



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

E. Jackman  
CLERK TO THE AUTHORITY

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

(see below)

SERVICE HEADQUARTERS  
THE KNOWLE  
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Your ref :  
Our ref : DSFRA/EJ/SS  
Website : www.dsfire.gov.uk

Date : 2 June 2023  
Please ask for : Samantha Sharman  
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## **DEVON & SOMERSET FIRE & RESCUE AUTHORITY** **(Ordinary Meeting)**

**Monday, 12th June, 2023**

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10.30 am in The Committee Rooms, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters, Exeter** to consider the following matters.

E. Jackman  
Clerk to the Authority

## **AGENDA**

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

**1 Apologies**

**2 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**

### **3 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 is responsible, or which affect 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](mailto:clerk@dsfire.gov.uk)) **by midday on 7 June 2023.**

### **4 Addresses by Representative Bodies**

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

### **5 Questions from Members of the Authority**

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

### **6 Minutes of Committees**

#### **a Appointments & Disciplinary Committee (Pages 1 - 4)**

The Chair of the Committee, Councillor Randall Johnson, to **MOVE** the Minutes of the meeting held on 3 April 2023 and 26 May 2023.

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

#### **b Audit & Governance Committee (Pages 5 - 10)**

The Chair of the Committee, Councillor Brazil, to **MOVE** the Minutes of the meeting held on 17 April 2023.

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

#### **c People Committee (Pages 11 - 18)**

The Vice Chair of the Committee, Councillor Clayton to **MOVE** the Minutes of the meeting held on 26 April 2023.

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

#### **d Community Safety Committee (Pages 19 - 22)**

The Chair of the Committee, Councillor Chesterton, to **MOVE** the Minutes of the meeting held on 28 April 2023.

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

e Resources Committee (Pages 23 - 32)

The Chair of the Committee, Councillor Peart, to **MOVE** the Minutes of the meeting held on 11 May 2023.

**RECOMMENDATIONS**

- (a). that, in relation to the recommendation at Minute RC/23/24 (Provisional Financial Outturn 2022-23):
  - (i) the Authority be recommended to approve that the provisional overspend position of £0.947m be funded from a reduction in the Revenue Contribution to Capital; an element (£0.225m) also to be transferred to the General Reserve to ensure it was within 5% of the revenue budget for 2023-24;
- (b). that, in relation to the recommendation at Minute RC/22/25 (Revisions to the Capital Programme 2023-24 to 2025-26):
  - (i) the Authority be recommended to approve the revised capital programme and associated prudential indicators for 2023-24 to 2025-26, as set out in report RC/23/9 and summarised in the tables at Appendices A and B respectively to these Minutes.
- (c). That, in relation to the recommendation at Minute RC/22/26 (Reserves Strategy 2023-24), the Authority is asked to consider this in conjunction with the accompanying report at DSFRA/23/15; and
- (d). that, subject to (a). to (c). above, the Minutes be adopted in accordance with Standing Orders.

7 **Reserves Strategy 2023-24 (Pages 33 - 42)**

Report of the Director of Finance, People & Estates (Treasurer) (DSFRA/23/15) attached.

8 **Executive Board Pay and Associated Revised Pay Policy Statement 2023-24 (Pages 43 - 60)**

Report of the Chief Fire Officer and Monitoring Officer & Clerk to the Authority (DSFRA/23/16) attached.

9 **Authority Appointed Non-Executive Director of the Board of Red One Ltd. (Pages 61 - 62)**

Report of the Monitoring Officer & Clerk to the Authority (DSFRA/23/17) attached.

10 **Exclusion of the Press and Public**

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

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

**11 Red One Ltd. Annual General Meeting 2023 (Pages 63 - 64)**

Report of the Monitoring Officer and Clerk to the Authority (DSFRA/23/18) attached.

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

Membership:-

Councillors Randall-Johnson, Best, Biederman, Brazil, Chesterton, Clayton, Coles, Cook-Woodman, Hendy, Kendall, Kerley, Peart, Power, Radford, Roome, Sellis, Sully, Trail BEM, Atkinson, Fellows, Gilmour, Patel, Slade, Sproston and Tolchard

## NOTES

### 1. **Access to Information**

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. **Reporting of Meetings**

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 Chair - 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 Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

### 3. **Declarations of Interests at meetings (Authority Members only)**

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:

- (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 an 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.

	<b>NOTES (Continued)</b>
<b>4.</b>	<p><b><u>Part 2 Reports</u></b></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
<b>5.</b>	<p><b><u>Substitute Members (Committee Meetings only)</u></b></p> <p>Members are reminded that, in accordance with Standing Orders, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>
<b>6.</b>	<p><b><u>Other Attendance at Committees )</u></b></p> <p>Any Authority Member wishing to attend, in accordance with Standing Orders, a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting.</p>

## **APPOINTMENTS & DISCIPLINARY COMMITTEE**

(Devon & Somerset Fire & Rescue Authority)

3 April 2023

### Present:

Councillors Randall-Johnson (Chair), Best, Cook-Woodman and Hannaford

### Also in attendance:

Bryony Houlden (Chief Executive, South West Councils and advisor to the Committee).

### \* **ADC/22/5 Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Bryony Houlden, Chief Executive of South West Councils and advisor to the Committee) 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 the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:

- Paragraph 1 (information relating to an individual); and
- Paragraph 2 (information likely to reveal the identity of an individual).

### **ADC/22/6 Consideration of Temporary Appointment**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public, with the exception of Bryony Houlden, Chief Executive of South West Councils and Independent Advisor to the Committee, were excluded from the meeting).

The Committee interviewed two candidates, X and Y, for the post of Temporary Chief Fire Officer in light of the forthcoming, potential secondment of the existing postholder; a matter to be considered by the Authority at its Extraordinary Meeting on 19 April 2023. Should the secondment not be approved by the Authority, the vacancy would not exist.

**RESOLVED** that the Devon and Somerset Fire & Rescue Authority be recommended to appoint candidate X to the post of Temporary Chief Fire Officer (and Head of Paid Service) should the secondment of the existing postholder be approved by the Authority at its meeting on 19 April 2023.

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

The meeting started at 9.00 am and finished at 2.00 pm





## **APPOINTMENTS & DISCIPLINARY COMMITTEE**

(Devon & Somerset Fire & Rescue Authority)

26 May 2023

Present:

Councillors Randall-Johnson (Chair), Best and Cook-Woodman

### \* **ADC/22/7 Minutes**

#### \* a **Appointments & Disciplinary Committee held on 17 March 2023**

**RESOLVED** that the minutes of the meeting held on 17 March 2023 be signed as a correct record.

#### \* b **Appointments & Disciplinary Committee held on 3 April 2023**

**RESOLVED** that the minutes of the meeting held on 3 April 2023 be signed as a correct record.

### \* **ADC/22/8 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 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:

- Paragraph 1 (information relating to an individual); and
- Paragraph 2 (information likely to reveal the identity of an individual).

### \* **ADC/22/9 Temporary Appointment of Assistant Chief Fire Officer**

(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 Committee interviewed two applicants for the post of Temporary Assistant Chief Fire Officer. This vacancy was being filled on a temporary basis pending the retirement of the existing Chief Fire Officer in September 2024 and subsequent, permanent appointment whereupon the Executive Board structure may be reviewed.

**RESOLVED** that AM Nicola Bottomley be appointed Temporary Assistant Chief Fire Officer with effect from 1 June 2023 pending any new structure to be implemented by the new Chief Fire Officer post September 2024.

\* **ADC/22/10 Temporary Appointment of Assistant Director**

(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 Committee interviewed three applicants for the post of Temporary Assistant Director. This vacancy had arisen due to the need to increase capacity within the Executive Board following the secondment of the existing Chief Fire Officer and the subsequent temporary appointment of a new Chief Fire Officer. The retirement of the Director of Governance & Digital Services together with the Assistant Chief Fire Officer had impacted substantially on the workload of the Director of Finance, People & Estates (Treasurer) and thus a revised Executive Board structure had been proposed to include a post of Assistant Director to provide support as appropriate. This vacancy was being filled on a temporary basis until the retirement of the existing Chief Fire Officer in September 2024 and subsequent, permanent appointment whereupon the Executive Board structure may be reviewed. The terms and conditions for this new post were subject to approval by the Authority at its meeting on 12 June 2023.

**RESOLVED** that Maria Sibson be appointed Temporary Assistant Director with effect from 12 June 2023 pending any new structure to be implemented by the new Chief Fire Officer post September 2024.

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

The Meeting started at 9.30 am and finished at 5.00 pm

## **AUDIT & GOVERNANCE COMMITTEE** (Devon & Somerset Fire & Rescue Authority)

17 April 2023

### Present:

Councillors Brazil (Chair), Drean (vice Sellis), Hendy, Kerley, Power, Prowse, Randall-Johnson (vice Thomas) and Roome.

### In attendance:

Mr S Perks and Ms A Turkington (Independent, non-voting Co-optees)  
Councillor Coles (in accordance with Standing Order 39)

### Apologies:

Councillors McGeough, Sellis and Thomas

#### \* **AGC/22/22** Minutes

**RESOLVED** that the Minutes of the meeting held on 18 January 2023 be signed as a correct record.

#### \* **AGC/22/23** Forward Plan 2023-24

The Committee considered a report of the Director of Finance, People & Estates (AGC/23/5) to which was appended an indicative Forward Plan for submission of items to future meetings of this Committee during the forthcoming 2023-24 municipal year.

**RESOLVED** that the Forward Plan, as appended to report AGC/23/5, be approved

#### \* **AGC/22/24** Internal Audit Interim Progress Report 2022-23

The Committee received for information a report of the Head of Devon Audit Partnership (AGC/23/6) setting out the progress made against the approved Audit Plan for 2022-23 since the previous meeting held on 18 January 2023. The report also covered the progress made on completion of the 2021-22 Internal Audit Plan.

It was noted that there were 6 audits that had reached draft report stage with 3 other audits still ongoing. 2 further audits had previously been reported as having received limited assurance, namely

- Crewing pool; and
- Application of learning.

The report also showed the progress made against the audit recommendations. Reference was made to the point that the Service may not always have followed up on audit recommendations in a timely manner in the past although this matter had been addressed now. One option under consideration was to incorporate an update on progress made against recommendations as part of an annual report back on audits that had received limited assurance.

Concern was expressed that three audit reports had been awaiting agreement of the management response for a considerable amount of time. The Head of Organisational Assurance advised that this was due largely to two of the reports being impacted by the review of the future of digital services provision for the Service which was still under consideration. The third related to safeguarding and was held to allow the new Safeguarding Manager to review the audit recommendations with a view to providing an assessment of the way forward on management actions. It was envisaged that these outstanding audits would be closed before the next Committee meeting.

Reference was also made to the point that the expected provision of any management responses or actions should be accompanied by a clear timescale for response to ensure that the Committee had a clear mechanism under which to hold Officers to account. It was noted that future reports would include greater clarity on the provision of management response and progress made so that the Committee had a full and accurate view of the work being undertaken.

