



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

Bedford Borough Councillors: C Atkins, J Gambold and M Headley

Central Bedfordshire Councillors: J Chatterley, R Berry, P Duckett, D McVicar and I Shingler

Luton Borough Councillors: J Burnett, K Choudhry, D Franks and Y Waheed

A meeting of **Fire and Rescue Authority** will be a **HYBRID**: Lecture Theatre, **Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA / MS Teams** on **Tuesday, 11 January 2022** starting at **10.00 am**.

John Atkinson
Monitoring Officer

AGENDA

| Item | Subject | Lead | Purpose of Discussion |
|------|---|--------------------|--|
| 1. | Apologies | Monitoring Officer | |
| 2. | Declarations of Disclosable Pecuniary and Other Interests | Chair | Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below). |
| 3. | Communications | Chair | |

| Item | Subject | Lead | Purpose of Discussion |
|-------------|---|-------------------|---|
| 4. | Minutes | Chair | To confirm the Minutes of the meeting held on 14 December 2021 (Pages 3 - 14) |
| 5. | Public Participation | Chair | To receive any questions put to the Authority under the Public Participation Scheme |
| 6. | Audit and Standards Committee Minutes from 2 December 2021 | Councillor Atkins | To receive Audit and Standards Committee minutes held on 2 December 2021 (Pages 15 - 22) |
| 7. | Draft 2022/23 Revenue Budget, Capital Programme and Council Tax | CFO | To consider a report (Pages 23 - 44) |
| 8. | Work Programme | CFO | To consider a report (Pages 45 - 54) |

Next Meeting

10.00 am on 10 February 2022 at Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

**MINUTES OF FIRE AND RESCUE AUTHORITY
MEETING HELD ON 14 DECEMBER 2021 AT 10.30AM**

(Please note, the start of this meeting was delayed by 30 minutes to enable the meeting to be quorate)

Present: Councillors J Chatterley (Chairman), K Choudhry, M Headley and D McVicar

CFO A Hopkinson, ACO G Chambers and Mr J Atkinson were also present

Councillors C Atkins, J Burnett, P Duckett, D Franks, J Gambold, I Shingler, DCFO C Bigland, ACFO A Kibblewhite, SOC I Evans, AC J Tai, AC S Auger, Mr S Frank and Ms S Zavery were present via Teams

21-22/FRA/61 Apologies

Apologies for absence were received from Councillors R Berry and Y Waheed.

21-22/FRA/62 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

21-22/FRA/63 Communications

Fire and Rescue Service support for the COVID vaccination programme

The Chair advised that he had received a letter from the Minister earlier in the morning requesting all fire and rescue services to support the COVID vaccination programme and that funding would be provided for any costs incurred in doing so. It was noted that this Service was already actively supporting the local vaccination programme.

The Deputy Chief Fire Officer provided further detail on the Service's significant involvement in the local vaccination programme and response to the Omicron variant in Bedfordshire, including the management and staffing of mass vaccination centres and ongoing support of the Local Resilience Forum Secretariat.

HMICFRS Inspection Report

The Chief Fire Officer reported that an embargoed version of the Inspection Report had now been received and that it would be circulated to Members for information as soon as possible. The report was due to be published at midnight and the State of Fire Report laid before Parliament at 2pm on 15 December 2021.

21-22/FRA/64 Minutes

RESOLVED:

That the Minutes of the meeting held on 2 November 2021 be confirmed as a true record.

21-22/FRA/65 Public Participation

Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

21-22/FRA/66 Executive Committee Minutes from 30 November 2021

The Chair introduced the Minutes of the meeting of the Executive Committee held on 30 November 2021 and advised that these would be deferred to the end of the meeting so that they could discuss the confidential matters considered at the meeting.

21-22/FRA/67 Portfolio Lead Updates: Assets and Collaboration

The Chief Fire Officer advised that the update to be received at this meeting related to Assets and Collaboration. Following a discussion at the previous Executive Committee meeting, all Portfolio Lead Updates would be accompanied by a written report on the agenda and Members' attention was drawn to the two slides published as part of the agenda. More detailed written reports would accompany future updates, which would be provided to the Authority as part of a rolling programme.

The Deputy Chief Fire Officer introduced the update by expanding on the Service's involvement in the vaccination programme and the significant amount of support provided by the Service to the East of England Ambulance Service (EEAST).

The Assistant Chief Fire Officer provided further detail on asset management. As part of this, she highlighted the following:

- There was currently a tender process in progress for the procurement of new fire ground radios, which would assist the Service in achieving some of the targets set out in the Grenfell Tower Action Plan, and for new battery operated cutting equipment used at Road Traffic Collisions.

- A Memorandum of Understanding with EEAST had been signed for the servicing of vehicles and consideration was being given as to whether the Service could provide out of hours servicing for EEAST vehicles.
- Greater focus had been placed on the disposal of assets, to achieve more income for the Service as well as to consider more sustainable forms of disposal.
- An electronic asset and fleet tracking system was being rolled out across the Service.
- New gas detectors had been fitted to all appliances as an additional measure to improve the safety of fire fighters and the general public.
- Discussions were ongoing with London Luton Airport regarding servicing of vehicles operating on that site; this was recognised as an additional income generation opportunity.
- Service technicians were being trained to fit and service Airwave radios, blue lights and sirens, which would reduce expenditure on external repair.

Councillor McVicar commented that he was unable to access his notes as his device could not access the Wi-Fi in the Lecture Theatre. He expressed disappointment that the in-person attendance at the meeting was so low and that the Police appeared to be losing focus on collaboration at the strategic level as they continued to cancel meetings of the Collaboration Board, of which he was a Member. As the Police had not yet signed up to the Estates Strategy, this was of grave concern.

RESOLVED:

That the update be received.

21-22/FRA/68 2021/22 Revenue Budget and Capital Programme Monitoring

The Assistant Chief Officer and Treasurer presented his report informing the Authority of the forecast year-end budget monitoring position as at 31 October 2021. The three year Comprehensive Spending Review settlement announcement was anticipated on 16 December 2021.

At 31 October 2021, there was a forecast non-salary underspend of £218,000, largely as the result of business rate refunds. There was also a forecast underspend in relation to audit fees, as there was a saving of £20,000 following the referral of a proposed increase of £33,000 from Ernst & Young to the Public Sector Auditor Appointments (PSSA) which PSAA had agreed only £13,000 and the receipt of Government grant of £12,000 in response to the expected rise in audit fees that had been awarded to all qualifying public sector bodies in 2021/22. There was a variance in the forecast salary budget due to unbudgeted pay awards to be funded by an earmarked reserve. Therefore, the total forecast variance at year-end was expected to be £170,800.

The Assistant Chief Officer provided an update on the Capital Programme. As previously agreed, the BA Set, Cylinders and Ancillaries replacement had been slipped into 2022/23. The cost of this project may exceed the budgeted amount of £450,000 and, if this was the case, this would be reported to the Authority in due course.

In response to questions and comments, the Assistant Chief Officer advised that the Service received additional funding from the Clinical Commissioning Group and the Government under the area of Prevention and Protection in relation to its dementia support and other health related work. The Government funding was subject to returns to the Home Office being approved and the most recent return submitted had been accepted. The Service was also in regular discussion with the Clinical Commissioning Group regarding funding requirements.

Increases in the taxbase arising from new homes being built would be reflected in the budget that would be presented to the Member Budget Workshop and then to the Authority meeting. There had been an increase in Band D equivalent properties from approximately 217,000 to 224,000.

In response to a question about the level of income generated through vehicle servicing for EEAST, the Assistant Chief Fire Officer reported that this was in the region of £65,000 annually and that additional income may arise from the servicing of Bedfordshire Police and London Luton Airport vehicles.

RESOLVED:

That the updates provided within the report be acknowledged.

21-22/FRA/69 Q2 2021/22 Performance Report

The Deputy Chief Fire Officer presented the summary of performance at the end of Quarter 2 of 2021/22. In introducing the report, the Deputy Chief Fire Officer commented that the performance base was higher than for the previous year and highlighted the following:

Prevention

Performance against the secondary fires target had dipped; this was most likely the result of seasonal variation, as most fires of this type occurred during the summer months.

Protection

The percentage of building regulations consultations completed on time had not achieved its target as there were currently vacancies in the Service as well as a national shortage of Fire Safety Inspectors. Of the 230 building regulations consultations 58 were not responded to within the 15-day period providing a compliance level of 75%.

The number of automatic fire detector false alarms in non-domestic properties had missed its target by 29.82%. The Service aimed to reduce attendance to this type of false alarm through call handling.

Response

RDS availability of first pump had missed its target by 35.2%. Recruitment and retention of on-call firefighters continued to be a challenge and a new project would commence this year to develop new and innovative ways of managing the on-call workforce.

There were also challenges relating to the percentage of time whole-time global crewing availability enabling nine riders on two pump responses (one with five crew and the other with four) as whole-time global crewing had been affected this quarter by several factors including extra annual leave to be taken after a carry-over of annual leave and people shielding or isolating. The Chief Fire Officer reassured members that the minimum crewing level of BFRS fire appliances is four firefighters, with five being the optimum number. Although the performance of this indicator was below target, and of obvious concern to officers and members, he was unaware of any occasion where a wholetime crewed fire appliance became unavailable due to crewing levels. The indicator reflected an increase in the number of occasions when wholetime fire appliances were operating at the minimum crewing level of four firefighters so the numbers of firefighters attending two-pump incidents had reduced by one firefighter (from nine to eight).

