



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

S.J. Sharman
CLERK TO THE AUTHORITY

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

(see below)

SERVICE HEADQUARTERS
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Your ref :
Our ref : DSFRA/SJS/
Website : www.dsfire.gov.uk

Date : 31 May 2024
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DEVON & SOMERSET FIRE & RESCUE AUTHORITY **(Ordinary Meeting)**

Monday, 10th June, 2024

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.

S.J. Sharman
Clerk to the Authority

A G E N D A

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) **by midday on 5 June 2024.**

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 - 6)

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Minutes of the meeting held on 18 March, 26 April and 13 May 2024 attached.

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

b Audit & Governance Committee (Pages 7 - 10)

The Chair of the Committee, Councillor Coles, to **MOVE** the Minutes of the meeting held on 26 March 2024 attached.

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

c People Committee (Pages 11 - 14)

The Chair of the Committee, Councillor Clayton, to **MOVE** the Minutes of the meeting held on 24 April 2024 attached.

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

d Community Safety Committee (Pages 15 - 20)

The Chair of the Committee, Councillor Hendy, to **MOVE** the Minutes of the meeting held on 26 April 2024 attached.

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

e Resources Committee (Pages 21 - 28)

The Chair of the Committee, Councillor Peart, to **MOVE** the Minutes of the meeting held on 9 May 2024 attached.

RECOMMENDATION

- (a). that, in relation to the recommendation at Minute RC/23/26 (Provisional Financial Outturn 2023-24) the Authority is asked to consider this in conjunction with the accompanying report at DSFRA/24/21:
- (b). that, in relation to the recommendation at Minute RC/23/27 (Revisions to the Capital Programme 2024-25 to 2026-27):
 - (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/24/9 and summarised in the tables at Appendices A and B respectively to these Minutes.
- (c). That, in relation to the recommendation at Minute RC/23/28 (Reserves Strategy 2024-25), the Authority is asked to consider this in conjunction with the accompanying report at DSFRA/24/22 and
- (d). that, subject to (a). to (c). above, the Minutes be adopted in accordance with Standing Orders.

f Shareholder Committee (Pages 29 - 30)

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Minutes of the meeting held on 14 May 2024 (attached)..

7 **Provisional Financial Outturn 2023-24 (Pages 31 - 46)**

Report of the Treasurer (DSFRA/24/21) attached.

8 **Reserves Strategy 2024-25 (Pages 47 - 56)**

Report of the Treasurer (DSFRA/24/22) attached.

9 **Strategic Policy Objectives 2024-25 (Pages 57 - 60)**

Report of the Chief Fire Officer (DSFRA/24/23) attached.

10 **Devon & Somerset Fire & Rescue Authority Performance Report 2023-24 and Quarter Four (Pages 61 - 90)**

Report of the Assistant Director, Corporate Services (DSFRA/24/24) attached.

11 Exclusion of the Press and Public

RECOMMENDATION that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following 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);
- Paragraph 2 (information likely to reveal the identity of an individual);
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information);
- Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings);

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

12 Restricted Minutes of the Appointments & Disciplinary Committee held on 13 May 2024 (Pages 91 - 92)

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Restricted Minutes of the Appointments & Disciplinary Committee held on 13 May 2024 (attached).

RECOMMENDATION

- (a). that the recommendation at Minute ADC/23/12 (Appointment of Chief Fire Officer/Chief Executive Officer) be approved;
- (b). Subject to (a). above, the Restricted Minutes of the meeting of the Appointments & Disciplinary Committee held on 13 May 2024 be adopted in accordance with Stading Orders.

13 Restricted Minutes of the Shareholder Committee held on 14 May 2024 (Pages 93 - 96)

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Restricted Minutes of the meeting held on 14 May 2024 (attached).

RECOMMENDATIONS

- (a). that, in relation to the recommendation at Minute SC/23/3 (Revised Articles of Association - Red One Ltd.) the Authority is asked to consider this in conjunction with the accompanying report at DSFRA/24/25
- (b). that, in relation to the recommendation at Minute SC/23/6 (Appointment of Independent, Non-Executive Chair of the Board of Red One Ltd.) the Authority is asked to consider this in conjunction with the accompanying report at DSFRA/24/25: and
- (c). Subject to (a). and (b). above, the Restricted Minutes of the Shareholder Committee held on 14 May 2024 be adopted in accordance with Standing Orders.

- 14 **Revised Articles of Association - Red One Ltd. (Pages 97 - 134)**
Report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/25) attached.
- 15 **Appointment of Independent, Non Executive Director Chair of the Board of Red One Ltd.**
Report of the Clerk to the Authority (& Monitoring Officer) DSFRA/24/26 - TO FOLLOW.
- 16 **Red One Ltd. Annual General Meeting 2024 (Pages 135 - 168)**
Report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/27 attached).

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

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

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.

	NOTES (Continued)
4.	<p><u>Part 2 Reports</u></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
5.	<p><u>Substitute Members (Committee Meetings only)</u></p> <p>Members are reminded that, in accordance with Standing 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>
6.	<p><u>Other Attendance at Committees)</u></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>

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APPOINTMENTS & DISCIPLINARY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

18 March 2024

Present:

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

* **ADC/23/4**

Minutes

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

* **ADC/23/5**

Exclusion of the Press and Public

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public 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 Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely:

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

* **ADC/23/6**

Appointment of 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 considered the process for the appointment of a new Chief Fire Officer in light of the retirement of the substantive postholder with effect from 13 September 2024 and associated documents as circulated with the agenda.

The Committee received an updated version of the proposed application pack at the meeting and fed back comments for inclusion in the final pack. The Committee discussed the dates for shortlisting and interviews for publication within the pack.

RESOLVED that the process for the appointment of a new Chief Fire Officer and associated documents, subject to revision as discussed at the meeting, be approved with shortlisting to be held on Friday 26 April 2024 (at 11.30 or on the rising of the Community Safety Committee) and formal interviews on Monday 13 May 2024.

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

The meeting started at 11.30 am and finished at 12.34 pm

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APPOINTMENTS & DISCIPLINARY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

26 April 2024

Present:

Councillors Cook-Woodman (Chair), Best and Hendy

In attendance (via Teams):

Councillor Randall Johnson

* **ADC/23/7** **Minutes**

RESOLVED that the Minutes of the meeting held on 18 March 2024 be signed as a correct record.

* **ADC/23/8** **Exclusion of the Press and Public**

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Bryony Houlden – professional adviser to the Committee) 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 Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely:

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

* **ADC/23/9** **Appointment of Chief Fire Officer/Chief Executive Officer**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and the public (with the exception of Bryony Houlden – professional adviser to the Committee) were excluded from the meeting.

The Committee considered applications received for the post of Chief Fire Officer/Chief Executive Officer and shortlisted accordingly.

The Committee also considered the further stages of this appointment process, details of which were circulated at the meeting by the Head of People Services, whereupon it was:

RESOLVED

- (a). That candidates 1 and 2 be shortlisted for the further stages of this process;

- (b). that the further stages of this process be conducted on 9 and 10 May 2024 respectively, with final interviews on Monday 13 May 2024; and
- (c). That the interviews be held at the offices of Somerset Council in Taunton, Somerset.

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

The Meeting started at 12.10 pm and finished at 1.05 pm

APPOINTMENTS & DISCIPLINARY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

13 May 2024

Present:

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

In attendance:

Bryony Houlden – professional adviser to the Committee

* **ADC/23/10** **Minutes**

RESOLVED that the Minutes of the meeting held on 26 April 2024 be signed as a correct record.

* **ADC/23/11** **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 – professional adviser 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 Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely:

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

* **ADC/23/12** **Appointment of Chief Fire Officer/Chief Executive Officer**

(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 – professional adviser to the Committee) were excluded from the meeting).

The Committee considered a report of the Clerk to the Authority (& Monitoring Officer) (ADC/24/1) setting out details of the process for interview of candidates for the post of Chief Fire Officer/Chief Executive Officer.

The Committee then interviewed candidates for the post of Chief Fire Officer/Chief Executive Officer whereupon it was

RESOLVED that the Authority be recommended to appoint candidate X as Chief Fire Officer/Chief Executive Officer to take up post with effect from 13 September 2024 (on retirement of the existing, substantive Chief Fire Officer).

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

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

26 March 2024

Present:

Councillors Coles (Chair), Biederman, Fellows, Slade (Vice-Chair), Sully and Trail BEM (vice Sellis),

Independent, Co-opted Members:

Messrs. Perks and Turkington

Apologies:

Councillors Clayton, Roome and Sproston

* **AGC/23/28** Minutes

RESOLVED that, subject to an amendment to reflect that Councillor Sully had submitted his apologies and did not attend, the Minutes of the meeting held on 22 January 2024 be signed as a correct record.

* **AGC/23/29** Devon & Somerset Fire & Rescue Authority Financial Statements 2022-23:

a Statement of Accounts 2022-23

The Committee considered a report of the Director of Finance & Corporate Services (Treasurer) (AGC/24/4) to which was appended the Authority's Financial Statements (including a narrative statement and Statement of Accounts) for the financial year ended 31 March 2023.

RESOLVED that the final Statement of Accounts for 2022-23 be approved and published on the Authority's website.

*(See also Minutes *AGC/23/30 and *AGC/23/31 below)*

b Audit Findings for Devon & Somerset Fire & Rescue Authority for the Year Ended 31 March 2023

The Committee received for information a report from the external auditor (Grant Thornton) on its final audit findings on the Authority's Financial Statements for the year ended 31 March 2023.

Barrie Morriss, representing Grant Thornton, commented that this had been a very positive process this time and he thanked the Treasurer and his team for their engagement and support. He drew attention to the following points:

- There had been no adjustments made to the Authority's financial statements that resulted in an adjustment to the Comprehensive Income and Expenditure Statement;

- Having completed the Value for Money work, the auditor was satisfied that the Authority had made proper arrangements to secure economy, efficiency and effectiveness in the use of all of its resources;
- There were no significant findings to draw to the attention of the Committee; and
- Taking the above points into account, it was anticipated that an unqualified opinion would be issued.

Attention was also drawn to Appendix C of the report setting out the audit adjustments and Appendix D setting out the audit fees which were on quote.

*(See also Minute *AGC/23/29a above and *AGC/23/29c below).*

c **2022-23 Letter of Representation**

The Committee considered the Letter of Representation on the Authority's financial statements for the year ended 31 March 2023.

RESOLVED that the Committee Chair and the Director of Finance & Corporate Services (Treasurer) be authorised to sign, on behalf of the Authority, the Letter of Representation to the external auditor (Grant Thornton) on the Authority's financial statements for the year ended 31 March 2023.

*(See also Minutes *AGC/23/29a and *AGC/23/29b above).*

* **AGC/23/30 Annual Statement of Assurance 2022-23**

The Committee considered a report of the Director of Finance & Corporate Services (Treasurer) (AGC/24/5) to which was appended the final 2022-23 Annual Statement of Assurance for the Authority. The document had been prepared in accordance with relevant legislative and best practice requirements (including the Accounts and Audit Regulations, the Fire and Rescue National Framework and the CIPFA/SOLACE good governance framework).

The Annual Statement of Assurance had been amended to take account of points raised by the Committee at its meeting on 21 July 2023 and as set out at paragraph 2.1 of the report circulated. The Committee noted that the Annual Statement of Assurance had been submitted for external verification with the Authority's financial statements for 2022-23.

RESOLVED that the Annual Statement of Assurance for 2022-23 as appended to report AGC/24/5 – required to accompany the 2022-23 final accounts - be approved and published on the Authority's website.

* **AGC/23/31 Review of Journals Posted during 2023-24 Year to Date**

The Committee received for information a report of the Director of Finance & Corporate Services (Treasurer) (AGC/24/6) setting out details of the volume of journals processed (as categorised into themes) during the 2023-24 financial year as requested by the Committee at its meeting on 22 January 2024 (Minute AGC/23/24 refers).

It was noted that this request had arisen as a result of the need to ensure avoidance of risk and an appropriate degree of separation between the staff entering the journals and those authorising them, the process for which was reiterated at the meeting. It was hoped that the new financial management system, anticipated to be in place by September 2025 would address this matter from an audit perspective, albeit that this would continue to be a manual process in the interim.

* **AGC/23/32 Annual Internal Audit Report 2023-24**

The Committee received for information a report of the Head of the Devon Audit Partnership (DAP) (AGC/24/7) setting out details of the internal audit work completed during 2023-24. The report also provided any updates to the agreed plan together with a review of the work undertaken during 2023-24 and the opinion on the overall adequacy and effectiveness of the Authority's Internal Control environment.

It was noted that, based on the work undertaken during the 2023-24 financial year, the Head of Internal Audit's opinion on the adequacy and effectiveness of the Authority's internal control framework was that of "reasonable assurance". This was an improvement on the opinion of "limited assurance" received in 2022-23 which was welcomed by the Committee.

RESOLVED that the 2023-24 internal Audit Annual Report be approved.

* **AGC/23/33 Internal Audit Follow Up Report**

The Committee received for information a report of the Director Finance & Corporate Services (Treasurer) (AGC/24/8) which provided updates on the actions taken to address the findings of those internal audits with an opinion of "limited assurance" together with a summary of the actions taken to address the audit recommendations made.

* **AGC/23/34 Internal Audit Charter 2024-25 Plan and Internal Audit 2023-25 Charter and Strategy**

The Committee received for information a report of the Head of the Devon Audit Partnership (DAP) (AGC/24/9) to which was appended the proposed Internal Audit Plan for 2024-25 together with details of DAPs Audit Charter and Strategy and gave an overview of the planning process for the Internal Audit Plan for 2024-25.

RESOLVED

- (a) That the 2024-25 Internal Audit Plan as set out at Appendix A of report AGC/24/9 be approved; and
- (b) That the Internal Audit Charter and Strategy be noted.

* **AGC/23/35** **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 Chief Fire Officer (AGC/24/10) on progress against the Action Plan to address the Areas for Improvement falling within the remit of this Committee and as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services following its last inspection of the Service.