Councillor Randall Johnson **MOVED** (seconded by Councillor Prowse):

“that the report to be submitted to the July 2023 meeting of this Committee should include the management response/actions to the audits at draft report stage”.

Upon a vote, this was declared **CARRIED** whereupon it was

**RESOLVED**

- (a). that the report to be submitted to the July 2023 meeting of this Committee should include the management response/actions to the audits at draft report stage; and
- (b). Subject to (a). above, the report be noted.

\* **AGC/22/25 2023-24 Internal Audit Plan**

The Committee considered a report of the Head of Devon Audit Partnership (AGC/23/7) setting out a proposed Internal Audit Plan for 2023-34, the aim of which was to provide independent and objective assurance that the Service’s risk management, governance and internal controls were operating effectively.

Mr Perks, Independent co-opted member of the Committee drew attention to a number of points, including:

- The total number of days for each proposed audit should be included so that the Committee could judge whether it was completed on time and to budget;
- Why internal audit was looking at Contaminants and PPE as an audit as this was something management was already looking at;
- That any management requested audits should be identified as such within the Plan.

In response to these points, it was acknowledged that the number of days should be included for each audit and that management requested audits would be recorded as such. The Chief Fire Officer confirmed that the Service had requested the audit of Contaminants and PPE due to legacy issues surrounding these health and safety issues and potential failure to protect staff.

The Head of Devon Audit Partnership also confirmed that the proposed Plan was based around 10 pieces of work at 15 days per audit. He added that there was no capacity in the Plan to include reserve items although the plan there was scope to change or flex in response to risk as may be required during the year.

**RESOLVED** that the 2023-24 Internal Audit Plan be approved.

\* **AGC/22/26 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Areas for Improvement Action Plan Update**

The Committee received for information a report of the Deputy Chief Fire officer (AGC/23/8) setting out the progress that had been made against His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Areas for Improvement as set out in the Action Plan appended to the report.

There were four actions directly related to the work of this Committee together with the progress made to date which were set out below, namely:

- HMI-1.-2-202202 – the Service should make sure its integrated risk management plan included clear outcomes that showed the public how it was currently mitigating risk;
- HMI-1-3-202205 – the Service should make sure that it had an effective quality assurance process so staff carry out audits and fire safety checks to an appropriate standard;
- HMI-2-2-202207a – Prevention and Protection – the Service should be aware of and invest in developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness; and
- HMI – 2.2-202207b – Response – the Service should be aware of and invest in developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness.

It was noted that there were 19 individual actions sitting beneath these of which 5 were in progress, 6 had been completed and 8 had not been started. The Committee would be apprised of progress at future meetings.

\* **AGC/22/27** **External Auditor's Annual Report 2021-22**

The Committee received for information the Annual Report on Devon & Somerset Fire & Rescue Authority's Value for Money (VFM) arrangements as submitted by the external auditor, Grant Thornton.

Under the National Audit Office Code of Practice, the external auditor was required now to consider whether the Authority had put into place proper arrangements to secure economy, efficiency and effectiveness in its use of resources in 2021-22 rather than giving a qualified/unqualified VFM conclusion.

The criteria under which the Authority's VFM arrangements were judged was:

- Financial sustainability;
- Governance; and
- Improving economy, efficiency and effectiveness.

The external auditor had to consider whether there were any risks of significant weakness in the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources. There were no significant weaknesses identified in the Authority's arrangements in all three of the above areas and good progress had been achieved overall since the previous Annual Audit Report but 7 improvement recommendations were made as set out within the report circulated.

In terms of the improvement recommendations made, the following key points were highlighted:

- The work on financial sustainability had demonstrated that the Authority had a strong history of delivering a balanced budget and in 2021-22, this was achieved. There was, however, an overspend in the region of £1.3 million which was due largely to higher than expected pay awards for Firefighters and Professional and Support staff which was bridged through the use of reserves.
- The Medium Term Financial Plan was embedded within the annual budget setting cycle to provide a longer term view of priorities and demand for services. In terms of the production of the Authority's annual Statement of Accounts, reference was made to the need to build more time in for submission of the draft Accounts to the External Auditor.
- The Community Risk Management Plan had links with the Authority's strategic objectives which were clear. It was less clear, however, how each objective was monitored and how staff understood their role in delivering against this process.
- The Authority held a vast amount of data but there was no overarching management strategy in place, hence the recommendation made.

Reference was made to the need for some minor corrections needed to the Annual Audit Report for 2021-22 as circulated. These were:

- That there were 26 Members of the Fire & Rescue Authority, not 29 (page 10);
- There was a need to include a narrative around why there may be outstanding actions against prior recommendations in future;
- The box in Appendix B stated that all recommendations made were on a statutory basis which was confirmed by the external auditor to be incorrect.

The External Auditor advised that these corrections would be made prior to publication of this document on the Authority's website.

The Committee asked what arrangements would be in place for reporting back of actions against each of the improvement recommendations made. The Clerk advised that such action would be reported back through the Audit and Governance Committee in due course. Councillor Brazil **MOVED** (seconded by Councillor Roome):

“that a report setting out the management actions instigated to address each of the 7 improvement recommendations in the Annual Audit Report for 2021-22 be submitted to the next meeting of the Committee”.

Upon a vote, this was declared **CARRIED** unanimously.

#### **RESOLVED**

- (a). that a report setting out the management actions instigated to address each of the 7 improvement recommendations in the Annual Audit Report for 2021-22 be submitted to the next meeting of the Committee; and
- (b). Subject to (a). above, the report be noted.

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

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## PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

26 April 2023

### Present:

Councillors Hannaford (Chair), Best, Clayton (Vice-Chair), Kendall, Peart, Thomas and Trail BEM

### In attendance:

Councillors Coles (in person) and Cook-Woodman (via Teams)

\* **PC/22/15**

### **Minutes**

**RESOLVED** that the Minutes of the meeting held on 25 January 2023 be signed as a correct record.

\* **PC/22/16**

### **Application for Retirement/Re-employment**

The Committee considered a report of the Director of Finance, People & Estates (PC/23/3) setting out an application received in accordance with the Authority's approved Pay Policy Statement for 2023-24 for retirement and re-employment.

**RESOLVED** that the application for retirement and re-employment set out at paragraph 2.3 of report PC/23/3 be approved.

\* **PC/22/17**

### **Performance Monitoring Report 2022-23: Quarter 4**

The Committee received for information a report of the Director of Finance, People & Estates (PC/23/4) detailing performance as at Quarter 3 of 2022-23 against those Key Performance Indicators agreed by the Committee for measuring progress against the following three strategic priorities as approved by the Authority:

- 3(a). Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;
- 3(b). Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and
- 3(c). Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.

In particular, the report provided information on performance against each of the following key measures:

- operational core competence skills (beathing apparatus; incident command; water rescue; safety when working at heights or in confined spaces; maritime; driving; and casualty care);
- health and safety (accidents [including near misses]; personal injuries; vehicle incidents (together with the correlation to appliance mobilisation) and reporting against the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR));
- sickness and absence (including mental health) for wholetime, on-call, support, Control and casual staff, by type of sickness and details of the health and wellbeing support offered by the Service. The report also provided comparisons with national fire service data and featured benchmarking for sickness absence against comparable, neighbouring fire and rescue services;
- fitness testing (including support offered for red and amber groups) and a review of testing to explore a more inclusive, role-related functional fitness test for operational staff;
- diversity, with a particular emphasis on the work being undertaken on retention and promoting inclusion by developing strong leadership living the Service's values ;
- promoting inclusion, developing strong leaders, living Service values and being a fair place to work;
- strategic workforce planning including details of staff turnover in all categories of the workforce; and
- employee engagement.

The Committee noted and welcomed the point that there were no areas below the 90% minimum threshold on performance against operational core competency skills albeit that performance against Working at Height and in Confined Spaces was at amber (93% overall). This was due to the legacy of recording against two different systems, a matter which could not be resolved until 2025 when the existing legacy position would expire and requalification would be required. It was requested, however, that the term "no action required" in the column headed "Impact and action taken" under paragraph 2.6 of the report be replaced in future as this could be perceived to mean that the Service was not striving to achieve more. The Area Manager (Training and Development) responded that this would be replaced by a commentary on the mitigating action taken in future. It was also confirmed that pilots were being undertaken in conjunction with the Estates Department for the local delivery of training to staff.

Reference was made to performance on health and safety issues which was showing:

- a slight decrease in the rolling 12 month trend on accidents in 2022/23 overall albeit with an increase from 55 to 68 accidents in quarter 4 (January to March 2023);
- there were 21 near misses in quarter 4 of 2022-23, a 50% increase (7 events) on the previous quarter but this was welcomed as it enabled organisational learning to achieve improvements in the longer term;
- personal injuries remained low generally with the rolling 12-month trend showing a reduction from a high of 11 in May 2022 to 5 in February 2023;
- vehicle incidents increased in quarter 4 of 2022-23 by one incident from 36 to 37 although the decreasing long-term trend remained;
- RIDDOR had remained with a decreasing trend over the last five years. All dangerous occurrence events were investigated with the lessons learned communicated to staff.

The average number of days/shifts lost due to sickness absence had increased slightly from 8.37 in 2021-22 to 9.4 in 2022-23 (April 2022 to February 2023). The average number of days sickness absence over the rolling 12 months from March 2022 to February 2023 showed a more stable trend in both long and short term certificated absence since July 2022, although short term uncertificated absence had increased from 1.5 days on average to 2.8 days. 53% of all short term absence was due to colds/flu with musculoskeletal coming in second and mental health third. Both musculoskeletal and mental health issues lead to longer periods of absence than colds/flu, however.

The Committee extended its appreciation for the performance on fitness testing which was at 99% now with 1549 out of 1560 staff having passed. It was noted that every effort was made with the 11 individuals who had not passed to bring them up to the required fitness standard. It was further noted that work was being undertaken in conjunction with the National Fire Chiefs' Council to review the fitness standards to ensure a more inclusive approach in future.

The annual measures for Diversity showed there had been a slight decrease in the number of female staff employed from 14.6 % in 2021 to 14.4% in 2022. There had, however, been an increase in the percentage of ethnic minority staff employed from 2.8% to 3.5% in 2022. The figures for Diversity were set out in more depth in a separate report to the Committee (Minute PC/22/18 below refers). The Chair expressed concern that the number of women and LGBT and ethnic minority staff within the Service was still too low. The Diversity Manager undertook to report in more depth at the next meeting on the actions being taken to improve performance in this area.

The Service had implemented a Strategic Workforce Planning Group to look more closely at overall establishment levels month on month. The Group received regular updates on sickness absence data, recruitment and selection processes and development programmes underway in order to keep informed and be proactive in identifying trends at an earlier stage going forwards. The data showed that in 2022-23, the leavers were split with:

- 94 On Call leavers,
- 67 support staff; and
- 36 wholetime.

There were also:

- 93 On Call starters;
- 36 support staff starters; and
- 23 wholetime starters.

