpe **MOVED**, with Councillor Randall Johnson seconding, that the amended recommendations as set out in report DSFRA/18/12 be approved. This was put to the vote and declared **CARRIED** whereupon it was

RESOLVED

- (a) that the Authority grants a dispensation to those Members it appoints as non-executive directors on the Board of Red One Ltd. to speak, but not propose motions or vote on and to leave the room during any vote on, any item on Red One Ltd. coming before any meeting of the Authority (or its Committees) for consideration;
- (b) that the proposed revisions to Financial Regulations and the Treasury Management Policy as identified in paragraphs 3.5 and 3.8 respectively of report DSFRA/18/12, be approved.
- (c) that the changes to Financial Regulations and the Treasury Management Policy (to reflect either internal structural changes or a change in external provider), as identified in paragraphs 3.4 and 3.7 of the report, be endorsed;
- (d) that the revisions to the Code of Conduct and Standing Orders to give effect to earlier decisions of the Authority, as identified in the report, be noted; and
- (e) that, subject to (a) to (d) above, the constitutional framework documents as listed in paragraph 1.1 of the report be endorsed.

(SEE ALSO MINUTE DSFRA/6 BELOW)

DSFRA/6 **Schedule of Appointments to Committees, Outside Bodies etc.**

The Committee considered a report of the Director of Corporate Services (DSFRA/18/13) on appointments to the Authority's committees and to outside bodies for the forthcoming (2018-19) municipal year. Amongst other things, the report identified the following issues:

- a proposed amendment to the Terms of Reference for the Resources Committee to reflect the additional provision to be included in Financial Regulations (see also Minute DSFRA/5 above);
- a proposed clarifying amendment (in relation to the granting of dispensations) to the Terms of Reference of the Standards Committee; and
- a proposal to increase the size of the Standards Committee from five to seven Members.

Committee Terms of Reference incorporating the proposed revisions highlighted above were appended to the report. A draft, populated Schedule of Appointments was tabled at the meeting.

Councillor Redman moved, with Councillor Trail BEM seconding:

- (a). that membership of the Standards Committee be increased from five to seven members;
- (b). that the populated draft Schedule of Appointments as tabled at the meeting, and amended to reflect revised preferences expressed at the meeting, be approved; and

- (c). that, subject to the above, the recommendations in report DSFRA/18/13 (modified as required by earlier decisions of the Authority) be approved.

This was put to vote and declared **CARRIED**, unanimously, whereupon it was

RESOLVED

- (a) that membership of the Standards Committee be increased from five to seven Members;
- (b) that, in accordance with Standing Orders (as revised), appointments be made to Committees etc. for the forthcoming (2018-19) municipal year as shown below, the term of office to be until the Authority's Annual Meeting in 2019:

Audit & Performance Review Committee

Councillors Bowyer, Clayton, Healey MBE, Mathews, Napper, Saywell and Wheeler.

Chief Fire Officer's Appraisals Panel

Councillors Randall Johnson, Best, Hannaford and Vijeh.

Community Safety & Corporate Planning Committee

Councillors Colthorpe, Eastman, Ellery, Prowse, Radford, Redman and Trail BEM.

Human Resources Management & Development Committee

Councillors Best, Bown, Clayton, Hannaford, Peart, Thomas and Vijeh.

Resources Committee

Councillors Biederman, Coles, Drean, Greenslade, Hendy, Peart and Radford.

Standards Committee

Councillors Bown, Drean, Ellery, Prowse, Redman, Thomas and Trail BEM.

Capital Programme Working Party

Councillors Bown, Greenslade, Healey and Wheeler

Equality & Diversity Member Champion

Councillor Redman.

Climate Change & Sustainability Member Champion

Councillor Clayton.

Local Pensions Board

Councillor Greenslade

- (c) that, in accordance with Standing Orders (as revised), Chairs and Vice-Chairs be appointed to the following standing Committees as indicated, the term of office to be until the Authority's Annual Meeting in 2019 (**NOTE:** proposers and seconders indicated in brackets):

Audit & Performance Review Committee

Chair: Councillor Healey MBE (prop. Cllr. Napper; 2nd Cllr. Clayton)
Vice-Chair: Councillor Napper (prop. Cllr. Wheeler; 2nd Cllr. Clayton)

Chief Fire Officer's Appraisals Panel

Chair: Councillor Randall Johnson (prop. Cllr. Redman; 2nd Cllr. Peart)

Vice-Chair: Councillor Vijeh (prop. Cllr. Redman; 2nd Cllr. Peart)

Community Safety & Corporate Planning Committee

Chair: Councillor Redman (prop. Cllr. Colthorpe; 2nd Cllr. Trail BEM)
Vice-Chair: Councillor Eastman (prop. Cllr. Colthorpe; 2nd Cllr. Trail BEM)

Human Resources Management & Development Committee

Chair: Councillor Bown (prop. Cllr. Hannaford; 2nd Cllr. Clayton)
Vice-Chair: Cllr. Vijeh (prop. Cllr. Hannaford; 2nd Cllr. Clayton)

Resources Committee

Chair: Councillor Coles (prop. Cllr. Biederman; 2nd Cllr. Peart)
Vice-Chair: Councillor Greenslade (prop. Cllr. Biederman; 2nd Cllr. Peart)

Standards Committee

Chair: Councillor Thomas (prop. Cllr. Bown; 2nd Cllr. Ellery)
Vice-Chair: Councillor Ellery (prop. Cllr. Thomas; 2nd Cllr. Bown).

- (d) that the appointment of Mr. David Watson as the Authority's Independent Person as required by the procedures introduced by the Localism Act 2011, for a further twelve months until the Authority's Annual Meeting in 2019, be confirmed;
- (e) that appointments be made to Outside Bodies as shown for the forthcoming (2018-19) municipal year, the term of office to be until the Authority's Annual Meeting in 2019 unless otherwise indicated:

LOCAL GOVERNMENT ASSOCIATION (LGA)

(i) Fire Commission

Authority Chair and Councillor Coles.

(ii) General Assembly

Authority Chair (exercising 2 Service and 1 Corporate votes);
Councillors Bown, Redman and Wheeler (each exercising 1 Service vote).

SOUTH WEST COUNCILS

Authority Chair.

SOUTH WEST PROVINCIAL COUNCIL

Councillor Bown.

- (f) that, in relation to the Terms of Reference of the Resources Committee:
 - (i) the proposed revision identified in paragraph 2.4 of report DSFRA/18/13 be approved; and
 - (ii) the clarifying amendment identified at paragraph 2.5 of the report be endorsed;
- (g) that the proposed revisions to the Terms of Reference of the Standards Committee as identified in paragraphs 2.7 and 2.11 of the report be approved;
- (h) that, subject to (d) and (e) above, the Terms of Reference to Committees etc. as set out at Appendix B to this report be endorsed.

(SEE ALSO MINUTES DSFRA/4 AND DSFRA/5 ABOVE)

(NOTE: The Authority adjourned for fifteen minutes – from 11.45 to 12.00hours – between confirming membership of Committees etc. for the 2018-19 municipal year and the subsequent appointment of Chairs and Vice-Chairs to Committees).

DSFRA/7 Draft Calendar of Meetings 2018-19

The Authority considered a report of the Director of Corporate Services (DSFRA/18/14) to which was appended a draft Calendar of Authority Meetings for the 2018-19 municipal year.

RESOLVED that the draft Calendar of Authority Meetings for the 2018-19 Municipal Year be approved.

DSFRA/8 Restricted Minutes

The Chair determined that this item should be deferred for consideration at the Ordinary Meeting to commence at the conclusion of this meeting.

The Meeting started at 10.00 am and finished at 12.05 pm

DEVON & SOMERSET FIRE & RESCUE AUTHORITY
(Ordinary Meeting)

8 June 2018

Present:-

Councillors Randall Johnson (Chair), Best, Biederman, Bown, Clayton, Coles, Colthorpe, Drean, Ellery, Greenslade, Radford, Hannaford, Healey MBE, Mathews, Napper, Peart, Prowse, Redman, Saywell, Thomas, Trail BEM, Vijeh and Wheeler (Vice-Chair).

Apologies:-

Councillors Bowyer, Eastman and Hendy.

DSFRA/9 **Minutes of Committees**

a **Resources Committee**

The Chair of the Committee, Councillor Coles, **MOVED** the non-restricted Minutes of the Committee meeting held on 16 May 2018 which had considered, amongst other things:

- a Treasury Management performance monitoring report for the final quarter of the 2017-18 financial year, together with a summary of performance over the whole year;
- a report on the provisional financial outturn for the 2017-18 financial year;
- proposed revisions to the Capital Programme 2018-19 to 2020-21;
- a report on action being taken to secure for the fire and rescue sector an improved funding settlement in 2019-20 and subsequent years; and
- a Red One Ltd. update.

For ease of reference, a copy of report RC/18/10 (Provisional Financial Outturn 2017-18) as considered by the Committee was appended to the Minutes of the meeting.

RESOLVED

- (i) that, as recommended by the Committee in the Minute numbers referenced:
 - a. Minute RC/26 (Provisional Financial Outturn 2017-18)**
the transfer of the provisional underspend of £0.322m from the underspend on the 2017-18 revenue budget to the Comprehensive Spending Review Reserve, as outlined in paragraph 6.1 of report RC/18/10, be approved;
 - b. Minute RC/27 (Revisions to the Capital Programme 2018-19 to 2020-21)**
that the revised Capital Programme and associated Prudential Indicators for 2018-19 to 2020-21, as summarised in Appendices A and B to the Minutes of the meeting, be approved;
 - c. Minute RC/28 (Fire Funding Issues)**
the Authority supports a sector-led approach to securing improved funding in preference to developing an individual business case.

- (ii) that, subject to (i) above, the non-restricted Minutes be adopted in accordance with Standing Orders.

(SEE ALSO MINUTE DSFRA/13 BELOW)

DSFRA/10 Use of Reserves

The Authority considered a report of the Director of Finance (DSFRA/18/5) on a proposal to retitle the Comprehensive Spending Review Reserve as the Invest to Improve Reserve so as to more accurately reflect its intended purpose and ensure that Officers were acting within their powers to commit expenditure from this reserve for this purpose (including change and improvement activity, invest to save projects and digital transformation).

RESOLVED

- (a) that the Comprehensive Spending Review Reserve be renamed as the Invest to Improve Reserve; and
- (b) that the planned use of the Reserve be noted.

DSFRA/11 Chair's Announcements

The Authority received for information a list of events attended by both the Chair and former Vice Chair on behalf of the Authority since its last meeting.

DSFRA/12 Exclusion of the Press and Public

RESOLVED 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to the financial and business affairs of any particular person, including the authority holding that information.

DSFRA/13 Resources Committee 16 May 2018 - Restricted Minutes

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Chair of the Committee, Councillor Coles, **MOVED** the restricted Minutes of the meeting of the Resources Committee held on 16 May 2017. The restricted Minutes concerned a Red One Ltd. update.

RESOLVED that the restricted Minutes of the meeting of the Resources Committee held on 16 May 2018 be adopted in accordance with Standing Orders.

DSFRA/14 Restricted Minutes of the Authority Meeting held on 30 April 2018

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Chair had deferred this matter from the preceding Annual Meeting of the Authority.

RESOLVED that the restricted Minutes of the Authority meeting held on 30 April 2018 be signed as a correct record.

The Meeting started at 12.05 pm and finished at 12.15 pm

HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

3 July 2018

Present:-

Councillors Bown (Chair), Clayton, Peart, Vijeh (Vice-Chair) and Randall Johnson (vice Thomas)

* **HRMDC/26 Minutes**

RESOLVED that the Minutes of the meetings held on 12 December 2017 and 23 March 2018 be signed as a correct record.

* **HRMDC/27 Absence Management Performance Report**

The Committee considered a report of the Director of Service Improvement (HRMDC/18/23) that set out the Service's performance in relation to absence management.

It was noted that performance in 2017/18 was 8.51 days/shifts of sickness.as compared with 8.68 days in 2016/17 which showed a slight improvement. In terms of the sickness rates by post types, absence for wholetime, control and support staff was higher in 2017/18 at 8.95, 10.80 and 9.42 days respectively. Wholetime non-station based staff had improved with performance at 6.33 days lost as opposed to 9.95 in 2016/17. The most common causes of sickness absence across all staff groups were mental health (30.6%) and musculoskeletal (31.4%).

A top level review of absence management had been undertaken and a new sickness absence policy together with three mini guides had been instigated which had been written with input from the Representative Bodies. The policy was aimed at promoting the health safety and wellbeing of staff and would also support managers in dealing fairly, consistently and constructively with attendance issues.

RESOLVED that the report be noted and that the Service continues with the actions set out in the top level review of sickness absence as reported in a separate paper to the Committee (HRMDC/18/24).

* **HRMDC/28 Sickness Absence Management**

The Committee received for information a report of the Director of Service Improvement (HRMDC/18/24) that set out details of the high level review of sickness absence using trend analysis and from a policy, process and cultural perspective. The data was analysed from the perspective of:

- trends in data over 2,3, 5 and 10 years;
- comparison of long term, short term and short term (uncertified) absence, and
- the main causes of absence.

In terms of data analysis, the key observations noted, amongst others, were:

- Total sick days per Full Time Equivalent (FTE) had a downward trend for the 2, 3 and 10 year period but an upward trend for the 5 year period;

- Long term sickness (over 28 days) had an upward trend for 2 , 5 and 10 year periods but a downward trend for the 3 year period;
- The majority of short term certified and short term uncertified absence had a downward trend;
- There had been a significant upward trend in the rate of staff being absent for mental health reasons over the last 10 years;
- For 62.1% of all sickness reported, there had been no previous episodes reported.

It was noted that sickness absence was estimated to have cost the Service around £11.6m over the last 10 years. Cleveland Fire Brigade prepared a quarterly occupational health performance report that collated information from English fire and rescue services. The most recent report covered the period April to December 2017 and this showed that Devon & Somerset Fire & Rescue Service was recording a sickness rate just under the national average for wholtime firefighters but was higher than national for Fire Control staff. For support staff, the Service was recording just at the national average.

The analysis of sickness absence and the associated management procedures had enabled a rigorous review of performance in this area and set out issues for consideration in the future. A number of actions had been agreed to support improvement as set out within paragraph 6.3 of the report.

HRMDC/29 Pension Discretions - Firefighters' Pension Scheme

The Committee considered a report of the Director of Finance (Treasurer) that set out two proposed changes to the Firefighters' Pensions Schemes in terms of:

- The upper age limit for Injury Retirement medical reviews, and;
- The payment of employees' pension tax liability through a "Voluntary Scheme Pays" arrangement.

RESOLVED that the Devon & Somerset Fire & Rescue Authority be recommended to approve the following changes to the Authority's Pensions Discretions Policy:

- (a) that the upper age limit for Injury Retirements medical reviews are aligned to that of Ill-health Retirements as set out in paragraphs 2.7 and 2.8 of report HRMDC/18/25;
- (b) that a Voluntary Scheme Pays arrangement is introduced for the payment of pension Annual Allowance tax liabilities, but applicable only in one (or both) of those circumstances as identified in paragraph 3.11 of report HRMDC/18/25.

*** HRMDC/30 Review of Expenses Policy - Accommodation & Subsistence**

The Committee considered a report of the Director of Service Improvement (HRMDC/18/26) that provided information on the review of the Expenses Policy. It was noted that the element relating to mileage expenses had already been considered and this report set out proposals for the review of overnight accommodation rates together with subsistence.

RESOLVED

- (a) That, subject to the Service consulting with the recognised Trade Unions, the Committee approves:

- (i) The changes to the rate of overnight accommodation (outside of London) as set out within paragraph 2.2 of report HRMDC/18/26; and
 - (ii) The changes to the rates of subsistence as set out within paragraph 3.3 of report HRMDC/18/26;
- (b) That the impact on the rates of subsistence and overnight accommodation included within the Scheme of Allowances for the Devon & Somerset Fire & Rescue Authority be noted.

* **HRMDC/31 Appointments to the Internal Disputes Resolution Panel**

The Committee considered a report of the Director of Corporate Services (Clerk) (HRMDC/18/27) that set out the requirement for the Committee to appoint a Panel of three of its members with delegated authority to consider and determine complaints made by individuals under stage 2 of the Firefighters' Pension Scheme Internal Disputes Resolution Procedure.

It was noted that the previous representation had been Councillors Bown, Clayton and Hannaford.

RESOLVED that Councillors Bown, Clayton and Hannaford (with Vijeh as a substitute) be appointed to serve as members of the Internal Disputes Resolution Procedure (IDRP) Panel until the first meeting after the Annual Meeting of the Authority in May 2019.

* **HRMDC/32 Workforce Culture, Diversity & Inclusion update**

The Committee received for information a report of the Director of Service Improvement (HRMDC/18/28) that set out the progress made to date by the Service on the planning and delivery of cultural change within the organisation as driven by the Integrated Risk Management Plan, Fire & Rescue Plan and the new National Framework.

Reference was made to the establishment of a Fire Standards Board, the aim of which was to ensure standards were co-ordinated nationally and to a high level across the sector. This was a key element of the Government's fire reform agenda which aimed to improve the professionalism, effectiveness and accountability of fire and rescue services.

The report also referred to work that was being undertaken in respect of:

- Inclusive culture/leadership – the new Service Values had been introduced and work on the appraisal process continued to be developed , and;
- Recruitment, promotion and retention activities.

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

The meeting started at 2.15 pm and finished at 3.50 pm

REPORT REFERENCE NO.	HRMDC/18/26
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	3 JULY 2018
SUBJECT OF REPORT	PENSION DISCRETIONS – FIREFIGHTERS’ PENSION SCHEME
LEAD OFFICER	Director of Finance (Treasurer)
RECOMMENDATIONS	<p><i>That the Devon and Somerset Fire and Rescue Authority be recommended to approve the following changes to the Authority’s Pensions Discretions Policy:</i></p> <p><i>(i) that the upper age for Injury Retirements medical reviews are aligned to that of Ill-health Retirements as set out at paragraphs 2.7 and 2.8 of this report; and</i></p> <p><i>(ii) that a Voluntary Schemes Pays arrangement is introduced for the payment of pension Annual Allowance tax liabilities, but applicable only in one (or both) of those circumstances as identified in paragraph 3.11 of this report.</i></p>
EXECUTIVE SUMMARY	<p>The Authority is the Scheme Manager for the firefighters’ pension schemes and any changes to pension arrangements require Authority approval.</p> <p>This paper details two such changes. The first proposed change being in relation to the upper age for Injury Retirement medical reviews. The second proposed change being for the payment of employees’ pension tax liabilities through a ‘Voluntary Scheme Pays’ arrangement, whereby the employee has a reduction in the value of their pension benefits to cover the cost of any tax payments to HMRC.</p>
RESOURCE IMPLICATIONS	<p>Provided that the LGA guidance is followed in respect of expenditure on Voluntary Scheme Pays arrangements, costs will be met in full by the Home Office and will be reimbursed to the Authority via the Pension Top-Up Grant.</p> <p>Medical Reviews could result in changes to pension payments which for injury pensions are funded from the Service revenue budget.</p>
EQUALITY RISK & BENEFITS ASSESSMENT	<p>Given the reduction in the Annual Allowance, the potential increased tax liability faced by employees on promotion could dissuade individuals from applying for promotion. A Voluntary Scheme Pays arrangement would alleviate this problem to some extent with no financial risk to the Authority.</p>
APPENDICES	A. Local Government Association Briefing Note ‘Voluntary Scheme Pays’ in the Firefighters’ Pension Schemes.
LIST OF BACKGROUND PAPERS	Nil.

1. INTRODUCTION

- 1.1 The Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015 came into force on the 1st April 2015 and amended the Firefighters' Pension Scheme Regulations to create new governance provisions. These include the introduction of a Local Pension Board and clarification that Devon & Somerset Fire & Rescue Authority is the Scheme Manager for the Firefighters' Pension Schemes. Any key changes to the allowable discretions regarding pension arrangements need to be approved by the Authority; this paper details two such changes.
- 1.2 The first change is in relation to the upper age for Injury Retirement medical reviews. This is where an operational firefighter has had an injury whilst on duty and it is recognised as a qualifying injury under the Firefighters' Compensation Scheme. This will result in the firefighter retiring early. In such cases, the firefighter will then be subject to periodic medical reviews following retirement to determine whether the degree of disablement has altered substantially or the disablement from the qualifying injury has ceased. If the degree of disablement has altered substantially, then the award is adjusted accordingly. If the disablement has ceased then the pension is stopped. The reviews should take place at defined intervals up to an upper age limit which the Authority should determine. In addition to Injury Retirement medical reviews there are also Ill-health Retirement reviews, for which the upper age is set out within the various Firefighter Pension Schemes. This report is proposing that the upper age limit for Injury Retirement medical reviews is aligned to that of Ill-health Retirement medical reviews.
- 1.3 The second proposed change is in relation to the pension Annual Allowance, which sets a maximum level that an individual's pension benefits can increase each year before incurring a personal tax liability. Where this limit is exceeded, an employee may pay the resultant tax liability through their pension scheme, the costs being recovered through reduced pension benefits. This is referred to as the Mandatory Scheme Pays provision. However, there are circumstances where the Mandatory Scheme Pays provision does not apply and in these circumstances a Voluntary Pay Schemes policy can be applied in the same way, if agreed by the Authority as the Scheme Manager.

2. INJURY RETIREMENTS

- 2.1 The Authority has previously undertaken an exercise with the National Fraud Initiative in relation to reviewing such cases where an injury award had been paid. This was necessary as nationally, it was found that some pensioners were receiving state benefits as well as a firefighter's injury award. If this was the case then the pensioner was required to inform the fire and rescue authority and an adjustment would then be made to the injury pension which was paid.
- 2.2 The matter of Injury Retirements was raised during an audit of Peninsula Pensions (which provides daily administration of the firefighters pensions schemes on behalf of the Authority) undertaken for the Authority by the Devon Audit Partnership (DAP). DAP considered a number of specific areas and found that Injury retirements was an area requiring improvement. DAP's concern was that the listing held by the Service did not in every case state when the next review was due to take place.
- 2.3 As a separate matter, the review period has also been raised by the Fire Brigades Union (FBU), the Retained Firefighters Union (RFU) and also by an existing pensioner with legal representation. Each of these parties believe the Authority is continuing to review injury cases beyond the required period.

- 2.4 Injury Retirements are as a result of an injury on duty which is considered as a qualifying injury. The Authority has previously established that for injury pensioners the medical review should be on the second and fifth anniversary of the injury retirement and then every five years up to their 65th birthday, unless more regular re-examination periods are recommended by an Independent Qualified Medical Practitioner (IQMP). This decision was made in August 2010 when the Authority was responding to the requirements of the National Fraud Initiative.
- 2.5 Within the Authority's Firefighters' Pensions Discretions Policy, a range of pension legislation is referred to in relation to the 'Discretions on awards, associated review periods and adjustments'. However, an upper age for Injury Retirement medical reviews is not stipulated.
- 2.6 The Firefighters' Compensation Scheme sets out that a fire and rescue authority will periodically review injury awards occasioned by a qualifying injury to consider whether the degree of disablement has substantially altered or the disablement has ceased. The reviews should take place at intervals determined by the authority, which also has a discretion to decide that a particular case need not be reviewed if five years have passed since the injury award first became payable. If the degree of disablement has altered substantially, then the award is adjusted accordingly. If the disablement has ceased then the pension is stopped. In addition to Injury Retirement medical reviews there are also Ill-health Retirement medical reviews.
- 2.7 Ill-health Retirement medical reviews are dependent on a maximum review period of up to 10 years after retirement with the Authority having the discretion to review at intervals as appropriate. The Authority's position is that such ill-health medical reviews are at periods recommended by the IQMP.
- 2.8 The reviews also have a maximum age that is specific to the scheme:
- for the 1992 Scheme it is age 60;
 - for the 2006 Scheme it is state pensionable age; and
 - for the 2015 Scheme it is state pensionable age.
- 2.9 Currently, Injury Retirement medical reviews can continue beyond normal retirement age (eg for the FPS 1992) which can cause significant stress to the pensioner and creates additional work for the Service that is considered to be unnecessary. Consequently, it is proposed that the age limits for Injury Retirement medical reviews are aligned to the same age limits for Ill-health Retirements, which are set by the relevant pension scheme regulations. Within these age limits, Injury Retirement medical reviews would continue to be undertaken at periods recommended by the IQMP. The maximum review period of 10 years which is used for Ill-health medical reviews would not be applied to Injury medical reviews.

3. **VOLUNTARY SCHEME PAYS**

Introduction – Annual Allowance and Annual Allowance Tax Charge

- 3.1 The Annual Allowance is the maximum amount of tax exempt pension savings, from all registered pension arrangements, that can be built up in one tax year. Tax is usually paid if savings in the individual's pension increase by more than the Annual Allowance, currently £40,000 a year (reduced over the last six years from an initial £255,000).