The report identified one Area for Improvement – HMI-1-3-202205 (Quality Assurance of Audits and Fire Safety Checks) had been transferred to the remit of the Community Safety Committee. HMI-2.2-202207b (Response – Technology and Innovation), was currently recorded as 'In Progress – Off Track'. This area for improvement was dependent upon data from the new training recording system which was currently under development. The data would inform a risk-based approach to training utilising technology to realise efficiencies. The target completion date will be reviewed following implementation of the new system.

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

The Meeting started at 2.00 pm and finished at 3.40 pm

PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

24 April 2024

Present:

Councillors Clayton (Chair), Coles, Kendall, Peart and Trail BEM (Vice-Chair)

Apologies:

Councillors Atkinson and Carter

* **PC/23/15** **Minutes**

RESOLVED that the Minutes of the meeting held on 24 January 2024 be signed as a correct record.

* **PC/23/16** **Performance Monitoring Report 2023-24: Quarter 4**

The Committee received for information a report of the Assistant Director - Corporate Services (PC/24/4) detailing performance as at Quarter 4 of 2023-24 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);
- fitness testing (including support offered for red and amber groups);
- health and safety (a general overview of the work undertaken on station audits and the risk from contaminants, 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 musculoskeletal, mental health and other absence) for wholetime, on-call, support, Control and casual staff, proportion of sickness absence per reason, details of the health and wellbeing support offered by the Service;
- diversity (although a separate report on the Annual Diversity Data was included elsewhere on the agenda for this meeting);
- strategic workforce planning including details of staff turnover and attrition in all categories of the workforce; and
- an overview of the People Services Systems project.

These areas were expanded upon in more depth at the meeting as follows:

- operational core competencies, all performance measures were on or above target of 95% (green) with the exception of Working at Height and Confined Spaces (SHACS) which was at 92.8% (amber). The reasons behind this were explained at the meeting;
- fitness, it was noted that 1504 staff had been tested as of 18 March 2024 and had met the required standard with 11 staff failing to meet the required fitness level;
- the Health & Safety team had completed all of the audits in respect of the Control of Substances Hazardous to Health (COSHH);
- Accidents - there had been a decrease in the overall trend for accidents during 2023-24. The quarter 4 accident numbers were down by 12 on the previous quarter and down 12 for the same quarter in 2022-23. Vehicle related safety events remained the greater proportion of safety events though;
- There were 12 near misses in Quarter 4 of 2023-24, a 15% (3 events) increase on reporting from the previous quarter with a total of 70 recorded incidents for the year. The benefits of near miss reporting continue to be communicated by the Health and Safety Team;
- Personal injuries- there were 57 in 2023-24 showed a reduction of one event on the previous year. There were 11 injuries in quarter 4 of 2023-24 representing a 15% reduction on the previous quarter. The injury figures in general remained low with the trend line showed a continuous reduction over the 12 month period;
- Vehicle accidents – there were 144 vehicle incidents in 2023-24, an increase of 4 over the previous year. quarter 3, the same number as in quarter 2. There were 32,400 mobilisations in the same year with 0.4% resulting in a vehicle related safety event. The Organisational Road Risk Group continued to meet monthly to monitor the position and to increase communication proactively to raise awareness of the areas where vehicle accidents were occurring;

- RIDDOR – there had been 5 reports during quarter 4 of 2023-24 which were all “over 7 days” injury events. The incidents were all being investigated further. There were 10 “over 7 day” incidents, 2 “dangerous occurrences” and 2 “specific injury” incidents in 2023-24 in total;
- It was noted that the changeover to the new People Services system had resulted in issues with reporting on the position on sickness absence and associated trends at the year end. This would be reported in depth at the next meeting together with national comparisons available from the Cleveland report. Musculoskeletal injuries was now the main causes of absence, however, with mental health absence dropping to third behind other causes which was a positive position as it showed that the interventions made had been successful. It was noted that the Service continued to promote the support available to staff absent due to mental health issues;
- The report provided an overview of the work being undertaken on diversity and inclusion issues within the Service, a matter which was covered in more detail in a report later in the agenda (Minute PC/23/17 refers). An update on strategic workforce planning was also included which included an analysis of turnout and attrition rates together with starters and leavers. The Committee requested that a line setting out the total numbers of each group of staff on attrition rates together with the total be added to future reports which the Head of People Services undertook to include.

* **PC/23/17** **Diversity Data Annual Report 2023**

The Committee received for information a report of the Assistant Director, Corporate Services (PC/24/5) setting out the Service’s Diversity Data Annual Report for 2023 in accordance with the requirement placed on public bodies under Section 149 of the Equality Act 2010 to publish all information pertaining to the makeup of its workforce. The report covered all protected characteristics including gender, disability, ethnic group, religion and sexual orientation.

The key findings included (but were not limited to):

- Female Wholetime new starters in Crew Manager and/or Watch Manager positions rose by 12.5% to 25% in 2023;
- The percentage of female promotions in Wholetime positions rose from 5.6% to 10.3% in 2023;
- Total promotions for support staff were 16.7% male and 83.3% female, an increase of 29% for female staff;
- No applicants who identified as People of Colour were hired in support staff roles in 2023 (21.3 % of applicants).

The report set out a number of key recommendations, progress against which would be reported back to the Committee in due course.

* **PC/23/18** **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 Chief Fire Officer (PC/24/6) 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.

The key point highlighted was that all actions under the Cause of Concern had been completed now and the recommendation for closure approved by the Executive Board on 19 March 2024.

There were three Areas for Improvement marked currently as "In Progress – Off Track" and the reasons behind this were set out within the report.

* **PC/23/19** **People and Culture Update**

The Committee received for information a report of the Chief Fire Officer (PC/24/7) setting out the progress made against the 35 recommendations in His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) published report into values and culture in the fire and rescue service. 20 of these recommendations were specific to the fire and rescue service and 14 required action at national level with 1 specific to the Police.

One recommendation (REC24 – Monitoring and Evaluating Feedback) had been closed following review by the HMICFRS Governance Board and the Service's Executive Board since the previous meeting of the Committee. 4 actions were "in progress" (as below) with the reasons behind this also set out within the report:

- REC09– background checks;
- REC12 – staff disclosure, complaints and grievance handling standard;
- REC14 – Misconduct allegations standard; and
- REC32 – diversity in succession planning.

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

The Meeting started at 10.00 am and finished at 11.35 am

COMMUNITY SAFETY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

26 April 2024

Present:

Councillors Hendy (Chair), Best, Chesterton, Coles (vice Brazil), Kerley, Patel and Radford

* **CSC/23/14** **Minutes**

RESOLVED that the Minutes of the meeting held on 31 January 2024 be signed as a correct record.

* **CSC/23/15** **Strategic Priority 1 and 2 Performance Measures: Quarter 4 - 2023-24**

The Committee received for information a report of the Director of Service Delivery (CSC/24/4) to which was appended a performance monitoring report for the fourth quarter of the current (2023-24) financial year against those Key Performance Indicators (KPIs) falling within the remit of this Committee for scrutiny purposes and aligned to Authority-approved Strategic Priorities 1 and 2.

In summary, the KPI performance was:

	Succeeding	Near target	Needs improvement
Priority 1	13 (+3)	4 (-1)	2 (-2)
Priority 2	6 (-)	8 (+1)	0 (-1)

The two KPIs with a status of “needs improvement” were:

- KPI 1.2.4.1 - Fire safety checks completed;
- KPI 1.2.5.4 - Non-domestic false alarms due to apparatus.

The report provided a detailed exception report for the two KPIs requiring improvement, explaining the reasons for the exceptions and measures to remediate the performance.

In terms of the number of fire safety checks completed, the Committee queried the setting of the target for Fire Safety Checks and the rationale for this. Figures were based upon the risk based inspection programme and the Services capacity to deliver, the Service strived to set an achievable target for each year. The Service clarified the figure discussed had been for businesses. The Service had recognised the work undertaken to embed regional fire safety teams had subsequently reduced local capacity, thus impacting the ability to deliver. The Committee requested the setting of realistic and achievable targets in the future.

The Service reported an increase in the completion of audits which the Committee queried in light of the reduction in checks. The Director of Service Delivery advised that this had been due to the further training of Protection staff to the requisite level which had meant that more audits could be undertaken.

In respect of the rate of false alarms in non-domestic premises, an increase of 15.2% had been noted. The Service would be undertaking work to reduce the number of unwanted fire signals (“UWFS”), a report on which would be presented to the Committee in due course. The Committee asked if there was any challenge made for premises where there were frequent unwanted fire calls due to malfunctioning equipment. The Service confirmed this. Information was fed into the National Fire Chiefs Council (NFCC) which maintained a database through which challenges were made to manufacturers directly. This work was led by the London Fire Brigade.

The Committee commented that the Service may have experienced an increase in activity due to economic factors and associated ageing fire prevention systems. It was noted that that an additional factor was that some premises owners allowed the Service to respond to unwanted fire calls to inform their fire risk assessments and would pay the associated call out charge, therefore resulting in a continued high number of UWFS.

The Committee noted that the Community Risk Management Plan informed the risk based inspection programme. The Chief Fire Officer advised that a report would be presented to the Committee at a future meeting detailing the Service’s response to UWFS.

* **CSC/23/16** **Home Fire Safety Visits - Backlog**

The Committee received for information a report of the Assistant Chief Fire Officer (CSC/24/5) on the Home Fire Safety Visit (HFSV) backlog, relating to KPI 1.1.4 ‘Number of home fire safety visits completed’.

The Service had delivered 15,081 visits against a target of 13,500 in 2023-24, thus exceeding the target set. The Service had reported a backlog of 7,388 cases, however, generated by a number of factors including:

- not being able to undertake visits during the Covid 19 pandemic;
- performance issues with Information Technology (IT) systems;
- IT systems that were unable to provide adequate management information and reporting;
- an increase in the number of referrals being received; and
- recruitment challenges and high levels of staff turnover.

It was noted that the Service had made the decision to temporarily pause referrals of HFSV from partners with the exception of the prioritisation of high risk members of the public. As a result of this action, the Service had seen a reduction in the backlog by over 2000 cases. The reported figure, not captured in the report, had been 1,695 as of 22 April 2024. The Service remained confident that the temporary pause in referrals to all but the most vulnerable would continue to support the reduction in the backlog, with an anticipated resolve date of the latter end of 2024. The introduction of the new ICT system in 2024 would further enhance the Service's ability to deliver this function.

The Committee welcomed the Services actions to resolve the backlog and the attempts in recruitment, however, raised concerns around the ability to recruit administrative staff which had been compounded by the failing IT systems.

The Chief Fire Officer advised the Committee that the Service would be introducing the system presently used for Protectino work, this had been the "Community Fire Risk Management Information System" ("CFRMIS") which was considered a national standard. The Committee was assured that staff would be able to directly input information into the system at the time of a visit or shortly thereafter, therefore reducing the administrative burden.

The Committee queried if HFSVs covered residential garages, this had been in light of recognising the risks of electric vehicles and their charging infrastructure. The Service responded that individuals visited rarely had garages, however, the risk was recognised. The Committee requested consideration of this emerging risk.

The Committee recognised the pragmatic response taken by the Service in response to the backlog and requested the recording of their gratitude for work undertaken to date.

NB. Minute CSC/23/17 below also refers.

* **CSC/23/17** **Charging for response to Unwanted Fire Signals**

The Committee received for information a report of the Assistant Chief Fire Officer – Service Delivery (CSC/24/6) on the four-stage process for charging for unwanted fire signals in accordance with the appropriate legislation.

The Committee was advised that an unwanted fire signal was defined as a fire signal resulting from a cause other than a fire. The Service had instigated a four-stage process for dealing with repeat offenders as outlined in the report circulated. The cost as of April 2024 had been £440.68 plus an additional £28 for a major appliance and an additional £28 administrative charge. For the 2023-24 financial year, cost recovery had totalled nearing £9,500. In response to a query from the Committee, the Service provided the assurance the figure was accurately reflective of costs incurred.

The Committee sought clarification of the next steps should an organisation fail to adhere to stage four cost recovery. The Service advised that, should cost recovery not be successful, legal action would be considered. The Service also had mechanisms under the Regulatory Reform Order 2006 to inspect and ensure that premises were adhering to the correct standards for fire prevention. Should this not be the case, mechanisms were available to either request the owners of premises to undertake remedial works to address any issues or to enforce closure of premises should this be necessary. The Service provided assurance to the Committee that Fire Protection Officers continued to engage closely with businesses to aid them in their protection requirements in the eventuality that failings were observed during regular inspections of premises.

The Committee noted the report and requested a further report detailing recognised repeat offenders, in particular, those that have reached stage four within the Service's trigger points.

* **CSC/23/18** **Service Response to the Serious Violence Duty**

The Committee received for information a report of the Assistant Chief Fire Officer – Service Delivery (CSC/24/7) setting out details of the Serious Violence duty which the Service had been subject to as of 31 January 2023. The responsibility had been for the Service, as a partner, to collaborate on the Public Health agenda to tackling serious violence.

The Committee recognised the importance of ensuring the safety of staff, notably in response to the violence duty. In addition, the difficulties the Service experienced due to having to work alongside two Police areas: Devon and Cornwall and Avon and Somerset were noted by the Committee.

The Committee queried if the duty would allow for greater data sharing with partners, in particular Police forces, to aid operational crews in responding to incidents. The Assistant Chief Fire Officer confirmed that the Duty did allow for greater data sharing, an example of which was the data sharing with Avon and Somerset Police, with the Service recognising the greater steps which had been taken by the Force to share information with partners.

* **CSC/23/19** **Community Safety Campaigns 2024-25**

The Committee received for information a report and supporting appendix of the Assistant Chief Fire Officer – Service Delivery (CSC/24/8) on the Services community safety campaigns.

The Head of Communications and Engagement gave a presentation to the Committee at the meeting, elaborating on the work being undertaken to promote community safety campaigns. The Committee requested the wider circulation of the report to the Authority for information.