The figures continued to indicate that the Service was losing more staff than it was recruiting but noted that there had been a recruitment freeze instigated during part of the 2022-23 financial year. A new Human Resources Systems project was underway which would provide greater visibility of people management data including structure, performance and sickness absence.

It was also noted that a new, annual staff survey had been launched recently which it was envisaged would provide an updated picture, the results of which would be reported to a future meeting of the Committee.

\* **PC/22/18** **Workforce & Recruitment Diversity Report 2022**

The Committee received for information a report of the Director of Finance, People & Estates (PC/23/5) on Workforce & Diversity Recruitment in 2022 submitted in accordance with the provisions set out within Section 149 of the Equalities Act 2010. This Act provided for public bodies to publish equality information pertaining to the makeup of its workforce on an annual basis and covering all the protected characteristics including gender, disability, ethnic group, religion and sexual orientation.

The key findings identified in the report were:

- Female representation in operational roles (On Call and Wholetime) remained low at 6.5% and below the national fire sector benchmark of 8%;
- There was a reduction in female starters in the On Call which, at 8, was 2 less than in 2021 although the overall number of operational posts occupied by women increased to the highest ever at 110;
- There had been a decrease in the number of applications submitted by women for operational roles;
- The percentage of applicants from minority ethnic backgrounds was 7.8% which was close to the figure of 8% representation in the community;

- Representation from people from minority ethnic backgrounds in the Service was 0.8% which was four times lower than in the communities of Devon and Somerset; and
- External application rates from Lesbian, Gay, Bi-sexual and Transgender (LGBT) people was 2.5% which was lower than the community average of 3.7%.

There was concern expressed in respect of some of the terminology used in this report such as “People of Colour”. It was explained that the staff group engaged with in the Service had requested the use of this terminology specifically. The Deputy Chief Fire Officer suggested that the Chair should meet with the staff engagement group to hear their views on this matter at first hand.

Reference was made to the need to engage more with community groups such as at local PRIDE events, fairs, schools and colleges and so on to raise awareness of the work of the Service and to promote the opportunities that may be available, albeit that recruitment was paused presently due to the budgetary restraints. The Deputy Chief Fire Officer undertook to work closely with the Human Resources and Community Safety teams to maximise opportunities for engagement with local communities.

\* **PC/22/19** **People & Culture Update**

The Committee received for information a report of the Deputy Chief Fire Officer (PC/23/6) setting out details of the work that had been undertaken within Devon and Somerset Fire and Rescue Service to address the Cause of Concern on culture and specifically how staff treat one another as raised within the report of His Majesty’s Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS). An action plan had been developed to address the cultural improvements needed (also subject to a separate report elsewhere on the agenda for this meeting). This also took into account the outcome of national recommendations made within the London Fire Brigade cultural review, the Metropolitan Police cultural review and the spotlight report published recently by HMICFRS.

The action taken to achieve cultural change to date included (amongst others):

- The establishment of a sponsorship programme “Our Time” in collaboration with Devon & Cornwall Constabulary, Dorset Constabulary and Devon County Council to remove barriers to increasing diversity and inclusion in the workforce, particularly in relation to progression for female staff;
- Membership of the Employers Network for Equality and Inclusion which provided guidance and support around the development of policies together with facilitating benchmarking through an assessment called TIDE. In 2018/19 the Service has achieved the Bronze Award, improving to the Silver Award in 2019/20 which has been maintained to 2022/23;

- The introduction of an intervention programme “Safe To” to foster psychological safety within the organisation so that staff feel included, safe to learn and safe to challenge;
- Implementation of a Respect and Fairness Toolkit to provide staff with options and the resources needed to deal with experiencing, witnessing or managing unwanted behaviour; and
- The implementation of the Core Code of Ethics with training to back this up.

The Committee was also apprised of the actions being taken directly to address the Cause of Concern highlighted by HMICFRS. 23 actions were established and the progress made included:

- The provision of two, new eLearning packages on Diversity and Inclusion, one for all staff and one for managers;
- The delivery of Values, Behaviours and Ethics training to all staff (with a 90% take up to date);
- The removal of all inappropriate material from Service premises; the development of a new Personal, Performance Development tool featuring mandatory questions on bullying, harassment and discrimination; and
- The communication of the general outcomes of discipline cases to staff for awareness.

The Committee endorsed and welcomed the progress made against the recommendations made by HMICFRS as set out within the report but asked for a red, amber, green status to be added to future reports to facilitate gauging progress.

***NB. Minute PC/23/20 below also refers.***

\* PC/22/20

**His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Cause of Concern and Areas for Improvement Action Plan**

The Committee received for information a report of the Deputy Chief Fire Officer (PC/23/7) outlining progress to date against the Action Plans developed to address both the Cause of Concern and Areas for Improvement identified following the most recent Service inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

In terms of the Cause of Concern and 14 Areas for Improvement identified by HMICFRS, 8 had been linked to the People Committee for tracking.

Seven of the actions within the Cause of Concern Action Plan were recorded currently as “In Progress – Off Track” due to:

- 01a.03: 90% of individuals had completed the training presentation on values, behaviours and ethics. A decision needed to be made on the target completion level for all staff across the Service;

- 01a.06: This action had been delayed due to problems with the current PPD system and therefore was off track as its target completion date (28/02/2023) had now passed;
- 01a.07: This action had been changed to now include three charters instead of the four originally planned. These will be trainer/ trainee charter, customer service charter (external) and an internal charter between staff. Work is already being progressed on the trainee/ trainer and external charters, the internal charter will now be developed;
- 01a.08/ 01b.01: The first core brief on culture will form part of the next blog by the Assistant Chief Fire Officer and additional training will be delivered through Innovation Central. This action has been marked as off track as its target completion date (31/12/2022) has now passed.
- 01b.08: Support has been given from the Organisational Development department to incorporate the Freedom to Speak Up Guardian into an existing role. Due to the approach taken to establish this role, through consultation with a working group, the action has taken longer than expected to complete. The Service's Executive Board had agreed that the action will remain as 'Off Track' until the Freedom to Speak Up Guardian had been established; and
- 1b.11: This action had been completed but there was an issue with the policy management system and getting the policy approved. This action had been marked as off track as its target completion date (28/02/2023) had now passed.

It was noted that one action within the Areas for Improvement action plan was currently recorded as 'In Progress – Off Track'. This was because action 01a.06 'PPDs to be completed in line with policy and recorded on Workbench' (outlined as off track in the Cause of Concern update above) was also linked to HMI-3.4-202214 (PDR Process), which was now also showing as off track. One Area for Improvement, HMI-3.4-202215 (High Potential Staff) had been paused due to dependencies on the Area for Improvement around the selection and promotions process (HMI-3.4-202213).

***NB. Minute PC/23/19 above also refers.***

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

The Meeting started at 10.00 am and finished at 12.20 pm

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## COMMUNITY SAFETY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

28 April 2023

### Present:

Councillors Chesterton (Chair), Biederman (Vice-Chair), Coles (vice Brazil), Drean, Radford, Randall-Johnson (vice McGeough) and Sully

### Apologies:

Councillors Brazil and McGeough

#### \* **CSC/22/13 Minutes**

**RESOLVED** that the Minutes of the meeting held on 31 January 2023 be signed as a correct record.

#### \* **CSC/22/14 Strategic Priority 1 and 2 Performance Measures: Quarter 4 2022-23**

The Committee received for information a report of the Director of Service Delivery (CSC/23/6) on performance by the Service during Quarter 4 of the current (2022-23) financial year against those Key Performance Indicators (KPIs) associated with the following two Strategic Priorities as approved by the Authority for 2022-23 (Minute DSFRA/21/36 refers):

**Strategic Priority 1:** “Our targeted prevention and protection activities will reduce the risks in our communities, improving health, safety and wellbeing and supporting the local economy”; and

**Strategic Priority 2:** “Our operational resources will provide an effective emergency response to meet the local and national risks identified in our Community Risk Management Plan”.

The performance status of the Service KPIs was based on the following criteria:

Succeeding	The KPI was achieving its target
Near Target	The KPI is less than 10% away from achieving its target
Needs Improvement	The KPI is at least 10% away from achieving its target

The report identified the following in relation to Quarter 3 performance against the 21 KPIs associated with Strategic Priority 1 and the 14 KPIs associated with Strategic Priority 2:

	Succeeding	Near Target	Needs Improvement
<b>Priority 1</b>	13	6	2
<b>Priority 2</b>	6	7	1

There were 3 KPIs as indicated above with a status of “needs improvement” which were:

- KPI 1.1.2.2 - number of dwelling fire fatalities (Priority 1);
- KPI 1.10.1.2 - rate of hospitalisations in other primary fires per 100,000 population (Priority 1)) and
- KPI 2.1.4.2 - percentage of operational risk information in date – level 4 tactical plans (Priority 2).

It was noted that exception reports for each of these KPIs needing improvement were included within the report circulated. The exception reports indicated:

- dwelling fire fatalities - this stemmed from one fatal fire in Quarter 4 which had started accidentally but had developed quickly and the severity was such that the cause could not be determined definitively. The Service was doing everything possible to mitigate against fatal fires including working closely with stakeholders and partners in the community to identify those most vulnerable, with each fatal fire being subject of an in-depth review;
- rate of hospitalisations in other primary fires per 100,000 population - this was dealing with very low numbers, making the rate subject to significant fluctuations. More meaningful monitoring could be ensured by assessing the rate of injuries within expected ranges, based on historical performance, with exception reports generated only where performance fell outside the upper limit. As this was based on a rolling average currently, however, this measure would automatically fall out of exception in the next 12 months as the rate of injuries had been dropping each year;
- percentage of operational risk information in date – level 4 tactical plans related to refreshing existing plans rather than the requirement for new plans. Measures were in place to address fully the backlog although this had taken longer than anticipated to work through.

The Committee considered areas of work it would like to pursue in greater depth via the submission of reports or deep dives in due course. These included:

- the planning system and building control post Grenfell and interaction with the Service;
- prevention and protection and particularly the work being undertaken to protect those vulnerable in the community together with how the new app on the Management of Operational Risk Information was progressing.
- Water supply and use of hydrants by the Service;
- Automatic Fire Alarm (AFA) activations;
- Emergency Response Standards;

- Review of the Community Safety Plan.

It was noted that these areas would be formulated into a forward plan for the Committee.

**RESOLVED** that, subject to the inclusion of the areas of work listed above into an appropriate forward plan for the Committee, the report be noted.

\* **CSC/22/15 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Areas for Improvement Action Plan Update**

The Committee received for information a report of the Deputy Chief Fire Officer (CSC/23/7) on progress against action plans to address Areas of Improvement within the remit of this Committee and stemming from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) 2022 inspection report of the Devon & Somerset Fire & Rescue Service (the Service).

Action plans had been developed to address the following two Areas for Improvement:

HMI-1.2-202203 - The Service should evaluate its prevention activity so it understands what works; and

HMI-1.2-202204 - Safeguarding training should be provided to all staff.

