



# Bedfordshire

## Fire & Rescue Authority

Members of Fire and Rescue Authority.

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

Central Bedfordshire Councillors: R Berry, J Chatterley, 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 held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA / MS Teams** [Click here to join the meeting](#) on **Wednesday, 20 July 2022** starting at **10.00 am**.

John Atkinson  
Monitoring Officer

Public Document Pack

### A G E N D A

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).

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
3.	Communications	Chair	
4.	Annual General Meeting 7 June 2022	Chair	To confirm the Minutes of the AGM held on 7 June 2022 (Pages 5 - 12)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Executive Committee meeting 22 June 2022	Chair	To receive the minutes of the Executive Committee meeting held on 22 June 2022 (Pages 13 - 20)
7.	2022/23 Revenue Budget and Capital Monitoring Programme	ACO	To consider a report (Pages 21 - 28)
8.	Updated Medium Term Financial Strategy	ACO	To consider a report (Pages 29 - 44)
9.	Treasury Management Annual Report	ACO	To consider a report (Pages 45 - 56)
10.	Independent Review of Governance	ACO	To receive a verbal update
11.	Final Resourcing Options for Monitoring Officer	ACO	To consider a report (Pages 57 - 78)
12.	Emergency Cover Review - Pilots and Trials Update	DCFO	To consider a report (Pages 79 - 84)
13.	Blue Light Estate Strategy	CFO	To consider a report (Pages 85 - 96)
14.	FRA Response to the White Paper 'Reforming our Fire & Rescue Service'	MO	Report to follow
15.	Revised FRA Key Performance Indicators (KPIs) Suite	CFO	To consider a report (Pages 97 - 118)
16.	Work Programme	CFO	To consider a report (Pages 119 - 128)

**Item**

**Subject**

**Lead**

**Purpose of Discussion**

Next Meeting

2.00 pm on 8 September 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.

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**BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

**ANNUAL GENERAL MEETING**

**held on 7 June 2022 at 2.00 pm**

**PRESENT**

Councillors C Atkins, R Berry, J Burnett, J Chatterley, K Choudhury, P Duckett, J Gambold, M Headley, D McVicar, I Shingler and Y Waheed

Chief Fire Officer A Hopkinson, Deputy Chief Fire Officer C Bigland, Assistant Chief Fire Officer A Kibblewhite, Assistant Chief Officer G Chambers, Mr J Atkinson and Mr S Frank were also present

Ms E McGuinness of the Local Government Association observed the meeting remotely via Teams

**22-23/FRA/1 Membership**

The Monitoring Officer reported that there had been no changes to the membership of the Authority from the previous year.

**22-23/FRA/2 Apologies**

An apology for absence was received from Councillor D Franks.

**22-23/FRA/3 Election of Chair 2022/23**

In accordance with the Authority's Standing Orders, the Monitoring Officer presided over the election of Chair.

Councillor P Duckett was nominated by Councillor R Berry and seconded by Councillor J Gambold. Councillor Y Waheed was nominated by Councillor J Burnett and seconded by K Choudhury.

Both Councillor Y Waheed and Councillor P Duckett gave statements in support of their nominations for the role of Chair of the Authority.

Following a secret ballot, Councillor P Duckett was nominated Chair of the Fire and Rescue Authority for 2022/23.

**RESOLVED:**

That Councillor P Duckett be elected Chair of the Fire and Rescue Authority for 2022/23.

22-23/FRA/4 Election of Vice Chair 2022/23

Councillor Y Waheed was nominated by Councillor P Duckett and seconded by Councillor J Gambold. There were no other nominations.

**RESOLVED:**

That Councillor Y Waheed be elected Vice-Chair of the Fire and Rescue Authority for 2022/23.

(Note: following this item, a minute's silence was held in remembrance of former Chief Fire Officer Paul Fuller, who had passed away on this day in 2021. The Chief Fire Officer advised that a garden of memorial and wellbeing was being developed in the inner quadrant at Fire and Rescue Headquarters and that it would be officially opened by the Lord Lieutenant on 8 July 2022. All Authority Members would be invited to this event, with further details to follow.)

22-23/FRA/5 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

22-23/FRA/6 Communications

The Chair thanked Members for supporting his nomination for the role.

Councillor Y Waheed proposed a vote of thanks to the outgoing Chair of the Authority, Councillor J Chatterley, who had chaired the Authority during the pandemic and had provided support and guidance to other Members and to the Chief Fire Officer during his first year in post.

Councillor Chatterley's honourable service to the Authority during his time as Chair was recognised.

### 22-23/FRA/7 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 24 March 2022 be confirmed as a true record.

### 22-23/FRA/8 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).

It was noted that Craig Carter, a firefighter from Luton and a Fire Brigades Union official, was observing the meeting remotely.

### 22-23/FRA/9 Executive Committee meeting 26 May 2022

Members received the Minutes of the meeting of the Executive Committee held on 26 May 2022 for information. These had been circulated following the publication of the agenda and did not form part of the published agenda pack.

Councillor Chatterley, who had chaired the meeting, reported on the items that had been discussed at the meeting. These had included the White Paper on Reforming our Fire and Rescue Service and the recruitment process for a new Monitoring Officer.

The Executive had agreed that an independent review of governance should be undertaken and, as recommended in the report, an independent peer review would be led by the Local Government Association.

Emily McGuinness, a Peer Challenge Manager at the Local Government Association (LGA), explained the LGA's role in facilitating the peer review process. This would involve experts from other Services and Fire and Rescue Authority Members, as well as the Centre for Governance and Scrutiny, who would visit the Service over two days, after which a presentation would be given and report prepared for Members on the findings of the review.

Councillor M Headley stated that he had declared an interest at the Executive Committee meeting as he acted as a peer reviewer for the LGA and the Executive was being asked to appoint that organisation to oversee this work. His understanding was that, now that the LGA had been appointed, he no longer had an interest to declare and this was confirmed by the Monitoring Officer.

The Executive had also received an update on the latest guidance and position on implementing the firefighters Pension Scheme 'Remedy' and had, separately, agreed to a review of the abatement and re-engagement policy in light of the continuing recruitment and retention difficulties being experienced by the Service.

**RESOLVED:**

That the Minutes of the meeting of the Executive Committee held on 26 May 2022 be received.

22-23/FRA/10 Authorisation of Members to Report to the Constituent Councils on Meetings of the Fire and Rescue Authority

The Secretary and Monitoring Officer introduced his report requesting the Authority to make arrangements for reporting to the Constituent Councils.

**RESOLVED:**

That Councillors P Duckett, J Gambold and Y Waheed be authorised to report to their respective Constituent Councils on the meetings of the Fire and Rescue Authority for 2022/23.

22-23/FRA/11 Representation on Local Government Association (LGA) Matters

The Secretary and Monitoring Officer introduced his report on the appointment of representatives to serve on Local Government Association (LGA) groups.

**RESOLVED:**

1. That the Chair, Vice Chair and Councillor Chatterley be appointed to serve on the LGA General Assembly, noting that Councillor Atkins already sat on the Fire Services Commission as a balancing Member.
2. That the Chair be appointed as the Fire and Rescue Authority's representative on the LGA Fire Services Commission.

22-23/FRA/12 Appointment of Committees

The Secretary and Monitoring Officer introduced his report which asked the Authority to make appointments to the Fire and Rescue Authority's Executive and Audit and Standards Committees for 2022/23.



Councillors C Atkins and J Burnett were nominated for the role of Chair of the Audit and Standards Committee for 2022/23. Following a secret ballot, Councillor C Atkins was appointed as Chair of the Audit and Standards Committee for 2022/23.

Members received the terms of reference of the Executive Committee for review and approval. It was agreed that these be approved at present, with any proposed amendments arising from the governance review to be referred to the Authority for consideration following the conclusion of that review.

**RESOLVED:**

1. That Councillors C Atkins, R Berry, J Burnett, D Franks, J Gambold, D McVicar and I Shingler be appointed to the Audit and Standards Committee for 2022/23.
2. That Councillors J Chatterley, K Choudhury, P Duckett, M Headley, and Y Waheed be appointed to the Executive Committee for 2022/23.
3. That Councillor C Atkins be appointed as Chair of the Audit and Standards Committee for 2022/23.
4. That the terms of reference of the Executive Committee be approved.