* **CSC/23/20** **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 Chief Fire Officer (CSC/24/9) on progress against the action plans to address Areas for 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 which were specifically related to the remit of this Committee: In summary, the areas for improvement action plan completion status had been:

Reference	Description	Target Completion	Status
HMI-1.2-202203	The service should evaluate its prevention activity so it understands what works.	29/02/2024	In Progress (Off Track)
HMI-1.2-202204	Safeguarding training should be provided to all staff.	30/04/2024 30/06/2024	In Progress (On Track)
HMI-1.3-202205	The service should make sure it has an effective quality assurance process, so staff carry out audits and fire safety checks to an appropriate standard.	30/09/2023 30/11/2023 31/08/2024	In Progress – On Track

In terms of the completion of Safeguarding training, it was reported that good progress had been made. As at 26 April 2024, 956 staff members had completed the requisite safeguarding training.

As a result of discussions at Audit and Governance Committee in January 2024 (Minute AGC/23/27 refers) and subsequent review by Executive Board, HMI-1.3-202205 (Quality Assurance of Audits and Fire Safety Checks) would now be reported to the Community Safety Committee. Due to the new quality assurance process and the time for implementation, the target completion date of the area for improvement had been extended.

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

The Meeting started at 10.00 am and finished at 11.52 am

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RESOURCES COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

9 May 2024

Present:

Councillors Peart (Chair), Best (Vice-Chair), Carter, Coles (vice Power), Slade and Sully

Apologies:

Councillor Gilmour

* **RC/23/24 Minutes**

RESOLVED that the Minutes of the meeting held on 5 February 2024 be signed as a correct record.

* **RC/23/25 Treasury Management Performance 2023-24: Quarter 4 & Annual Report 2023-24**

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 Treasurer (RC/24/9) on the performance of the Authority's borrowing and investment activities during quarter 4 of the 2023-24 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:

- The Authority's investments had yielded a better than anticipated return during 2023-24 at £1.771m as a result of the higher interest rates fuelled by inflationary pressures;
- Inflation remained higher than the Bank of England's target of 2% (currently 3.2% as at the end of April 2024). There had been a number of interest rate rises during 2023-24 in a bid to control spending culminating in a bank rate of 5.25% in August 2023. It was expected that interest rates would start to decrease later in 2024 as a result of the success of the monetary policy employed and the associated reduction in inflation;
- There had been no additional borrowing undertaken during 2023-24 with total debt at £23.771m 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 £1.711m earned beating the target by £1.246m as a result of the buoyant investment market, a position which had contributed greatly to the increase in underspend on the revenue budget for 2023-24 reported elsewhere on the agenda for this meeting.

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

NB. Minute RC/23/26 below also refers.

RC/23/26 Provisional Financial Outturn 2023-24

The Committee considered a report of the Treasurer (RC/24/10) on the draft financial outturn position for 2023-24 against agreed financial targets.

In particular, the report outlined the draft outturn spending position against the 2023-24 revenue budget with explanations of the major variations. It was indicated that gross spending was £4.782m below budget (5.8% of the total budget). Net spending (before transfers to earmarked reserves of £4.782m noted in this report) was £80.631m.

There had been some significant movements against the original budget (set in February 2023) as a result of the organisational focus on the need to save money to enable the Service to invest and modernise. This had been achieved largely as a result of vacancies held in both Wholetime and Professional and Technical staffing but the increased return on investment achieved in 2023-24 had also contributed significantly to this very positive outcome.

In relation to capital, the Authority had initially set its capital programme 2023-24 at £14m at its budget meeting on 15 February 2023 (Minute DSFRA/22(b) refers). This had subsequently been reduced to £13.086m in year as a result of timing differences in spending from the previous year and revisions to the capital plan, albeit that this did not represent any increase to the previously agreed borrowing limit. Capital spending of £5.966m was reported against the final capital programme, resulting from:

- an unspent programme of £7.129m, of which £7.039m related to timing differences to be carried forward to 2024-25; and
£0.081m savings.

The Authority's reserves position as at 31 March 2024 was £28.809m (subject to approval of the recommendations for proposed transfers as set out in the report).

The report indicated that none of the prudential indicators associated with the 2023-24 budget had been breached albeit that the outturn as set out in the report was subject to external audit of the Authority's accounts.

RESOLVED

- (a). That the Authority be recommended to approve that, of the provisional underspend against the 2023-24 revenue budget, £2.356m be transferred to the Revenue Contribution to Capital reserve and an element transferred to the General Reserve to ensure it is within 5% of the revenue budget for 2023-24;
- (b). That, subject to (a) above, the following be noted:
 - (i). The draft position in respect of the 2023-24 Revenue and Capital Outturn position, as indicated in this report.
 - (ii). That the net underspend figure of £2.612m is allocated as follows;
 - A. There is a requirement to transfer £0.100m to the Grants Unapplied Reserve as required under International Financial Reporting Standards (IFRS) relating to a grant received during the financial year but not utilised per 4.1.b.
 - B. The balance be allocated for the Fire Cover review £0.040, £1.125m be used to fund the Control Room system change and £1.0m be used to support the Change & Improvement Programme per 4.1.c.
 - C. The £2.8m added to the budget to fund the pay award for 2023-24, as agreed by the Fire Authority on 15 February 2023, is returned to the Capital Reserve per 4.1.d.
- (c). That a transfer of £0.348m be approved to increase the balance of the general fund balance reserve to ensure it was 5% of the revenue budget for 2023-24 as per paragraph 6.1.

NB. Minute RC/23/25 above and RC/23/27 below also refer.

RC/23/27 Revision to Capital Programme 2024-25 to 2026-27

The Committee considered a report of the Treasurer (RC/24/11) on proposed revisions to the Capital Programme and associated Prudential Indicators 2024-25 to 2026-27, as approved by the Authority at its budget meeting on 16 February 2024 (Minute DSFRA/23/31b refers).

It was noted that the proposed revision did not require any adjustment to the Authority's external borrowing requirement. The Authority had not undertaken any external borrowing for over eleven years. There was no new borrowing required to support the Authority's Capital Programme forecast until 2026-27. The level of borrowing required would be reduced, however, due to the transfer of revenue funding to the capital reserve as highlighted under Minute RC/23/26 above.

RESOLVED that the Authority be recommended to approve the revised capital programme and associated prudential indicators for 2024-25 to 2026-27 as set out in report RC/24/11 and summarised in the tables at Appendices A and B respectively to these Minutes.

NB. Minute RC/23/26 above also refers.

RC/23/28 Reserves Strategy 2024-25

The Committee considered a report of the Treasurer (RC/24/12) upon the Reserves Strategy for 2024-25.

The Fire and Rescue National Framework for England as published in May 2018 introduced a requirement for fire and rescue authorities to prepare and publish a Reserves Strategy setting out the purpose of each earmarked and an analysis of the General Fund reserve, together with the expected timing of expenditure.

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;
- Change and improvement;
- Budget smoothing reserve;
- 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 2024-2025 for publication.

RC/23/29 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services Areas for Improvement Action Plan Update

The Committee received for information a report of the Chief Fire Officer (RC/24/13) 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.

Both of these areas for improvement had now been marked as closed which was a really positive step forward. The Committee noted that, as a result of the closure of these areas for improvement, this matter would not be reported to future meetings.

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

The Meeting started at 2.00 pm and finished at 3.10 pm

APPENDIX A TO RESOURCES COMMITTEE MINUTES 09.05.24

PROJECT	2024/25	2024/25	2025/26	2026/27
	£000	£000	£000	£000
	Approved Budget	Revised Budget	Approved Budget	Approved Budget
Estate Development				
Site re/new build	520	531	3,884	500
Improvements & structural maintenance	4,293	4,396	2,075	8,122
Estates Sub Total	4,813	4,927	5,959	8,622
Fleet & Equipment				
Appliance replacement	1,489	2,236	1,950	1,630
Specialist Operational Vehicles	1,944	1,543	948	0
ICT Department	0	0	0	0
Fleet & Equipment Sub Total	3,433	3,779	2,898	1,630
Optimism bias Sub Total	(1,000)	(1,000)	(200)	(500)
Overall Capital Totals	7,246	7,706	8,657	9,752
Programme funding				
Earmarked Reserves:	4,716	5,167	4,795	1,446
Revenue funds:	719	719	2,050	2,050
Borrowing - internal	1,382	1,391	1,812	0
Borrowing - external		0		6,256
Contributions	429	429	0	0
Total Funding	7,246	7,706	8,657	9,752

APPENDIX B TO RESOURCES COMMITTEE MINUTES 09.05.24

PRUDENTIAL INDICATORS			INDICATIVE INDICATORS		
	2024/25 £m Estimate	2025/26 £m Estimate	2026/27 £m Estimate	2027/28 £m Estimate	2028/29 £m Estimate
Capital Expenditure					
Non - HRA	7.706	8.657	9.752	6.780	3.520
HRA (applies only to housing authorities)					
Total	7.706	8.657	9.752	6.780	3.520
Ratio of financing costs to net revenue stream					
Non - HRA	3.04%	3.29%	3.18%	3.42%	3.06%
HRA (applies only to housing authorities)	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Financing Requirement as at 31 March					
	£000	£000	£000	£000	£000
Non - HRA	23,312	23,219	27,897	30,798	30,237
HRA (applies only to housing authorities)	0	0	0	0	0
Other long term liabilities	4,120	3,150	2,163	1,137	362
Total	27,432	26,369	30,059	31,934	30,598
Annual change in Capital Financing Requirement					
	£000	£000	£000	£000	£000
Non - HRA	3,005	(1,063)	3,690	1,875	(1,336)
HRA (applies only to housing authorities)	0	0	0	0	0
Total	3,005	(1,063)	3,690	1,875	(1,336)
PRUDENTIAL INDICATORS - TREASURY MANAGEMENT					
Authorised Limit for external debt					
	£000	£000	£000	£000	£000
Borrowing	26,037	25,574	32,984	34,033	33,412
Other long term liabilities	4,825	4,777	3,758	2,719	1,655
Total	30,862	30,351	36,742	36,752	35,067
Operational Boundary for external debt					
	£000	£000	£000	£000	£000
Borrowing	24,871	24,413	31,589	32,493	31,900
Other long term liabilities	4,620	4,620	3,650	2,663	1,637
Total	29,490	29,032	35,239	35,156	33,537
Maximum Principal Sums Invested over 364 Days					
Principal Sums invested > 364 Days	5,000	5,000	5,000	5,000	5,000

TREASURY MANAGEMENT INDICATOR	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 2024/25		
Under 12 months	30%	2%
12 months and within 24 months	30%	11%
24 months and within 5 years	50%	3%
5 years and within 10 years	75%	5%
10 years and above	100%	79%

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SHAREHOLDER COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

14 May 2024

Present:

Councillors Cook-Woodman (Chair), Peart (Vice-Chair), Coles, Hendy, Kerley (Vice Sully) and Slade

Apologies:

Councillor Biederman

* **SC/23/1** **Terms of Reference for the Committee**

The Committee received for information the Terms of Reference as agreed by the Devon & Somerset Fire & Rescue Authority (Minute DSFRA/23/36 refers) for the new Shareholder Committee.

* **SC/23/2** **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 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) – agenda item 8;
- Paragraph 2 (information likely to reveal the identity of an individual) – agenda item 8;
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information) - agenda items 5, 6 and 7; and
- Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) - agenda item 5,

SC/23/3 **Revised Articles of Association - Red One Ltd.**

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 of Red One Ltd.) were excluded from the meeting.

The Committee considered a report of the Clerk to the Authority (& Monitoring Officer) setting out proposed, revised Articles of Association (fourth edition) for Red One Ltd.

RESOLVED that the report and recommendations therein be approved.

* **SC/23/4** **Red One Ltd. Financial Performance 2023-24: Quarter 4 and Year End**

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 of Red One Ltd.) were excluded from the meeting.

The Committee received for information a report of the Co-Chief Executives of Red One Ltd. (SC/24/2) setting out the financial performance of Red One Ltd. in quarter 4 of the 2023-24 financial year together with the year end position.

* **SC/23/5** **Red One Ltd. Draft Financial Accounts 2023-24**

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 of Red One Ltd.) were excluded from the meeting.

The Committee received for information the draft, unaudited accounts for Red One Ltd. for the year ending 31 March 2024.

SC/23/6 **Appointment of Independent Non-Executive Chair of the Board of Red One Ltd.**

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 of Red One Ltd.) were excluded from the meeting.

The Committee considered a report of the Clerk to the Authority (& Monitoring Officer) (SC/23/3) in respect of the appointment of independent, non-executive director and Chair of the Board of Red One Ltd.

RESOLVED

- (a). that the Authority be recommended to approve option (b). as set out within report SC/23/3 in terms of the appointment of independent, non-executive director and Chair of the Board of Red One Ltd;
- (b). that recommendation (b). as set out within report SC/24/3 be approved.

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

The Meeting started at 2.00 pm and finished at 3.10 pm

Agenda Item 7

REPORT REFERENCE NO.	DSFRA/24/21
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (ORDINARY MEETING)
DATE OF MEETING	10 JUNE 2024
SUBJECT OF REPORT	PROVISIONAL FINANCIAL OUTTURN 2023-24
LEAD OFFICER	Head of Finance (Treasurer)
RECOMMENDATIONS	<p>(a) <i>That, as recommended by the Resources Committee, the Authority be recommended to approve that, of the provisional underspend against the 2023-24 revenue budget, £2.356m be transferred to the Revenue Contribution to Capital reserve and an element transferred to the General Reserve to ensure it is within 5% of the revenue budget for 2023-24.</i></p> <p>(b) <i>That, subject to (a) above, the following be noted:</i></p> <p style="padding-left: 20px;">(i) <i>The draft position in respect of the 2023-24 Revenue and Capital Outturn position, as indicated in this report.</i></p> <p style="padding-left: 20px;">(ii) <i>That the net underspend figure of £2.612m is allocated as follows;</i></p> <p style="padding-left: 40px;">A. <i>There is a requirement to transfer £0.100m to the Grants Unapplied Reserve as required under International Financial Reporting Standards (IFRS) relating to a grant received during the financial year but not utilised per 4.1.b.</i></p> <p style="padding-left: 40px;">B. <i>The balance be allocated for the Fire Cover review £0.040, £1.125m be used to fund the Control Room system change and £1.0m be used to support the Change & Improvement Programme per 4.1.c.</i></p> <p style="padding-left: 40px;">C. <i>The 2.8m added to the budget to fund the pay award for 2023-24, as agreed by the Fire Authority on 15 February 2023, is returned to the Capital Reserve per 4.1.d.</i></p> <p>(c) <i>That a transfer of £0.348m is approved to increase the balance of the general fund balance reserve to ensure it is 5% of the revenue budget for 2023-24 as per paragraph 6.1.</i></p>
EXECUTIVE SUMMARY	This report sets out the draft financial outturn position for 2023-24 against agreed financial targets.