The report indicated that progress against each of the actions was on track to secure completion by the relevant target dates.

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

The meeting started at 10.00 am and finished at 11.08 am

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## RESOURCES COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

11 May 2023

### Present:

Councillors Peart (Chair), Aspinall, Coles, Long, Power and Sellis

### In attendance (in accordance with Standing Order 39):

Councillors Cook-Woodman (via Teams) and Randall Johnson (in person).

\* **RC/22/22**    **Minutes**

**RESOLVED** that the Minutes of the meeting held on 6 February 2023 be signed as a correct record.

\* **RC/22/23**    **Treasury Management Performance 2022-23: Quarter 4 and Annual Report 2022-23**

NB. Adam Burleton, the Service's Treasury Management adviser (Link Group) was in attendance for this item.

The Committee received for information a report of the Director of Finance, People & Estates (Treasurer) (RC/23/7) on the performance of the Authority's borrowing and investment activities during quarter 4 of the 2022-23 financial year together with a summary of annual performance as compared to the treasury management strategy adopted. Such reporting was required by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

The report highlighted the following points:

- Inflation remained a problem globally and was at 10.1% currently as measured by the Consumer Price Index (CPI), well above the Bank of England's target of 2% which had resulted in a number of interest rate rises during 2022-23 in a bid to control spending. Fuel costs, utility and pay rises continued to drive inflation, however, and a further increase in interest rate to 4.50% was expected to be announced by the Bank of England later on 11 May 2023;
- There had been no additional borrowing undertaken during 2022-23 with total debt at £25.055million at the year-end;
- no prudential indicators had been breached and a prudent approach had been taken in relation to investment decisions, with priority being given to liquidity and security over yield;

- The Authority's return on investments was above the benchmark returns set out within the Sterling Overnight Index Average (SONIA) with interest of £0.811million earned as compared to the anticipated £0.100m predicted in the Revenue Budget for 2022-23, a position which had contributed greatly to the reduction in overspend.

The Committee welcomed this improved performance on investment returns and noted the associated impact on the approved Revenue Budget.

*NB. Minute RC/22/24 below also refers.*

## **RC/22/24 Provisional Financial Outturn 2022-23**

The Committee considered a report of the Director of Finance, People & Estates (Treasurer) (RC/23/8) on the provisional financial outturn position for 2022-23 against agreed financial targets, together with explanations of major variations.

It was indicated that spending would be £0.957m over budget, net of transfers to earmarked reserves as noted in the report, equivalent to 1.21% of the total budget.

There had been some significant challenges during the 2022-23 financial year, most notably the nationally agreed pay awards (7% to firefighters and £1925 to support staff), the cost of which to the Authority was in the region of £3.6 which was unbudgeted. The majority of the balance was as a result of the increases in energy and fuel costs as a result of rising inflation.

The Treasurer drew attention to the point that the figures as presented in the report circulated were subject to external audit of the financial statements but this was a positive outcome as compared to the predicted overspend of £1.8m at the start of the financial year.

### **RESOLVED**

- (a). that the Authority be recommended to approve that the provisional overspend position of £0.947m be funded from a reduction in the Revenue Contribution to Capital; an element also to be transferred to the General Reserve to ensure it was within 5% of the revenue budget for 2023-24 as per (c). below;
- (b). That, subject to (a) above, the following be noted:
  - (i). The draft position in respect of the 2022-23 Revenue and Capital Outturn position, as indicated in report RC/23/8;
  - (ii). That the net overspend figure of £0.947m was after:
    - A. The transfer of £4.255m from reserves as set out in Appendix C of report RC/23/8;
    - B. The requirement to transfer £0.043m to the Grants Unapplied Reserve as required under International Financial reporting Standards (IFRS) related to a grant received during the financial year but not utilised as per Appendix D of report RC/23/8.

- (c). That a transfer of £0.225m be approved to increase the balance of the general fund balance reserve to ensure this was 5% of the revenue budget for 2023-24 as per paragraph 6.1 of report RC/23/8.

**RC/22/25**     **Revisions to Capital Programme 2023-24 to 2025-26**

The Committee considered a report of the Director of Finance, People & Estates (Treasurer) (RC/23/9) on a proposed revision to the Capital Programme and associated Prudential Indicators 2023-24 to 2025-26, as approved by the Authority at its budget meeting on 15 February 2023 (Minute DSFRA/22/31b refers).

The proposed revision would reduce the Authority's external borrowing requirement in the short term. The Authority had not borrowed any external funding for over ten years but the Capital Programme would, unless otherwise adjusted, require further borrowing from 2025-26 pushed back from 2024-25 as reported to the Authority's budget meeting on 15 February 2023.

The Committee sought an assurance that the reduction in capital spending would not impact on the Service's ability to continue its fleet replacement programme, particularly that of new Medium Rescue Pumps. The Treasurer gave an assurance that the fleet replacement programme was continuing but indicated he would give an in-depth update on this area of work at a future Members' Forum.

Reference was also made to the need to sweat all service assets to their full potential and whether the Service was engaging with all stakeholders and community groups to maximise potential usage and thus, income. The Treasurer confirmed that this did happen but that there may be scope to go further. A Condition Survey was underway on all stations from which initial indications suggested that some improvement work may be needed at some stations in due course and therefore investment required. There was a balance to be struck and difficult decisions may need to be taken in future

**RESOLVED** that the Authority be recommended to approve the revised capital programme and associated prudential indicators for 2023-24 to 2025-26, as set out in report RC/23/9 and summarised in the tables at Appendices A and B respectively to these Minutes.

*NB. Minute RC/22/24 above also refers.*

**RC/22/26**     **Reserves Strategy 2023-24**

The Committee considered a report of the Director of Finance, People & Estates (Treasurer) (RC/23/12) upon the Reserves Strategy for 2023-24.

It was noted that the report included a review of long-term sustainability together with a risk assessment on the adequacy of the General Fund which included a section on each of the Earmarked Reserves (which had been combined into broader categories to simplify the way that reserves were reported on). These included:

- Grants received in advance;

- Invest to improve;
- Capital funding;
- Specific projects – Budget carry forwards or risks identified; and
- An explanation of specific reserves.

**RESOLVED** that the Authority be recommended to approve the Reserves Strategy 2023-2024 for publication.

\* **RC/22/27 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Areas for Improvement Action Plan Update**

The Committee received for information a report of the Deputy Chief Fire Officer (RC/23/10) upon the progress made by the Service in addressing the 14 Areas for Improvement (AFIs) identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) and associated actions, of which two were linked to the Resources Committee, including:

- HMI-2.2-202206a - The Service needs to make sure that its fleet strategy is regularly reviewed and evaluated to maximise potential efficiency; and
- HMI-2.2-202206b – The Service needs to ensure that its estate strategy is regularly reviewed and evaluated to maximise potential efficiency.

The Committee noted that AFI-2.2-202206b was “in progress off track” currently but acknowledged the point that this was due largely to ensuring that the Estates Strategy aligned to work that was being undertaken on the Service’s Target Operating Model.

\* **RC/22/28 Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Officers of Red One Ltd.) be excluded from the meeting for the following item of business on the grounds that it 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.

\* **RC/22/29 Red One Limited Financial Performance 2022-23: Quarter 4**

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

The Committee received for information a report of the Co-Chief Executives and the Finance Director of Red One Ltd. (RC/23/11) on the financial performance of the company during quarter four of the 2022-23 financial year.



The Committee commended the Officers of Red One Ltd. on the very positive performance of the company during both quarter 4 and the 2022-23 financial year.

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

The Meeting started at 10.10 am and finished at 12.12 pm

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**APPENDIX A TO MINUTES OF RESOURCES COMMITTEE - 11 MAY 2023**

**REVISIONS TO CAPITAL PROGRAMME**

<b>PROJECT</b>	<b>2023/24</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Approved Budget</b>	<b>Approved Budget</b>
<b>Estate Development</b>				
Site re/new build	1,880	1,919	3,000	0
Improvements & structural maintenance	4,109	5,009	775	80
<b>Estates Sub Total</b>	<b>5,989</b>	<b>6,928</b>	<b>3,775</b>	<b>80</b>
<b>Fleet &amp; Equipment</b>				
Appliance replacement	4,413	4,522	0	2,575
Specialist Operational Vehicles	2,979	2,266	1,425	1,280
ICT Department	570	570	380	679
<b>Fleet &amp; Equipment Sub Total</b>	<b>7,962</b>	<b>7,358</b>	<b>1,805</b>	<b>4,534</b>
<b>Optimism bias Sub Total</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>400</b>	<b>800</b>
<b>Overall Capital Totals</b>	<b>12,751</b>	<b>13,086</b>	<b>5,980</b>	<b>5,414</b>
<b>Programme funding</b>				
Earmarked Reserves:	11,418	11,753	2,560	698
Revenue funds:	50	50	2,050	2,050
Borrowing - internal	1,283	1,283	1,370	1,790
Borrowing - external		0		876
<b>Total Funding</b>	<b>12,751</b>	<b>13,086</b>	<b>5,980</b>	<b>5,414</b>

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## APPENDIX B TO MINUTES OF RESOURCES COMMITTEE - 11 MAY 2023

<b>PRUDENTIAL INDICATORS</b>				<b>INDICATIVE INDICATORS</b>	
	2023/24 £m Estimate	2024/25 £m Estimate	2025/26 £m Estimate	2026/27 £m Estimate	2027/28 £m Estimate
<b>Capital Expenditure</b>					
Non - HRA	13.086	5.980	5.414	3.350	2.080
HRA (applies only to housing authorities)					
<b>Total</b>	<b>13.086</b>	<b>5.980</b>	<b>5.414</b>	<b>3.350</b>	<b>2.080</b>
<b>Ratio of financing costs to net revenue stream</b>					
Non - HRA	2.92%	2.92%	2.93%	2.66%	2.61%
HRA (applies only to housing authorities)	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Capital Financing Requirement as at 31 March</b>	£000	£000	£000	£000	£000
Non - HRA	23,771	23,313	24,096	23,728	22,035
HRA (applies only to housing authorities)	0	0	0	0	0
Other long term liabilities	656	509	349	182	0
<b>Total</b>	<b>24,426</b>	<b>23,822</b>	<b>24,445</b>	<b>23,910</b>	<b>22,035</b>
<b>Annual change in Capital Financing Requirement</b>	£000	£000	£000	£000	£000
Non - HRA	(628)	(605)	624	(535)	(1,875)
HRA (applies only to housing authorities)	0	0	0	0	0
<b>Total</b>	<b>(628)</b>	<b>(605)</b>	<b>624</b>	<b>(535)</b>	<b>(1,875)</b>
<b>PRUDENTIAL INDICATORS - TREASURY MANAGEMENT</b>					
<b>Authorised Limit for external debt</b>	£000	£000	£000	£000	£000
Borrowing	25,553	25,037	25,493	26,682	24,004
Other long term liabilities	823	681	527	359	182
<b>Total</b>	<b>26,376</b>	<b>25,718</b>	<b>26,020</b>	<b>27,040</b>	<b>24,186</b>
<b>Operational Boundary for external debt</b>	£000	£000	£000	£000	£000
Borrowing	24,364	23,871	24,289	25,495	22,902
Other long term liabilities	791	656	509	349	182
<b>Total</b>	<b>25,155</b>	<b>24,527</b>	<b>24,798</b>	<b>25,845</b>	<b>23,084</b>
<b>Maximum Principal Sums Invested over 364 Days</b>					
Principal Sums invested > 364 Days	5,000	5,000	5,000	5,000	5,000