22-23/FRA/13 Members Briefing on the contents of the Home Office White Paper on Reforming Our Fire and Rescue Service

The Chief Fire Officer introduced his report which provided Members with an overview of the key proposals made by the Home Office in its White Paper consultation 'Reforming Our Fire and Rescue Service.' Members would be given a number of opportunities to discuss the White Paper and inform the Authority's response prior to the deadline of 26 July 2022, primarily at the Executive meeting on 22 June 2022, the Member Development Day on 7 July 2022 and the meeting of the Authority on 20 July 2022. Additional meetings could be arranged if required.

Given the proximity of the next Authority meeting to the deadline, the Chief Fire Officer recommended that he and the Chair be delegated authority to make any final amendments to the consultation responses following the meeting on 20 July 2022.

In response to a question, it was noted that two responses would be prepared to the consultation: one from the Authority and one from the Service.

The leaders of all three constituent authorities had been advised of the publication of the White Paper and encouraged to make representations. This was being progressed by Bedford Borough Council and Members of the other authorities agreed to chase progress at their Councils. The view was expressed that local MPs should also be contacted and invited to express their views.

The Chief Fire Officer referred to the accompanying impact assessment and asked that this be sent to all Members of the Authority for information.

The Authority was advised that the Home Office was required to respond to the consultation responses within 12 weeks of the consultation closing. It was hoped therefore that this would be received in October 2022, when it would be discussed further by Members.

The Local Government Association and the National Fire Chiefs Council had refreshed the “Fit for the Future” Strategy and it was anticipated that this would be published as the earliest possible opportunity.

**RESOLVED:**

1. That the opportunities to discuss and inform the Authority’s formal response to the consultation in advance of the deadline of 26 July be noted.
2. That responsibility for signing off the final version of the Authority and Service responses to the consultation be delegated to the Chair and Chief Fire Officer respectively.
3. That the impact assessment be circulated to Members.

22-23/FRA/14 Member Development Programme

The Assistant Chief Officer presented the report on the arrangements for Member development, including the recommencement of station visits, in 2022/23.

Member Development Days were currently scheduled on 7 July 2022, 6 October 2022, 22 November 2022, 25 January 2023 and 23 February 2023. Treasury Management training and the discussion of the White Paper would take place on 7 July 2022. A number of topics had been suggested for discussion on the other dates, including building safety, the emergency cover review, Code of Conduct, Code of Ethics, Equality, Diversity and Inclusion and an update on the Fire Rescue Indemnity Company.

The Chief Fire Officer advised the development of the Service’s next 5 year strategic plan would be included.

The horizon scanning exercise previously undertaken was also referred to, and it was agreed that this should be repeated as it recognised as a valuable exercise.

**RESOLVED:**

1. That the arrangements for Member development in 2022/23 be confirmed.
2. That the topics included in the report and the additional items discussed at the meeting be programmed into the diarised Member development days.

## 22-23/FRA/15 Work Programme

Members received the proposed work programme for 2022/23. The work in revising the calendar, so that Corporate Management Team meetings, Authority meetings and Local Authority meetings were aligned as far as possible, was acknowledged.

It was noted that the work programmes would now be populated following approval of the revised calendar.

### **RESOLVED:**

1. That the work programme for 2022/23 be received and the 'cyclical' Agenda Items for each meeting in 2022/23 be noted.
2. That the revised calendar be agreed.

The meeting ended at 3.06 pm

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## MINUTES OF EXECUTIVE COMMITTEE MEETING HELD ON 22 JUNE 2022

Present: Councillors P Duckett (Chair), J Chatterley, K Choudhry, M Headley and Y Waheed  
CFO A Hopkinson, DCFO C Bigland, ACFO A Kibblewhite, Mr J Atkinson and Mr S Frank  
Ms D Evans of the Local Government Association was present via Teams

### 22-23/EC/1 Apologies

1.1 An apology for lateness was received from Councillor Choudhury.

### 22-23/EC/2 Declaration of Disclosable Pecuniary and Other Interests

2.1 There were no declarations of interests.

### 22-23/EC/3 Communications

- 3.1 The Chair commented that it was his first meeting of the Executive and thanked all those who supported his nomination for the role of Chair of the Authority.
- 3.2 The Chief Fire Officer advised that the Assistant Chief Officer, Mr G Chambers, was unable to attend the meeting as he had been in Vienna to attend the International Critical Communications Awards, at which the Service's replacement mobilising system project (Command Central Control System (CRS) Cloud control system and Emergency Services Network (ESN) Connect for Multi-Disciplinary Teams (MDTs) with Motorola Solutions Inc.) had been shortlisted for a Control Room Innovation award. The achievement of being shortlisted for such a prestigious award was recognised.
- 3.3 The Chief Fire Officer reported that Members of the Corporate Management Team attended a event at St Luke's Church in Luton for residents affected by the Green Court high rise fire organised by Sarah Owen, MP, during the week commencing 13 June 2022. This had been very worthwhile as it had provided reassurance and offered engagement opportunities to affected residents and strengthened relationships with local councillors, the Luton North MP and partner organisations who also attended.

#### 22-23/EC/4 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 26 May 2022 be confirmed as a true record.

#### 22-23/EC/5 Public Participation

5.1 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).

#### 22-23/EC/6 Appointment of Portfolio Holders

6.1 The Chair advised that the Portfolio areas had been allocated on a first come, first served basis as follows:

- Assets & Collaboration: Councillor J Chatterley
- Data & Digital Transformation: Councillor M Headley
- Emergency Response & Resilience: Councillor P Duckett
- Prevention & Protection: Councillor Y Waheed
- Workforce & Organisational Development: Councillor K Choudhury

#### **RESOLVED:**

That the Portfolio lead areas be allocated as set out above.

#### 22-23/EC/7 Proposals for Strategic Planning Cycle for CRMP 2023-27

7.1 The Chief Fire Officer introduced a report on the Service's proposals for developing the Community Risk Management Plan (CRMP) 2023-24 to 2027-28. The 4 year strategy had been delivered via annual action plans, but there was now an opportunity to adopt a different, more inclusive approach to the development of this important document and this would be discussed in greater depth at the Member Development Day to be held on 7 July 2022.

- 7.2 Mr S Frank, the Head of Strategic Support and Assurance, gave a brief presentation outlining the process of development to date and future plans. The Executive was provided with examples of questions that Members would be asked as part of this, such as what was missing from the current CRMP and what the Service could do to support Bedfordshire's economic wellbeing. Extensive engagement with stakeholders and the local community would be undertaken, all whilst ensuring that the CRMP was drafted in accordance with national guidance. The community and risk elements would be more prominently featured, as would the areas highlighted through public consultation: environmental issues, governance and engagement.
- 7.3 The developing proposals would be subject to two public surveys; the first would be launched during the River Festival weekend (23/24 July 2022) and the second in November 2022. The Service was working closely with Bedford Borough Council, as it would be undertaking a Community Safety Survey of its residents at that event. A company had been employed to assist in engaging with vulnerable groups during the second round of public surveys, to ensure that the views of these groups were captured. There would also be a step change in staff involvement in the development of the CRMP.
- 7.4 The Chief Fire Officer added that, since the adoption of the last CRMP, the National Fire Chiefs Council had developed a methodology for the development of such documents and this would guide the development of the Service's CRMP.
- 7.5 In considering the mission statement, which was "to provide outstanding fire and rescue services to help make Bedfordshire safer", the view was expressed that this undersold the Service and that its civic leadership role, unique role of trust in the community, and the expanded role of fire fighters since the last CRMP should be encompassed in some way into the statement. The social value of Service investment in supporting the East of England Ambulance Service Trust during the pandemic, which had been identified as £7 for every £1 invested, was also acknowledged.
- 7.6 Opportunities for Member involvement included two Development Days on 7 July 2022 and 22 November 2022, the Budget Workshop on 6 October 2022 and a seat for a Member of the Authority on the CRMP Reference Group. Regular updates would be provided to all Members at Authority meetings.
- 7.7 In response to comments about Members' role in the development of the CRMP, the Chief Fire Officer agreed that the CRMP was the Authority's document and that Members had a vital role in its development as they would need to take ownership of it. The discussion to be held at the first Member Development Day would be framed accordingly.
- 7.8 The Chair requested that a more detailed timeline of the development be provided to Members at the Development Day.
- 7.9 Recognising that the emergency cover review was an important part of the CRMP, the Chief Fire Officer reassured Members that further information on the review, and on the associated pilots and trials that were proposed, would be presented to Members at the next meeting of full Authority on 20 July 2022. It was also intended to provide an update on the estates strategy at that meeting,

which, depending on the progress of discussions, would either be a joint strategy with the Ambulance Service or a tri-service strategy including Bedfordshire Police.