- 3.2 Any increase in value of pension and lump above the Annual Allowance is subject to the Annual Allowance tax charge. The Annual Allowance tax charge will be at the individual's highest rate of tax. In a defined benefit scheme, such as the Firefighter's pension scheme, the increase in the value of the retirement benefits each year is used to calculate how much of the annual allowance the scheme uses. The calculation is complex, taking the opening value, the closing value and then the difference between the two amounts.
- 3.3 The way the Annual Allowance calculation works means that even a middle earning employee who receives a significant promotion or pay rise has the potential to be affected by the Annual Allowance tax liability.

Mandatory Scheme Pays

- 3.4 An individual so affected by the Annual Allowance tax liability can choose to pay the tax charge from their own personal finances. The Finance Act 2004 provides, however, that a pension scheme must provide a "Scheme Pays" facility (where the scheme pays the tax charge and recovers this amount from reduced pension benefits to the individual) subject to the following conditions being met:
- the Annual Allowance limit (currently £40,000) has been exceeded; and
 - an Annual Allowance tax charge exceeding £2,000 has been triggered; and
 - the individual concerned has elected for the Scheme Pays facility within relevant timescales.

This is referred to as "Mandatory Scheme Pays" (MSP) and has been used with the firefighters' pension schemes since 2012.

Voluntary Scheme Pays

- 3.5 Recent changes to taxation rules mean that some high-earning members with an income in excess of £150,000 per annum are now subject to a Tapered Annual Allowance. This reduces from £40,000 to £10,000 incrementally for those earning between £150,000 and £210,000 per annum. Members who are subject to a Tapered Annual Allowance will incur an Annual Allowance tax charge where their pension growth exceeds their Tapered Annual Allowance. As a result of the condition identified at paragraph 3.4(a) above, however, any member who has a Tapered Annual Allowance of less than the £40,000 Annual Allowance limit cannot use the Mandatory Scheme Pays provisions for payment of the resultant tax charge.

- 3.6 The relevance of this is that, with the introduction of the 2015 Firefighters' Pension Scheme ("the 2015 Scheme"), any member of the 1992 Firefighters Pension Scheme and the 2006 Firefighters' Pensions Scheme who has transferred into the 2015 Scheme on or after 1 April 2015 will be, effectively, members of two pension schemes and will see pension benefit growth in both schemes until retirement. By virtue of this accruing pension growth across two rather than one pension scheme, there is an increased likelihood for some members that their total annual pension growth will exceed the £40,000 Annual Allowance limit, thereby making them subject to the Tapering Annual Allowance. Where the Tapered Annual Allowance is less than the £40,000 Annual Allowance limit, the member concerned cannot use the Mandatory Scheme Pays provisions to meet the resultant tax charge.
- 3.7 Where a member does not meet the conditions for Mandatory Scheme Pays to apply a scheme may determine to pay the members taxation charge on a voluntary basis – referred to as Voluntary Scheme Pays. At a meeting in March 2017 the Firefighters Scheme Advisory Board considered and agreed a proposal from the Home Office to amend Firefighter Pension Regulations to allow for Voluntary Scheme Pays to apply in certain circumstances. This is, though, only a proposal at this stage and still requires legislative change.
- 3.8 In the interim, it is for fire and rescue authorities to consider their approach to this issue, ensuring that what they do is both lawful and appropriate. To this end, the Local Government Association has commissioned legal advice on whether fire and rescue authorities may lawfully and appropriately offer Voluntary Scheme Pays without an amendment to the Firefighter Pension Regulations. This legal advice is contained in the briefing note produced by the Local Government Association and attached as Appendix A to this report.

Summary of LGA Legal Advice

- 3.9 The legal advice indicates that, to operate Voluntary Scheme Pays, there are two different steps:
1. Firstly, the Authority needs to pay the annual allowance charge to HMRC on behalf of the scheme member; and
 2. the Authority then adjusts the member's benefit to reflect this payment.
- 3.10 The legal advice is that the Authority can undertake (1) above by virtue of the general power of competence, inserted as Section 5 of the Fire & Rescue Services Act 2004 by Section 9 of the Localism Act 2011. The legal advice also indicates that the Registered Pension Schemes (Modification of Scheme Rules) Regulations 2001 allow for (2) i.e. for the Authority, as Scheme Administrator, to recover from a scheme member any annual allowance charge paid by the Authority to HMRC on behalf of that member.

3.11 The advice also indicates, however, that the power of general competence must be exercised reasonably and that this would be reasonable in the following circumstances (as proposed by the Home Office and agreed by the Scheme Advisory Board):

- where access to the Voluntary Scheme Pays arrangement for transitional members with service in one of the 1992 or 2006 Schemes and the 2015 Scheme would be the same as the access a protected 1992 or 2006 scheme member, or a member with service only in the 2015 Scheme, would have to the Mandatory Scheme Pays arrangement; or where access to the Voluntary Scheme Pays arrangement is afforded to those Scheme members where the pension growth in one or more schemes is more than their own tapered Annual Allowance limit but less than the £40,000 Annual Allowance

3.12 The legal advice goes on to state that any fire and rescue authority wishing to make a Voluntary Scheme Pays arrangement for reasons other than the two listed at paragraph 3.11 above should consider whether to do so would represent a reasonable exercise of its powers.

3.13 Firefighter's pension costs, excluding Injury on Duty and Ill Health Pensions which are funded by the Authority, are reimbursed annually via a Top Up Grant from the Home Office. Therefore, there will be no cost to the Authority of implementing the Voluntary Scheme Pays Policy.

Proposal

3.14 Given the legal advice as set out above, it is proposed that the Authority should introduce a Voluntary Scheme Pays arrangement but applicable only in one (or both) of the two circumstances as identified in paragraph 3.11 above.

CONCLUSION

4.1 This report deals with two issues relating to the administration of Firefighters Pensions Schemes. The first addresses a proposal, stemming from an audit undertaken by the Devon Audit Partnership, to harmonise the upper age limits for medical reviews to be undertaken for both Injury and Ill-Health Retirements.

4.2 The second issue deals with the introduction of a Voluntary Scheme Pays arrangement. The question of whether a fire and rescue authority has the power to introduce such an arrangement has been the subject of legal advice commissioned by the Local Government Association. Provided that the LGA guidance is followed, then the Authority should have the powers to introduce such an arrangement, with any subsequent costs incurred being reimbursed to the Authority by the Home Office via the Pension Top-Up Grant.

AMY WEBB
Director of Finance (Treasurer)

REPORT REFERENCE NO.	CSCP/18/3
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	26 JULY 2018
SUBJECT OF REPORT	CHANGE & IMPROVEMENT PROGRAMME 2018 – 2022 - MANDATE
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the Committee recommends the full Authority to approve the mandate for the Change & Improvement Programme 2018 - 2022, as set out in this report.</i>
EXECUTIVE SUMMARY	<p>At its budget meeting on 16 February 2018, the Authority approved its Integrated Risk Management Plan (IRMP) for 2018 – 2022 following an extensive consultation process. This Plan identifies risks faced by communities and strategic approach to be followed by the Devon & Somerset Fire & Rescue Service (“the Service”) – in terms of prevention, protection and response activities – to mitigate these risks.</p> <p>The Authority has also been advised previously of the production of the Fire & Rescue Plan (FRP) dealing with challenges faced by the organisation and how it is proposed to address those challenges. Both of these documents are solidly evidence and data based with regards to foreseeable risks for the communities of Devon and Somerset and the organisation.</p> <p>Together, the documents have been used to inform development of a Change & Improvement Programme designed to ensure that the issues identified in both Plans are addressed. The programme is described through three elements:</p> <ul style="list-style-type: none"> • Content describes the strategic themes for change and associated improvement projects that the Service will be focussing on. • Process explains how the Service will govern and manage the programme. • People defines who the Service will be involving, engaging and communicating with throughout. <p>This paper sets out the mandate for the first two years of a four year programme.</p> <p>In terms of content, it is intended to concentrate on four key strategic themes:</p> <ul style="list-style-type: none"> • Service Delivery Operating Model • Digital Transformation • Management of Fleet and Equipment

	<ul style="list-style-type: none"> • Learning and Development <p>Management and governance of the programme will accord with the Managing Successful Programmes (MSP) methodology and will ensure that the financial benefits will be mapped and clearly articulated in the Authority's Medium Term Financial Plan (MTFP).</p> <p>The people strand will ensure that the Service develops a communications and engagement plan for the whole programme and each improvement project and fully involves the workforce and representative bodies in all stages of the programme.</p> <p>The programme will primarily be resourced through reserves in particular the 'invest to improve' reserve, details of which can be found elsewhere on the meeting agenda.</p> <p>Following approval of the programme mandate, further Member engagement with and scrutiny of progress in delivery of the Change & Improvement Programme will be facilitated via a standing item on all agendas for future Members' Forum meetings and reports as required to the Community Safety & Corporate Planning Committee and/or full Authority.</p>
<p>RESOURCE IMPLICATIONS</p>	<p>Variable throughout the life of the programme. Projects will be resourced according to their complexity and size.</p> <p>A number of earmarked reserves related to both revenue and capital investment for change and improvement have already been agreed by the Authority.</p> <p>The indicative programme budget for the four year period is £6.4m</p>
<p>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</p>	<p>Where appropriate ERBA's will be carried out on final options through the various projects managed by the programme.</p>
<p>APPENDICES</p>	<p>Nil.</p>
<p>LIST OF BACKGROUND PAPERS</p>	<p>A. Report DSFRA/18/4 (Integrated Risk Management Plan 2018 – 2022) to the Authority budget meeting on 16 February 2018 (and the Minutes of that meeting).</p> <p>B. Report CSCPC/18/1 (New Planning Framework) to the the Community Services & Corporate Planning Committee meeting on 1 February 2018 (and the Minutes of that meeting).</p>

1. INTRODUCTION

- 1.1 At its budget meeting on 16 February 2018, the Authority approved its Integrated Risk Management Plan (IRMP) for 2018 – 2022 following an extensive consultation process. The Authority has also been advised previously of the production of the Fire & Rescue Plan (FRP). Together, both of these documents identify a number of community and organisational risks which require the Devon & Somerset Fire & Rescue Service (“the Service”) to change and improve.
- 1.2 These requirements have been brought together into a programme of work to be delivered between 2018 and 2022. This timescale allows for the outcomes of the programme to be effective before the Authority is required to undertake a review of the IRMP, as directed by the National Framework document produced by the Home Office.
- 1.3 The Service has a great history of being adaptable and open to change. Following voluntary combination over ten years ago (at the time, the first of its kind in the UK), the Service has continued to prove itself as a progressive and agile organisation, providing a service that the public can rely on and that staff are proud to work for.
- 1.4 The risks facing the Service are changing, as are the expectations of the communities of Devon & Somerset and those who work for the Service. Also, the financial pressure of having to save at least £8.4m by 2021-22 inevitably requires the Service to change the way that it does things.
- 1.5 More than ever, the Service needs to look forward and ensure that it is resilient, flexible and able to not only survive, but thrive, in an increasingly uncertain future and with a shrinking budget. To achieve this, the Service has identified the following priorities:
- put prevention and protection activity at the heart of what the Service does to reduce preventable emergencies;
 - focus Service response activity firmly on its statutory functions, namely responding to fires and road traffic collisions;
 - make sure that the Service identifies and addresses all risks in the community, with more resources located where risk is greatest;
 - make sure that the Service is an agile organisation, able and motivated to learn and improve
 - make sure the Service gets the best value from its resources in the face of a shrinking budget.
- 1.6 The Change & Improvement Programme aims to deliver against these priorities and is based on three elements – content, process and people:
- **Content** describes the strategic themes for change and associated improvement projects that we will be focusing on.
 - **Process** explains how we will govern and manage the programme.
 - **People** defines who we will be involving, engaging and communicating with throughout.

These are now expanded on in the following sections of this report, which effectively sets out the mandate for the Change & Improvement Programme.

2. CONTENT

2.1. The programme will initially (i.e. for the first two years) consist of four strategic themes within which individual projects will be scoped. The four strategic themes are:

1. *Service Delivery Operating Model*
2. *Digital Transformation*
3. *Management of Fleet and Equipment*
4. *Learning and Development*

2.2. These strategic themes were developed and prioritised (following extensive work by the Extended Leadership Team) from a longer list of potential improvements (see below). A number of these have been incorporated into the strategic themes and the remainder will be factored into the programme in the latter stages of the four year programme.

<ul style="list-style-type: none">• Locate and use our sites according to risk• Matching skills of staff to risk• Develop new operational technology• Develop leaders and managers• Enhance career pathways• New crewing models /contracts• Prevention and protection delivery model	<ul style="list-style-type: none">• Distribute resources according to risk• New operating model for Learning & Development• Improve the management of our fleet and equipment• Use new operational technology• Review organisational structure• Improve and exploit core operational data and info
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Service Delivery Operating Model

2.3. This theme will develop a new model for Service Delivery. It will consist of a number of complex interdependent projects that together will deliver the new 'operational' model. It will be driven by the Integrated Risk Management Plan and will ensure that the Service operating model for Prevention, Protection and Response matches resources to the greatest risk. This will involve:

- the reshaping of all prevention and protection activities to become centralised and ensure delivery is customer focused and consistent across Devon & Somerset. This will require new ways of working supported by appropriate mobile technology. The Service will also enhance its expertise in delivering prevention and protection activity through the development of specialist roles with clear career paths that compliments the traditional fire fighter role;
- ensuring the service delivery model is firmly based on utilising data to identify those people and buildings most at risk so that prevention and protection work is targeted in the most effective way. This will be driven by the Integrated Risk Management Plan. Central to delivery will be working with relevant partners to:
 - identify and address underlying causes of health and wellbeing inequalities that lead to fires in buildings;
 - recognise the wider health and community safety needs providing support where possible; and

- Lobby for building construction to have higher levels of fire safety engineering (e.g. domestic sprinklers);
- developing a response strategy and standards that will dictate what 'core' business is and how the Service will respond to it. This will make sure the Service focus its resources on delivery of its statutory duties of responding to fires and road traffic collisions, and may involve stopping some activities that are currently covered under other organisations operations;
- changing current crewing arrangements to ensure the Service has the right staff, with the right skills available at the right times to match community risks. This will involve a review of contracts to align resources to risk;
- further developing contracts and career paths to support inclusivity ensuring that the Service has a workforce that reflects communities served;
- optimising appliance availability by looking at risks in geographical areas and analysing if appliances and stations are based in the optimum locations to meet those risks. Thorough data analysis will inform whether there is a need to close some stations and/or build new ones in different locations so as to realign availability to the risk profile;
- restructuring operational management to deliver a reduction in middle managers;
- reviewing fire control support delivery and analysis of options to deliver this in a more efficient manner both internally and in partnership with other fire and rescue services;
- reviewing emergency response standards to establish realistic attendance times. Based on a risk and impact analysis, consideration will be given to the feasibility of increasing the timescales for responding to incidents to assist the Service in its recruitment and retention of on-call staff.

2.4. This theme is designed to deliver the following key benefits:

- Prevention and Protection activity centrally managed to provide a consistent service that focusses resources where the risk is greatest;
- Improved recruitment and retention and a more flexible, diverse and inclusive workforce;
- More accurately matching resources to risk;
- Availability of on-call appliances appropriate to the local risk;
- Financial savings from restructuring;
- A reduction in fires and fire related injuries particularly amongst the most vulnerable groups of people;
- A reduction in commercial and heritage fires;
- New career paths in specialist roles;
- As part of continuous improvement managed through the annual planning process, support services will be redesigned to support the new service delivery model.

Digital Transformation

- 2.5. This is an enabling theme and will run intrinsically through every project, ensuring the Service is turning data into business intelligence.
- 2.6. The primary focus will be on Service Delivery with the development of supporting technology for the new Service Delivery Model. This work will be planned and sequenced alongside the development of the new model and will include developments such as:
- Gartner replacement (the system currently used to record the availability of on-call staff)
 - Community safety apps
- 2.7. As these projects are dependent upon the development of the new model they are unlikely to commence until the new financial year therefore the following projects will be progressed before then:
- Operational Risk Information System (ORIS)
 - An Appraisal System
 - Corporate Performance Dashboard
 - Fleet & Equipment system upgrades
- 2.8. These projects will enable the Service to work smarter, ensuring technology is used to improve performance on the incident ground and taking a 'digital by design' approach.
- 2.9. The Service will rationalise its systems ensuring any new ICT development is completed with a 'systems thinking' and 'digital by design' approach, allowing the Service to make the best use of the information it holds. This digital transformation will enable all Service activity to be driven by intelligent data, and will allow staff to work more flexibly and remotely when necessary, helping achieve a better work/life balance. All development will be undertaken in a co-operative way with staff, ensuring systems work for the end user.
- 2.10. Through the development and implementation of the Digital Transformation Strategy the Service will have clarity on the digital solutions required to enable service improvements, support new ways of working and to realise savings.
- 2.11. This theme is designed to deliver the following key benefits:
- Improved compatibility and simplification of our existing systems
 - Improvements to data/information confidentiality, integrity and accessibility
 - Staff will have easier access to accurate and comprehensive information
 - Enhanced use of mobile technology that reflects peoples everyday use of technology
 - Efficiencies leading to financial savings
 - Increased capacity to deliver business intelligence and analysis
 - User focussed app based solutions

- Improved automation and reduced duplication

Management of Fleet and Equipment

- 2.12. This theme will concentrate on the development of a robust framework for managing vehicles and equipment. It will outline a new mobile asset management strategy that will lead to new and improved processes and policies and a well-managed asset register. This will ensure the Service can always track its assets and is managing them in the most effective and efficient way.
- 2.13. It will break down silos within the organisation and ensure all assets are managed and procured in a controlled and planned way ensuring value for money and accountability.
- 2.14. It will see the introduction of a framework that utilises data and business analysis to inform replacement and procurement planning in an efficient manner thereby ensuring the Service is a lean organisation that has agreed planning and control arrangements in place to make sure it minimises waste. This may also involve a review of current contracts and devolved budget arrangements.
- 2.15. This theme is designed to deliver the following key benefits:
- The development of fleet strategy to provide a long term position for the department to support new service delivery models, bring in new technology and reduce costs
 - Ensuring adequate resources to manage planned maintenance and defects for existing and new fleet, equipment and hydrant supplies
 - Make improvements in administration responsibilities to secure effective ways of working and control
 - Make improvements in systems to secure effective and efficient ways of working.
 - All fleet and equipment purchases are centralised through the Fleet & Equipment department to provide greater quality and control

Learning and Development

- 2.16. This theme will concentrate on defining the Service learning culture and a new model for developing staff and ensuring they have the right skills at the right time to deliver the capabilities needed in an ever changing environment.
- 2.17. The principal project for this theme for the next two years is Training for Competence (T4C).
- 2.18. This project will enable the quality and assurance of training within the Service to be improved, and recording and monitoring of competency to be simplified. Whilst the Service takes pride in the level of training provided to operational staff it is always looking for continuous improvement to the way it is delivered.
- 2.19. This project will improve the Service by delivering localised training and assessment focused on risks for each individual and station, allowing a model that is flexible and able to cope with changing demands that may be faced by the Service in the future. The Service has now identified an opportunity through the Integrated Risk Management Plan and through operational monitoring and feedback, to enhance targeted training on role and location, building on the core skills.

- 2.20. This project is designed to deliver the following key benefits:
- All personnel have a clear understanding of their responsibilities and maintain appropriate standards of competence relevant to risks in their role and location increasing firefighter safety.
 - Training is targeted leading to an increase in quality and removal of a 'sheep dip' one size fits all approach.
 - Systems provide managers with better interrogation & better visibility of where the organisation is in relation to competence.
 - Greater interoperability between ICT systems will mean less time spent on station by operational staff updating systems, leading to an increase in productivity and time for more focused practical training.
 - Increased appliance availability through improved compliance with competency requirements to ride an appliance.
 - Financial savings from new ways of working
 - Cultural change where the individual is aware and able to manage their own competence qualification and maintenance, which is scalable to the changing requirements of The Service.
 - Provide organisational assurance regarding training competency and staff safety to withstand external inspection and scrutiny. It will demonstrate the link between Integrated Risk Management Plan, response strategy and rationale for training.
- 2.21. The most significant benefit will be, however, a greater level of visibility and assurance of Firefighter competence for the Service thereby reaffirming that firefighter safety together with the safety of communities served are of paramount importance to this organisation.
- 2.22. Other projects that support the theme of Learning and Development will include:
- Leadership development at all levels in the Service
 - Apprenticeships for new joiners and existing staff
 - Introducing schemes for alternative career paths within the Service to support an inclusive workforce

3. PROCESS

- 3.1. The process component outlines the arrangements that will be put in place to ensure the programme remains aligned to the corporate vision and delivers the desired strategic objectives. It sets out:
- design principles;
 - the governance and resourcing arrangements;
 - project methodology; and
 - how any new change projects that may need to be included within the programme will be identified.

Design Principles

- 3.2. The Service will adhere to the following principles when mandating and initiating projects under the programme.

- Projects must mitigate against risks identified in either the Integrated Risk Management Plan (community risks) or the Fire and Rescue Plan (organisational risks) or both.
- Projects must focus on delivering the Authority's statutory obligations as defined by the Fire and Rescue Services Act 2004 (i.e. fires and RTCs) and therefore align to the National Framework expectations.
- Projects must support the delivery of a long term balanced budget as set out in the Medium Term Financial Plan.
- All projects, particularly those that require significant investment, must deliver outputs that directly contribute to the programme's Benefits Realisation Plan in the form of either investing to save or investing to reduce risk or both.
- Projects must consider the potential for collaboration with new and existing partners to provide either economies of scale or enhanced risk reduction or both.
- Projects must directly support, or not negatively impact, inclusivity and flexibility of opportunity.
- Projects must clearly support the vision and values of the Service.

Governance and Resourcing

- 3.3. To ensure programme management best practice is adhered to, the programme will adopt the Managing Successful Programmes (MSP) governance structure and methodology. Programme governance will be controlled via a programme board that answers to the Executive Board.
- 3.4. All projects will be:
- commissioned by the Executive Board and managed through the programme board; adopt a common governance structure and methodology which will be a blend of Prince 2 and Agile project management best practice; and
 - run by qualified Project Managers.
- 3.5. Both potential financial and non-financial benefits will be mapped at the programme level to ensure they continue to align with the corporate vision and will be built into the programme business case. This will ensure all project outputs deliver new capabilities that allow the organisation to realise the business benefits it requires and that those business benefits align to the strategic objectives.
- 3.6. The financial benefits will be mapped and clearly articulated in the Authority's Medium Term Financial Plan (MTFP) showing how the programme contributes to closing of the funding gap the Service is facing over the next four years. The MTFP will be approved by the Authority as part of the annual budget process.
- 3.7. The programme will primarily be resourced through reserves, in particular the Invest to Improve reserve, details of which can be found in the Reserves Strategy.

How new change projects will be identified

- 3.8. The Change & Improvement Programme is focused on those improvements that are considered to be the most significant in terms of moving the Service forward and achieving its vision. However, improvements outside of the current programme will be identified over time and given this the following threefold approach has been developed to identify, assess and agree new Change and Improvement projects:

Strategic – regular reviews of the whole programme will take place to ensure it is still fit for purpose

Continuous Improvement - as part of the annual service planning cycle groups and departments will identify potential improvements that may require additional resources and/ or the involvement of other departments

Risk Critical and Urgent - an improvement is needed urgently for firefighter or public safety

The latter two elements will be assessed using a risk matrix and the risk score will determine how the proposed project is taken forward.

4. PEOPLE

- 4.1. The People component is as important as the content and the process of change. It will ensure people's emotional reactions to change are taken into account by being clear on how to address the changes in mindset, behaviour and culture that change and improvement requires. Without its people being ready, willing, and able to make the change, the solutions proposed by the Service will never be implemented successfully.
- 4.2. Therefore, as the Service embarks on the process of change, putting people at the heart of that process and considering the elements that support true engagement can promote a healthy and successful transition. The Service will ensure people understand the change story, that they have a voice in the change, that the change is delivered with absolute regard to Service values, and that managers are equipped to support teams and individuals in the change process.
- 4.3. The Change & Improvement Programme will actively involve and engage people to support a successful change process. This will be done by:
- Developing a communications and engagement plan for the whole programme
 - Ensuring each improvement project has its own communications and engagement plan
 - Fully involving the representative bodies in all stages of the programme including the offer of secondments to the project teams to help develop options
 - Being clear on what requires public consultation and what does not
 - Being clear with the workforce on those areas they can influence and those they cannot
 - Using staff from throughout the Service as Business Change Managers as part of the project teams to engage with the Service and ensure benefits are realised

- Ensure all 'people' aspects are considered and embedded in the design and options of the projects
- Support managers in change and improvement processes and the impact of change on teams and individuals.

5. CONCLUSION

- 5.1. The Integrated Risk Management Plan and Fire & Rescue Plan have, respectively, identified a number of community and organisation risks which, to be properly addressed, will require change and improvement from the Service.
- 5.2. This is, however, a natural situation stemming from a range of factors including societal expectations, changes in workplace practices, legislation, budget and technological factors along with many other external drivers influencing the shape and development of any public sector organisation.
- 5.3. The Change & Improvement Programme, the mandate for which is set out in this report for approval, will allow the Service to:
- fulfil the statutory obligations of the Fire and Rescue Service Act 2004;
 - ensure compliance with the National Framework 2018;
 - mitigate against the community risks identified in the Integrated Risk Management Plan; and
 - develop into an agile, dynamic organisation able to respond to the requirements of the next four years and beyond as set out in the Fire & Rescue Plan.
- 5.4. Following approval of the programme mandate, further Member engagement with and scrutiny of progress in delivery of the Change & Improvement Programme will be facilitated via a standing item on all agendas for future Members' Forum meetings and reports as required to the Community Safety & Corporate Planning Committee and/or full Authority.

