



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**S.J. Sharman  
CLERK TO THE AUTHORITY**

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

**(see below)**

**SERVICE HEADQUARTERS  
THE KNOWLE  
CLYST ST GEORGE  
EXETER  
DEVON  
EX3 0NW**

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Your ref :  
Our ref : DSFRA/SJS/SB  
Website : [www.dsfire.gov.uk](http://www.dsfire.gov.uk)

Date : 23 October 2024  
Please ask for : Samantha Sharman  
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## **DEVON & SOMERSET FIRE & RESCUE AUTHORITY**

**Thursday, 31st October, 2024**

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 2.00 pm in The Committee Rooms, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters, Clyst St George, Exeter** to consider the following matters.

S.J. Sharman  
Clerk to the Authority

### **AGENDA**

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

**1 Apologies**

**2 Minutes (Pages 1 - 8)**

of the previous meeting held on 31 July 2024 attached.

**3 Items Requiring Urgent Attention**

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

## **PART 1 - OPEN COMMITTEE**

### **4 Questions and Petitions from the Public**

In accordance with [Standing Orders](#), to consider any questions and petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to matters for which the Authority is responsible, or which affect the Authority. Neither questions nor petitions may require the disclosure of confidential or exempt information. Questions and petitions must be submitted in writing or by e-mail to the Clerk to the Authority (e-mail address: [clerk@dsfire.gov.uk](mailto:clerk@dsfire.gov.uk)) **by midday on 28 October 2024.**

### **5 Addresses by Representative Bodies**

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

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

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

### **7 Minutes of Committees**

#### **a Community Safety Committee (Pages 9 - 12)**

The Chair of the Committee, Councillor Hendy, to **MOVE** the Minutes of the meeting held on 4 September 2024.

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

#### **b Audit & Governance Committee (Pages 13 - 16)**

The Chair of the Committee, Councillor Roome, to **MOVE** the Minutes of the meeting held on 30 September 2024.

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

#### **c Resources Committee (Pages 17 - 20)**

The Chair of the Committee, Councillor Peart, to **MOVE** the Minutes of the meeting held on 30 September 2024.

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

#### **d Appointments & Disciplinary Committee (Pages 21 - 22)**

The Chair of the Committee, Councillor Coles, to **MOVE** the Minutes of the meeting held on 15 October 2024.

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

e Shareholder Committee (Pages 23 - 24)

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Minutes of the meeting held in public on 17 October 2024.

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

f People Committee (Pages 25 - 30)

The Chair of the Committee, Councillor Clayton, to **MOVE** the Minutes of the meeting held on 18 October 2024.

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

8 **Medium Term Financial Plan Update: Quarter 2 2024-25 (Pages 31 - 36)**

Report of the Treasurer (DSFRA/24/33) attached.

9 **Devon & Somerset Fire & Rescue Authority Performance Report: Quarter 1 2024-25 (Pages 37 - 66)**

Report of the Assistant Director (Corporate Services) (DSFRA/24/34) attached.

10 **Proposed Amendments to Scheme of Delegations & Terms of Reference of Appointments & Disciplinary Committee (Pages 67 - 76)**

Joint report of the Chief Fire Officer and Clerk to the Authority (& Monitoring Officer) (DSFRA/24/35) attached.

11 **His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Action Plan Update (Pages 77 - 84)**

Report of the Chief Fire Officer (DSFRA/24/36) attached.

12 **Community Risk Management Plan (CRMP) Review/Emergency Fire Cover Review 2024 (Pages 85 - 126)**

Report of the Assistant Director (Corporate Services) (DSFRA/24/37) attached.

13 **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);

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

14 **Restricted Minutes of the Authority held on 31 July 2024 (Pages 127 - 130)**

15 **Restricted Minutes of the Shareholder Committee held on 17 October 2024 (Pages 131 - 134)**

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Restricted Minutes of the meeting held on 17 October 2024.

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

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

**Membership:-**

Councillors Coles (Chair), Biederman (Vice-Chair), Atkinson, Best, Brazil, Carter, Chesterton, Clayton, Cook-Woodman, Fellows, Gilmour, Hendy, Kendall, Kerley, Lugger, Randall-Johnson, Peart, Power, Radford, Prowse, 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.

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

## **DEVON & SOMERSET FIRE & RESCUE AUTHORITY**

(Devon & Somerset Fire & Rescue Authority)

31 July 2024

### Present:

Councillors Coles (Chair), Brazil, Carter, Clayton, Fellows, Gilmour, Hendy, Kerley, Lugger, Peart, Radford, Sproston, Sully and Trail BEM

### Apologies:

Councillors Biederman, Best, Cook-Woodman, Kendall, Randall-Johnson, Power, Prowse, Roome and Sellis

### In attendance:

Alex Hanson and Steve West – Co-Chief Executives of Red One Ltd. (for Part 2 only)

## **DSFRA/24/18 Minutes**

### a **Minutes of the Annual General Meeting held on 10 June 2024**

**RESOLVED** that the Minutes of the Annual Meeting held on 10 June 2024 be signed as a correct record.

### b **Minutes of the Ordinary Meeting held on 10 June 2024**

**RESOLVED** that the Minutes of the Ordinary meeting held on 10 June 2024 be signed as a correct record.

## **DSFRA/24/19 Urgent Item - Networked Fire Services Partnership (NFSP) Control Mobilisation Procurement**

*In accordance with Section 100B(4) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered at the meeting as urgent business on the grounds that the Authority was about to enter into a new contract imminently.*

The Authority received for information a report of the Assistant Chief Fire Officer – Service Delivery – (DSFRA/24/33) on the procurement exercise undertaken in respect of the purchase of a new fire control mobilisation system for Devon & Somerset, Dorset & Wiltshire, Hampshire & Isle of Wight (and soon to be Kent) Fire & Rescue Services under the auspices of the Networked Fire Services Partnership (NFSP).

It was noted that the current mobilisation system for the NFSP had been in place since 2016 and was nearing the end of the initial contract in June 2025. Work had been ongoing for some time on the procurement of a new system lead by the legal team for Hampshire County Council on behalf of the Partnership. Kent was not previously part of the Partnership but was joining under the new contract which had an initial term of 6 years with the option for 4 one-year extensions.

Following due diligence in the procurement process, a new supplier had been selected with contract signing due week commencing 26 August 2024. It was anticipated that the system build would be undertaken between 26 March and 4 November 2025 with integration and testing to follow together with training and cutover to the new system planned between 11 February and 22 September 2026. The existing supplier had confirmed it would continue to support the old system until transition.

The Service had budgeted for £1.874m for implementation of the new system with first year running costs of £0.750m from the revenue budget for 2026-27 and £0.375m from a reserve created from the 2023-24 underspend.

## **DSFRA/24/20 Minutes of Committees**

### **a Audit & Governance Committee**

The Vice Chair of the Committee, Councillor Kerley, **MOVED** the Minutes of the meeting of the Audit & Governance Committee held on 16 July 2024 which had considered, amongst other things:

- The External Audit Plan 2023-24;
- An Internal Audit progress report;
- The draft Annual Statement of Assurance 2023-24;
- An update on the Corporate Risk Register;
- The Going Concern Review detailing the financial position of the Authority to 31 March 2024 and its ability to continue operating for the foreseeable future;
- The annual review of the Authority's Standards arrangements; and
- A report on progress against the Action Plan to address Areas for Improvement falling within the remit of the Committee as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services following the last inspection of the Service.

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

### **b Shareholder Committee**

The Vice Chair of the Committee, Councillor Coles, **MOVED** the public Minutes of the meeting held on 22 July 2024 which had considered, amongst other things:

- The Forward Plan of work for the Committee in 2024-25;
- A report on the financial performance of Red One Ltd. during Quarter 1 of the 2023-24 financial year (to 31 May 2024); and
- the Red One Ltd Performance and Five-Year Business Plan.



## **RESOLVED**

- (a). that the recommendations at Minutes SC/24/5 (as contained within the Appendix to report.SC/24/5)) be considered in conjunction with Minutes DSFRA/24/26 below;
- (b). That, subject to (a) above, the public Minutes be adopted in accordance with Standing Orders.

***(Minutes DSFRA/24/25 and DSFRA/24/26 also refer).***

### **c People Committee**

The Chair of the Committee, Councillor Clayton, **MOVED** the Minutes of the meeting held on 26 July 2024 which had considered:

- A report as at Quarter 1 of the 2024-25 financial year on performance against those Key Performance Indicators agreed by the Committee against its three strategic priorities as approved by the Authority, and specifically an in-depth review of performance on:
  - Operational core competences;
  - Health and safety issues, including reportable incidents under the Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR), accidents, personal injuries, vehicle incidents and near misses;
  - Sickness and the main reasons for absence;
  - A summary of capability, disciplinary and grievance cases;
  - Strategic workforce planning including staff turnover and attrition for all staff categories; and
  - An overview of the People Services System project.

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

### **DSFRA/24/21 Medium Term Financial Plan**

The Authority received for information a report of the Treasurer (DSFRA/24/28) which provided an update against the Medium-Term Financial Plan for the Authority's funding, income and expenditure forecasts for the next five years (2024-25 to 2028-29), as required by the Fire & Rescue National Framework for England.

A debate ensued during which various questions were raised on the costs of introduction of the Annualised Hours project and the costs of new Personal Protective Equipment (PPE) which the Treasurer duly answered.

Reference was also made to the income to be derived by the Authority in future from council tax relating to second homes. The point was made that some local authorities were taking the conscious decision to re-invest such income back into matters such as housing and the question was asked as to whether this Authority could consider such an approach. The Treasurer responded that this matter could be looked into although he was unsure of the legislative power for a Fire & Rescue Authority to do so which differed from that of a Local Authority.

Reference was also made to the project being undertaken to deliver savings from the response to false Automatic Fire Alarm (AFA) calls. It was noted that a full report on this matter would be submitted to the next meeting following conclusion of the internal and external consultation exercises being undertaken.

## **DSFRA/24/22 Executive Board Structure 2024**

The Authority considered a report of the Chief Fire Officer (DSFRA/24/29) on the proposal to implement a permanent structure for the Executive Board following the temporary arrangements put into place following the secondment of the substantive Chief Fire Officer, Lee Howell, in May 2023. The report set out at Appendix A details of the establishment at Executive Board level, the temporary structure put in place in May 2023 and the proposed new structure to be implemented post 13 September 2024 on retirement of the substantive Chief Fire Officer. The report also set out the rationale behind the proposed changes in structure post 13 September 2024.

Additionally, the Chief Fire Officer recommended the appointment of Andrew Furbear, Head of Finance, as the permanent Treasurer to the Authority, given his appointment was temporary pending the appointment of the new Chief Fire Officer and structure that would be in place at Executive Board level thereafter.

The Chief Fire Officer advised the Authority that only himself and ACFO G Taylor were the only permanent members of the Executive Board currently. He referred to the factors involved in reaching his view on a new structure which included external drivers such as new and emerging risks, the people improvement journey through His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) and a change in government, amongst others. He added that the current level of work was not sustainable within the current structure with only 4 Executive Board Members as there was insufficient resilience. He also referred to the need to maintain the operational rota requirement.

The Authority sought clarification of the cost of the new structure. The Chief Fire Officer responded that the new structure would be more cost efficient as it contained Gren Book (non-operational) posts which did not attract the same allowance for operational availability as the Grey Book roles. The changes would need to be included in a revised Pay Policy Statement should the Authority endorse this proposal which would be submitted once recruitment was completed.

The Authority further requested a review of the proposed structure once in place for 12 months to ensure that the Chief Fire Officer had achieved the resilience required which he indicated he was content to submit.

**RESOLVED**

- (a). That the proposed Executive Board structure set out on page 44 of report DFRA/24/29 in Appendix A be endorsed and adopted;
- (b). That the existing Head of Finance, Andrew Furbear, be appointed on a permanent basis as the Authority's proper officer by virtue of section 112 of the Local Government & Finance Act 1989 (Treasurer);
- (c). Subject to (a). and (b). above, the report be noted.

**DSFRA/24/23 Red One Ltd. - Authority Appointed Non-Executive Director**

*Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillor Brazil did not participate in the debate and Councillor Radford left the room during consideration of this item and voting thereon.*

The Authority considered a report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/30) upon the re-appointment of an Authority appointed Non-Executive Director to the Board of Red One Ltd. following expiry of the term on 11 August 2024.

The Clerk to the Authority (& Monitoring Officer) advised that, further to the submission of the report circulated with the agenda and papers for the meeting, the current incumbent had indicated that he would be re-standing for election to Devon County Council and would like to continue his appointment to the Board of Red One Ltd. Given that County Council elections were set for 1 May 2025, the Clerk indicated that the re-appointment would be effective until 30 April 2025 whereupon confirmation would be forthcoming of the outcome of the County Council elections and whether Councillor Radford had been re-elected and successful in re-appointment to the Authority. At that point, a process would be instigated for Authority appointed Non-Executive Director on the Board of Red One Ltd.

The Clerk suggested amendments to the recommendations set out within report DSFRA/24/30 to reflect the following:

- (a). That Councillor Radford be re-appointed as Authority appointed Non-Executive Director on the Board of Red One Ltd. until 30 April 2025;
- (b). That the Clerk to the Authority (& Monitoring Officer) be authorised to instigate a process to identify suitable candidates for appointment as Authority appointed Non-Executive Directors on the Board of Red One Ltd.

Councillor Sully **MOVED** (seconded by Councillor Trail BEM) the above recommendations which were, upon a vote, declared **CARRIED** , whereupon it was

**RESOLVED**

- (a). That Councillor Radford be re-appointed as Authority appointed Non-Executive Director on the Board of Red One Ltd. until 30 April 2025;
- (b). That the Clerk to the Authority (& Monitoring Officer) be authorised to instigate a process to identify suitable candidates for appointment as Authority appointed Non-Executive Director on the Board of Red One Ltd.

**DSFRA/24/24 Exclusion of the Press and Public**

**RESOLVED** that 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 involved the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 5 of Part 1 of Schedule 12A (as amended) to the Local Government Act 1972, namely:

- information relating to an individual and information likely to reveal the identity of an individual, respectively – Minutes DSFRA/24/25 & DSFRA/24/26 and DSFRA/24/27;
- the financial or business affairs of any particular person (including the authority holding that information) – Minutes DSFRA/24/27 & DSFRA/24/28; and
- information in respect of which a claim to legal or professional privilege could be maintained in legal proceedings – Minutes DSFRA/24/26 & DSFRA/24/27.

**DSFRA/24/25 Restricted Minutes of the Ordinary Meeting of the Authority held on 10 June 2024**

*(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).*

*Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon.*

**RESOLVED** that the restricted Minutes of the Ordinary Meeting held on 10 June 2024 be signed as a correct record.

## **DSFRA/24/26 Restricted Minutes of the Shareholder Committee held on 22 July 2024**

*(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).*

*Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon.*

The Vice Chair of the Committee, Councillor Coles, **MOVED** the restricted Minutes of the meeting held on 22 July 2024 which had considered, amongst other things:

- The Forward Plan of work for the Committee in 2024-25;
- A report on the financial performance of Red One Ltd. during Quarter 1 of the 2023-24 financial year (to 31 May 2024); and
- the Red One Ltd Performance and Five-Year Business Plan.

### **RESOLVED**

- (a). that the recommendation at Minutes SC/24/5 be approved; and
- (b). That, subject to (a). above, the Restricted Minutes be adopted in accordance with Standing Orders.

*(Minute DSFRA/24/20b above also refers.)*

## **DSFRA/24/27 Red One Ltd. - revised Articles of Association**

*(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).*

*Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon.*

The Authority considered a report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/31) as sole shareholder upon the revised Articles of Association (fourth edition) for Red One Ltd. (the company) as considered at the previous meeting on 10 June 2024 (Minute DSFRA/24/15 refers).

### **RESOLVED**

- (a). That the Articles of Association in the form attached (at Appendix A of report DSFRA/24/31) be adopted as the Articles of Association of the Company in substitution for and to the exclusion of the existing Articles of Association;

- (b). that the Authority (as sole shareholder) authorises the Clerk to sign the statement on its behalf (signifying consent) and return this to the Company for forwarding on to Companies House together with the revised Articles; and
- (c). That, subject to (a). and (b). above, the report be noted.

**DSFRA/24/28 Red One Ltd. - Business Opportunity**

*(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).*

*Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon.*

The Authority considered a joint report of the Clerk to the Authority (& Monitoring Officer) and Co-Chief Executives of Red One Ltd. (DSFRA/24/32) setting out details of a request for the establishment of a joint venture via either of the mechanisms set out within Appendix A of the report circulated.

The Meeting started at 10.00 am and finished at 12.20 pm

## COMMUNITY SAFETY COMMITTEE (Devon & Somerset Fire & Rescue Authority)

4 September 2024

### Present:

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

\* **CSC/24/1** **Minutes**

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

\* **CSC/24/2** **Strategic Priority 1 and 2 Performance Measures: Quarter 1 - 2024-25**

The Committee received for information a report of the Director of Service Delivery (CSC/24/10) to which was appended a revised performance monitoring report for the first quarter of the current (2024-25) 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	14 (-)	4 (-)	2 (-)
Priority 2	1 (-)	5 (-)	2 (-)

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

- KPI 1.4. Number of home fire safety visits completed;
- KPI 1.10. Number of fire safety checks completed;
- KPI 2.2. Percentage of level four operational risk sites in date for revalidation; and
- KPI 2.8. Percentage availability of risk dependant pumping appliances.

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

In terms of KPI 1.4. relating to the number of fire safety checks completed, the target of which had been 4,500 the reported had been 3,947. The target had not been met due to the resourcing levels of the administrative team, impacting the ability to assign visits, these resourcing issues had since been resolved.

KPI 1.10 relating to the number of fire safety checks, had entered exception the previous year, this had been due to an upskilling of Protection Officers who had undertaken a higher number of Fire Safety Audits in place of checks. The target for checks reported had not been met due to an administration review which had resulted in two of the geographical operational groups, Taunton and Bridgwater, not being issued, in error, with Fire Safety Checks. In response to a query from the Committee, the Service advised the monitoring of the KPI on a monthly basis had allowed for the identifications of the lower level of checks in the two groups. This had since been resolved and the Committee noted the figures were now progressing towards target.

In terms of KPI 2.2, the Service noted disappointment in having not met the target for revalidation of level four operational risk sites. A legacy issue remained outstanding from the COVID-19 pandemic as visits could not be completed during lockdown which had led to a number of locations having their revalidation dates reset to the same day, and not staggered. These therefore all became due for visit on the same date. The Service also reported a change of leadership in the function and expressed confidence in achieving the target.

KPI 2.8, relating to risk dependant pumping appliances had been in exception due to an actual figure of 61.5% being recorded against a target of 85%. The Committee queried if any instances had occurred whereby a risk dependant pump had been requested and subsequently not available. ACFO Taylor would provide a response to the Committee after the meeting.

The Committee challenged the setting of the target for KPI 2.8 if not achievable, the Service advised that at a local level improvement targets could be considered, however the Service level target would remain the same. The Service would be undertaking a Fire Cover Review which would include a revaluation of the assets responding to risk, this would inform the target, and figures presented.

\* **CSC/24/3**      **Performance Measures Target Setting**

The Committee received for information a report of the Director of Service Delivery (CSC/24/11) to which was appended a paper reviewing the agreed Key Performance Indicators for the 2024-25 financial year. A rationale was provided for each KPI that described why the target has been proposed and the thresholds for the measurements. The report looked to provide assurance to the Committee that the Service was challenging itself appropriately. The Service hoped to make the report more widely accessible to allow for continued reference.

The Committee highlighted a minor grammatical error within section KPI 1.3. The Committee commented on the usefulness of the report and thanked the Service for its presentation.



\* **CSC/24/4**     **Home Fire Safety Visits Backlog**

The Committee received for information a report of the Assistant Chief Fire Officer (CSC/24/12) on HFSV backlogs, relating to KPI 1.1.4 'Number of home fire safety visits completed'. The item was presented to the Committee by Area Manager Mike Porter on behalf of the Director of Service Delivery. The report acted as a follow-up to previous report (CSC/24/5).

As of Monday 02 September, the referral process had left special measures for this area. AM Porter advised the Committee of the present backlog figure of 787, recognising tidal numbers fluctuated between 800 and 1,200. In response to this, the Committee requested a six-monthly report to provide a detailed update on activity.

The Committee asked if the Service had seen an impact from private companies undertaking home fire safety visits, an impact had not been identified by the Service. This was understood in part to be due the focus assigned by the Service on vulnerable members of the community, whereas it was anticipated those deemed not vulnerable would be considering using the privatised Service. The Service explained that they were unaware of any private companies delivering domestic fire prevention advice but speculated that these companies may be the ones who provide fire safety services to commercial organisations.

The Committee queried the Services experiences post COVID compared to that of other Authorities nationally, the Service advised that experiences would differ nationally due to the differing levels of delivery and geographical spread and size.

\* **CSC/24/5**     **Automatic Fire Alarms Project Update**

The Committee received for information a report of the Assistant Chief Fire Officer (CSC/24/13) on the Services automatic fire alarms project. The Head of Communication and Engagement, Paul Compton, presented the item to the Committee.

The Automatic Fire Alarm project acted as one of the four main projects the Service had been exploring to improve efficiency and to reduce costs. The Committee noted that in the last five years, automatic fire alarms had alerted the Service almost 48,000 times, with on average 1.7% of those attended classes as emergencies. The Service confirmed that cost recovery could be undertaken when thresholds were met, this would be alongside the additional measures as outlined at 2.7 of the report. The Committee asked of the impact of charging, the Service confirmed a preceding report (CSC/24/6) would provide further detail of this.

\* **CSC/24/6**     **HMICFRS Areas for Improvement Action Plan Update**

The Committee received for information a report of the Chief Fire Officer (CSC/24/14) on the Service's Areas for Improvement Action Plan. Group Manager, Matthew Herdman, presented the report on behalf of the Chief Fire Officer.

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 31/10/2024	In Progress (On Track)
HMI-1.2-202204	Safeguarding training should be provided to all staff.	30/04/2024 30/06/2024	Closed
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	Closed

Area HMI-1.2-220203, referring to prevention activity was noted to the Committee as 'In Progress (on track)'. This remained the only open action under the remit of the Committee.

Area HMI-1.2-202204, referring to the completion of Safeguarding was reported to the Committee as having been closed. In addition, area HMI-1.3-220205, referring to assurance on prevention activity was reported as closed.

The Committee's attention was drawn to the change in reporting for Areas for Improvement (AFIs) from the 2021/22 inspection report. This had been to align the actions from each AFI with the relevant Fire Standards criteria, this change would support the Services wider assurance model.

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

The Meeting started at 10.03 am and finished at 10.46 am

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

30 September 2024

### Present:

Councillors Roome (Chair), Biederman, Coles (vice Sproston), Kendall, Kerley, and Sellis

### In attendance:

Messrs. Perks and Turkington (Independent, Co-opted Members)

### Apologies:

Councillors Clayton and Fellows

### \* **AGC/24/9** Minutes

**RESOLVED** that the Minutes of the meeting held on 09 May 2024 be signed as a correct record.

### \* **AGC/24/10** Fraud & Corruption Strategy - Annual Review of Cases

The Committee received for information a report of the Clerk to the Authority (& Monitoring Officer) (AGC/24/17) which set out the position on fraud cases reported during 2023-24 and included details of the Service's participation in the National Fraud initiative.