	<p>In particular, it provides a draft outturn spending position against the 2023-24 revenue budget with explanations of the major variations. Spending will be £4.968m below budget, equivalent to 3.9% of the total budget.</p> <p>There have been some significant movements against the budget which was set in February 2023, due to the potential of a change to the working patterns of wholetime station-based staff moving towards a model of annualised hours. To ensure the workforce is not over-established, vacancies have been held open to ensure the Service is lean once the project commences.</p> <p>The figures included in the report are provisional at this stage, subject to external audit of the Accounts.</p>
RESOURCE IMPLICATIONS	As indicated in the report
EQUALITY RISKS AND BENEFITS ANALYSIS	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	<p>A. Provisional Revenue Outturn Position 2023-24.</p> <p>B. Summary of Reserve and Provision Balances at 31 March 2024</p> <p>C. Details of Earmarked reserves</p>
BACKGROUND PAPERS	None

1. INTRODUCTION

- 1.1. This report provides the Authority with the final outturn position (subject to audit) for revenue and capital spending for the financial year 2023-24 and makes recommendations as to how the overspend against the revenue budget is to be funded. The report is in two parts. Section 1 deals with the revenue outturn position while Section 2 deals with the position in relation to capital spending.
- 1.2. The Authority is well aware of the difficult financial climate that local authorities are currently operating under as a result of cuts in government funding. In setting the 2023-24 revenue budget for the Authority in February 2023, consideration of the Medium-Term Financial Plan (MTFP) recognised that further recurring savings will be required over the next five years to 2027-28 over above the savings already achieved.
- 1.3. Mindful of this difficult outlook, the strategy adopted during the last financial year of 2023-24 was to balance the budget using revenue contribution to capital whilst focussing on development of the Authority’s strategy to improve the Service by releasing savings from the existing operating model in the future.

2. SECTION 1 – REVENUE OUTTURN 2023-24

- 2.1. Total revenue spending in 2023-24 was £80.438m compared to an agreed budget of £85.413m, resulting in an underspend of £4.782m, equivalent to 5.8% of total budget. A summary of spending is shown in Table 1 overleaf and Appendix A provides a more detailed analysis of spending against individual budget heads.

TABLE 1 – SUMMARY OF REVENUE SPENDING 2023-24

	£m	£m	£m
Approved Budget			85.413
Gross Spending (Appendix A Line 27)	95.887		
Gross Income (Appendix A Line 31)	(15.256)		
Net Spending		80.631	
<u>PLUS Transfers to /(from) Earmarked Reserves</u>			
- Transfers from Reserves (Appendix A Line 32)	0.201		
- Capital Funding (Appendix A Line 33)	2.356		
- Grants Unapplied (Appendix A Line 34)	0.100		
- Change & Improvement Reserve (Appendix A Line 35)	1.000		
- Create Control Room Futures reserve (Appendix A Line 36)	1.125		
Total Transfer to/from Earmarked Reserves (Appendix A Line 37)		4.781	
TOTAL NET SPENDING			85.413
NET UNDERSPEND			0.000

- 2.2. These figures are based upon the spending position at the end of March 2024 and whilst they provide a provisional financial performance for the year, are subject to final accounting adjustments and audit scrutiny for the year end.

- 2.3. The underspend is due to variances against budget as reported in Appendix A to this report but, is mainly due to vacancies being held due to a review of the working patterns, coupled with difficulties recruiting within the Professional side (green book staff). The Authority has also benefited from a fantastic return on the investments made – this is of course a short-term due to rising interest rates which cannot be relied upon in the short-term.
- 2.4. Reporting of variances has switched from a flat rate (previously £0.050m) to a percentage of the budget of either 2% for pay lines or 5% for non-pay lines. This is to ensure the narrative is more meaningful and to also hone-in on the major variances. That said, the Treasurer reserves the right to report on budgets that fall outside of this. (e.g. based on materiality etc.)

3. VARIATION AGAINST BUDGET

Wholtime employee costs

- 3.1. **Underspend of £1.525m – 4.2%:** Due to a potential change to the shift patterns moving towards an Annualised Hours model coupled with a review of the Specialist Rescue Teams (SRT), multiple vacancies (26 FTE at the end of March 2024) have been held open throughout the year in order that the Service is in a position to move towards new working practices as and when they become consulted on and implemented.
- 3.2. A review had been undertaken of how the ‘crewing pool’ was resourced did see changes made which saw those providing this voluntary cover offered separate employment contracts to that of their primary fire fighter role. This change affords greater flexibility to the Service in how this resource is utilised, whilst negating the need to pay pre-arranged overtime.

On-call employee costs

- 3.3. **Underspend of £0.990m – 4.6%:** A much quieter year, incident wise, has resulted in a saving of £0.300m when compared against budget. A summer of normal activity, when compared to 2022, with the number of wildfires attended returning to a normal level. Budget savings on ‘other hours’ (station admin, cleaning, equipment checks etc.) of over £0.210m were achieved. A consequence of the above is a saving of both National Insurance and Pension contributions which accounted for over £0.300m.

Professional and Technical Staff

- 3.4. **Underspend of £1.254m – 7.5%:** As a result of recruitment controls put in place by the Service since July of 2022, coupled with a tighter recruitment market has seen vacancies of posts held open longer than planned. The largest differences were with People Services (£0.140m), the Protection Department (0.270m), DDat (£0.190m) and the Programme office (0.116m).

Training Investment

- 3.5. **Underspend of £0.193m – 25.6%:** The underspend on procured external training is as a result of spending controls which were implemented in July 2022, which required budget holders to pause on all non-essential discretionary spend i.e. any spend which is not underpinned by a statutory/ contractual obligation or activity and which does not directly support the Service Delivery strategy. The large savings originated from Protection (aligned to the delays in recruitment) of (£0.093m), the Training Academy (£0.039m) and People Services (£0.026m). The balance coming from smaller variances across the Service.

Fire Service Pension Costs

- 3.6. **Overspend of £0.095m – 3.8%:** An unbudgeted increase in costs associated with injury benefits of £0.086m is the major contributor to this overspend position.

Premises repair and Maintenance

- 3.7. **Underspend of £0.095m – 8.4%:** A reduction in spend associated with Planned Service Maintenance of £0.068m is the factor relating to this underspend. It was anticipated additional costs would be incurred due to staff sickness but, it didn't materialise.

Cleaning Costs

- 3.8. **Underspend of £0.041m – 6.5%:** It was planned to spend £0.010m on foam disposal during 2023-24, the costs are less than anticipated. Refuse collection has also come in under budget by £0.0.021m.

Transport Repair and Maintenance

- 3.9. **Underspend of £0.060m – 8.4%:** The requirement for replacement parts at both workshops is £0.034m less than budget. A delay in replacement officer cars has also generated a saving on blue-light fit out and removal of £0.046m. The balance being made up of multiple minor variances.

Running Costs and Insurances

- 3.10. **Underspend of £0.0388m – 21.2%:** There is a large underspend associated with the reduction in wholesale vehicle fuel prices. This resulted in a saving of £0.319m, coupled with savings on vehicle insurance of £0.047m have contributed to this position.

Travel & Subsistence

- 3.11. **Underspend of £0.390m – 25.5%:** The largest underspend is on lease car rental of £0.287m due to a delay in the ordered replacement vehicles. The budget was built on the basis that the more expensive replacement vehicles would have arrived by the start of the year. As these have been delayed, the cheaper current vehicles have been extended producing the savings. A further £0.058m has been underspent associated with casual mileage. The balance being made up of multiple minor variances.

Equipment & Furniture

- 3.12. **Underspend of 0.238m – 6.4%:** This position is as a result of multiple variances across the Service. Major items being; a underspend on Research & Development reviewing wildfire PPE and boots resulted in a saving of £0.051m. Lower demand on replacement Operational Equipment saved £0.048m. From within DDaT; delays in procuring a replacement call-handing software system resulted in a saving of £0.060m and delays in replacing Mobile Data Terminals (MDTs) has also resulted in an underspend of £0.035m.

Hydrants – installation and maintenance

- 3.13. **Overspend of £0.101m – 51.5%:** The overspend is as a result of 2 issues; the first one being South West Water (SWW) has recruited a member of staff with the intention of clearing the back-log of invoices for maintenance of the network. The second issue is the fact that SWW have also outsourced some of their work which means they can devote more time to inspecting hydrants resulting in more reported defects.

Protective Clothing

- 3.14. **Underspend of £0.148m 24.4%:** Lower demand, largely as a result of the temporary recruitment freeze, on the stores for replacement Personal Protective Equipment (PPE) has resulted in this underspend position.

External Fees and Services

- 3.15. **An overspend of £0.106m – 85.0%:** Costs associated with the Low Carbon Skills Fund have been charged here of £0.094m which make up the majority of the overspend. There is a corresponding contra grant within row 29 (Grants and reimbursements) that net-off these costs.

Partnerships & Regional Collaborative Projects

- 3.16. **An underspend of £0.039m – 12.6%:** More staff provided by Devon & Somerset FRS to the project team has resulted in less costs being incurred from the partnership. This accounts for £0.017m of the underspend.

Printing, Stationery and office expenses.

- 3.17. **An underspend of £0.015m – 6.0%:** Multiple underspends from the majority of budget holders have ensured this section was underspent by £0.015m at year-end.

Support service contracts

Underspend of £0.151m (13.9%): A new contract that offered better value-for-money coupled with closer management of the provision has resulted in a forecasted underspend on occupational health costs of £0.177m. An overspend of £0.020m against external audit fees contributes to the net underspend position.

Revenue Contribution to Capital Spending

- 3.18. **Underspend of £0.033m – 67%:** Due to a reduction in income from Red One (resulted from limitations of the facilities at the Academy) the amount that can be used to support the Capital Programme has been reduced.

Treasury Management and Investment Income

- 3.19. **Over recovered by £1.246m – 237.4%.** The Service benefited from higher returns on investments which, coupled with delays in the capital programme, ensured there was more short-term cash to invest which attracted greater returns.

Grants and Re-imbursements

Grants were £0.913m higher than budget – 7.8%. Secondment income (off-set by employee costs above) account for £0.106m of this position. Additional grants; (NNDR Business Rates 2022-23 additional grant of £0.118m and Business Rates Levy Surplus £0.136m being the largest), received from Central Government account for £0.470m. As mentioned in paragraph 3.14, the grant received from the Low Carbon Skills Fund accounts for £0.094m and another £0.094m was received in connection to the Hinkley Point C project. The Service also received grants in relation to the Building Safety Regulator, an element of which is requested to be moved into an Earmarked Reserve (see Section 4.1.b below) as it relates to activity not yet delivered.

Other Income

- 3.20. **Other income was £0.169m more than budget – 23.1%.** An increase in income from Procurement (0.031m) resulting from use of framework contracts, Estates of £0.038m resulting from an increase in charges for partners share of utilities and EV charging. On top of these, income resulting from co-responding of £0.113m over budget due to the fact the charging process has been remodelled so the Service is now billing for all activity, has resulted in this line to over-recover.

4. CONTRIBUTION TO EARMARKED RESERVES

- 4.1. A summary of predicted balances on Reserves and Provisions is shown in Appendix B to this report. These figures include those proposed transfers to Earmarked Reserves and provisions outlined in this report and referenced in Appendix B which are recommended for approval:
- a) **Capital Funding (£2.356m)** – As per the strategy to reduce the requirement to borrow to fund the capital programme, an amount of £2.356m is requested to be moved into the Capital reserve.
 - b) **Grants Unapplied (£0.100m)** - under International Financial Reporting Standards (IFRS) accounting arrangements, any unused grants at the year-end, which are not subject to repayment, are to be identified and carried forward to 2024-25 via an Earmarked reserve. The grant relates to training which has yet to be delivered, and was provided in relation to the Building Safety Regulator. Members are requested to note the grant received which is within the delegated limit of £0.200m.

- c) **Budget Pressures £2.165m** – it is recommended that the balance of the underspend is allocated to Reserves as per Appendix C with £0.040 being used for a Fire Cover review, 1.125m for the Control Room system change and £1.0m to support the Change & Improvement Programme.
- d) **Return Reserve allocated for Pay Awards** - The 2.8m added to the budget to fund the pay award for 2023-24, as agreed by the Fire Authority on 15 February 2023, is returned to the Capital Reserve as wasn't required.

5. **RESERVES AND PROVISIONS**

- 5.1. A summary position of Reserves and Provisions as at 31 March 2024, including the recommendations included in this report, is included as Appendix B to this report.

Provisions

- 5.2. Included in Appendix B is a summary of the Provision balances as at 31 March 2024. As part of the year-end process the Authority is required to review the adequacy of Provision balances and consider whether any changes during the year require additional amounts to be set aside. The only Provision the Authority has now is one for doubtful debt. It has been reviewed and has been reduced following the size of the outstanding debt as at 31 March 2024.