ACFO PETE BOND
Director of Service Improvement

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REPORT REFERENCE NO.	CSCP/18/4
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	23 JULY 2018
SUBJECT OF REPORT	INTEGRATED RISK MANAGEMENT PLAN (IRMP), FIRE & RESCUE PLAN (FRP) AND CHANGE & IMPROVEMENT PROGRAMME – PUBLIC FACING DOCUMENTS
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the intention to publish in a common format the suite of documents comprising the Integrated Risk Management Plan, Fire & Rescue Plan and Change & Improvement Programme be noted and the Authority advised of this position.</i>
EXECUTIVE SUMMARY	<p>At its meeting on 1 February 2018 the Committee received report CSCPC/18/2 detailing the Service approach to a new planning framework.</p> <p>This framework is predicated on three strategic documents:</p> <ul style="list-style-type: none"> • The Integrated Risk Management Plan (IRMP); • The Fire & Rescue Plan (FRP); and • The Change & Improvement Programme. <p>The Integrated Risk Management Plan was approved by the full Authority at its meeting on 16 February 2018 (Minute DSFRA/65 refers). Subsequently the Fire & Rescue Plan (identifying those internal challenges faced by the organisation how these will be addressed) has been developed and outlined at Members' Forum meetings. The changes required, as identified in both of these documents, will be delivered by the Change & Improvement Programme, the mandate for which is the subject of separate paper on the agenda for this meeting.</p> <p>Given the linkages between the documents, it is felt that their production in a common, consistent format will be beneficial to aid both public and staff understanding and engagement.</p> <p>Attached to this report are the proposed suite of documents for such publication.</p> <p>The IRMP has been revamped in terms of corporate approach and imagery to link with the Fire & Rescue Plan. The content of the IRMP (which was subject to public consultation and Full Authority approval) has not been changed.</p> <p>The Change & Improvement Programme is presented as a 'Plan on a Page' document. This is felt to be an effective means of engaging people with the overall content of the Programme at this stage, given that much of the detail of the Programme is in development and will be subject to further engagement and consultation where necessary.</p>

RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Nil for this report. Where appropriate, ERBA's will be carried out on final options through the various projects managed by the Change & Improvement Programme.
APPENDICES	<ul style="list-style-type: none"> A. Integrated Risk Management Plan B. Fire & Rescue Plan C. Change & Improvement Programme - engagement document (plan on a page infographic)
LIST OF BACKGROUND PAPERS	<p>Report CSCPC/18/2 (New Planning Framework) to the Community Safety & Corporate Planning Committee meeting on 1 February 2018 (and the Minutes of that meeting).</p> <p>Report DSFRA/18/4 (Integrated Risk Management Plan 2018 – 2022) to the Authority Budget Meeting on 16 February 2018 (and the Minutes of that meeting).</p>



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

INTEGRATED RISK MANAGEMENT PLAN

2018 - 2022

Introduction

The Fire and Rescue National Framework for England requires us to have an Integrated Risk Management Plan, which is designed to give fire and rescue services the flexibility to use our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

In formulating the plan we are required to:

- identify and assess all foreseeable fire and rescue related risks that could affect the communities served including those of a cross-border, multi-authority and national nature
- demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities through authorities working either individually or collectively in a cost effective way
- be easily accessible and publicly available

- reflect effective consultation throughout development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in the Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes.

Although the Service only has a statutory duty to deal with fires and road traffic collisions, the Fire and Rescue National Framework also identifies that there are new challenges that the Service has to deal with, such as the continued threat of terrorism, the impacts of climate change, impacts of an ageing population against the need to cut the national deficit. The Service needs to understand these wider challenges and how they inform its strategic planning.

In 2017, the Service has reviewed and changed its approach to corporate planning to enable the clear identification and definition of its response to these wider challenges, to the changing needs of the community and to the challenges it faces.

The Service's revised corporate planning approach currently has three key strands, namely:

- Fire and Rescue Plan
- The Integrated Risk Management Plan
- its change and improvement programme.

Each of these strands considers a different aspect of risk and sets out at a high level how the Service will respond to them. These are subject to an annual review to ensure they are still fit for purpose, that they still address the key risks and that they provide a clear steer on the priority activities for the coming year. Those, along with the detail set out in our annual service planning framework, fulfill the requirements of the national framework.



The Service has reviewed and changed its approach to corporate planning.

This plan describes the strategic themes by which we provide our service. Within each theme we have identified the challenges we face, explain why we need to change and how we are going to do that.

The change and improvement activities undertaken enable the Service to look in more detail at the organisational risks that are faced, for example the current financial challenges and how as an organisation those risks will be addressed.

The final part, the Integrated Risk Management Plan, considers the risks our communities face and the prevention, protection and response activities the Service can put in place to mitigate those risks. Further detail on such activities is set out from page 14.

Our Vision

Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family

We will do this by:

- involving communities and colleagues in designing our services
- innovating: using new technologies and approaches to reduce or remove risk
- influencing behaviour, design and legislation, making living and working environments safer

Our Purpose

We are here to Protect and Save

We work every day with our communities and partners to prevent emergencies, to make people safer in their homes, their places of work and where they visit. However, emergencies do happen and when they do we will respond as quickly as possible in order to help people and save lives.

Our Values

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<p>WE ARE PROUD TO HELP</p>  <p><i>We show this by...</i></p> <ul style="list-style-type: none">Doing what we say we will do and seeing things through to the endDemonstrating high standardsWorking hard and doing our best to get the right outcomesBeing motivated, keen and willing to give things a go	<p>WE ARE HONEST</p>  <p><i>We show this by...</i></p> <ul style="list-style-type: none">Being open, clear, and realisticAdmitting and learning from mistakesShowing trust and being trustworthyBeing responsible and accountable	<p>WE ARE RESPECTFUL</p>  <p><i>We show this by...</i></p> <ul style="list-style-type: none">Being consistent and giving credit where it's dueAlways being polite, considerate and treating people fairlyGenuinely listening, involving and engaging othersBeing inclusive to all	<p>WE ARE WORKING TOGETHER</p>  <p><i>We show this by...</i></p> <ul style="list-style-type: none">Understanding others' needs and appreciating their demandsPositively challenging, sharing ideas and giving feedbackSupporting others and giving practical help and adviceBeing willing to adapt and change to get the best results
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As the environment in which the Service operates is constantly changing, new risks to the communities served will always emerge. It is the Service's job to ensure that it continually assesses these changing risks and ensures it keeps the communities of Devon and Somerset safe. In addition to the annual review process the Service therefore continues to analyse any emerging opportunities and threats throughout the year through its normal risk management processes.

Regular reporting will take place throughout the year to provide assurances that the Service's activities are delivering the desired outcomes or enable corrective actions to be put in place where they are not.

The Fire and Rescue Service is funded through Central Government and Council Tax contributions to intervene specifically with fires and road traffic collisions.

This Integrated Risk Management Plan identifies many more risks faced by the communities of Devon and Somerset which the Service currently deals with and others that will need attention in the future.

The Integrated Risk Management Plan sets the higher level, cross-cutting risks, however, the diversity, demographics and geography across the communities of Devon and Somerset varies and each Local Area Plan will require differing solutions and mitigating activities to reduce the specific risks in those areas.

Equality, diversity and inclusion

Devon & Somerset Fire & Rescue Service puts people and their individual needs at the heart of service planning and delivery. In its workplace practices it recognises that to serve the community to the highest standard, it needs to take an inclusive approach to the community and its staff through regular and meaningful engagement. This will ensure that it can identify and act on emerging needs quickly and flexibly. The workforce needs to be equipped with the knowledge and skills to deal with the modern requirements of a different service provision and working together with various agencies. Therefore, the main equality, diversity and inclusion priorities are:

- increasing public and community awareness of risk in order to reduce harm
- delivering improved, tailored services by analysing and acting upon equality, diversity and inclusion considerations
- achieving a workforce that reflects the diversity of our communities and that is closely aligned to our core values.



Our risk sources

The methodology by which we assess and quantify risk to enable us to focus resources – matching resources to risk – comes from a number of sources:



What are the risks?

Set out below are the key risks that have been identified. The remainder of the plan provides a brief overview of each risk and the high level mitigating actions that we will be putting in place over the period of the plan to deal with those risks.

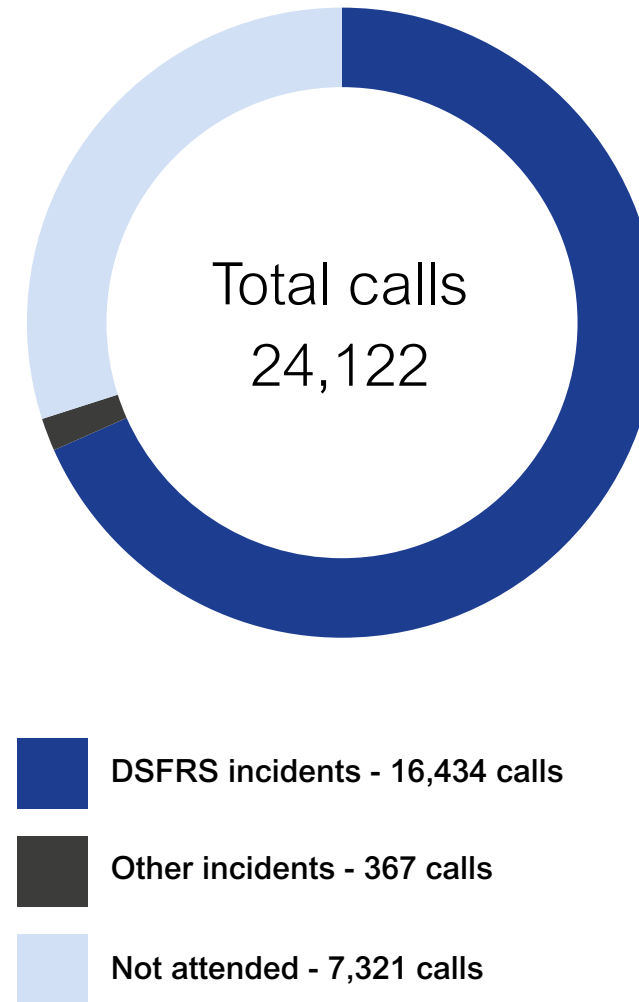
Risk category	Identified risk
Fires and Injury	<ul style="list-style-type: none"> • Accidental dwelling fires • An increasingly ageing population • Serious fires in commercial premises • Deliberate fires • Heritage property fires
Road traffic collisions	<ul style="list-style-type: none"> • Road collisions causing loss of life or serious injury
Health and wellbeing factors	<ul style="list-style-type: none"> • People who have two or more of the seven identified factors are more likely to be at risk from fire • The increasing demand for emergency medical response (co-responding) • Safeguarding
Environment	<ul style="list-style-type: none"> • Wide scale flooding • Hazardous materials sites and incidents
Rescues	<ul style="list-style-type: none"> • Height • Confined spaces and entrapments • Drowning and open water safety
Resources	<ul style="list-style-type: none"> • The unavailability of on call appliances • The historical distribution of service delivery resources • Attending too many false alarms

Emergency Call Summary - April 2016 to March 2017

The fire service attended 70% of the unique emergency calls received but ~made the decision that attendance was not required on 30% of occasions.

There are a number of reasons why an incident may not require a physical response, including:

- Fire control identify a call as being a hoax
- an issue can be resolved by advice being given
- policy states that we do not attend an incident type
- information is received that an incident has been resolved prior to the fire service arriving.



Incidents - 16,434 calls



Fire - 4,202 calls

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.

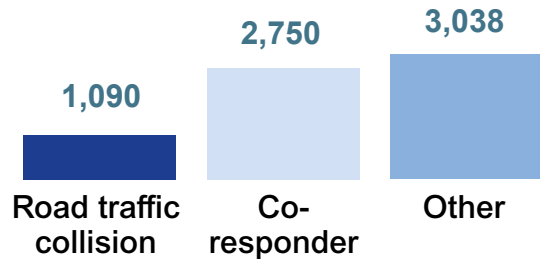
Secondary fires - minor fires, no casualties.

Special Service - 6,878 calls

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

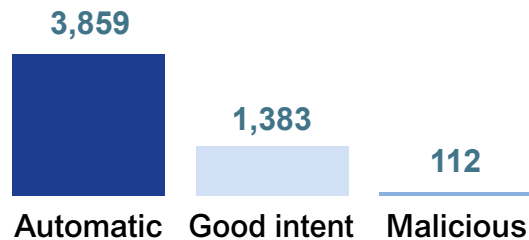


False Alarms - 5,354 calls

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.

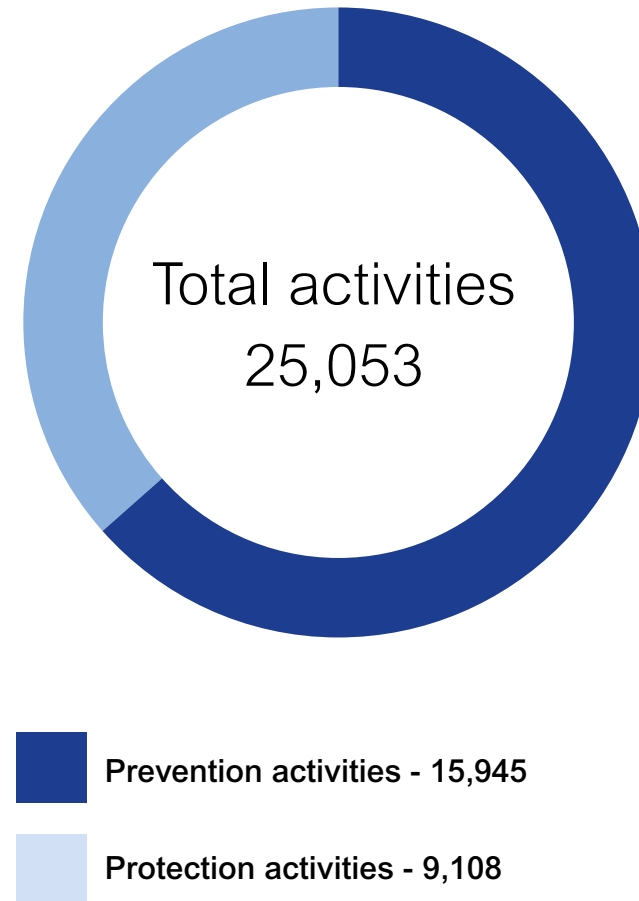
Malicious false alarm - calls made with the intention of getting the Service to respond to a non-existent incident.



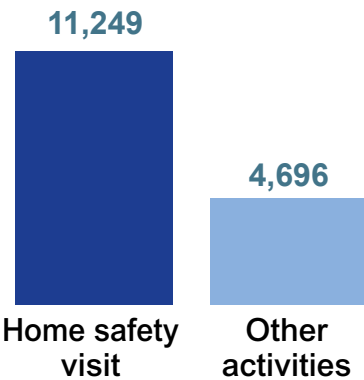
Prevention and protection

Making our communities safer is not just about responding to emergencies. The Service undertakes a variety of proactive activities to reduce risk to our communities. The prevention and protection activities include home safety visits, road collision programmes, school visits and fire safety checks and audits of non-domestic properties.

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Prevention activities - 15,945



Home safety visits - this figure includes Level 1 and 2 home fire safety and replacement alarm visits.

Other activities - this figure includes school talks, Fire Cadets, Phoenix and FireSetters and all other engagement activity.

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Protection Activities - 9,108



DSFRS has a statutory obligation to ensure that non-domestic premises and public events are compliant with fire safety regulations. We achieve this through fire safety checks and the more in-depth fire safety audits along with various engagement and promotion activities.

Risk Category – Fires and Injuries

Did you know..?

- DSFRS completed more community safety activities last year than incidents attended.
- Just 26% of incidents attended by the Service are fires.
- The number of people aged over 85 is expected to nearly double within the next 20 years.
- There are more than 100,000 commercial buildings in Devon and Somerset. The average societal cost of a commercial building fire is more than £75,000.
- There are more than 30,000 listed buildings in Devon and Somerset.



Just 26%
of incidents
attended by
the Service
are fires.

Identified Risk - Accidental dwelling fires

Why it's a key risk

As part of the Fire and Rescue Services Act 2004 we have a statutory duty to promote fire safety to help stop fire deaths and injuries.

In 2016/17, the Service attended 1,004 primary fires in dwellings, which resulted in 64 injuries and six deaths.

Page 50 The vast majority of fatalities and injuries from fires occur in domestic properties and the main focus of our work is therefore in this area.



Identified Risk - An increasingly ageing population

Why it's a key risk

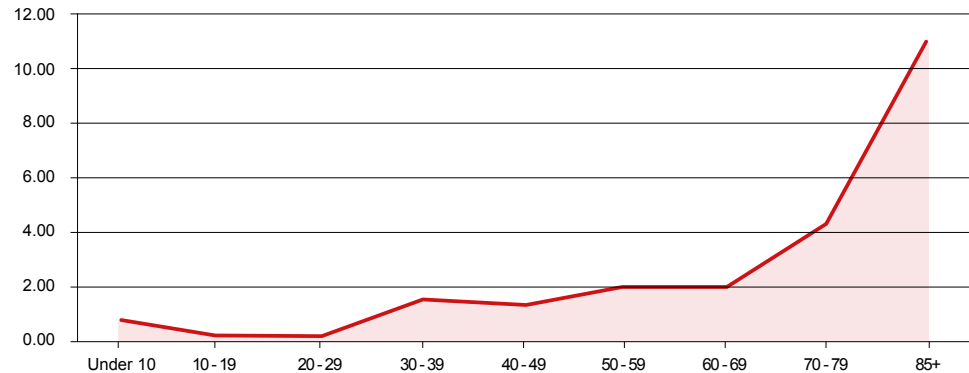
This graph shows how the likelihood of people suffering a fatal fire increases as they become older.

Previous research shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

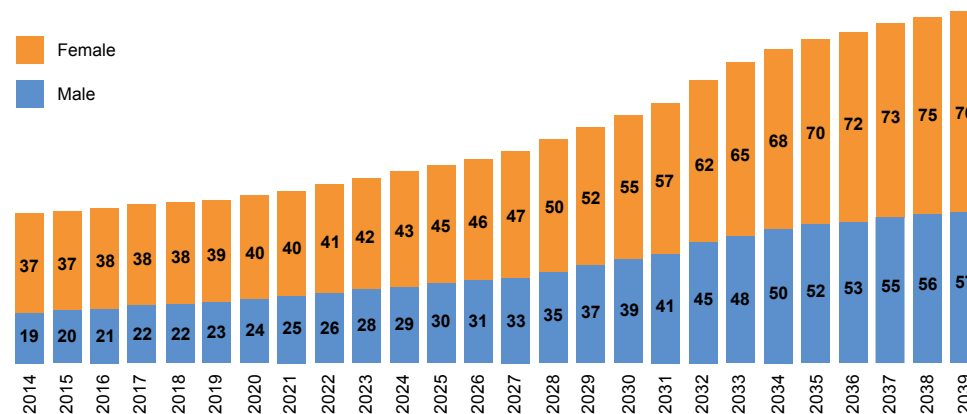
The Service therefore needs to make efforts to reduce the risk of these incidents occurring.

The population of Devon and Somerset is ageing, with a forecasted increase in the number of people aged over 85 from 59,800 to 79,700 (34% increase in ten years) as indicated in the bar chart opposite.

Graph 1: Rate of fatal fires per 100,000 population



Projected Population of Devon and Somerset aged 85 and over (thousands)



Identified Risk - People who have two or more of seven identified factors are more likely to be at risk from fire

Why it's a key risk

There are seven identified factors that put people at greater risk of a fatal fire:

Mental health

Poor housekeeping

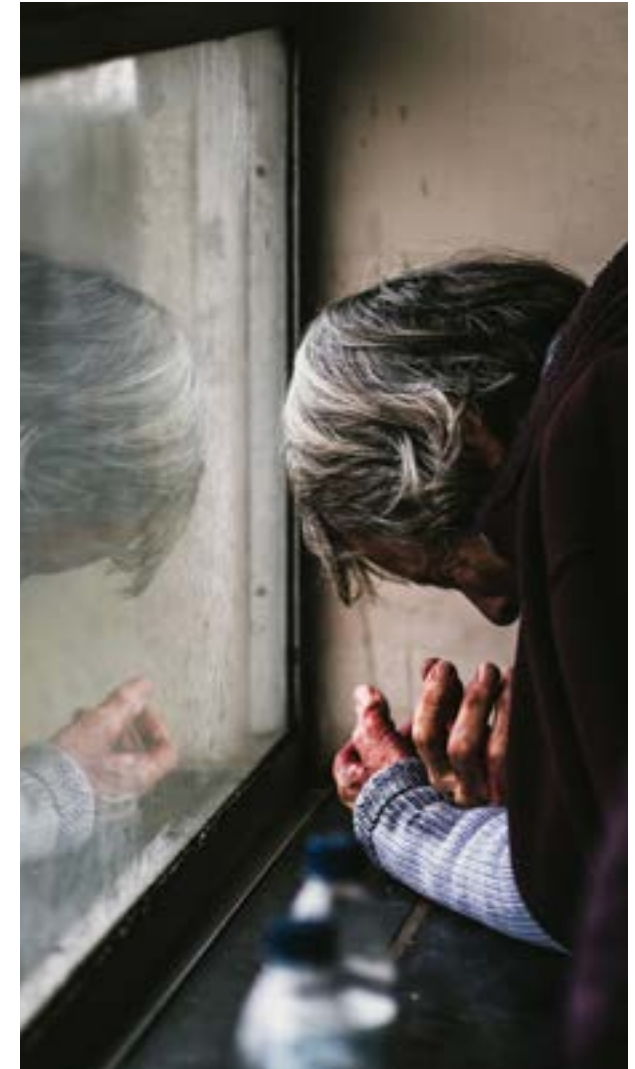
Alcohol

Smoking

Drugs (prescription or illegal)

Limited mobility

Living alone



Identified Risk - Serious fires in commercial premises

Why it's a key risk

In 2016/17, there were 463 accidental fires where people work and visit. This resulted in 9 injuries and two deaths. Of these there were a number of fires at large commercial properties, most notably the Royal Clarence Hotel in Exeter. The impacts of such fires on people, the economy and the environment both built and natural can be significant and have severe impacts on the ability of businesses, affected both directly and indirectly, to continue to trade.

To target our resources to maximise the impact of our activity we use predictive analytics. Our fire risk event data (FRED) dataset identifies those businesses that are most likely to have a fire in the next 12 months and where the risk is higher due to factors such as sleeping accommodation on the premises. Currently there are about 10,000 addresses identified as priority addresses.



Identified Risk - Deliberate fires

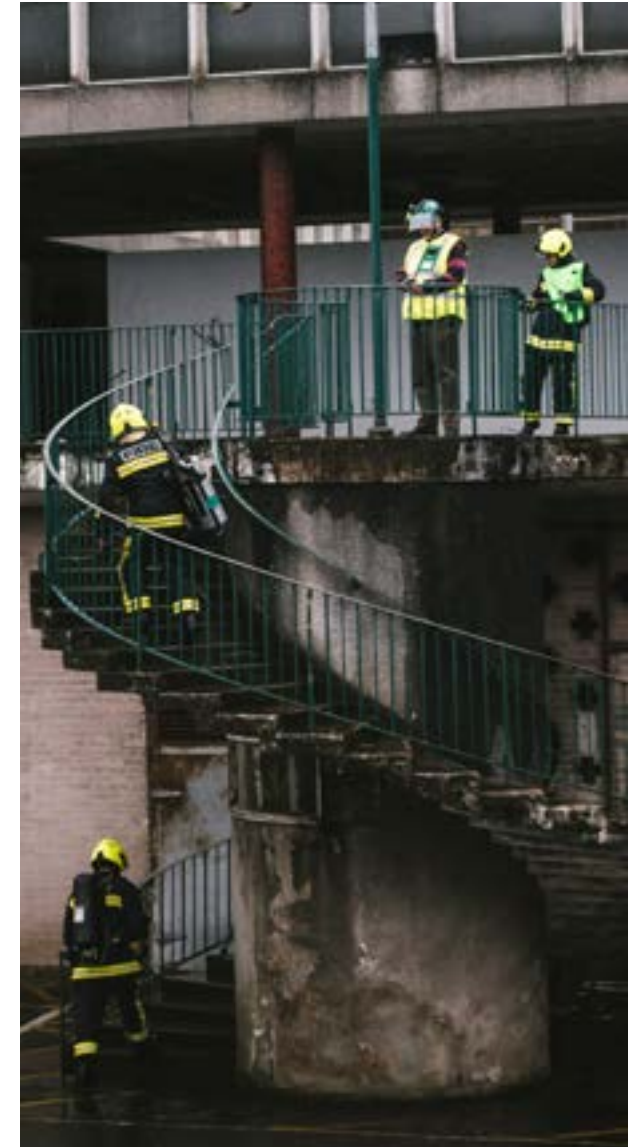
Why it's a key risk

A deliberate fire includes those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. Deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

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These fires remain the largest single cause of fire in England and Wales and research has estimated that the overall annual cost of arson to the economy is about £2.53 billion. The human cost has also been high. In the last decade there have been about 2.3 million deliberate fires resulting in more than 25,000 injuries and more than 900 deaths.