The anticipated introduction of the "Economic Crime and Corporate Transparency Act: Failure to Prevent Fraud Offence" would need to be considered by the Authority, in due course. Monitoring of these types of offences fell within the Terms of Reference of the Audit and Governance Committee.

#### Fraud Cases 2023-24:

There had been two cases of potential fraud identified during 2023-24. Each was anonymously reported to the Committee, to protect identification of individuals, along with details of rectification actions taken by the Service to prevent similar cases occurring in the future. The Committee thanked the Service for the additional information presented during the meeting.

#### National Fraud Initiative:

The report highlighted 11 cases of incorrect (duplicate) payments to the value of £51,622.32, which had since been returned/corrected, and 15 cases of duplicate creditor name/address which had nil value impact. In response to concerns expressed by the Committee, the Service committed to present greater detail, in future reports, about:

- the failure of internal controls that led to similar errors; and
- what the Service had done to rectify those failures.

The Committee was appraised of the current systems in place and given examples of procedures and rectification activities that had been updated to prevent similar errors occurring in the future. Consequently, the Committee was content that the risk moving forward was low. It was conceded that the existing finance IT system held some limitations, therefore the Service was working towards implementing a replacement system by September 2025. In addition, all Budget Managers had received training to improve rigour and control in processing monthly returns.

\* **AGC/24/11 Authority Policy for Regulation of Investigatory Powers Act (RIPA) 2000 - Review**

The Committee received for information a report of the Clerk to the Authority (& Monitoring Officer) (AGC/24/18) on the operation by the Authority of its policy as required by The Regulation of Investigatory Powers Act 2000 (RIPA).

Since the Committee's last receipt of a related report in 2023 (Minute AGC/23/15 refers) there had been no use of RIPA by the Authority. The Clerk to the Authority advised the Committee that since RIPA powers had not historically been used by the Authority, and it wasn't anticipated that there would be a need to do so in the future, representations would be made via the National Fire Chiefs Council (NFCC) for these powers to be removed from Fire and Rescue Authorities.

The Clerk Undertook to contact other FRS to ascertain their use of these powers prior to liaison with the NFCC via the Chief Fire Officer.

\* **AGC/24/12 Local Pension Board Annual Report 2023-24**

NB. Councillor Sellis declared a personal, non-pecuniary interest in this item due to her husband being in receipt of a Fire Service Pension.

The Committee received for information a report of the Assistant Director – Corporate Services (AGC/24/19) which provided information about the status of Devon & Somerset Fire and Rescue Authority (DSFRA) Local Pension Board (LPB) for Scheme Members (employees and pensioners), and the Scheme Manager (the Authority), together with a summary of issues considered in the relevant period (1 April 2023 – 31 March 2024).

The Committee was appraised of the position regarding the increased workload associated with the implementation of the pension remedies McCleod/Sergeant and O'Brien/Matthews. Two, additional, full time equivalent posts had been instigated by the Service but there was a risk that this would not provide sufficient capacity to meet the demand. Recruiting and training sufficient staff to meet that demand was a challenge across the Fire & Rescue sector with fire services struggling with sourcing the requisite pensions expertise. The West Yorkshire Pension Fund (WYPF), which administered the pension funds on behalf of the Service, was experiencing similar difficulties in recruiting staff with expertise. Fire Authorities across the country were in talks with the Local Government Association (LGA) and Home Office to address these skills shortages.

The Service had not escalated this risk at this time, the risk remained on the LPB's local Risk Register because the risk was not specific to DSFRS. The Service awaited Home Office guidance about how to resolve some of the more complicated cases.

The Authority had received £20m from Government to fund the increased cost of the pensions as a result of the implementation of the legal remedies.

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

The Meeting started at 10.00 am and finished at 10.45 am

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## RESOURCES COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

30 September 2024

### Present:

Councillors Peart (Chair), Best (Vice-Chair), Carter, Gilmour, Lugger and Coles (Vice Sully)

### Apologies:

Councillor Power

\* **RC/24/1**      **Minutes**

**RESOLVED** that the Minutes of the meeting held on 9 May 2024 be signed as a correct record.

\* **RC/24/2**      **Treasury Management Performance 2024-25: Quarter 1**

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

The Committee received for information a report of the Head of Finance (Treasurer) (RC/24/14) on the Treasury Management activities of the Authority for 2024-25 (to end June 2024) in accordance with The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice.

The report provided an economics update, setting the scene for the reporting period, highlighting the following points:

- The Bank of England's Monetary Policy Committee's decisions regarding Bank Rates had remained unchanged since May 2024;
- Current predictions would see the Interest Rate fall to 4.5% by December 2024 with further decreases anticipated thereafter;
- Potential impacts of the above on the Service included a slight decrease in returns from investments, but borrowing would become cheaper; and
- Service Officers were updated daily with regards to forecast interest rates, enabling them to make informed investment decisions.

Regarding Investments and Borrowing, the report highlighted:

- The Authority's agreed investment priorities;
- The Authority had outperformed the 3-month Sterling Overnight Index Average (SONIA) benchmark by 0.05bp. It was anticipated that the actual investment return for the whole 2024-25 would match the Authority's budgeted investment target of £1.2m;

- This prediction came with the caveat that there was presently much volatility in the interest rates. Consequently, the above forecast was likely to alter which may then make it challenging for the Authority to achieve its investment target;
- The Authority had maintained, and worked within, its borrowing ability;
- There had been no breaches of the Prudential Indicators in the period to June 2024;
- The Authority had not undertaken external borrowing since June 2012, instead choosing to use cash resources to meet Capital expenditure;
- External debt was reducing year on year. At 30<sup>th</sup> June 2024, external debt totalled £23.771m and was forecast to fall to £23.313 by the end of the current financial year;
- Link Group advised that the Authority should focus on short term borrowing, were borrowing required at all; and
- The Authority had not borrowed in advance of need during this reporting period.

The report concluded that:

- A prudent approach was being taken by the Service in relation to investment decisions;
- Priority was being given to liquidity and security over yield; and
- Investment returns were anticipated to meet target by the end of the financial year.

The Committee was apprised that the current cash balance was relatively low as the Service had been using its reserves rather than borrowing externally. Link Group advised that, as investments matured, the Service should consider reinvestment even though there was an anticipated performance drop off towards the end of the next quarter.

The Committee welcomed the positive report on the investment returns and detail about future financial predictions.

\* **RC/24/3**      **Financial Performance Report 2024-25: Quarter 1**

The Committee considered a report of the Head of Finance (Treasurer) (RC/24/15) setting out the first quarter performance against agreed financial targets for the current financial year. The report provided a forecast of spending against the 2024-25 revenue budget with explanations of the major variations.

The report highlighted that there had been a Revenue Budget underspend of £0.629m but the Service anticipated most budgets to be spent as predicted by the end of the financial year.



The most significant variances from budget predictions were as follows:

- Professional and Technical pay: Recruitment challenges had created an underspend. Some of the challenges had now been overcome but there would be a continued significant underspend against this budget line at the end of the year;
- Premises repair and maintenance: Since budget formulation additional, yet necessary, costs had been identified against the Contingency Response Team (CRT) and Hot Villa Building; and
- Hydrants – installation and maintenance: Even though this budget line had been increased at budget setting, it was thought that there would still be an overspend for 24/25. Water Companies were working through their backlogs of inspection work, resulting in increased invoicing to the Service.

Reserves were currently healthy (£21.5m at the start of 2024/25) with just over £13.7m being set aside for the Capital Programme. The Service did not anticipate needing to borrow externally for at least 2 – 3 years. Capital Expenditure showed a neutral forecast position due to the in-built Optimism Budget of £1m. There was £0.057m of outstanding debt at the end June 2024. The Committee was assured that the Service regularly reviewed outstanding debt, sending debt recovery letters where needed, and that it fully anticipated much of the outstanding debt to be recovered in full.

The Treasurer provided an overview at the meeting of the current financial position, namely:

- At 30<sup>th</sup> June 2024, the Service's investments had totalled £25.6m;
- Currently, that position was much improved at £54m due to receipt of a £20m grant from the Government to cover the cost of the on-call pensions remedy issue. Until such time that that grant was needed (gradually over the next 2 years) the Service had invested the funds; and
- The Treasurer was anticipating a £2m underspend for 2024/25 and would submit recommendations on utilisation of these funds to the Committee at its meeting in November 2024.

\* RC/24/4

### **Environmental Strategy Update**

The Committee considered a report of the Assistant Chief Fire Officer – Service Delivery Support (RC/24/16) on key aspects of the Environmental Board Action Plan and the annual reporting of Service Carbon Footprint compared to previous years.

The report highlighted that:

- Electric Vehicle charging infrastructure works were complete at four pilot sites, with work currently underway for phases 2 and 3 alongside the introduction of electric pool vehicles;
- A Heating Decarbonisation Plan had been developed following receipt of funds from the Low Carbon Skills Fund (LCSF);

- Applications were ongoing to the Public Sector Decarbonisation Scheme (PSDS) with the Service having been successful in its application; and
- The Service was starting to see positive impacts in reducing its Carbon Footprint as observed in the Greenhouse Gas Emissions Reporting (2023/24).

Identified next steps included:

- Installing Telematics on operational vehicles;
- Considering renewable fuel options; and
- Submitting applications as grant funding became available.

The Committee enquired if the Service had considered standardising the heating the systems it installed to simplify future maintenance requirements. It was acknowledged that solutions for sites were tailored, pertinent to the nuances of each, so there may not be a one size fits all solution. The Service took advice from external consultants/agencies so that it could reach net zero in a financially viable way.

Identifying from the report that Service Head Quarters (SHQ) had low energy efficiency, the Committee also enquired about plans for the site. Recognising that SHQ was a high impact site, the Service was developing appropriate applications in readiness for the next funding round.

In relation to the Service's Carbon Footprint, the Committee noted:

- Scope 1 & 2 emissions had decreased overall with this trend expected to continue; and
- Scope 3 emissions had significantly increased due to the Service broadening its scope 3 categories to include everything purchased (i.e. good/services). Work was in progress for this scope with the publication of a sustainable buying guide and this was considered a positive increase to carbon footprint reporting.

The Committee was pleased to hear that the Service was working collaboratively with the National Fire Chiefs Council Environmental Sustainability and Emergency Services Environmental Sustainability Groups to cross check DSFRS' Carbon Footprint and share best practice.

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

The Meeting started at 2.00 pm and finished at 3.05 pm

## APPOINTMENTS & DISCIPLINARY COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

15 October 2024

### Present:

Councillors Coles (Chair), Cook-Woodman and Hendy

### Apologies:

Councillor Randall-Johnson

\* **ADC/24/1** **Minutes**

**RESOLVED** that the Minutes of the meeting held on 13 May 2024 be signed as a correct record.

\* **ADC/24/2** **Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public 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);
- Paragraph 2 (information likely to reveal the identity of an individual); and
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information).

\* **ADC/24/3** **Restricted Minutes of the Appointments & Disciplinary Committee held on 13 May 2024**

**RESOLVED** that the Restricted Minutes of the meeting held on 13 May 2024 be signed as a correct record.

\* **ADC/24/4** **Appointment of Deputy Chief Fire Officer**

a **Shortlisting**

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

The Committee considered applications received for the post of Deputy Chief Fire Officer as circulated with the agenda and papers and shortlisted accordingly.

**RESOLVED** that four candidates be shortlisted for the further stages of this process.

b **Process**

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

The Committee considered a report of the Clerk to the Authority (& Monitoring Officer) (ADC/24/2) detailing the proposed process for appointment of a Deputy Chief Fire Officer and then shortlisted candidates for the next stage of the process.

**RESOLVED**

- (a). that the interviews be conducted on Wednesday 6 November 2024 and the Clerk to the Authority be authorised to identify an appropriate venue and notifies the Committee accordingly;
- (b). that the process set out in report ADC/24/2 be approved; and
- (c). subject to (a). and (b). above, the report be noted.

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

The Meeting started at 10.00 am and finished at 10.38 am

## SHAREHOLDER COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

17 October 2024

### Present:

Councillors Cook-Woodman (Chair), Biederman, Coles (Vice-Chair), Peart and Sully

### In attendance via Teams:

Councillors Hendy and Randall-Johnson

### In attendance:

Dr George – Independent Chair of the Board of Red One Ltd.

Alison Hasbrig-Hartley, Alex Hanson and Steve West – Executive Directors, Red One Ltd.

Nicky Bottomley – Service appointed Non-Executive Director, Red One Ltd.

\* **SC/24/7** **Minutes**

**RESOLVED** that the Minutes of the meeting held on 22 July 2024 be signed as a correct record.

\* **SC/24/8** **Exclusion of the Press and Public**

**RESOLVED** that the press and public (with the exception of the Independent Chair, Executive Directors and Non-Executive Directors on the Board of Red One Ltd.) be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A (as amended) to the Local Government Act 1972, namely:

- Paragraph 1 (information relating to an individual);
- Paragraph 2 (information likely to reveal the identity of an individual);  
and
- Paragraph 3 (the financial or business affairs of any particular person, including the authority holding that information).

\* **SC/24/9** **Restricted Minutes of the Shareholder Committee held on 22 July 2024**

**RESOLVED** that the Restricted Minutes of the meeting held on 22 July 2024 be signed as a correct record.

\* **SC/24/10** **Red One Ltd. Financial Performance 2024-25 (to 31 August 2024)**

(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 the Independent Chair, Executive Directors and Service appointed Non-Executive Directors on the Board of Red One Ltd.) were excluded from the meeting).

NB. The Director of Service Delivery Support declared a personal, non-pecuniary interest in this item by virtue of being a Service appointed Non-Executive Director on the Board of Red One Ltd.)

The Committee considered a report of the Co-Chief Executives and Finance Director of Red One Ltd. (SC/24/7) setting out the financial performance of the company during quarter 2 (to 31 August 2024) of the 2024-25 financial year.

**RESOLVED** that the financial performance of Red One Ltd. to 31 August of the 2024-25 financial year, as set out in the Appendix to report SC/24/7, be noted.

\* **SC/24/11** **Red One Ltd. Future Options**

(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 the Independent Chair, Executive Directors and Service appointed Non-Executive Directors on the Board of Red One Ltd.) were excluded from the meeting).

NB. The Director of Service Delivery Support declared a personal, non-pecuniary interest in this item by virtue of being a Service appointed Non-Executive Director on the Board of Red One Ltd.

The Committee received for information a report of the Treasurer (SC/24/8) setting out future options for the company.

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

## PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

18 October 2024

### Present:

Councillors Clayton (Chair), Atkinson, Coles, Peart and Kerley (vice Kendall)

### In attendance (Via Teams):

Councillor Carter

### Apologies:

Councillors Trail BEM

\* **PC/24/3**

### **Minutes**

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

\* **PC/24/4**

### **Performance Monitoring Report 2024-25: Quarter 2**

The Committee received for information a report of the Assistant Director of Corporate Services (PC/24/9) detailing performance as at Quarter 2 of 2024-25 against those Key Performance Indicators (KPI) 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:

- Health and Safety; Reporting of Injuries; Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR); Accidents; Near Miss reports; Personal Injuries; Vehicle Incidents.
- Operational Core Competence Skills (breathing apparatus; incident command; water rescue; safety when working at heights or in confined spaces (SHACS); maritime; driving casualty care; fitness).

- Sickness and Absence; Health and Wellbeing.
- Fitness testing.
- Diversity and Inclusion.
- Strategic workforce planning including details of staff turnover.
- Employee engagement (also reported elsewhere on the agenda for this meeting at item PC/24/5).
- An overview of the People Services Systems project.
- Launch of the New People Strategy.

During consideration of the report, and specifically health and safety related issues, it was noted that near miss reporting had decreased since the previous quarter in 2024-25 when compared to the same quarter in 2023-24. The Service aimed to continue improving near miss reporting and, following a review of this area, to establish a Key Performance Indicator (KPI). It was suggested that a way forward could be to monitor the percentage increase in near miss reporting per quarter. Representative Bodies, and other Fire & Rescue Services had been consulted in identifying this as a suitable measure. The Committee agreed that it was appropriate to have a measurable KPI in place, whereupon:

Councillor Coles **MOVED** (seconded by Councillor Peart):

“The Key Performance Indicator (KPI) to monitor the percentage increase in near miss reporting be set at 10% per quarter”.

Upon a vote, the motion was **CARRIED** unanimously.

The Committee was advised that the Service was anticipating an increase in Personal Injury reporting as this now captured an increased range of types of injury.

The Committee further noted the following key points:

- Working at Height and in Confined Spaces (SHACS) was showing as “Red” due to changes in the reporting systems. Until the Service transitioned across to the new consistent reporting approach, the measure was likely to remain “Red”, but an assurance was given that the Service was compliant with the older reporting standards and that the transition to the new standards was anticipated to be complete within the next 12 months. Maritime Level 2 competency was at “Amber” due to the associated issues with the Hot Villa at the Academy impacting the Service’s ability to deliver the training. It was anticipated that these issues would be resolved within the next quarter.
- There was a correction to the data in table under Fitness Testing on page 9 of the report circulated which should read “as of 20<sup>th</sup> September 2024, the number of staff passes totalled 1486”.



- A significant number of personal injuries reported were not occurring whilst staff were on duty but were related to incidents outside of the workplace. The Service was working to help staff look after themselves both in, and outside of, the workplace.
- The Service had identified that spikes in Mental Health cases (impacting staff absence) correlated with change programmes within the Service. The Service was revisiting how it communicates its change programmes, now and into the future, to support colleagues through the necessary changes to develop the Service.
- The Service's Occupational Health (OH) contract was due to end in 2026 and thoughts were turning towards defining what the Service expected from a future OH provider prior to a procurement process.
- An inclusive and accessible Firefighter recruitment programme was underway to meet needs identified through the Strategic Workforce Planning process. The Committee was apprised that diarised courses for On-call Firefighters to transfer to Whole Time Firefighters were at capacity. It was anticipated that the next external recruitment drive would also fulfil an at capacity intake.
- Wholetime staff attrition rates could be linked to historic recruitment drives with colleagues now reaching pensionable age and timing their departures with the instigation of the age discrimination pension remedies. Figures had been negatively impacted by the Service "holding" some vacancies whilst the Annualised Hours project was underway. In general, the Service was experiencing equal starters and leavers amongst its Wholetime Colleague cohort with most staff completing many years of service.

## **RESOLVED**

- (a). That the Key Performance Indicator (KPI) to monitor the percentage increase in near miss reporting be set at 10% per quarter; and
- (b). Subject to (a) above, the report be noted.

\* **PC/24/5**

### **People Survey Actions**

The Committee received for information a report of the Assistant Chief Fire Officer, (Service Delivery), (PC/24/10) which provided an overview of the action being taken by the Service in response to this year's People Survey.

The Committee was apprised that the percentage of all respondents who would recommend the Service had increased since 2023, however, the figure remained lower than that of other fire and rescue services analysed by People Insight. Unpicking that data further, it had been identified that there had been a reduction in the percentage of wholetime and on-call firefighters who would recommend the Service. This was partly attributed to the effects of the ongoing change programme being felt within the service (Minute PC/24/4 also refers). Five areas of focus had been identified from the 2023 survey, the following key points from which were:

- Inclusion of thought: there had been no significant change in the responses;
- Bullying and harassment: fewer colleagues were witnessing or experiencing bullying and harassment in their workplace;
- Trust in leadership: there had been a year-on-year decrease in respondents reporting that they trusted the Leadership Team to make decisions that supported them;
- Support staff: there was an increase in staff who would recommend the Service; and
- Working well together: there had been minimal change against this focus area.

The Committee expressed concern at the drop in trust in leadership from 43% in the previous survey to 33% in 2024. The Service concurred that this was disappointing and recognised that its programme of change had likely impacted this result, along with changes to the Executive Board and Leadership Team. Now that the Service is expected to enter a period of stability at Executive Board level, it was anticipated the results would be improved over future years. It would be key to be clear and direct in communicating the rationale behind future planned changes. The Service had identified an action plan to address these results as identified within paragraph 10.6 of the report.

\* **PC/24/6**

**His Majesty's Inspectorate of Constabulary & Fire & Rescue Services: Action Plan Update**

The Committee received for information a report of the Chief Fire Officer (PC/24/11) outlining progress to date against the Action Plans developed to address both His Majesty's Inspectorate of Constabulary & Fire & Rescue Service's (HMICFRS) Areas for Improvement (from the 2021/22 inspection report) and the subsequent national recommendations.

The Committee was advised that the HMICFRS' cause for concern and resulting action plan had been completed and this work had transitioned into the Service as business as usual.

Two of the eight identified areas for improvement (from the HMICFRS Inspection), delegated to this Committee, had been closed. Of the remaining six, three were currently marked as "In progress – Off track" as the Recruitment Policy had been dependent on the People Strategy, current recruitment controls, and the Safeguarding strategy (due to Disclosure & Barring Service (DBS) and Safer Recruitment). It was anticipated that the People Strategy would be out for consultation by 31/10/24 with a further update anticipated, from the People Services Team, to the next People Committee Meeting.

Of the Values and Culture HMICFRS recommendations, four remained open "On track"

The Standards of Behaviour recommendations were at varying stages of progress/completion since these had only recently been received and the Service was currently considering actions to address them.

The Committee noted that where action deadlines had been extended this had been to ensure they were realistic and achievable for the Service. The Service was now confident in achieving these actions as detailed in the report

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

The Meeting started at 10.00 am and finished at 11.52 am

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# Agenda Item 8

<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/33</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2024</b>
<b>SUBJECT OF REPORT</b>	<b>MEDIUM-TERM FINANCIAL PLAN UPDATE: QUARTER 2 2024-25</b>
<b>LEAD OFFICER</b>	<b>Head of Finance (Treasurer)</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>The requirement to produce and publish a Medium-Term Financial Plan (MTFP) is included in the current iteration of the Fire &amp; Rescue National Framework for England.</p> <p>This review is designed to update Members on the current position of the MTFP and to monitor the progress of the four main initiatives presented to the Devon &amp; Somerset Fire &amp; Rescue Authority on 11 December 2023. As a reminder, they were:-</p> <ul style="list-style-type: none"> <li>• A change to wholetime duty systems.</li> <li>• Changes to the operating model for specialist rescue capability.</li> <li>• Amendments to the Pay for Availability remuneration agreement.</li> <li>• Amendments to the policy fan practice for dealing with unwanted fire signal.</li> </ul> <p>Progress against the Medium-Term Financial Plan is presented quarterly to the Fire Authority.</p>
<b>RESOURCE IMPLICATIONS</b>	None.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The contents of this report are considered compatible with existing Equalities and Human Rights legislation.
<b>APPENDICES</b>	N/A
<b>BACKGROUND PAPERS</b>	<a href="#">Strategic Business Change Plan</a> – Tranche One – presented to the Fire Authority on 11 December 2023. <a href="#">Medium-Term Financial Plan</a> Fire Authority meeting 16 February 2024.