It was noted that the Service's performance against the Authority's emergency response standards were not included in the data suite presented in this report. A revised set of performance indicators was being prepared for the next reporting year. These would include the response standards and other measures that would facilitate comparison of the Service's performance against other fire and rescue services.

Empowering

All of the Human Resources indicators were meeting or exceeding their targets.

A significant amount of work had been undertaken to improve performance against the Organisational Development indicators, with additional courses and spaces being provided to address the gaps in training that had arisen during the pandemic when courses could not be provided at full capacity. This had allowed the Service to meet the majority of its targets around compliance with competency requirements.

The health and safety indicators had been impacted by a small number of incidents and consideration was being given as to how this could be reported to give a more accurate assessment of the situation.

Fleet

All measures were on target for the reporting period.

Finance

The Assistant Chief Officer had provided an update on Finance under the previous agenda item.

In response to questions and comments, Members were advised that:

- Over half of all dwelling fires were cooking related. Although cooking fires affected all age groups, the elderly were the most vulnerable to harm and preventative advice was provided through social media and other activity, particularly around the use of deep fat fryers and the importance of not leaving cooking appliances unattended.
- Individuals with dementia may require specialist interventions to prevent cooking fires from occurring.
- All building regulations consultations were responded to, although the Service was not able to respond to them all within the 15 day period due to the staff shortages in the Fire Safety Team. The four vacancies (two operational and two support) were being recruited to, but there was a national shortage of qualified Fire Safety Inspectors. In addition to the recruitment process, the Service was also supporting staff internally to achieve the relevant qualifications.
- The Service was undertaking further analysis to identify the reasons for the increase in attendances to automatic fire detector false alarms. There were over 20,000 non-domestic premises in the County and the majority of these premises had some sort of alarm system installed. Over 60% of the total calls responded to during the reporting period were from one building. There was also a high percentage of these alarms from hospitals and care homes. The Service had adopted a risk based approach so that a response would be provided for buildings with a sleeping risk, such as hotels and care homes. For lower risk premises, a reduced attendance would be sent out of hours to investigate.
- The turnaround time for fleet repairs appeared to be longer when compared to the previous year. This was due mainly to the availability of parts and spares as many of these came from Europe. The increase in servicing work was being accommodated through the employment of an additional service technician.

RESOLVED:

That the Service's performance against the delivery of the Authority's Community Risk Management Plan at the end of Quarter 2 be acknowledged.

21-22/FRA/70 Public Sector Equality Duty Report

Ms S Zavery, the Service's Equality, Diversity and Inclusion Manager, submitted the Service's Public Sector Equality Duty Report for 2020/21. The specific duties under Public Sector Equality Duty required public authorities to share information relating to people with protected characteristics with due regard to: eliminating discrimination, harassment, victimization, and any other conduct that was prohibited under the Act; advancing equality of opportunity between persons who shared a relevant protected characteristic and persons who did not share it; and fostering good relations between persons who shared a relevant protected characteristic and persons who did not share it.

The Equality, Diversity and Inclusion Manager drew Members' attention to the following:

- There had been an increase of 10.2% of ethnic minority staff starting in employment in the Service.
- There has been a decrease in the percentage of people leaving from LGBTQ+ backgrounds from 5.9% to 1.9%, but an increase in the percentage of people leaving between the ages of 17 – 24.
- 41% of staff leavers had been employed by the Service for 5 years or less.
- There had been a 3.2% increase in people aged 46-55 applying for support posts and a 3.6% decrease in those applying between the ages of 17-24. There had also been a 6.2% decrease in the number of female applicants.
- There had been a 6.7% increase in minority ethnic applicants applying for uniform positions.
- During the year, 13 complaints and 98 compliments had been received. The Service did not capture any equality information about people making complaints or compliments.

The Service would continue to seek to improve its representation from ethnic minority communities, women and people in the younger age groups, to become more reflective of the community that it served. Work was also ongoing to review policies and procedures to make them more inclusive and to improve equality, diversity and inclusion throughout the Service.

In response to questions asked by Councillor Burnett, which she would capture and email in for a fuller written response, the Equality, Diversity and Inclusion Manager advised that:

- The Service wanted to improve the rate of disclosure of sexuality and other protected characteristics.
- It may be possible to provide information on the representation of individual minority ethnic groups but it was important to ensure that the data allowed the Service to compare itself against other fire and rescue services.
- Engagement with minority ethnic groups in the County had been hampered by the pandemic.
- The Service would consider how it could participate in Race Equality Week.

In relation to unconscious bias training, the Assistant Chief Fire Officer confirmed that all senior managers had received the training and that she would liaise with colleagues in recruitment to ensure that all individuals involved in recruitment and selection processes had received this training before participating in these processes.

The high percentage of leavers within 0-5 years of employment with the Service was primarily the result of individuals leaving after 2-3 years of working as on-call fire fighters.

RESOLVED:

That the submitted report be approved for publication.

21-22/FRA/71 Pilots and Trials to Improve Response

Following discussion held at the Budget Workshop, the Deputy Chief Fire Officer submitted a report which sought the support of Members to develop proposals designed to improve emergency response times over a time-limited period and to collect data to underpin the modelling analysis undertaken as part of the ongoing Emergency Cover Review elements of the Authority's strategic Community Risk Management Plan. These included the provision of an additional primary appliance in the Shefford/A1 corridor area and the relocation of one of the appliances based in Luton to an alternative temporary location in the northern part of Luton. It was hoped that these trials would help improve response times, especially to Road Traffic Collisions (RTCs).

Councillor Headley expressed concern about the rationale behind the selection of these two particular pilots and expressed the view that he had not been provided with any information that suggested these were evidence based and forward-looking, taking into account the future growth planned in the County.

The Deputy Chief Fire Officer replied that full modelling information and a business case, included financial and staffing implications, would be presented to a future meeting of the Authority before a decision was made to implement these pilots. The Authority was being asked to support the development of proposals only at this stage.

The Chief Fire Officer assured the Authority that investments would be made in all three constituent council areas and repeated his offer for a further members workshop to build upon the information already presented at the two previous workshops during this year.

RESOLVED:

1. That the intended approach to develop proposals to pilot/trial new ways of working be supported.
2. That the principles of this approach be incorporated into the public CRMP/Budget consultation for 2022/23.
3. That further briefings prior to implementation be received.

21-22/FRA/72 Developing Collaboration with East of England Ambulance Trust

The Deputy Chief Fire Officer introduced a report providing options for future collaboration with the East of England Ambulance Service (EEAST), building on lessons learnt from past and present collaboration projects including bariatric rescue, falls partnership and co-responding. Following the work that had been undertaken to demonstrate the social value of the current collaboration projects, it was important to develop a more sustainable funding model.

The Chief Fire Officer was currently leading discussions with all the fire and rescue services across the EEAST area to try and develop a consistent partnership approach across the whole area.

Members recognised the value of the collaboration work with EEAST and supported the ongoing work and the possible creation of a project team to lead this.

RESOLVED:

That the benefits, opportunities and risks of developing the Service's support to EEAST and acting in accordance with the service value: "Daring to be Different" be acknowledged.

21-22/FRA/73 Community Risk Management Plan Draft 2022-23 Annual Action Plan including CRMP and Budget Consultation

Mr S Frank, the Head of Strategic Support and Assurance, submitted a report on the development and application of Community Risk Management Plan (CRMP) action planning, identify any gaps or duplication and approve a set of consultation questions to be launched as part of the budget consultation.

As part of the development of the Action Plan, Heads of Service had been asked to identify their top actions. These had been assessed, and with some actions rolled over from the previous Action Plan, 23 actions had been selected to form the basis of the annual Action Plan for 2022-2023. This was the last year of the current CRMP.

The CRMP and budget consultations would be combined as in previous years. Changes to the consultation process for 2022/23 included more open text questions about investment priorities and the long-term future of the Service, improved engagement with community groups and representatives of vulnerable communities and feedback on the Service website about what had changed as a result of consultation in the form of "You Said, We Did".

A small number of the actions had been identified as mission critical. These included actions to develop a more comprehensive profile of risk, to refine processes for effectively targeting protection activity towards higher risk premises in line with the latest national guidance, to improve on-call availability, to ensure safe systems of work and to empower staff, to ensure operational resilience and financial resilience and to integrate and fully utilise the Business Management Information System (BMIS) across the organisation and use it as a tool to

support transformational change.

In response to questions about the consultation process, the Head of Strategic Support and Assurance confirmed that all of the Service's key partners, including the three constituent local authorities, would be consulted.

The consultation would also be promoted via the Beds Fire and Alert system and internally within the Red Bulletin.

The Assistant Chief Officer and Treasurer referred Members to an email including a link to the draft consultation document.

RESOLVED:

1. That the progress in developing the Authority's Corporate Action Plan forming year 4 of the 2019-23 Community Risk Management Plan be approved.
2. That the proposals for public consultation on the Authority's 2022-23 Budget and the Corporate Action Plan forming year 4 of the 2019-23 Community Risk Management Plan be approved.