**RESOLVED:**

That the contents of the report be acknowledged.

22-23/EC/8 Proposals for Member Development Programme for 2022/23

- 8.1 The Chief Fire Officer reported that the Assistant Chief Officer and the Head of Strategic Support and Assurance were in the process of populating the Member Development Programme for 2022/23.
- 8.2 It had been agreed that the following topics be considered at the forthcoming Member Development Day on 7 July 2022: the Authority's response to the Reforming the Fire Service White Paper, the Emergency Cover Review pilots and trials, Treasury Management training and an update on the independent review of governance.

**RESOLVED:**

That the proposals for member development be noted.

22-23/EC/9 Response to the Reforming the Fire Service White Paper

- 9.1 The Chief Fire Officer referred to a paper that had been circulated following the publication of the agenda pack. This was the Local Government Association's response to the White Paper. This had been emailed to Members for information and to aid future discussions on the development of the Authority's response.
- 9.2 Mr S Frank, the Head of Strategic Support and Assurance, advised that there were 48 questions in the White Paper, and drew Members' attention to the ones relating to pay negotiation arrangements, the enforcement of a statutory code, the creation of an oath for Service personnel, the transference of responsibility for fire and rescue services in England to a single elected individual, and specifically to Police and Crime Commissioners.
- 9.3 It was noted that, before the Member Development Day at which it would be discussed in more detail, the responses of the National Fire Chiefs Council and the Fire Leaders Association would be available as they were responding imminently.



- 9.4 Members expressed concern over the democratic accountability of a Police, Fire and Crime Commissioner, particularly in combined fire authority areas. It had not been detailed in the White Paper how this would work in practice and it could leave large areas unrepresented.
- 9.5 There was a possibility for options for other governance models to be presented and the Monitoring Officer advised that one of the options set out in the Local Government Association response (Option 2) whereby a small management committee had responsibility for the executive functions and with a larger group of Members providing scrutiny, was not dissimilar from the arrangements in place at the Authority.
- 9.6 Ms Evans advised that she was attending the LGA conference at which fire and rescue services would be discussed. She volunteered to put questions to the guest speakers on behalf of Members, especially in relation to how the proposed arrangements impacted on combined fire authorities and if alternative arrangements could be viable, and to make and provide a note of the discussion for Members information. This offer was gratefully received.
- 9.7 In response to a question, the Chief Fire Officer advised that Service responses tended to be more pragmatic in relation to the governance arrangements. The most important issue for Services was operational independence. It was noted that many of the governance arrangements in parts of the country were quite complex.
- 9.8 The importance of engaging with the constituent authorities and local MPs was emphasised. In this respect, the Chair advised that he would draft a letter to the MPs setting out the Authority's views and requesting the MPs support for these. The deadline for responses was 26 July 2022, so there was not very much time following the Member Development Day on 7 July 2022 to garner support.

**RESOLVED:**

That the update be received.

22-23/EC/10 Final Resourcing Options for Monitoring Officer role

- 10.1 The Chief Fire Officer reported that it had been hoped to submit a final options paper to this meeting but that this had not been possible. It was still intended to produce a report for the Authority meeting on 20 July 2022, and this would be circulated in advance to Members of the Executive for information.
- 10.2 Ms Evans stated that, following the discussion at the last meeting of the Executive, she had explored some of the options discussed relating to an expanded role for the Monitoring Officer so that this post could provide more proactive advice and could assist

internally, in areas such as human resources or the development and implementation of a tri-service estates strategy. It was estimated that this would be a 2 day a week post, which was an increase from the current contract for the Monitoring Officer. Sharing a part-time Monitoring Officer with another Fire and Rescue Authority could provide economies of scale, and there was a neighbouring authority that currently had spare capacity. This option could be fully costed for consideration.

- 10.3 One of the neighbouring fire and rescue authorities used the Office of the Police and Crime Commissioner to provide its Monitoring Officer role. This option was not supported by the Executive.
- 10.4 Members asked for the following options to be costed in relation to the expanded role of 1.5-2 days per week: sharing a Monitoring Officer with a neighbouring fire and rescue authority or neighbouring local authority, and advertising directly for a part-time Monitoring Officer. It was noted that both Bedford Borough and Central Bedfordshire were currently recruiting to Monitoring Officer posts.
- 10.5 Ms Evans advised that she could fully cost options within the week, and following consultation with the Chief Fire Officer, these could be presented to Members the following week. It was suggested that other Authority Members receive an update on this at the Member Development Day.

**RESOLVED:**

That the update be received.

22-23/EC/11 Independent Review of Governance update

- 11.1 The Executive received an update on the independent review of governance following the decision made at its previous meeting to appoint the Local Government Association to lead this process.
- 11.2 Mr S Frank advised that the Peer Review team would comprise the Monitoring Officer from Cambridgeshire, a Fire and Rescue Authority Member from Kent County Council and two LGA Officers. The peer review would be improvement focused and fieldwork visits would take place in July 2022.
- 11.3 Members present agreed that the first set of dates suggested should be agreed as the majority of Members responding to date were available on those dates.

**RESOLVED:**

That the update be received.

22-23/EC/12 Work Programme

- 12.1 The Executive received its updated work programme, noting that this would be populated prior to the next full Authority meeting, where it would be submitted along with the work programme for the full Authority for Members' information.
- 12.2 There were no additions to the Work Programme.

**RESOLVED:**

That the Work Programme be received and the cyclical agenda items be noted.

The meeting ended at 11.38 am

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**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER / FRA TREASURER

**SUBJECT:** 2022/23 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING as at 31st May 2022

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For further information on this Report contact: Gavin Chambers, ACO/FRA Treasurer

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Background Papers: 2022/23 FRA Budget Setting Papers February 2022

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**PURPOSE:**

To inform the Fire and Rescue Authority of the forecast year-end budget monitoring position as at 31<sup>st</sup> May 2022.

**Recommendations:**

1. That the FRA consider and comment on the updates provided within this report.
2. That the FRA note the receipt of unbudgeted Business Rates Relief income from central government.
3. That the FRA note the potential extra unbudgeted costs as a result of the recent inflation rate increases and expectations for the remainder of the financial year.
4. That the FRA consider and agree the request in para 3.4.3 to bring forward £300k spend for Thermal Imaging cameras capital scheme into 2022/23 from 2023/24 Capital programme.

**Executive Highlights Summary**

- The 3 year **CSR** review was announced in December 2021 however the Authority only received a 1 year settlement for 2022/23.
- The service has received a further £392k relating to Section 31 Business Rates relief above the amount which was included in the budget in February 2022, this will be utilised to fund actions within the Community Risk Action Plan (CRMP) (see para 2.3.4)
- Pay awards for both Grey Book and Green Book have been built into the 2022/23 base budget @ 4% however these are yet to be agreed.

- The service has recently been notified that the Firelink Grant (which offsets the cost of the response radio contract costs) will be £50k less than budgeted. It will also reduce by 20% each year, but should be reflected by an increase in grant income.
- The Home Office has informed the service that we will receive an unbudgeted Protection grant of £153k in 2022/23. Further to this our local authority partners have agreed a further £82k in funding, towards the Dementia pilot.
- As part of the Governments encouraging green investment and aligning with the Government's Net Zero and clean growth goals the service bid for and has been awarded £593k from the Government Decarbonisation Scheme grant for environmental improvements at various stations. These works will be fully funded by the grant and are due for completion by 31<sup>st</sup> March 2023.
- As a result of recent UK wide high inflation rate announcement and forecasted ongoing inflationary pressures there is a potential unbudgeted cost from an increase in the price of Derv, gas, electric and other service contracts of £285k. (see para 2.3.4)

## 1. Introduction

1.1 On 10 February 2022, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2022/23 of £33.393m and a Capital Programme of £1.357m.