<b>TREASURY MANAGEMENT INDICATOR</b>	Upper Limit %	Lower Limit %
Limits on borrowing at fixed interest rates	100%	70%
Limits on borrowing at variable interest rates	30%	0%
Maturity structure of fixed rate borrowing during 2023/24		
Under 12 months	30%	2%
12 months and within 24 months	30%	2%
24 months and within 5 years	50%	14%
5 years and within 10 years	75%	1%
10 years and above	100%	81%

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<b>REPORT REFERENCE NO.</b>	<b>DSFRA/23/15</b>
<b>MEETING</b>	<b>RESOURCES COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>12 JUNE 2023 (Ordinary Meeting)</b>
<b>SUBJECT OF REPORT</b>	<b>RESERVES STRATEGY 2023-24</b>
<b>LEAD OFFICER</b>	<b>Director of Finance, People and Estates (Treasurer)</b>
<b>RECOMMENDATIONS</b>	<b><i>That the Authority approves the Reserves Strategy 2023-24 for publication</i></b>
<b>EXECUTIVE SUMMARY</b>	<p>The Fire and Rescue National Framework for England introduced 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. The requirement commenced in 2018.</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>
<b>RESOURCE IMPLICATIONS</b>	As set out within this report.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (</b>	N/a
<b>APPENDICES</b>	<p>A. Risk Assessment of the Adequacy of General reserves</p> <p>B. Projected Reserve Balances over MTFP</p>
<b>BACKGROUND PAPERS</b>	The Fire and Rescue National Framework for England Reserves Strategy 2021-22

## **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 2023-24.

## **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 reducing quickly and will continue to reduce 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. The aim is to ensure this balance remains at 5% of the current revenue budget.
- 3.4. In addition to reserves the Authority may also hold provisions which will 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, e.g. the 2024-25 funding gap on the Firefighters pension scheme, inflationary pressures including pay awards, energy and any shortfall in council tax receipts.

- 4.3. The Authority has set its prudential Indicator for the general reserve at around 5% of annual budget which is a commonly used benchmark across the Fire Sector. At the start of 2023-24, the general reserve was slightly below this amount at 4.74% of the Authority's net revenue budget. 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 in budgets, an emerging risk, or if resources were earmarked to another project. The general reserve will be increased to 5% if revenue budget as part of the 2022/23 accounts closedown.
- 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, 2023-24, 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 £4.7m. At the start of 2023-24 the general reserve stood at £4.1m 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 approves the Reserves Strategy for publication it will be made available on its website.
- Grants received in advance*
- 5.2. **£1.137m:** 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.
- 5.3. Any smaller amounts 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 2022-26.

### *Invest to Improve*

- 5.4. **£1.710m:** A significant amount of funding has been set aside in Reserves to support the change activity within the Service. 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 could be required to pay for any associated costs.

### *Capital Funding*

- 5.5. **£18.2m:** 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 Revenue Budget along with savings made in other areas. Reserves represents an opportunity to reduce borrowing in the future as well as the associated costs.
- 5.6. Borrowing currently stands at £24.8m 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 £11.2m of reserve funding in 2023-24 and for the reserve to be exhausted over the short-term. This level of expenditure is due to the order of a significant upgrade to our fire engine fleet and several major Estates projects which have been formally commissioned.
- 5.7. 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.

### *Specific projects, budget carry forwards or risks identified*

- 5.8. 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. Expenditure on these items will normally be spread over several financial years.
- 5.9. 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.

5.10. Explanation of specific reserves:

- **£0.05m: 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.
- **£1.3m: 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.
- **£0.145m: 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.
- **£1.21m: Pension Liability reserve** – There are ongoing legal cases which may impact on future employers' costs and therefore a pension reserve has been established to contribute towards the revenue budget if a liability arises.
- **£0.268m: Environmental Strategy** – This new reserve has been established to support the Authority's environmental strategy, assessing the impact of services and seeking to adapt and mitigate to reduce emissions.
- **£1.5m: 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 2020-21 budget and beyond.

- **£0.151m: MTA Plan-** Organisational action plan to improve Marauding Terrorist Attack (MTA) capability in line with the National Joint Operating Principles (JOP's)

**SHAYNE SCOTT**

**Director of Finance, People and Estates (Treasurer)**

## APPENDIX A TO REPORT DSFRA/23/15

### Risk Assessment of the Adequacy of General reserves

Budget Head	Budget Provision 2023-24 £m	RISK	Likelihood	Impact £m	Net Impact £m
Service Delivery Staff	61.1	Whole-time Pay represents nearly a third of service costs. There is a high level of uncertainty around future pay increases, particularly with inflation remaining high.	High	0.917	0.917
Firefighter's Pensions	2.5	The Authority is required to fund the costs associated with ill-health retirements, and the potential costs of on-call firefighters who have joined the scheme. Due to the immediate detriment issue, there were more fewer retirees than anticipated during 2022-23 which has increased the likelihood of those individuals retiring in 2023-24.	High	0.500	0.375
Insurance Costs	1.0	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	0.9	Fuel price fluctuations has seen a significant impact on fleet running costs. This risk has been decreased from high to medium due to a reduction in pump prices that has recently materialised.	Medium	0.225	0.113
Treasury Management Income	(0.5)	Interest Income. The target income for 2023-24 has been set at a prudent level of achieving only a 1.9% return on investments. Interest rates have been rising during the previous 12 months but, the forecast is for rates to start to drop during Quarter 4 of 2023. This risk has been changed to a low likelihood.	Low	0.075	0.019
Income	(0.7)	Whilst the authority has only limited ability to generate income, the budget has been set on the basis of delivering £0.8m of external income whilst reducing the reliance on the Service budget for Red One Income at £0.1m. Therefore this risk has been reduced from medium to low.	Low	0.365	0.091
Capital Programme	12.7	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. This risk will be monitored as wage growth pressures are likely to be offset by low supply chain growth.	Low	1.270	0.318
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
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% per annum, there is uncertainty surrounding the current cost of living crisis in the UK with very high inflation over the last 12 months experienced. This risk remains as Medium due to current inflation forecasts for 2023-24 suggesting that inflation should start to quickly come down.	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					4.7

**APPENDIX B TO REPORT DSFRA/23/15**

**Projected Reserve Balances over Medium Term Financial Plan Period  
(2023-28)**

<b>RESERVES AND PROVISIONS</b>					
	Balance as	Proposed		Projected	Proposed
	at 1 April	Spending	Balance as at	Spend 2023-	Balance as at 31
	2022	Month 12	31 March	2028	March 2028
	£'000	£'000	£'000	£'000	£'000
<b>RESERVES</b>					
<b>Earmarked reserves</b>					
Grants unapplied from previous years	(3,093)	334	(1,137)	1,137	-
Invest to Improve	(2,619)	705	(1,710)	1,710	-
Budget Smoothing Reserve	(1,831)	-	0		
Direct Funding to Capital	(19,032)	-	(18,252)	18,252	-
Projects, risks, & budget carry forwards	-	-	-		
PFI Equalisation	(50)	-	(50)	-	(50)
Emergency Services Mobile Communications Programme	(1,301)	18	(1,283)	1,283	-
Mobile Data Terminals Replacement	(168)	24	(145)	145	-
Pension Liability reserve	(1,362)	144	(1,218)	1,218	-
Budget Carry Forwards	(1,878)	321	(1,557)	1,557	-
Environmental Strategy	(268)	25	(243)	243	-
Uncategorised	-	-	-	-	-
MTA Action Plan	(151)	75	(76)	76	-
<b>Total earmarked reserves</b>	<b>(31,754)</b>	<b>1,646</b>	<b>(25,671)</b>	<b>25,621</b>	<b>(50)</b>
<b>General reserve</b>					
General Fund (non Earmarked) Balance	(4,050)	-	(4,275)	-	(4,275)
Percentage of general reserve compared to net budget					
<b>TOTAL RESERVE BALANCES</b>	<b>(35,804)</b>	<b>1,646</b>	<b>(29,946)</b>	<b>25,621</b>	<b>(4,325)</b>
<b>PROVISIONS</b>					
Doubtful Debt	(55)	-	(55)	-	(55)

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# Agenda Item 8

<b>REPORT REFERENCE NO.</b>	DSFRA/23/16
<b>MEETING</b>	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (ORDINARY MEETING)
<b>DATE OF MEETING</b>	12 JUNE 2023 (Ordinary Meeting)
<b>SUBJECT OF REPORT</b>	EXECUTIVE BOARD PAY AND ASSOCIATED REVISED PAY POLICY STATEMENT 2023-24
<b>LEAD OFFICER</b>	Chief Fire Officer and Monitoring Officer & Clerk to the Authority
<b>RECOMMENDATIONS</b>	<p><i>That the Authority be recommended to:</i></p> <ul style="list-style-type: none"> <li><i>(a). Approve an increase in the salary of the Director of Finance &amp; Corporate Services (Treasurer) to Grade 4 within the approved pay scale at Executive Board level with effect from 9 May 2023;</i></li> <li><i>(b). Set the salary of the Assistant Director of Finance &amp; Corporate Services at Grade 1 within the approved pay scale at Executive Board level with effect from 12 June 2023;</i></li> <li><i>(c). Notes the associated pay changes arising out of the Gold Book pay award for both 2022 and 2023; and</i></li> <li><i>(d). Subject to (a). to (c). above, approve the consequential amendments to the Pay Policy Statement for 2023-24 as attached at Appendix B of this report for publication.</i></li> </ul>
<b>EXECUTIVE SUMMARY</b>	<p>The salary structure for Principal Officers (the Chief Fire Officer and other Executive Board members) is determined by the Authority and, in accordance with the National Conditions of Service (the Gold Book), the Authority is required to conduct an annual review of the remuneration of the Chief Fire Officer. Any locally determined changes in the Chief Fire Officer's remuneration are subject to full Authority approval.</p> <p>Under section 38(1) of the Localism Act 2011, the Authority is required to prepare a Pay Policy Statement. The Authority's Pay Policy Statement states that the annual review will: "be conducted by way of a report to a full Authority meeting which will contain such relevant data as to enable the Authority to reach a determination on levels of appropriate remuneration" and also "consider the level of pay awards made for other groups of employees and the relationship between the remuneration of the Chief Fire Officer and the remuneration of other employees".</p>