21-22/FRA/74 Calendar of Meetings for 2022/23

Members received the proposed calendar of meetings for 2022/23, noting that clashes with meetings of the constituent authorities had been avoided wherever possible.

RESOLVED:

That the submitted provisional calendar of dates for meetings of the Fire and Rescue Authority and its associated Committees for the forthcoming year be approved.

21-22/FRA/75 Information Bulletin (Q2 July - Sept)

Members received the information for Quarter 2 (July to September) 2021.

The Chief Fire Officer advised that the format of the information bulletin would be improved for the 2022/23 financial year. Suggestions were made as to how the data could be better displayed, such as the inclusion of the number of incidents in addition to percentages and displaying Road Traffic Collisions (RTCs) as a separate column on the bar chart.

RESOLVED:

That the information bulletin be received.

21-22/FRA/76 Work Programme

Members received the updated Work Programme.

RESOLVED:

That the work programme be received.

21-22/FRA/77 To receive the Executive Committee Confidential Minutes from 30 November 2021

RESOLVED:

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraphs 1,2 3, 4 and 5 of Part 1 of Schedule 12A to the Act (as amended):

Item

77. Executive Committee Confidential Minutes from 30 November 2021

The meeting ended at 12.39 pm

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REPORT AUTHOR: COUNCILLOR C ATKINS
SUBJECT: AUDIT AND STANDARDS COMMITTEE

For further information on this Report contact: Nicky Upton
Service Assurance Manager

Background Papers: None

Implications (tick ✓):

| | | | | |
|-----------------|-------|---|------------------------|--|
| LEGAL | | | FINANCIAL | |
| HUMAN RESOURCES | | | EQUALITY IMPACT | |
| ENVIRONMENTAL | | | POLICY | |
| CORPORATE RISK | Known | ✓ | OTHER (please specify) | |
| | New | | | |

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the informal meeting of the Audit and Standards Committee held on 2 December 2021.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 2 December 2021 be received and the decisions made by the Committee, informally, be ratified.

1. Introduction

- 1.1 The draft minutes of the informal meeting of the Audit and Standards Committee held on 2 December 2021 are appended for Members' consideration.
- 1.2 The Audit and Standards Committee requests the decisions it made, be ratified by the Fire Authority.

**COUNCILLOR C ATKINS
CHAIR OF AUDIT AND STANDARDS COMMITTEE**

**MINUTES OF AUDIT AND STANDARDS COMMITTEE
MEETING HELD ON 2 DECEMBER 2021**

Present: Councillors C Atkins (Chair), R Berry, J Burnett, P Duckett, D Franks, J Gambold and I Shingler
Councillor J Chatterley was present as an observer
Mr J Atkinson, ACO G Chambers and Mr S Frank
Ms S Rowlett, RSM

Please note: any decisions made by the Committee at this meeting need to be ratified by the Fire and Rescue Authority to take effect as the meeting was held informally.

21-22/ASC/29 Apologies

29.1 The Assistant Chief Officer and Treasurer advised that Mr N Harris from Ernst & Young was unable to attend the meeting.

21-22/ASC/30 Declarations of Disclosable Pecuniary and Other Interests

30.1 There were no declarations of interest.

21-22/ASC/31 Communications

31.1 The Committee received a communication from RSM regarding the change to its trading name from 'RSM Risk Assurance Services LLP' to 'RSM UK Risk Assurance Services LLP' as of 1 November 2021 to bring it in to line with other RSM Global member firms.

31.2 The Assistant Chief Officer and Treasurer reported on an invitation to opt into the Public Sector Audit Appointments (PSAA) scheme for the appointment of external auditors for a five year period commencing from 1 April 2023.

31.3 Members were reminded that the current external auditors Ernst & Young had been appointed by PSAA. During the audit of the 2019/20 Statement of Accounts, Ernst & Young had charged an additional fee of £33,484 which had not been accepted by the Authority and had accordingly been referred to the PSAA for consideration. PSAA had recently agreed that a fee of £13,300 was justified, therefore saving the Authority in the region of £20,000. Therefore, it was considered prudent to remain in the scheme.

RESOLVED:

1. That the communication from RSM be received.
2. That the Authority be recommended to accept the invitation from Public Sector Audit Appointments to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023.

21-22/ASC/32 Minutes

RESOLVED:

That the Minutes of the meeting held on 21 September 2021 be confirmed as a true record.

21-22/ASC/33 Public Participation

33.1 There were no members of the public present.

21-22/ASC/34 Internal Audit Progress Report

34.1 Ms S Rowlett of RSM introduced the report on progress made against the internal audit plan for 2021/22. Two areas of work were currently in progress: Debrief and Organisational Learning, which was in the quality assurance phase, and Key Financial Controls, for which the fieldwork would soon be completed. The results of this work would be submitted to a future meeting of the Committee.

34.2 The review of Risk Management had been postponed from November 2021 to March 2022 to enable new processes to be embedded.

34.3 The Committee received the Executive Summary of the HR Wellbeing audit. The audit had identified five medium priority actions as set out in the report.

34.4 In response to a question, Ms S Rowlett expressed the view that the Service was on a journey of improvement in relation to wellbeing and, in light of the COVID pandemic and the corresponding reprioritisation of resources, this did not vary significantly from the position of other organisations audited by RSM.

34.5 Ms Rowlett advised that she had now been appointed as the Head of Internal Audit for the Service, with Mr D Harris acting in a more senior advisory capacity. She would be assisted by Ms L Davies as audit manager.

RESOLVED:

That the report be received.

21-22/ASC/35 Review of the Effectiveness of the Fire and Rescue Authority's Internal Auditors

- 35.1 The Assistant Chief Officer and Treasurer introduced his report which asked the Committee to consider the effectiveness of the Fire and Rescue Authority's Internal Audit arrangements. This arose from a recommendation from the former Human Resources Policy and Challenge Group on 28 June 2018 to review the effectiveness of both internal and external audit.
- 35.2 The Assistant Chief Officer reported that RSM conformed with the Global Institute of Internal Auditors (IIA) International Professional Practice Framework (IPF). In doing so, internal audit services were required to have an External Quality Assessment (EQA) every five years. RSM was in the process of having its current assessment. The Service had received a survey and would contribute to the process.
- 35.3 RSM provided the Service with an Internal Audit Charter every year, as it formed part of the Internal Audit Strategy and was a requirement of the Public Sector Internal Audit Standards.
- 35.4 Neither the Assistant Chief Officer nor RSM had any issues of concern to bring to the attention of the Committee in relation to the effectiveness of the internal audit arrangements.
- 35.5 Ms S Rowlett confirmed that the External Quality Assessment was in its final stages and would be presented to the Committee at its next meeting.
- 35.6 Councillor Franks asked for greater detail as to the process for assessing the RAG ratings as set out in the Internal Audit Strategy by the Service's Corporate Management Team and Internal Audit and it was noted that this would be provided to the Committee at its next meeting.

RESOLVED:

That the report be received and the effectiveness of the Fire and Rescue Authority's Internal Audit arrangements be confirmed.

21-22/ASC/36 Internal Audit Actions Update

- 36.1 Mr S Frank, the Head of Strategic Support and Assurance, submitted a summary of actions arising from internal audit reports over the last three financial years to date and from the current Annual Governance Statement; together with any exception report on those actions currently in progress, progress to date on current action plans, proposals to extend the original timing for completion and those that have been completed since the last meeting.

- 36.2 The Committee was advised that there were a total of 8 High Priority, 57 Medium Priority and 38 Low Priority actions that had been agreed over the reporting period, of which, there were no High, 4 Medium and 1 Low Priority actions still in progress.
- 36.3 Although significant progress had been made, there were actions arising from the Procurement follow up audit relating to the quarterly procurement reporting and annual summary reporting to the Service's Corporate Management Team for which extension requests were being sought. This was due to the post of Procurement Manager being vacant between March and August 2021. The proposed revised timescales were for the quarterly procurement reporting to commence from January 2022 and an annual report to be presented to Corporate Management Team in April 2022.
- 36.4 In response to a question about the RAG status of actions arising from the Asset Management – Asset Tracking audit, the Assistant Chief Officer and Treasurer advised that the major issue affecting this area was resourcing and that during the pandemic period, resources had been diverted from project work to ensure that operational requirements could be met. This issue also affected actions relating to fleet.

RESOLVED:

That progress made to date against action plans be acknowledged and the extension requests relating to the Procurement follow up audit be approved.

21-22/ASC/37 Review of 'Monitored policies'

- 37.1 The Assistant Chief Officer and Treasurer reported on the review of the policies on Protected Reporting (Whistleblowing), Anti-Fraud, Bribery and Corruption Policy incorporating the National Fraud Initiative (NFI), Use of Regulation of Investigatory Powers Act 2000 (RIPA) and the Authority's Complaints and Compliments process.
- 37.2 The Committee was provided with an update regarding the Protected Reporting (Whistleblowing) Policy. An anonymous letter had been received and the Monitoring Officer dealt with the matter in accordance with the Policy.
- 37.3 There had been no cases of suspected fraud reported under the Anti-Fraud, Bribery and Corruption Policy, no cases identified under the National Fraud Initiative matching process and no applications for use of directed surveillance during the reporting period.
- 37.4 Information on compliments and complaints recorded in 2020/21 and 2021/22 (to 31 October 2021) were included as appendices to the report.