During 2016/17, in Devon and Somerset there were 78 deliberate fires where people live, which resulted in 11 injuries and one death. Where people work, visit and in vehicles there were 392 fires which resulted in two injuries and one death.



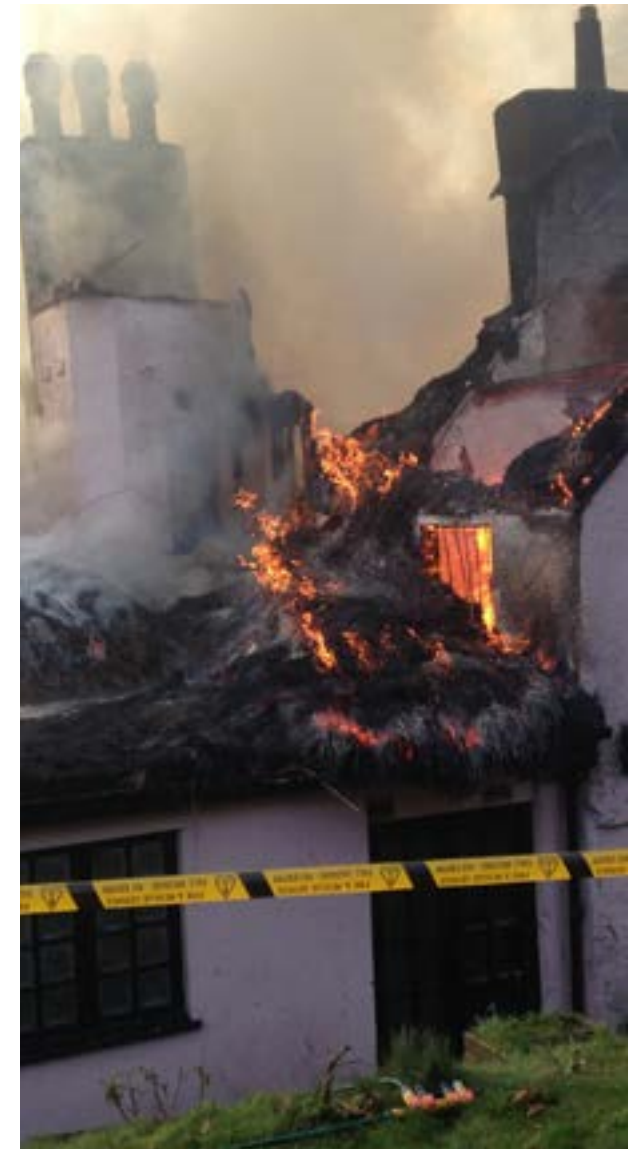
Identified Risk - Heritage property fires

Why it's a key risk

Within Devon and Somerset there are:

- 738 Grade 1 listed buildings
- 29,600 Grade 2 listed buildings
- 2020 Grade 2* listed buildings
- 5,972 thatched buildings.

The average thatch fire takes 1.6 days of appliance time for the Service to deal with and costs £11,727. This does not include the costs to local employers and small businesses who release their staff as on-call fire fighters. On average the Service respond to 35 of these incidents per year at an annual cost of more than £400,000.





Our current activities to address the risks

The Service uses the data it has accumulated to identify those domestic and commercial premises that are most at risk from fire, this enables our interventions and support activity to be targeted. Our activity includes:

- an existing programme of home fire safety visits
- educating elderly care partners on fire risks
- working with our partners to access our most vulnerable groups through referrals
- targeted fire safety checks and fire safety audits with a focus on care homes
- compliance events and visits for businesses
- robust enforcement policy resulting in high profile prosecutions
- presentations to groups of people providing advice and answering questions about fire safety
- campaigns and information around specific risks.

The Service undertakes a number of deliberate fire reduction activities, including:

- media campaigns
- fire-setter interventions for those children and young people identified as having a fascination with fire, or who have displayed fire-setting behaviours
- provision of focused arson reduction education packages for key stage 3 children
- we work closely with the national Arson Prevention Forum
- Collaboration between the service safeguarding team and police/fire liaison officer to effectively address deliberate fire-setting.

Our proposals to improve our service and reduce the risks further

- Reduce the risk of fire to households through delivery of home fire safety visits using new working arrangements, improved staff (awareness) training, vehicles and technology to deliver in excess of 20,000 targeted home safety visits across our Service area every year with particular emphasis on residents aged over 85.
- Development of a heritage property fire reduction policy.
- Expanded collaboration work with the Police and other partners including health and social care to ensure the highest risk individuals can receive our support.
- Reduce the impact of fire through development of a strategy to support the installation of domestic sprinklers in the highest risk households.
- Improve control of fire risk through investment in training for business safety officers to expand our capability in enforcing fire safety legislation.
- Use of new firefighting technology, enhancing incident skills/knowledge of operational personnel and attracting new skills to improve outcomes of incidents and firefighter safety.

Expected outcomes from the activities

- A reduction in the number of accidental dwelling fires.
- A reduction in fire related injuries, particularly in the ageing population.
- A decrease in the number of fires in commercial premises.
- A reduction in the number of deliberate fires.
- A decrease in the number of fires involving heritage properties.



Risk Category – Road Traffic Collisions (RTCs)

Did you know..?

- Over 30% of RTCs where someone was killed or injured involved a young driver.
- In the five years (up to and including 2015) 2,754 people were killed or seriously injured in RTCs in Devon and Somerset.
- The value to society of preventing a death on the road is on average £1,783,556.



We provide
a wide range
of road safety
education
programmes.

Identified Risk - Road collisions causing loss of life or serious injury

Why it's a key risk

The Fire and Rescue Services Act 2004 places a duty on fire and rescue authorities to make provision for RTCs and for dealing with the aftermath of such collisions. With deaths and serious injury collisions on the road increasing, road safety has now become a strategic priority for the National Fire Chief's Council.

The main areas of focus are young people and motorcyclists; as statistics currently show that these people are significantly more likely to be involved in a RTC.

In 2015, 661 people were killed or seriously injured on our roads in Devon and Somerset; with young drivers (aged 17-24 years) old representing 31% and motorcyclists representing 27% of these casualties.

The wider economic impact of road traffic collisions is also significant, particularly if they result in closures of the region's main arterial routes.



Our current activities to address the risks

Our key approaches are: education and intervention activities designed to raise awareness and consider the consequences of actions.

- We provide a wide range of road safety education programmes to be used across all age ranges.
- We engage with groups of young people, such as fire cadets, people on our Phoenix courses, brownies and Cubs, and educate students across key stages 1-5 to understand when they will be at risk, and identify risky behaviours.
- We have a range of RTC reduction vehicles and motorcycles which are used to engage with targeted risk groups to promote the wider road safety messages across our community.
- We deliver presentations to groups of people providing advice and answering questions about road safety.

Our proposals to improve our service and reduce the risks further

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- Isolate known high risk collision sites through sharing data with partners and using predictive analysis to target interventions with road users.
- Support our partners in the control of risk by contributing data and experience to influence change and improvements in road design.
- Ensure that our staff are provided with the latest technology, equipment and training to effect casualty extrications and a rapid transfer to medical care where necessary.

Expected outcomes from the activities

- Reduction in the number of Road Traffic Collisions (RTCs) that occur on our road network.
- Reduction in the number of people that are killed and seriously injured as a result of a RTC.

Risk Category – Health and wellbeing factors

Did you know..?

- The Service now attends more emergency medical response incidents than fires.
- There are 70,000 hip fractures in the UK each year costing £2 billion (expected to rise to 101,000 fractures by 2020).
- There are about 60,000 people in Devon and Somerset with heart problems.
- Nearly 45,000 people in Devon and Somerset describe themselves as being in poor or very poor health.
- You can book a home fire safety visit by going to our website or calling this number 0800 05 02 999.



The Service now attends more emergency medical response incidents than fires.

Identified Risk - People who have two or more of the seven identified factors are more likely to be at risk from fire and other risks

Why it's a key risk

The factors that put people at greater risk of a fatal fire are all common factors of risk for our partners especially the police, NHS and local authorities.

Many agencies can therefore be targeting preventative and reactive services at the same people at risk in our communities.

There is therefore potential for improved working arrangements with our partners and to expand our work to include for example safe and well checks and referrals to other agencies when someone may have dementia, are vulnerable or even, for example, have substance dependencies such as an alcohol addiction.



Identified Risk - The increasing demand for Emergency Medical Response (Co-responding)

Why it's a key risk

The Service is playing an increasing role in responding to medical emergencies. It is the single incident type that has grown in demand over the last 10 years. National data shows that fire and rescue services are able to reach incidents before ambulance services in 62% of cases. Based on the trial incident data and in time-critical incidents, such as cardiac arrests, they arrive sooner than ambulances in 93% of cases.

Within the Service, over the past couple of years there are more co-responding calls attended by 20 stations than primary fire calls attended by 85 fire stations. However, as co-responding is currently a voluntary activity carried out on 20 on-call fire stations across the Service, there is scope for increased provision to match the demand.

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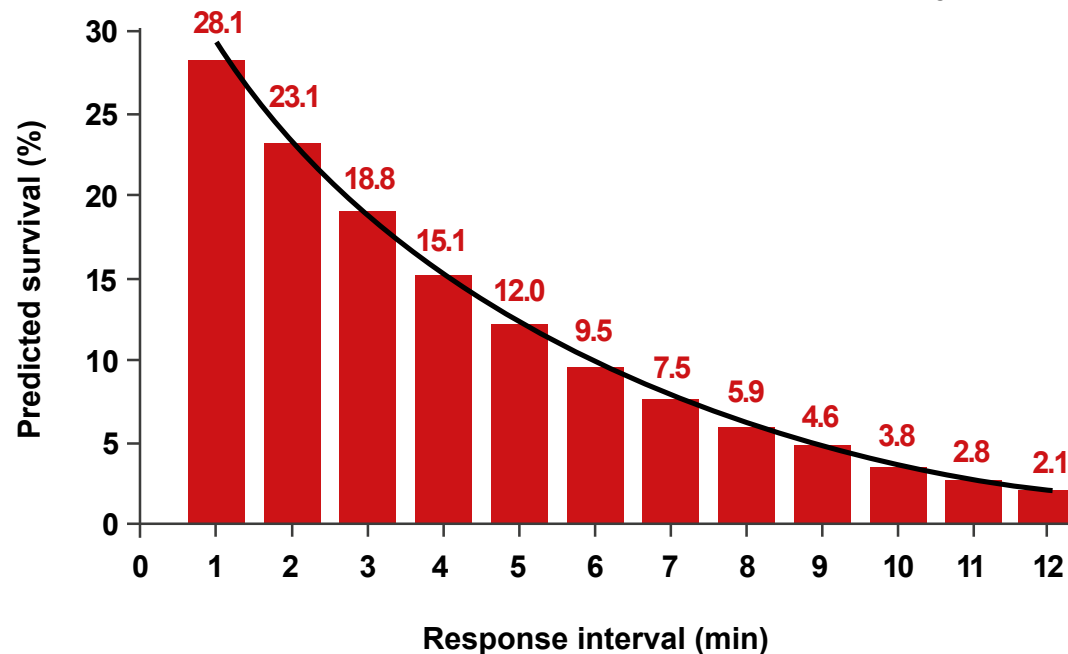


Figure 1

Figure 1: Cardiac arrest survival rates showing an increased probability of patient survival directly correlated in the speed that defibrillation can be effected, the implication being that co-opting fire resources to provide early defibrillation will save lives (De Maio et al., 2003)

Identified Risk - Safeguarding

Why it's a key risk

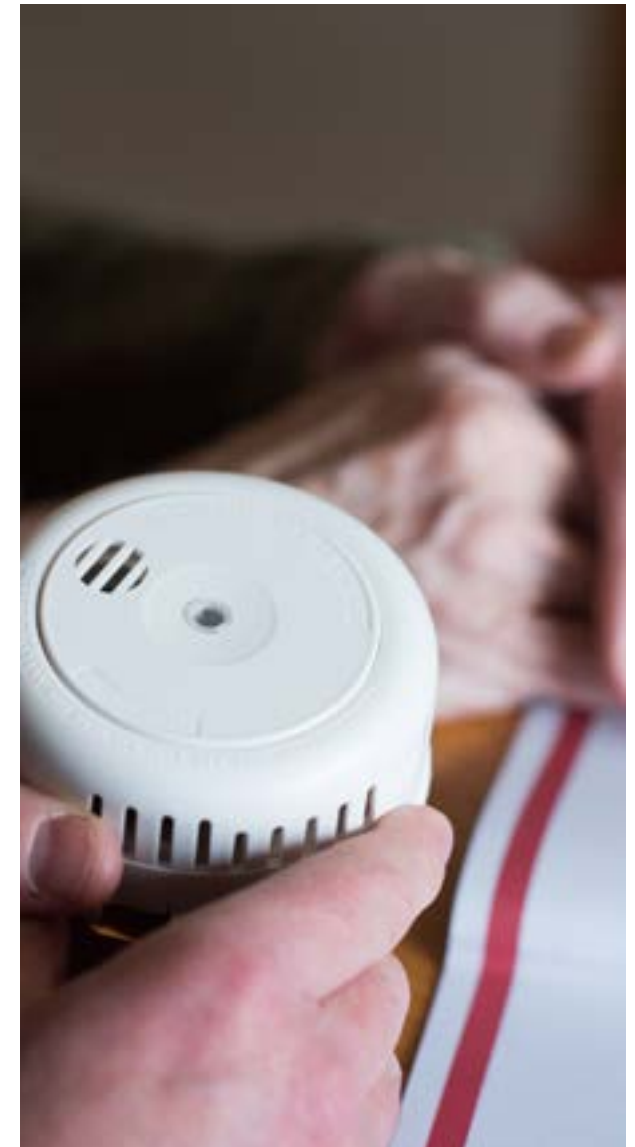
Devon & Somerset Fire & Rescue Service staff and representatives have a duty to report any child protection or welfare concern through the appropriate organisational channels, so that any concerns may then be reported to the appropriate local children's social care office or police.

The Service attend an average of more than 65 suicide related incidents a year, these incidents can be resource intensive and have a significant impact on attending crews.

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All adults who work with, and on behalf of children are accountable for the way in which they exercise authority, manage risk, use resources, and safeguard children, young people and vulnerable adults.

Whether working in a paid or voluntary capacity or on behalf of Devon & Somerset Fire & Rescue Service, these people have a duty to keep children, young people and vulnerable adults safe and to protect them from sexual, physical and emotional harm and neglect. Children, young people and vulnerable adults have the right to be treated with respect and dignity. It follows that trusted adults are expected to take reasonable steps to ensure the safety and wellbeing of children, young people and vulnerable adults.



Our current activities to address the risks

Our mitigation activity includes:

- targeted home fire safety visits realigned to take account of health risks
- targeted fire safety audits of multiple occupancy low grade housing (HIMOs)
- collaboration with partner agencies for example with the public health teams, to reach similar target groups
- vetting of all staff who work in community safety
- safeguarding referrals and attendance at Multi Agency Safeguarding Hubs to support those at risk through partnership working
- common campaigning with our partners.

Our proposals to improve our service and reduce the risks further

- Eliminate risk through delivery of Safe and Well visits by highly skilled staff, who are sensitive of community needs to make people safer from a wider range of risks, such as falls, within their own home.
- Reduce risk through Community Engagement working with partners to support health messages.
- Development of a suicide prevention strategy to reflect, raise awareness and limit the impact of suicide on society and on our staff.
- Review where present co-responding arrangements could be improved.
- Identify alternative methods of responding to emergency medical incidents through consultation with staff and community.

Expected outcomes from the activities

- A reduction in the number of fires and fire related injuries amongst the most vulnerable people in our communities.
- Improved wellbeing amongst the identified vulnerable group.
- Increased number of medical emergencies responded to.
- Achievement of response times for medical emergencies.
- Improved outcomes for partner organisations, including a reduction in the number of slips, trips and falls.

Risk Category – Environment

Did you know..?

- During 2013/14, almost 45 square miles of the Somerset Levels was under water.
- Hinkley C is the largest civil engineering project in Europe and is greater in scale than the Channel Tunnel and Olympic Stadium put together.
- Devonport dockyard is the largest Naval base in Western Europe.
- The fire service also have responsibility for attending incidents that occur within the low water mark for all coastal and estuarial waters.



Devonport dockyard is the largest Naval base in Western Europe.

Identified Risk - Wide scale flooding

Why it's a key risk

Flooding is a significant risk for a number of areas and communities within Devon and Somerset. For example, during the winter of 2013/14 the area suffered significant rainfall that led to major flooding in the Somerset levels, creating a 44.44 square mile flood plain affecting a large number of communities. The village of Muchelney was totally cut off due to impassable roads and in the village of Moorland, 100 homes were evacuated in the middle of the night.

During that period, the Service was involved in 96 flooding incidents, this includes one incident number that was assigned to the Somerset Levels which ran from 29/01/14 until 12/02/14, and will have included many mobilisations involving 436 Service vehicles and 1,132 Service personnel.



Identified Risk - Wide scale flooding

Why it's a key risk

The release of hazardous materials in any form poses significant risks to people, animals and the environment. The nature of the materials means that the effect of any incident can be long lasting and not just a risk in the immediate aftermath of the release.

In dealing with these types of incident our staff are exposed to dangerous conditions and there is a requirement for the Service to recognise high risk sites and inform operational crews so they can familiarise themselves with the risks and train accordingly.

Hazardous material incidents are complex in nature and can vary in the size or response required. These range from small spillages or leaks, to significant major incidents involving a multi-agency response, including Chemical, Biological, Radiation, Nuclear, and explosion incidents (CBRN(e)) and acts of terrorism.

High Risk areas for response are identified, and specific plans are developed in order to identify the appropriate response to emergencies at such locations. Sites located throughout the Service area include Hinkley Point power station, Devonport Dockyard (Nuclear Submarine Refit Complex) and a number of Control Of Major Accident Hazard (COMAH) sites. The major South West transport networks including rail, airport and motorway systems can also carry or be affected by incidents involving hazardous materials.

Harbours, ports and marinas present unique risks and incidents in these locations have a high potential to adversely affect the environment.

Our current activities to address the risks

Through community resilience initiatives, communities, businesses, and individuals are empowered to harness local resources and expertise to help themselves and their communities to prepare and respond to significant local events such as flooding. The Service helps support these initiatives.

All the community resilience activity we deliver is done in conjunction with our

Local Resilience Forum partners who have established Community Resilience projects to improve their ability to prepare, respond and recover from local catastrophes.

The Service's Operational Risk Information System (ORIS) meets the statutory requirement for Fire and Rescue Services to ensure that firefighters can be made

aware of the risks associated with premises and incidents which they may be required to attend.

We work closely with the Maritime and Coastguard Agency, RNLI, Port Authorities and Harbourmasters to reduce risk of fire and other incidents in ships and vessels.

Our proposals to improve our service and reduce the risks further

- Reduce the risk to our staff by providing specific training to ensure they are prepared to deal with flooding, hazardous materials and counter terrorism incidents.
- Develop our relationships with partners who manage high risk sites to control risk through legal compliance and integrated response plans ensuring effective use of all available resources.

Expected outcomes from the activities

- Increase in community resilience.
- Increased competence of staff to deal with environmental incidents.
- Completion and maintenance of ORIS inspection requirements.
- Comprehensive training and exercising at key risk sites.



Risk Category – Rescues

Did you know..?

- In 2015, three times the number of people died in drowning incidents than in house fires in Devon and Somerset.
- In the last year, there have been more fatalities in agricultural locations in South West England than in other areas of the UK.
- In 2016 DSFRS crews attended 255 animal rescues.



In 2016 DSFRS
crews attended
255 animal
rescues.

Identified Risk - Drowning and open water safety

Why it's a key risk

Drowning in the UK is amongst the leading causes of accidental death. In 2015, 321 people accidentally drowned, of these 49% were taking part in everyday activities near water and never expected to enter the water. On average 400 people drown in the UK each year and a further 200 people take their own lives in our waters.

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In 2015, Devon and Somerset had the highest number of accidental drownings of any fire and rescue service across the country.

The Service attends an average of 75 water rescue incidents each year.



Our current activities to address the risks

The Service has a range of special appliances and trained personnel to deal with these types of incidents, strategically located across Devon and Somerset.

We are aligned to the national campaigns on water safety.

Junior Life Skills and Out of the Blue are multi-agency events the RNLI attend and the Royal Life Saving Society will now support these events this year for the first time.

Development of an education package to include water safety awareness, supported by virtual reality film.

With partners we support businesses and local communities with provision of throwlines and training in key strategic locations where people are losing their lives or incidents are occurring.

Ensure boat safety features highly around our business and leisure risks.

Our proposals to improve our service and reduce the risks further

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- Reduce incidents through further targeted campaigning and education, identified and developed following engagement with relevant communities.
- Control risk through exploring the idea of a rural/farming safety team.
- Review our special appliance distribution and technology to ensure our resources match the risks presented.
- Collaborate with other emergency services to share resources and response to resolve incidents effectively and efficiently.
- Develop stronger relationships with voluntary agencies to understand capabilities to resolve incidents effectively and efficiently.

Expected outcomes from the activities

- Reduction in the number of rescue incidents.
- Reduction in the number of accidental drownings.
- Reduction in the number of missing vulnerable people.

Risk Category – Efficient and effective use of our resources

Did you know..?

- About 80% of our stations attend fewer than two incidents a week and 54% attend less than one incident a week.
- We currently crew our fire engines with a minimum of four people however over 70% of incidents we attend could be fully dealt with by a crew of two.
- One two-pump on-call station has attended 170 RTC incidents in five years, whereas another two-pump on-call station attended only one.

Station Locations



Approximately
80% of our
stations attend
fewer than two
incidents
per week.

Identified Risk - The unavailability of on call appliances

Why it's a key risk

Only 13 of our current fleet of 121 fire engines are crewed 24 hours per day by wholtime fire fighters. This means 108 fire engines are completely reliant upon on call firefighters being available – approximately 90% of our total response capability.

However for the 12 months to the end of February 2017, there was an average 14% unavailability of on call appliances. The issues causing this problem include:

- our reliance on people living and working within a five minute response time of the fire station
- our requirement for people to maintain a set number of hours availability each week
- our training design – particularly for new recruits
- a decrease in the number of incidents

- a reward mechanism that incentivises activity not availability
- our requirement to provide a minimum crew of four on an appliance – preferably five.

Identified Risk - The historical distribution of service delivery resources

Why it's a key risk

Our 85 station locations are aligned to the old standards of fire cover and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

Our current training requires that all operational staff train to the same basic standard across the organisation, irrespective of the station risk profile, incident types within the risk profile and the equipment, appliances and attributes within each fire station.