## **1. INTRODUCTION**

- 1.1. The Medium-Term Financial Plan (MTFP) was presented to the Devon & Somerset Fire & Rescue Authority (hereinafter referred to as “the Authority”) as part of the budget setting papers on 16<sup>th</sup> February 2024.
- 1.2. The Medium-Term Financial Plan outlines funding, income and expenditure forecasts for the next five years. The Medium-Term Financial Plan is updated annually as part of the budget setting process and will be refreshed more frequently if information which makes a material difference becomes available. Understanding the Authority’s finances is key when making decisions about the future. This document should be read alongside the Authority’s Community Risk Management Plan and Reserves Strategy together with the change Programme.
- 1.3 The MTFP is monitored, and reported on, quarterly to the Authority for noting.

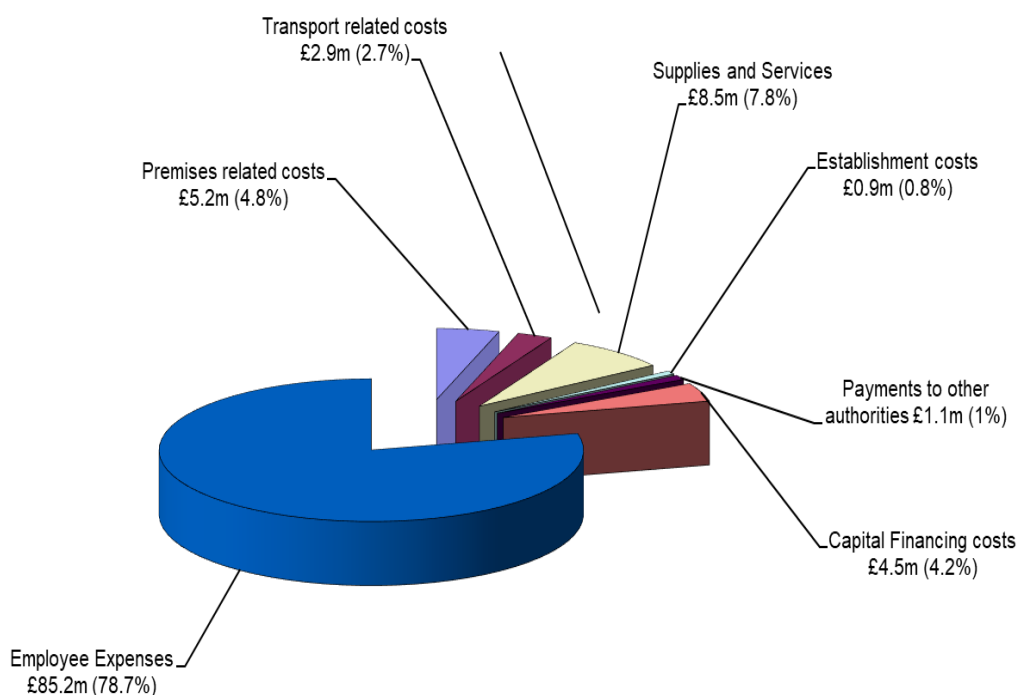
## **2. FUNDING AND INCOME**

- 2.1. The Authority has three main sources of revenue funding, namely:
  - Council Tax Precept;
  - National Non-Domestic Rates Scheme; and
  - Revenue Support Grant.
- 2.2. Additionally, income from one-off grants, recharges and services is offset against expenditure in order to reach the “net revenue budget” in each year.

## **3. EXPENDITURE**

- 3.1. Assumptions are made about forecast expenditure. The Authority can control some of its costs by managing its budget effectively; other elements are dependent on national drivers such as inflation, superannuation (pension) costs and pay awards. Expenditure is shown in the chart overleaf which highlights that 78.7% of Service costs are related to employees, meaning that increases in this area can have a significant impact on the budget.

## Devon & Somerset Fire & Rescue Authority - Analysis of Spending 2024/25



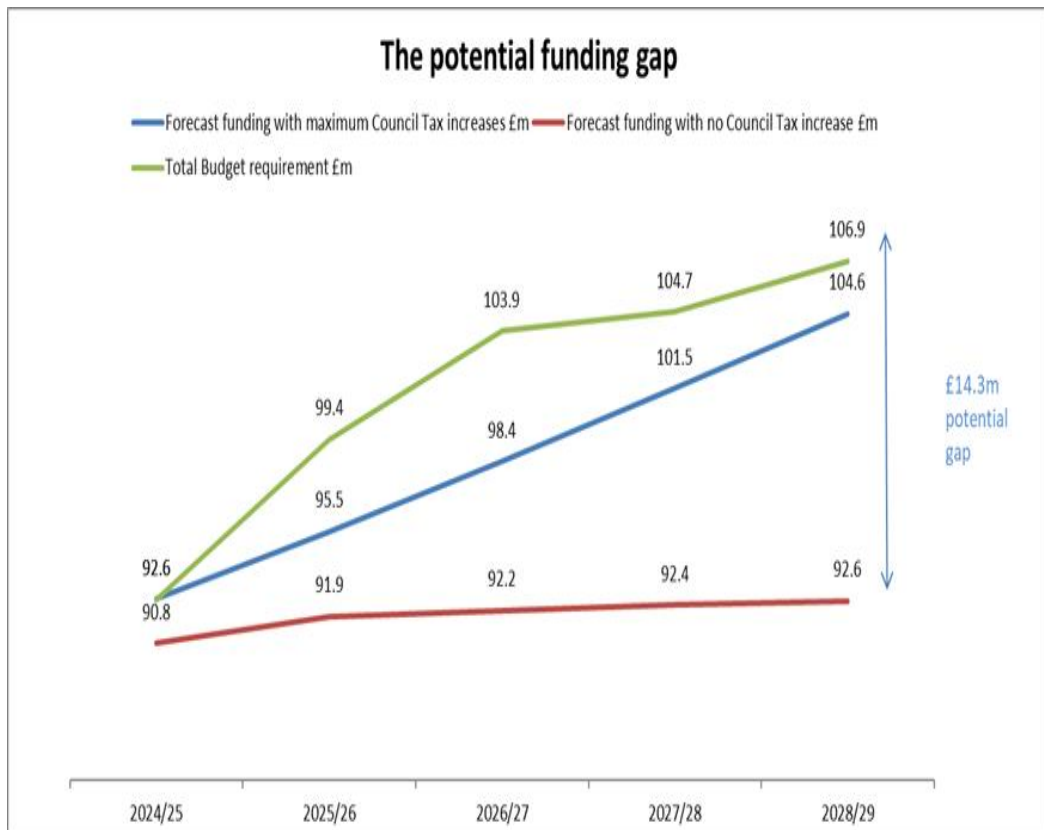
### Cost Pressures

3.2. The medium-term financial forecast identifies the following cost pressures within the next five years which are added to the current budget to reach the future budget requirement:

- Pay increases;
- Inflation;
- Pension; increases
- Reduction to one-off grant income; and
- Capital investment.

### Savings targets and the Target Operating Model

3.3. The chart overleaf shows the gap between potential funding available versus the budget requirement, including cost pressures. This is known as the funding gap. Over five years, the funding gap could reach £14.3m if Council Tax is frozen, falling by £12.0m if increased in line with assumed referendum limits (i.e.1.99%) set by HM Treasury.



#### **4. FOUR MAIN PROJECTS INITIATED TO FIND THE SAVINGS.**

4.1. The Service reported to the Authority on 11 December 2023 (Minute DSFRA/23/29 refers) with the four main initiatives that are being implemented to reduce the gap within the MTFP. These are:

4.2. **Annualised Hours:** Following extensive research and engagement from the respective working groups, the business case was approved at Service Delivery Board on 15 July 2024 and was agreed by the Executive Board. To ensure that the Service is not over established, vacancies are being held, at a manageable level, so as not to impact on the ability to respond to emergencies. Working alongside Stations, working groups will be formed to identify the detail within the annualised hours project to ensure it is Grey-Book compliant. Wellbeing of wholtime staff is being prioritised during this period of change.

4.3. **Technical Rescue Team** (formally referred to as Specialist Rescue Team): As above, this business case was approved by Service Delivery Board and agreed by the Executive Board. Formal consultation with those affected will begin early January 2025 and will last approximately 2 months.



- 4.4. **Pay for Availability (P4A):**– The Industrial Relations 1 (IR1) was completed some time ago and submitted to the Representative Bodies. Responses have been received from the Fire Brigades Union (FBU) and Fire and Rescue Services Association (FRSA). analysis has been completed comparing the revised P4A offer with the new National Joint Council (NJC) on-call pay deal, that analysis was submitted to the Representative Bodies a few weeks ago.
- 4.5. **Unwanted fire Signals:** This is currently undergoing options development guided by data analysis and engagement with various stakeholders. The full business case will be presented to the Portfolio Board in November 2024.

## 5. **CURRENT MEDIUM-TERM FINANCIAL PLAN (MTFP)**

- 5.1. The current MTFP is suggesting a potential £1.9m gap for 2025-26, ramping up further for 2026-27;

2. FINANCIAL PLANNING MODELLING					
	2024/25	2025/26	2026/27	2027/28	2028/29
CORE REVENUE BUDGET	£92,621,600	£98,105,943	£103,106,683	£105,918,329	£106,177,329
REVENUE SUPPORT GRANT	£11,679,714	£11,901,628	£12,127,759	£12,358,187	£12,592,992
TARRIF TOP-UP	£11,324,047	£11,550,528	£11,781,538	£12,017,169	£12,257,513
NNDR	5,375,324	£5,482,830	£5,592,487	£5,704,336	£5,818,423
COUNCIL TAX BASE	636,966	647,157	657,512	668,032	678,721
ANTICIPATED INCREASE IN CT INCOME RESULTING FROM SECOND HOMES		£1,507,265	£1,507,265	£1,507,265	£1,507,265
COUNCIL TAX COLLECTION FUND SURPLUS	£855,991	£864,551	£873,196	£881,928	£890,748
COUNCIL TAX - BAND 'D' %	£99.68	£102.66	£104.70	£106.78	£108.90
COUNCIL TAX - BAND 'D' 0%	£96.79	£96.79	£96.79	£96.79	£96.79
3. SAVINGS REQUIRED TO MEET COUNCIL TAX FIGURE					
REDUCTION REQUIRED TO BASE BUDGET (CUMULATIVE)	-	(1,870,285)	(3,892,470)	(3,627,414)	(705,869)

- 5.2. There are many assumptions built-in to the MTFP (inflation, the rate of increase of Government Grants, the increase to the tax base and the maximum permitted increase to the Council Tax). The draft notification of these will not be released until late December 2024.
- 5.3. For 2025-26, the Service is expecting a one-year settlement. For 2026-27 onwards, the Service is hopeful for a multi-year settlement of at least 2 years which will really help with planning for the medium-term.
- 5.4. The Authority has an excellent history of achieving savings targets, with over £23.1m saved over the years since 2011-12 to 2023-24.

- 5.5. Given the challenge posed by the funding gap and the need to reform the Service, plans have been approved to future-proof the organisation and deliver budget savings. The Community Risk Management Plan (referred to elsewhere on the agenda for this meeting) will define the Service High-Level Strategy alongside the published Target Operating Model (TOM) and the Fire Cover review which will align the Service workforce in the most efficient and effective way.

**ANDREW FURBEAR**  
**Head of Finance (Treasurer)**

# Agenda Item 9

<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/34</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2024</b>
<b>SUBJECT OF REPORT</b>	<b>FIRE AUTHORITY PERFORMANCE REPORT: 2024/25 QUARTER 1</b>
<b>LEAD OFFICER</b>	<b>ACFO TAYLOR, DIRECTOR OF SERVICE DELIVERY</b>
<b>RECOMMENDATIONS</b>	<p><i>(a). That the Committee requests reports on areas of performance in relation to agreed strategic objectives; and</i></p> <p><i>(b). That, subject to (a) above, the report be noted</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>To make sure that the Service is delivering the best possible outcomes to the communities of Devon and Somerset and its visitors, it needs to regularly monitor our performance.</p> <p>This report covers the period up to the end of quarter one of the 2024/25 financial year and focuses on a selection of key performance indicators (KPIs), aligned to our four service priorities.</p>
<b>RESOURCE IMPLICATIONS</b>	Existing budget and staffing are sufficient to deliver required improvements.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/A
<b>APPENDICES</b>	A. Fire Authority Performance Report: 2024/25 Quarter One
<b>BACKGROUND PAPERS</b>	<p>Community Safety Committee: Strategic Priority 1 and 2 Performance Measures: Quarter 1 2024/25</p> <p>People Committee: Performance Monitoring Report 2024/25: Quarter 1</p> <p>Resources Committee: Financial Performance Report 2024/25: Quarter 1</p> <p>Fire Authority Performance Report: 2023/24 Quarter Four</p>

1. **INTRODUCTION**

1.1.. To make sure that the Service is delivering the best possible service to the communities of Devon and Somerset, and its visitors, it needs to regularly monitor its performance.

1.2.. This report covers the period up to the end of Quarter One of the 2024/25 financial year and focuses on a selection of key performance indicators (KPIs), aligned to the Service's four priorities.

2. **PERFORMANCE SUMMARY**

2.1. Table 1: KPI performance status overview 2024/25 Quarter 1

	Succeeding (✓)	Near target (•)	Requires improvement (✗)
Priority 1	14	4	2
Priority 2	1	5	2
Priority 3	15	5	0
Priority 4	5	0	0

3. **KEY POINTS FROM SUB-COMMITTEE REVIEWS**

3.1. Priority one and two performance is scrutinised at the Community Safety Committee. The four exceptions were discussed in detail:

**Exception 1: KPI 1.4. Number of home fire safety visits completed**

3.2. Officers identified that the target had not been met due to resourcing levels within the Administrative Team impacting the ability to assign visits. The resourcing issues had been resolved and performance is expected to move out of exception during Quarter 2.

**Exception 2: KPI 1.10. Number of fire safety checks completed**

3.3. The target for checks reported had not been met due to an administration review which resulted in two of the geographical operational groups, Taunton and Bridgwater, not being issued Fire Safety Checks. In response to a query from the Committee, the Service advised the monitoring of the KPI on a monthly basis had allowed for the identifications of the lower level of checks in the two groups. This had since been resolved and the Committee noted the figures were now progressing towards target.

**Exception 3: KPI 2.2. Percentage of level four operational risk sites in date for revalidation**

- 3.4. The Service noted disappointment in having not met the target for revalidation of level four operational risk sites. A legacy issue remained outstanding from the COVID-19 pandemic as visits could not be completed during lockdown which had led to a number of locations having their revalidation dates reset to the same day, and not staggered. These therefore all became due for visit on the same date. The Service also reported a change of leadership in the function and expressed confidence in achieving the target.

**Exception 4: KPI 2.8. Percentage availability of risk dependant pumping appliances**

- 3.5. The indicator was in exception due to an actual figure of 61.5% being recorded against a target of 85%. The Committee queried if any instances had occurred whereby a risk dependant pump had been requested and was subsequently not available. ACFO Taylor would provide a response to the Committee after the meeting.
- 3.6. The Committee challenged the setting of the target for KPI 2.8. If not achievable, the Service advised that at a local level improvement targets could be considered, however the Service level target would remain the same. The Service would be undertaking a Fire Cover Review which would include an evaluation of the assets responding to risk, this would inform the target, and figures presented.
- 3.7. Priority three performance is scrutinised at the People Committee. Currently, There are no exceptions arising from Priority Three.
- 3.8. Priority four performance is scrutinised at the Resources Committee. There are no exceptions arising from Priority Four.

**ACFO GERALD TAYLOR**  
**Director of Service Delivery**

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**DEVON &  
SOMERSET**  
FIRE & RESCUE SERVICE

**APPENDIX A TO REPORT DSFRA/24/34**

# Fire Authority Performance Report – Q1 2024/25

## **April 2024 to June 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

October 2024





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# Introduction

To make sure that the Service is delivering the best possible service to the communities of Devon and Somerset and its visitors, it regularly monitor its performance.

Our Key Performance Indicators are aligned to the **corporate objectives** and support the Service to deliver its **strategic priorities**. This report focuses on priority one and two:



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



**Priority two: 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.**

The assessment method varies based on the type and nature of the data that a KPI uses.

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 2024/25 Q1

	Succeeding (✓)	Near target (○)	Requires improvement (✘)	Monitoring only
Priority 1	14	4	2	0
Priority 2	1	5	2	0
Priority 3	15	5	0	5
Priority 4	5	0	0	0

KPIs requiring improvement	Exception report
KPI 1.4. Number of home fire safety visits completed	Page 8
KPI 1.10. Number of fire safety checks completed	Page 11
KPI 2.2. Percentage of level four operational risk sites in date for revalidation	Page 14
KPI 2.8. Percentage availability of risk dependant pumping appliances	Page 17

## 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
------	-----------------	------------------	---------------------------

Table 2: KPIs requiring improvement - priority one, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
1.4. Number of home fire safety visits completed	YTD ✘	3,940	4,500	-12.4%	↑

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

KPI	Period	Actual	Target	% Diff.	Aim
1.8. Number of persons requiring hospital treatment due to a non-domestic premises fire	Rolling-12 •	10	8	19.0%	↓
1.18 Number of false alarms due to apparatus in dwellings	Rolling-12 •	3,325	3,254	2.2%	↓

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

KPI	Period	Actual	Target	% Diff.	Aim
1.1. Number of fire-related deaths in dwellings	Q1 '24 ✓	0	0	0.0%	↓
	Rolling-12 ✓	2	7	-67.7%	
	On target				
1.2. Number of persons requiring hospital treatment due to a dwelling fire	Rolling-12 ✓	53	74	-27.6%	↓
1.3. Number of primary dwelling fires	Rolling-12 ✓	804	867	-7.3%	↓
1.5. Number of targeted home fire safety visits completed to households with more than one high risk factor	YTD ✓	65.4%	60.0%	5.4 pp	↑
1.13. Number of fire-related deaths in vehicles or outdoor locations	Q1 '24 ✓	0	0	0.0%	↓
	Rolling-12 ✓	1	1	0.0%	
	On target				
1.14. Number of persons requiring hospital treatment due to a vehicle or outdoor location fire	Rolling-12 ✓	13	14	-4.4%	↓
1.15. Number of primary vehicle or outdoor location fires	Rolling-12 ✓	689	739	-6.8%	↓
1.16. Number of secondary fires	Rolling-12 ✓	1,298	1,809	-28.2%	↓
1.17. Number of deliberate fires	Rolling-12 ✓	1,015	1,259	-19.4%	↓
1.20. Number of road traffic collisions attend by the fire service	Rolling-12 ✓	766	780	-1.8%	↓
1.21. Number of persons killed or seriously injured at road traffic collisions attended by the fire service	Rolling-12 ✓	426	452	-5.8%	↓

## Exception report: KPI 1.4. number of home fire safety visits completed

This KPI reports on the number of Home Fire Safety Visits (HFSVs) completed. HFSVs are provided to households within our communities that are identified as being more likely to have a fire in the home or to sustain serious injury or death in the event of a fire. HFSVs are delivered by specialist Home Fire Safety Technicians and wholetime operational crews.

### Analysis

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

*Table 5: KPI 1.4. number of home fire safety visits completed, 2024/25 Q1 performance.*

KPI	Period	Actual	Target	% Diff.	Aim
1.4. Number of home fire safety visits completed	YTD ✘	3,940	4,500	-12.4%	↑

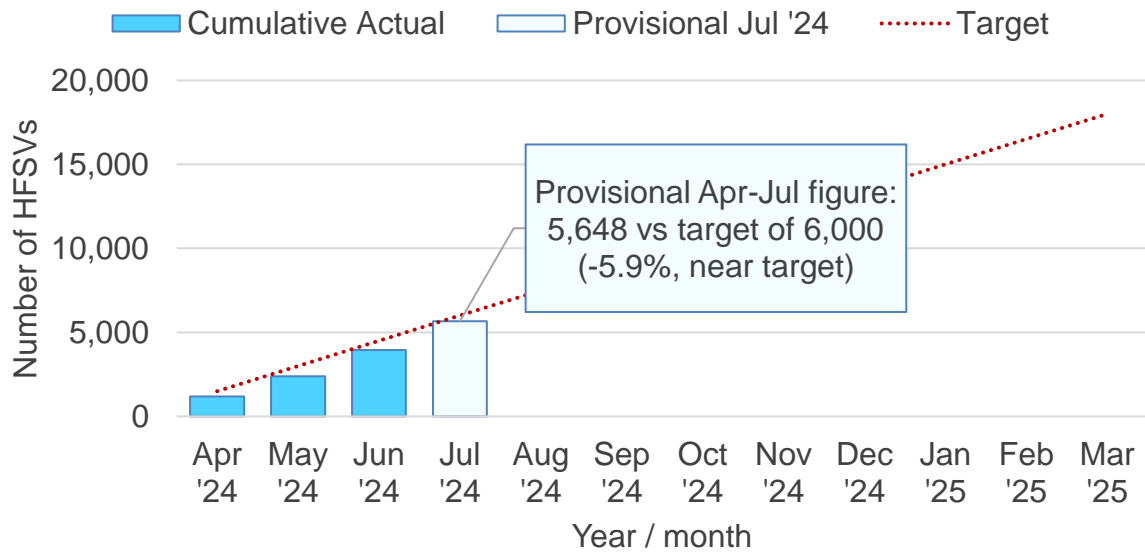
A number of leavers has led to a requirement to train new personnel, this has impacted capacity while the new Technicians become competent to work independently.

An additional reduction in the number of Home Safety administrators and ongoing recruitment challenges has led to a reduced capacity which has impacted on the ability to book in technician visits. Initial indications from early August show that the increase in staff has promoted an uplift in booked visits.

Progress has been made in reducing the HFSV backlog, currently there are fewer than 1,000 un-booked visits (down from around 7,000). Challenges remain with some of the oldest referrals being processed where contact details can be harder to obtain, and ultimately take longer to resolve.

A Person Centred HFSV as recommended by the National Fire Chiefs Council (NFCC) can, on some occasions, mean that visits take longer as they are more resource intensive and focus on giving better outcomes for higher risk individuals.

Table 6: KPI 14. cumulative number of HFSVs completed, 2024/25 Q1 performance with provisional position as at July 2024.



While the KPI is in exception for Quarter 1, provisional figures for July indicate that there has been a significant increase in delivery. If this continues, the deficit could be resolved by the end of Q2 2024/25.

**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 7: KPIs requiring improvement – priority one, objective two.*

KPI	Period	Actual	Target	% Diff.	Aim
1.10. Number of fire safety checks completed	YTD ✘	556	625	-11.0%	↑

*Table 8: KPIs near target – priority one, objective two.*

KPI	Period	Actual	Target	% Diff.	Aim
1.8. Number of persons requiring hospital treatment due to a non-domestic premises fire	Rolling-12 •	10	9	19.0%	↓
1.12. Percentage of building regulation and licensing jobs completed on time	YTD •	92.8%	100.0%	-7.2 pp	↑
1.19 Number of false alarms due to apparatus in non-domestic premises	Rolling-12 •	92.8%	100.0%	-7.2 pp	↑

*Table 9: KPIs succeeding – priority one, objective two.*

KPI	Period	Actual	Target	% Diff.	Aim
1.7. Number of fire-related deaths in non-domestic premises	Q1 '24 ✓	0	0	0.0%	↓
	Rolling-12 ✓	0	1	-100.0%	
	On target				
1.9. Number of primary non-domestic premises fires	Rolling-12 ✓	428	436	-1.8%	↓
1.11. Number of fire safety audits completed	YTD ✓	194	175	10.9%	↑



## Exception report: KPI 1.10. number of fire safety checks completed

This KPI reports 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 10: KPI 1.10. number of fire safety checks completed, 2024/25 Q1 performance.*

KPI	Period	Actual	Target	% Diff.	Aim
1.10. Number of fire safety checks completed	YTD ✘	556	625	-11.4%	↑

The number of FSCs completed has been affected by a change to the structure of administrative services that support the Service Delivery directorate. During the transition, it has become apparent that FSCs were not being allocated to two of the six groups.