RESOLVED:

That the arrangements in place for the review of the 'monitored policies' be noted.

21-22/ASC/38 Report on Registration of Interests and Gifts/Hospitality

38.1 The Monitoring Officer presented his annual report on the registration of interests and gifts/hospitality by Members and Officers during the past year. There had been one entry made in the gifts and hospitality register during the reporting period.

RESOLVED:

That the contents of the report be noted.

21-22/ASC/39 Corporate Risk Register - Exception Report

- 39.1 The Head of Strategic Support and Assurance presented a report which provided an update on the continued evolution of the Service's Corporate Risk Register following the introduction of a new Business Management Information System (BMIS). Members were being asked for their views on the aims underpinning risk management in the Service, which were as follows: protect the assets of the Service; ensure service continuity; and facilitate innovation and opportunity.
- 39.2 The Service had retained its eight high-level corporate risks with a separate COVID-19 risk register. The risks were underpinned by a number of control measures and the RAG ratings given to risks were assessed by considering both the likelihood and the impact. At the time of reporting, one risk was identified as very high, two as high and five as moderate.
- 39.3 The new Business Management Information System represented a step change in accountability, efficiency, clear audit trails, linkages, live updates and integration. All risk owners had undertaken update training on the new system. It was suggested that Members receive a demonstration of the new system and this was supported by Members of the Committee.
- 39.4 The Head of Strategic Support and Assurance provided a brief update on the mitigating actions taken in respect of the corporate risks and it was noted that the Committee would be receiving the full Risk Register at its next meeting.
- 39.5 In discussing the current aims, Members recognised that the Service's workforce was its most important asset. It was agreed that the aims would require more careful consideration and therefore this would be discussed in greater detail at the Committee's next meeting, with any suggestions in the interim to be directed to the Head of Strategic Support and Assurance or the Assistant Chief Officer and Treasurer.

RESOLVED:

1. That the effective development and application of the Corporate Risk Register be noted.
2. That the aims for Risk Management be considered in more detail at the Committee's next meeting to ensure that they were still relevant.
3. That Members receive a presentation on Corporate Risk to include a demonstration of the new Business Management Information System (BMIS) that went live on 1 November 2021.

21-22/ASC/40 Work Programme 2021/22

- 40.1 The Committee considered the proposed work programme for 2021/22.
- 40.2 Ms S Rowlett commented that the Internal Audit Strategy to be submitted to the next meeting of the Committee covered the period 2022/23 -2024/25.
- 40.3 The Assistant Chief Officer and Treasurer suggested that a further review of the Service's Protected Reporting (Whistleblowing) Policy be undertaken arising from matters discussed with the Monitoring Officer and that an updated version be submitted to the next meeting of the Committee for approval.

RESOLVED:

1. That the Committee's Work Programme for 2021/22 be received.
2. That an item on the review of the Protected Reporting (Whistleblowing) Policy be added to the work programme for the Committee's next meeting on 3 March 2022 and that it be noted that the Internal Audit Strategy to be considered at that meeting covered the period 2022/23- 2024/25.

The meeting ended at 11.06 am

REPORT AUTHORS: CHIEF FIRE OFFICER AND TREASURER
SUBJECT: DRAFT 2022/23 REVENUE BUDGET AND CAPITAL PROGRAMME

For further information on this Report contact: Mr G Chambers
Assistant Chief Officer/Treasurer
Tel No: 01234 845000

Background Papers:

1. The 2022/23 Budget and Medium-Term Financial Strategy.
 2. The 2022/23 Budget and CRMP consultation paper presented to the FRA on 14th December 2021.
-

Implications (tick ✓):

| | | | |
|-----------------|-------|-----------------|------------------------|
| LEGAL | | FINANCIAL | ✓ |
| HUMAN RESOURCES | ✓ | EQUALITY IMPACT | ✓ |
| ENVIRONMENTAL | | POLICY | |
| CORPORATE RISK | Known | ✓ | OTHER (please specify) |
| | New | | |

Any implications affecting this report are noted at the end of the report.

PURPOSE

To present information to allow Members to approve and consult further on a draft Revenue Budget, Capital Programme and Council Tax for 2022/23.

RECOMMENDATIONS

That subject to review and consideration of these papers, Members approve a draft budget position to take forward and refine for the final budget meeting on 10th February 2022. The specific recommendations are to approve at this point in time:

1. A draft revenue budget requirement of £32.876m, as per Appendix 1, with a council tax increase of 1.99%.
 2. A draft Capital Programme of £1.371m as per Appendix 4.
-

1. Report Background:

- 1.1 The 2022/23 budget timetable was reviewed by the Fire and Rescue Authority (FRA) at the Members Budget workshop on 23rd November and the consultation questions approved at the FRA meeting of 14th December 2021. The timetable has been adhered to.
- 1.2 Budget work to-date has included a robust review and scrutiny of budgets by the Assistant Chief Officer/Treasurer, Chief, Deputy Chief and Assistant Chief Fire Officer, the Finance Team and the Corporate Management Team. Planned meetings have also taken place where the Capital Programme was scrutinised. There has also been one Members' budget workshop in November 2021.

There are £368k of new revenue bids, these are mainly for resources/posts (predominantly temporary), training related, cyber security and website improvements. There has been an increase in capital budget requests for 2022/23 of £210k from the indicative 2022/23 figures when setting the 2021/22 budget. The main changes are the rescheduling of vehicle purchases and more accurate scheduling of property works such as roof replacements. Not all requests were approved at the officer budget scrutiny stage, so the bids included as part of the draft budget are the reduced scrutinised position. These are subject to further review and discussion at the 2nd Members Budget Workshop on 25th January 2022.

- 1.3 The next stages of the budget process, in accordance with the timetable, are summarised in Table 1 below:

Table 1: 2022/23 Budget timetable extract from the date of 11 January 2022 onwards.

| | | |
|---------------------------------|---|---|
| Fire and Rescue Authority (FRA) | Draft budget approved. | 11 January 2022 |
| Public Consultation | Budget and CRMP, as presented to the FRA on 14 th December 2021 | End of December 2021 to 31 January 2022 |
| Corporate Management Team (CMT) | Update to CMT as required. | January 2022 |
| FRA | 2nd Members budget workshop – with bids scrutiny, updates on consultation responses received etc. | 25 January 2022 |
| FRA | 2022/23 Budget and Council Tax Precept set. | 10 February 2022 |

1.4 The Authority is proposing a draft budget for 2022/23 that takes into account the aims and objectives of the Service and prioritises the resources available for front line services, in line with the Community Risk Management Plan (CRMP).

It does this by:

- a. Proposing a council tax increase of 1.99%. This equates to an increase from £102.41 to £104.45, therefore a £2.04 increase per Band D equivalent property per year or just under 4 pence per week.
- b. Proposing the continuation of significant efficiency savings over the period 2022/23 to 2025/26 which totals £0.579m.
- c. Examining all possible savings and other ways of reducing expenditure or increasing income without affecting service levels.

1.5 The Authority when reviewing this draft budget report may choose to make amendments to the draft revenue and capital budgets presented or to the draft council tax increase and adjust the budget proposals accordingly, in consultation with the Treasurer and

the Chief Fire Officer. There will be the 2nd Members Budget Workshop on 25th January 2022, when Members will again discuss the proposed 2022/23 budget in detail prior to the final budget setting in February 2022.

2. Issues and Overview

2.1 The public sector was expecting a three year Comprehensive Spending Review (CSR), following three years of annual budget allocations from Government, more recently due to the pandemic. The Chancellor announced in October 2021 that there would be a three year CSR and it was widely assumed that there would be a three year funding settlement. However, when the provisional settlement figures were announced on 17th December 2021, it was confirmed that they would again be for one year only. The police sector did receive headline funding figures for years 2023/24 and 2024/25.

The Chancellor of the Exchequer, Rishi Sunak, presented the outcome of the CSR in October 2021. The highlights of this have previously been communicated to the Authority, these included that the council tax referendum cap for Fire and Rescue Authorities would be 2% again. As part of the provisional settlement it was announced that the eight lowest council tax charging Fire & Rescue Services could increase their council tax by up to £5. This is a positive move for the sector, however it is not applicable to BFRS.

2.2 Following the announcement of the CSR, the provisional financial settlement was announced on 17th December. The figures for our Authority are summarised in Table 2 below:

Table 2: Provisional Formula Funding Settlement

| | 2021/22 £m | 2022/23 £m | £m change |
|--------------------------------------|-----------------------|-----------------------|------------------|
| Revenue Support Grant (RSG) | 2.333 | 2.405 | 0.072 |
| Business Rates baseline funding * | 5.942 | 5.942 | 0 |
| Settlement Funding Assessment | 8.275 | 8.347 | 0.072 |

*This is the Government's estimate of the top up and locally collected Business Rates for BFRS.