## 2. Revenue Budget Monitoring

2.1 The Revenue Budget efficiency savings for 2022/23 can be found in Appendix 1. The budgets have been reduced for these areas and will be monitored during the year.

2.2 The funding of the 2022/23 Revenue Budget is by way of Government Funding £6.858m, local Business Rates redistribution £2.300m, a one off revenue grant for 2022/23 of £0.410m and Council Tax of £23.401m, Collection Fund surplus of £0.378m which have been reported by our Local Authority partners and the use of the collection fund reserve of £46k.

## 2.3 **Forecasting Outturn:**

2.3.1 Tables 1 and 2 below are populated during the year in line with the spreadsheet returns that Corporate Management Team (CMT) members submit to the Finance Team and through the meetings that Finance Officers have with CMT members. The forecast outturn positions are as accurate as the information received from each CMT member.

2.3.2 Table 1 below details the current budget excluding salary budgets, for each CMT service area. The forecast year-end outturn is shown in column three.

2.3.3 Table 1: 2022/23 Revenue Budget Forecast Outturn (excluding salary budgets)

Title	Area	Current Budget £	F/cast Yr-End Outturn £	Variance £	RAG status (see note below**)
<b>Strategic Management</b>	Management	308,400	308,400	0	Green
<b>Assistant Chief Officer</b>	Income, Capital & Year End	1,375,600	1,348,600	(27,000)	Green
	Corporate Support	445,500	730,500	285,000	Green
<b>Head of Response</b>	Operational	895,300	895,300	0	Green
<b>Head of Training and Assets</b>	Training	432,200	432,200	0	Green
	Technical/Workshops	195,500	195,500	0	Green
	Corporate Support	320,100	320,100	0	Green
<b>Head of Strategic Support and Assurance</b>	Media & Communications	34,950	34,950	0	Green
	Organisation Assurance	122,100	122,100	0	Green
<b>Head of Prevention and Protection</b>	Partnership Working	(60,100)	(60,100)	0	Green
	Prevention	136,700	136,700	0	Green
	Protection	20,500	20,500	0	Green
<b>Head of Information Communications Technology</b>	ICT	914,950	964,950	50,000	Green
	Business Improvement Team	536,000	536,000	0	Green
	ICT Projects	0	0	0	Green
<b>Head of Human Resources</b>	Human Resources	183,400	183,400	0	Green
	Occupational Health	62,800	62,800	0	Green
<b>Total</b>		<b>5,923,900</b>	<b>6,231,900</b>	<b>308,000</b>	

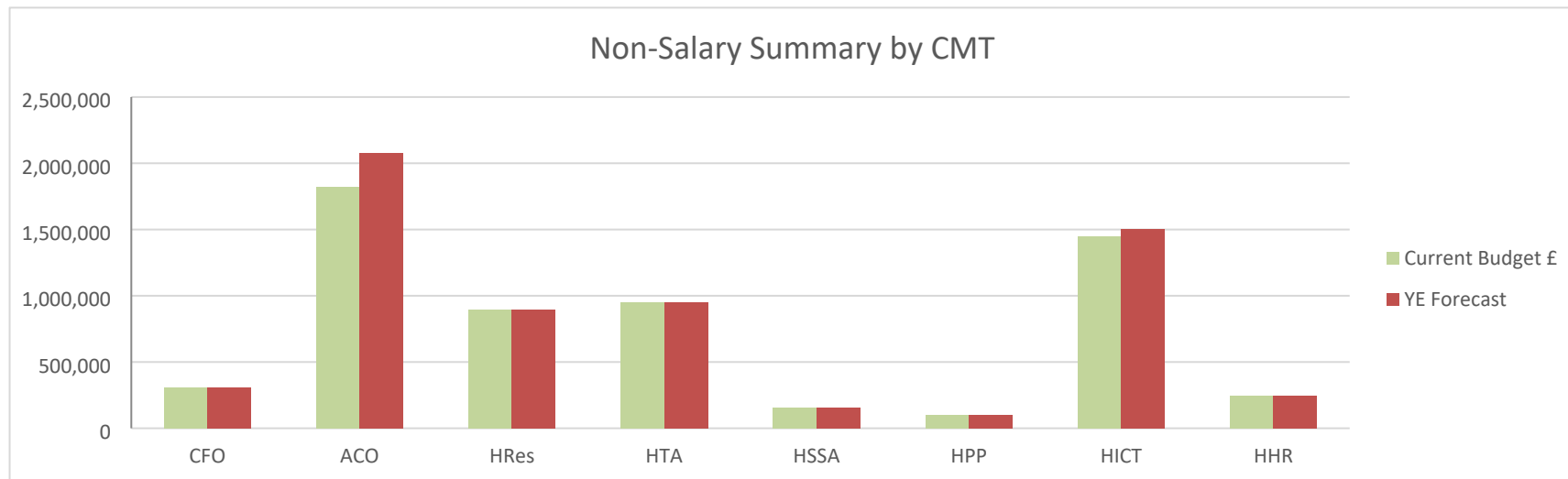
**\*\*RAG Status:** Red would identify where there is a large overspend equal to or greater than £100,000 and/or a key service aspect was not being delivered. Amber would identify where there is a possibility of an overspend and/or a key service aspect may not be delivered. It may be that there are action plans in place to address an issue, where until they are successful it is flagged as Amber. Green identifies where service delivery is being performed and as above, where there are underspends. Underspends are not necessarily always green, if for example, there was a key service aspect not being delivered causing the underspend, it would be shown as Red.

### 2.3.4 The variances shown in Table 1 and graph above as at 31<sup>st</sup> May 2022 are;

The forecast underspend (£27k) within the ACO area (Income, Capital & Year End) above is a result of an expected increase in investment income (£55k) which is partially offset by a rebate from FRIC which was built into the budget due to an apportioning of releasable reserves built up over a number of years, FRIC Directors however decided to take a more prudent approach and spread the rebates over a number of years and so the service has received only (£12k) in 2022 with the rest expected over the next 2 years. The (£392k) unbudgeted income relating to Section 31 Business Rates relief is also contained within this area and will be allocated to strategic projects to meet the actions contained within the CRMP, these include Digital and Data improvements, Emergency Cover Review, National Operational Guidance (NOG) work and temporary project management support.

A number of inflationary pressures were built into the 2022/23 budget which was agreed by the FRA in February, general inflation for utilities, contracts, supplies and services was included at a rate of 4%, Derv was budgeted at a cost of £1.45 / ltr. Since then due to worldwide economic pressures and the war in Ukraine inflation is currently higher than 11% and it is expected to remain high for the remainder of the financial year. The total amount of inflation contained within the budget for 2022/23 was £159k, it is currently forecast that there will be an extra pressure of £285k above the budgeted figure as a result of inflation for utilities £70k, contracts, supplies and services £180k with inflation based on an average of 9% for the remainder of the financial year and Derv £35k based upon a price of £1.65 / ltr. All of these overspends £285k are currently captured within the ACO (Corporate Support) area until we know the extent of these pressures.

The £50k overspend forecast within the HICT is as a result of the reduction in Firelink grant allocation which the authority has been notified will be £50k less than budgeted.