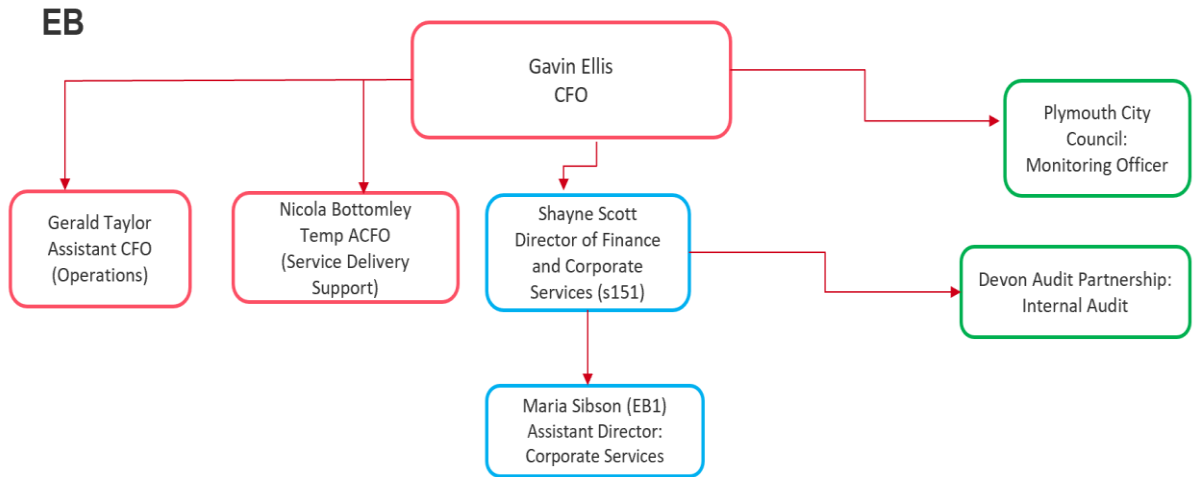
	<p>The changes in structure at Executive Board level resulting from the secondment of the Chief Fire Officer need to be implemented to enable the Service to move forward thus this has been considered and appropriate appointments made as reflected within this paper.</p> <p>Additionally, the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services (the Gold Book) has now agreed the annual cost of living rise for both 2022 and 2023. This has been reflected in the revised Pay Policy Statement attached at Appendix A.,</p> <p>This report sets out details of the new structure implemented at Executive Board level and the proposed pay gradings together with details of the consequential amendments required to the approved Pay Policy Statement for 2023-24 associated with the recommendations above.</p>
<b>RESOURCE IMPLICATIONS</b>	£83,700 per annum which can be met from within existing budgets.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The contents of this report are considered compatible with existing equalities and human rights legislation.
<b>APPENDICES</b>	<p>A. Revised EB/SLT structure and associated costings</p> <p>B. Revised Pay Policy Statement 2023-24</p>
<b>BACKGROUND PAPERS</b>	<p>Devon and Somerset Fire &amp; Rescue Authority approved Pay Policy Statement 2023-24</p> <p>National Joint Council for Brigade Managers of Fire and Rescue Services (the Gold Book)</p>

## **1. INTRODUCTION**

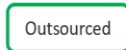
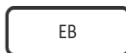
- 1.1. The salary structure for Principal Officers (the Chief Fire Officer and other Executive Board members) is determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Fire and Rescue Services (the Gold Book). At a national level, the employers' side considers annual cost of living increase claims for all those covered by the national agreement and determines any pay settlement. All other decisions about pay levels and remuneration are taken locally by the full Authority.
- 1.2. Under section 38(1) of the Localism Act 2011, the Authority is required to prepare a Pay Policy Statement. The Authority is responsible for ensuring that that the pay policy sets out the issues relating to the pay of the workforce and in particular the senior officers and the lowest paid employees. This ensures that there is appropriate accountability and transparency regarding the salaries of the Authority's senior staff. In accordance with the statutory obligations, the Authority approved its current Pay Policy Statement in February 2023 and published it on the Authority's website.
- 1.3. Any locally determined changes in the Chief Fire Officer's remuneration are subject to full Authority approval. In accordance with the conditions within the Gold Book, the Authority is required to conduct an annual review of the remuneration afforded to members of the Executive Board.
- 1.4. The Authority's Pay Policy Statement states that the annual review will: "be conducted by way of a report to a full Authority meeting which will contain such relevant data as to enable the Authority to reach a determination on levels of appropriate remuneration" and also "consider the level of pay awards made for other groups of employees and the relationship between the remuneration of the Chief Fire Officer and the remuneration of other employees".
- 1.5. Following the approval of the secondment of the Chief Fire Officer from 9 May 2023 to the National Fire Chiefs' Council, a temporary Chief Fire Officer was appointed on 19 April 2023 to lead the Service forwards until the retirement of the substantive postholder in September 2024. The temporary Chief Fire Officer has instigated a new structure at Executive Board level to ensure that the work required on key areas such as cultural improvements, performance and the Medium Term Financial Plan can be moved forward.
- 1.6. The new structure requires consequential amendments to the pay of two of the posts and associated amendments to the approved Pay Policy Statement for 2023-24, details of which are set out in this report.

## 2. EXECUTIVE BOARD STRUCTURE

2.1. The new Executive Board structure is set out below for reference:



Key:



2.2. The new structure has been set out to increase capacity at Executive Board level and also to facilitate better links with the Service Leadership Team (SLT). The combination forms the basis of the structure for the Extended Leadership Team (EB and SLT). The new post of Assistant Director will form an important part in bridging the gap between EB and SLT. This structure will allow EB to drive the strategic changes required to meet the Medium Term Financial Plan (MTFP) and cultural challenges that the Service is dealing with. The overall EB is smaller in size now with five members and the external Monitoring Officer as compared to the previous structure with six permanent members.

2.3. The Deputy Chief Fire Officer post has not been backfilled which has allowed for the second Assistant Chief Fire Officer role to be filled on a temporary basis following the retirement of the previous post holder. This enables three principal officers to undertake the operational duties aligned to Brigade Managers for the Service.

## 3. PAY CONSIDERATIONS

3.1. The Chief Fire Officer's pay on 1 April 2007 (the date of combination) was £132,394, which at that time equated to 4.98 times that of a firefighter. The same ratio at today's values would equate to £171,814 for the 2022 pay settlement and £180,405 for the 2023 pay settlement.

- 3.2. The current pay level of the Chief Fire Officer is £162,061 but his will change to £174,442 post implementation of the 2022 and 2023 Gold Book pay awards agreed recently as indicated at paragraphs 3.5 to 3.7 below.
- 3.3. The Deputy Chief Fire Officer and Assistant Chief Fire Officer salaries had previously been set locally at 80% and 75% respectively of the Chief Fire Officer salary, which reflected the previous minimum salary level set by the National Joint Council. However, following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary was removed. The current salary for the Deputy Chief Fire Officer is £134,510. The current salary for an Assistant Chief Fire Officer is £121,543. (This will also change post implementation of the 2022 and 2023 Gold Book pay awards as indicated at paragraph 3.7 below). Uniformed Brigade Managers (Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer) also provide "stand-by" hours outside of the normal working day within a Brigade Manager rota.
- 3.4. The remaining two "non-uniformed" Executive Board positions previously in place were that of the Director of Governance & Digital Services and the Director of Finance & Resourcing, both of which were set on Grade 3 within a four-point grading structure, which was determined by the [then] Shadow Devon and Somerset Fire and Rescue Authority in 2006 following an external, independent Job Evaluation process. The salary levels for these grades were set as a percentage of the Chief Fire Officer's salary but following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary was removed.
- 3.5. The salary levels set for the four grades were:

Grade	Salary
4	£101,287
3	£92,846
2	£84,407
1	£75,967

- 3.6. On 31 May 2023, the National Joint Council (NJC) for Brigade Managers of Local Authority Fire & Rescue Services confirmed that it had concluded the annual cost of living pay awards which had been delayed for some time. The following pay awards were agreed:
- 4% increase on basic pay with effect from 1 January 2022; and
  - 3.5% increase on basic pay with effect from 1 January 2024.

3.7. The resulting, revised salary levels within the four pay grades are:

	2021	2022	2023
<b>EB4</b>	£101,287	£105,338	£109,025
<b>EB3</b>	£92,846	£96,560	£ 99,939
<b>EB2</b>	£84,407	£87,783	£ 90,856
<b>EB1</b>	£75,967	£79,006	£ 81,771
<b>CFO</b>	£162,061	£168,543	£174,442
<b>DCFO</b>	£134,510	£139,890	£144,787
<b>ACFO</b>	£121,543	£126,405	£130,829

3.8. The resulting salary levels for 2023 as set out above have been reflected within the Pay Policy Statement for 2023-24 in accordance with section 38(1) of the Localism Act 2011 as attached at Appendix B.

3.9. The review of the Executive Board structure has resulted in a much larger remit and workload for the Director of Finance and Corporate Services (Treasurer) (previously Director of Finance, People & Estates) and thus, the Authority is asked to approve a regrading to Grade 4 on the approved pay scale as set out at paragraph 3.5 above to recognise this.

3.10. The remit of this role has been expanded to include the Services' ICT function, information governance, democratic services, programme and portfolio office and the statutory role of SIRO (Senior Information Responsible Officer). Furthermore, this change will bring about pay-parity to that of the ACFO, albeit with the exclusion of the additional 20% for 'stand-by' cover.

3.11. The pay level for the new Assistant Director, a post which will sit at Executive Board level and thus is covered by the Pay Policy Statement, has not been set. The Authority is asked to set the level of pay for the post of Assistant Director (Finance and Corporate Services) at Grade 1 on the approved pay scale as set out at paragraph 3.4 above.

#### **4. COST IMPLICATIONS**

4.1. The revised Executive Board structure is included out at Appendix A for reference setting out the comparative costs between the old and new EB structures (which includes all on costs). This shows show that there will be additional funding of £83,700 required for the new structure, all of which can be met from savings across wider service budget heads.. This aligns to the strategic direction of EB by reshaping the organisation in line with strategic priorities.

- 4.2. Whilst there is an additional cost associated with this new structure, this has to be balanced with the need for EB and SLT to be able to function as a cohesive team and to provide cover at operational level on rotas. There is a huge amount of work to be undertaken to balance the budget in 2024-25 and benefits will be drawn from having a cohesive team in place at strategic level to secure the level of savings required together with the required capacity to deliver this.
- 4.3. It is anticipated that the temporary structure will be reviewed following the retirement of the substantive Chief Fire Officer in September 2024 which will enable a permanent structure to be established from that point, which will form part of the MTFP.

## **5. PAY POLICY STATEMENT 2023-24**

- 5.1. If approval is given to the recommendations to set the pay level for the Director of Finance & Corporate Services (Treasurer) and Assistant Director (Corporate Services) as above, amendments will be required to the Authority's approved Pay Policy Statement for 2023-24.
- 5.2. The Pay Policy Statement 2023-24 will also need to be amended to reflect the overall changes in the new, temporary Executive Board structure together with the changes as a result of approval of the annual cost of living increases by the NJC for Brigade Managers. Should the recommendations at (a). and (b). of this report not be approved, the Pay Policy Statement for 2023-24 will still require amendment to reflect the approval of the annual cost of living increases.
- 5.3. These amendments have been reflected in the revised Pay Policy Statement for 2023-24 as attached at Appendix B of this report for approval subject to the caveat at paragraph 5.1 and 5.2 above.