Processes have been reviewed and a Protection Lead Administrator has recently been appointed. The purpose of the role is to centralise Protection Administration across the Service; this will include liaising and issuing of FSC's across the Service, improving efficiency and consistency and in-turn supporting increased output.

Provisional figures for July indicate an increase in FSCs completed; if this continues, the KPI will be on target by the end of Quarter 2 2024/25.

Table 11: Cumulative count of fire safety checks completed against target by month.

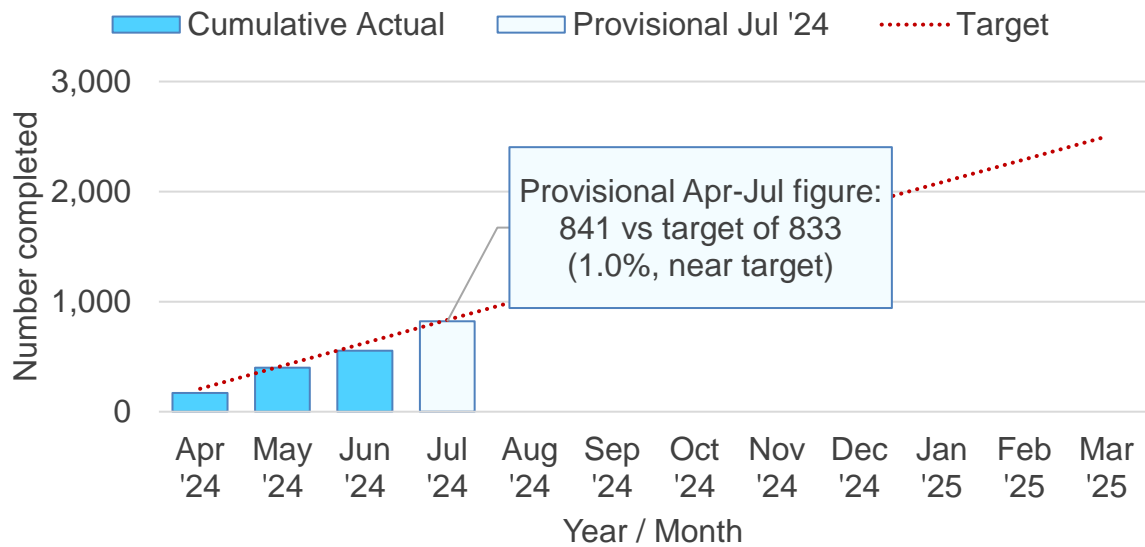


Table 12: 1.10. number of fire safety checks completed, 2024/25 Q1 actions

Action description	Lead officer
Continue to communicate to watches to ensure self-generation process is fully embedded. <i>Update Q1 2024/25: completed</i>	Area Manager Prevention and Protection
Ensure processes are in place within admin teams to continue provision of lists of premises in line with the Risk Based Inspection Programme (RBIP). <i>Update Q1 2024/25: Protection Lead Administrator who has recently been appointed is currently developing interim updated RBIP list for our Fire Safety Managers and will be feeding back in September. A new RBIP is being developed for 2025 in conjunction with the Digital, Data &amp; Technology (DDaT) team which will incorporate medium rise buildings.</i>	Area Manager Prevention and Protection
Review delivery requirements for the 2024/25 year to determine appropriate targets for the new financial year. <i>Update Q1 2024/25: Completed. A target of 2,500 Fire Safety Checks. Additionally, the update of the RBIP will ensure that FSCs and FSAs continue to be targeted at the highest risk premises.</i>	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
------	-----------------	------------------	---------------------------

Table 13: KPIs requiring improvement – priority two, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
2.2. Percentage of level four operational risk sites in date for revalidation	As at end Q1 '24 ✘	82.4%	96.0%	-13.6 pp	↑

Table 14: KPIs near target – priority two, objective one.

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

Table 15: KPIs succeeding – priority two, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
2.1. Percentage of level three operational risk sites in date for revalidation	As at end Q1 '24 ✓	98.7%	92.0%	6.7 pp	↑

## Exception report: 2.2. Percentage of level four operational risk sites in date for revalidation

This KPI reports on the percentage of premises with a level 4 tactical plan that are in date for revalidation.

A site or premises that is classified as level 4 requires the completion of a Tactical Plan. This may be in addition to an SSRI, but an SSRI is not a pre-requisite to produce a Tactical Plan. A Tactical Plan is a detailed document with information relevant to Level 2 and 3 Incident Commanders about the response to an incident at a specific site should it be likely to be complex or protracted.

### Analysis

The KPI is in exception due to the percentage of sites that are in date for revalidation being more than 10% below target. As at 30<sup>th</sup> June 2024, six of 34 level four risk sites were overdue revalidation.

*Table 16: performance status – percentage of level four operational risk sites in date for revalidation, as at 30<sup>th</sup> June 2024*

KPI	Period	Actual	Target	% Diff.	Aim
2.2. Percentage of level four operational risk sites in date for revalidation	As at end Q1 '24 ✘	82.4%	96.0%	-13.6 pp	↑

Several level four tactical plans required revalidation by the same date, this led to the indicator going into exception.

Work is underway to review this approach with a view to consolidating and simplifying plans to ensure that crews can access key information quickly and easily. This will reduce the number of distinct plans on large sites, such as Devonport Dockyard, improving efficiency for Operational Risk Technicians producing the plans and crews looking to access the information.

Action Reference	Action description	Lead officer
2024.2.2.A	Complete review and consolidation of level four tactical plans.	Area Manager Prevention and Protection

**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 17: KPIs requiring improvement – priority two, objective two.

KPI Ref	KPI Description	Current	Target	% Diff.	Aim
Currently, no KPIs assessed as requiring improvement.					

Table 18: KPIs near target – priority two, objective two.

KPI	Period	Actual	Target	% Diff.	Aim
2.6. Percentage of dwelling fire incidents attended within 10 minutes of call answer	YTD •	71.0%	75.0%	-4 pp	↑
2.7. Percentage of road traffic collision incidents attended within 15 minutes of call answer	YTD •	71.9%	75.0%	-3.1 pp	↑

Table 19: KPIs succeeding – priority two, objective two.

KPI Ref	KPI Description	Current	Target	% Diff.	Aim
Currently, no KPIs assessed as 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 20: KPIs requiring improvement – priority two, objective four.

KPI	Period	Actual	Target	% Diff.	Aim
2.5. Percentage availability of risk dependant pumping appliances	YTD ✘	61.5%	85.0%	-23.5 pp	↑

Table 21: KPIs near target – priority two, objective four.

KPI	Period	Actual	Target	% Diff.	Aim
2.3. Percentage availability of priority pumping appliances	YTD •	92.9%	98.0%	-5.1 pp	↑
2.4. Percentage availability of standard pumping appliances	YTD •	78.8%	85.0%	-6.2 pp	↑
2.8. Percentage of emergency calls handled within target time	YTD •	87.4%	90.0%	-2.6 pp	↑

Table 22: KPIs succeeding – priority two, objective four.

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

## Exception report: 2.7. Percentage availability of risk dependant pumping appliances

This KPI reports on the proportion of time that risk dependant availability (RDA) appliances (fire engines) were available to respond as a percentage of the total required time. All RDA appliances are crewed by on-call personnel on two pump stations, where one appliance will always aim to be available. RDA appliances are required to be available to respond during periods when risk is deemed highest.

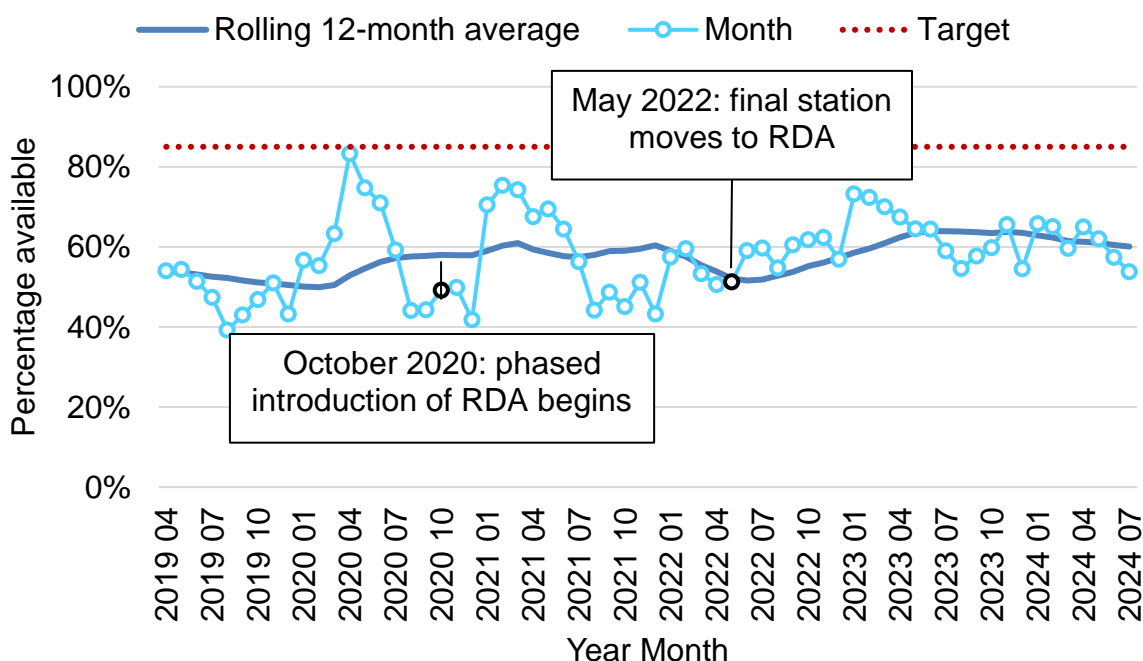
### Analysis

The KPI is in exception as availability is more than 10 percentage points (pp) below target. The expectation is that RDA appliances should be available for at least 85.0% of the required hours, the same proportion as a standard on-call appliance (which is required to be available 24 hours a day, 7 days a week).

Table 23: performance status – percentage of level four operational risk sites in date for revalidation, as at 30<sup>th</sup> June 2024

KPI	Period	Actual	Target	% Diff.	Aim
2.7. Percentage availability of risk dependant pumping appliances	YTD ✘	61.5%	85.0%	-23.5 pp	↑

Table 24: risk dependant availability by month and rolling 12-month average, April 2019 to June 2024



The indicator has consistently been in exception, and it is likely that this will continue. Peaks in availability during 2020 and 2021 were a result of periods of COVID-19 lockdown, during which on-call availability increased significantly.

*Table 25: risk dependant availability during Quarter 1 2024 by station and performance status.*

<b>Status</b>	<b>Risk dependant stations</b>
Succeeding	KV13 Okehampton (85.8%), KV40 Honiton (90.6%), KV44 Tiverton (87.3%)
Near target	KV30 Teignmouth (82.2%), KV43 Sidmouth (80.4%)
Exception	KV02 Ilfracombe (31.2%), KV21 Brixham (62.4%), KV24 Dartmouth (2.8%), KV57 Tavistock (67.9%), KV71 Williton (68.2%), KV83 Wells (17.3%)

Of the 11 RDA appliances, three achieved the 85.0% target during Q1 2024, two were near target and six were in exception.

Generally, RDA crews will be mobilised in support of the first appliance, simultaneous attendance at different incidents is unusual. The speed of first attendance is the most critical element of response, however, any delay in additional resources is less than ideal.

- During Quarter 1 2024, there were a total of 63 incidents in RDA station grounds during the hours when RDA cover is required.
- Thirty incidents saw two or more appliances mobilised and 22 saw two or more arrive on scene.
- Twelve of the 22 incidents were attended by the local RDA appliance, 10 were attended by the next closest resource.
- Four of the 10 incidents not attended by the RDA crew appear to have been located so the fastest response was from a neighbouring station, therefore the RDA crew were not mobilised despite being available.
- Therefore, six incidents were affected by RDA appliances being unavailable.

Many of the appliances struggled to maintain availability prior to the move to RDA and while the reduced requirement for cover has supported a slight improvement since its introduction, in many instances the underlying issues remain.



## 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 26: KPIs requiring improvement – priority three, objective one.

KPI	KPI Description	Current	Target	% Diff.	Aim
Currently, no KPIs assessed as requiring improvement.					

Table 27: KPIs near target – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
3.16. Operational competence: percentage of staff competent in safety at height and confined spaces (SHACS)	Rolling-12 ●	91.9%	95.0%	-3.1 pp	↑

Table 28: KPIs succeeding – priority three, objective one.

KPI	Period	Actual	Target	% Diff.	Aim
3.2. Total number of safety events	Rolling-12 ✓	209	283	-26.1%	↓
3.3. Number of RIDDOR safety events	Rolling-12 ✓	6	14	-57.1%	↓
3.5. Number of safety events involving vehicles	Rolling-12 ✓	125	171	-26.9%	↓
3.6. Number of safety events involving injuries	Rolling-12 ✓	45	69	-34.8%	↓

KPI	Period	Actual	Target	% Diff.	Aim
3.10. Operational competence: number of competencies with 90% of staff competent	Rolling-12 ✓	100.0%	100.0%	0 pp	↑
3.11. Operational competence: percentage of staff competent in breathing apparatus (BA)	Rolling-12 ✓	96.3%	95.0%	1.3 pp	↑
3.12. Percentage of operational personnel requiring skill competent in casualty care	Rolling-12 ✓	97.5%	95.0%	2.5 pp	↑
3.13. Percentage of operational personnel requiring skill competent in response driving	Rolling-12 ✓	98.5%	95.0%	3.5 pp	↑
3.14. Percentage of operational personnel requiring skill competent in incident command	Rolling-12 ✓	97.7%	95.0%	2.7 pp	↑
3.15. Percentage of operational personnel requiring skill competent in maritime rescue	Rolling-12 ✓	97.2%	95.0%	2.2 pp	↑
3.17. Percentage of operational personnel requiring skill competent in water rescue	Rolling-12 ✓	96.2%	95.0%	1.2 pp	↑

Table 29: KPIs monitoring only, priority three, objective one

KPI	Period	Actual	Target	% Diff.	Aim
3.1. Rate of shifts/working days lost due to sickness absence per fte	Q1 '24	3.05	Sickness reporting is under review and will be provided in future versions.		
3.4. Number near miss events	Rolling-12	54	73	-25.5%	↑

**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
Currently, no KPIs assessed as requiring improvement.					

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

KPI	Period	Actual	Target	% Diff.	Aim
3.31.2. Percentage of senior leaders that are female: wholetime	Dec '23 (•)	11.1%	11.1%	0.0 pp	↑
3.33. Percentage of on-call firefighters that are from an ethnic minority background	Dec '23 (•)	2.7%	2.8%	-0.1 pp	↑
3.34.1. Percentage of senior leaders from an ethnic minority background: wholetime	Dec '23 (•)	0.0%	0.0%	0.0 pp	↑
3.34.2. Proportion of personnel from an ethnic minority background in senior roles: professional and technical services	Dec '23 (•)	9.1%	9.1%	0.0 pp	↑

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

KPI	Period	Actual	Target	% Diff.	Aim
2.29. Percentage of wholetime firefighters that are female	Dec '23 (✓)	7.7%	6.9%	0.8 pp	↑
2.30. Percentage of on-call firefighters that are female	Dec '23 (✓)	6.2%	6.0%	0.2 pp	↑
3.31.2. Percentage of senior leaders that are female: professional and technical services	Dec '23 (✓)	45.5%	36.4%	9.1 pp	↑
3.32. Percentage of wholetime firefighters that are from an ethnic minority background	Dec '23 (✓)	4.0%	3.7%	0.3 pp	↑

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

Key:	✓ Succeeding	○ Near target	✘ Requires improvement
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Table 33: KPIs requiring improvement – priority three, objective three.

KPI	Period	Actual	Target	% Diff.	Aim
Currently, no KPIs assessed as requiring improvement.					

Table 34: KPIs near target – priority three, objective three

KPI	Period	Actual	Target	% Diff.	Aim
Currently, no KPIs assessed as near target					

Table 35: KPIs succeeding – priority three, objective three

KPI	Period	Actual	Target	% Diff.	Aim
Currently, no KPIs assessed as succeeding					

Table 36: KPIs monitoring only, priority three, objective three

KPI	Period	Actual	Target	% Diff.	Aim
3.18. Staff turnover: wholetime	As at Jun '24	8.5%	TBC		+/-

KPI	Period	Actual	Target	% Diff.	Aim
3.19. Staff turnover: on-call	As at Jun '24	11.2%	TBC		+/-
3.20. Staff turnover: professional and technical services	As at Jun '24	9.2%	TBC		+/-

## 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 37: KPIs requiring improvement – priority four, objective one

KPI	Period	Actual	Target	% Diff.	Aim
Currently, no KPIs assessed as requiring improvement.					

Table 38: KPIs near target – priority four, objective one

KPI	Period	Actual	Target	% Diff.	Aim
Currently, no KPIs assessed as near target					

Table 32: KPIs succeeding – priority four, objective one

KPI	Period	Actual	Target	% Diff.	Aim
4.6. Forecast outturn spending against agreed revenue budget	As at Jun '24 (✓)	£92.622 Million	£91.993 million	0.70%	↓
4.6.1. Forecast outturn general reserve balance as % of total revenue budget (minimum)	As at Jun '24 (✓)	5.01%	5.00%	1 bp	↑
4.7. Forecast outturn spending against agreed capital budget	As at Jun '24 (✓)	7.588	7.648	-0.78%	↓
4.13. Forecast outturn external borrowing within Prudential Indicator limit	As at Jun '24 (✓)	£27.432 million	£29.490 million	-6.98%	↓
4.14. Forecast outturn debt ratio (debt charges over total revenue budget)	As at Jun '24 (✓)	2.82%	5.00%	-218 bp	↓

## 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 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 the Service 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 the Service is keeping its 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 the Service's home safety technicians and wholetime firefighters.

**Fire safety checks:** FSCs are delivered by the 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 the professional fire safety officers.

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<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/35</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESUCE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2024</b>
<b>SUBJECT OF REPORT</b>	<b>PROPOSED AMENDMENT TO SCHEME OF DELEGATIONS &amp; TERMS OF REFERENCE OF APPOINTMENTS &amp; DISCIPLINARY COMMITTEE</b>
<b>LEAD OFFICER</b>	<b>Chief Fire Officer &amp; Clerk to the Authority (&amp; Monitoring Officer)</b>
<b>RECOMMENDATIONS</b>	<p><b>(a). <i>That authority be delegated to the Chief Fire Officer to determine the appointments of Assistant Chief Fire Officer and Director and Assistant Director roles (non-operational) subject to consultation with the Authority Chair and Vice Chair on the preferred candidate for appointment; and</i></b></p> <p><b>(b). <i>that the Clerk to the Authority (&amp; Monitoring Officer) be authorised to make the requisite changes to both the Scheme of Delegations and the Terms of Reference for the Appointments &amp; Disciplinary Committee accordingly as set out at Appendix A of report DSFRA/24/35</i></b></p>
<b>EXECUTIVE SUMMARY</b>	<p>The Authority considered a report on the restructure of the Executive Board brought forward by the Chief Fire Officer designate on 31 July 2024 (Minute DSFRA/24/22 refers). The new structure is intended for implementation in September 2024 on the retirement of the substantive Chief Fire Officer.</p> <p>This structure had been proposed in order to improve resilience and efficiency at Executive Board level given that the existing structure had been too lean. It will, however, take some time to recruit to the new posts within the structure as the average process can take approximately six months to complete. The Chief Fire Officer is seeking an amendment to the Scheme of Delegations to align with operational independence and also this will assist with improving the efficiency of the processes.</p>
<b>RESOURCE IMPLICATIONS</b>	Costs associated with recruitment to posts at Executive Board level are included with the revenue budget.

<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	An initial assessment has not identified any equality issues emanating from this report.
<b>APPENDICES</b>	<p>A. Proposed amendments to the Authority’s Scheme of Delegations and Terms of Reference for the Appointments &amp; Disciplinary Committee</p> <p>B. Executive Board Structure September 2024</p>
<b>BACKGROUND PAPERS</b>	Executive Board structure – Minute DSFRA/24/22 refers

## 1. **INTRODUCTION**

- 1.1. The Authority considered a report on the restructure of the Executive Board brought forward by the Chief Fire Officer designate on 31 July 2024 (Minute DSFRA/22 refers) for implementation in September 2024 on the retirement of the substantive Chief Fire Officer. This structure had been proposed in order to improve resilience and efficiency at Executive Board level given that the existing structure had been too lean.
- 1.2. The structure and makeup of the new Executive Board will be fit for purpose but it will take some time to fill all of the vacancies. The post of Deputy Chief Fire Officer has been advertised recently and this process is underway (Minutes of the Appointments & Disciplinary Committee held on 15 October 2024 found elsewhere on the agenda for this meeting refer). The Executive Board structure is set out at Appendix A of this report for reference. The additional roles within the new structure yet to be advertised and filled are:
- Deputy Chief Officer – Director of Strategy and Improvement;
  - Assistant Director – People Services;
  - Director of Corporate Services; and
  - Deputy Assistant Chief Fire Officer (uniformed role required to provide the requisite numbers of staff for the Principal Officer rota *but not a member of the Executive Board*).
- 1.3. There has been a lot of change at Executive Board level in recent years and the appointment of a new Chief Fire Officer gives the opportunity for some stability at this level once the remaining posts in the new structure are filled. This will take some time as indicated above, however, given that a chief officer appointment process can take approximately 4 to 6 months on average to complete.
- 1.4. Whilst it is important to run a fair and robust selection process, the Authority may wish to consider delegation of some elements of the selection process in the spirit of increasing the operational independence of the Chief Fire Officer. Any changes made would require amendments to both the Scheme of Delegations and Terms of Reference for the Appointments & Disciplinary Committee which are set out below.

## 2. **CURRENT POSITION**

- 2.1. The existing Terms of Reference for the Appointments & Disciplinary Committee provide for all appointments at Executive Board level to be undertaken by the Appointments & Disciplinary Committee. These include the following provisions:

### ***Advisory ONLY:***

1. To consider and make recommendations to the Authority on the appointment of Chief Fire Officer, Monitoring Officer and Chief Financial Officer (Treasurer).