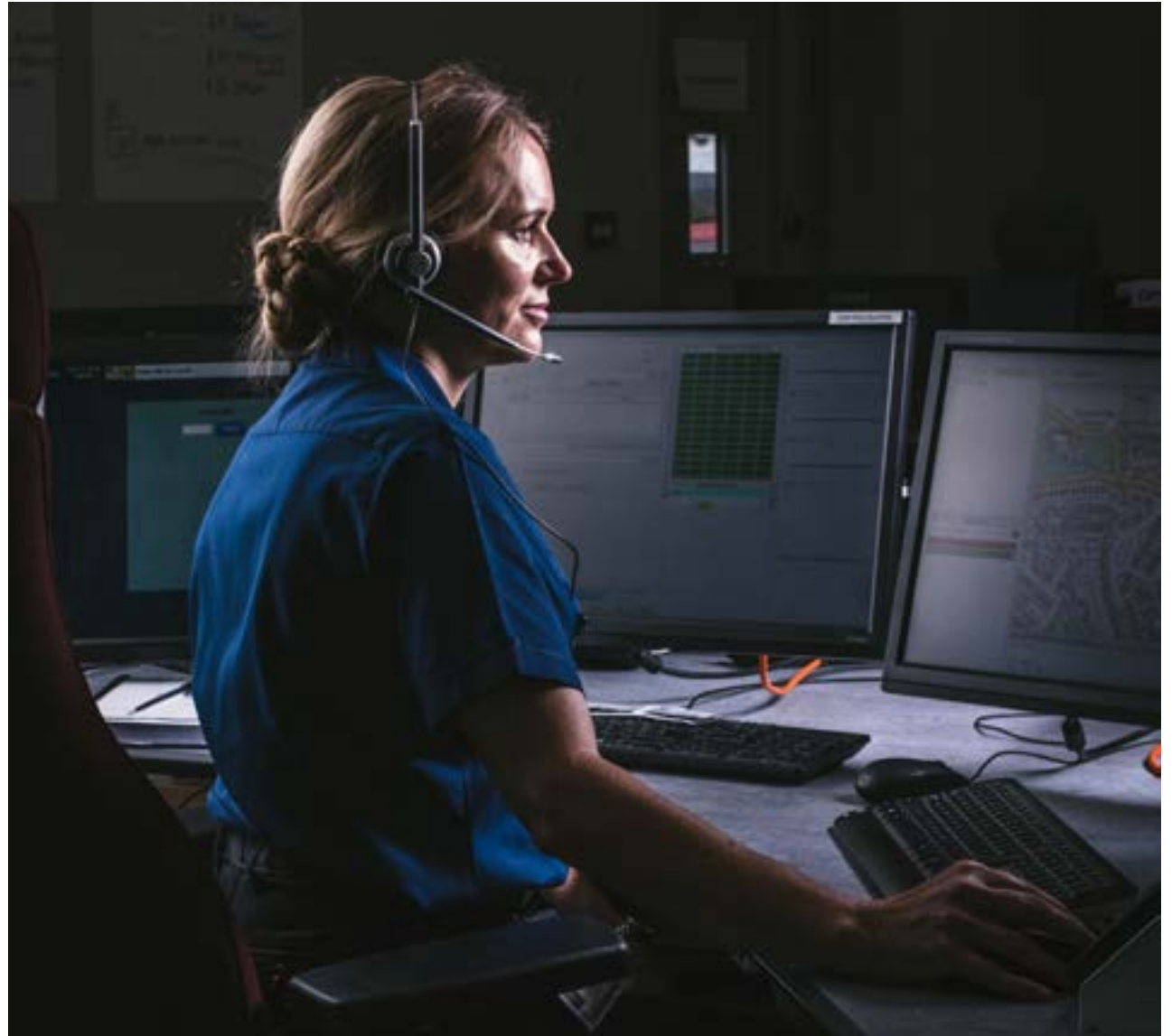


Identified Risk - Attending false alarms

Why it's a key risk

The false activation of alarms where there is no fire represented 34% of incidents attended in 2016/17. This amounted to 5,354 false alarms.

Any emergency response to an unwanted or false alarm poses a risk to the community as it prevents us from being available for confirmed fires and rescues, as well as disrupting essential training and community safety initiatives.



Our current activities to address the risks

Our mitigation activity includes:

- improving the flexibility in the use of on call contracts allowing people to vary their weekly hours
- the introduction of our tiered response model, which is predicated on a principle that all staff are trained and equipped to deal with the types of incidents that they are most likely to face on a day to day basis (tier 1), based on our analysis of risk and demand. Beyond that we provide enhanced levels of support (tiers 2 and 3) strategically located across the organisation, again based on risk and demand
- Tier 1 assets – Rapid Intervention Vehicles and Light Rescue Pumps
- Tier 2 assets – Light Rescue Pumps and Medium Rescue Pumps
- Tier 3 assets – Special Appliances.

There are a number of ways we can reduce unwanted calls to our control room so that we can avoid unnecessary mobilisations and make sure our resources are available to attend emergencies including:

- sending out letters to repeat offenders of false alarms to support them in bringing down the number of false alarms they have
- challenging the calls we receive to try and ensure that we are not attending false alarms or hoax calls
- adding hoax call to all of our educational packages, including school key stage 1- 3
- providing fire-setter interventions for those children and young people identified as being involved in making malicious calls, including support for families.



Our proposals to improve our service and reduce the risks further

- Review how we reward our on-call staff for their availability in order to acquire and retain their specific experience and knowledge.
- Develop an Operational Resource Centre to redistribute surplus capacity to meet forecasted crewing needs.
- Explore demand led crewing options to match resources to risk, ensuring that an intervention occurs as quickly as possible at any emergency incident.
- Relocate resources to match changing risk profiles.
- Complete the rollout of our tiered response appliances.
- Review our response times for different incident types.
- Invest in technology to ensure we are able to work effectively with our emergency services partners.
- Explore the use of new equipment and ways of working to keep our staff safe when attending incidents by investing in research and development.
- We will ensure that operational staff gain and maintain the correct skills and knowledge from acquisition through to maintenance of skills and combat the potential for skills-fade over time.
- Review skills and requirements for the role of On Call Firefighter and adjust recruitment process accordingly.
- Give a realistic job overview, with career opportunities, to ensure we attract the talent required for the role.

Expected outcomes from the activities

- An increase in overall availability of on call appliances.
- The distribution of our resources will match the risks our communities face.
- Our staff will be trained to deal with the risks our communities face.
- Fewer false alarms occur and are attended.

The future for Devon & Somerset Fire & Rescue Service

This Integrated Risk Management Plan sets out what fire related risks are faced by the communities of Devon and Somerset along with the current and proposed prevention, protection and response activities that the Service will undertake to mitigate and deal with those risks.

Within the identified risks a number of strategic risks have emerged as part of our gap analysis, further details of which are set out below. It is these strategic risks that will be the focus of our change and improvement activity over the lifetime of this plan.

Why are these risks an issue to us?

An increasingly ageing population

The population of Devon and Somerset predicts a rise in the number of people aged over 85 from 59,800 to 79,700 (34% increase over the next 10 years) (Office for National Statistics, 2015).

Previous research into fatal fires shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling

fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

Common health and wellbeing risks

People who are more likely to be at risk from fire includes those who may have one or more of the following factors:

- living alone
- alcohol
- drugs (illegal and medication)
- limited mobility
- poor housekeeping
- mental health
- smoking.

Evidence shows that in more than half of deaths in accidental dwelling fires, more than one of these risk factors were present.

The combination of an increasingly ageing population with the Common Health and Wellbeing factors will place

an increasing demand on the Service in terms of fire related risk. Our prevention and protection activity in addition to work with our partners, such as emergency medical response, means that the Service contributes to reducing the wider impacts of these risks and helps to alleviate the pressures on the public sector budgets.

Availability of on-call appliances

The Service has a fleet of 121 fire engines of which 108 are completely reliant upon on call firefighters being available – 90% of our total response capability. For the 12 months to the end of February 2017 there was an average 14% unavailability of on call appliances.

On-call firefighters have traditionally lived, worked and socialised within the area of the fire station which always ensured very good cover and availability of fire appliances. However, since the late 80s and early 90s, community demographics, infrastructure, employment profiles and lifestyle choices have been constantly changing. This has meant that for our on-call firefighters, availability is less likely to be as frequent and consistent as it once was.

Our current method of employing on-call firefighters means that all of them have primary employers or are self-employed and provide emergency cover at their station whenever they can be available. This means that every on-call fire station has a unique identity in its ability or willingness to provide seamless cover 24 hours a day.

Firefighters are currently paid a small retaining fee, but the majority of their pay comes for attending emergency calls. In recent years, and for a number of reasons, operational activity across the whole of the fire sector has significantly reduced. This has had the effect of requiring on-call firefighters to provide cover for long periods of time, but with a much reduced financial reward for doing so.

In addition, the government austerity measures have affected the current financial climate and has had an effect on availability, with some primary employers no longer allowing on-call staff to respond during working hours and self-employed staff having to work further afield, taking them out the response area during core hours.

The current situation where on-call salaries are low, but expectations of personal performance are higher than ever and are acting as a barrier to recruitment and promotion and are cited as a cause of resignation.

The culmination of the above means that the Service operates on a daily basis with a number of fire stations unable to operate due to a shortage of on-call staff.

The historical distribution of service delivery resources

Our 85 station locations are aligned to standards of fire cover that were developed in the late 1940s and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

Approximately 80% of our stations attend fewer than two incidents per week and 54% attend less than one incident per week.

Currently 372 wholetime personnel are employed at 12 stations to maintain 100% availability of 13 fire appliances in our most densely populated areas (cities and major towns). This is the result of the historical distribution of resources based on the old standards of fire cover. Of these 372 personnel only a quarter are on duty at any one time due to the watch based system and the shift pattern worked on all stations.



An increasing demand for emergency medical response

We have been co-responding with the ambulance service to emergency medical incidents for over 20 years across Devon and Somerset. We were one of the first fire and rescue services to develop this capacity and the demand for this service has increased year on year. This has escalated to the point where there are now more co-responding calls attended by 20 stations than primary fire calls attended by 85 stations.

The trust placed in the fire and rescue service and the comprehensive access to the public that this provides means they have a unique ability to provide critical interventions, promote health messages and refer to appropriate services.

Emergency medical response in the form of medical co-responding is the single incident type which has grown for the Service in the past 10 years.

- In 2015/16 the Service attended 4,651 medical emergencies and 3,988 fires (DSFRS 2016).

- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 58,752 households reporting a medical condition classified as 'Heart Problems'.
- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 45,000 households who would be expected to report their health as 'poor' or 'very poor'.

An increase in the number of serious fires affecting commercial premises

The fire and rescue service are the enforcing authority for the Regulatory Reform (Fire Safety) Order which came into law in 2005. This legislation requires the responsible person for any commercial premises to undertake a risk assessment of their property and ensure that all fire related risks are reduced to a minimum through the use of active and passive fire protection systems.

Prior to this the fire and rescue service enforced the Fire Precautions Act 1971 which required commercial property owners to apply for a fire certificate. This legislation required a higher level of business safety officers than the current number, therefore we have seen a drop in the number of qualified personnel who can enforce the new legislation.

Everyone deserves to be confident that when they or their family stay in a hotel, go to their place of work, go shopping, go to the theatre or cinema, they are safe in the

case of a fire inadvertently breaking out and that they are able to easily escape to a place of safety.

Many businesses do not recover from a serious fire, and naturally this can affect local employment with the potential that many people may lose their jobs, which will have a direct effect on the local economy.

The availability of facilities used by the community, such as village halls and sports facilities may be severely affected.

In the case of a school or college, years of pupils' project or course work or teaching resources may be destroyed possibly affecting future examination results.

Additionally, through our work with architects, planners and building control bodies, we work hard to ensure the risk posed to our firefighters is kept to a minimum and that they are able to fight a fire with certain physical safeguards in place.

Strategic guiding principles for the future

In developing a fire and rescue service for the future, we need to consider how changes in one area of our business can affect other areas. We are committed to our five key priorities of:

- Put prevention and protection activity at the heart of what we do to reduce preventable emergencies.
- Focus our response activity firmly on our statutory functions: responding to fires and road traffic collisions.
- Make sure our service is designed to fully meet the risks in the community, with more resources located where risk is greatest.
- Make sure that we are an agile organisation, able and motivated to learn and improve.
- Make sure we are getting the best value from our resources in the face of a shrinking budget.

To deliver the Fire and Rescue Service for the communities of Devon and Somerset over the next 5 years the Service will need to consider:

- the way our fire stations and appliances are crewed
- relocating some of our fire stations, appliances and staff to areas where risk is greatest
- investing in our emergency medical response capacity
- ensuring that we collaborate with other emergency services
- delivering more prevention and protection activity.

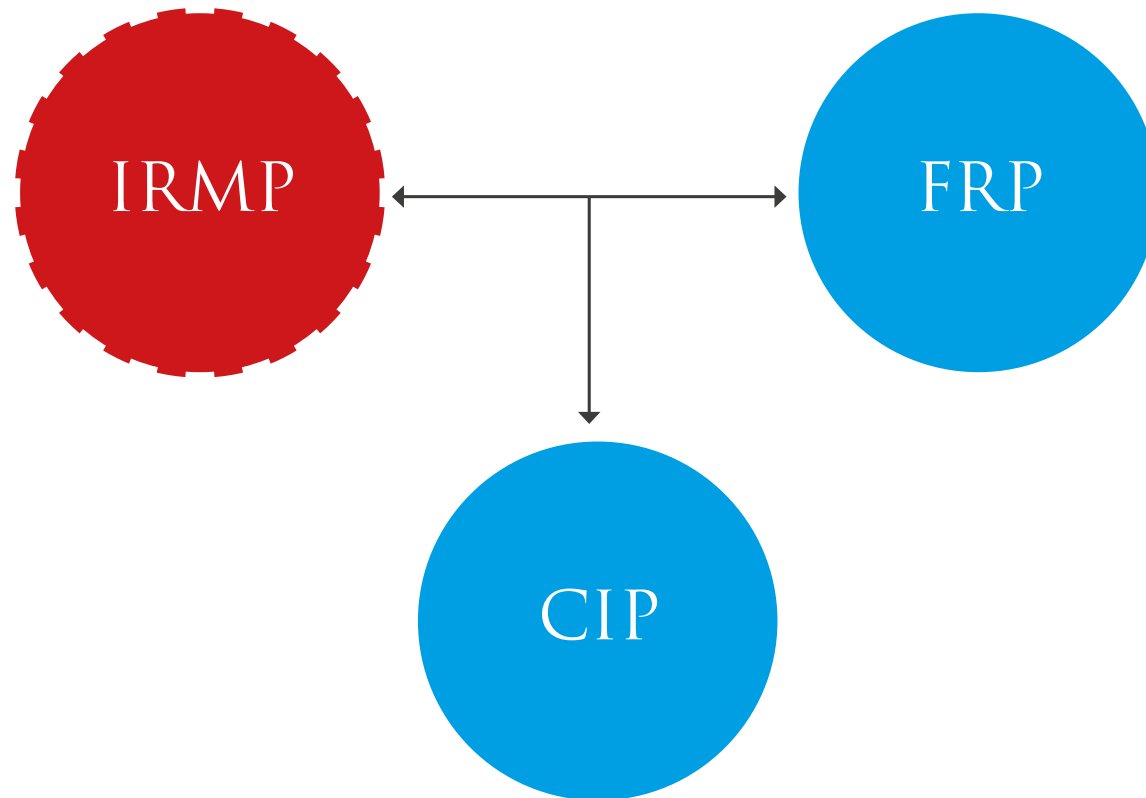
The Service will produce more detail around these principles as they develop and contribute to its change and improvement activities over the next five years. We will consult with staff and members of the public where necessary.

Risk source	Detail
<p>Somerset Joint Strategic Needs Assessment</p> <p>Devon Joint Strategic Needs Assessment</p> <p>Plymouth Joint Strategic Needs Assessment</p> <p>Torbay Joint Strategic Needs Assessment</p>	<p>A Joint Strategic Needs Assessment (JSNA) is built on strong partnership working and is underpinned by robust and reliable data provided by a range of public sector organisations. The scope of the JSNA provides a firm foundation for commissioning to improve health and social care services and reduce health inequalities. It enables stronger partnerships between communities, local government, the NHS and other bodies.</p>
<p>National Risk Register</p>	<p>The National Risk Register of Civil Emergencies provides an updated government assessment of the likelihood and potential impact of a range of different civil emergency risks (including naturally and accidentally occurring hazards and malicious threats) that may directly affect the UK over the next 5 years. It also provides information on how the UK government and local respondents, such as emergency services, prepare for these emergencies.</p>
<p>Avon and Somerset Local Resilience Forum Business Continuity Management and Community Risk Register</p> <p>Devon, Cornwall and Isles of Scilly Local Resilience Forum Community Risk Register</p>	<p>The Community Risk Register is a strategic level document. Its purpose is to assess the risks within a local resilience area so that the Local Resilience Forum (LRF) can prepare, validate and exercise contingency plans. It allows the LRF to focus multi agency work on a rational basis of priority and need.</p> <p>Business Continuity Management (BCM) is a process that helps manage risks to the smooth running of an organisation or delivery of service. It is an ongoing process that helps organisations anticipate, prepare for, prevent, respond to and recover from disruptions or a disaster. Under the Civil Contingencies Act 2004, all local authorities have been given the duty to provide advice, guidance and best practice on business continuity planning to business and voluntary agencies.</p>

Risk source	Detail
<p>Historic England Heritage Risk Register South West Risk Register</p>	<p>A risk assessment of a heritage asset is based on the nature of the site. Building or structure assessments, for instance, include listed buildings (but not listed places of worship) and structural scheduled monuments.</p>
<p>The Service Business Intelligence Team</p>	<p>The Service Business Intelligence Hub is responsible for managing many different information sources and databases used by the Service. We then draw this data together to provide invaluable information that enables the Service to target prevention work as well as to support and inform important decisions made about how the Service operates.</p> <p>In the current economic climate, the information collected by the Business Intelligence Hub is of vital importance in ensuring that our resources are used in the most efficient way possible to enable the Service to fulfil its vision of acting to protect and save.</p>
<p>The Service teams, partners and public/communities</p>	<p>There are teams working in 85 locations across Devon and Somerset, who not only work within the Service, but also live and work in their own and other employment within communities. Therefore, their local knowledge and professional judgement enables us to have regular community interaction where potential risk issues relating to home, business and road safety can be immediately raised for assessment and action. This includes working with County, City, Town and Parish Councils through Strategic Partnerships, Local One Teams, Together Teams and voluntary agencies to deliver risk reduction activities.</p>

This document is one of a suite of documents that set out our plans for the future.

- Our **Integrated Risk Management Plan (IRMP)** describes the risks in our community and gives us a clear mandate to address it.
- Our **Fire and Rescue Plan (FRP)** describes the challenges we face as an organisation and sets out our strategic intent.
- Together they provide our **Change & Improvement Programme (CIP)**.



To request any information in this document in an alternative format please contact:

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DEVON &
SOMERSET
FIRE & RESCUE SERVICE



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

OUR FIRE & RESCUE PLAN

2018 - 2022

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DRAFT



Our Fire & Rescue Plan

Keeping people safe is what we do and we have a proud history of this.

We know that risk in our communities has changed and we now face different challenges than in the past.

It is great to see that deaths from fire are falling. This is a result of years of prevention work and we have come a long way from being seen as just an emergency response service. But incidents still occur and we are ready 24/7 to respond.

Preventing fire and other incidents is an important part of our work. We aim to support and educate communities to take steps to protect themselves.

Our Fire and Rescue Plan sets out how we will respond to the current and future risks our communities face as set out in our Integrated Risk Management Plan (IRMP).

We need a different, flexible and more cost-effective operating model to meet those challenges.

Our improvement plans will support us to adapt to the changes around us.

Together we will work to end preventable fire and rescue emergencies, creating a safer world for our communities.

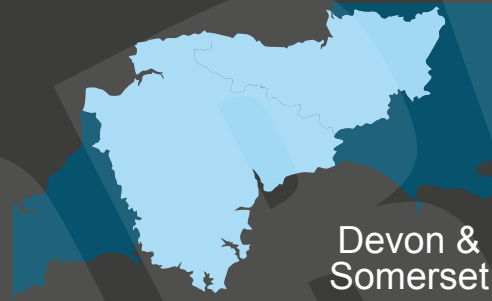
WHO WE ARE



85
fire stations

largest
non metropolitan
fire and rescue service

2 counties



Devon & Somerset

25%

of our stations undertake
co-responder activities

15%

of our stations host
other emergency services

LARGEST

employer of on-call
firefighters in the country



1.7 million residents



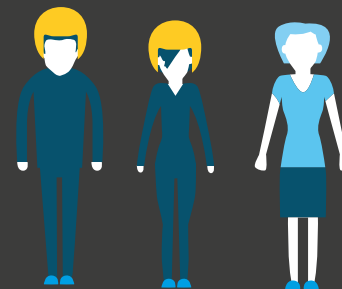
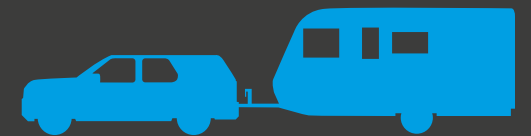
Community Safety



Education
Prevention
Protection

550 home safety checks a month
aiming for 1,000 a month in 2019

400,000
visitors each year



2,000
dedicated staff

Our Vision

Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family.

We will do this by:

- involving communities and colleagues in designing our services
- innovating, using new technologies and approaches to reduce or remove risk
- influencing behaviour, design and legislation, to make living and working environments safer.

Our Purpose

We are here to Protect and Save

We work every day with our communities and partners to prevent emergencies, to make people safer in their homes, their places of work and where they visit. However, emergencies do happen and when they do we will respond as quickly as possible in order to help people and save lives.

Our Values

WE ARE PROUD TO HELP



We show this by...

Doing what we say we will do and seeing things through to the end

Demonstrating high standards

Working hard and doing our best to get the right outcomes

Being motivated, keen and willing to give things a go

WE ARE HONEST



We show this by...

Being open, clear, and realistic

Admitting and learning from mistakes

Showing trust and being trustworthy

Being responsible and accountable

WE ARE RESPECTFUL



We show this by...

- Being consistent and giving credit where it's due
- Always being polite, considerate and treating people fairly
- Genuinely listening, involving and engaging others
- Being inclusive to all

WE ARE WORKING TOGETHER



We show this by...

- Understanding others' needs and appreciating their demands
- Positively challenging, sharing ideas and giving feedback
- Supporting others and giving practical help and advice
- Being willing to adapt and change to get the best results

Why a Fire and Rescue Plan?

This plan describes the strategic themes by which we provide our service. Within each theme we have identified the challenges we face, explain why we need to change and how we are going to do that.

We have six strategic themes.



Service delivery – how we deliver the best possible prevention, protection and response services to keep our community safe.



People – ensuring we are recruiting, retaining, supporting and developing the best people.



Value for money and use of resources – ensuring that we provide value for money, making the most of our assets, investing in improvement and planning a sustainable future.



Governance – putting the right information, processes and people in place to help us make the right decisions.



Collaboration – seeking opportunities to work better with others to provide an improved service to our shared communities.



Digital transformation – making use of technology to provide the information we need, in the right way and developing smarter ways of working and thinking.

By cross referencing these strategic themes with the community risks noted in our Integrated Risk Management Plan (IRMP) we have identified the following priorities:

- putting prevention and protection activity at the heart of what we do to reduce preventable emergencies
- focussing our response activity firmly on our statutory functions: responding to fires and road traffic collisions
- making sure our service is designed to fully meet the risks in the community, with more resources located where risk is greatest

- making sure that we are an agile organisation, able and motivated to learn and improve
- making sure we are getting the best value from our resources in the face of a shrinking budget.

In order to deliver against these priorities we have developed a change and improvement programme which sets out the changes we need to make over the next four years.





Service Delivery

We keep the public safe through three key activities - prevention, protection and response, which are collectively known as Service Delivery.

Service Delivery

Prevention is when we work with the community to help them understand how to keep safe and avoid an emergency situation.

Protection is making sure that premises where people work and visit comply with fire safety legislation.

Response is providing fire stations, appliances and firefighters to deal with emergency incidents.

Prevention and protection is a primary focus in service delivery and we recognise that risk reduction begins with safe behaviours at home, at work, or on the road, and this leads to a safer society for all.

We use our knowledge, along with that of local organisations and partners, to target those people and properties that are more likely to be affected by fire and other emergencies, according to our risk analysis and risk profiling. We also have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public premises in order to keep people safe and businesses running.

Not all incidents can be prevented and we will still respond to save lives and protect property and the environment. To do this we will continue to be innovative and flexible in the way we plan for, manage and deal with emergencies. We have improved our understanding of risk and we will respond with the right staff, the right skills and the right equipment.

We are working more with our partners to identify where the risk is greatest in terms of location, household types, times of day and seasonal variations. This new intelligence will allow us to be more flexible so that our emergency response resources are available and located where the risk is greatest.

It is rare that we respond to emergencies on our own and we will continue our joint planning with partner agencies. We work together to be prepared to deal effectively with emergencies at a local, regional and national level.

We will need to think differently about the tactics we use to deal with and manage emergencies and use every opportunity to learn, including introducing new technological solutions.

Service Delivery

The challenges we face

- Aligning resources to risk and prioritising prevention and protection activity.
 - Maintaining a consistent approach to prevention and protection activity across the Service.
 - Improving our approach to performance management through consistent use of measures. Reviewing and evaluating to learn and improve outcomes.
 - Maximising the use of portable technology to make life easier for our staff and improve efficiency.
 - Making sure, where appropriate, that we are aligning to partners' priorities and establishing clear expectations for joint working.
 - The current way our fire stations and appliances are crewed.
- Our emergency response standards.
 - The availability, recruitment and retention of on-call staff.
 - The relocation of some of our fire stations, appliances and staff to areas where risk is greatest or where circumstances may have changed.
 - The increasing demand for emergency medical response.

We would
always
rather prevent
an emergency.

Service Delivery

We want to be a Service that will:

- deliver high quality and consistent prevention and protection activity, focusing resources where the risk is greatest and regularly evaluating our impact
- prioritise our response planning for fires and road traffic collisions and make sure that risk data analysis is consistently used to decide how we need to respond, and to what
- continually review our response to make sure it is effective. Make sure that our fire stations, appliances and staff are located where risk is greatest
- have a fully trained and competent workforce, working a range of flexible work contracts and duty systems, matched to risk
- make sure our staff have the latest risk and performance information in a format they need, when they need it
- consider new technologies and equipment in our service design to support staff safety, provide better firefighting tactics and increase inclusive and efficient ways of working
- have a fire control team that supports efficient and effective service delivery
- continue to provide co-responding in partnership with the ambulance service to the most serious medical emergencies and enhance our staff's casualty care capability at fires and road traffic collisions
- review our current emergency response standards to make sure they are reflective of national incident types including realistic attendance times
- maintain and develop our ability to attend complex incidents including the threats from terrorism and climate change.