- 2.3 The Settlement Funding Assessment (SFA) is the Government's assessment of the funding that the Authority requires. This can be broken down into Revenue Support Grant (RSG), the Authority's Business Rates Baseline (how much is collected locally and allocated to the Fire and Rescue Service) and the Government's Business Rates Baseline Top up. The figure for 2022/23 includes the increased RSG from 2021/22 by £72k to £2.405m for 2022/23 and the currently estimated Business Rates income (as shown in the MTRP lines 57 and 58 with updated locally collected figures, therefore £6.182m and not the £5.942m shown above).
- 2.4 The employer firefighter pensions grant that has now been received for three years, will again be provided as grant in 2022/23. This is annually £1.7m and the figure will be confirmed by the Home Office in January 2022. It has been indicated again that this will be the final year received as a grant, as it may be included as part of the overall financial settlement from 2023/24 onwards.
- 2.5 Capital - Prior to 2013/14 the Authority received in excess of £1m capital grant funding per annum. A bidding process was introduced in 2013/14 and continued until 2015/16. There have not been any capital grants or bidding rounds post 2015/16.
- 2.6 The 2022/23 budget assumptions and uncertainties, for transparency, are detailed in Appendix 2. Key pressures and uncertainties include pay awards, employers pension contributions, the continuation of grants and the Emergency Services Network costs.
- 2.7 This draft budget position does not include the current work in progress on the Community Risk Management Plan (CRMP) action plan/initiatives for 2022/23. Some of these are non-impactive on the budget and where they are (increases or decreases), further discussions are planned to take place with Members in January 2022. These items include Estate expenditure, work with partners such as the East of England Ambulance Trust (EEAST) and project work on operational response crewing, vehicles and locations.
3. Business Rates Retention/Formula Funding
- 3.1 As can be seen from Appendix 1, it is currently forecast that there will be a minimal increase in Revenue Support Grant to the Authority in 2022/23. This is after a circa 50% reduction or £2.4m in equivalent funding between the financial years 2016/17 and 2021/22. The MTRP factors in Revenue Support Grant funding being static between the years 2023/24 and 2025/26. This is subject to the medium-term outcome of Comprehensive Spending Review from 2023/24 onwards and the outcome of the Business Rates Review if this is still to take place. RSG may cease as a grant with business rates share/income increasing to compensate.

As our business rate baseline is lower than the baseline funding level, we are a 'top up' authority and receive a payment from central government. All Fire and Rescue Services are top up authorities. Fire grants such as for Firelink and New Dimensions are outside of the BRR scheme.

The Authority could be impacted by fluctuations of the Business Rates collected in Bedfordshire. If business rates income increases, the Authority will receive a share of this, if it decreases again the Authority will be impacted by this. There are mechanisms in place within the funding scheme that offer protection, called safety nets, should an authority be considerably adversely impacted.

Table 3 below details the estimated business rates income from the three unitary authorities. This has decreased, on current estimates/information, by (£87k) for 2022/23, based on the previously estimated 2022/23 predictions.

Table 3: Business Rates Income

| Authority | 2021/22 £'000 | Forecast Original 2022/23 at time of 2021/22 budget setting £'000 | Current Forecast 2022/23 £'000 | % Change Current to Forecast | Variance Original to Revised 2022/23 £'000 |
|-------------------------------|------------------|---|--------------------------------------|------------------------------------|--|
| Bedford | 675 | 681 | 649 | (4.7) | (32) |
| Luton | 653 | 659 | 643 | (2.4) | (16) |
| Central Bedfordshire (est) | 1,078 | 1,089 | 1,050 | (3.6) | (39) |
| Total | 2,406 | 2,429 | 2,342 | (3.6) | (87) |

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2022.

4. Council Tax Taxbase

- 4.1 Table 4 below shows the estimated change in the taxbase between 2021/22 and 2022/23. These are the current estimated taxbase figures for 2022/23 received to date from the local billing authorities.
- 4.2 As can be seen from the table below, the forecast 2022/23 taxbase figures provided or estimated when setting the 2021/22 budget, have increased by 5,169 Band D equivalent properties (last year it was a decrease of 5,206). This increase will result in additional council tax revenues for the Authority of £540k in 2022/23 above the income from taxbase increases previously forecast.

Table 4: Taxbase (Band D equivalents)

| Council | 2021/22 Taxbase | Indicative 2022/23 Estimates when setting 2021/22 budget | Councils Revised 2022/23 Estimates | % Change Indicative to Revised | Variance Original to Revised 2022/23 | Original forecast income 2022/23 £'000 | Revised forecast income 2022/23 £'000 | Variance £'000 |
|-----------------------------|-----------------|--|------------------------------------|--------------------------------|--------------------------------------|--|---------------------------------------|----------------|
| Bedford Borough | 58,919 | 59,509 | 61,942 | 4.1 | 2,433 | 6,216 | 6,470 | 0.254 |
| Luton | 51,087 | 51,597 | 52,738 | 2.2 | 1,141 | 5,389 | 5,508 | 0.119 |
| Central Bedfordshire | 106,698 | 107,765 | 109,360 | 1.5 | 1,595 | 11,256 | 11,423 | 0.167 |
| Total | 216,704 | 218,871 | 224,040 | 2.4% | 5,169 | 22,861 | 23,401 | 0.540 |

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2022.

For 2021/22 a new grant was introduced to support local authorities and their reductions in taxbase, called the Local Council Tax Support (LCTS) grant. For the Authority the grant, that was a one off, was £399k in 2021/22.

A new grant for 2022/23 has been announced as part of the provisional settlement and is £410k for our Authority. This is to cover the estimated Employer National Insurance (NI) Contribution increase from April 2022, estimated at £170k and the balance is unringfenced grant. It is assumed that only the NI funding will be provided from 2023/24 onwards.

5. Collection Fund Deficit/Surplus

- 5.1 The Collection Fund Deficits from the three unitary authorities are captured in the MTRP at line 61. These are the forecast 2021/22 year end positions on the collection of council tax and business rates, that are included as part of the Authority's 2022/23 budget. The council tax surpluses and business rates deficits from all unitary authorities have a net position of a surplus of £380k.
- 5.2 The three-year permitted spreading of the 2020/21 Collection Fund deficits will continue over 2022/23 and 2023/24.

6. Choices (Options) - Revenue Budget

- 6.1 The council tax freeze grant option ceased for the 2016/17 budget setting period and is therefore not a consideration for this 2022/23 budget. The 2011/12 freeze grant that the Authority did receive has been built into the formula funding baseline.
- 6.2 Appendix 1 details a council tax increase at 1.99% for 2022/23 and 1.99% per year thereafter. This is based on need as with these increases, the medium-term budget is showing a near balanced position.
- 6.3 The referendum trigger for council tax will be 2% for 2022/23 as previously indicated, unless one of the eight lowest charging authorities that can raise up to £5 for 2022/23. The Authorities are Berkshire, Buckinghamshire, Hampshire & Isle of Wight, Lancashire, Leicestershire, Northamptonshire, West Midlands and West Yorkshire
- 6.4 As identifiable in Appendix 1 the Authority has:
 - Planned savings and efficiencies over the medium-term of £0.579m to assist in balancing the budget and offset the Government's funding reductions (MTRP line 25).

- Implemented/ing the Transformational Reserves Strategy that was set up in the 2011/12 Medium-Term Financial Plan, setting earmarked reserves aside to utilise to balance the budget and invest in innovation in following years, whilst the savings and efficiencies were/are being planned and implemented (MTRP line 47).
- Focused on the medium-term, as well as the 2022/23 tax setting year, to ensure that there is an outstanding fire and rescue service that we can all be proud of in the future.
- Budgeted for revenue contributions to capital, to enable future funding of the Capital Programme to be met from internal resources and not new borrowing (MTRP line 22). New borrowing may be required if any large-scale capital developments are approved in a latter year.

As well as the focus on savings and efficiencies, the Authority is also aiming to maximise its income generation from chargeable services, investments and property rental.

6.5 Further work has again been carried out for this budget round on savings and efficiencies and these are summarised in Appendix 3, covering the period 2022/23 to 2025/26. Work continues on this and it is at least annually reviewed and refreshed.

7. Transformational Earmarked Reserve (TEMR)

- 7.1 Following the initial years of contributing to the TEMR as per the agreed financial strategy, the medium-term projects both contributions to and from the reserve. These monies as previously planned, are being used to smooth the introduction of the savings/efficiencies, are being invested in transformational initiatives and also support closing the budget gap in the medium-term.
- 7.2 The balance of the TEMR as at 1 April 2022 is forecast to be £2.861m, before any 2021/22 year end impact. As identified in Appendix 1, £2.209m has been allocated over the 2022/23 to 2025/26 years, currently leaving a balanced medium term position. This position will be discussed further and closed at the 2nd Members Budget workshop.
- 7.3 The latest forecast 2021/22 outturn position that was reported to the FRA at the December 2021 meeting was (£171k). Line 83 in the MTRP shows this being currently allocated to the TEMR in 2022/23.
- 7.4 The Authority's Chief Fire Officer and Treasurer recommend that at least a Council Tax increase of 1.99% should be implemented. This is based on need, as the current MTRP with only 2% pay awards, shows that there is a near balanced position at the end of 2025/26 with little Transformational reserve remaining. As this is based on numerous funding assumptions, there is planning time

between now and 2025/26 to implement additional savings and efficiencies. However, these do need to be researched, planned and implemented, so there is a significant lead time for large scale savings and efficiency options that will be required to close a base revenue budget gap in 2025/26 if pay awards are above the 2%. The Transformational Efficiency Reserve will also be continued in the medium-term to assist in future year's budget setting, with investments in innovation to close the budget gap and improve the efficiency of the Authority's resources.