6. **SECTION 2 – CAPITAL OUTTURN 2023-24**

- 6.1. The 2023-24 capital programme was originally set at £14.000m at the budget setting meeting held on 15 February 2023. The programme figure was decreased during the financial year to £13.086m, as a result of timing differences in spending from the previous year and revisions to the capital spending plan. As has been reported to the Resources Committee during the year, whilst these changes represent a change in the 2023-24 programme, they do not represent any increase to the previously agreed borrowing requirement.
- 6.2. Table 2 overleaf provides a summary of the provisional outturn position against the agreed 2023-24 capital programme. Against a final capital programme of £13.086m, capital spending in year was £5.966m, resulting in unspent programme of £7.120m, of which £7.039m relates to timing differences to be carried forward to 2024-25, and £0.081m of savings.
- 6.3. The 2023-24 budget included an “optimism bias” again, based on experience of considerable timing differences in capital spending against plans. The figures in table 2 below are net of the optimism bias and the outturn suggests that it would be prudent to continue using this approach, which has been incorporated into the programme for 2024-25.

TABLE 2 – SUMMARY OF CAPITAL SPENDING IN 2023-24

Capital Programme 2023-24				
	2023/24 £000	2023/24 £000	2023/24 £000	2023/24 £000
PROJECT	Revised Budget	Actuals	Timing Differences	(Savings)/ Over- spend
Estate Development				
Site re/new build	1,919	4	(1,915)	1
Improvements & structural maintenance	5,009	783	(4,150)	(76)
Estates Sub Total	6,928	787	(6,065)	(75)
Fleet & Equipment				
Appliance replacement	4,522	3,121	(1,427)	26
Specialist Operational Vehicles	2,266	1,822	(427)	(17)
ICT Department	570	235	(320)	(15)
Fleet & Equipment Sub Total	7,358	5,178	(2,174)	(6)
Optimism bias	(1,200)	0	1,200	0
Overall Capital Totals	13,086	5,965	(7,039)	(81)
Programme funding				
Earmarked Reserves:				
Earmarked Reserves:	11,753	4,266	(7,039)	(81)
Revenue funds:				
Revenue contribution to capital in year			0	0
Revenue funds:	50	17	0	0
Capital Receipt	0	400	0	0
Borrowing - internal	1,283	1,283	0	0
Total Funding	13,086	5,966	(7,039)	(81)

Capital Spending 2023-24

- 6.4. This Authority has a three-year rolling capital programme, reviewed annually. This reflects changes in circumstances within individual projects and slippage that will occur from time to time. This has particularly been the case in relation to some Estates projects and, to a lesser extent, with Fleet - these have been delayed and moved into 2024-25.

- 6.5. Timing differences for Estates projects include; Camels Head rebuild (£1.833m); improvements at (Paignton £0.975m); roof repairs at Barnstaple (£0.275m); Stn 60/45 main drainage connection (£0.270m); Potential adaptations following ALP roll-out (£0.350m); Bere Alston extension (£0.373m); SHQ buildings (£0.512m); Holsworthy upgrade (£0.175m); Crownhill rear entrance and retaining wall (£0.317m); Dignity at work schemes (£0.295m); replacement drill towers (£0.135m); other smaller schemes (£0.279m).
- 6.6. Timing differences for Fleet & Equipment and ICT projects relate to: MRPs (£0.697m); MRP 4 X 4 (£0.680m); Aerial Ladder Platforms (£0.365m); Maintenance Vans (£0.085m); Incident Command Training Van (£0.027m); Control Replacement System (£0.320m).

7. FINANCING THE 2023-24 CAPITAL PROGRAMME

- 7.1. The table below provides an analysis of how the 2023-24 capital spending of £5.966m is to be financed.

TABLE 3 – SUMMARY OF CAPITAL FINANCING IN 2023-24

	Actual Financing Required £m
<u>Application of existing borrowing</u>	1.283
<u>Other financing sources:</u>	
Revenue contribution to capital	0.000
Red One contribution to capital	0.017
Capital reserve	4.266
<u>Sub-total – Direct revenue funding/earmarked reserve</u>	4.283
<u>Capital receipts</u>	0.400
<u>Total Financing</u>	5.966

Borrowing

- 7.2. The amount of external borrowing at the beginning of the financial year stood at £24.264m. No new borrowing was taken out during the year and an amount of £0.493m has been repaid, resulting in an overall reduction of external borrowing to £23.771m as at 31 March 2024. This level of borrowing is well below the agreed maximum borrowing figure of £26.376m allowed under the Prudential Code.
8. **DRAFT PRUDENTIAL INDICATORS**
- 8.1. The prudential indicators at this time can only be regarded as provisional subject to the completion of the Statement of Accounts and resultant audit scrutiny.

Capital Expenditure

- 8.2. This prudential indicator reports actual capital spending for the year against the approved programme. Spending has proved to be £3.431m less than anticipated as a consequence of delays on progressing Estates & Fleet capital projects.

	£m
Approved Budget	13.086
Actual Expenditure	5.966
Variance	(7.120)

Capital Financing Requirement– External Borrowing

- 8.3. The Capital Financing Requirement (CFR) reflects the underlying need to borrow for capital purposes. Given that existing borrowing has been applied to the spending in 2023-24 the need to borrow to fund capital spending has remained static.

	£m
Approved CFR	23.771
Revised CFR (Based on Actual Spending)	23.771
Variance	0.000

Capital Financing Requirement– Other Long-Term Liabilities

- 8.4. This Capital Financing Requirement (CFR) reports long term financing liabilities other than external borrowing, e.g. Private Finance Initiative (PFI) and Finance Leases, which under accounting rules are required to be reported alongside traditional borrowing liabilities.

	£m
Approved CFR	0.656
Revised CFR (Based on Actual Spending)	0.656
Variance	0.000

Authorised Limit and the Operational Boundary for External Debt

- 8.5. Actual external debt as at 31 March 2024 was £23.771m. This is within the revised authorised limit (absolute maximum borrowing approval) of £26.376m and the operational boundary of £25.155m.

Ratio of Financing Cost to Net Revenue Stream

- 8.6. This ratio aims to show the percentage of revenue resources which are applied to financing debt. The Authority's estimate was that 3.80% would be applied, a better ratio has been achieved as a result of investment returns.

	£m
Capital Financing Costs	2.942
Interest on Investments	(1.771)
Net Financing Costs	1.171
Net Revenue	85.413
Percentage	1.39%
Budgeted	3.80%
Variance	(2.41) bp

9. DETERMINATION OF CAPITAL FINANCE

- 9.1. The Authority is required to determine its use of capital finance as defined by capital control legislation. The following use of capital finance resources is proposed:
- That an amount of £1.283m of external borrowing from previous years be utilised to fund the Capital programme;
 - That an amount of £4.283m is capitalised and funded from revenue contributions to capital spending, either directly from the 2023-24 revenue budget or from balances in Earmarked Reserves;
 - That an amount of £0.400m of capital receipts be utilised to fund the Capital Programme.

10. RESERVES

- 10.1. An additional requirement was introduced in 2018 under CIPFA guidance for the Fire Authority to publish a Reserves Strategy which outlines the intended use of reserves over the medium-term financial period. The strategy for 2022-23 is available on the Authority's website and the next iteration will be reviewed and presented to the Authority in light of proposals made in this report.
- 10.2. The provisional Authority reserves position as at 31 March 2024 is £28.909m, subject to approval of the recommendations in this report, the details of which are shown at Appendix B and in paragraph 4.1 above.

ANDREW FURBEAR
Head of Finance (Treasurer)

SUBJECTIVE ANALYSIS OF REVENUE SPENDING

DEVON & SOMERSET FIRE AND RESCUE AUTHORITY				
Line No		2023/24 Budget £000	Outturn £000	Projected Variance over/ (under) £000
	SPENDING			
	EMPLOYEE COSTS			
1	Wholetime	36,700	35,174	(1,525)
2	On-Call	21,410	20,420	(990)
3	Control	1,675	1,681	6
4	Professional and technical support staff	16,742	15,488	(1,254)
5	Training investment	753	560	(193)
6	Fire Service Pension costs	2,480	2,575	95
		79,760	75,898	(3,861)
	PREMISES RELATED COSTS			
7	Repair and maintenance	1,133	1,038	(95)
8	Energy costs	1,104	1,097	(7)
9	Cleaning costs	626	585	(41)
10	Rent and rates	2,082	2,040	(42)
		4,945	4,761	(184)
	TRANSPORT RELATED COSTS			
11	Repair and maintenance	713	653	(60)
12	Running costs and insurances	1,597	1,259	(338)
13	Travel and subsistence	1,528	1,138	(390)
		3,838	3,050	(788)
	SUPPLIES AND SERVICES			
14	Equipment and furniture	3,697	3,459	(238)
15	Hydrants-installation and maintenance	196	297	101
16	Communications Equipment	2,716	2,595	(121)
17	Protective Clothing	605	457	(148)
18	External Fees and Services	125	231	106
19	Partnerships & regional collaborative projects	310	271	(39)
20	Catering	24	20	(4)
		7,672	7,330	(342)
	ESTABLISHMENT COSTS			
21	Printing, stationery and office expenses	247	232	(15)
22	Advertising	31	10	(20)
23	Insurances	504	509	5
		781	751	(30)
	PAYMENTS TO OTHER AUTHORITIES			
24	Support service contracts	1,091	939	(151)
		1,091	939	(151)
	CAPITAL FINANCING COSTS			
25	Capital charges	3,140	3,141	1
26	Revenue Contribution to Capital spending	50	17	(33)
		3,190	3,158	(32)
27	TOTAL SPENDING	101,276	95,887	(5,389)
	INCOME			
28	Treasury management investment income	(525)	(1,771)	(1,246)
29	Grants and Reimbursements	(11,671)	(12,584)	(913)
30	Other income	(731)	(900)	(169)
31	TOTAL INCOME	(12,927)	(15,256)	(2,329)
	NET SPENDING	88,349	80,631	(7,718)
	TRANSFERS TO EARMARKED RESERVES			
32	Transfers to/from reserves	-2,937	201	(3,138)
33	Transfer to Capital funding	0	2,356	2,356
34	Grants Unapplied	0	100	100
35	Transfer to Change & Improvement Reserve	0	1,000	1,000
36	Control Room Futures Project	0	1,125	1,125
37		(2,937)	4,781	443
38	NET SPENDING	85,413	85,413	0

APPENDIX B TO REPORT DSFRA/24/21

SUMMARY OF RESERVES AND BALANCES AS AT 31 March 2024

Due to the tight timescales, these are provisional balances any may alter following the year-end process. Any changes will be reported to the next Resources Committee.

RESERVES AND PROVISIONS						
	Note	Balance as at 1 April 2023 £'000	Approved Transfers £'000	Proposed Transfers £'000	Spending Month 12 £'000	Proposed Balance as at 31 March 2024 £'000
RESERVES						
Earmarked reserves						
Grants unapplied from previous years	4.1.a and b	(1,137)	-	(100)	331	(805)
Change & Improvement	4.1.c	(1,878)	-	(1,000)	(307)	(2,185)
Budget Smoothing Reserve		(666)	-	-	-	(666)
Direct Funding to Capital	4.1.a and d	(15,424)	2,800	(5,156)	(1,064)	(16,488)
Projects, risks, & budget carry forwards		-	-	-	-	-
PFI Equalisation		(50)	-	-	-	(50)
Emergency Services Mobile Communications Programme		(1,050)	-	-	-	(1,050)
Mobile Data Terminals Replacement		(145)	-	-	1	(144)
Pension Liability reserve		(1,218)	-	-	(4)	(1,222)
Budget Carry Forwards		(890)	-	-	635	(255)
Environmental Strategy		(243)	-	-	96	(148)
Control Room System change	4.1.c	-	-	(1,125)	(1,125)	(1,125)
Fire Cover Review	4.1.c	-	-	(40)	-	(40)
MTA Action Plan		(76)	-	-	76	-
Total earmarked reserves		(22,777)	2,800	(7,421)	(1,361)	(24,178)
General reserve						
General Fund (non Earmarked) Balance	6.1	(4,280)	-	(348)	-	(4,631)
TOTAL RESERVE BALANCES		(27,057)	2,800	(7,769)	(1,361)	(28,809)
PROVISIONS						
Doubtful Debt		(55)			28	(27)

APPENDIX C TO REPORT DSFRA/24/21

EARMARKED RESERVES

Initiative	£000
Fire Cover review	40
Control Room Futures project	1,125
Support C & I unallocated balance	1,000
Total	2,165

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REPORT REFERENCE NO.	DSFRA/24/22
MEETING	DEVON & SOMERSET FIRE & RESCE AUTHORITY (ORDINARY MEETING)
DATE OF MEETING	10 JUNE 2024
SUBJECT OF REPORT	RESERVES STRATEGY 2024-25
LEAD OFFICER	Head of Finance (Treasurer)
RECOMMENDATIONS	<i>That, as recommended by the Resources Committee, the Authority approves the Reserves Strategy for publication.</i>
EXECUTIVE SUMMARY	<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>
RESOURCE IMPLICATIONS	As set out within this report.
EQUALITY RISKS AND BENEFITS ANALYSIS	N/a
APPENDICES	<p>A. Risk Assessment of the Adequacy of General reserves</p> <p>B. Projected Reserve Balances over MTFP</p>
BACKGROUND PAPERS	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 2024-25.

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 2024-25, the general reserve was slightly below this amount at 4.62% 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 2023-24 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, 2024-25, 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 £3.6m. At the start of 2024-25 the general reserve stood at £4.3m 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. **£0.805m:** 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 2024-28.

Change & Improvement

- 5.4. **£2.185m:** 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 the People Services Project, the replacement of the Finance system and for digital transformation which will support the modernisation of the Service. If restructure is required, reserve funding could be required to pay for any associated costs.

Budget Smoothing Reserve

- 5.5. £0.666m: The budget smoothing reserve is intended to support any shortfalls in future revenue budgets which are identified during the development of the Medium Term Financial Plan. The reserve has arisen from a surplus of funding in previous financial years, particularly where non-domestic rates or grant income have exceeded the budget requirement

Capital Funding

- 5.6. **£16.488m:** 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.
- 5.7. Borrowing currently stands at £23.8m 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 £4.7m of reserve funding in 2024-25 and for the reserve to be exhausted over the medium-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.
- 5.8. 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

- 5.9. 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.