Service Delivery

In order to achieve this, during the next four years, we will:

- change to a model of prevention and protection activity that provides central direction and a consistent service
- develop and implement a new service delivery model to improve response availability, matched to risk, and facilitate greater diversity within our workforce
- develop our operational assurance framework to make sure we learn from every opportunity and make continuous improvements
- collaborate with partner agencies both locally and nationally to improve emergency response
- have a robust process for managing and implementing risk critical information including learning from emergencies elsewhere.





People

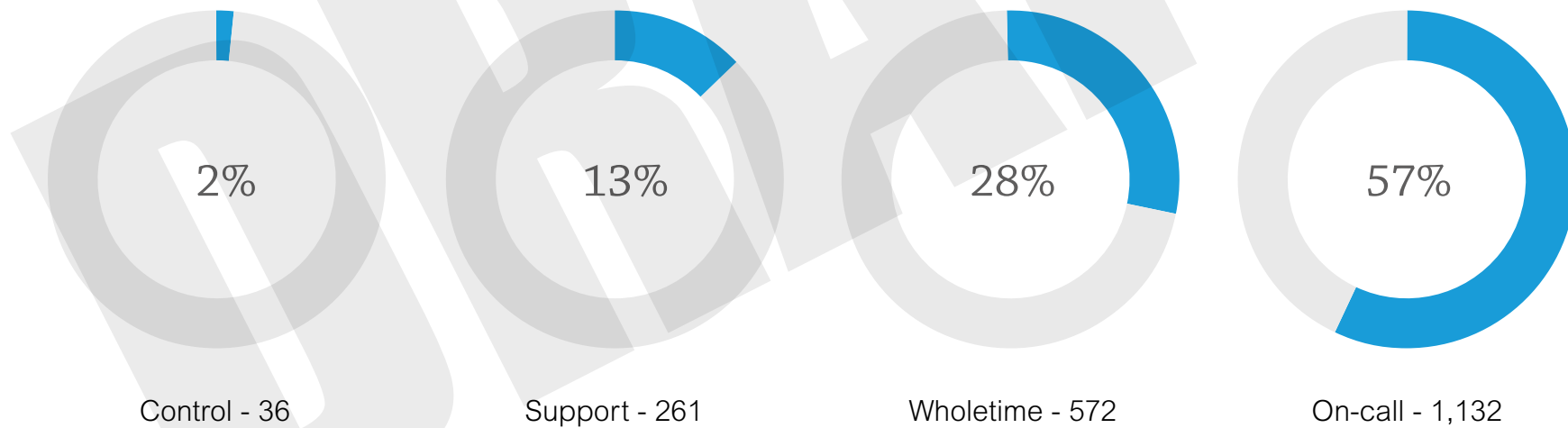
We owe our fantastic reputation to our skilled and motivated staff and as our communities evolve, the skills and knowledge that we need in our organisation will also inevitably change.

People

We are a highly-respected emergency service with a strong reputation for doing a good job. We achieve this by having skilled and motivated staff. It is essential in order to achieve our vision, that our people feel valued as individuals, are appropriately supported, well trained and safe at work.

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Employee numbers as of June 2018



NB Control, Support and Wholetime numbers will include full-time, part-time or job-share

People

The challenges we face

- The existing shift patterns and some work routines are not always meeting our needs and the changing risks within our communities.
- We have difficulties with recruitment and retention of our on-call workforce.
- We have an aging operational workforce, which is currently unrepresentative of our communities. In particular, there is a significant gender imbalance.
- There is an over-representation of uniformed middle managers.
- Pension changes will result in firefighters working to the age of 60.
- Improvements are required to the leadership and management development for all staff.
- We do not currently have a systematic approach to identifying talent and managing their progression.

- Our current staff development provision does not fully meet staff needs, particularly for on-call staff, as it is primarily based upon an old delivery model of classroom based learning.
- The traditional image of the firefighter could be having a detrimental impact on recruiting staff from our diverse communities.
- Managing change and our culture. With new ways of working being developed, we need to fully engage with staff to make sure the required changes are fully understood and embraced.

We want to be a Service that will:

- have a more diverse and inclusive workforce that is skilled and empowered to address the challenges we face
- make sure our managers have the skills and ability to motivate and manage change and performance
- deliver a new approach to training that is designed to address risk and meets the needs of on-call staff
- implement the standards approved through the national professional standards body
- make sure our firefighters remain fit and take a more holistic approach to health, safety and wellbeing across the whole organisation.

We owe our
fantastic
reputation
to our skilled
and motivated
staff.



People

In order to achieve this, over the next four years, we will:

- develop a People Strategy to define who we aim to be and a Workforce Plan to show how we resource our new ways of working
 - deliver an improved approach to leadership and management development
 - develop a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusivity in our workforce
 - develop and implement revised crewing systems, more flexible contracts and a management structure that will help us improve our service
 - provide risk-based training and development that is centred around safety-critical elements by implementing our 'Training for Competence' project
- improve our approach to staff engagement and support line managers to empower their staff
 - respond to issues raised by staff and feedback on actions taken
 - introduce schemes for alternative career paths
 - introduce apprenticeship opportunities for new and existing staff to develop their careers.

Team of the Year

Sponsored by
TELECOM





Value for money *(how we use our resources)*

Plan and operate within a balanced budget every year.

Value for Money

We will be operating with less money and it is essential that we:

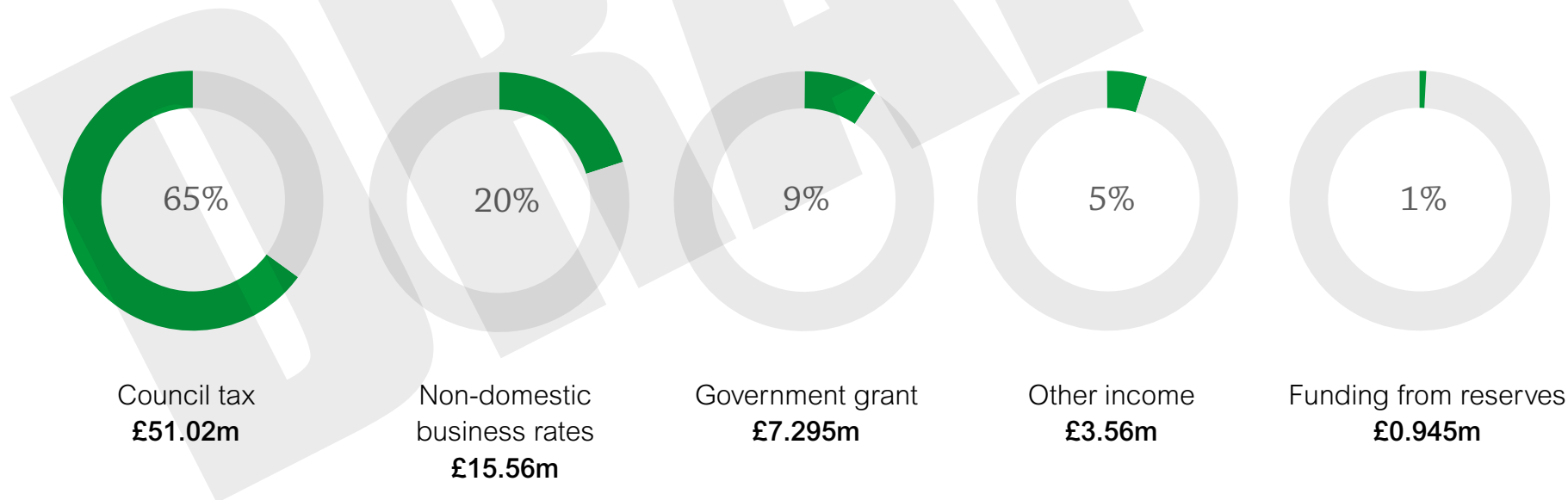
- plan, and operate within, a balanced budget every year
- look for efficiencies in future budgets by challenging the 'norm' but not compromising on the quality of service
- make every pound count by delivering the best services at the lowest reasonable cost to make sure we are achieving best value
- implement changes to the way we work that bring tangible and cashable efficiencies.

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Our money

Our funding for 2018/2019 is £78.379 million

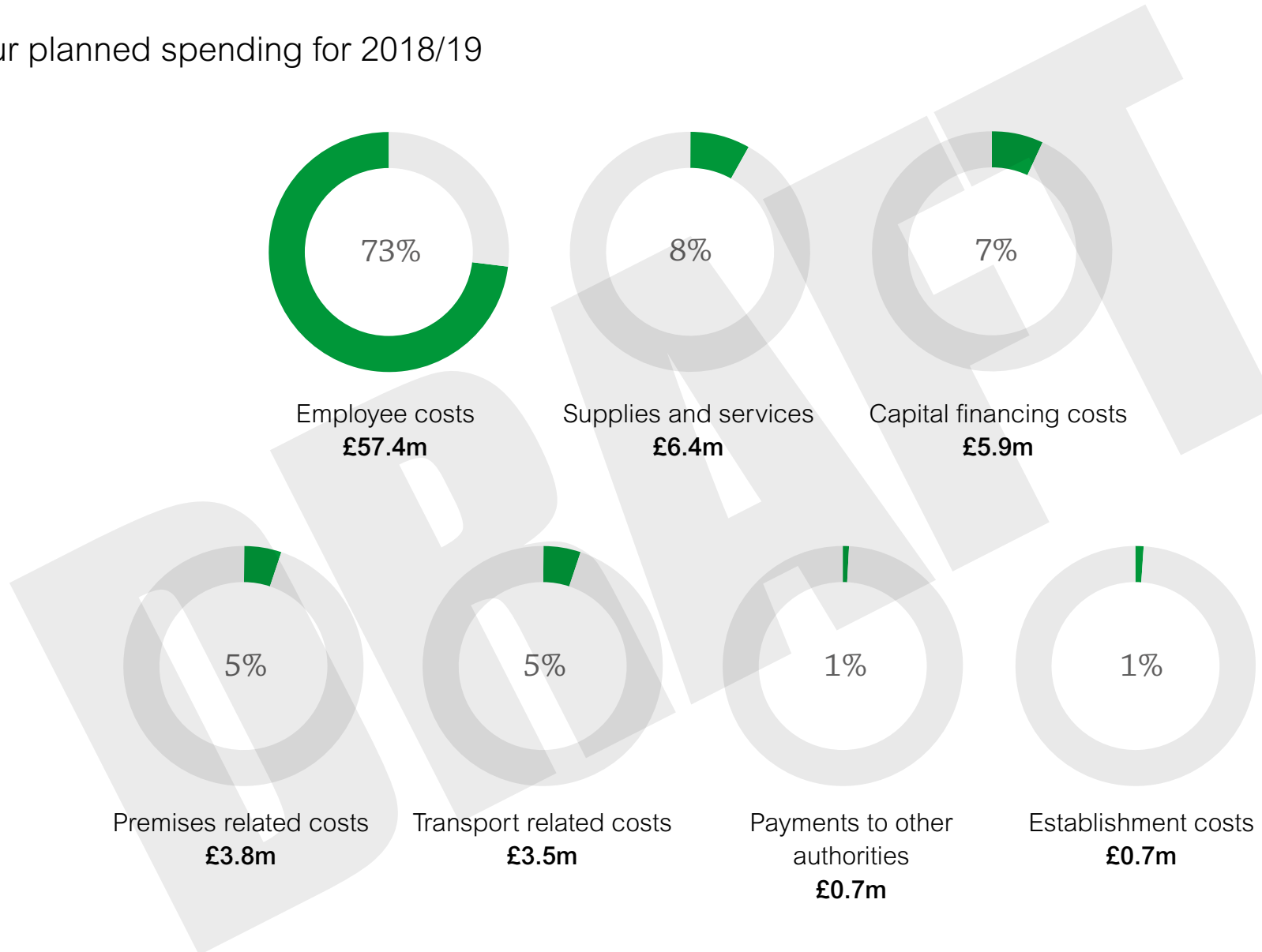
For a 'Band D' property the 2018/19 council tax charge is £84.01



Value for Money

Our planned spending for 2018/19

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Value for Money

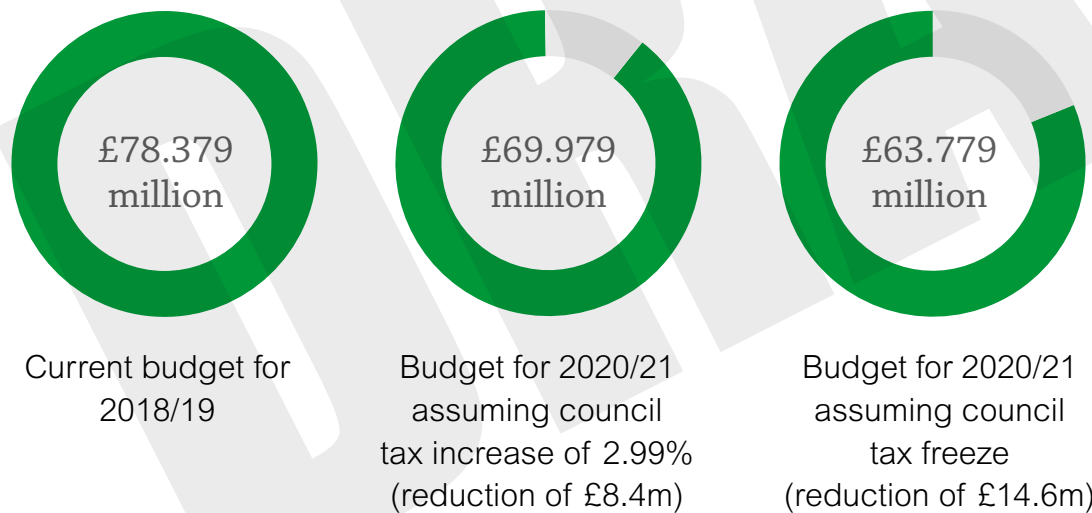
The challenges we face

- By 2022, we will need to reduce our costs by at least £8.4 million and we need to plan a balanced budget that accommodates this.
- Our government grant is reducing year-on-year.
- Effective use of our reserves budget.
- The costs of delivering and managing our mobile and fixed assets.
- The impact of our existing building and vehicle stock on the environment.



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Anticipated savings requirement up to 2021/22



Value for Money

We want to be a Service that will:

- be more efficient and effective to secure the best value for money for the taxpayer
- manage reductions in government funding and increasing costs
- manage our existing estate to get the best value for money while looking to invest in our future
- minimise our impact on the environment by reducing carbon emissions from our buildings and vehicles, waste and pollution from our activities and wasted water
- use commercial practices when purchasing goods and services by working with other organisations and getting the best value for money.

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Value for Money

In order to achieve this, over the next four years, we will:

- have a medium term financial plan that takes into account the interdependencies of revenue budgets and capital investments, understands the role of reserves and considers risks
 - publish reserves, capital and investment strategies to be transparent in our planning and financial preparation
 - produce an environmental strategy and action plan
 - strengthen our commercial practices through increased collaboration, demand management, social value, market intelligence and benchmarking
 - have an estates strategy that gives our service delivery the resources it needs to deal with risk and maximises the opportunities for shared use with our partners
- carry out a review of the vehicle fleet and equipment to support new service delivery models, bring in new technology, and reduce costs and environmental impact
 - develop a costing methodology for our activities
 - make sure that our change and improvement programme is designed around clearly identified cost-benefit analysis and delivers improvement on time and on budget.

Make every
pound count
by delivering
the best
services
at the lowest
reasonable cost.



Governance

Good governance means having the right information, processes and people in place to make the right decision.

Governance

Good corporate governance makes sure that the organisation is properly directed, controlled and held to account by transparent decisions that are legal, decent and honest.

This is achieved through effective risk management. This is fundamental to both our strategic and operational decision making processes and continuous performance management, which makes sure we are achieving our priorities.

We make sure that we are fully transparent and accountable to our communities, by publishing information and engaging with our communities on our plans, proposals and progress.

We publish an annual statement of assurance and our annual audited accounts.

Governance

The challenges we face

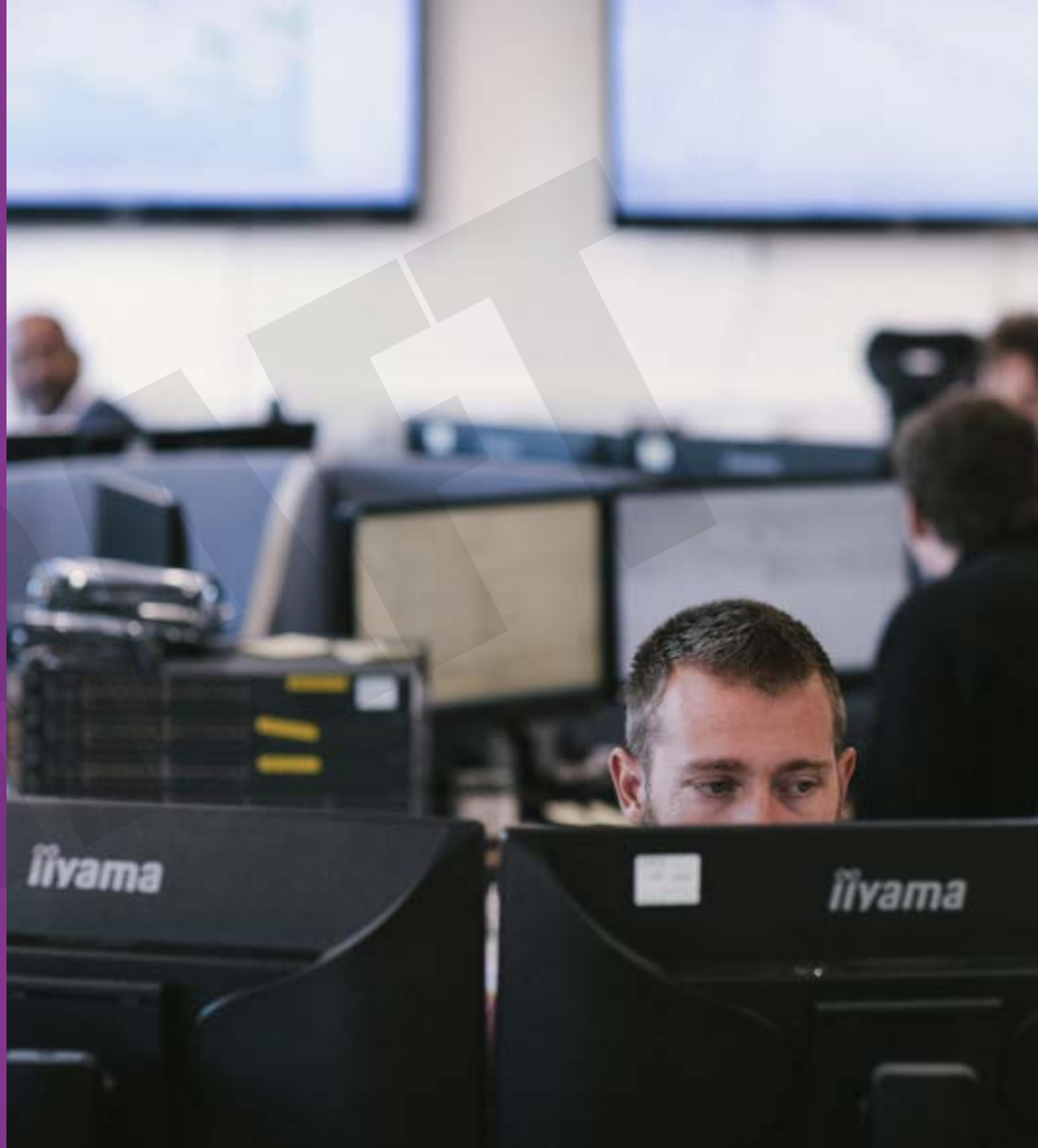
- Making sure our workforce are clear on the organisation's future direction.
- Having clear service structures and governance in place.
- Inconsistent use of data and performance information.
- Out of date and inconsistent policies and guidelines.
- Communications that are not perceived as consistent.
- An inconsistent approach to project management.
- Over use of pilots that have not been concluded, reviewed and evaluated.

We want to be a Service that will:

- make information easier to access
- make sure we are accountable to the public for our performance, decisions and actions, and offer opportunities for communities to help plan and have their say on their local service
- be robust in providing financial, organisational and operational assurance
- make sure that we deliver our IRMP and Fire and Rescue Plan
- make performance improvement a key part of what we do every day
- make sure opportunities and risks are identified and managed and that learning from experience leads to continuous improvement
- deliver what is expected of us in the national framework document.



We will make
sure that
everyone can
access the
information
they need.



Governance

In order to achieve this, over the next four years, we will:

- develop self-service facilities and improve our Intranet and website
- produce an IRMP, Fire and Rescue Plan and change and improvement programme and share them with our staff and the public
- put in place appropriate governance and programme management
- work with our staff and their representative bodies on any options for change that affects them
- develop a comprehensive communications, consultation and engagement strategy
- develop a performance management culture through regular meaningful performance reports that lead to measurable improvement
- develop our business analysis function to improve our data led decision making
- publish an annual report which will show how well the Service is meeting its priorities and will include our statement of assurance and statement of accounts showing how we are managing our finances.

#4
CREATE A CLIMATE
OF
COLLABORATION

#3
MANAGE
participation

#2
FOCUS
ON
PROCESS

#1
REMAIN
NEUTRAL



Remain neutral
What is your role?
Change roles
Keep working





Collaboration

We work closely with our neighbouring emergency services, national agencies and local partners to improve our service and public safety.

Collaboration

We have a statutory duty under the Police and Crime Act (2017) to explore all areas where we could work more closely with the police and ambulance services.

The collaborative relationship that has developed between the Service and Devon and Cornwall Police (DCP) is also an excellent example of our strategic intent being applied in reality. Whilst we have always worked well with other agencies, and continue to do so, we have taken this to a new level with DCP and have members of their collaboration team working in our premises at Service Headquarters and Middlemoor. We already have notable collaborative successes with DCP, ranging from shared estate to multi-role officers, and are actively developing further initiatives together.

Our collaboration does not stop at emergency services: we also work closely with the RNLI, Maritime and Coastguard Agency, local government and a range of community and voluntary organisations.

We took the lead in establishing the South West Emergency Services Forum which brings together the highest level of management to lead collaboration for the South West.

The forum's vision is to:

“lead the way in providing a relentless focus on improving public safety and improving organisational efficiency and effectiveness through working collaboratively and working together.”

Examples of this are the fire and rescue services supporting demand reduction for the police and ambulance services by responding to concerns for the safety of people locked in buildings and the introduction of police fire community support officers in North Devon. The Service also operates a co-responder scheme in partnership with South Western Ambulance Service NHS Foundation Trust.

We are also a founding member of the Networked Fire Services Partnership (NFSP) which is a collaboration of Devon & Somerset, Dorset & Wiltshire and Hampshire fire and rescue services.

Collaboration

The challenges we face

- Inconsistent political and geographical boundaries.
- Identifying wider opportunities to work collaboratively beyond the public sector.
- Sharing information in a secure and meaningful way.
- The lack of resources and funding to invest in collaborative arrangements.
- The complexities surrounding sharing of functions and assets.

We want to be a Service that will:

- continue to seek opportunities where collaboration will improve community safety or achieve financial efficiencies
- work with partners to better understand risk and reach more vulnerable people
- work with nationally co-ordinated research and development programmes, unless there is good reason not to, and only do our own research and development where it is not available nationally.

Lead the way
in providing a
relentless
focus on
improving
public safety.



Collaboration

In order to achieve this, over the next four years, we will:

- seek opportunities to share estates and co-locate with partners
- implement the work of the Office for Data Analytics to improve our capability for predictive analytics
- improve our approach to partnership working across our Service area
- continue to play a key role in the South West Emergency Services Forum
- continue to explore opportunities that arise from our strategic partnerships such as Networked Fire Services Partnership.





Digital Transformation

We use digital technology in a variety of ways to support our day-to-day activities.

Digital Transformation

Technology touches every part of our Service. From mobilising resources to operational incidents and making sure that our frontline staff have all the information they need, to using business systems to manage and control our resources.

We aim to use the opportunities and efficiencies digital technology can bring.

We will improve our digital technology infrastructure and capability to make sure we make the best use of available data and information to improve our services to the public and to aid our joint working with partners.

Digital Transformation

The challenges we face

- Incompatibility of our existing systems and packages.
- Providing consistent data that is accessible to all staff.
- Connectivity issues due to the wide and often remote geographical spread of our Service.
- Reflecting people's use of technology in their everyday lives.
- Our capacity to deliver business intelligence and analysis.
- Cyber security and data protection risks.

We want to be a Service that will:

- take a digital-by-default approach
- make sure our staff have easy access to accurate and comprehensive data
- make information securely available and enable people to work more flexibly and remotely
- enhance our ability to communicate by using modern techniques and tools
- develop business analysis capability to enable the prediction and modeling of risk
- develop our solutions with the end user in mind and according to a clear set of design principles.

We aim
to use the
opportunities
and efficiencies
digital
technology
can bring.