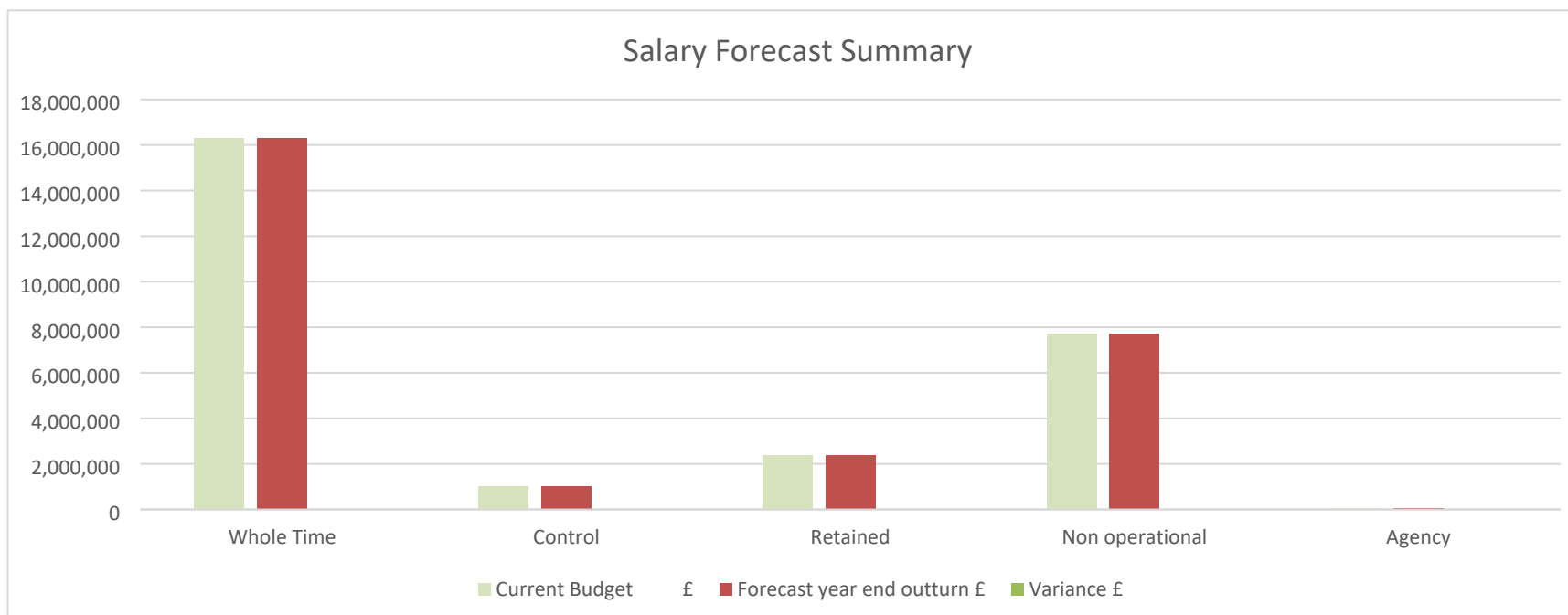


2.3.5 With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified.

**Table 2: 2022/23 Salary Budget Forecast Outturn**

Category	Current Budget £	Forecast year end outturn £	Variance £
Whole Time	16,295,600	16,295,600	0
Control	1,032,000	1,032,000	0
Retained	2,373,900	2,373,900	0
Non operational	7,712,700	7,712,700	0
Agency	54,400	54,400	0
<b>Grand Total</b>	<b>27,468,600</b>	<b>27,468,600</b>	<b>0</b>

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2.3.6 There are currently no over or underspends forecast within salaries.

**2.4 Total Forecast Outturn, Salary and Non Salary:**

2.4.1 The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be £308k overspent.

### 3. Capital Programme Monitoring

- 3.1 Table 3 below is the 2022/32 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme).
- 3.2 It should be noted that the Vehicles, ICT and HR System Projects and Property Capital Works Programmes need to be treated with fluidity as the costs and expected completion dates can vary considerably and span across financial years. However, in accordance with the financial regulations, any significant changes of expenditure over 10% of an approved capital scheme need to be reported back to the FRA.

#### 3.3 Table 3: The 2022/23 Capital Programme

CMT Area	Bedfordshire Fire and Rescue Authority Capital Programme	Capital Budgets 2022/23 £'000	RAG Status
	<b><u>Fleet:</u></b>		
HTA	Vehicles	262	Green
HTA	Drone (Unmanned Aerial Vehicle capability and enhancements)	30	Green
HTA	Light Portable Pumps (LPP)	28	Green
	<b><u>ICT Projects:</u></b>		
HICT	Additional SAN storage	85	Green
HICT	Equipment refresh (tablets and phones)	116	Green
	<b><u>General: Property Works service wide</u></b>		
ACO	Various: Lighting replacements, CCTV, fire protection, doors & windows, security gates, electric infrastructure, EV charging	86	Green
ACO	Major Roofing Replacements	323	Green
ACO	Drill yard resurfacing	32	Green
ACO	WC/Shower facility refurbishments	158	Green
ACO	Heating - boiler replacements	66	Green
ACO	Bay Floor replacements	65	Green
ACO	Dormitory refurbishment	30	Green
ACO	Station Kitchen Refurbishments	21	Green
	<b><u>Other:</u></b>		
HHR	Fitness Equipment Expenditure	5	Green
HTAM	Electronic Fuel (Diesel) Monitoring system	50	Green
	<b>TOTAL</b>	<b>1,357</b>	

3.4 **Capital Programme – Withdrawals, Slippage, Additions or Variations:**

3.4.1 **Slippage:** None to Report.

3.4.2 **Additions:** The Head of Training and Asset management has requested that the expected spend on Thermal Imaging Cameras (TIC's) be brought forward from the 23/24 Capital programme, this is as a result of a number of failures with the current equipment which the current supplier is not able to fix or provide replacements for.

3.4.3 **Variations:** The Head of Training and Asset management has reported that as a result of careful procurement spend on Road Traffic Collision (RTC) cutting Equipment which was slipped from 21/22, this has resulted in an underspend of £123k. This will be held for potentially presenting back to the FRA when the full costs of the Replacement Breathing Apparatus (BA) procurement is ascertained.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**

**GAVIN CHAMBERS**  
**ASSISTANT CHIEF OFFICER / FRA TREASURER**

**Savings and Efficiencies 2022/23**

<b>CMT Area</b>	<b>Savings/Efficiencies</b>	<b>Budgeted £'000s 2022/23</b>	<b>Forecast £'000's 2022/23</b>	<b>RAG Status</b>
<b>ACO</b>	Energy Management Savings (Insulation & works following bid for grant)	5	5	Green
<b>ACO</b>	Collaboration Income - Partner at Bedford station	4	4	Green
<b>ACO</b>	Team Structure and Staffing review	5	5	Green
<b>ACO</b>	Surplus redistribution from the Fire & Rescue Indemnity Company (FRIC) (estimate for 2022/23 only)	40	12	Amber
<b>HHR</b>	Occupation Health system review	2	2	Green
<b>HICT</b>	Cessation Whole-time Recruitment system	4	4	Green
<b>HRes</b>	Drone Income	2	2	Green
<b>HRes</b>	Business Rates Reductions	66	66	Green
<b>HTA</b>	Income from Workshops Non business Activity	5	5	Green
<b>HTA</b>	Combine 3 existing BA courses (CFBT, BAR and TVT) into a new Tactical Firefighting Course negating the use of outside venue and instruction.	20	20	Green
<b>HTA</b>	Collaboration - vehicle servicing income	50	50	Green
		<b>203</b>	<b>175</b>	

\* NB - All Savings have been removed from 2022-23 Base Budget

**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER/FRA TREASURER – GAVIN CHAMBERS

**SUBJECT:** 2023/24 MEDIUM TERM BUDGET UPDATE REPORT

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For further information on this Report contact: Gavin Chambers, ACO/Treasurer

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Background Papers: 2022/23 FRA Budget Papers – FRA meeting of February 2022

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## **PURPOSE**

To present the latest position to Members, of the medium-term budget for 2023/24 onwards. This is an update after setting the 2022/23 budget in February 2022 and receiving updated business rates information and other material changes such as inflation.

## **RECOMMENDATION:**

That the report be reviewed, considered and noted.

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### 1. Introduction

- 1.1 On 10th February 2022, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2022/23 of £33.393m, a Capital Programme of £1.357m and the Band D council tax at £104.45. Due to receiving late material adjustments to business rates, it was agreed that the Treasurer would represent the 2023/24 to 2025/26 medium-term financial position in 2022/23.

## 2. The 2023/24 Indicative Medium-Term Revenue and Capital Budget

2.1 The paragraphs below highlight the changes made and uncertainties that remain, for the years 2023/24 to 2025/26 post the setting of the 2022/23 budget.

2.1.1 **Revenue** – The 2022/23 final settlement covered just one year, so the Authority will not receive indicative 2023/24 funding figures from the Home Office/Department of Levelling Up, Housing and Communities (DLUHC) until November this year, with the final figures expected in late January/early February 2023.