8. Capital Programme

- 8.1 The Authority's base budget revenue contributions to fund capital commenced in 2012/13 to support capital expenditure funding in future years. There is now a base budget revenue contribution of £1.3m per annum, which fluctuates in line with the varying funding demand (MTRP line 18). This is with the assumption that capital grants are not forthcoming. If the capital funding from 2022/23 changes, the base budget revenue contributions could reduce. No new borrowing is currently planned in the medium term, however, this could change and would be discussed with FRA Members if this was anticipated.
- 8.2 The Capital Programme, as per the approved timetable, has followed the same robust challenge/scrutiny route as the revenue budget. CMT has also reviewed and assessed the bids made, supporting the schemes that are attached at Appendix 4 as the 2022/23 Capital Programme.
- 8.3 Key items of note in the proposed 2022/23 Capital Programme of £1.371m are:
- Investment in our front line operational equipment
 - Investment in ICT and software.
 - Investment in the modernisation of our buildings (office and operational).
- 8.4 The FRA Treasurer has reviewed the capital reserves and £488k has been un-earmarked/released to support the funding of the 2022/23 capital programme. This will ease the financial pressures in this year and support the medium term with this one off un-earmarking.

9. Budget Consultation

9.1 The budget consultation questions were approved by the FRA at the meeting on 14th December 2021. The consultation, in conjunction with the Community Risk Management Plan consultation, is currently underway.

10. Implications

10.1 **Financial:**

10.1.1 The implications to highlight are:

- There could be volatility again during 2022/23 should the pandemic have new variants that impact of jobs and therefore potentially the taxbase.
- Should there be a change to the referendum limit in a future year, the Authority will consider the options presented at that time.

10.2 **Medium-Term Implications:**

10.2.1 In setting a budget for 2022/23, the Authority must take into account the implications for the following years' financial strategy, namely 2022/23 to 2025/26 and beyond. There are significant efficiency savings over this period that will require action in the short term if they are to be secured within the planned timescales.

10.3 **Robustness of Estimates and Adequacy of Reserves:**

10.3.1 The Local Government Act 2003 places a duty on the Section 151 Officer (Treasurer) to comment on 'the robustness of the estimates' included in the budget and the adequacy of the reserves for which the budget provides. The Treasurer will do this for the final budget that is set post consultation on 10th February 2022.

10.3.2 Budget work to-date has included a robust review and scrutiny of budgets by the Assistant Chief Officer/Treasurer, Chief and Deputy Chief Fire Officers, the Finance Team, Corporate Management Team and one FRA Members' budget workshop.

In addition to the Authority's own council tax, there are separate council taxes for the Police Service, the local authorities of Central Bedfordshire, Bedford, Luton and their associated parishes that taxpayers will see on their council tax bills.

10.4 Use of Balances:

10.4.1 A prudent level of reserves, along with appropriate contributions to and from reserves, should be part of the overall budget. Ernst & Young, the Authority's external auditors, reported in their Opinion of the 2019/20 Statement of Accounts on 23rd December 2020, that the Authority had appropriate arrangements in place to secure efficiency, effectiveness and economy in our use of resources. The 2020/21 accounts are currently being audited.

10.4.2 As noted above in this report, it is anticipated that the Transformational Reserve will be mostly utilised over the medium term. The General Reserves has reduced from £2.6m in 2021/22 to £2.4m in 2022/23. Further discussions will be held with the Authority at the 2nd Members budget workshop on reducing this further in a latter year.

10.4.3 The revenue contributions to capital have built up over a number years to circa £1.3m per annum. This is a capital funding source to be utilised annually from 2022/23.

10.5 Resources and Risk:

10.5.1 The resource implications are detailed throughout this report, appendices and in the current Medium Term Financial Strategy.

10.5.2 The Authority's General and Earmarked reserves have been reviewed against the revised corporate risk register and these will be presented and discussed at the second Members' budget workshop on 25th January 2022.

10.6 Legal:

10.6.1 The Authority must set a balanced budget for 2022/23 by midnight on 1 March 2022.

10.6.2 The Authority has specific legal duties in relation to equalities and financial decision-making – see below.

10.6.3 There are no further specific legal issues arising from this report.

10.7 Equality:

10.7.1 Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have 'due regard'.

10.7.2 It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act 1998. It is therefore recommended that public authorities consider the potential impact their decisions could have on human rights.

10.7.3 Decisions should include a consideration of the actions that would help to avoid or mitigate any impacts on particular protected characteristics. Decisions should be based on evidence, be transparent, comply with the law and it is important that a record is kept.

10.7.4 Due regard has been and will be considered as part of the budget build process.

The Appendices are set out as follows:

- Appendix 1 – Draft 2022/23 Revenue Budget with a 1.99% council tax increase.
- Appendix 2 – Summary of planning assumptions and uncertainties.
- Appendix 3 – Medium-Term Savings and Efficiencies.
- Appendix 4 – Draft 2022/23 Capital Programme

ANDREW HOPKINSON
CHIEF FIRE OFFICER

GAVIN CHAMBERS
ASSISTANT CHIEF OFFICER/TREASURER

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FRA Meeting 11th January 2022