### ***Matters with Delegated Power to Act***

2. To determine all other Executive Board appointments.

- 2.2. Should the Authority be minded to approve an extension to the delegation to the Chief Fire Officer, the Terms of Reference above would require amendment to reflect the changes made.
- 2.3. The Authority's Scheme of Delegations includes provision for the Chief Fire Officer - under section (e). personnel – to have the power to deal with all matters relating to the appointment (including the method of appointment), suspension, dismissal, relegation, pay, promotion, supervision, compensation, conditions of service, redundancy, recruitment, qualification, training, health, safety, welfare, housing allowances and the provision of telephones and pay and any other matters relating to the paid employment of persons by the Service, both uniformed and non-uniformed.
- 2.4. Specifically, within paragraphs 4.19 and 4.20 of this delegation, the Chief Fire Officer can exercise the above powers:
- 4.19 Subject to:
- (a). any statutory restrictions and requirements;
  - (b). any conditions of Service requirements;
  - (c). such policies, procedures and practices that may from time to time be determined by the Authority;
  - (d). the provisions of paragraph 4.20 below
- 4.20 The power in paragraph 4.19 above shall **not** include any matter:
- (a). relating to posts appointed to the Executive Board;**
  - (b). relating to the statutory posts of Monitoring Officer and Chief Financial Officer (other than suspension of these Officers in accordance with Standing Orders);**
  - (c). arising from a proposal for major restructuring;
  - (d). which is a major change in the Authority's or Service's policies, procedures or practices; and
  - (e). under the Superannuation Acts relating to the payment and enhancement of pensions.
- 2.5. The Chief Fire Officer is seeking to amend this to increase his delegated power under operational independence. Options for consideration by the Authority are set out below in section 3 of this report.

### 3. **OPTIONS FOR CONSIDERATION**

#### **Make no change to the existing delegation.**

- 3.1. There is no legislative requirement to increase the delegation on appointments to the Chief Fire Officer. The key statutory requirement to adhere to is that the appointments of Chief Fire Officer, Monitoring Officer and Treasurer as Proper Officers cannot be delegated, however, and must be undertaken by the Authority.

***Increase the delegation to give the Chief Fire Officer the power to make appointments up to and including Assistant Chief Fire Officer and non-operational posts within the Executive Board structure.***

3.2. The Clerk to the Authority (Monitoring Officer) has sought information from other Fire & Rescue Authorities on the level of delegations to the Chief Fire Officer on such appointments.

3.3. Dorset and Wiltshire has set the following level of delegation to its Chief Fire Officer:

“To deal with all matters relating to the paid employment of persons by the authority other than the deputy chief fire officer role”.

3.4. Avon Fire & Rescue Authority, has delegated to its Chief Fire Officer:

“SD8. The chief fire officer shall, within approved budgets and policies, exercise all matters of day-to-day administration and operational management of services and functions. This delegation, which underpins the authority’s commitment to “operational independence”, shall include taking and implementing decisions including any decision which is concerned with maintaining the operation or effectiveness of those services, or with a matter incidental to the discharge of the authority’s functions, or which falls within the scope of the authority’s policy framework”.

This is subject to:

“SD10. Delegation to chief fire officer does not include: (a) any matter which by law may not be delegated to an officer”. This would include the statutory appointments referred to at paragraph 3.1 above.

3.5. Kent & Medway Fire & Rescue Authority has delegations as follows:

**Scheme Of Delegation Of Powers To Chief Executive**

1.1 The Chief Executive is authorised to act on behalf of and exercise all the powers of the Authority, except for those matters listed in paragraph 1.2 below, provided that any such action is in accordance with relevant legislation; the policies laid down by the Authority (including its Standing Orders, Financial Regulations, Procurement Regulations) and the Authority’s approved budget.

1.2 The following matters are specifically reserved for decision by the Authority or, if the Authority so decides, a Committee established by it:-

c) All matters relating to the appointment, and terms and conditions of employment, of the Chief Executive and such other employees as the Authority may specify under Standing Order 2.6 (as below).

2.6 All matters relating to the appointment and terms and conditions of the employment of the Chief Executive and Directors (Gold Book Officers) shall be dealt with by a Senior Officer Appointment, Conditions and Conduct (SOACC) Committee, whose chair shall be the Chair of the Authority.

- 3.6. Hampshire Fire & Rescue Authority has similarly included the following delegation to the Chief Fire Officer:
- 2.1 The Chief Fire Officer is authorised to act on behalf of and exercise all the powers of the Authority, except for those matters specifically reserved for decision by the Authority, its Standards and Governance Committee or its 3S Fire CIC Stakeholder Committee as set out in the Terms of Reference of the Authority and the Terms of Reference of the Committees, provided that any such action is in accordance with relevant legislation, the policies laid down by the Authority, the Authority's approved budget and the Authority's Constitution, in particular the Authority's Financial Regulations.
- 3.7. The Authority's Terms of Reference include provision for:  
People and Leadership
- To be responsible for the process of recruitment, appointment and dismissal of the Chief Fire Officer and the Deputy Chief Fire Officer.
- 3.8. The above examples give a flavour of the levels of delegation in place. It is clear that the level of delegation on appointments to the Chief Fire Officer does vary, with Avon delegating everything from the level of Deputy Chief Fire Officer to no delegation of senior officer appointments as at Kent. Both Dorset & Wiltshire & Hampshire have delegated appointments to posts below that of Deputy Chief Fire Officer
- Increase the delegation to give the Chief Fire Officer the power to approve appointments up to and including Deputy Chief Fire Officer***
- 3.9. The examples above show that extension of the delegation on chief officer (Gold Book) appointments is already in place with some fire & rescue authorities. The role of Deputy Chief Fire Officer includes deputising for the Chief Fire Officer in his absence and thus, is pivotal to both the Authority and the Service. Both Dorset & Wiltshire and Hampshire have delegated power to the Chief Fire Officer to make appointments *below* that of Deputy Chief Fire Officer whilst Kent & Medway has retained this responsibility at Authority level .

#### 4. **OTHER CONSIDERATIONS**

- 4.1. The White Paper on Fire Reform was published on 18 May 2022 for consultation. In December 2023, the Government published its response to the consultation. One of the points set out in the Government's response was:
- "The consultation laid out the Government's fundamental position that the role of the fire and rescue service in England is clear - laid out comprehensively in legislation across three key acts of Parliament that address fire, community safety and civil contingencies. While the law may be clear, its implementation is hampered by cumbersome pay and conditions machinery and a lack of clear accountability for fire operations and resources.

The system needs to be flexible to enable chiefs to make local level decisions about staffing, whilst working productively with unions. We need fire and rescue services to be able to play a full role in protecting the community, working with health, police and other partners without getting tied up in red tape. We saw how this could work during the later stages of the pandemic, when chiefs could protect their staff and support the community without getting caught up in bureaucracy”.

4.2. It also indicated:

“The White Paper also confirmed our intention to deliver on the independent inspectorate’s recommendation that chief officers should be afforded operational independence, similar to their policing counterparts”.

4.3. The proposals in the White Paper set out plans to clarify the responsibilities of fire authorities and chief officers. The aim is to create a framework that complements existing structures while providing greater clarity and transparency in the division of responsibilities. At all times, the fire and rescue authority will be responsible for their fire service. The chief officer is effectively responsible for operationalising the authority’s strategic directions. Operational independence would provide chief officers with the ability to make decisions on practical and management issues.

4.4. The government at the time was seeking to legislate, at the earliest opportunity, to give chief officers operational independence. The Home Office also wished take action to make the responsibilities of the fire and rescue authority and the chief officer clearer, with regard to a clearer separation of strategic and operational planning requirements and the governance of services. With a national election in July 2024 and the resultant change in government, however, new legislation to enact the proposals in the White Paper have not been forthcoming.

4.5. The National Framework 2018 also states that:

6.10 To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.

6.11 While the above requirements only extend to principal fire officers, we expect fire and rescue authorities to have regard to this principle when re-appointing at any level.

## 5. **CONCLUSIONS**

5.1. The White Paper on Fire Reform set the clear intent for the pursuit of operational independence for Chief Fire Officers. The Fire National Framework does suggest that there should be involvement at Authority level in Chief Officer appointments, however, particularly given their involvement at this key, strategic level.

- 5.2. It is recognised, however, that some authorities have already moved towards a position of greater operational independence for their Chief Fire Officer in terms of appointments at this level. For this Authority, it is suggested that a move in this direction could be made by delegating appointments of Assistant Chief Fire Officer and Director and Assistant Director level roles (non-operational) to the Chief Fire Officer subject to consultation with the Authority's Chair and Vice Chair on the preferred appointment. In practice, this would mean that the Chief Fire Officer (aided by the Head of People Services) would undertake the process but would advise the Authority on the appointment of his preferred candidate at the end of this process.
- 5.3. Given that the Deputy Chief Fire Officer will be responsible for deputising for the Chief Fire Officer in his absence, it is suggested that the Authority should not delegate this further with this appointment remaining with the Appointments & Disciplinary Committee.

6. **RECOMMENDATIONS**

- 6.1. If the Authority is minded to move in the direction set out at paragraph 5.2 above on Chief Officer appointments, it is recommended:
- (a). That authority be delegated to the Chief Fire Officer to determine the appointments of Assistant Chief Fire Officer and Director and Assistant Director roles (non-operational) subject to consultation with the Authority Chair and Vice Chair on the preferred candidate for appointment; and
  - (b). that the Clerk to the Authority (& Monitoring Officer) be authorised to make the requisite changes to both the Scheme of Delegations and the Terms of Reference for the Appointments & Disciplinary Committee accordingly as set out at Appendix A of report DSFRA/24/35.

**SAMANTHA SHARMAN**  
**Clerk to the Authority (& Monitoring Officer)**



**PROPOSED AMENDMENT TO THE SCHEME OF DELEGATIONS (CHIEF FIRE OFFICER)**

- 4.19 Subject to:
- (a). any statutory restrictions and requirements;
  - (b). any conditions of Service requirements;
  - (c). such policies, procedures and practices that may from time to time be determined by the Authority;
  - (d). consultation with the Authority Chair and Vice Chair in respect of the preferred candidate for appointment to the posts of Assistant Chief Fire Officer, Director and Assistant Director (non-operational) at Executive Board level; and**
  - (e). the provisions of paragraph 4.20 below
- 4.20 The power in paragraph 4.19 above shall **not** include any matter:
- (a). relating to the posts of Chief Fire Officer and Deputy Chief Fire Officer;**
  - (b). relating to the statutory posts of Monitoring Officer and Chief Financial Officer (other than suspension of these Officers in accordance with Standing Orders;
  - (c). arising from a proposal for major restructuring;
  - (d). which is a major change in the Authority's or Service's policies, procedures or practices; and
  - (e). under the Superannuation Acts relating to the payment and enhancement of pensions.

**PROPOSED AMENDMENTS TO THE TERMS OF REFERENCE FOR THE APPOINTMENTS & DISCIPLINARY COMMITTEE**

***Advisory ONLY:***

1. To consider and make recommendations to the Authority on the appointment of Chief Fire Officer, Monitoring Officer and Chief Financial Officer (Treasurer).

***Matters with Delegated Power to Act***

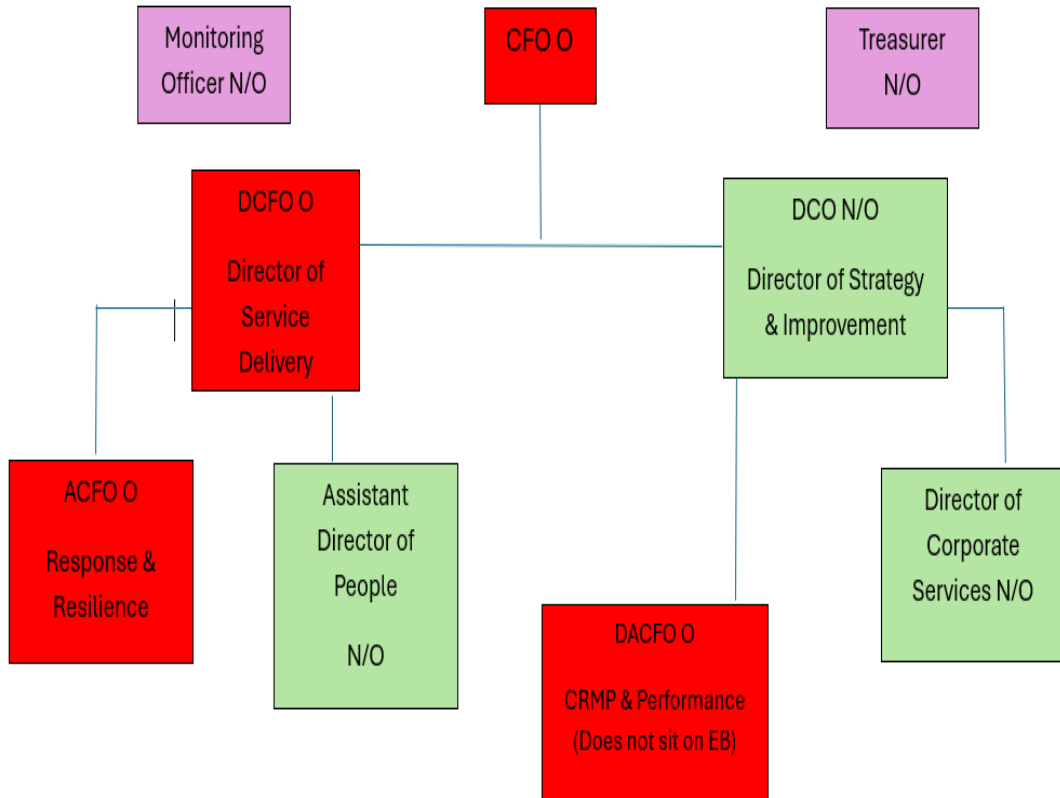
2. **To determine** ~~all other Executive Board appointments~~ ***the appointment of Deputy Chief Fire Officer;***

## APPENDIX B TO REPORT DSFRA/24/35

Proposed Structure Post Sept 2024

O = Operational Posts

N/O = Non-Operational Posts



<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/36</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2024</b>
<b>SUBJECT OF REPORT</b>	<b>HMICFRS ACTION PLAN UPDATE</b>
<b>LEAD OFFICER</b>	<b>Chief Fire Officer</b>
<b>RECOMMENDATIONS</b>	<i><b>That the committee notes the content of the paper.</b></i>
<b>EXECUTIVE SUMMARY</b>	<p>On 27th July 2022, His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published the Devon &amp; Somerset Fire &amp; Rescue Service (DSFRS) 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs).</p> <p>Since the inspection report, two national thematic reports have been published by HMICFRS. The first, published on 31 March 2023, examined the values and culture in fire and rescue services. The second, published on 01 August 2024, examined standards of behaviour and the handling of misconduct in fire and rescue services.</p> <p>A new approach has been implemented for all remaining Areas for Improvement (AFIs) from the 2021/22 inspection report and national recommendation from HMICFRS. This approach aligns the actions from each improvement area with the relevant Fire Standards criteria. This will provide continued assurance of the outcomes over time.</p> <p>This report outlines the progress that has been made against the HMICFRS Areas for Improvement and national recommendations since the last update to the Fire and Rescue Authority in March 2024. The key highlights are that:</p> <ul style="list-style-type: none"> <li>• All actions under the Cause of Concern have now been marked as completed. The recommendation for closure was approved by the Executive Board on 19/03/2024. The Cause of Concern has now been transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus.</li> <li>• Three areas for improvement are currently marked as ‘In Progress – Off Track’. This is due to the following:             <ul style="list-style-type: none"> <li>- The recruitment policy is now out for consultation. It is expected that the new policy will be published by 30/11/2024.</li> </ul> </li> </ul>

<b>RESOURCE IMPLICATIONS</b>	Considered within the Action Plan where appropriate.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	Considered within the Action Plan where appropriate.
<b>APPENDICES</b>	None.
<b>BACKGROUND PAPERS</b>	None

## **1. INTRODUCTION**

- 1.1. On 27th July 2022 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published the DSFRS 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs).
- 1.2. On 31 March 2023, HMICFRS published a report into the values and culture in fire and rescue services. The report contained 35 recommendations, 1 specific for the police, 14 which required action at a national level and 20 which were specific for fire and rescue services
- 1.3. 01 August 2024 HMICFRS published a report into standards of behaviour and the handling of misconduct in fire and rescue services. The report contained 15 recommendations to chief fire officers, fire and rescue authorities and others.
- 1.4. This report outlines the progress that has been made against the HMICFRS Cause of Concern, Areas for Improvement and national recommendations since the last update to Fire and Rescue Authority.

## **2. ALIGNMENT TO FIRE STANDARDS**

- 2.1. The Fire Standards Board oversees the identification, organisation, development and maintenance of professional standards for fire and rescue services in England. These are presented in a series of approved 'Fire Standards', developed in consultation with stakeholders from services across the country.
- 2.2. Each Fire Standard contains a number of criteria which services 'must', 'should' or 'may' implement in order to provide assurance against the required standard.
- 2.3. A new approach has been implemented for all remaining Areas for Improvement (AFIs) from the 2021/22 inspection report, recommendations from the HMICFRS report into values and culture and recommendations from the HMICFRS report into standards of behaviour. This approach aligns the actions from each improvement area with the relevant Fire Standards criteria.
- 2.4. This will support an assurance-based approach to the monitoring of actions, ensuring the Service has continued assurance of outcomes over time, rather than just a compliance assessment at the time of closure.

## **3. CAUSE OF CONCERN ACTION COMPLETION STATUS**

- 3.1. The Cause of Concern is as follows:

The service has shown a clear intent from the executive board to improve the culture of the service. However, more needs to be done throughout the organisation. We have found evidence of poor behaviours that are not in line with service values. Some staff didn't have the confidence to report these issues. By 31st August 2022, the service should develop an action plan to:

- Make sure that its values and behaviours are understood and demonstrated at all levels of the organisation; and

- Make sure that staff are trained and supported to identify and challenge inappropriate behaviour when identified and that they have clear mechanisms in place to raise their concerns.

- 3.2. All actions under the cause of concern have now been marked as completed. The recommendation for closure was approved by the Executive Board on 19/03/2024.
- 3.3. The Cause of Concern has now been transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus.
- 3.4. HMICFRS will assess the Service’s progress during their inspection this year to inform their decision about discharging the Cause of Concern.

**4. AREAS FOR IMPROVEMENT**

- 4.1. Table 1 below lists the Areas for Improvement which have been marked as ‘Closed’.

**Table 1:**

Reference	Description	Status
HMI-1.1-202202	IRMP Mitigating Risk	Closed
HMI-1.2-202204	Safeguarding Training	Closed
HMI-1.3-202205	QA Audits and FSCs	Closed
HMI-2.2-202206a	Fleet Strategy	Closed
HMI-2.2-202206b	Estates Strategy	Closed
HMI-2.2-202207b	Response - Technology and Innovation	Closed
HMI-3.3-202211	Grievance Procedures	Closed
HMI-3.3-202212	Positive Action	Closed

- 4.2. Table 2 overleaf lists the Areas for Improvement which are ‘In Progress’.

**Table 2:**

Reference	Description	Target Completion	Status
HMI-1.2-202203	Prevention Activity	31/10/2024	In Progress – On Track
HMI-2.2-202207a	Prevention and Protection - Technology and Innovation	30/04/2025	In Progress – On Track
HMI-3.1-202208	Secondary Contracts	30/09/2024	In Progress – Off Track
HMI-3.2-202210	Temporary Promotions		
HMI-3.4-202213	Selection and Promotions Process		
HMI-3.2-202209	Workforce Planning	31/12/2024	In Progress – On Track
HMI-3.4-202214	PDR Process	30/11/2024	In Progress – On Track
HMI-3.4-202215	High Potential Staff	TBC	Paused

## 5. **VALUES AND CULTURE RECOMMENDATIONS (PUBLISHED MARCH 2023)**

- 5.1. Table 3 below lists the recommendations from the HMICFRS values and culture report which have been marked as 'Closed'.

**Table 3:**

Reference	Description	Status
REC01	Background checks	Closed
REC03	Support for individuals raising concerns	Closed
REC04	Handling of raised concerns	Closed
REC05	How to raise concerns (staff and public)	Closed
REC17	Allegations of staff gross misconduct	Closed

Reference	Description	Status
REC18	Support during ongoing investigations	Closed
REC20	Fire Standards	Closed
REC21	360 Feedback (ACFO and above)	Closed
REC22	360 Feedback (all managers)	Closed
REC23	Feedback from staff	Closed
REC24	Monitoring and Evaluating Feedback	Closed
REC26	Management and Leadership Training	Closed
REC27	Equality Impact Assessments	Closed
REC28	Equality and Diversity Data	Closed
REC33	Progression of non-operational staff	Closed
REC34	Core Code of Ethics (VC)	Closed

5.2. Table 4 below lists the values and culture recommendations which are 'In Progress'.

**Table 4:**

Reference	Description	Target Completion	Status
REC09	Background checks	30/11/2024	In Progress – On Track
REC12	Staff disclosure, complaint and grievance handling standard		
REC14	Misconduct allegations standard		
REC32	Diversity in succession planning	31/12/2024	In Progress – On Track



**6. STANDARDS OF BEHAVIOUR RECOMMENDATIONS (PUBLISHED AUGUST 2024)**

6.1. Table 5 below lists the recommendations made in the HMICFRS report on standards of behaviour and the handling of misconduct which have been marked as 'Closed'.

**Table 5:**

Reference	Description	Status
REC02	Probationary Policy	Closed
REC12	Welfare Support	Closed

6.2. Table 6 below lists the standards of behaviour recommendations which are 'In Progress'.

**Table 6:**

Reference	Description	Target Completion	Status
REC01	Code of Ethics (SB)	TBC	Not Started
REC03	Watch Movements	TBC	Not Started
REC04	Professional Standards	31/01/2025	In Progress – On Track
REC05	Raising a Concern	TBC	Not Started
REC06	Training for Managers	31/01/2025	In Progress – On Track
REC07	Misconduct Policies	31/10/2024	In Progress – On Track
REC08	Allegations of Misconduct		
REC09	Case Management	31/05/2025	In Progress – On Track
REC10	Misconduct Investigations	TBC	Not Started

REC11	Misconduct Investigation Training		
REC13b	Appeals Training		
REC13a	Appeals Process	01/11/2024	In Progress – On Track
REC14	Performance Against Misconduct Issues	TBC	Not Started
REC15	Learning from Misconduct	31/01/2025	In Progress – On Track

## 7. **AREAS WHICH ARE ‘OFF-TRACK’**

7.1. Table 7 below outlines three Areas for Improvement from the HMICFRS inspection report which are currently marked as ‘In Progress – Off Track’.