Digital Transformation

In order to achieve this, over the next four years, we will:

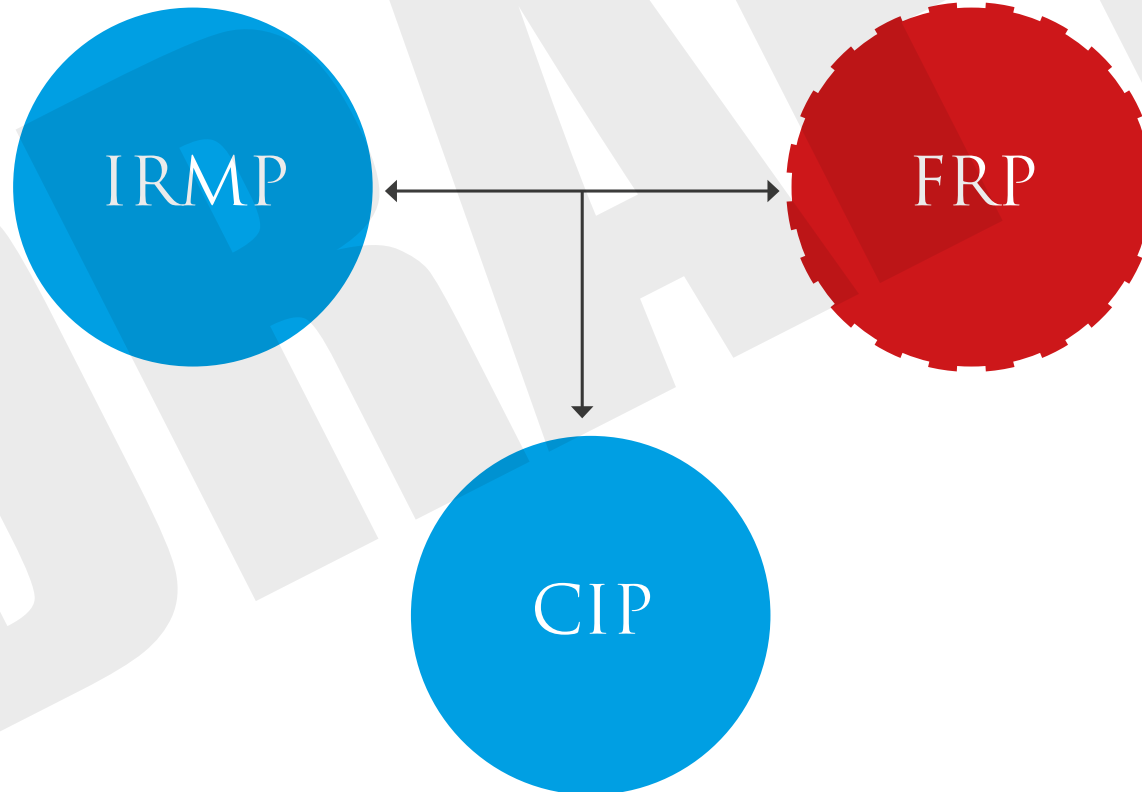
- develop, publish and implement a digital transformation strategy
- develop and implement a data architecture and make sure our information systems are secure
- provide specific applications and data, that help staff do their job more efficiently and effectively
- restructure our business analysis and data architecture teams
- make full use of mobile technology
- invest in technology such as video-conferencing to reduce travel times and our impact on the environment
- continue to improve operational data capture through the single operational reporting tool (SORT)
- deliver a range of projects designed to improve our business applications.



This document is one of a suite of documents that set out our plans for the future.

- Our **Integrated Risk Management Plan (IRMP)** describes the risks in our community and gives us a clear mandate to address it.
- Our **Fire and Rescue Plan (FRP)** describes the challenges we face as an organisation and sets out our strategic intent.
- Together they provide our **Change & Improvement Programme (CIP)**.

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DRAFT

To request any information in this document in an alternative format please contact:

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Service Headquarters
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Clyst St George
Exeter
Devon
EX3 0NW

Tel: 01392 872200

DRAFT



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

Our Vision

“Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family.”

Challenges to the Community

Integrated Risk Management Plan



Challenges to the Service

Fire and Rescue Plan



Change and Improvement Programme

How we are going to deliver the changes needed to address the risks identified by our two plans, with our priorities being:



What we will do in years 1 and 2



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Our Vision

“Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family.”

Our change and improvement programme takes the risks faced by the community and the risks to our organisation and shows how we are going to change. What does this mean and what will it look like over the next two years?

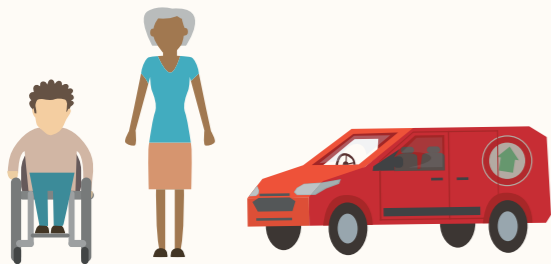


Fire appliances that can deal with a range of emergencies. Smaller vehicles to cope with both rural and urban challenges and get to emergencies quickly.

Putting prevention first



A consistent approach to our prevention and protection services, giving everyone the same high standard of advice, intervention and support to stay safe.

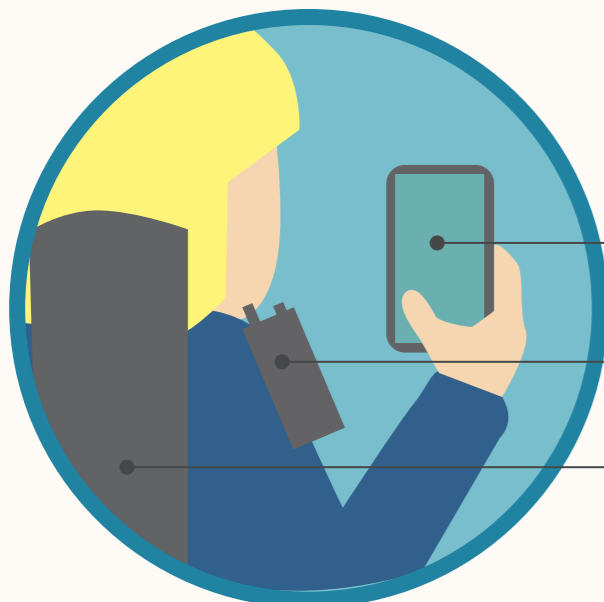


We will have a greater understanding of who needs our prevention and protection services the most.

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Those most vulnerable to fire and road traffic collisions are safer and we reduce incidents through our targeted prevention work.



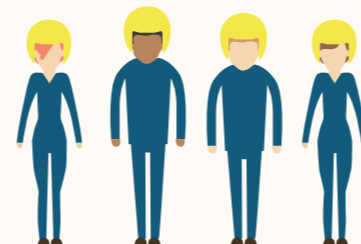
Using the best technology, kit and vehicles to keep public and staff safe.

Digital technology

Improved communication on the fire ground

New breathing apparatus kit for firefighters

Fire stations, vehicles and equipment will be located where they are needed the most.



Our crews will be better skilled with the right crewing arrangements to provide a service that better meets the risk for their particular area.



Processes that are digital by default and designed by the people who will use them.



We will focus our efforts on what we do best: preventing and responding to fires and road traffic collisions.

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Agenda Item 8

REPORT REFERENCE NO.	DSFRA/18/16
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	30 JULY 2018
SUBJECT OF REPORT	APPOINTMENTS TO COMMITTEES ETC.
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<p><i>That the Authority determines appointments to the vacancy on each of the following bodies, the term of appointment to be until the Authority's Annual Meeting in 2019:</i></p> <p style="text-align: center;"><i>Resources Committee</i></p> <p style="text-align: center;"><i>Vice-Chair of Resources Committee</i></p> <p style="text-align: center;"><i>Capital Programme Working Party</i></p> <p style="text-align: center;"><i>Local Pensions Board</i></p>
EXECUTIVE SUMMARY	<p>The Authority has been advised by Devon County Council that Councillor Brian Greenslade is no longer appointed to this Authority. Details of a replacement appointment are still awaited at the time of publication of this agenda.</p> <p>One of the consequences of this is that it creates vacancies on those Committees etc. to which Councillor Greenslade was initially appointed by the Authority at its Annual Meeting on 8 June 2018. Also, in accordance with the revised Standing Orders (as approved at the same meeting), Councillor Greenslade was appointed to serve as Vice-Chair of the Resources Committee until the Authority's Annual Meeting in 2019.</p> <p>The Authority is invited, therefore, to appoint to each of these vacancies (Resources Committee; Vice-Chair of Resources Committee; Capital Programme Working Party; and Local Pensions Board), the term of appointment to be until the Authority's Annual Meeting in 2019.</p> <p>The Authority is reminded that Standing Order 29 requires account to be taken of the principles of Section 15(5) of the Local Government and Housing Act 2989 (political proportionality) when making appointments to Committees etc.</p>
RESOURCE IMPLICATIONS	Nil.
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 DSFRA/18/13 (Schedule of Appointments to Committees, Outside Bodies etc.) to the Authority Annual Meeting on 8 June 2018 (and the Minutes of that meeting).

Agenda Item 9

REPORT REFERENCE NO.	DSFRA/18/17
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	30 JULY 2018
SUBJECT OF REPORT	APPOINTMENT OF AUTHORITY MEMBERS AS NON-EXECUTIVE DIRECTORS ON THE BOARD OF RED ONE LTD.
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<p><i>(a). That, as recommended by Ramsay Hall, Councillors Saywell and Thomas be re-appointed as Authority Member non-executive directors on the Board of Red One Ltd.</i></p> <p><i>(b). That Red One Ltd. be asked to facilitate the advised training in corporate governance and business strategy.</i></p> <p><i>(c). That matters relating to the term of office for these appointments and number of Authority Member non-executive directors be addressed as part of the Red One Ltd. Annual General Meeting, featured elsewhere on this agenda.</i></p>
EXECUTIVE SUMMARY	<p>At its meeting on 30 April 2018, the Authority delegated authority to the Clerk to identify and commission an independent external company specialising in the appointment of non-executive directors to undertake a process to identify and recommend to the Authority up to three Authority Members to serve as non-executive directors on the Board of Red One Ltd. To facilitate this, the Authority also agreed to extend the term of office of the current appointees to this meeting (Minute DSFRA/75 refers).</p> <p>Following a proportionate procurement process, Ramsey Hall was duly commissioned and has now undertaken this process. In the event, only two Members (the current two appointees) expressed interest in undertaking the appointments. The summary report produced by Ramsay Hall following the process is now appended for information. This recommends that both current appointees be re-appointed and advises that training in corporate governance and business strategy be provided.</p> <p>Elsewhere on the agenda for this meeting is an item for the Authority (in its capacity as sole shareholder in Red One Ltd.) to attend the Annual General Meeting of Red One Ltd. Amongst other things, it is intended that issues relating to the term of office of appointment of non-executive directors, and the categories and the number of such directors on the Board, be addressed as part of the business of that Annual General Meeting.</p>
RESOURCE IMPLICATIONS	<p>Authority Members appointed as non-executive directors on the Board of Red One Ltd. are entitled to a Special Responsibility Allowance (currently £6,181 per annum), as per the Authority's approved Scheme of Members' Allowances. Provision for this is included in the approved revenue budget.</p>

EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	A. Ramsey Hall Recommendation Summary.
LIST OF BACKGROUND PAPERS	Report DSFRA/18/8 (Process for the Appointment of Non-Executive Directors from Authority Membership to the Board of Red One Ltd) to the Authority meeting on 30 April 2018.

Recommendation Summary

Non-Executive Director Recruitment Red One Ltd 2018

Introduction

Ramsey Hall has been commissioned to assess candidates for the Non-Executive Director role at Red One Ltd. Following internal advertising we received two applications both of whom were submitted for assessment. Both applicants were up for re-appointment.

Methodology

1. An assessment methodology which looks at the future contribution potential of the candidates was chosen.
2. This consisted of psychometric assessment with in-depth feedback interviews thus assessing both personality and organisational fit.
3. The interviews also assessed their knowledge of corporate governance and strategy. Further it reviewed their past years board experience and their future potential.
4. Both candidates were compared against a benchmark of candidates for similar roles.
5. A recommendation report for the client was then prepared and submitted.

Recommendation

That Andrew Seywell and David Thomas be reappointed.

Rationale

Whilst neither candidate has classical non-executive director subject matter expertise (such as HR, finance or marketing) both are accomplished public representatives with an understanding of SME organisations. They also represent the shareholder and have a very good understanding of the relevant stakeholders of Red One.

Training in corporate governance and business strategy is advised.

Matthew Davis BA (Hons), MSc, Chartered FCIPD, Chartered FCIM
Director

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Agenda Item 10

REPORT REFERENCE NO.	DSFRA/18/18
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	30 JULY 2018
SUBJECT OF REPORT	RESERVES STRATEGY
LEAD OFFICER	Director of Finance
RECOMMENDATIONS	<p>(a). that the Authority approves:</p> <p style="padding-left: 40px;">(i) the transfers between reserves as outlined in Appendix B to this report; and</p> <p style="padding-left: 40px;">(ii) the new reporting categories for Earmarked Reserves as shown in Appendix C to this report;</p> <p>(b). that, subject to (a) above, the report be noted.</p>
EXECUTIVE SUMMARY	<p>The most recent iteration of the Fire and Rescue National Framework for England introduces a requirement for fire and rescue authorities to prepare and publish a Reserves Strategy setting out the purpose of each Earmarked Reserve, an analysis of the General Fund and the expected timing of expenditure from the reserves.</p> <p>In the future, the Reserves Strategy will form part of the budget setting process but this draft has been developed for 2018-19 to address questions from Authority members and enable engagement with staff.</p> <p>This report includes a risk assessment of the General Fund and a section on each of the Earmarked Reserves – which it is proposed should be combined into broader categories to simplify the way that Reserves are reported on. It should be noted that this report has been prepared under those new categories.</p>
RESOURCE IMPLICATIONS	
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	
APPENDICES	<p>A. Risk Assessment of the Adequacy of General Reserves</p> <p>B. Proposed Analysis of Earmarked Reserves for 2018/19 onwards</p> <p>C. Revised Analysis of Earmarked Reserves for 2018/19</p> <p>D. Projected Reserve Balances over MTFP</p> <p>E. Extract from the Fire and Rescue National Framework for England</p>
LIST OF BACKGROUND PAPERS	The Fire and Rescue National Framework for England

1. INTRODUCTION AND BACKGROUND

- 1.1. Section 43 of the Local Government Finance Act 1992 requires that, when setting the budget for the forthcoming year, precepting authorities should have regard to the level of reserves needed to provide sufficient resources to finance estimated future expenditure, plus any appropriate allowances that should be made for contingencies.
- 1.2. Best practice on the use and management of reserves and balances is provided by CIPFA and the Local Authority Accounting Panel (LAAP) guidance, specifically LAAP Bulletin 99 - 'Local Authority Reserves and Balances'. This was issued in July 2014, but since then many references have been made to the scale of public sector reserves by various parties.
- 1.3. In May 2018 the Government published the new Fire and Rescue National Framework for England. This introduces a requirement for fire and rescue authorities to publish a Reserve Strategy on their website and outlines the detail which should be included. The Reserves Strategy can form part of the Medium Term Financial Plan or be a stand-alone document.
- 1.4. The Reserves Strategy for this Authority has been prepared as a stand-alone document for 2018-19 but will become part of the budgetary cycle and form an element of the Medium Term Financial Plan document for the 2019-20 financial year onwards.

2. STRATEGIC CONTEXT

- 2.1 There are a number of reasons why a Local Government Authority might hold reserves, these include to:
 - (a) mitigate potential future risks such as increased demand and costs;
 - (b) help absorb the costs of future liabilities;
 - (c) temporarily plug a funding gap should resources be reduced suddenly;
 - (d) enable the Authority to resource one-off policy developments and initiatives without causing an unduly disruptive impact on Council Tax;
 - (e) spread the cost of large scale projects which span a number of years.
- 2.2 Reserves only provide one-off funding so the Authority aims to avoid using reserves to meet regular and ongoing financial commitments, other than as part of a sustainable medium-term budget plan.

3. LONG-TERM SUSTAINABILITY

- 3.1 Reserves are an essential tool to ensure long term budget stability particularly at a time when the Authority is facing significant year on year reductions in grant funding over the medium term. Due to the fact that funding for future Capital Projects is held as an Earmarked Reserve, the overall level of reserves held by the Authority is currently still high, but will reduce significantly as the Capital programme progresses.

3.2 Reserve balances have been identified as a key indicator of financial health and the Authority continues to have an appropriate level of reserves to deal with identified risks. As a minimum, there are sufficient balances to support the budget requirements and provide an adequate contingency for budget risks.

3.3 There are two different types of reserve, and these are

Earmarked Reserves – these reserves are held to fund a specific purpose and can only be used to fund spending associated with that specific purpose. Should it transpire that not all of the agreed funds are required then the agreement of the Authority would be sought to decide how any remaining balance is to be utilised; and

General Reserve – usage from this Reserve is non-specific and is held to fund any unforeseen spending that had not been included in the base budget e.g. excessive operational activity resulting in significant retained pay costs.

3.4 In addition to reserves the Authority may also hold provisions which can be defined as: a Provision is held to provide funding for a liability or loss that is known with some certainty will occur in the future, but the timing and amount is less certain.

4. RISK ASSESSMENT TO DETERMINE THE ADEQUACY OF THE GENERAL RESERVE

4.1 A well-managed multi-purpose authority will strive to maintain as low a level of General Reserve as possible, whilst still covering its financial risks. As a single-purpose authority, this Authority has no opportunity to use cross-service subsidies to meet unanticipated expenditure and so, proportionally, its General Reserve may be slightly higher than for a multi-purpose authority.

4.2 This Authority has a robust approach to managing risk and there are effective arrangements for financial control in place. That said, given the high level of influence that third parties (such as the Local Government Employers and Government departments) have on its income and expenditure, there is always a risk that the Authority will unexpectedly become liable for expenditure that it has not budgeted for.

4.3 The Authority has set its Prudential Indicator for the General Reserve at 5% of annual budget which is a commonly used benchmark across the Fire Sector. At the start of 2018/19, the General Reserve represented 7.15% of the Authority's net revenue budget which is a positive variance. Due to varying revenue budgets, maintaining a consistent level of General Reserve will result in the percentage varying over time. Transfers in or out of the General Reserve to conform to the 5 % indicator would only be considered if there was significant variance or if resources were earmarked to another project.

4.4 The prudential indicator is a useful control measure but is a rudimentary way of assessing the adequacy of the general reserve and a more meaningful approach is to develop a risk assessment. The Authority will consider both measures as part of its annual reserve strategy.

4.5 A risk assessment of the adequacy of the Authority's General Reserve will be carried out annually to determine the extent to which the Authority is exposed to uninsured and unbudgeted losses. The risk assessment for the current financial year, 2018-19, has been expanded on that prepared as part of the budget setting process and is shown in Appendix A. The impact and scale of potential losses has been estimated to calculate a potential net financial impact of £5.329m. At the start of 2018/19 the General Reserve equalled £5.315m and therefore it will not be necessary to amend the amount based on the current risk assessment.

5. **ANNUAL REVIEW OF EARMARKED RESERVES**

5.1. The Authority has a number of earmarked reserves which have been established for specific purposes where there have been timing differences at budget setting or year end, or emerging risks or cost pressures. The relevance of, and balance in, each of these is reviewed annually and the Authority is informed of the latest plans for the balances held in such reserves over the medium term via the Reserves Strategy. When the Authority endorses the Reserves Strategy for publication it will be made available on its website.

5.2. As part of the annual review of reserves 2018-19, it is proposed that existing Earmarked Reserves will be presented in broad categories and analysed as outlined below. To support the new analysis, the Authority is recommended to approve the transfers between reserves as outlined in Appendix B to this report and endorse the new reporting categories as shown in Appendix C to this report.

Grants received in advance

5.3. These reserves relate to grants which have been given to the Authority which have either not been fully spent or have been received in advance of the intended expenditure period. Where a grant has been received in advance the Authority's policy and accounting rules dictate that the funding be transferred to an Earmarked reserve to be spent in future years. Specifically, timing differences of £1.020m have arisen from Home Office grants relating to the Airwave communication system and funding for National Resilience, the Authority has a commitment to the expenditure in the following financial year and therefore the funding will be transferred out of reserves and in to the revenue budget.

5.4. Any smaller grants will be reviewed annually as part of the budget monitoring process to assess whether they are still needed. It is not anticipated that any of the current balances will be carried forward beyond the medium term financial plan period of 2018-2022.

	Balance as at 1 April 2018 £000	Forecast Spend 2018-19 £000	Proposed Balance as at 31 March 2019 £000	Proposed Projected Spend 2019-22 £000	Proposed Balance as at 31 March 2022 £000
RESERVES					
Earmarked reserves					
Grants unapplied from previous years	(1,376)	1,020	(356)	356	-

Invest to Improve

- 5.5. A significant amount of funding has been set aside in Reserves to support the change activity of the Authority. Following release of the Integrated Risk Management Plan, which addresses Community risk, and the Fire and Rescue Plan, which addresses organisational risk, the Authority is developing a Change and Improvement Plan. Invest to Improve reserves will be used to invest in projects such as digital transformation and development of our people which will support the modernisation of the Service. If restructure is required, reserve funding will be used to pay for associated redundancy costs.
- 5.6. The Authority is currently developing its Change & Improvement Programme which will identify the requirement to invest in improvement activity and the resulting benefits which will then be fed in to the Medium Term Financial Plan for 2019-20 and beyond. The Invest to Improve reserve will be subject to regular budget monitoring and forecasting by the Service Programme Board. Of the current forecast up to 2022, £1.114m is committed to existing projects with the remaining expenditure being an estimate of the Change and Improvement Programme costs.

	Balance as at 1 April 2018	Forecast Spend 2018-19	Proposed Balance as at 31 March 2019	Projected Spend 2019-22	Proposed Balance as at 31 March 2022
	£000	£000	£000	£000	£000
RESERVES					
Invest to Improve	(6,424)	646	(5,778)	3,000	(2,778)

Budget smoothing

- 5.7. The budget smoothing reserve is intended to support any shortfalls in future revenue budgets which are identified during the development of the Medium Term Financial Plan. The reserve has arisen from a surplus of funding in previous financial years, particularly where non-domestic rates or grant income have exceeded the budget requirement. The Medium Term Financial Plan for the period 2019-20 to 2021-22 has identified a potential funding shortfall of between £7.7m and £12.4m which, if not addressed through improvement and efficiency savings, will need to be funded from reserves.
- 5.8. Unless significant savings are identified from projects over the medium term, there will be a requirement to draw down against budget smoothing reserves. The next iteration of the Reserves Strategy will include further detail on the impact of the Change and Improvement Programme which will in turn identify remaining budget pressures. At the moment, it is forecast that the Budget Smoothing reserve will be exhausted within the Medium Term Financial Planning Period.

	Balance as at 1 April 2018	Forecast Spend 2018-19	Proposed Balance as at 31 March 2019	Projected Spend 2019-22	Proposed Balance as at 31 March 2022
	£000	£000	£000	£000	£000
RESERVES					
Budget Smoothing Reserve	(1,818)	-	(1,818)	1,818	-

Capital Funding

- 5.9. At £16.6m, Capital Funding is the largest of the Authority's earmarked reserves. There is a long term strategy in place to reduce borrowing to fund capital expenditure and this reserve has been built up over several years from under spends in the Capital Programme along with savings made in other areas. Due to the long term nature of the Capital Programme and low levels of expenditure in recent years the reserve has grown significantly and represents an opportunity to reduce borrowing in the future as well as the associated costs.
- 5.10. If the Authority hadn't taken out any borrowing to fund capital expenditure it could save £1.1m per year in debt charges. Borrowing currently stands at £25.6m and the loan portfolio is regularly reviewed for opportunities to pay off loans where there would be a long term benefit but this is dependent on economic conditions. If the Authority does opt to pay off loans early, use of the Capital Funding reserve will accelerate. Currently it is forecast that the programme will require £2.1m of reserve funding in 2018/19 and a further £5.1m to 2021-22. If the Change and Improvement programme identifies a need for further investment in our Estate, infrastructure, vehicles and equipment the reserve can be called upon to fund the acquisition or enhancements, subject to long-term affordability.
- 5.11. Planning for the Capital Programme is undertaken as part of the annual budget setting programme and so each year the Authority will have the opportunity to review the funding options of the programme. The forecast use of the Capital Funding reserve will be determined by that programme. Given that it is prudent to maintain the long term strategy to reduce, ideally remove, reliance on external borrowing to fund Capital expenditure, a healthy reserve will be maintained wherever possible.

	Balance as at 1 April 2018	Forecast Spend 2018-19	Proposed Balance as at 31 March 2019	Projected Spend 2019-22	Proposed Balance as at 31 March 2022
	£000	£000	£000	£000	£000
RESERVES					
Direct Funding to Capital	(16,647)	2,116	(14,531)	5,070	(9,461)

Specific projects, budget carry forwards or risks identified

- 5.12. The Authority holds several Earmarked Reserves for items which have been identified through a business case, to address a specific risk or where timing differences have arisen in the revenue budget. These items form part of the planning cycle but either address a risk or maintain the status quo rather than being potential improvement activities. Examples of this are a refresh of Breathing Apparatus or Personal Protective equipment and replacement roofing. Expenditure on these items will normally be spread over several financial years within the Medium Term Financial Plan but there are instances where a longer term risk has been identified and provided for which may exceed the 2018-2022 period.
- 5.13. These one off reserves will be reviewed annually and either maintained or enhanced. Any unspent funds remaining at the end of the project will, subject to the relevant approval, be transferred to an alternative reserve such as the Invest to Improve or Capital Funding reserve.