| | Original | Proposed | Proposed | Proposed | Proposed | Proposed |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2021/22 | 2022/23 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | £000s | £000s | £000s | £000s | £000s | £000s |
| MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26 | 32,035 | 31,104 | 31,104 | 32,876 | 34,209 | 36,623 |
| Base Budget | 32,035 | 31,104 | 31,104 | 32,876 | 34,209 | 36,623 |
| 1 Removal of 3% Fire Fighter Pay increase 2020/21 from Base Budget (will review pay award EMR) | -575 | 0 | 0 | 0 | 0 | 0 |
| 2 Increase to LGPS pay 2020/21 2% budgeted but 2.75% agreed | 42 | 0 | 0 | 0 | 0 | 0 |
| 3 Firefighter Salaries differences between pensions and scales due to retirements and recruitment | 0 | 0 | -90 | 0 | 0 | 0 |
| 4 Unbudgeted 2021/22 Green Book pay award (1.75% estimated) | 0 | 0 | 108 | 0 | 0 | 0 |
| 5 Unbudgeted 2021/22 Grey Book pay award (1.5% July 2021 - March 2022) | 0 | 0 | 194 | 0 | 0 | 0 |
| 6 Increase in Green Book CMT Post | 0 | 0 | 107 | 0 | 0 | 0 |
| 7 Reduction in Grey Book Area Manager post (see above) | 0 | 0 | -122 | 0 | 0 | 0 |
| 8 Additional Bank Holidays | 3 | 3 | 3 | 3 | 3 | 3 |
| 9 FF Pensions changes | -23 | 0 | 0 | 0 | 0 | 0 |
| 10 To capture additional FF employer costs | 1,700 | 0 | 1,700 | 0 | 0 | 0 |
| 11 Offset by grant | -1,700 | 0 | -1,700 | 0 | 0 | 0 |
| 12 Reduction in Minimum Revenue Provision (MRP) relating to borrowing costs on previous years vehicles | -140 | -11 | -11 | 0 | 0 | 0 |
| 13 Budget Realignment | 308 | -51 | 6 | -53 | -82 | 0 |
| 14 Apprenticeship Levy | 2 | 2 | 2 | 2 | 2 | 2 |
| 15 SCAPE (FF Pensions Scheme) Costs from 01/04/2019. Grant from 21/22 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Local Government Superannuation Revaluation Lump Sum | 10 | 9 | 9 | 20 | 20 | 20 |
| 17 Increase in Employer National Insurance (NI) Contributions (1.25% from April 2022 - offset by new grant see line 63 below) | 0 | 0 | 170 | 0 | 0 | 0 |
| Total Base Budget Adjustments | -373 | -48 | 376 | -28 | -57 | 25 |
| 19 | | | | | | |
| Forecast Variations | | | | | | |
| 21 Investment Interest Decrease/(Increase) | 50 | 0 | 0 | 0 | 0 | 0 |
| 22 Revenue Contribution to Capital | 138 | 663 | 425 | 879 | 2,030 | -1,848 |
| 23 Creation of New Corporate Reserve for future Pensions contributions, then removal | -1,000 | 0 | 0 | 0 | 0 | 0 |
| 24 Non-Uniform Incremental Drift | 75 | 41 | 87 | 57 | 34 | 14 |
| 25 Transformational Savings/Efficiencies | -181 | -239 | -183 | -132 | -114 | -150 |
| 26 Scrutiny Panel Decisions | -10 | 0 | -8 | 0 | 0 | 0 |
| Total Forecast Variations | -928 | 465 | 321 | 804 | 1,950 | -1,984 |
| 28 | | | | | | |
| Inflation | | | | | | |
| 30 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then followed by 2% following years | 71 | 0 | 77 | 75 | 76 | 78 |
| 31 Fire-fighters pay - 1 July 2022 to 31 March 2023 (2% 2022, then 2% each following year) | 0 | 220 | 216 | 225 | 229 | 234 |
| 32 Retained Pay (As per Fire-Fighters) April to June | 22 | 0 | 10 | 10 | 11 | 11 |
| 33 July to March | 0 | 30 | 34 | 36 | 36 | 37 |
| 34 Control pay (As per Fire-Fighters) April to June | 14 | 0 | 3 | 5 | 5 | 5 |
| 35 July to March | 0 | 20 | 16 | 15 | 15 | 15 |
| 36 Non Uniformed pay (2% effective from 01/04/2022, then 2% thereafter) | 0 | 121 | 133 | 141 | 144 | 147 |
| 37 Member Allowances | 0 | 2 | 2 | 2 | 2 | 2 |
| 38 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 30% Gas & 25% Elec in 2023/24) | 27 | 28 | 24 | 24 | 21 | 21 |
| 39 Prices/Contract Inflation (4% in 2022/23 followed by 2% 2023/24 - 2025/26) | 76 | 78 | 135 | 68 | 70 | 71 |
| Total Inflation | 210 | 499 | 650 | 601 | 609 | 621 |
| 41 | | | | | | |
| Budget Pressures | | | | | | |
| 43 FMS3' bids (Current Year MTFP process) | 480 | 167 | 368 | -152 | -33 | 0 |
| 44 FMS3' bids (Previous Years MTFP process) | -320 | -199 | 57 | 108 | -55 | -7 |
| 45 | | | | | | |
| Estimated Net Revenue Expenditure | 31,104 | 31,988 | 32,876 | 34,209 | 36,623 | 35,278 |
| Contribution to/from Transformational Earmarked Reserves | 609 | 116 | 505 | -833 | -2,032 | 151 |
| 48 | | | | | | |
| Estimated Budget Requirement | 31,713 | 32,104 | 33,381 | 33,376 | 34,592 | 35,429 |
| 50 | | | | | | |
| Budget Requirement Increase Year on Year | 650.9 | 307.4 | 1,667.9 | 1,272.5 | 1,210.3 | 2,052.5 |
| % Budget Increase | 2.1% | 1.0% | 5.3% | 4.0% | 3.6% | 6.1% |
| 53 | | | | | | |
| Financed by: | | | | | | |
| 55 | | | | | | |
| 56 Revenue Support Grant (RSG): expected to cease in 2022/23 and be included within increased business rates funding | 2,333 | 2,333 | 2,405 | 2,479 | 2,555 | 2,634 |
| 57 Business Rate Baseline | 2,405 | 2,429 | 2,342 | 2,405 | 2,405 | 2,405 |
| 58 Business Rate Top Up (lines 57 and 58 equal £6.182m and is higher than the Gov est of £5.942m) | 3,840 | 3,878 | 3,840 | 3,840 | 3,840 | 3,840 |
| 59 S31 from Multiplier cap and Small Business Rate Relief | 293 | 293 | 293 | 293 | 293 | 293 |
| 60 Business Rates Grant (under indexing the multiplier compensation) | 310 | 310 | 310 | 310 | 310 | 310 |
| 61 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax | 0 | 0 | 380 | 0 | 0 | 0 |
| 62 Collection Fund Surplus/(Deficit) | -1,196 | -83 | -83 | -83 | 0 | 0 |
| 63 Use of Collection Fund Deficit Reserve | 254 | 83 | 83 | 83 | 0 | 0 |
| 64 Council Tax (the remainder) | 22,193 | 22,860 | 23,401 | 24,289 | 25,189 | 25,947 |
| 65 New Local Council Tax Support Grant (to compensate for taxbase reductions) | 399 | 0 | 0 | 0 | 0 | 0 |
| 66 Estimate of new 75% Collection Fund relief | 37 | 0 | 0 | 0 | 0 | 0 |
| 67 Business Rates retail, nursery relief (NNDR 1 and 3 timings) | 845 | 0 | 0 | 0 | 0 | 0 |
| 68 New Grant 2022/23 only (expected to be baselined thereafter, covering employer NI increase and other) | 0 | 0 | 410 | -240 | 0 | 0 |
| 69 | | | | | | |
| 70 | 31,713 | 32,104 | 33,381 | 33,376 | 34,592 | 35,429 |
| 71 | | | | | | |
| 72 Band D equivalent Tax base | 216,704 | 218,871 | 224,040 | 228,015 | 231,842 | 234,160 |
| 73 % change on Band D's | -0.55% | 1.00% | 3.39% | 1.77% | 1.68% | 1.68% |
| 74 Leading to an average council tax (Band D) of | 102.41 | 104.45 | 104.45 | 106.53 | 108.65 | 110.81 |
| 75 | | | | | | |
| 76 % increase | 1.99% | 1.99% | 1.99% | 1.99% | 1.99% | 1.99% |
| 78 | | | | | | |
| Use of Transformational Reserves Summary | Proposed | Proposed | Proposed | Proposed | Proposed | Proposed |
| 80 | 2021/22 | 2022/23 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| 81 | £000s | £000s | £000s | £000s | £000s | £000s |
| 82 Transformational Earmark Reserve for Budget Setting | 2,502 | 2,861 | 2,861 | 3,287 | 2,205 | 123 |
| 83 2021/22 year end underspend contribution | 0 | 0 | 171 | 0 | 0 | 0 |
| Contribution to/from Transformational Earmarked Reserves | 609 | 116 | 505 | -833 | -2,032 | 151 |
| Annual use of Transformational Reserve for Strategic Projects and Improvements | -250 | -250 | -250 | -250 | -250 | -250 |
| 86 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m | 0 | 0 | 0 | 0 | 200 | 0 |
| 87 Net Balance Transformational Earmark Reserves | 2,861 | 2,727 | 3,287 | 2,205 | 123 | 24 |

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2022/23 Budget Process- Assumptions/Uncertainties

Current Assumptions:

- One year settlement for 2022/23 (Final settlement February 2022)
- The FF Employer Pensions Grant will be received for 2022/23 at £1.7m again as a grant, likely to be part of settlement 2023/24 onwards
- The 1.25% employer National Insurance increase will be part of Government Funding (part of new Grant £409,624)
- Current assumption is that this is a one off grant where in excess of the NI impact (estimated at circa £170k, so this grant is reduced from 2023/24 onwards)
- Collection Fund positions as per early indications – so all surpluses for Council Tax and deficits for Business Rates
- All longstanding grants received in 2021/22 will continue in 2022/23. This includes, New Dimensions, Fire link, MTA
- Green Book pay award 2% April 2022 onwards (1.75% April 2021 yet to be finalised). Modelling 4% too 2022/23.
- Grey Book pay award 2% July 2022 onwards. Modelling other 4% too in 2022/23.
- Council Tax referendum limit remains at 2% as announced by the Chancellor (£5 increase for lowest 8 council tax authorities).
- Taxbase increasing post the reduction due to the pandemic (final taxbase figures due from unitaries in January 2022 at the latest)
- Business rates increasing not decreasing
- No Capital Funding (bidding round not announced)
- Fire Grant/Emergency Services Mobile Communications Programme (ESMCP) funded – *Potential large funding risk here*. MAIT funding
- Utilities and fuel costs increase will continue to increase, therefore 30% gas and 25% electricity increases built into the budget

Other – the Authority wants to build in an Environmental Impact budget, to invest in reducing greenhouse gasses and becoming more green.

Uncertainties:

- What, if any, allocation will be given to Authorities to deliver efficiencies/savings
- How much Prevention and Protection Grant we will receive
- As above, how much of the Employer Pension Grant at £1.7m will be included as part of the settlement/CSR from 2023/24 onwards. It could be subject to reduction in the following years.
- If the new grant of £409k will continue at this level and therefore be more than just NI grant in future years (as above, prudent approach taken here)
- FF pensions – impact from the Remedy and associated costs (internal resourcing, payment to Administrators), immediate detriment costs and other pension related matters.

- Impact from Business Rates Retention (no Revenue Support Grant) potentially a future year in the MTRP
- Impact from recent CSR and funding for 2023/24 to 2024/25 and Spending Review for 2025/26 (year 4)
- Impact from delayed formula funding review (year unknown)
- Recruitment profile/establishment/retirements – associated recruitment/training costs
- New savings/efficiencies in the medium term
- Collaboration (PCC – including awaited White Paper and potential impacts on governance, Ambulance (servicing, co-responding, falls, bariatric funding?), Police etc) – and associated costs/savings/investments
- Medium term property strategy (Emergency Cover Review, One Public Estate, HQ, workshops, sharing etc)
- Contingent Liabilities/Assets included in the Statement of Accounts
- EU directives/legislative changes/post Brexit impacts such as supply chain and cost increases
- Implications arising from the Day Crewing and Retained pensions
- Strike expenditure potential over the course of the four year MTRP
- Interest and inflation rate fluctuations
- Outcomes of Retained Duty System project (budget increase/decrease)
- Outcome of Grey book pay review – broadening the role, pay award
- Outcome of Emergency Cover Review Project (now at stage two, looking forward)
- Outcome of contaminants work both locally and nationally and potential additional expenditure here.