Since setting the current years budget in February 2022, there have been significant world events that have contributed to inflationary pressures that have surpassed any projections. These inflationary pressures in year have been covered on this agenda as part of the 2022/23 Budget Monitoring report. The narrative below and appendices to this report take into account these pressures where deemed necessary for 2023/24 onwards.

2.1.2 **Capital** – The scheduling of the vehicles in the Capital Programme will be updated for 2023/24, following further work on a project fully reviewing the fleet, the mobilising/use of the vehicle and what equipment the vehicles carry.

This paper is a presentation to Members on the updated outlook for 2023/24 onwards. It is not seeking any approvals but highlighting the current position ahead of the work that will imminently commence for the 2023/24 to 2026/27 budget years. As in previous years, this will involve Members throughout the process.

## 2.2 **Medium Term 2023/24 Outlook**

2.2.1 A full list of assumptions and uncertainties was presented as part of the 2022/23 budget setting process. The key ones that remain are Pensions, Pay, the potential change to formula and business rates funding and increasingly inflationary pressures. There has also been an update on the funding for Airwave, with a £50k Government funding reduction this year and 20% each year after. We are advised that future funding settlements should compensate for this, so a new funding risk.

2.2.2 Following the presentation of the 2023/24 forecast budget in February 2022, the key changes to the attached appendices are:

- i. Pay award assumptions (showing 3% and 4%)

- ii. Business Rates income assumptions (showing allocations currently received and a reduced position)
- iii. Changes to the budget to mitigate the business rates position if required (highlighted in the appendices)

There is a funding risk worth highlighting again and that is Business Rates. It is uncertain if there will be a business rates reset or redesign and if there will be, when. I have liaised with each of the Authority's unitary authorities and discussed their planning arrangements around this. As it is so uncertain, limited planning has been undertaken, but one authority has benefitted from having some external evaluation completed. At this moment it is not possible to quantify what the impact will be as there is no definitive proposal regarding the new approach, which is likely to be implemented alongside a 'Fairer funding review' for Local Government which looks at other income sources such as grants and Council Tax. It could lead to material funding changes and a less optimistic funding position has been captured in the scenarios below. A formula funding review for the police sector is currently progressing, so the local government funding formula review including the fire sector could follow.

### 2.3 **Presentation of scenarios:**

- 2.3.1 A summary table at the end of this section highlights the gap to be closed in the financial year 20205/26, and therefore gives an indication at this point in time, of the gap plus inflation in the following year (if all was equal, but as we know the position will considerably change). This summary table also shows the balance at the end of 2025/26 of the Transformational/Budget Reserve.

The attached appendices cover in more detail the alternative scenarios and are summarised below:

Appendix 1 – an updated appendix from the one presented to Members in February, with additional forecast business rates in years 2023/24 to 2025/26 (line 60). The updates are:

- The in year unbudgeted business rates receipt was £392k, this appendix takes a prudent view in light of the potential business rates reform, at £200k per annum for this S31 grant. The level of this grant was £200k for 2020/21, the Treasurer prudently did not include any forecast for 2022/23 as on speaking to the Home Office, he couldn't establish if the grant would be received or not.
- A 4% pay award for all staff remains in this presentation.

Due to this reduced funding position, the compensating items reduced are highlighted in yellow in order to present a more balanced medium-term position.

- The savings/efficiencies have had a small increase in years 2024/25 and 2025/26 (line 24).
- the main update is the removal of the £200k per annum Green/Environmental Fund (line 85) and the £250k Strategic Projects/Improvement Fund (line 84). There will of course be detrimental impacts from not having these, or indeed increasing savings/efficiencies/income elsewhere for some of these initiatives to continue.
- The earmarked reserves and general reserve have also been reduced, as has the capital receipts reserve for this presentation (capital reserve of £507k reduced to £307k). (lines 86, 87).
- The income from our investments of reserves/cash has been increased (line 20) and in contrast to this the inflationary costs/pressures have been increased for utilities and contracts (lines 37 and 38).

2.3.2 Appendix 2 – The updates from the appendix presented to Members in February is pay award at 3%. It has been communicated by Government, that public sector pay awards will not exceed 3% in 2022/23, hence this alternative presentation with a lower pay award. We are yet to be advised what the pay awards are for green book for 2022/23 that was due on 1<sup>st</sup> April 2022 and grey book that was due on 1<sup>st</sup> July 2022. Negotiations are ongoing between the employers and the unions.

Please note, the in-year budget as approved by the FRA in February 2022, has a 4% budgeted pay award for green and grey book staff and this remains in place.

The updates highlighted above to investment income, inflationary pressures and reserve reductions are also reflected in this appendix and the below. A £100k budget for Green and Strategic budget too, has been reintroduced (lines 84 and 85).

A balanced medium-term budget is presented, with little investment allocated towards the much needed strategic work/initiatives and the green agenda.

2.3.3 Appendix 3 – a more positive position with Business Rates remaining at the current level with 4% pay award, therefore the £392k grant going forward. Again like the above two appendices, the Green and Strategic funding allocations have been removed.

2.3.4 Appendix 4 – as above but with a 3% pay award in line with the comments in 2.3.2 above. Reduced Green/Environmental and Strategic Projects/Improvement Fund have been reintroduced in 2023/24, 2024/25 and 2025/26.



2.3.5 Appendix 5 - In contrast to the above and more in line with the medium term budget that was presented in February 2022, this appendix includes the increased investment income, the increased inflationary pressures, the £200k per annum business rates and the continued investment of the Green/Strategic Projects. Clearly a large gap in this presentation.

2.3.6 Table 1 below provides a highlight of the current medium-term position at the end of 2025/26 from the five appendices. This is at this point in time, and will of course change when other amendments are made in due course, such as the confirmation of the green and grey book pay award, actual inflation increases, business rates income, funding settlements, taxbase etc.

However, as summarised below, currently the likely gap to be rolled forward into the next year if all things remained equal (ignoring the 2026/27 year's pay award increases for example), the gap ranges between £1.075m and £1.539m. So currently, this is the gap that will need closing between now and then. Material savings/efficiencies/additional income will therefore need to be planned. If for example our Service was able to raise council tax by £5, this would greatly assist in closing these future gaps. As Members are aware, for 2022/23 only the lower quartile of council tax charges in the fire sector were able to raise up to this amount. The list of authorities have previously been reported.

Table 1: Summary of Appendices at the end of year 2025/26

<b>2025/26 position</b>	<b>Appendix 1</b>	<b>Appendix 2</b>	<b>Appendix 3</b>	<b>Appendix 4</b>	<b>Appendix 5</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Contribution to (from) reserves to balance the year (line 46)</b>	(1,536)	(1,267)	(1,347)	(1,075)	(1,539)
<b>Transformation/Innovation reserve balance at the end of 2025/26 (line 88)</b>	(767)	45	(191)	71	(2,617)

2.3.7 The above scenarios are presented to show Members that the figures can significantly change, depending on the assumptions included (business rates income for example), the use of reserves and also the funds allocated to Green/Strategic Projects.

What is certain, is that an updated medium-term plan will be presented to Members at the FRA in February 2023, and discussed in detail prior to this at the Members budget workshops.

For the purpose of this meeting, the Treasurer advises to use Appendices and scenarios as a guide to the variances that will need to be addressed over the coming months/years. These appendices in summary, show the S31 business rates grant as a reduced £200k and the current £392k, with the pay award at 3% that is what the Government is currently advising will not be exceeded and the agreed 4% budgeted position. There has been no green book pay offer to date, the grey book pay offer is currently 2%.

The Government has previously announced, last year, that there would be a public sector pay freeze and we know that this did not take place in all areas of the public sector. So, we are yet to see if pay awards are indeed above the 3% announced.

As covered above, two of the scenarios (appendices 2 and 4) do present a balanced medium-term position.

## 2.4 Summary

- 2.4.1 The budget process internally commences each summer, so work will imminently commence on the 2023/24 medium term budget, working up to budget setting in February 2023. A key impact will be the agreed pay awards for the 2022 financial year, so the medium-term forecast will be updated accordingly and represented to members as part of the planned budget workshops and FRA meetings over 2022/23.