**Table 7:**

Ref	Improvement Area
HMI-3.1-202208	Secondary Contracts
HMI-3.2-202210	Temporary Promotions
HMI-3.4-202213	Selection and Promotions Process
<b>Description</b>	
<p>The service should monitor secondary contracts to make sure working hours are not exceeded.</p> <p>The service should address the high number of staff in temporary promotion positions.</p> <p>The service should make sure its selection, development and promotion of staff is open and fair, and that feedback is available to staff.</p>	
<b>Factors impacting delivery</b>	
<p>The recruitment policy is now out for consultation. The consultation period will end on 13/11/2024.</p>	

**GAVIN ELLIS**  
Chief Fire Officer

<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/37</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2024</b>
<b>SUBJECT OF REPORT</b>	<b>COMMUNITY RISK MANAGEMENT PLAN (CRMP) REVIEW/ EMERGENCY FIRE COVER REVIEW 2024</b>
<b>LEAD OFFICER</b>	<b>ASSISTANT DIRECTOR, CORPORATE SERVICES</b>
<b>RECOMMENDATIONS</b>	<i>That the details within this report are noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>In 2022, the Authority, supported by Devon &amp; Somerset Fire &amp; Rescue Service (DSFRS) Officers, published its Community Risk Management Plan (CRMP) for 2022-27. The CRMP identified key community risks along with how the Service would utilise its resources to meet its legal requirements.</p> <p>Since 2022, the CRMP has been subjected to an annual review in the context of demonstrating progress against the plan and the budget for the financial year in question. No revisions to the CRMP are considered necessary at this time, and the Strategic Priorities remain current. The 2024 draft CRMP review is attached at Appendix C of this report for consideration.</p> <p>During the 2024 CRMP review, the Service evaluated emerging National Fire Chiefs Council (NFCC) data and wider political factors and instigated an Emergency Fire Cover Review. This review evaluates the Service's emergency fire cover provision and response operating model based on data, trends, current and emerging risks.</p> <p>As a result, this evidence base will enable detailed scenario planning and effective Medium Term Financial Plan (MTFP) decision making. This evidence base will form the development of the 2027 CRMP, thus ensuring the Service's resources are matched to risk in the most efficient and effective way.</p> <p>If the outcome of the Emergency Fire Cover Review impacts the FRA Strategic Policy Objectives, then revised objectives will be submitted to the Authority for consideration and approval.</p>
<b>RESOURCE IMPLICATIONS</b>	All resource implications for the Emergency Fire Cover Review are contained within approved budgets (including reserves) for 2024-25. Any decisions based on the Emergency Fire Cover Review will be resourced in accordance with the MTFP and organisational priorities.

<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The CRMP has detailed Equality and People impact analysis. Decisions resulting from the Emergency Fire Cover Review that require change will be subject to an Equality Risk and Benefit Analysis.
<b>APPENDICES</b>	A. Draft CRMP 2024 Review
<b>BACKGROUND PAPERS</b>	Nil.

## 1. **CRMP 2024 REVIEW**

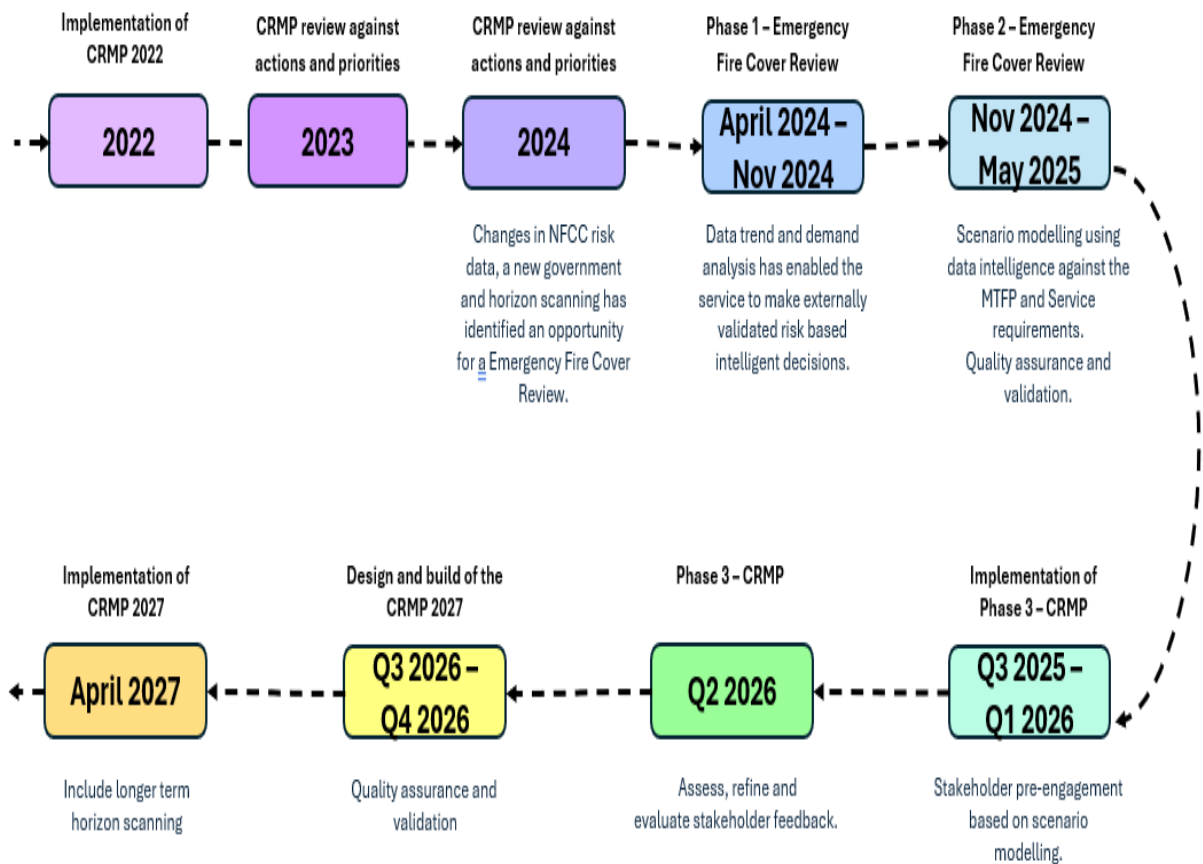
- 1.1 Each fire and rescue authority has a statutory duty to produce a Community Risk Management Plan (CRMP). This Authority's CRMP sets out the key challenges and risks facing its communities and how it intends to meet and reduce them. It demonstrates how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents. It identifies the following duties:
- Reflect up-to-date risk analyses of all foreseeable fire and rescue related risks that could affect the area of the authority;
  - Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities;
  - Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
  - Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order (RRO) 2005;
  - Cover at least a three-year time span and be reviewed and revised as often as is necessary;
  - Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
  - Be easily accessible and publicly available.
- 1.2 The Service's CRMP 2022-27 is a five-year strategic plan. This is reviewed annually and a report is published to demonstrate organisational progress and performance (CRMP 2024 review Appendix A).
- 1.3 The CRMP is a live plan. The Service continues to monitor its performance and delivery against the priorities and strategic objectives on an annual basis. Each CRMP annual report is an evolution from the previous one, with providing progression at cyclical intervals, confirming each strategic action is on schedule for delivery and aligns with the Service's priorities.
- 1.4 This evaluation takes into account the NFCC Fire Standards and considers a variety of data points to ensure the Strategic priorities and objectives remain relevant and are reflective of the community risk that is served. This includes opportunities and challenges emerging from within the fire and rescue sector and those within the wider public-sector environment.
- 1.5 The first annual CRMP review was published in 2023 ([Our focus so far \(CRMP 2023\) | Devon and Somerset Fire and Rescue Service](#)) and provided an overview of current performance and risks moving forward.

- 1.6 The Service continually evaluates its performance against the CRMP plan as well as monitoring the external environment (horizon scan) to identify factors that may impact the benefits realisation. During the 2024 CRMP review, the Service evaluated emerging NFCC data and wider political factors and instigated an Emergency Fire Cover Review. This review evaluates the emergency fire cover provision and response operating model based on data, trends, current and emerging risks. Therefore, enabling externally validated risk-based decisions to support how the Service will continue to meet its statutory requirements.
- 1.7 The Emergency Fire Cover Review enables effective planning for the next iteration of the Service’s CRMP which is due to commence in Quarter 3 of 2025 (see figure 1 below). This approach will enable the Service to adopt a short, medium and long term approach to planning and evaluation to consider factors such as climate change and environmental impact.

**2. CRMP AND EMERGENCY FIRE COVER REVIEW TIMELINE**

2.1. Figure 1 below sets out the planning timeline for the CRMP and Emergency Fire Cover Review.

Figure 1.



### 3. **EMERGENCY FIRE COVER REVIEW (UPDATE)**

- 3.1. Fire and rescue services are required to assess foreseeable community related risks and use the insight gained, alongside factors such as financial sustainability and environmental impact to decide how those risks will be mitigated.
- 3.2. Phase One of the Emergency Fire Cover Review (FCR) focuses on the DSFRS Service Delivery Response Model and draws on themes identified within the Community Risk Management Plan (CRMP). The Response Model determines the type of resources that are required to mitigate risk within communities, where they are located and how they are crewed.
- 3.3. The FCR analyses the current distribution of resources against known risk factors, such as the demographic profile of an area, and emerging risk factors such as increasing likelihood of extreme weather due to climate change.
- 3.4. Cost benefit analysis is used to assess the value that different resources provide against the cost of that provision. This insight is then used to determine whether adjustments need to be made to ensure that the Service is able respond to emergencies in the most effective way, whilst operating within its financial means.
- 3.5. The analysis within the FCR will also be a key evidence base for the next iteration of the Community Risk Management Plan (2027).

#### **Progress so far:**

- 3.6. **Trend and demand analyses** have been undertaken to identify themes in the incidents that the Service attends and the resources that have been utilised. This, along with data relating to harm (deaths, injuries and rescues), have been used to compile an Incident Risk Matrix.
- 3.7. While all response needs will be considered, the risk matrix helps the Service focus attention on the incident categories that pose the greatest risk to communities.
- 3.8. **Influencing factors** are being identified with a view to understanding whether they are likely to have a significant impact on the type and volume of incidents that the Service attends. There are some common factors that span multiple incident categories, including:
  - Climate change;
  - Demographics;
  - Societal change;
  - Technology; and
  - Legislation and national policy./ best practice.

- 3.9. **An Appliance Matrix** has been developed that assess' the comparative response value of each pumping appliance. This matrix, alongside other data and insight, provides an evidence-base from which the Service develops potential response models.
- 3.10. The busiest pumping appliance (based at Greenbank) attended more incidents in the five years to 31/03/2024 than all of the 31 quietest pumps put together.
- 3.11. More than half of all incident attendances made in 5 years were by 14 of the Service's 112 frontline line pumping appliances.
- 3.12. **Risk mapping** has been produced and is being used to help identify whether resource distribution is appropriate and proportionate to effectively meet the risk within communities. NFCC models have been adopted to support a consistent, sector-wide approach where available.
- 3.13. **Response modelling** has been undertaken and will continue to be refined throughout phase one and two of the FCR. CadCorp software is being used to model a multitude of changes to the way response services are delivered. Scenarios are compared to a **base case** which provides a view of the current situation, and the outputs are used to assess the impact of changes. The measurement criteria are:
- 3.14. **Proactive risk:** using the NFCC risk models for Dwelling Fires, RTCs and Non-Domestic buildings.
- 3.15. **Reactive risk:** using predicted performance against attendance measures for different groups of incident types.
- 3.16. To date approximately 70 scenarios have been modelled. The results of these models are being analysed and scored to provide an assessment of their relative impact.
- 3.17. **Cost benefit analysis** is being undertaken to balance the impact of change against the cost to the service.

### **Next steps**

- 3.18. The Fire Cover Review Phase One Report will be submitted to the Fire Authority for review at the formal meeting on the 19 December 2024. The report will outline options to take forward into Phase Two where further analysis and investigation will be undertaken to deliver recommendations on the future Service Delivery Response Operating Model.

**MARIA PHILLIPS**  
**Assistant Director, Corporate Services**





DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE

APPENDIX A TO REPORT DSFRS/24/37

# CRMP strategic review statement 2024

## Introduction

When launching our Community Risk Management Plan (CRMP) in 2022, we committed to reviewing and reporting on our progress annually. Our annual review looks at our progress against each strategic priority set out in the plan.

More information can be found out here: [CRMP 2022 - 2027 Actions](#)

We also review our incident data to look at what has happened over the last year and compare it to the forecasts used in our original plan. This helps us identify any significant variations from what we could reasonably expect to see and gives us the opportunity to investigate the reasons behind any variations and adjust our plans if we need to. We also look at changes in our Service or operating environment that has or could impact on our plans.

The Annual Report outlines the key achievements of the Service in the main areas of People, Prevention, Protection and Response, provides a summary of our finances and resources and gives an overall view of our work and performance in 2024 and our future plans. You will find more information about our work and a copy of our CRMP on our website: [www.dsfire.gov.uk](http://www.dsfire.gov.uk)

DRAFT

# About us

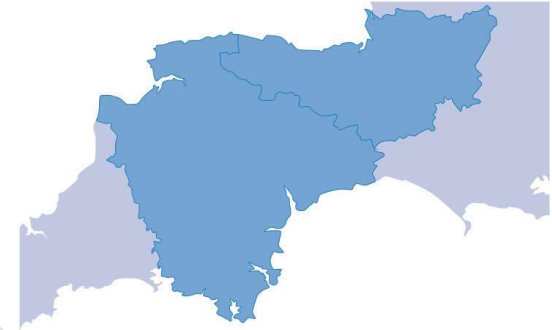
We have:



**83**  
fire  
stations



**303** emergency  
response vehicles



We are the largest  
non-metropolitan fire  
and rescue service in  
England, covering almost  
**4,000** square miles

Page 94



**2,000** dedicated staff



We protect  
**850,000** households,  
**79,000** businesses and  
a further  
**1.1 million** visitors a year



# Priority one



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

By preventing fires and other emergencies from happening, we can make Devon and Somerset a safer place for everyone to live, work and visit. Our prevention work is focused on road safety, water safety, home safety, safeguarding and partnerships. Our protection work is guided by the duties placed on us by the Fire and Rescue Services Act 2004 and Regulatory Reform (Fire Safety) Order 2005. Our protection teams work closely with businesses supporting them to meet fire safety legislation. The team uses appropriate regulatory powers where necessary to enforce the legislation.

Our community safety departments use data to plan campaigns, target the right people and deliver intervention and education at the most effective time. We also develop our own behaviour change campaigns, based on local risks and informed by data and insight. We have launched an annual calendar of prevention campaigns and communication activity. We align the timings of our campaigns with the National Fire Chiefs Council (NFCC) campaign calendar. [PSG - Fire Kills Calendar 2024](#)

Our data analysis team produces data and risk maps to ensure we target our interventions at those most at risk. We use various data sets to identify high-risk individuals and high-risk locations, including those who have had multiple fires and other risk factors. Our wholtime crews are now using targeted data for their prevention work, to reduce incidents as well as injuries and fatalities.

Safeguarding training, which includes information on identifying and reporting concerns to our Safeguarding team, has been rolled out to staff service-wide and is part of our mandatory training for all staff.



We delivered **18,839** home fire safety visits, with around a **quarter** of these generated through our partners.

We have established partnerships with a variety of organisations who refer vulnerable clients for home safety visits and who request our support at community events such as open days, talks and community fetes. We work closely with our internal communications team to create a regular newsletter that our partners can 'opt-in' to receive. In addition, we have 'Safety Alerts' which include information on emerging risks to the community which will go to all partners and is not opt-in.

Following Grenfell and the implementation of the Fire Safety England Regulations 2022, our Protection teams' work was focused on ensuring that buildings over 18m complied with the safety legislation. Now, following national guidance and feedback the Protection team are starting to focus on buildings of 11m-18m in height. The Protection team continue to lobby the government, where possible, to promote the installation of sprinklers or water mist suppression systems in high-risk housing.

Beyond fire safety, the proactive work from our teams has been recognised nationally, with the Service becoming the National Fire Chiefs Council (NFCC) Lead for Young Drivers and Regional Lead for Road Safety, as well as playing a pivotal role in the national Pre-driver Theatre and Workshop Education Research (PdTWER) by Dr Elizabeth Box. More can be read about this piece of work here: [RAC Foundation - DSFRS Collaboration](#)

We are piloting a new intervention for young motorcycle riders, who are disproportionately represented in our road traffic collision (RTC) statistics. This is currently being trialled in several local colleges and feedback is being acquired to inform its future development, this work is running concurrently with existing campaigns such as [Learn2Live: \(Keeping Young People Safe On Our Roads | Learn2Live\)](#) and [Biker Down: Biker Down – Would You Know What To Do?](#)

We continue to invest in activities to prevent accidental drowning and promote water safety, with a target of halving the number of people who accidentally drown in the area by 2026. While we continue to train and equip our staff to be able to respond to water incidents, the bigger impact on reducing accidental drownings comes through education and the provision of safety equipment, and this is where we focus our efforts. The community safety team are actively working with the RNLI, police, schools, colleges, councils and charities to provide education, support campaigns and supply lifesaving equipment at key locations.

More information on our activities can be found here: [Water safety | Devon and Somerset Fire and Rescue Service](#)

Throughout the summer, Devon and Somerset Fire and Rescue Service have attended several events, giving people advice on how to become 'Wildfire Warriors' in their communities. More information on our Wildfire campaign and how to become a 'Wildfire Warrior' within your community can be found through our website - [Firefighters launch wildfire campaign | Devon and Somerset Fire and Rescue Service](#)



We delivered **117** road safety interventions, **57** were focused on young drivers and **28** were focused on motorcyclists. We reached an audience of almost **28,000** people.





Looking forward:

We are aware of the Government's *Better Regulation Framework* and the main purpose of this framework is to support new regulations. We also acknowledge that it places a strong emphasis on assessing existing regulations to make sure they are still accomplishing their goals. We are currently seeking to fully understand the framework's scope and assess any impact it may have on our regulatory activity.

We have two cadet units with plans to open a further one later in the year. We are currently working towards introducing a pilot of the 'Phoenix' programme, which works closely with young people on fire station grounds, developing lifesaving skills. Run in partnership with senior schools and referral agencies, the Phoenix programme builds life skills and confidence for those most vulnerable to serious violence, aiming for a lasting, positive impact.

Analysis of the underlying reasons of the causes of unwanted fire signals are underway.

We completed  
**2,591** fire safety  
checks and  
**857** fire safety  
audits, providing  
advice and  
interventions  
to commercial  
premises.



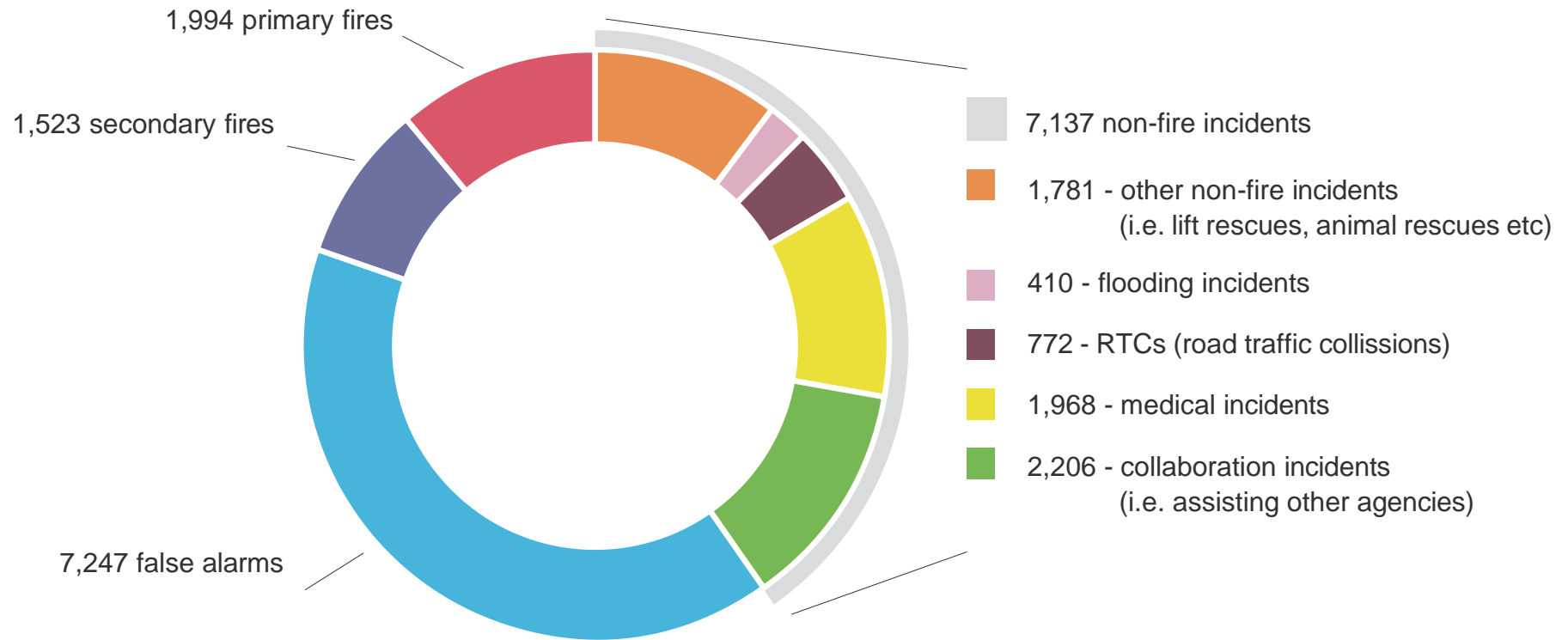
## Priority two

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

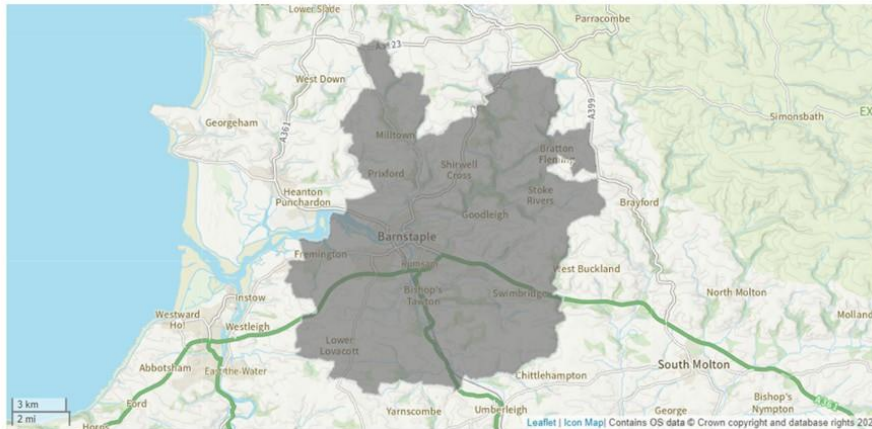
Fire and rescue services operate in an ever-changing world, and we must ensure that our resources are matched to risk. This means having the right personnel and equipment in the right place at the right time, so we are there when we are needed.

### Incidents attended 2023/24

We attended 17,901 incidents including a total of 3,517 fires, a reduction of 18.1% from the previous year.