5.10. 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.

5.11. Explanation of specific reserves:

- **£0.050m: 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.
- **£1.050m: 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.
- **£0.144m: 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.
- **£1.222m: 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.
- **£0.148m: 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.

- **£0.255m:** *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 2024-25 budget and beyond.
- **1.125m:** Reserve created to fund future development in the replacement of the Control Room system in conjunction with the four partners of the Networked Fire Services Partnership.
- **£0.040m:** Set up to fund the Fire Cover review which should be concluded during 2024-25.

ANDREW FURBEAR
Head Of Finance (Treasurer)

APPENDIX A TO REPORT DSFRA/24/22

Risk Assessment of the Adequacy of General reserves

Budget Head	Budget Provision 2024-25 £m	RISK	Likelihood	Impact £m	Net Impact £m
Service Delivery Staff	67.3	Whole-time Pay represents nearly a third of service costs. There is a low level of uncertainty around future pay increases, with inflation reducing.	Low	0.337	0.337
Firefighter's Pensions	2.6	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 2023-24 which has increased the likelihood of those individuals retiring in 2024-25.	High	0.400	0.300
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	0.7	Fuel price fluctuations has seen some impact on fleet running costs. This risk has remained as medium due to the potential of conflict in the Middle-East.	Medium	0.175	0.088
Treasury Management Income	(1.2)	Interest Income. The target income for 24-25 has been set at a level slightly lower than achieved during 2023-24 due to anticipated interest rate reductions.	Low	0.075	0.019
Income	(0.8)	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 £0.050m. Therefore this risk has been reduced from medium to low.	Low	0.418	0.104
Capital Programme	7.2	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	0.720	0.180
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, the risk surrounding the current cost of living crisis in the UK has been reduced with inflation reducing steadily over the last 12 months experienced. This risk is reduced to Low due to current inflation forecasts for 2024-25.	Low	0.200	0.050
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.	Low	1.000	0.250
Estimated Reserve Requirement					3.6

APPENDIX B TO REPORT DSFRA/24/22

Projected Reserve Balances over Medium Term Financial Plan Period (2024-29)

RESERVES AND PROVISIONS					
	Balance as at 1 April 2023 £'000	Spending Month 12 £'000	Proposed Balance as at 31 March 2024 £'000	Projected Spend 2024- 2029	Projected Balance as at 31 March 2029 Spend 2024- 2029
RESERVES					
Earmarked reserves					
Grants unapplied from previous years	(1,137)	331	(805)	805	(0)
Change & Improvement	(1,878)	(307)	(2,185)	2,000	(185)
Budget Smoothing Reserve	(666)	-	(666)	666	(0)
Direct Funding to Capital	(15,424)	(1,064)	(16,488)	16,488	-
Projects, risks, & budget carry forwards	-	-	-	-	-
PFI Equalisation	(50)	-	(50)	50	-
Emergency Services Mobile Communications Programme	(1,050)	-	(1,050)	500	(550)
Mobile Data Terminals Replacement	(145)	1	(144)	144	0
Pension Liability reserve	(1,218)	(4)	(1,222)	1,222	(0)
Budget Carry Forwards	(890)	635	(255)	255	0
Environmental Strategy	(243)	96	(148)	148	0
Control Room System change	-	(1,125)	(1,125)	1,125	-
Fire Cover Review	-	-	(40)	40	-
MTA Action Plan	(76)	76	-	-	-
Total earmarked reserves	(22,777)	(1,361)	(24,178)	23,443	(735)
General reserve					
General Fund (non Earmarked) Balance	(4,280)	-	(4,631)	-	(4,631)
TOTAL RESERVE BALANCES	(27,057)	(1,361)	(28,809)	23,443	(5,366)
PROVISIONS					
Doubtful Debt	(55)	28	(27)	-	(27)

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Agenda Item 9

REPORT REFERENCE NO.	DSFRA/24/23
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (Ordinary Meeting)
DATE OF MEETING	10 JUNE 2024
SUBJECT OF REPORT	STRATEGIC POLICY OBJECTIVES 2024-25
LEAD OFFICER	CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the Strategic Policy Objectives for 2024-25 as appended to this report be determined.</i>
EXECUTIVE SUMMARY	<p>In 2020 the Authority, supported by the Centre for Governance and Scrutiny, undertook an extensive review of its governance structure. Stemming from this, it was felt there would be considerable benefit to the Authority in approving set of clear Strategic Policy Objectives for each year against which the Authority could, using its Committee structure, scrutinise Service performance.</p> <p>The Strategic Policy Objectives for 2021-22 were approved by the Authority at its ordinary meeting on 29 June 2021 (Minute DSFRA/21/9 refers). These were developed following a series of Member workshops.</p> <p>Since initial adoption in 2021, the Strategic Policy Objectives have been subject to annual review in the context of both the Community Risk Management Plan and the budget for the financial year in question. Given the overarching, strategic nature of the objectives, no revisions are considered necessary at this time and consequently the Strategic Policy Objectives proposed for 2024-25 are now attached at Appendix A.</p> <p>The Authority has previously been advised that the Service is currently undertaking a fire cover review. This will look at, amongst other things, the speed and weight (i.e. number of appliances) of responses to incidents. In the event that the outcome of this fire cover review impacts on the Strategic Policy Objectives, then revised objectives will be submitted to the Authority in due course for approval.</p>
RESOURCE IMPLICATIONS	All resource implications for these Strategic Policy Objectives will be contained from within approved budgets (including reserves) for 2024-25.
EQUALITY RISKS AND BENEFITS ANALYSIS	The Strategic Policy Objectives are designed to be fully inclusive.
APPENDICES	Draft Strategic Policy Objectives 2024-25

BACKGROUND PAPERS	Nil.
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GAVIN ELLIS
Chief Fire Officer

APPENDIX A TO REPORT DSFRA/24/23

<p>Strategic Policy Objective 1 Our targeted prevention and protection activities will reduce the risks in our communities, Improving Health, Safety and wellbeing, supporting the local economy. Specifically, we will:</p>		<p>Strategic Policy Objective 2 Our Operational resources will provide an effective emergency response to meet local and national risks. Specifically, we will:</p>	
1a	Deliver interventions and education events to reduce the risk of fires in the community	2a	Provide response resources at times and in locations relevant to identified risks of fires and other emergencies
1b	Develop and deliver initiatives to support children and young people in making safe lifestyle choices	2b	Ensure that we continue to meet our obligations under the Civil Contingencies Act and the National Resilience Model and continue to develop plans and capability to respond to major emergencies in line with changing threat and risk levels
1c	Target risk-based inspection processes and enforcement activities towards the highest risk and ensure that they are effective and properly resourced	2c	Explore and develop opportunities to work with other agencies where the Service can add value to community outcomes

Strategic Policy Objective 3 The Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service. Specifically, we will:		Strategic Policy Objective 4 We are open and accountable, using our resources efficiently to deliver a high performing, sustainable service that demonstrates improving public value. Specifically, we will:	
3a	Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively.	4a	Explore and develop opportunities for collaboration with other agencies, charities and volunteers to enhance our work and deliver efficient and economic services.
3b	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.	4b	Invest in technology that: supports new ways of working; improves information governance and data sharing; supports interoperability; improves safety and service outcomes; and provides flexibility and increased productivity.
3c	Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.	4c	Apply “best practice” methodology to planning, risk management and evaluation processes to provide a better understanding of productivity, benefits realisation and the impact on other expected outcomes.

REPORT REFERENCE NO.	DSFRA/24/24																				
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (Ordinary Meeting)																				
DATE OF MEETING	10 JUNE 2024																				
SUBJECT OF REPORT	DEVON & SOMERSET FIRE & RESCUE AUTHORITY PERFORMANCE REPORT 2023-24 & QUARTER 4																				
LEAD OFFICER	Assistant Director, Corporate Services																				
RECOMMENDATIONS	<p>(a). That the Authority considers the areas of performance in exception in relation to agreed strategic objectives and requests its committees to investigate further as appropriate; and</p> <p>(b). That, subject to (a) above, the report be noted</p>																				
EXECUTIVE SUMMARY	<p>To make sure that the Service is delivering as best as possible to the communities of Devon and Somerset and its visitors, performance is monitored regularly.</p> <p>This report covers the period up to the end of quarter four of the 2023/24 financial year (April 2023 to March 2024) and focuses on a selection of key performance indicators (KPIs), aligned to our four service priorities.</p> <p>Performance summary</p> <p>Table 1: KPI performance status overview 2023/24 Quarter 4 with change from previous report</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 20%; background-color: #008000; color: white;">Succeeding (ü)</th> <th style="width: 20%; background-color: #FFA500;">Near target (Ÿ)</th> <th style="width: 30%; background-color: #DC143C; color: white;">Requires improvement (û)</th> </tr> </thead> <tbody> <tr> <td>Priority 1</td> <td>13 (+3)</td> <td>4 (-1)</td> <td>2 (-2)</td> </tr> <tr> <td>Priority 2</td> <td>6 (-)</td> <td>8 (+1)</td> <td>0 (-1)</td> </tr> <tr> <td>Priority 3</td> <td>6 (+4)</td> <td>7 (-3)</td> <td>1 (-1)</td> </tr> <tr> <td>Priority 4</td> <td>6 (-)</td> <td>0 (-)</td> <td>0 (-)</td> </tr> </tbody> </table> <p>Key points from Committee reviews were:</p> <p><i>Priority one and two performance is scrutinised at the Community Safety Committee. Two exceptions were discussed in detail:</i></p> <p><u>Exception 1: KPI 1.2.4.1 Number of fire safety checks completed:</u></p> <p>The Committee queried the setting of the target for Fire Safety Checks and the rationale for this. Officers responded that target figures were based upon the risk-based inspection programme</p>		Succeeding (ü)	Near target (Ÿ)	Requires improvement (û)	Priority 1	13 (+3)	4 (-1)	2 (-2)	Priority 2	6 (-)	8 (+1)	0 (-1)	Priority 3	6 (+4)	7 (-3)	1 (-1)	Priority 4	6 (-)	0 (-)	0 (-)
	Succeeding (ü)	Near target (Ÿ)	Requires improvement (û)																		
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Priority 3	6 (+4)	7 (-3)	1 (-1)																		
Priority 4	6 (-)	0 (-)	0 (-)																		

	<p>and the Services capacity to deliver, the Service strived to set an achievable target for each year.</p> <p>The Service had recognised the work undertaken to embed regional fire safety teams had subsequently reduced local capacity, thus impacting the ability to deliver. The Committee requested the setting of realistic and achievable targets in the future.</p> <p>The Committee queried the increase in Fire Safety Audits in light of the reduction in FSCs. The Director of Service Delivery advised that this had been due to the further training of Protection staff to the requisite level which had meant that more audits (which provide a more comprehensive assessment of fire safety standards) could be undertaken.</p> <p>A number of additional actions were identified in the performance report that will improve efficiency.</p> <p><u>Exception 2: KPI 1.2.5. Rate of false alarms due to apparatus in non-domestic premises</u></p> <p>In respect of the rate of false alarms in non-domestic premises, an increase of 15.2% had been noted. The Service would be undertaking work to reduce the number of unwanted fire signals (“UWFS”), a report on which would be presented to the Committee in due course.</p> <p>The Committee asked if there was any challenge made for premises where there were frequent unwanted fire calls due to malfunctioning equipment. The Service confirmed that information was fed into the National Fire Chiefs Council (NFCC) which maintained a database through which challenges were made to manufacturers directly. This work was led by the London Fire Brigade.</p> <p>The Committee commented that the Service may have experienced an increase in activity due to economic factors and associated ageing fire prevention systems. It was noted that that an additional factor was that some premises owners allowed the Service to respond to unwanted fire calls to inform their fire risk assessments and would pay the associated call out charge, therefore resulting in a continued high number of UWFS.</p> <p>The Committee noted that the Community Risk Management Plan informed the risk-based inspection programme. The Chief Fire Officer advised that a report would be presented to the Committee at a future meeting detailing the Service’s response to UWFS.</p> <p>The Committee requested a further report detailing recognised repeat offenders, in particular those that have reached stage four within the Service’s trigger points.</p> <p>A review of the Unwanted Fire Signals policy is underway.</p>
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	<p><i>Priority three performance is scrutinised at the People Committee. Currently, one KPI is in exception:</i></p> <p><u>Exception 3: KPI 3.1.7. Average number of persons absent due to stress related illness per month</u></p> <p>This indicator is currently reported as at the quarter three position.</p> <p>It was noted at People Committee that the changeover to the new People Services system had resulted in issues with reporting on the position on sickness absence and associated trends at the year end. This would be reported in depth at the next meeting together with national comparisons available from the Cleveland report. It was noted that the Service continued to promote the support available to staff absent due to mental health issues.</p> <p><i>Priority four performance is scrutinised at the Resources Committee. Currently, there are no KPIs in exception.</i></p> <p>There are no additional comments from the Resources Committee. All targets have been met successfully.</p>
RESOURCE IMPLICATIONS	Existing budget and staffing are sufficient to deliver required improvements.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	N/A
APPENDICES	A. Fire Authority Performance Report: 2023/24 Quarter Four
LIST OF BACKGROUND PAPERS	<p>Community Safety Committee: Strategic Priority 1 and 2 Performance Measures: Quarter 4 2023/24</p> <p>People Committee: Performance Monitoring Report 2023-24: Quarter 4</p> <p>Resources Committee: Financial Performance Report 2023-24: Quarter 4</p> <p>Fire Authority Performance Report: 2023/24 Quarter Three</p>

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**DEVON &
SOMERSET**
FIRE & RESCUE SERVICE

APPENDIX A TO REPORT DSFRA/24/24

Fire Authority Performance Report

April 2023 to March 2024 Performance

This report summarises performance of the Devon and Somerset Fire and Rescue Service corporate key performance indicators (KPIs).