## 3. Conclusion

- 3.1.1 This report presents updated medium-term financial scenarios to Members. Members will be kept informed of progress throughout the year, leading up to the 2023/24 revenue budget, council tax and capital programme setting in February 2023.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**

**GAVIN CHAMBERS**  
**ACO/TREASURER**

## FRA Meeting 20th July 2022

	2021/22	Original 2022/23	Actual 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26
	£000s	£000s	£000s	£000s	£000s	£000s
<b>MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26: Scenario with 4% Pay Increase in 2022/23</b>	<b>32,035</b>	<b>31,104</b>	<b>31,104</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>
<b>Base Budget</b>						
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	13	-13	0	0
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	27	-53	-80	0
14 Apprenticeship Levy	2	2	2	2	2	2
15 Local Government Superannuation Revaluation Lump Sum	10	9	9	20	20	20
16 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
<b>17 Total Base Budget Adjustments</b>	<b>-373</b>	<b>-48</b>	<b>407</b>	<b>-44</b>	<b>-58</b>	<b>22</b>
<b>18 Forecast Variations</b>						
20 Investment Interest Decrease/(Increase)	50	0	0	-100	-20	-10
21 Revenue Contribution to Capital	138	663	411	1,193	-220	1,232
22 Creation of New Corporate Reserve for future Pensions contributions, then removal	-1,000	0	0	0	0	0
23 Non-Uniform Incremental Drift	75	41	88	57	33	14
24 Transformational Savings/Efficiencies	-181	-239	-203	-93	-175	-200
25 Scrutiny Panel Decisions	-10	0	-8	0	0	0
<b>26 Total Forecast Variations</b>	<b>-928</b>	<b>465</b>	<b>288</b>	<b>1,057</b>	<b>-382</b>	<b>1,036</b>
<b>27 Inflation</b>						
29 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then 4% July 2022 till June 2023, followed by 2% following years	71	0	79	152	80	81
30 Fire-fighters pay - 1 July 2022 to 31 March 2023 (4% 2022, then 2% each following year)	0	220	438	228	232	237
31 Retained Pay (As per Fire-Fighters) April to June	22	0	21	12	11	12
32 July to March	0	30	69	47	37	37
33 Control pay (As per Fire-Fighters) April to June	14	0	5	7	6	5
34 July to March	0	20	30	18	15	16
35 Non Uniformed pay (4% effective from 01/04/2022, then 2% thereafter)	0	121	274	146	149	151
36 Member Allowances	0	2	2	2	2	2
37 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 40% Gas & 40% Elec in 2023/24)	27	28	24	94	56	21
38 Prices/Contract Inflation (4% in 2022/23 followed by 6% 2023/24, 2024/25 5% then 2% 2025/26)	76	78	135	168	120	71
<b>39 Total Inflation</b>	<b>210</b>	<b>499</b>	<b>1,077</b>	<b>874</b>	<b>708</b>	<b>633</b>
<b>40 Budget Pressures</b>						
42 FMS3' bids (Current Year MTFP process)	480	167	373	-202	-39	0
43 FMS3' bids (Previous Years MTFP process)	-320	-199	57	168	-55	-7
<b>44 Estimated Net Revenue Expenditure</b>	<b>31,104</b>	<b>31,988</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>	<b>37,017</b>
<b>46 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,746</b>	<b>-780</b>	<b>-1,539</b>
<b>47 Estimated Budget Requirement</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
<b>49 Budget Requirement Increase Year on Year</b>	<b>650.9</b>	<b>307.4</b>	<b>1,679.9</b>	<b>1,309.0</b>	<b>1,159.9</b>	<b>2,065.2</b>
<b>51 % Budget Increase</b>	<b>2.1%</b>	<b>1.0%</b>	<b>5.3%</b>	<b>4.1%</b>	<b>3.5%</b>	<b>6.2%</b>
<b>53 Financed by:</b>						
55 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
56 Business Rate Baseline (locally collected business rates)	2,405	2,429	2,300	2,300	2,300	2,300
57 Business Rate Top Up	3,840	3,878	3,840	3,840	3,840	3,840
58 S31 from Multiplier cap and Small Business Rate Relief	293	293	613	613	613	613
59 Business Rates Grant (under indexing the multiplier compensation)	310	310	0	0	0	0
<b>60 Tariff/Top Up Adjustment (S31 Business rates)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>
61 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax	0	0	424	0	0	0
62 Collection Fund Surplus/(Deficit)	-1,196	-83	-46	-46	0	0
63 Use of Collection Fund Deficit Reserve	254	83	46	46	0	0
64 Council Tax (the remainder)	22,193	22,860	23,401	24,221	25,045	25,891
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
<b>70</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
72 Band D equivalent Tax base	216,704	218,871	224,040	227,362	230,513	233,647
73 % change on Band D's	-0.55%	1.00%	3.39%	1.48%	1.39%	1.36%
74 Leading to an average council tax (Band D) of	102.41	104.45	104.45	106.53	108.65	110.81
76 % increase	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>79 Use of Transformational Reserves Summary</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
82 Transformational Earmark Reserve for Budget Setting	2,502	2,861	2,861	2,498	1,552	772
<b>83 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,746</b>	<b>-780</b>	<b>-1,539</b>
<b>84 Annual use of Transformational Reserve for Strategic Projects and Improvements</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>85 Use of Transformation Reserve for Green/Environmental agenda</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>0</b>	<b>0</b>	<b>0</b>
86 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m	0	0	0	300	0	0
87 Reduction of Earmarked Reserves (£300k) and Capital Receipts Reserve (£200k)	0	0	0	500	0	0
<b>88 Net Balance Transformational Earmark Reserves</b>	<b>2,861</b>	<b>2,727</b>	<b>2,498</b>	<b>1,552</b>	<b>772</b>	<b>-767</b>

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## FRA Meeting 20th July 2022