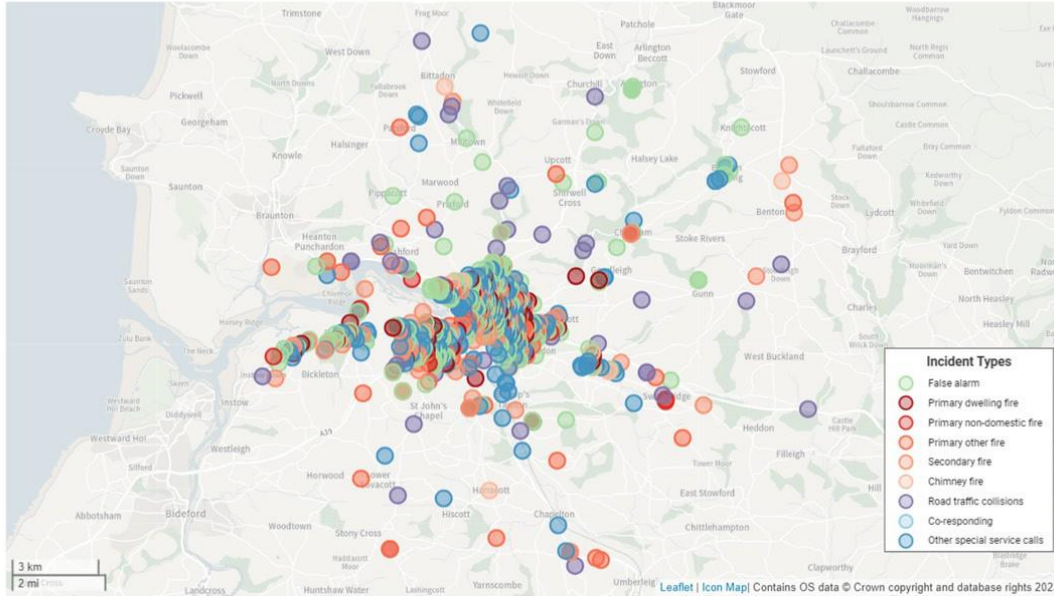
The first phase of the Local Community Plans (LCPs) for every fire station has been developed and is accessible to all staff. The plans provide a comprehensive picture of the community within the station's area, as well as availability for their appliances, activity and incident data. The accessibility and interactive nature of the plans mean that stations and departments can readily access useful information to help shape and improve their operations.



The Service handled  
**35,574** calls, a  
reduction of **5.9%**  
from the previous  
year



## Our Incidents

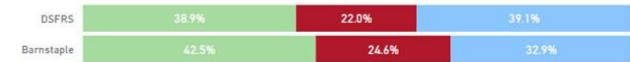


The activity information for this local community area is shown in the table below and map to the left. This information is the number of incidents attended with the station area Irrespective of station or appliance attending.

IncidentCategory	2021/22	2022/23	2023/24	Total
<b>FalseAlarm</b>	182	186	172	540
<b>All</b>	182	186	172	540
<b>Fire</b>	88	108	117	313
Primary dwelling fire	21	20	21	62
Primary non-domestic fire	11	13	18	42
Primary other fire	21	16	20	57
Secondary fire	28	57	54	139
Chimney fire	7	2	4	13
<b>SpecialService</b>	147	135	137	419
Road traffic collisions	21	17	17	55
Co-responding	4	6	3	13
Other special service calls	122	112	117	351
<b>Total</b>	417	429	426	1272

### Percentage incidents by category

● FalseAlarm ● Fire ● SpecialService



In 2023 work was completed to analyse the location and type of specialist vehicles that carry dedicated equipment and technology for specific incidents, the information from the review was used by our fleet department to help inform their fleet replacement programme.

In addition to this, a new Information Technology system, MORI (Management of Risk Information) has been developed to improve how we gather, assess and use the information to support our operational staff at incidents. The system records and provides key operational risk information. Any operationally useful information collected during prevention and protection activities is saved directly into the MORI system making it immediately available to operational crews, the MORI system joins the domains of prevention, protection and response. The system has been introduced across the Service supporting operational crews when attending incidents and training.

We have responded to the emerging demand to assist the ambulance service in moving bariatric patients. Specialist equipment and training has been provided to six crews strategically located, underpinned with newly created response plans, risk assessments and guidance.

Three new Aerial Ladder Platforms (ALP) have arrived in the Service and training has started. These vehicles will enhance our current capacity, providing access and rescue up to a height of 45m. We also have four new All-Wheel Drive Medium Rescue Pumps being delivered this year and four next year.



The Service  
attended 410  
flooding incidents  
in 2023/24

In response to the Grenfell recommendations the Service implemented the use of escape (smoke) hoods and smoke curtains to aid in the safe evacuation of residents. It has introduced a system called Immediate Building Evacuation (IBE) to manage the systematic evacuation of larger or more complex buildings. This system is currently being further developed to make use of existing digital solutions to ensure the information being provided to our operational crews is real-time and not inconsistent.

Extreme weather events have severe impacts on society and the Service are responding to this by investing in specialist training such as for wildfire officers and flood response. The Service also maintains specialist equipment such as the Argocat and Groundhog all terrain fire fighting vehicles. Our specialist rescue teams maintain a high level of preparedness with assets such as the Ionic boat, specifically designed to rescue people from inland flooding. Five new Water Carriers are due in Service in May 2025 to mitigate the increased risk of drought conditions.

#### Looking forward

The local community plans used by our staff are to be made accessible through our website for the public to interact with.

During 2024, we will be undertaking a Fire Cover Review to analyse the use of our resources against our incident, risk, and capability data, to help us better understand our levels of cover. Once this initial high-level assessment has been completed, we will understand whether we need to make any changes to make best use of our resources, ensuring they are in the correct location, with the right equipment and trained personnel. Further engagement and consultation where necessary will take place to help shape any business case.



## Priority three



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.



## People and culture

### Learning and development:

As an inclusive organisation, we want to create a learning culture which provides consistency and equality of opportunity to allow everyone to achieve their full potential. We will be innovative and creative in offering opportunities and career pathways for people to develop and to ensure they have the right skills.

A learning culture embeds learning into everything we do, whether at an individual, team or organisational level. This requires strong leaders to follow a strategic learning model and to support employees towards a shared vision and positive change through open dialogue and reflection.

Over the last three years, we have been evolving how we develop our future leaders. The key part of this change has been to go from reactive development and promotion processes to a pre-emptive one, informed by a well-structured workforce planning foundation. We have seen the introduction of development pools for future Crew and Station Managers, where individuals have access to leadership training, qualifications and a huge host of different apprenticeship opportunities. Our corporate colleagues also have access to the same level of leadership development.

“Discussion on types of bias was interesting, I felt i knew a few but some I didn’t match up to existing behaviour so was interesting to learn”

“I think the afternoon really gave colleagues the opportunity to ‘see’ how a potentially difficult conversation can play out rather than just reading material, which I think is far more beneficial in terms of learning.”

Quotes from participants of our leadership course

## Looking forward

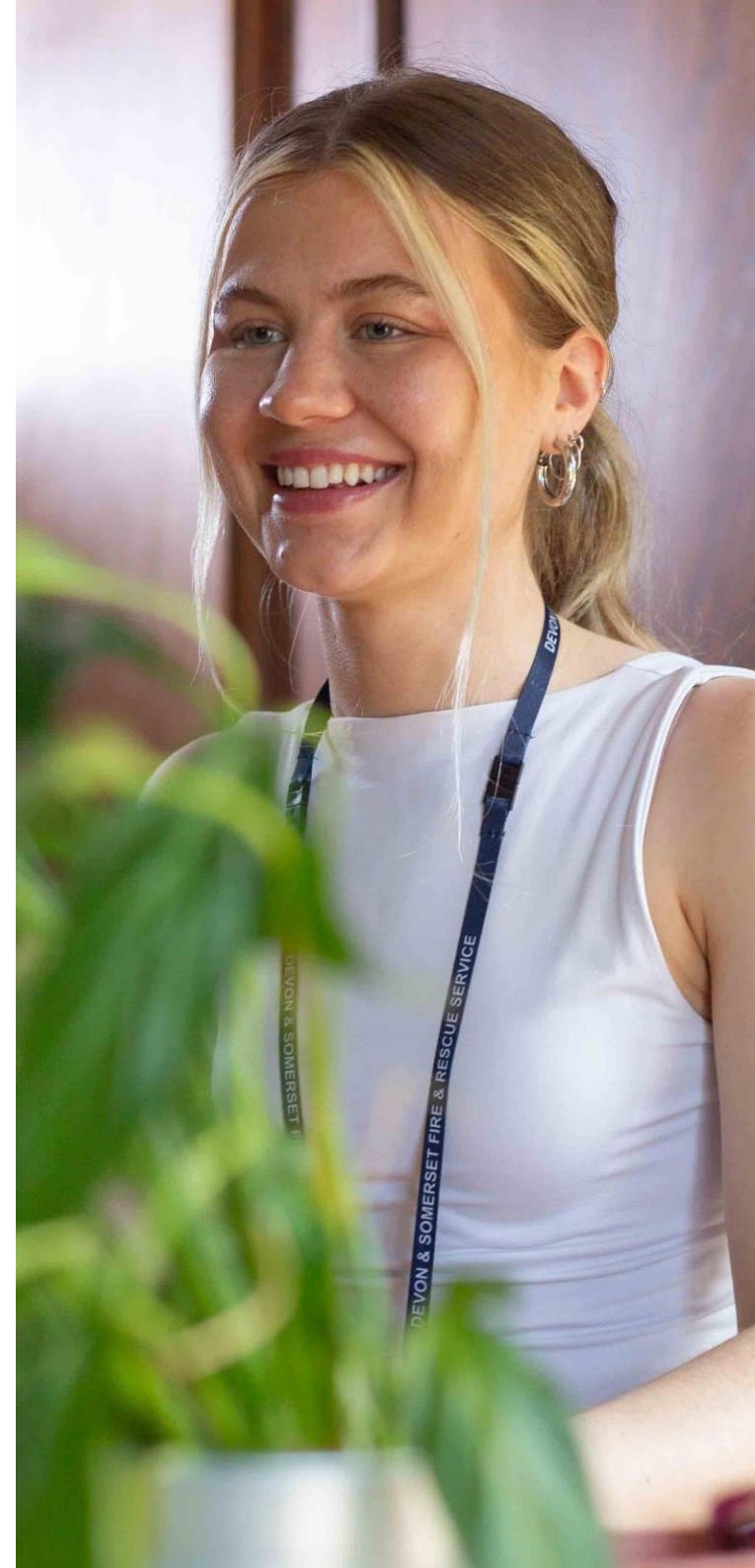
We will continue to develop leaders at all levels for the future, focusing on effective leadership styles, improving promotion processes and enhancing development programmes, all aligned with the National Fire Chiefs Council (NFCC) Leadership framework. We will recognise those who uphold our values, ensure leadership accountability, promote a culture of continuous improvement, and implement consistent governance and decision-making processes

## Apprenticeships

### Apprenticeship Awards

In May 2024, we won the Large Apprenticeship Employer of the Year Award alongside Bridgwater and Taunton College. The award recognised how we demonstrated a proactive commitment to the professional development of our personnel through our operational firefighter and operational manager apprenticeships.

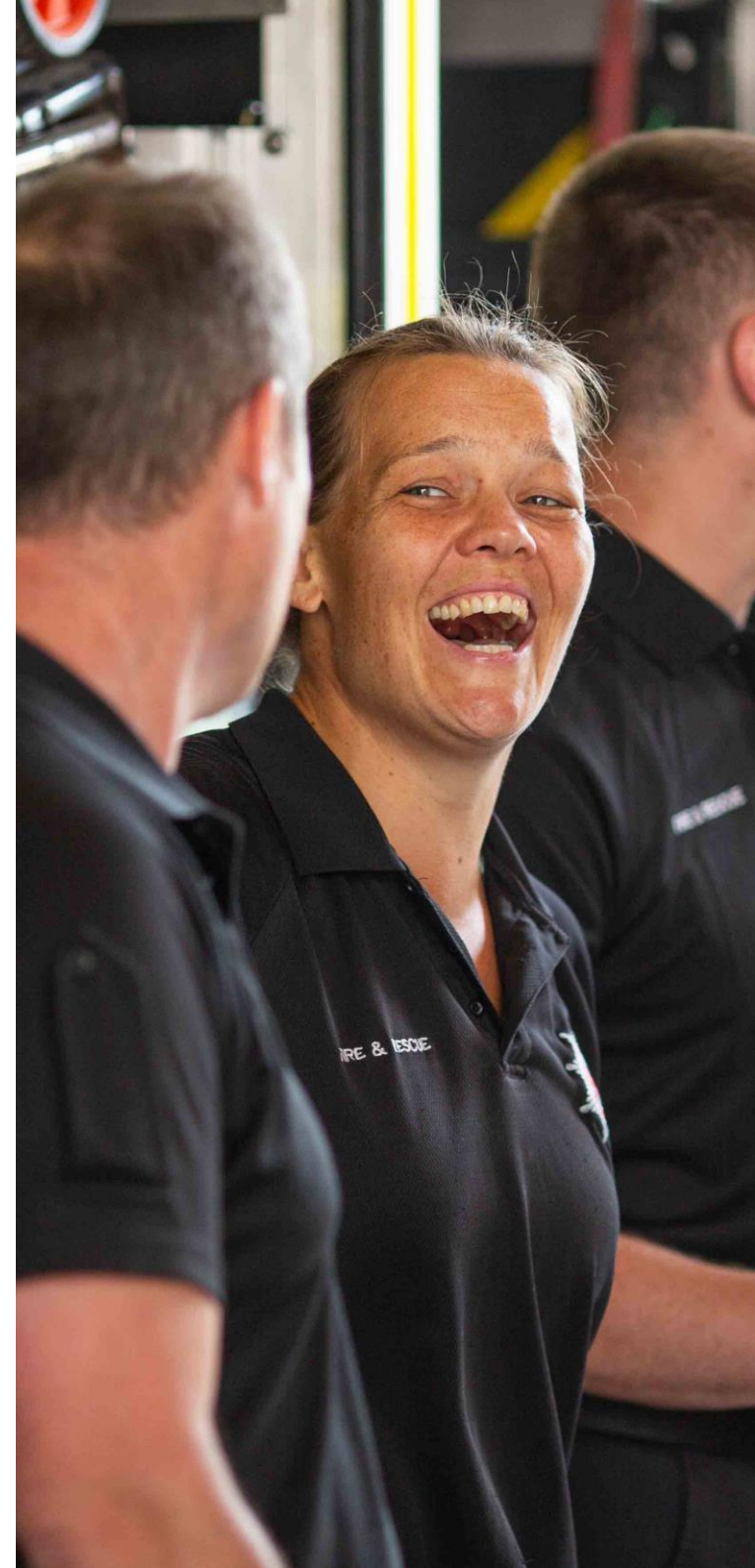
Recognising the significance of higher education, we actively support our staff taking on advanced degrees and additional certification, relevant to their respective fields.



We will continue to work with colleges and other training providers to deliver tailored apprenticeships to all our employees, to ensure the best fit for individuals, and our organisation, and providing best value for money. Apprenticeships are now utilised to deliver more in-depth knowledge, skills and behaviours as an alternative to previously used standalone qualifications or courses which were not eligible for levy funding.

#### Looking forward

We will continue to utilise apprenticeships as the first option for development, whether technical or behavioural, to ensure that there is a consistent approach to development. The team will be working with other fire and rescue services to develop 'Fire Officer' apprenticeships of differing levels, to further reduce costs and simplify the delivery of development courses throughout all ranks.



## Culture

We are committed to creating an organisation which promotes openness and trust between our managers and staff. As part of our 'Safe To' approach we have been embedding the principles of psychological safety, and the link to personal safety, through our values, ethics, and behaviours training, which sets expectations, encourages discussions and promotes a self-reflective culture.

The 'Freedom to Speak Up' programme was officially launched in 2023 as an additional way for staff to raise concerns safely and confidentially. The team of 'Speak Up Guardians' is made up of a lead guardian and four additional guardians working within current job roles on a part-time basis.

### Staff wellbeing

We have an extensive range of health and wellbeing support available including counselling, physiotherapy, occupational health services, reasonable adjustment support and medicals for a variety of roles. We have analysed our data to enable us to better target support to those who may need it in a timely way.

All health and wellbeing processes have been reviewed to ensure they are fit for purpose, and we have introduced new tools such as:

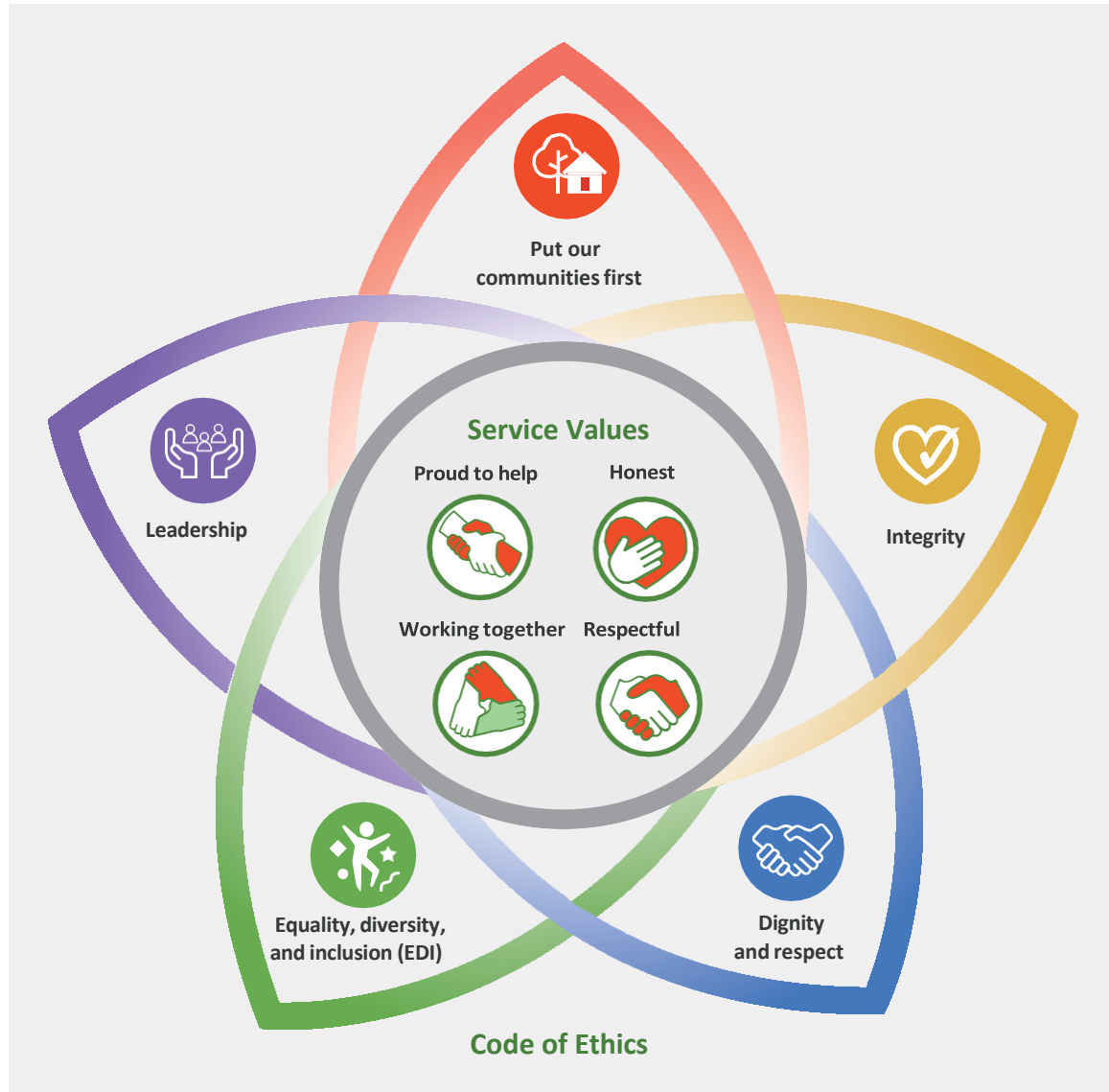
- a neurodiversity screening tool to support colleagues who may be neurodiverse, ensuring they have an appropriate support plan, or where there is a medical diagnosis, that reasonable adjustments are considered
- eLearning for mental health and stress awareness to help support individual resilience
- introduction of a drugs and alcohol procedure and a screening and support programme.

We engage with Occupational Health to support those who are returning to work. Additionally, our Health and Wellbeing Advisor is available to provide support and direct employees to our mental health and wellbeing resources.

## Equality, diversity and inclusion

Since 2022 we have embedded a new *Core Code of Ethics* alongside our *Service values*. The framework has provided clear guidance that supports our decision-making at all levels within the Service, providing an ethical compass and assisting us in dealing with challenging situations and ensuring we make the right decisions that align with our core principles

It is important that we live by our values, generating a positive environment where our staff feel empowered to influence, share knowledge and experiences, and have a voice to ensure we create and maintain a healthy culture within our organisation. Our new People Strategy 2024-2029 will outline the initiatives the Service will implement to support this.



To ensure our employees are supported we have a number of staff support networks. These groups meet regularly and are integral to giving perspectives and guidance to leaders and our staff.

The Service attends Pride celebrations and Diversity festivals, this enables us to engage, deliver safety advice and talk about recruitment to our diverse communities whilst also gaining insight and feedback from them to help us design our services.

We have continued to work on engagement and positive action events within all recruitment processes. We hold monthly 'Have a Go' days for people who are interested in joining as an on-call firefighter, to gain an overview of the role and an understanding of the strength and fitness expectations. More information about our positive action events can be found through the website within the Have a Go Days section.

We work with ENEI (Employers Network for Equality and Inclusion) and have taken part in their TIDE (Talent, Inclusion and Diversity Evaluation) benchmarking assessment again in 2024. This assesses a range of areas . We are then benchmarked against other organisations to allow us to see where we can make improvements.

“Our Multicultural Staff Support Network has been set up by our staff, for staff from all cultural backgrounds. We have worked to ensure that the network provides a safe space for members of staff to discuss issues, share experiences and ideas relating to race, culture and ethnicity. Allies also attend and are free to ask questions and seek advice and guidance from those with lived experiences.”

**Yasarian Murfin**

Chair of Multicultural Staff  
Support Network

Our Annual Workforce Diversity Report 2024 has been published and this highlights where we are doing well and where we must make improvements through recommendations. For more information on our Equality, Diversity and Inclusion Strategy and annual Workforce Equality Report, please visit our website [Equality and diversity | Devon and Somerset Fire and Rescue Service](#)

### Looking forward

We are committed to ensuring equality of access to all our services. Our Prevention team are actively working to increase our network of advocates from diverse communities, this however remains challenging due to issues around right-to-work visas. As with many current public services, the first port of call for the community is our website, this has been developed with accessibility in mind, with a translation tool and controls to be able to adjust the font size and colour contrast.

We will continue to promote the Service as an inclusive organisation for people from different communities to work for and interact with. A positive action event will be held at Middlemoor Fire Station in March 2025 for people from under-represented groups who are interested in becoming on-call firefighters. As part of a recruitment campaign for new wholetime firefighters, our attendance at pride and respect festivals in the summer of 2025 will be focused on recruitment opportunities and community safety awareness. We will continue to attend recruitment fairs, and we are using other media platforms such as the national Job and Careers magazine, to target underrepresented groups. For more information, please visit our website [Careers | Devon and Somerset Fire and Rescue Service](#).