	Balance as at 1 April 2018 £000	Forecast Spend 2018-19 £000	Proposed Balance as at 31 March 2019 £000	Proposed Projected Spend 2019-22 £000	Proposed Balance as at 31 March 2022 £000
RESERVES					
Projects, risks, & budget carry forwards					
PFI Equalisation	(295)	-	(295)	-	(295)
Emergency Services Mobile Communications Programme	(921)	2	(919)	919	-
Breathing Apparatus Replacement	(1,650)	1,000	(650)	650	-
Mobile Data Terminals Replacement	(800)	797	(3)	3	-
PPE & Uniform Refresh	(504)	16	(488)	488	-
Pension Liability reserve	(625)	593	(32)	32	-
National Procurement Project	(215)	166	(49)	49	-
Budget Carry Forwards	(598)	342	(256)	256	-
Commercial Services	(72)	20	(52)	52	-
Total	(5,679)	2,935	(2,744)	2,449	(295)

5.14. Explanation of specific reserves:

- *PFI Equalisation* – The Authority is part of a tri-service Private Finance Initiative which covers the Severn Park training facility. Due to the nature of the contract and its longevity (will mature in 2028) the amount due at the end of the contract is dependent on various factors such as interest rates and investment performance. The reserve is held to mitigate the risk at the end of the contract period.
- *Emergency Services Mobile Communications Programme (ESMCP)* – The Authority has committed to be part of the ESMCP national project which provides the technology and network to allow Emergency Services a dedicated method of communication whilst being more financially efficient than its predecessor. Whilst funding has been allocated on a regional basis there is a need to support the project beyond the funding (which has been allocated for discrete time periods) because of the South West region being the last to transition which is why the reserve was established. The reserve also holds grant funding from central government to support the establishment of Emergency Services Network capability. The national project is currently under scrutiny of the Public Accounts Committee and may be subject to change or cancellation. If cancelled, there is a risk that the current Airwave facility will cost the Authority more although at this stage that cannot be quantified.
- *Breathing Apparatus Replacement* – The Authority has committed to replacement of aging (and soon to be obsolete) breathing apparatus equipment and has completed a procurement exercise. The new equipment will harmonise sets throughout the Service and improve firefighter safety due to improved functionality including enhanced communications.
- *Mobile Data Terminals (MDT) Replacement* – MDTs are computers in appliances which provide site specific risk and technical information to firefighters when they respond to incidents. Due to the age of the current suite of MDTs, which are purchased and maintained under the Airwave Communications system, replacements are required in advance of the roll out of the new Emergency Services Mobile Communications Project. Refreshing the safety critical information available to firefighters at incidents supports the Authority's underlying principles of Public Safety and Firefighter safety.

- *PPE and Uniform refresh* – Firefighters are required to wear a specific range of Personal Protective Equipment (PPE) when responding to incidents and each set has a finite life dependant on the number and type of incidents attended. The Service is currently exploring options to provide staff with more flexible and comfortable options for PPE which, once determined, will be rolled out to staff. The project supports the safety and wellbeing of our staff.
- *Pension Liability reserve* - There is an ongoing issue over taxation of injury on duty/ ill health retirement being subject to income tax which is currently under review, with legal advice being sought. The Pension Liability reserve has been maintained to fund payments of tax if it is determined they are due. The reserve will be released as part of the 2018-19 year-end review if it is determined there is no liability.
- *National Procurement Project* – Devon and Somerset have seconded a member of staff to manage the National Procurement Project on behalf of the National Fire Chiefs Council. Grant funding has been received to support the project and is therefore held in a specific reserve until those funds are exhausted.
- *Budget Carry Forwards* – Arise as a result of timing differences, where a revenue project has been unable to complete in year and therefore the under spend on a particular budget line has been transferred to Earmarked Reserves. As reserve funds can span several financial years these are expected to be used in the short term, but the reserve may be enhanced at a later date if there are timing differences in the 2018-19 budget and beyond.
- *Commercial Services* – The Authority has a subsidiary trading company, Red One Limited, which sells training on a commercial basis. The commercial services reserve was originally established to fund the set up costs of Red One and is now held to cover any expenses of the Authority as sole shareholder of Red One. This reserve will be subject to review as part of the year-end process 2018/19.

AMY WEBB
Director of Finance

APPENDIX A TO REPORT DSFRA/18/18

Risk Assessment of the Adequacy of General Reserves

Budget Head	Budget Provision 2018-19 £m	RISK	Likelihood	Impact £m	Net Impact £m
Wholetime Pay Costs	28.7	Wholetime Pay represents nearly a third of Service costs. There is a high level of uncertainty around future pay increases, particularly whether pay awards will be linked to a change to the Firefighter role map to include emergency medical response, which might attract a 5% Pay award. An unfunded pay award of 3% has been factored in to the budget for 2018-19.	Medium	0.573	0.287
		Overspend due to supernumerary staff whilst Change Programme is developed	High	1.000	0.750
Retained Pay Costs	12.8	A significant proportion of costs associated with retained pay is directly as a result of the number of calls responded to during the year.	Low	1.282	0.321
		There is a high level of uncertainty around future pay increases, particularly whether pay awards will be linked to a change to the Firefighter role map to include emergency medical response, which might attract a 5% Pay award	Medium	0.256	0.128
Major Incident - Belwin		A major incident occurs which qualifies for central government funding under the Belwin Scheme - the first 2% of budget, or £0.146m is funded by the Local Authority.	Low	0.146	0.037
Firefighter's Pensions	2.7	The Authority is required to fund the costs associated with ill-health retirements, and the potential costs of retained firefighters joining the scheme. There were fewer retirees than budgeted in 2017-18 which has increased the likelihood of those individuals retiring in 2018-19.	High	0.500	0.375
Insurance Costs	0.8	The Fire Authority's insurance arrangements require the authority to fund claims up to agreed insurance excesses. In addition some uninsured costs such as any compensation claims from Employment Tribunals carry a financial risk to the Authority. The Insurance Mutual holds a reserve which will enable the pool to absorb a reasonable level of claims.	Low	0.500	0.125
Fuel Costs	0.7	As fuel prices are slowly starting to increase it is highly possible that inflationary increases could be in excess of the budget provided.	High	0.175	0.131
Treasury Management Income	(0.2)	Reduced Interest Income, rates to 0%. The target income for 2018-19 has been set at a prudent level of achieving only a 0.6% return on investments.	Low	0.201	0.050
Income	(0.7)	Whilst the authority has only limited ability to generate income, the budget has been set on the basis of delivering £0.7m of external income whilst setting the reliance on the Service budget for Red One Income at £0.3m. Due to economic uncertainty this budget line may be at risk.	Low	0.348	0.087
Capital Programme	10.3	Capital projects are subject to changes due to number of factors; these include unforeseen ground conditions, planning requirements, necessary but unforeseen changes in design, and market forces. The risk of contract deviation up to 10% of value.	Low	1.030	0.258
Business Rates	(0.9)	There is a high degree of uncertainty over levels of Retained Business rates income and the method of allocation between funding and revenue grants in future years.	Low	0.225	0.056
External Contracts		The Authority has a wide range of contractual arrangements which could see a financial loss in the event of the bankruptcy of a supplier or a customer. The Authority maintains a bad debt provision based on aged debtor analysis but it would be insufficient to fully fund a loss from a major contract. Additionally, Public Sector procurement processes and contracts are coming under increasing scrutiny and could be open to legal challenge.	Low	2.000	0.500

Budget Head	Budget Provision 2018-19 £m	RISK	Likelihood	Impact £m	Net Impact £m
Legal Issues		Given the nature of the work of the Authority there is a possibility that it could suffer a major health and safety or environmental failure.	Low	3.000	0.750
System/ Infrastructure Issues		In the event that a key system, such as the control mobilising system or system networks, were to fail, it is possible that urgent consultancy or replacement equipment would be required within short time constraints.	Low	1.500	0.375
Funding Issues		The changes to the funding mechanism for local government, introduced following the Local Government Resource Review, transferred potentially significant levels of financial risk to the Authority.	Medium	1.000	0.500
Inflation		Whilst allowances for inflation have been made within specific budget lines, generally at 2.7% per annum, the uncertainty surrounding Brexit and the UK economy might lead to increased inflation.	Medium	0.200	0.100
Employment Issues		Issues that might arise in respect of pay settlements or other factors which might lead to industrial action would, in the first instance, be managed within the revenue budget. Prolonged Action or issues would require funding from Reserves.	Medium	1.000	0.500
Estimated Reserve Requirement					5.329

APPENDIX B TO REPORT DSFRA/18/18

Proposed Analysis of Earmarked Reserves for 2018-19 onwards

	Note	Balance as		Revised		Proposed analysis 2018/19
		at 1 April 2018 £000	Proposed Transfers £000	balance as at 1 April 2018 £000		
RESERVES						
Earmarked reserves						
Grants unapplied from previous years	A	(1,652)	276	(1,376)		Grants unapplied from previous years
Change & improvement programme	B	(275)	275	-		Invest to Improve
Budget Carry Forwards		(597)		(597)		Projects, risks, & budget carry forwards
Commercial Services		(72)		(72)		Projects, risks, & budget carry forwards
Direct Funding to Capital		(16,646)		(16,646)		Direct Funding to Capital
Invest to Improve	B	(5,279)	(1,144)	(6,424)		Invest to Improve
Community Safety Investment	B	(38)	38	-		Invest to Improve
PPE & Uniform Refresh		(504)		(504)		Projects, risks, & budget carry forwards
Pension Liability reserve	C	(1,525)	900	(625)		Projects, risks, & budget carry forwards
PIMS Replacement	B	(230)	230	-		
National Procurement Project		(215)		(215)		Projects, risks, & budget carry forwards
NNDR Smoothing Reserve	A/C	(642)	(1,176)	(1,818)		Budget smoothing
Digital Transformation Strategy	B	(255)	255	-		Invest to Improve
Firefighter fitness monitoring & support	B	(134)	134	-		Invest to Improve
PFI Equalisation		(295)		(295)		Projects, risks, & budget carry forwards
Operational Safety - new training model	B	(212)	212	-		Invest to Improve
Emergency Services Mobile Communications Programme		(921)		(921)		Projects, risks, & budget carry forwards
Breathing Apparatus Replacement		(1,650)		(1,650)		Projects, risks, & budget carry forwards
Mobile Data Terminals Replacement		(800)		(800)		Projects, risks, & budget carry forwards
Total earmarked reserves		(31,943)	-	(31,943)		

Notes on transfers

- A. £276k to transfer from Grants Unapplied to Budget smoothing reserve, made up of Transitional funding £110k and Small Business Rates Relief £166k
- B. Combine the following reserves under the Invest to Improve heading, funds will still be allocated for the original purpose:

Reserve Name	Amount to transfer £000
Change and Improvement	275
Community Safety Investment	38
Digital Transformation Strategy	255
Performance Information Management System	230
Firefighter Fitness monitoring and Support	134
Operational Safety – New training model	212
Total	1,144

- C. The potential Pension Liability relating to Ill Health pension taxation has been assessed as £625k so it is proposed to transfer the remaining £900k to the Budget smoothing reserve

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APPENDIX C TO REPORT DSFRA/18/18

Revised Analysis of Earmarked Reserves for 2018-19

	Balance as at 1 April 2018 £000
RESERVES	
Earmarked reserves	
Grants unapplied from previous years	(1,376)
Invest to Improve	(6,424)
Budget Smoothing Reserve	(918)
Direct Funding to Capital	(16,647)
Projects, risks, & budget carry forwards	
PFI Equalisation	(295)
Emergency Services Mobile Communications Programme	(921)
Breathing Apparatus Replacement	(1,650)
Mobile Data Terminals Replacement	(800)
PPE & Uniform Refresh	(504)
Pension Liability reserve	(1,525)
National Procurement Project	(215)
Budget Carry Forwards	(598)
Commercial Services	(72)
Total earmarked reserves	(31,944)

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APPENDIX D TO REPORT DSFRA/18/18

Projected Reserve Balances over Medium Term Financial Plan Period (2018 - 2022)

	Balance as at 1 April 2018 £000	Forecast Spend 2018-19 £000	Proposed Balance as at 31 March 2019 £000	Projected Spend 2019-22 £000	Proposed Balance as at 31 March 2022 £000
RESERVES					
Earmarked reserves					
Grants unapplied from previous years	(1,376)	1,020	(357)	357	-
Invest to Improve	(6,424)	646	(5,778)	3,000	(2,778)
Budget Smoothing Reserve	(918)	-	(1,818)	1,818	-
Direct Funding to Capital	(16,647)	2,116	(14,531)	5,070	(9,461)
Projects, risks, & budget carry forwards					-
PFI Equalisation	(295)	-	(295)	-	(295)
Emergency Services Mobile Communications Programme	(921)	2	(919)	919	-
Breathing Apparatus Replacement	(1,650)	1,000	(650)	650	-
Mobile Data Terminals Replacement	(800)	797	(3)	3	-
PPE & Uniform Refresh	(504)	16	(488)	488	-
Pension Liability reserve	(1,525)	593	(32)	32	-
National Procurement Project	(215)	166	(49)	49	-
Budget Carry Forwards	(598)	342	(256)	256	-
Commercial Services	(72)	20	(52)	52	-
Total earmarked reserves	(31,944)	6,717	(25,227)	12,694	(12,533)
General reserve					
General Fund balance	(5,315)	-	(5,315)	-	(5,315)
Percentage of general reserve compared to net budget					
TOTAL RESERVE BALANCES	(37,259)	6,717	(30,542)	12,694	(17,848)
PROVISIONS					
Fire fighters pension schemes	(754)	100	(654)	654	-

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Extract from Fire and Rescue National Framework for England

Reserves

- 5.6 Sections 31A, 32, 42A and 43 of the Local Government Finance Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 5.7 Fire and rescue authorities should establish a policy on reserves and provisions in consultation with their chief finance officer. General reserves should be held by the fire and rescue authority and managed to balance funding and spending priorities and to manage risks. This should be established as part of the medium-term financial planning process.
- 5.8 Each fire and rescue authority should publish their reserves strategy on their website, either as part of their medium term financial plan or in a separate reserves strategy document. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should cover resource and capital reserves and provide information for the period of the medium term financial plan (and at least two years ahead).
- 5.9 Sufficient information should be provided to enable understanding of the purpose(s) for which each reserve is held and how holding each reserve supports the fire and rescue authority's medium term financial plan. The strategy should be set out in a way that is clear and understandable for members of the public, and should include:
- how the level of the general reserve has been set;
 - justification for holding a general reserve larger than five percent of budget; and
 - details of the activities or items to be funded from each earmarked reserve, and how these support the FRA's strategy to deliver a good quality service to the public. Where an earmarked reserve is intended to fund a number of projects or programmes (for example, a change or transformation reserve), details of each programme or project to be funded should be set out.
- 5.10 The information on each reserve should make clear how much of the funding falls into the following three categories:
- a. Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.
 - b. Funding for specific projects and programmes beyond the current planning period.
 - c. As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance)

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REPORT REFERENCE NO.	DSFRA/18/19
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	30 JULY 2018
SUBJECT OF REPORT	ARRANGEMENTS FOR AUTHORITY PROPER FINANCIAL OFFICER/TREASURER
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<p><i>(a). That Option 3, an external competitive recruitment process for either a full-time or part-time position, be approved;</i></p> <p><i>(b). That an Appointments Panel be appointed with delegated authority to interview candidates and determine the appointment; and</i></p> <p><i>(c). That the existing temporary appointment be extended for a further two month period (to the end of December 2018) to allow sufficient time for the recruitment process and also for a hand-over period, if required.</i></p>
EXECUTIVE SUMMARY	<p>In June 2017 the Authority approved the temporary appointment of the [then] Service Head of Finance to serve as the Authority’s statutory “proper officer” for the administration of its financial affairs. This temporary appointment commenced on 1 November 2017.</p> <p>The period of the temporary appointment is due to cease on 31 October 2018. This paper outlines options, with indicative advantages and disadvantages, for appointments to this position at the end of the current temporary promotion.</p>
RESOURCE IMPLICATIONS	Funding for the current 0.9FTE post is contained within the existing revenue budget. Funding for any increase in time commitment (i.e. full-time) and any associated external recruitment process will be contained from within existing budget.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	<p>A. Report DSFRA/17/17 (Appointment of Authority Treasurer) to the Authority meeting on 12 June 2017 (and the Minutes of that meeting).</p> <p>B. Fire and Rescue National Framework for England</p>

1. INTRODUCTION AND BACKGROUND

- 1.1. The Authority is required (by virtue of Section 112 of the Local Government Finance Act 1988) to have a “proper officer” responsible for administration of the Authority’s financial affairs (including submission of reports to the Authority on the discharge of that responsibility). This post is commonly referred to as the Treasurer and has responsibilities equivalent to the “proper officer” as defined by Section 151 of the Local Government Act 1972.
- 1.2. Historically, this role was discharged by the [then] Director of Finance. This post was, however, deleted in 2013 following a review of the Service’s Senior Management Structure. At that time, the Authority resolved that a procurement exercise be undertaken to identify an appropriate replacement, on a contractual basis, following which a contract was awarded for an initial two-year period (to November 2015) with an option to extend by a further two years (to November 2017), which was exercised.
- 1.3. At its meeting on 12 June 2017, the Authority considered report DSFRA/17/17 advising that:
- the Treasurer at that time had indicated that he did not wish to continue in the role on expiry of the current contract (November 2017); and
 - that changes in taxation legislation (specifically, IR35 – “the intermediaries legislation”) meant that the “contracting” model was no longer an option.
- The report outlined three possible alternative options. Following consideration of these, the Authority resolved (Minute DSFRA/12 refers):
- (a) that, upon retirement of the current Treasurer, the post of Treasurer be filled by temporary promotion of the current Service Head of Finance, for a period of twelve months and on a 0.8 full-time equivalent basis (i.e. four days a week); and
 - (b) that this post be designated the proper financial officer for the Authority in accordance with the requirements of Section 112 of the Local Government Finance Act 1988;
 - (c) that the Chief Fire Officer be delegated authority to effect this appointment at the relevant time.
- 1.4. Subsequent to this decision and given Service requirements, the Chief Fire Officer agreed to increase the hours of the temporary appointment to 0.9FTE in accordance with authority delegated by virtue of paragraph 4.17 of the Authority’s Approved Scheme of Delegations. It should be noted that the current post-holder is also on the Service Executive Board as Director of Finance.
- 1.5. The current post-holder took up the post on the retirement of the previous Treasurer effective from 1 November 2017. On the basis of the Authority decision as set out above, the twelve-month temporary appointment period runs until 31 October 2018.

2. OPTIONS

2.1. As indicated above, it is a statutory requirement for this Authority to have a “proper officer” responsible for the administration of its financial affairs. Given this, the Chief Fire Officer has considered a number of options, which are set out below.

Option 1 – make the existing appointment permanent, following a suitability interview

Advantages

1. The current post-holder has performed well in role and previously worked closely with the former Treasurer over a number of years and is experienced in Authority budget setting, budget monitoring and production of the Annual Statement of Accounts. As such, the current post-holder has a full knowledge of Service and Authority financial issues and is appropriately qualified (being a Fellow Member of the Association of Certified Chartered Accountants).
2. The current post-holder, as a member of the Service Executive Board, is well-sighted on and has been instrumental to considerations on the Change and Improvement programme to be undertaken over the next four years. This option would provide continuity in service provided.
3. This would be the least costly option as it would not require expenditure on an external recruitment process.
4. This option would be one of the quickest to implement.

Disadvantages

1. There would be no opportunity for the Authority to assess other candidates who may be equally or potentially more suitable for discharging the role effectively and efficiently.
2. This would not be consistent with the new Fire and Rescue National Framework for England, which sets out that “all principal fire officer posts must be open to competition nationally”. The position of Treasurer is regarded as a non-uniformed principal fire officer and, as such, the requirement in the National Framework for the post to be open to competition nationally would apply.

Option 2 – Extend the existing temporary appointment for a further 12 month period.

Advantages

1. As per (1), (3) and (4) of Option 1 above.

Disadvantages

1. As per (1) of Option 1 above plus
2. A lack of certainty both for the Service and the current post-holder at a significant time when embarking on an ambitious change and improvement programme.
3. The existing post-holder has indicated that they would be seeking to achieve a substantive senior position and, as such, a further twelve month period of temporary promotion would not be a preferred option.

4. Associated with (2) and (3), there is less certainty that this Option will deliver a satisfactory solution for the duration of the period of extended temporary promotion and may result in either Options 1 or 3 having to be revisited in the event that the post-holder obtains a substantive senior position in another organisation.

Option 3 –An external competitive recruitment process to be undertaken (for either a full-time or part-time position), with an extension of the existing temporary appointment for a further two month period (to the end of December 2018) to allow sufficient time for the recruitment process and also for a hand-over period if required.

Advantages

1. Fully compliant with the requirements as set out in the new Fire and Rescue National Framework for England.
2. Affords the opportunity for the Authority to select the best candidate from a competitive process.
3. Greater certainty for the Service at a significant time when embarking on an ambitious change and improvement programme.

Disadvantages

1. Cost associated with external recruitment process.
2. Any new appointment would require a period of time to become familiar with the Service and the Authority at a time of significant change.

3. CONCLUSION

- 3.1. There is a statutory requirement for the Authority to have a “proper officer” responsible for the administration of its financial affairs. The temporary promotion of the current post-holder, approved by the Authority in June 2017, ends on 31 October 2018.
- 3.2. Given the requirements as set out in the new Fire and Rescue National Framework for England, Option 1 is not recommended and should be discounted.
- 3.3. Option 2, given that it is a temporary promotion, would not be inconsistent with the new Fire and Rescue National Framework for England and it would be quick to implement. However, it does not provide for longer term stability at a time when the Service is embarking on an ambitious and significant change and improvement programme. Given the importance of very strong professional leadership to support delivery of the Authority’s Medium Term Financial Plan, Option 2 is not recommended.
- 3.4. Option 3 is fully compliant with the requirements set out in the new Fire and Rescue National Framework for England, it affords the opportunity for the Authority to assess a number of candidates as part of a competitive process and provides longer term certainty and stability at a time when the Service is embarking on an ambitious and significant change and improvement programme. If Option 3 were to be approved, the Authority would need to establish and appoint to an Appointments Panel with delegated authority to interview candidates and determine the appointment.

MIKE PEARSON
Director of Corporate Services

REPORT REFERENCE NO.	DSFRA/18/20
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	30 JULY 2018
SUBJECT OF REPORT	SECONDMENT OF CHIEF FIRE OFFICER LEE HOWELL
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<i>That the Human Resources Management & Development Committee be delegated authority to consider and determine any proposals relating to an extension of the secondment of Chief Fire Officer Lee Howell to the Avon & Somerset Constabulary as Senior Responsible Officer for the Office for Data Analytics initiative.</i>
EXECUTIVE SUMMARY	<p>At its meeting on 20 October 2017, the Authority approved a twelve month secondment of Chief Fire Officer Lee Howell to the Avon & Somerset Constabulary as Senior Responsible Officer for a Home Office funded regional collaborative initiative to develop a multi-agency integrated service analytics hub (Minute DSFRA/33 refers). This has subsequently become known as the Office for Data Analytics.</p> <p>The Authority approved the current secondment period on the basis of there being no additional costs to the Authority. £140,000 would be drawn down from the Home Office funding, with the remaining full cost of the Chief Fire Officer's employment (£68,000) being off-set by the Service not filling a Group Manager vacancy arising from the temporary promotions as part of the backfill arrangements associated with the secondment.</p> <p>The secondment commenced on 1 November 2017, for an initial twelve month period to end on 31 October 2018. Any proposal for an extension to the secondment was to be subject to further consideration and determination by the Authority. At this point in time, however, there remain a number of issues requiring resolution prior to the Avon & Somerset Constabulary formulating a formal request for the secondment to be extended. These issues include confirmation of funding arrangements.</p> <p>The Authority will, though, need to have determined the issue prior to the end of the current secondment period (31 October 2018) and allow time for a sufficient notice period to be given to the Avon & Somerset Constabulary in the event that any requested extension to the secondment is not agreed. To facilitate this, given that the next full Authority meeting is not until 31 October 2018, the Authority is asked to delegate authority to the Human Resources & Development Committee to consider and determine, at its meeting on 21 September 2018, any proposal associated with extension of the secondment of Chief Fire Officer Lee Howell.</p>
RESOURCE IMPLICATIONS	Any subsequent funding considerations relating to extension of the secondment will be contained in the report to the Human Resources

	Management & Development Committee.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	Report DSFRA/17/31 (Regional Collaboration Initiative) to the Authority meeting held on 20 October 2017 (and the minutes of that meeting).

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of the Local Government Act 1972.

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