Medium Term Savings and Efficiencies 2022/23 to 2025/26

| £'000s 2021/22 | Ref | Savings/Efficiencies | £'000s 2022/23 | £'000s 2023/24 | £'000s 2024/25 | £'000s 2025/26 |
|-------------------|-----|--|-------------------|-------------------|-------------------|-------------------|
| 5 | 1 | Income from Property Rents & Collaboration | | | | |
| 15 | 2 | Change of 4th Area Commander post to Green Book Head of Service (subject to natural turnover) | | | | |
| 5 | 3 | Energy Management Savings (Insulation & works following bid for grant) | 5 | | | |
| 13 | 4 | Team review/restructure | | | | |
| 64 | 5 | Efficiencies from Operational Review (Linked to ongoing CRMP work) | | 50 | 100 | 150 |
| 6 | 6 | Freedom of Information and Customer Complaints software | | | | |
| 20 | 7 | Corporate Telephony | | | | |
| 25 | 8 | Income from Workshops Non business Activity | 5 | 5 | | |
| 10 | 9 | Post sharing - work on Fire Investigation ISO17020 project (part time post shared with Cambs & Herts FRS) | | 10 | | |
| 18 | 10 | Saving from cessation of software, linked with new purchase of GIS and Data modelling solution | | | | |
| | | <u>New for Budget Setting 2022/23</u> | | | | |
| | 11 | Combine 3 existing BA courses (CFBT, BAR and TVT) into a new Tactical Firefighting Course negating the use of outside venue and instruction. | 20 | | | |
| | 12 | ASPIRE Leadership Programme | | 2 | | |
| | 13 | FF Apprenticeship residential element removal | | 35 | | |
| | 14 | Drone Income | 2 | | | |
| | 15 | Collaboration Income - EEAST at Bedford station | 4 | | | |
| | 16 | Staffing ICT Shared Service | 5 | | | |
| | 17 | Occupation Health system review | 2 | | | |
| | 18 | Cleaning Contract | 0 | 26 | 14 | |
| | 19 | Business Rates Reductions | 66 | | | |
| | 20 | Additional Vehicle servicing income | 50 | | | |
| | 21 | Surplus redistribution from the Fire & Rescue Indemnity Company (FRIC) (estimate) | 20 | | | |
| | 22 | Cessation Wholetime Recruitment system | 4 | 4 | | |
| 181 | | | 183 | 132 | 114 | 150 |

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CAPITAL PROGRAMME 2022-23 to 2025-26

| Ref | Bedfordshire Fire and Rescue Authority Capital Programme | Capital Budgets 2022/23 | Capital Budgets 2023/24 | Capital Budgets 2024/25 | Capital Budgets 2025/26 |
|-----------|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | | £000's | £000's | £000's | £000's |
| 1 | Scheme Fleet: Revised - Vehicles/associated equipment | 304 | 857 | 2,950 | 300 |
| 2 | ICT Projects: IT Developments a. Endpoint Refresh with Desktop & Laptop Deployment b. Renewal of Mobilising System Mobile Data Terminal & Risk Information MDTs c. Server & Storage Hardware Renewal d. Additional SAN storage e. Equipment refresh (laptops and phones) | | | 220 | |
| | | 85 | 310 | | |
| | | 116 | 75 | | 156 |
| | General: Property Works service wide ref 3 to 10 below Various: Lighting replacements, CCTV, fire protection, doors & windows, security gates, elec infrastructure, EV charging | 86 | 308 | 222 | 386 |
| 3 | Major Roofing Replacements | 323 | 56 | 386 | 0 |
| 4 | Drill yard resurfacing | 32 | 12 | 20 | 30 |
| 5 | WC/Shower facility refurbishments | 158 | 22 | 50 | 42 |
| 6 | Heating - boiler replacements | 66 | 26 | 45 | 0 |
| 7 | Bay Floor replacements | 65 | 80 | 0 | 20 |
| 8 | Dormitory refurbishment | 30 | 20 | 20 | 0 |
| 9 | Station Kitchen Refurbishments | 21 | 7 | 7 | 10 |
| 10 | | | | | |
| 11 | Fitness Equipment Expenditure | 5 | 15 | 0 | |
| | Other New for 2022/23 | | | | |
| 12 | Unmanned Aerial Vehicle capability enhancements | 30 | 0 | 0 | 0 |
| 13 | Future Capital Schemes yet to be identified | 0 | 0 | 0 | 1,000 |
| 14 | Electronic Fuel (Diesel) Monitoring system | 50 | 0 | 0 | 0 |
| | TOTAL | 1,371 | 1,788 | 3,920 | 1,944 |
| | | | | | |
| | Capital Financing Summary | | | | |
| | RCCO = Revenue Contribution to Capital | 883 | 1,762 | 3,792 | 1,944 |
| | Capital Receipts & Reserve Utilisation | 488 | 26 | 128 | 0 |
| | Total | 1,371 | 1,788 | 3,920 | 1,944 |

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REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2021/22

For further information on this report contact: Nicky Upton
Service Assurance Manager

Background Papers: None

Implications (tick ✓):

| | | | | |
|-----------------|-------|---|------------------------|--|
| LEGAL | | | FINANCIAL | |
| HUMAN RESOURCES | | | EQUALITY IMPACT | |
| ENVIRONMENTAL | | | POLICY | |
| CORPORATE RISK | Known | ✓ | OTHER (please specify) | |
| | New | | | |

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review and report on the work programme for 2021/22 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings.

RECOMMENDATION:

That Members consider the work programme for 2021/22 and note the 'cyclical' Agenda Items for each meeting in 2021/22.

**ANDREW HOPKINSON
CHIEF FIRE OFFICER**

FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2021/22

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|-----------------|-------------------------|-------|--------------------------------------|-------|
| EXECUTIVE | Item | Notes | Item | Notes |
| 20 January 2022 | Work Programme | | | |
| | | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|----------------------------|---|--------------|---|--------------|
| BUDGET WORKSHOP (2) | Item | Notes | Item | Notes |
| 25 January 2022 | Council Tax Consultation – Summary of Responses | | | |
| | Revenue Budget | | | |
| | Capital Programme 2022/23-2025/26 | | | |
| | Summary and Next Steps | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|------------------|---|---|---|---------------------------|
| | Item | Notes | Item | Notes |
| 10 February 2022 | Communications | | Grenfell Tower Action Plan Update (ACFO and AC Tai) | Added by ACFO on 01.12.21 |
| | Executive Committee Minutes from 20.01.22 (provisional mtg) | | | |
| | Revenue Budget and Capital Programme Monitoring (current year) | | | |
| | The 2022/23 Revenue Budget, Capital Programme and Council Tax setting | | | |
| | 2019-23 Community Risk Management Plan - Consultation Update | | | |
| | Treasury Management Strategy and Practices | | | |
| | Localism Act 2011 – Pay Policy Statement 2022 | | | |
| | Portfolio Leads Updates: Prevention & Protection and Operational Response and Resilience (DCFO, HPP, HoR) | | | |
| | Members' Allowances Scheme | Deferred from previous meeting – Monitoring Officer | | |
| | Business Continuity Annual Review | Restricted Report | | |
| | Information Bulletin (Q3 Oct – Dec) | | | |

| | | | | |
|--|----------------|--|--|--|
| | Work Programme | | | |
| | | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|---------------|-------------------------|-------|--------------------------------------|-------|
| EXECUTIVE | Item | Notes | Item | Notes |
| 15 March 2022 | Work Programme | | | |
| | | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|---------------|--|-------|--------------------------------------|-------|
| | Item | Notes | Item | Notes |
| 24 March 2022 | Communications | | | |
| | Executive Committee Minutes from 15.03.22 | | | |
| | Proposed Indicators and Targets for 2022/23 | | | |
| | Collaboration Update | | | |
| | Q3 2021/22 Performance Report Update | | | |
| | Portfolio Leads Updates | | | |
| | Response Statistics – National Benchmarking Comparison (DCFO, HoR) | | | |
| | CRMP pre-publication report | | | |
| | Work Programme | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|---------------|-------------------------|-------|--------------------------------------|-------|
| EXECUTIVE | Item | Notes | Item | Notes |
| 20 April 2022 | Work Programme | | | |
| | | | | |

| Meeting Date | 'Cyclical' Agenda Items | | Additional/Commissioned Agenda Items | |
|---------------|---|-------|--------------------------------------|-------|
| | Item | Notes | Item | Notes |
| 28 April 2022 | Communications | | | |
| | Executive Committee Minutes from 20.04.22 (provisional mtg) | | | |
| | ASC Minutes from 03.03.22 | | | |
| | Q4 2021/22 Performance Report update | | | |
| | Programme Board Update | | | |
| | Fire Prevention Statistics - National Benchmarking Analysis (Annual) | | | |
| | Asset Management Strategy (reviewed every 3 years, next review 2022/23) | | | |
| | Disposal of Assets under the Scheme of Delegated Authority | | | |
| | Portfolio Leads Updates | | | |
| | Information Bulletin (Q4 Jan – March) | | | |
| | Work Programme | | | |