## **6. CONCLUSIONS**

- 6.1. The restructure of the top management team will enable EB to function effectively and in a more agile way to meet the challenges identified within the MTFP and cultural improvement journey.
- 6.2. The new structure will also enable the SLT level within the senior leadership team to be repurposed and take a more proactive approach to managing the service on a day-to-day basis allowing EB to focus on the longer-term strategic intent and direction of the service.
- 6.3. Savings will be continually monitored as part of the MTFP and in line with the strategic objectives to ensure the capacity of the organisation is focussed on supporting service delivery to continually improve the safety of our communities.

**GAVIN ELLIS**  
Chief Fire Officer

**EMMA JACKMAN**  
Monitoring Officer & Clerk to the  
Authority

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**APPENDIX A TO REPORT DSFRA/23/16**

As per the 2023-24 budget		Budget £	Proposed Structure	
Chief Fire Officer	Chief Fire Officer	£240,381	Chief Fire Officer	£230,318
Deputy Chief Fire Officer	Deputy Chief Fire Officer	£190,556	Director of Service Delivery Support	£172,064
Director of Service Delivery	Director of Service Delivery	£172,064	Director of Operations	£172,064
Dir of Finance People & Es	Dir of Finance People & Estab EB3	£133,431	Dir of Finance People & Estates	£145,108
Dir of Governance & Digital	Dir of Governance & Digital SEB3	£133,431	Assistant Director -	£108,852
Service Delivery Risk	AM Service Delivery Risk AM	£122,454	AM Service Delivery Risk AM	£122,454
Service Delivery	AM Service Delivery Respon AM	£136,110	AM Service Delivery Response AM	£136,110
Service Delivery Resilience	AM Service Delivery Resilien AM	£123,306	AM Service Delivery Resilience AM	£123,306
Service Improvement	AM Transformation AM	£123,306	AM Transformation AM	
Service Improvement	AM Corp Plng & Strat Analys AM	£123,306	AM Corp Plng & Strat Analysis AM	£123,306
			AM Service Delivery Response AM	£123,306
Communications & Engage	Head of Comms & Engagem Grade 11	£87,600	Head of Comms & Engagement Grade 11	£87,600
Estates	Head of Estates Grade 11	£92,230	Head of Estates Grade 11	£92,230
Finance	Head of Finance Grade 11	£85,483	Head of Finance Grade 11	£85,483
Human Resources	Co-Head of People Services Grade 11	£85,483	Co-Head of People Services Grade 11	£85,483
Organisational Developme	Co-Head of People Services Grade 11	£85,483	Co-Head of People Services Grade 11	£0
ICT	Head of ICT Grade 11	£0	Head of ICT Grade 11	£85,483
Organisational Assurance	Head of Org Assurance Grade 11	£85,483	Head of Org Assurance Grade 11	£85,483
Fleet & Procurement	Head of Fleet & Procuremen Grade 11	£92,494	Head of Fleet & Procurement Grade 11	£92,494
Business Change Program	Head of Portfolio & Prog Manr Grade 11	£85,483	Head of Portfolio & Prog Mangr Grade 11	
			Monitoring Officer	£25,000
			Savings from Dem Services Officer	-£54,741
			Cost of CFO whilst on secondment	£240,381
		<b>£2,198,084</b>		<b>£2,281,784</b>
			<b>Net cost (saving)</b>	<b>£83,700</b>

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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

LOCALISM ACT 2011 – PAY POLICY STATEMENT 2023-24

1. **INTRODUCTION**

- 1.1 Under section 38(1) of the Localism Act 2011, Devon & Somerset Fire & Rescue Authority (the Authority) is required to prepare a Pay Policy Statement. The Authority is responsible for ensuring that its pay policy will set out the issues relating to the pay of the workforce and in particular, the senior officers and the lowest paid employees. This will ensure that there is the appropriate accountability and transparency of the salaries of the Authority's senior staff. The Authority will also publish the statement on its website and update it on an annual basis or at such times as it is amended. The purpose of the statement is to provide greater transparency on how taxpayer's money is used in relation to the pay and rewards for public sector staff.
- 1.2 This is the twelfth such Pay Policy Statement that the Authority has produced and it will continue to be reviewed and refined by the Authority as part of its rewards & recognition strategies.
- 1.3 It should be noted that the Accounts and Audit Regulations 2015 require authorities to disclose individual remuneration details for senior employees and these can be viewed here: [Senior Management Salaries](#)
- 1.4 In addition, the rates of pay for all other categories of staff can be found at: [Rates of Pay](#)
- 1.5 The Local Government (Transparency Requirements) (England) Regulations 2015 imposed additional requirements in terms of publishing data relating to the Authority. The requirements are set out in the Local Government Transparency Code 2015. The Local Government Association produced a set of revised practical guidance documents to support local authorities in understanding and implementing the Transparency Code and to help them publish the data in a meaningful and consistent way. The Code covers information on spending and procurement, organisational information and asset and parking information and this open data is accessible via the following link: [Transparency Data](#)
- 1.6 There is some overlap within the Transparency Code with certain staffing information that is already required as part of the annual Statement of Accounts and the Pay Policy Statement but there are also some additions including further details of organisational structures relating to Senior Managers, including grading and responsibilities, where salary levels are in excess of £50,000 and also Trade Union Facility time.

## **2. CATEGORIES OF STAFF**

- 2.1 As part of the Pay Policy Statement, it is necessary to define the categories of staff within the Service and by which set of Terms and Conditions they are governed.
- 2.2 ***Executive Board Officers (including Chief Fire Officer)***: The Executive Board is a mix of uniformed Brigade Managers and non-uniformed Officers who are the Directors of the Service. The salary structure for Brigade Managers and other Executive Board members has previously been determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Local Authorities' Fire Brigades (the "Gold Book"). The two non-uniformed Executive Board Officers are conditioned to the Gold Book for pay purposes only. The minimum remuneration levels for Chief Fire Officers are set nationally in relation to population bands and in accordance with the Gold Book. At a national level, the National Joint Council for Brigade Managers of Fire and Rescue Services reviews annually any cost of living increase applicable to all those covered by the national agreement and determines any pay settlement. All other decisions about pay levels and remuneration over and above the minimum levels for Chief Fire Officers are taken locally by fire authorities, arrangements for which are set out in paragraphs 3.8 to 3.10.
- 2.3 ***Uniformed Staff***: This includes Whole-time and On-call staff and also the Control Room uniformed staff. The remuneration levels for these staff are subject to national negotiation as contained in the Scheme of Conditions of Service of the National Joint Council for Local Authority Fire & Rescue Services which is known as the "Grey Book". Any other remuneration is subject to local agreement.
- 2.4 ***Support Staff***: This category is the non-uniformed employees who support our Operational Service. The Scheme of Conditions of Service for these employees is set out within the National Joint Council (NJC) for Local Government Services known as the "Green Book". The National Joint Council negotiates the level of any annual pay increases applicable to the nationally recognised local government pay spine and these increases are applied across the Authority's "Green Book" staff grading structure.

## **3. REMUNERATION OF THE CHIEF FIRE OFFICER AND EXECUTIVE BOARD**

- 3.1. The position of Chief Fire Officer is subject to minimum remuneration levels as set out in the "Gold Book" and according to population bands. The Authority is in Population Band 4 (1.5m people and above). The minimum salary level for this position is currently £140,133 per annum. The Authority is the largest non-metropolitan fire and rescue authority in the UK.

- 3.2. In 2006, prior to the combination of Devon Fire & Rescue Service and Somerset Fire & Rescue Service, the [then] Shadow Devon and Somerset Fire and Rescue Authority reviewed the remuneration of the Chief Fire Officer and undertook a salary survey of other fire & rescue services within the same population band. The average salary, based on 2005 data, was found to be £124,184 and the salary level for the Chief Fire Officer for the new, combined service, was set at a notional level of £124,800 per annum for 2007. Since then, national annual pay awards, and the review of Executive Board Officers' pay conducted by the Authority in 2015, have increased the salary to £174,442.
- 3.3. The other positions within the Executive Board have been reviewed recently and are as follows:
- Assistant Chief Fire Officer – Director of Service Delivery (Operations)
  - Assistant Chief Fire Officer – Director of Service Delivery (Support)
  - Director of Finance & Corporate Services (Treasurer)
  - Assistant Director – Corporate Services
- 3.4. Further details of our Executive Board can be found at [Devon and Somerset Fire and Rescue Service - Organisational Structure](#) (to be updated post the Authority's meeting on 12 June 2023).
- 3.5. The original structure including the Deputy Chief Fire Officer and Assistant Chief Fire Officer salaries had previously been set locally at 80% and 75% respectively of the Chief Fire Officer salary, which reflected the previous minimum salary level set by the National Joint Council. However, following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary was removed. The current salary for an Assistant Chief Fire Officer is £130,829. Uniformed Brigade Managers (Chief Fire Officer and Assistant Chief Fire Officers) also provide "stand-by" hours outside of the normal working day within a Brigade Manager rota.
- 3.6. The remaining two "non-uniformed" Executive Board positions are the Director of Finance & Corporate Services and the Assistant Director of Finance & Corporate Services. The Director of Finance & Corporate Services is on Grade 4 within a four-point grading structure with the Assistant Director of Corporate Services on Grade 1, the grading for which was determined by the [then] Shadow Devon and Somerset Fire and Rescue Authority in 2006 following an external, independent Job Evaluation process. The salary levels for these grades were set as a percentage of the Chief Fire Officer's salary but following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary was removed. The current salary levels for the four grades are:

Grade	2023
4	£109025
3	£99939
2	£90856
1	£81771

3.7. The Gold Book NJC recommended that minimum increases are implemented with effect from 1 January of each year.

3.8. The relevant sections 9 – 11 from the Gold book in relation to salary increases are set out below:

*Salaries*

*The NJC will publish annually recommended minimum levels of salary applicable to chief fire officers/chief executives employed by local authority fire and rescue authorities.*

*There is a two-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular.*

*All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels.*

3.9. Any locally determined increases in the Executive Board Officers' remuneration are subject to approval by the Authority. In accordance with the conditions within the Gold Book, the Authority is required to conduct an annual review of the remuneration afforded to members of the Executive Board. Any such reviews will be conducted by way of an expert, independent report to a full Authority meeting which will contain such relevant data as to enable the Authority to reach a determination on levels of appropriate remuneration. As a minimum, comparative benchmark data will be provided on chief executive and other senior officer salary levels in other relevant public bodies as may be determined, e.g. other fire and rescue authorities, constituent authorities, neighbouring police forces etc. The annual review will also consider the level of pay awards made for other groups of employees and the relationship between the remuneration of the Chief Fire Officer and the median basic pay of the Authority's whole workforce.