Where a KPI is assessed as requiring improvement, an exception report is provided. These provide additional information relating to the indicator and details of any actions that have been put in place to improve performance.

Alice Murray, Strategic Analyst

28/05/2024

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Introduction

To make sure that we are delivering the best possible service to the communities of Devon and Somerset and its visitors, we need to regularly monitor our performance.

Our Key Performance Indicators are aligned to our **corporate objectives** and support us to deliver our four **strategic priorities**.



Our targeted prevention and protection activities will reduce the risks in our communities, improving health, safety and wellbeing and supporting the local economy.



Our operational resources will provide an effective emergency response to meet the local and national risks identified in our Community Risk Management Plan.



Our Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service.



We are open and accountable and use our resources efficiently to deliver a high performing, sustainable service that demonstrates public value.

Our assessment method varies based on the type and nature of the data that a KPI uses. A description of these methods can be found in appendix B of this report.

If a KPI has a status of “requires improvement”, an exception report will be provided which will contain further analysis and identify whether any action needs to be taken to drive improvement. Updates on progress against actions will be provided in future reports until they are closed.

KPIs that are “near target” will be monitored by the lead manager to assess whether performance is likely to improve and where appropriate implement tactical changes to influence the direction of travel. No further information will be provided within this report.

Performance summary

Table 1: performance status overview 2023/24 Q4 with change from previous report

	Succeeding (✓)	Near target (•)	Requires improvement (✘)
Priority 1	13 (+3)	4 (-1)	2 (-2)
Priority 2	6 (-)	8 (+1)	0 (-1)
Priority 3	6 (+4)	7 (-3)	1 (-1)
Priority 4	6 (-)	0 (-)	0 (-)

KPIs requiring improvement		Exception report
1.2.4.1.	Number of fire safety checks completed	Page 10
1.2.5.	Rate of false alarms due to apparatus in non-domestic premises	Page 12
3.1.7.	Average number of persons absent due to stress related illness per month	See Q3 Report. ¹

1

Priority one performance



Our targeted prevention and protection activities will reduce the risks in our communities, improving health, safety and wellbeing and supporting the local economy.

Objective one: we will work with partners to target our prevention activities where they have the greatest impact on the safety and wellbeing of our communities.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 2: KPIs requiring improvement - priority one, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs are currently assessed as requiring improvement.					

Table 3: KPIs near target – priority one, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
1.1.9. Number of fire related deaths in other locations	Qtr. 4 (✓)	0	0	NA	Lower is better
	Annual (✘)	2	1	100.0%	Lower is better
1.1.14. Rate of persons killed or seriously injured in RTCs per 100,000 population ²	Annual (•)	25.21	25.19	0.1%	Lower is better

Table 4: KPIs succeeding - priority one, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
1.1.1. Rate of primary dwelling fires per 100,000 population	Annual (✓)	49.37	51.74	-4.6%	Lower is better
1.1.2. Number of fire-related deaths in dwellings	Qtr. 4 (✓)	0	0	NA	Lower is better
	Annual (✓)	3	6	-50.0%	Lower is better

² Based on five-year rolling average

KPI	Period	Actual	Target	% Diff.	Aim
1.1.3. Rate of dwelling fire hospitalisations per 100,000 population	Annual (✓)	4.09	4.19	-2.4%	Lower is better
1.1.4. Number home fire safety visits completed	Annual (✓)	18,886	18,000	4.9%	Higher is better
1.1.6. Percentage of targeted home fire safety visits completed to households with two or more risk factors	Annual (✓)	63%	60%	2.8 pp	Higher is better
1.1.8. Rate of primary fires in other locations per 100,000 population	Annual (✓)	42.87	46.03	-6.9%	Lower is better
1.1.10. Rate of other fire hospitalisations per 100,000 population	Annual (✓)	0.43	0.52	-18.6%	Lower is better
1.1.11. Rate of secondary fires per 100,000 population	Annual (✓)	88.75	90.62	-2.1%	Lower is better
1.1.12. Rate of deliberate fires per 100,000 population	Annual (✓)	71.50	80.29	-10.9%	Lower is better
1.1.13. Rate of RTCs per 100,000 population	Annual (✓)	43.72	44.72	-2.2%	Lower is better

Objective two: we will protect people in the built environment through a proportionate, risk-based approach to the regulation of fire safety legislation.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 5: KPIs requiring improvement – priority one, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
1.2.4.1. Number of fire safety checks completed	Annual (✘)	2,591	3,000	-13.6%	Higher is better
1.2.5. Rate of false alarms due to apparatus in non-domestic premises	Annual (✘)	283.38	246.03	15.2%	Lower is better

Table 6: KPIs near target – priority one, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
1.2.1. Rate of non-domestic premises fires per 10,000 rateable premises	Annual (•)	57.48	56.38	1.9%	Lower is better
1.2.6. Percentage of statutory consultations completed to required timescales	Annual (•)	98.8%	100.0%	-1.2 pp ³	Higher is better

Table 7: KPIs succeeding – priority one, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
1.2.2. Number of fire-related deaths in non-domestic premises	Qtr. 4 (✓)	0	0	NA	Lower is better
	Annual (✓)	1	1	0.0%	Lower is better
1.2.3. Rate of non-domestic premises fire hospitalisations per 10,000 rateable premises	Annual (✓)	1.09	1.11	-2.6%	Lower is better
1.2.4.2 Number fire safety audits completed	Annual (✓)	857	720	19.0%	Higher is better

³ pp = percentage point; used when comparing two percentages.

Exception report: KPI 1.2.4.1. number of fire safety checks completed

This KPI reports on the number of Fire Safety Checks (FSC) completed. FSCs provide a basic assessment of compliance with fire safety regulations in business premises and are primarily delivered by wholetime crews. If significant issues are identified, an FSC may be escalated to a full fire safety audit (FSA) which is delivered by specialist Fire Safety Officers.

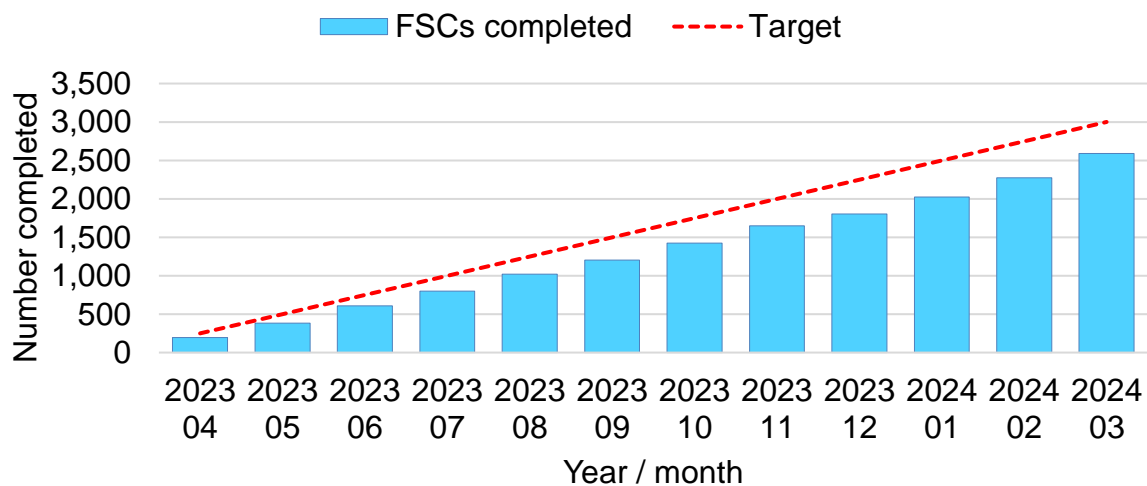
Analysis

The KPI remains in exception due to the number of FSCs completed being more than 10% below target.

Table 8: KPI 1.2.4.1. number of fire safety checks completed, 2023/24 Q4 performance.

KPI Ref	KPI Description	Current	Target	% Diff.	Aim
1.2.4.1	Number of fire safety checks completed	2,591	3,000	-13.6%	Higher is better

Table 9: performance status – cumulative count of fire safety checks completed against target by month.



While the indicator remains in exception, the deficit has reduced from 17.3% (as at 31 December 2023) to 13.6% (as at 31 March 2024).

During the 2022/23 financial year, delivery of fire safety checks was supplemented by non-station-based personnel (trainee Fire Safety Inspection Officers). As these personnel have become competent to deliver more complex activity, their time has been utilised to deliver FSAs rather than FSCs.

Delivery of FSCs undertaken by watches is also below target levels. A number of process issues have been identified and steps are being taken to address these.

- Tablet devices provided to record FSC activity are not always being used, with some watches recording information on paper forms and then entering data when back at station. This increases the time taken for the activity and reduces productivity.
- Lists of properties to visit have not been consistently provided to stations.
- Self-generation of visits by watches has not been as successful as anticipated.

Table 10: 1.2.4.1. number of fire safety checks completed, 2023/24 Q4 actions

Action Reference	Action description	Lead officer
2324.Q4.1.2.4.1.A	Continue to communicate to watches to ensure self-generation process is fully embedded.	Area Manager Prevention and Protection
2324.Q4.1.2.4.1.B	Provide additional training to crews on how to operate and maintain tablet devices to ensure that they are working efficiently.	Area Manager Prevention and Protection
2324.Q4.1.2.4.1.C	Ensure processes are in place within admin teams to continue provision of lists of premises in line with the Risk Based Inspection Programme.	Area Manager Prevention and Protection
2324.Q4.1.2.4.1.D	Review delivery requirements for the 2024/25 year to determine appropriate targets for the new financial year.	Area Manager Prevention and Protection

Exception report: 1.2.5. Rate of false alarms due to apparatus in non-domestic premises

This KPI reports on the number of false alarms due to fire or smoke detections apparatus in non-domestic premises located within the Devon and Somerset Fire and Rescue Service area. False alarms can occur for a number of reasons but are most commonly related to system faults, dust or insects entering the equipment or human error.

Analysis

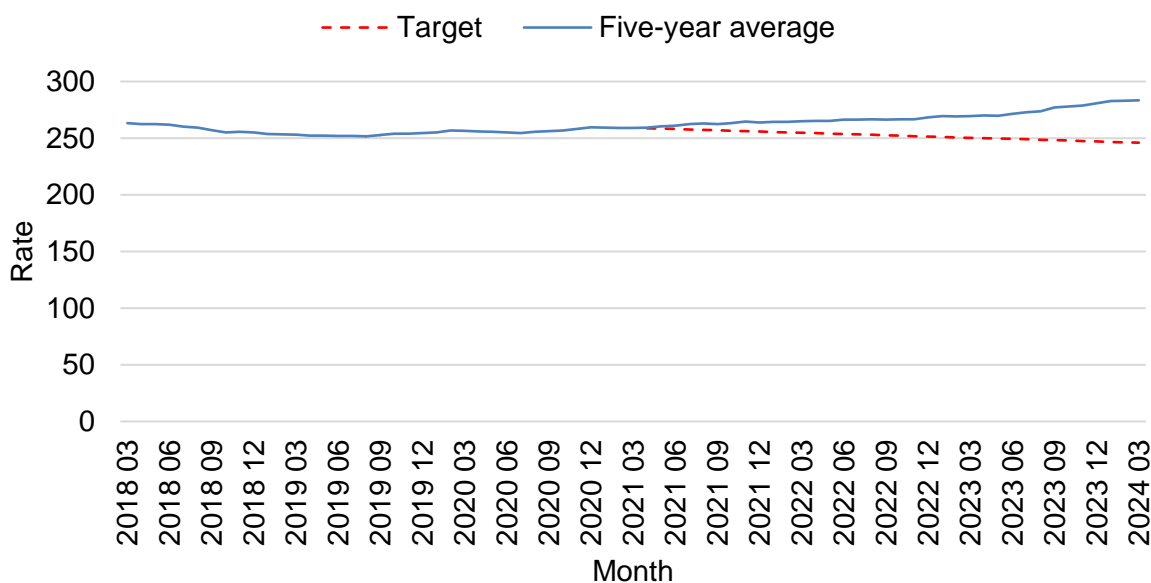
The KPI is in exception due to the rate of incidents being more than 10% above target.

Table 11: KPI 1.2.5. Rate of false alarms due to apparatus in non-domestic premises, 2023/24 Q4 performance

KPI Ref	KPI Description	Current	Target	% Diff.	Aim
1.2.5	Rate of non-domestic false alarms per 10,000 rateable premises (hereditaments)	283.38	246.03	15.2%	Lower is better

There has been an upward trend in number of false alarms in non-domestic premises over the past five-years, with the KPI being in exception since August 2023.

Table 12: KPI 1.2.5. Rate of false alarms due to apparatus in non-domestic premises, 2023/24, 12-month average of rolling five-year period.

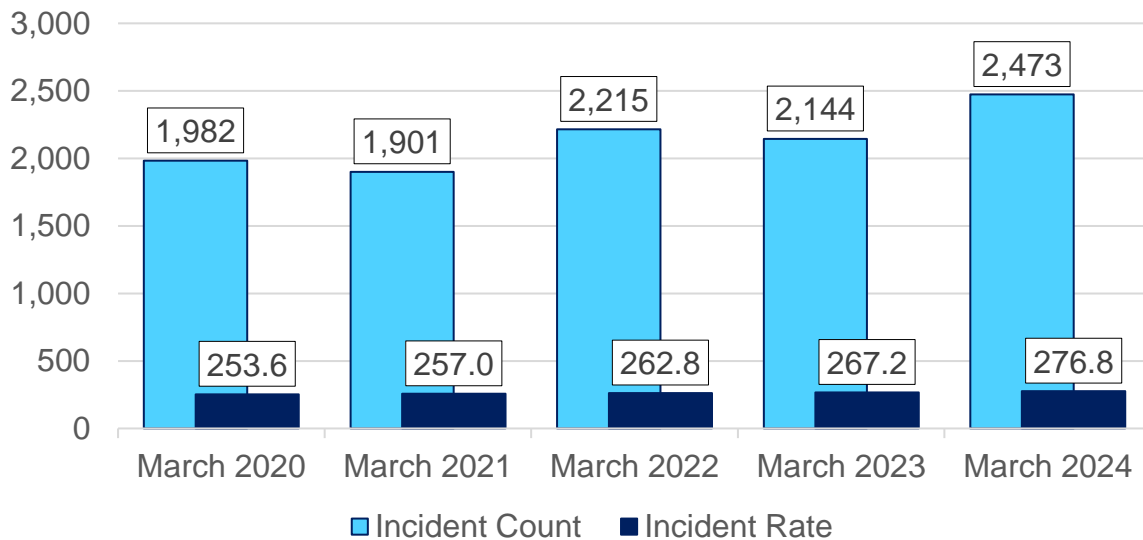


While the duration of these incidents is generally short, there is still a cost implication to the service, particularly where on-call resources are utilised. Additionally, wholetime crews can be drawn away from delivery of essential community safety activities and attendance at genuine emergencies.