“The Fire Pride and Allies network is a great resource to support others in the community and to encourage allies to get involved. For me the network gives voice to those who, historically, have been ignored and that feels empowering. I also strongly believe that organisations benefit hugely from input from diverse sources and that this network is a crucial part of that richness that will improve the Service for everyone”

**Colin Barnard**

Chair of Fire Pride and Allies





# Priority four

We are open and accountable, using our resources efficiently to deliver an effective, sustainable service that demonstrates improving public value.

The Minister of State for Crime, Policing and Fire requires all standalone Fire and Rescue Authorities (FRA) to produce an Efficiency and Productivity Plan for 2024/25, in line with guidance issued by the Home Office (HO) in December 2023. For more information on how our plan delivers against the national targets 2024 - 2025 [Productivity and Efficiency Plan](#).

### Efficient and Effectiveness

Our communities are facing a major challenge with climate change, and there is a political emphasis on decreasing greenhouse emissions and aiming for net zero by 2050. A sustainable programme has been created to aid in ongoing efforts to reduce our environmental impact, with a goal of achieving carbon net zero by 2030. Our Environmental Strategy will outline the initiatives we will implement to support this.

To enable us to achieve our targets we are continuing to:

- build on investments in 2023. The electric vehicle charging infrastructure is being expanded, with electric pool cars becoming more accessible to the wider organisation, this has been combined with a reduction in the total number of light vehicles. Where it is not appropriate to use electric vehicles operationally, we seek to procure vehicles that meet the latest emission standards
- target our activities. A heating decarbonisation survey of our 13 highest energy use sites was commissioned and we have been successful in securing £325k of grant funding to implement energy efficiency reductions in two wholetime stations and have applied for further grant funding opportunities.



**We are introducing  
electric vehicles  
where practical**

Our carbon footprint and other metrics, including our greenhouse gas emissions, are published annually at [DSFRS Greenhouse Gas Emissions](#). We have however seen an overall increase in our emissions for 2024 due to the way we report our emissions, which now includes additional indirect emissions.

We have continued with the replacement programme of older light fittings with LED's with a view that the whole estate will be replaced in the next five to seven years.

Completed the construction of three new on-call stations, with improvements against minimum environmental standards, with the inclusion of solar panels, air source heat pumps, and improved thermal performance and control. We continue to progress the review and rationalisation of the property portfolio in conjunction with Service Delivery with two stations currently being reviewed for possible co-location.

We have commenced a significant project looking at the training infrastructure across the estate, in particular the main live fire training facility at the Academy near Exeter Airport, which will bring about significant environmental improvements from the current training practices of hot fire training. An improved training facility with built-in resilience will also enable the academy to maintain and deliver the mandatory operational training with minimum downtime for repairs and replacements.

#### Looking forward

Over the next 12-month period, areas for progression and movement toward sustainable delivery are centred around the training strategy, delivery of live-fire training facilities, training hubs, the workshop/ fleet strategy and progression of a sustainable workshop model for the service. Continuation of the electric vehicle charging infrastructure estate-wide.

Our business continuity team have been busy testing our plans ensuring essential services can be delivered during adverse conditions.

## Finance

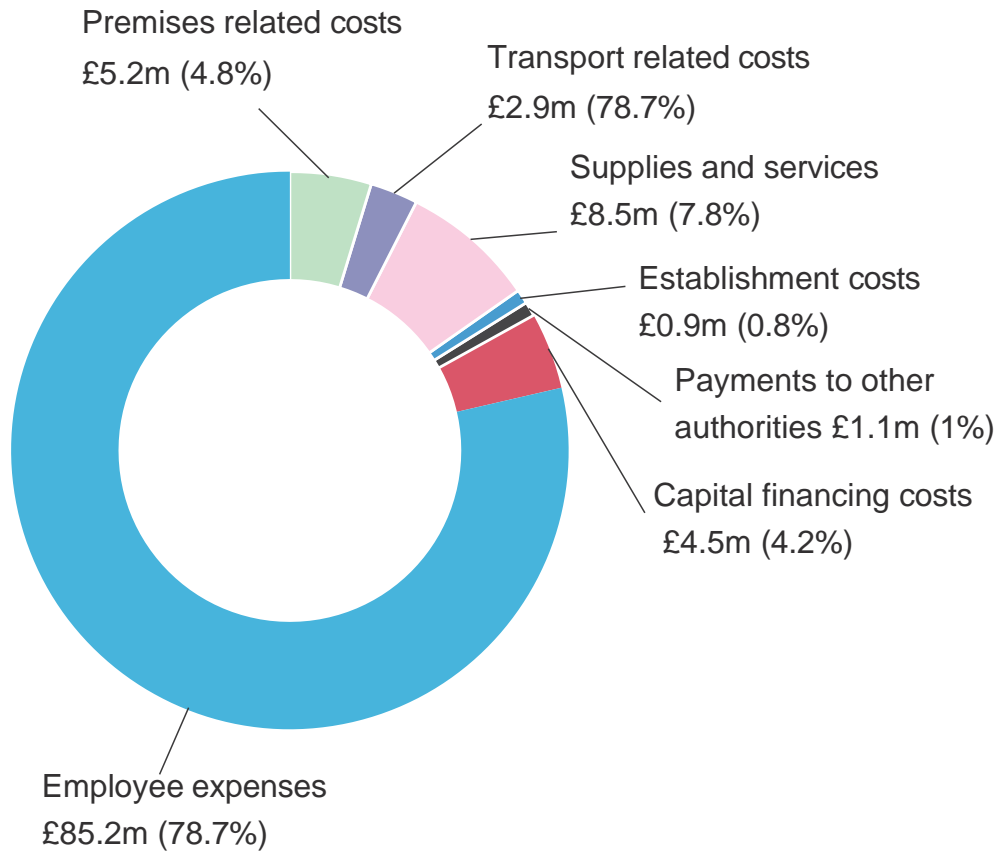
The Authority has an excellent history of achieving savings targets, with over £23.1m saved over the years since 2011 - 12 to 2023 - 24. During 2023 - 24, the Service achieved an underspent by £4.9m, the majority coming from;

- holding open vacancies within the Wholetime side (firefighting is their job) to ensure we are not over-established, following a review of shift-patterns, which is being undertaken. This saved £1.5m.
- a quieter year, activity wise saved £1.0m in on-call staffing costs
- the professional support staff budget was underspent by £1.3m due to delays in recruiting and difficulties attracting the right staff in a competitive market.

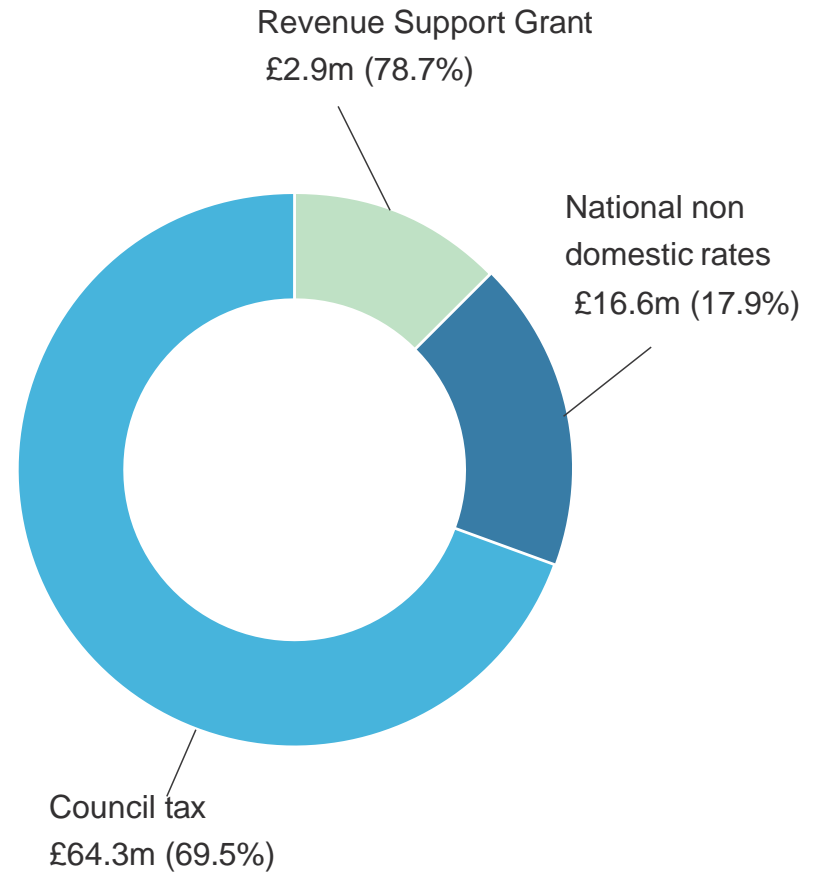
These savings have been reinvested into the Service to increase efficiency and has enabled us to invest in modern fire engines and station rebuilding, without the need to borrow funds.

Our net budget for 2024-25 of £92.6 million, funded from a combination of council tax , government grants and a share of the local business rates. Around 69% of our funding comes from council tax for 2024-25 – our Band D precept amount is £99.68.

### Spending 2024/25

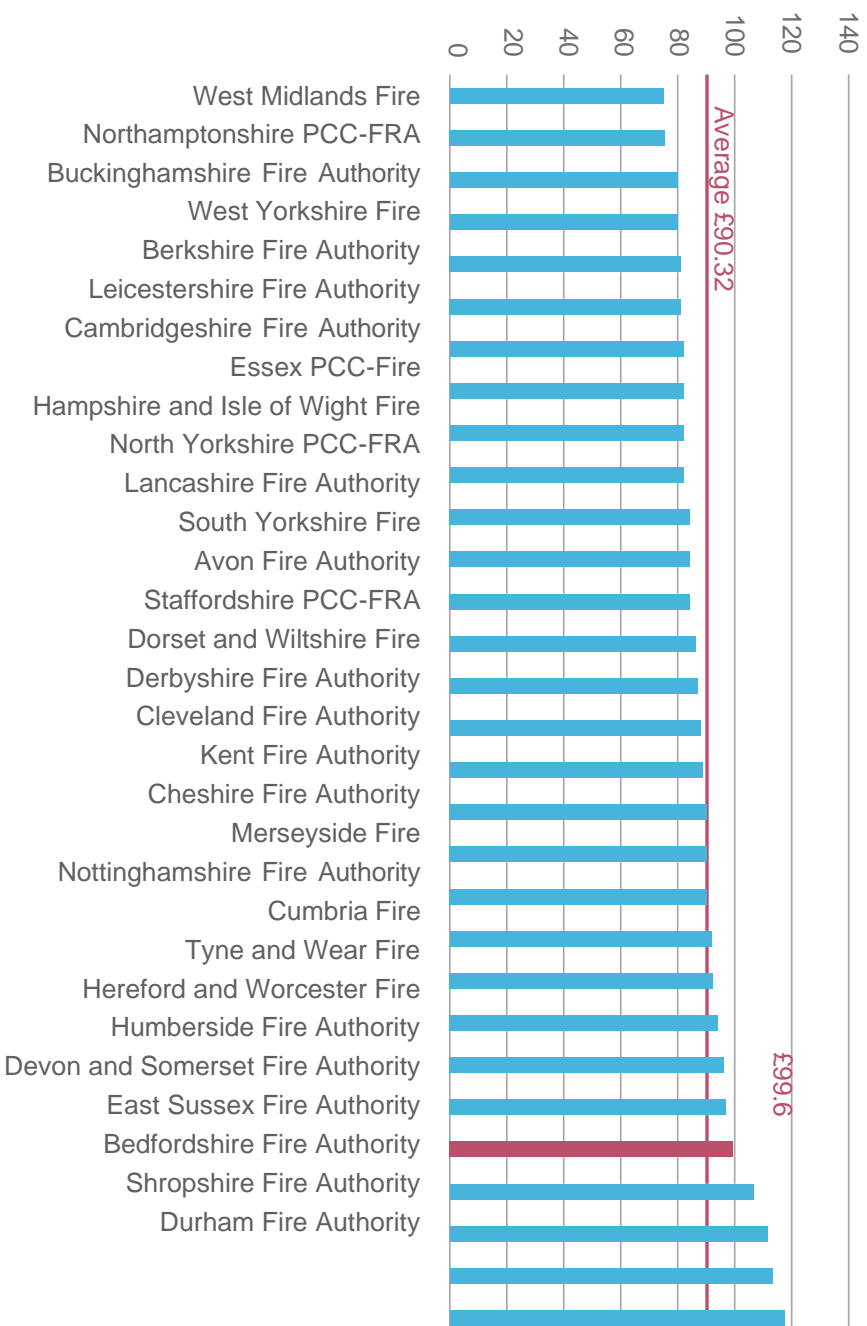


### Funding 2024/25



Our Band D Council Tax charge is slightly higher than the average charged by English Fire & Rescue authorities. Our two counties are very rural in places which require a suitable and sufficient operating model to ensure we can match the risk.

### Band D Fire Precept 2024 - 25



There are also financial reserves which help pay for specific projects, including capital schemes. These are built up from utilising any previous year's budget underspends. Over 60% of our reserves are set aside to fund the capital programme, reducing the requirement to fund using borrowing. The balance will be used to fund initiatives such as the change and improvement programme as agreed by the Fire Authority.

#### Looking forward

Our medium-term financial planning shows we still have considerable financial challenges ahead if our share of central funding, council tax and business rates does not improve. We forecast a gap of £1.8m for 2025-26 ramping up to £3.9m in 2026-27. Through a review of the shift patterns, payment methods, and attendance at automatic fire alarms, coupled with thorough financial management, we are working hard to deal with these challenges so we can deliver on our priorities within this plan.

Our capital investment (building and vehicles) for 2024-25 is £8.1m. This includes spending £4.3m on property and £3.8m on vehicles. New buildings and upgrades will be designed with the environmental and sustainability agenda in mind to match our ambition to be carbon neutral by 2030.

More information about our financial planning and performance, including our Productivity and Efficiency statement, can be found through the website within the ['What we spend'](#) section.

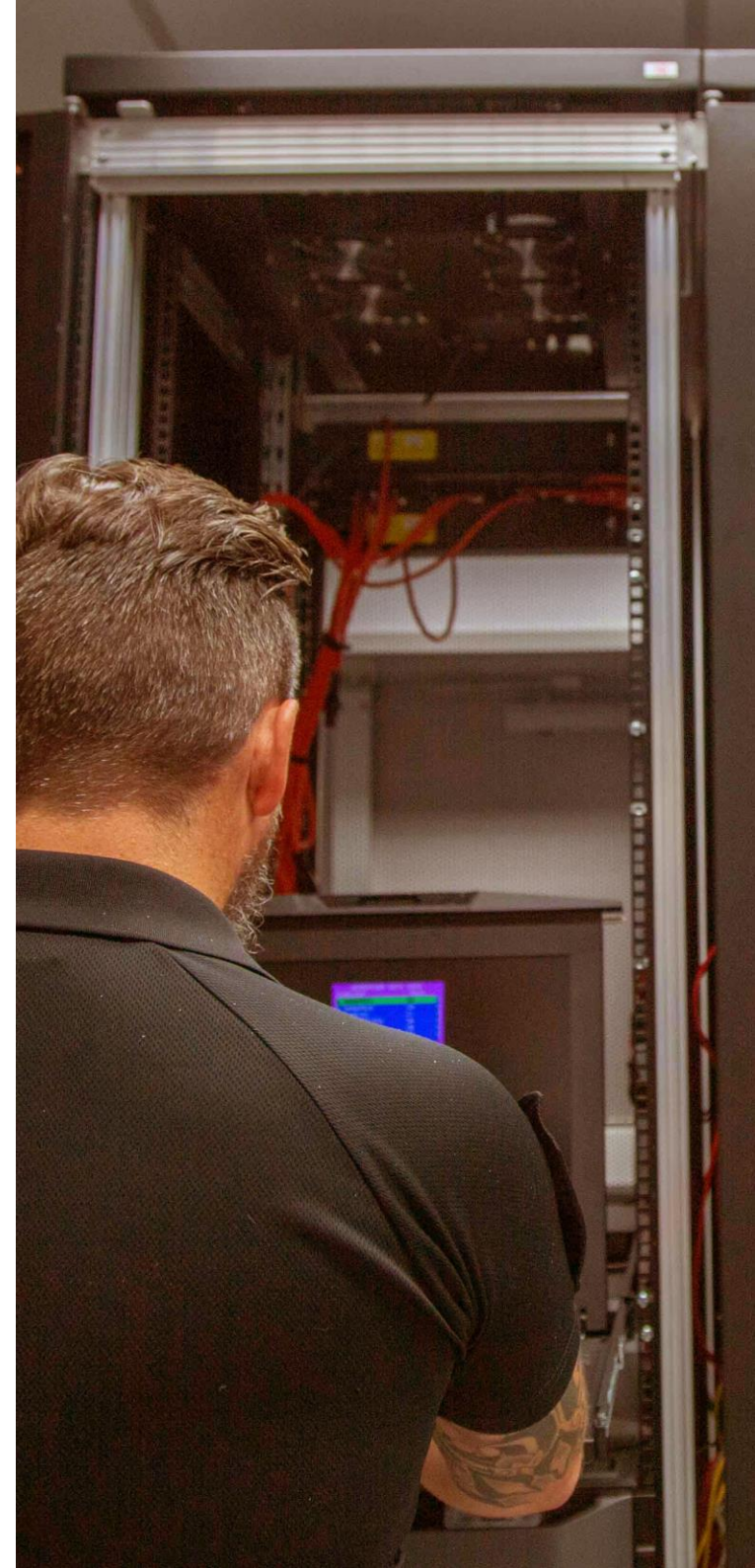
## Technology

Over the past 18 months, the Digital Data and Technology (DDaT) department has been formed, including a new head of department. Building on our commitment to continuous improvement and excellence, the newly formed DDaT department play a crucial role in supporting innovation and modernisation.

We have made investments in creating a scalable cloud-appropriate digital platform, allowing the Service to fulfil the growing demand for data visualisation related to our analysis and business intelligence. It will enable us to quickly use information to support our decision-making and get insight into any future risks that could affect our communities by utilising cloud technology.

### Looking forward

The Service's new digital and technology strategy will be published beginning of 2025 and will be in alignment with the NFCC's Digital Data and Technology (DDaT) function. The strategy will provide a framework for our data collection to support operational response, improve the performance of our services to the community, and promote sustainability.





# Professional standards

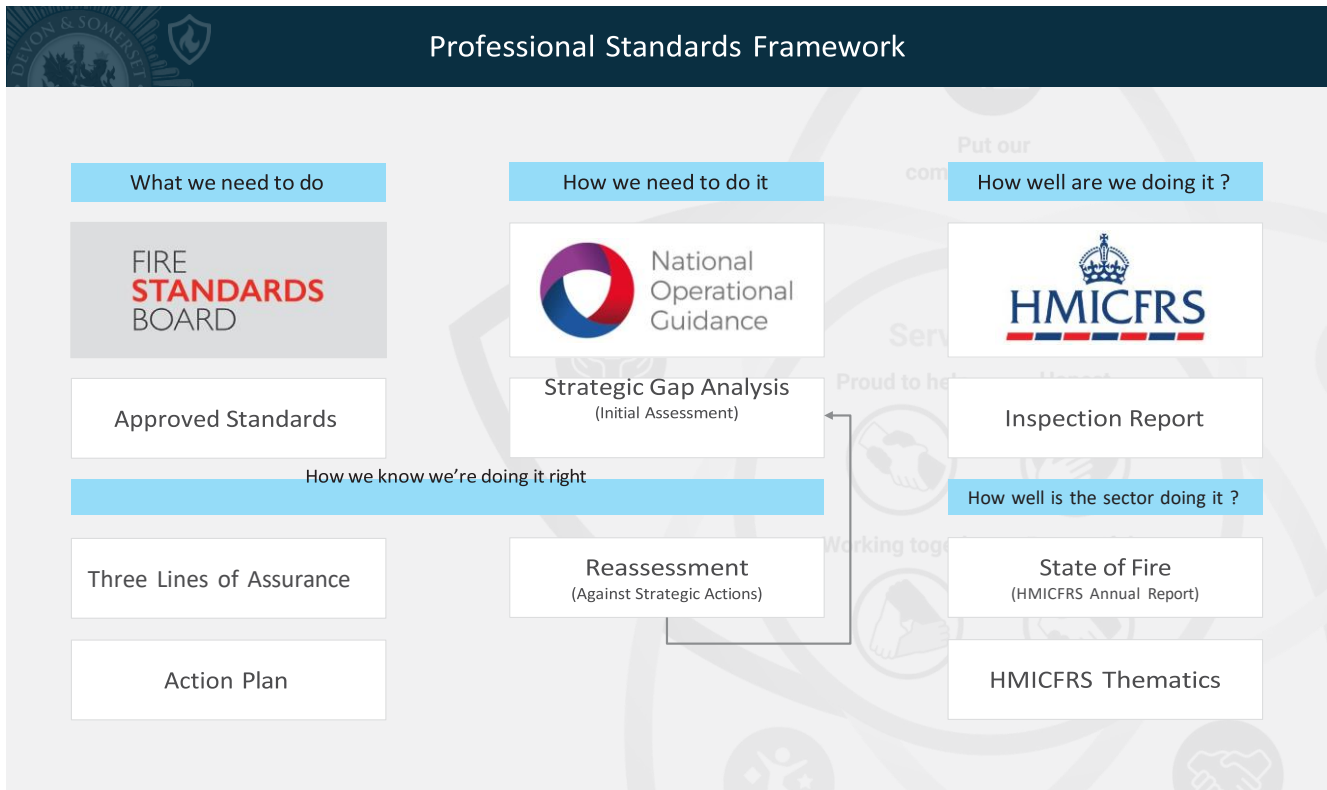
Nationally, the Fire Standards Board oversees the identification, organisation, development and maintenance of professional standards for fire and rescue services in England.

The Fire Standards Board has produced 19 approved Fire Standards, with the latest standards being published in September 2024. In the graphic below you can see how we have aligned these standards to our four strategic priorities.



The Professional Standards function delivers professionalism and standards aligned to our four strategic priorities. This creates clear organisational alignment and delivers against our vision and mission.

Devon and Somerset Fire and Rescue Service has adopted the sector definition of professional standards as assurance against the Fire Standards as defined by the Fire Standards Board. The professional standards approach promotes alignment of Service outcomes from both local and national inputs including His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection outcomes, HMICFRS national thematic reports and National Operational Guidance.



For more information explaining what the Fire Standards are please use this [link to the NFCC website](#)

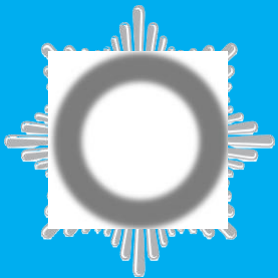
Through robust governance processes including a Professional Standards Board, reporting to the Executive Leadership Team and the Fire and Rescue Authority, the approach provides assurance of outcomes over time.

#### Looking forward

We are committed to ensuring we fully adopt and align to the Fire Standards. The Service will be focusing on the following areas.

- Delivering outcomes through alignment with national standards and guidance.
- Creating a strategic approach by embedding three lines of assurance.
- Supporting improvement by bringing national recommendations into the Service.





FIRE & RESCUE SERVICE



By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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