3.10. In 2015, the Authority conducted a review of Executive Board Officers' pay. Following that review, it was agreed that:

- i) the percentage link to the Chief Fire Officer salary for other Executive Board Officers would be removed;
- ii) the annual review process will be considered on an individual basis;
- iii) in conducting the annual review, any pay rise above the annual cost of living increases agreed nationally by the NJC for Brigade Managers, will be no greater than the percentage pay rise received by a Firefighter, unless such a pay rise is as a result of good performance, a reorganisation, restructure or other substantial reason.

#### **4. REMUNERATION OF THE LOWEST PAID EMPLOYEES**

4.1 The lowest grade in the Service is within the Support Staff category which has a grading structure from Grade 1 to 11. However, following the outsourcing of cleaning, there are no employees on Grade 1 so the lowest grade for substantive employees is Grade 2. Each grade has a number of spinal column points and a new joiner will progress through these with increasing service. The salary range at Grade 2 is currently £21,189 to £21,968 for a 37 hour week and is usually subject to review from 1 April each year. For contextual purposes the salary level for a competent full-time firefighter is £32,244 per annum and is usually subject to review from 1 July each year.

#### **5. THE RELATIONSHIP BETWEEN THE REMUNERATION OF CHIEF OFFICERS AND THE REMUNERATION OF THOSE EMPLOYEES WHO ARE NOT CHIEF OFFICERS.**

5.1 In terms of pay multiples, in line with recommendations contained within the Hutton Review of Fair Pay, the Authority will use two ratios to explain the relationship between the remuneration of the Chief Fire Officer and the remuneration of those employees who are not chief officers. The first is a comparison with the median earnings of the whole workforce (currently £35,127). The second multiple is for the lowest pay point (currently £21,575). This multiple has previously been used as a benchmark following suggestions by the Government that a ratio of 20:1 should be regarded as a level which public sector organisations should not exceed.

5.2 The current pay multiple ratios are:

median basic pay	4.94 : 1	4.61 : 1
lowest pay point	7.65 : 1	7.51 : 1

5.3 In terms of the pay multiple between the Chief Fire Officer and other staff across the organisation, the Authority's Pay Policy is that this will be 5.0 : 1 when compared with the median basic pay across the organisation, subject to the national pay settlements and any review by the Authority. The Pay Policy Statement for future years will continue to be determined by the full Authority.

#### **6. ADDITIONAL ELEMENTS OF THE REMUNERATION FOR THE CHIEF OFFICER**

6.1 These additional elements relate to the following:

- Bonuses or Performance Related Pay;
- Charges, Fees or Allowances;
- Benefits in Kind;
- Any increase or enhancement to the pension entitlement as a result of the resolution of the Authority;

- Any amounts payable by the Authority to the Chief Fire Officer on the Chief Fire Officer ceasing to hold office other than amounts that may be payable by virtue of any enactment.

- 6.2 The Chief Fire Officer does not receive any additional bonuses, performance related pay, charges, fees or allowances. The Chief Fire Officer has an operational requirement for a Service provided emergency response vehicle. This is currently a 'Provided Car'. As Brigade Managers operate on continuous duty, no Benefit in Kind is attributable. It should be noted that, instead of a provided car, all flexible duty officers (including the CFO) are eligible to avail themselves of a car allowance at rates previously agreed by the Fire Authority. In the event that a car allowance is selected, tax on the benefit will be payable by the employee.
- 6.3 In relation to the pension entitlement, the Chief Fire Officer is eligible to be a member of the Firefighters' Pension Scheme. All members of this pension scheme (which is closed to new members) can retire on reaching age 50, provided they have at least 25 years' service. The maximum pension entitlement that a member of the pension scheme can accrue is 30 years' service. Chief Fire Officers appointed before 2006 are required to seek approval to retire before age 55 whilst those appointed after 2006 do not. All other members of the pension scheme are not required to obtain such approval. This requirement for Chief Fire Officers to have to seek approval has been recognised nationally as being potentially discriminatory on the grounds of age but can be overcome by agreement with the Authority to permit retirement from age 50. The Authority has previously given approval for the Chief Fire Officer to retire at age 50 subject to any pensions benefit payable before the age of 55 not representing an unauthorised payment as defined in the Finance Act 2004.
- 6.4 The notice period from either the employee or employer for termination of employment for the post of Chief Fire Officer is three months. There are no additional elements relating to the Chief Fire Officer ceasing to hold this post other than those covered under any other enactments.

## **7. REMUNERATION OF CHIEF OFFICERS ON RECRUITMENT**

- 7.1 Within the Localism Act there is a requirement to state the remuneration of Chief Officers on recruitment. The pay level for the Chief Fire Officer was determined by the Authority in 2006, based on 2005 data, in preparation for the new combined Devon & Somerset Fire & Rescue Service commencing on 1 April 2007. The appointment of a Chief Fire Officer is subject to approval by the Authority. The current rate of remuneration would apply to any new Chief Fire Officer on recruitment, subject to any review that may take place in accordance with the arrangements set out within this Pay Policy Statement.



## 8. **RE-EMPLOYMENT OF EMPLOYEES**

### ***Redundancy***

- 8.1 The Authority will not normally re-employ or contract with employees who have been made redundant by the Authority unless:
- there are exceptional circumstances where their specialist knowledge and expertise is required for a defined period of time **and** there has been a break in service of at least one month; or
  - a defined period of 12 months has elapsed since the redundancy and circumstances have changed; or
  - the re-employment is in a different role **and** there has been a break in service of at least six months; or
  - the re-employment is in the same role but at a lower cost and is within the context of an approved business case at the time of the redundancy **and** there has been a break in service of at least one month.

- 8.2 For each of the above scenarios:

- the approval of the People Committee will be required for the re-employment, following redundancy, of any former employee from Station Manager up to and including Area Manager level (or non-uniformed equivalent posts); or
- the approval of the full Authority will be required for the re-employment, following redundancy, of any post-holder at Brigade Manager (including non-uniformed equivalent); and
- for both of the above two approval processes, the Authority may require the repayment of one 24<sup>th</sup> part of any redundancy payment made by the Authority for every month less than 24 months between the date of redundancy and the date of re-employment.

### ***Retirement***

- 8.3 The Authority will, in principle, allow the re-employment of employees who have retired, subject to a break in service of at least one month, because it is recognised that this often represents an effective way of retaining specialist knowledge and skills without any increase in cost to the Authority (and noting that costs to the Pension Scheme are no more than would be the case for normal retirement).
- 8.4 However, the Fire and Rescue National Framework for England (“the National Framework”), published by the Home Office in May 2018, sets out that “fire and rescue authorities must not re-appoint principal fire officers after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety”. In this context, Principal Officers refers to those officers at Area Manager and above, or those with comparable responsibilities to those roles. The National Framework also states that fire and rescue authorities will “have regard to this principle when appointing at any level”.

8.5 Where retired uniformed staff are re-employed, then the Fire-Fighters' Pension shall be abated such that the income from the gross annual rate of pay whilst re-employed together with the gross annual pension (after commutation) will not exceed the gross annual rate of pay immediately prior to retirement. For staff within the Local Government Pension Scheme, where an individual is re-employed on the same terms and conditions [salary] as previously, the same abatement rules as apply to those within the Fire Fighters Pension Scheme will be applied.

8.6 However, the Authority's policy on Pension Discretions refers to flexible retirement and states that this "may be subject to abatement during such time as the individual remains employed by the Service". This allows the Authority to use flexible retirement opportunities where key employees may wish to continue working as they get older but step down in grade or reduce their working hours. This can be beneficial to the Authority in retaining key skills, knowledge and experience whilst also reducing costs. The authorisation of any such flexible retirement arrangements will be subject to the approval mechanism detailed below.

8.7 With this in mind and taking account of the National Framework provisions, the Authority has agreed the following approach in relation to requests for re-employment following retirement, subject in each case to an approved business case:

- (a). the Chief Fire Officer has delegated authority to approve such requests up to and including Watch Manager level (or non-uniformed equivalent posts);
- (b). the People Committee has delegated authority to approve such requests for Station Manager up to and including Area Manager level (or non-uniformed equivalent posts); and
- (c). the approval of the full Authority is required for the re-employment, following retirement, of any post-holder at Brigade Manager (or equivalent non-uniformed) level i.e. any member of the Service Executive Board (the Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officers, Director of Governance & Digital Services and Director of Finance and Resourcing). Such approval will only be granted in exceptional circumstances where the re-appointment is necessary in the interests of public safety. The rationale for the decision (together with any alternative approaches considered but deemed not appropriate) must be published.

## **9. THE PUBLICATION OF AND ACCESS TO INFORMATION RELATING TO REMUNERATION OF CHIEF OFFICERS**

9.1 In order to make this information in relation to the Pay Policy Statement accessible to members of the public, the statement will be published on the Authority website.

## **10. REVIEW OF THE PAY POLICY STATEMENT**

10.1 This document will be reviewed at least annually by the Authority.

# Agenda Item 9

<b>REPORT REFERENCE NO.</b>	DSFRA/23/17
<b>MEETING</b>	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (Ordinary Meeting)
<b>DATE OF MEETING</b>	12 JUNE 2023 (Ordinary Meeting)
<b>SUBJECT OF REPORT</b>	RED ONE LTD. – APPOINTMENT OF NON-EXECUTIVE DIRECTORS
<b>LEAD OFFICER</b>	Monitoring Officer and Clerk to the Authority
<b>RECOMMENDATIONS</b>	<p>(a). <i>That, in accordance with the Articles of Association of Red One Ltd., the Monitoring Officer &amp; Clerk to the Authority be authorised to undertake a process to identify appropriate candidates for the vacancy of Authority Appointed Non-Executive Director on the Board of Red One Ltd.; and</i></p> <p>(b). <b>the Appointments &amp; Disciplinary Committee be delegated authority to determine the eventual appointment.</b></p>
<b>EXECUTIVE SUMMARY</b>	<p>The current Articles of Association (v3) for Red One Ltd. (“the company”) provide for the Authority (as sole shareholder) to appoint Authority Member Non-Executive Directors. Such appointments to be for an initial period of three years and.</p> <p>The current occupant of one of these posts was appointed in 2021 but has subsequently not been re-appointed to the Authority by Plymouth City Council following its Annual General Meeting in May 2023. As such, Councillor Shayer is no longer a member of the Authority and unable to continue in the role of Authority Appointed Non-Executive Director of Red One Ltd..</p> <p>A Governance Review of Red One Ltd. is ongoing but this is unlikely to be concluded imminently and thus, it is recommended that this vacancy be filled.</p>
<b>RESOURCE IMPLICATIONS</b>	The cost of running this appointment process with First Flight is estimated to be between £4 to £8k.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/A
<b>APPENDICES</b>	Nil.
<b>BACKGROUND PAPERS</b>	Red One Ltd. Articles of Association (third edition).

**EMMA JACKMAN**  
Monitoring Officer & Clerk to the Authority

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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