The increase is most evident during the past three years; however, it is likely that the COVID-19 pandemic influenced a decrease in the number of incidents during the first lockdown (26th March 2020 to 15th June 2020 - the date at which non-essential shops were allowed to reopen).

Table 13 shows the annual number and rate of false alarm incidents that were attended for years ending March. There has been an 20% increase in incidents between March 2020 and March 2024.

Table 13: Number and rate of false alarms due to apparatus in non-domestic premises by year-ending March



The cause of the increase is being investigated. Earlier in the year, it was identified that processes that were in place to engage with premises that had repeat false alarms had not been followed. This was partially due to a breakdown in the provision of data to support the identification of these premises.

While this may have had some impact, it is likely that there are other factors at play. Nationally, when considering all false alarms due to apparatus, the pattern has been similar to that of DSFRS. This supports the notion that failure to follow policy is not the sole cause of the increase.

Actions

Work is being undertaken to review our approach to repeat actuations with a focus on educating responsible parties. Where appropriate, the Service may charge for

attendance at premises that have repeat false alarms. Data provision to support call reduction work has been improved which will support more effective engagement.

Work to review our attendance policy with a view to extending the non-attendance periods at non-residential premises is continuing.

Table 14: KPI 1.2.5. Rate of false alarms due to apparatus in non-domestic premises, 2023/24 Q4 actions

Action Reference	Action description	Lead officer
2324.Q3.1.2.4.1.A	Complete review of AFA attendance policy	Area Manager Prevention and Protection
2324.Q3.1.2.4.1.B	Complete review of process for premises having repeat false alarms due to apparatus	Area Manager Prevention and Protection

Priority two performance



Our operational resources will provide an effective emergency response to meet the local and national risks identified in our Community Risk Management Plan.

Objective one: we will maintain accurate, timely and relevant risk information, enabling our operational crews to understand and be prepared to respond to the demand and risks present in their local communities.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 15: KPIs requiring improvement – priority two, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs are currently assessed as requiring improvement.					

Table 16: KPIs near target – priority two, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.1.4.1 Percentage of operational risk information in-date for revalidation: level three SSRI	Mar 2024 (•)	91.7%	94.0%	-2.3 pp	Higher is better
KPI 2.1.4.2 Percentage of operational risk information in-date for revalidation: level four tactical plans	Mar 2024 (•)	89.2%	98.0%	-8.8 pp	Higher is better

Table 17: KPIs succeeding – priority two, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.1.1.1 Number of local exercises completed	YTD (✓)	121	36	236.1%	Higher is better
KPI 2.1.1.2 Number of cross-border exercises completed	YTD (✓)	22	12	83.3%	Higher is better
KPI 2.1.1.3 Number of national exercises completed	YTD (✓)	12	1	1100.0%	Higher is better

Objective two: We will monitor changes in risk to ensure that our resources are most available in the locations necessary to mitigate them.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 18: KPIs requiring improvement – priority two, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently require improvement.					

Table 19: KPIs near target – priority two, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.2.3.1 Percentage of dwelling fires attended within 10 minutes of emergency call answer	YTD (•)	67.5%	75.0%	-7.5 pp	Higher is better
KPI 2.2.3.2 Percentage of RTCs attended within 15 minutes of emergency call answer	YTD (•)	72.8%	75.0%	-2.2 pp	Higher is better

Table 20: KPIs succeeding – priority two, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently succeeding					

Objective four: we will support the effective delivery of our frontline services by seeking improvements to our operational resourcing, mobilising and communications functions.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 21: KPIs requiring improvement – priority two, objective four.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently require improvement.					

Table 22: KPIs near target – priority two, objective four.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.4.1.1 Risk prioritised pump availability as a percentage of possible hours	YTD (•)	96.2%	98.0%	-1.8 pp	Higher is better
KPI 2.4.1.2 Standard pump availability as a percentage of possible hours	YTD (•)	77.9%	85.0%	-7.1 pp	Higher is better
KPI 2.4.3.1 Percentage of calls handled within target time	YTD (•)	87.0%	90.0%	-3.0 pp	Higher is better
KPI 2.4.3.3 Average turnout time to emergency incidents: on-call crews	YTD (•)	316	300	5.3%	Lower is better

Table 23: KPIs near target – priority two, objective four.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.4.3.2 Average turnout time to emergency incidents: wholetime crews	YTD (✓)	84	90	-6.7%	Lower is better

Objective eight: we will be prepared to respond to major incidents and support partner agencies.

Table 24: KPIs requiring improvement – priority two, objective eight.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently require improvement.					

Table 25: KPIs near target – priority two, objective eight.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently near target.					

Table 26: KPIs succeeding – priority two, objective eight.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 2.8.1.1 Availability of national resilience assets	Mar 2024 (✓)	100.0%	100.0%	0.0 pp	Higher is better
KPI 2.8.1.2 National resilience competencies in-date	Mar 2024 (✓)	100.0%	100.0%	0.0 pp	Higher is better

Priority three performance



Our Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service.

Objective one: we will Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 27: KPIs requiring improvement – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 3.1.7. Average number of persons absent due to stress related illness per month ⁴⁵	Qtr.3 (✘)	48	36	33.3%	Lower is better

Table 28: KPIs near target – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 3.1.1.4. Percentage of operational personnel competent in core skill: working at height and confined spaces (SHACS)	Mar '24 (•)	92.8%	95.0%	-2.2 pp	Higher is better
KPI 3.1.6. Average number of working days lost due to sickness absence per Full Time Equivalent (FTE) ⁶	Qtr.3 ⁷ (•)	8.04	7.74	3.9%	Lower is better

⁴ Work is ongoing within the People Services Project team to ensure that sickness data can be reported in the required formats. In the next People Committee, it is expected that a fuller report of sickness absence trends over the 2023-34 year including reference to national comparisons available from the National Fire and Rescue Sickness Absence Report (produce by Cleveland FRS) will be provided.

⁵ An exception report is available in the April to December 2023/24 Performance Report.

⁶ See footnote 2.

Table 29: KPIs succeeding – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
KPI 3.1.1. Number of operational core skills with at least 90% of required personnel competent	Mar '24 (✓)	7	7	0.0%	Higher is better
KPI 3.1.1.1. Percentage of operational personnel competent in core skill: breathing apparatus	Mar '24 (✓)	98.8%	95.0%	3.8 pp	Higher is better
KPI 3.1.1.2. Percentage of operational personnel competent in core skill: incident Command	Mar '24 (✓)	99.2%	95.0%	4.2 pp	Higher is better
KPI 3.1.1.3. Percentage of operational personnel competent in core skill: water rescue	Mar '24 (✓)	95.8%	95.0%	0.8 pp	Higher is better
KPI 3.1.1.5. Percentage of operational personnel competent in core skill: maritime level 2	Mar '24 (✓)	98.4%	95.0%	3.4 pp	Higher is better
KPI 3.1.1.6. Percentage of operational personnel competent in core skill: casualty care	Mar '24 (✓)	98.5%	95.0%	3.5 pp	Higher is better
KPI 3.1.1.7. Percentage of operational personnel competent in core skill: response driving	Mar '24 (✓)	99.1%	95.0%	4.1 pp	Higher is better
KPI 3.1.2.1. Percentage of operational personnel meeting the required fitness standards	Mar '24 (✓)	99.2%	95.0%	4.2 pp	Higher is better
KPI 3.1.3. Number of safety events	Qtr.4 (✓)	48	60	-20.0%	Lower is better
KPI 3.1.3.1. Number of safety events involving vehicles	Qtr.4 (✓)	25	34	-21.6%	Lower is better

KPI	Period	Actual	Target	% Diff.	Aim
KPI 3.1.4. Number of persons injured in safety events	Qtr.4 (✓)	11	13	-15.4%	Lower is better

Objective two: we will 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.

Key:	✓ Succeeding	○ Near target	✗ Requires improvement
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Table 30: KPIs requiring improvement – priority three, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently require improvement.					

Table 31: KPIs near target – priority three, objective two.

KPI		Actual	Target	% Diff.	Aim
KPI 3.2.3.1. Proportion of females in senior roles: wholetime	Dec '23 (•)	11.1%	11.1%	0.0 pp	Higher is better
KPI 3.2.2.2. Proportion of firefighters from an ethnic minority background: on-call	Dec '23 (•)	2.7%	2.8%	-0.1 pp	Higher is better
KPI 3.2.4.2. Proportion of personnel from an ethnic minority background in senior roles: wholetime	Dec '23 (•)	0.0%	0.0%	0.0 pp	Higher is better
KPI 3.2.4.3. Proportion of personnel from an ethnic minority background in senior roles: professional and technical services	Dec '23 (•)	9.1%	9.1%	0.0 pp	Higher is better
KPI 3.2.5.1. Proportion of personnel identifying as LGBTQIA+ in senior roles: wholetime	Dec '23 (•)	0.0%	0.0%	0.0 pp	Higher is better

Table 32: KPIs succeeding – priority three, objective two.

KPI		Actual	Target	% Diff.	Aim
KPI 3.2.1.1 Proportion of female firefighters as a percentage of total firefighters: wholetime	Dec '23 (✓)	7.7%	6.9%	0.8 pp	Higher is better
KPI 3.2.1.2. Proportion of female firefighters as a percentage of total firefighters: on-call	Dec '23 (✓)	6.2%	6.0%	0.2 pp	Higher is better
KPI 3.2.2.1. Proportion of firefighters from an ethnic minority background: wholetime	Dec '23 (✓)	4.0%	3.7%	0.3 pp	Higher is better
KPI 3.2.3.2. Proportion of females in senior roles: professional and technical services	Dec '23 (✓)	45.5%	36.4%	9.1 pp	Higher is better
KPI 3.2.5.2. Proportion of personnel identifying as LGBTQIA+ in senior roles: professional and technical services	Dec '23 (✓)	27.0%	11.0%	16.0 pp	Higher is better

Objective three: we will recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.

Table 33: Monitoring only – targets to be set.

KPI		Actual	Target	% Diff.	Aim
KPI 3.3.1.1. Attrition rate (12 month): wholetime	Mar '24 (Monitor)	9.0%	9.0%	0.0 pp	NA
KPI 3.3.1.2. Attrition rate (12 month): on-call	Mar '24 (Monitor)	11.0%	12.0%	-1.0 pp	NA
KPI 3.3.1.3. Attrition rate (12 month): professional and technical services	Mar '24 (Monitor)	12.0%	17.0%	-5.0 pp	NA

Priority four performance



We are open and accountable and use our resources efficiently to deliver a high performing, sustainable service that demonstrates public value.

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 34: KPIs requiring improvement – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently require improvement					

Table 35: KPIs near target – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
No KPIs currently near target					

Table 36: KPIs succeeding – priority three, objective one.

KPI		Actual	Target	Diff.	Aim
Forecast outturn spending against agreed revenue budget	Quarter (✓)	£80.438 ⁸ million	£85.413 million	-5.8%	Lower is better
Forecast outturn general reserve balance as % of total revenue budget (minimum)	Quarter (✓)	5.42%	5.00%	42 bp	Higher is better
Forecast outturn spending against agreed capital budget	Quarter (✓)	£5.966 million	£13.086 million	-54.4%	Lower is better
Forecast outturn external borrowing within Prudential Indicator limit	Quarter (✓)	£24.264 million	£25.155 million	-3.5%	Lower is better
Forecast outturn debt ratio (debt charges over total revenue budget)	Quarter (✓)	1.39%	3.80%	-241 bp	Lower is better

⁸ These are provisional figures based upon the spending position at the end of March 2024. They will be subject to final accounting adjustments and audit scrutiny for the year-end, therefore the final position may vary slightly.

Fire Authority Performance Report: April 2023 to March 2024

KPI		Actual	Target	Diff.	Aim
Progress against Medium Term Financial Plan	Mar '23 (✓)	On track	On track	NA	On track

Appendix A: glossary

Most terms and definitions can be found within the Home Office Fire Statistics Definitions document: <https://www.gov.uk/government/publications/fire-statistics-guidance/fire-statistics-definitions>

Some other terms are listed below:

Operational risk information: this information is focused on location specific risks posed to firefighters.

Site specific risk information (SSRI): this information is captured for locations that are particularly complex and pose greater levels of risk to our fire-fighters. Visits are made to these locations, hazards identified and plans made on how to respond if an incident occurs.

Risk prioritised pump: there are 33 priority fire engines in areas that present higher levels risk or demand which are essential to enabling us to effectively manage risk levels. There is an expectation that each of these appliances will be available to respond a minimum of 98% of the time.

Standard pump: there are 89 fire engines located in areas of lower risk or lesser demand, but which are still key to ensuring that we are keeping our communities safe. These are all crewed by on-call or volunteer firefighters and there is an expectation that each fire engine will be available at least 85% of the time.

Home fire safety visits: these are visits that are carried out at people's homes by our home safety technicians and wholetime firefighters.

Fire safety checks: FSCs are delivered by our operational crews and provide a basic assessment of fire safety standards within businesses. Where potential issues are identified premises will be referred for a fire safety audit that is conducted by one of our professional fire safety officers.

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