	Original	Actual	Proposed	Proposed	Proposed	
MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26 Scenario with 3% Pay Increase in 2022/23	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Base Budget</b>	<b>32,035</b>	<b>31,104</b>	<b>31,104</b>	<b>33,095</b>	<b>34,897</b>	<b>35,066</b>
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	13	-13	0	0
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	27	-53	-80	0
14 Apprenticeship Levy	2	2	2	2	2	2
15 Local Government Superannuation Revaluation Lump Sum	10	9	9	20	20	20
16 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
<b>17 Total Base Budget Adjustments</b>	<b>-373</b>	<b>-48</b>	<b>407</b>	<b>-44</b>	<b>-58</b>	<b>22</b>
<b>19 Forecast Variations</b>						
20 Investment Interest Decrease/(Increase)	50	0	0	-100	-20	-10
21 Revenue Contribution to Capital	138	663	411	1,193	-220	1,232
22 Creation of New Corporate Reserve for future Pensions contributions, then removal	-1,000	0	0	0	0	0
23 Non-Uniform Incremental Drift	75	41	88	57	33	14
24 Transformational Savings/Efficiencies	-181	-239	-203	-93	-175	-200
25 Scrutiny Panel Decisions	-10	0	-8	0	0	0
<b>26 Total Forecast Variations</b>	<b>-928</b>	<b>465</b>	<b>288</b>	<b>1,057</b>	<b>-382</b>	<b>1,036</b>
<b>28 Inflation</b>						
29 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then 3% Apr 2023 till June 2023, followed by 2% following years	71	0	79	113	79	79
30 Fire-fighters pay - 1 July 2022 to 31 March 2023 (3% 2022, then 2% each following year)	0	220	325	226	231	235
31 Retained Pay (As per Fire-Fighters) April to June	22	0	15	10	11	12
32 July to March	0	30	53	42	37	37
33 Control pay (As per Fire-Fighters) April to June	14	0	4	5	5	5
34 July to March	0	20	23	19	15	16
35 Non Uniformed pay (3% effective from 01/04/2022, then 2% thereafter)	0	121	206	144	147	150
36 Member Allowances	0	2	2	2	2	2
37 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 40% Gas & 40% Elec in 2023/24)	27	28	24	94	56	21
38 Prices/Contract Inflation (4% in 2022/23 followed by 6% 2023/24, 2024/25 5% then 2% 2025/26)	76	78	135	168	120	71
<b>39 Total Inflation</b>	<b>210</b>	<b>499</b>	<b>866</b>	<b>823</b>	<b>703</b>	<b>628</b>
<b>41 Budget Pressures</b>						
42 FMS3' bids (Current Year MTFP process)	480	167	373	-202	-39	0
43 FMS3' bids (Previous Years MTFP process)	-320	-199	57	168	-55	-7
<b>45 Estimated Net Revenue Expenditure</b>	<b>31,104</b>	<b>31,988</b>	<b>33,095</b>	<b>34,897</b>	<b>35,066</b>	<b>36,745</b>
<b>46 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>298</b>	<b>-1,484</b>	<b>-513</b>	<b>-1,267</b>
<b>48 Estimated Budget Requirement</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
<b>50 Budget Requirement Increase Year on Year</b>	<b>650.9</b>	<b>307.4</b>	<b>1,679.9</b>	<b>1,309.0</b>	<b>1,159.9</b>	<b>2,065.2</b>
<b>51 % Budget Increase</b>	<b>2.1%</b>	<b>1.0%</b>	<b>5.3%</b>	<b>4.1%</b>	<b>3.5%</b>	<b>6.2%</b>
<b>53 Financed by:</b>						
55 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
56 Business Rate Baseline (locally collected business rates)	2,405	2,429	2,300	2,300	2,300	2,300
57 Business Rate Top Up	3,840	3,878	3,840	3,840	3,840	3,840
58 S31 from Multiplier cap and Small Business Rate Relief	293	293	613	613	613	613
59 Business Rates Grant (under indexing the multiplier compensation)	310	310	0	0	0	0
<b>60 Tariff/Top Up Adjustment (S31 Business rates)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>
61 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax	0	0	424	0	0	0
62 Collection Fund Surplus/(Deficit)	-1,196	-83	-46	-46	0	0
63 Use of Collection Fund Deficit Reserve	254	83	46	46	0	0
64 Council Tax (the remainder)	22,193	22,860	23,401	24,221	25,045	25,891
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
<b>70</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
72 Band D equivalent Tax base	216,704	218,871	224,040	227,362	230,513	233,647
73 % change on Band D's	-0.55%	1.00%	3.39%	1.48%	1.39%	1.36%
74 Leading to an average council tax (Band D) of	102.41	104.45	104.45	106.53	108.65	110.81
76 % increase	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>79 Use of Transformational Reserves Summary</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
82 Transformational Earmark Reserve for Budget Setting	2,502	2,861	2,861	2,709	1,825	1,312
<b>83 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>298</b>	<b>-1,484</b>	<b>-513</b>	<b>-1,267</b>
<b>84 Annual use of Transformational Reserve for Strategic Projects and Improvements</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>-100</b>	<b>0</b>	<b>0</b>
<b>85 Use of Transformation Reserve for Green/Environmental agenda</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>-100</b>	<b>0</b>	<b>0</b>
86 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m	0	0	0	300	0	0
87 Reduction of Earmarked Reserves (£300k) and Capital Receipts Reserve (£200k)	0	0	0	500	0	0
<b>88 Net Balance Transformational Earmark Reserves</b>	<b>2,861</b>	<b>2,727</b>	<b>2,709</b>	<b>1,825</b>	<b>1,312</b>	<b>45</b>

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## FRA Meeting 20th July 2022

	Original	Actual	Proposed	Proposed	Proposed	
MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26 Scenario with 4% Pay Increase in 2022/23	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Base Budget</b>	<b>32,035</b>	<b>31,104</b>	<b>31,104</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>
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	13	-13	0	0
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	27	-53	-80	0
14 Apprenticeship Levy	2	2	2	2	2	2
15 Local Government Superannuation Revaluation Lump Sum	10	9	9	20	20	20
16 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
<b>17 Total Base Budget Adjustments</b>	<b>-373</b>	<b>-48</b>	<b>407</b>	<b>-44</b>	<b>-58</b>	<b>22</b>
<b>19 Forecast Variations</b>						
20 Investment Interest Decrease/(Increase)	50	0	0	-100	-20	-10
21 Revenue Contribution to Capital	138	663	411	1,193	-220	1,232
22 Creation of New Corporate Reserve for future Pensions contributions, then removal	-1,000	0	0	0	0	0
23 Non-Uniform Incremental Drift	75	41	88	57	33	14
24 Transformational Savings/Efficiencies	-181	-239	-203	-93	-175	-200
25 Scrutiny Panel Decisions	-10	0	-8	0	0	0
<b>26 Total Forecast Variations</b>	<b>-928</b>	<b>465</b>	<b>288</b>	<b>1,057</b>	<b>-382</b>	<b>1,036</b>
<b>28 Inflation</b>						
29 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then 4% July 2022 till June 2023, followed by 2% following years	71	0	79	152	80	81
30 Fire-fighters pay - 1 July 2022 to 31 March 2023 (4% 2022, then 2% each following year)	0	220	438	228	232	237
31 Retained Pay (As per Fire-Fighters) April to June	22	0	21	12	11	12
32 July to March	0	30	69	47	37	37
33 Control pay (As per Fire-Fighters) April to June	14	0	5	7	6	5
34 July to March	0	20	30	18	15	16
35 Non Uniformed pay (4% effective from 01/04/2022, then 2% thereafter)	0	121	274	146	149	151
36 Member Allowances	0	2	2	2	2	2
37 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 40% Gas & 40% Elec in 2023/24)	27	28	24	94	56	21
38 Prices/Contract Inflation (4% in 2022/23 followed by 6% 2023/24, 2024/25 5% then 2% 2025/26)	76	78	135	168	120	71
<b>39 Total Inflation</b>	<b>210</b>	<b>499</b>	<b>1,077</b>	<b>874</b>	<b>708</b>	<b>633</b>
<b>41 Budget Pressures</b>						
42 FMS3' bids (Current Year MTFP process)	480	167	373	-202	-39	0
43 FMS3' bids (Previous Years MTFP process)	-320	-199	57	168	-55	-7
<b>45 Estimated Net Revenue Expenditure</b>	<b>31,104</b>	<b>31,988</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>	<b>37,017</b>
<b>46 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,554</b>	<b>-588</b>	<b>-1,347</b>
<b>48 Estimated Budget Requirement</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,605</b>	<b>34,745</b>	<b>35,670</b>
<b>50 Budget Requirement Increase Year on Year</b>	<b>650.9</b>	<b>307.4</b>	<b>1,679.9</b>	<b>1,501.0</b>	<b>1,351.9</b>	<b>2,065.2</b>
<b>51 % Budget Increase</b>	<b>2.1%</b>	<b>1.0%</b>	<b>5.3%</b>	<b>4.7%</b>	<b>4.0%</b>	<b>6.1%</b>
<b>53 Financed by:</b>						
55 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
56 Business Rate Baseline (locally collected business rates)	2,405	2,429	2,300	2,300	2,300	2,300
57 Business Rate Top Up	3,840	3,878	3,840	3,840	3,840	3,840
58 S31 from Multiplier cap and Small Business Rate Relief	293	293	613	613	613	613
59 Business Rates Grant (under indexing the multiplier compensation)	310	310	0	0	0	0
<b>60 Tariff/Top Up Adjustment (S31 Business rates)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>392</b>	<b>392</b>	<b>392</b>
61 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax	0	0	424	0	0	0
62 Collection Fund Surplus/(Deficit)	-1,196	-83	-46	-46	0	0
63 Use of Collection Fund Deficit Reserve	254	83	46	46	0	0
64 Council Tax (the remainder)	22,193	22,860	23,401	24,221	25,045	25,891
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
<b>70</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,605</b>	<b>34,745</b>	<b>35,670</b>
72 Band D equivalent Tax base	216,704	218,871	224,040	227,362	230,513	233,647
73 % change on Band D's	-0.55%	1.00%	3.39%	1.48%	1.39%	1.36%
74 Leading to an average council tax (Band D) of	102.41	104.45	104.45	106.53	108.65	110.81
76 % increase	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>79 Use of Transformational Reserves Summary</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
82 Transformational Earmark Reserve for Budget Setting	2,502	2,861	2,861	2,498	1,744	1,156
<b>83 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,554</b>	<b>-588</b>	<b>-1,347</b>
<b>84 Annual use of Transformational Reserve for Strategic Projects and Improvements</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>85 Use of Transformation Reserve for Green/Environmental agenda</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>0</b>	<b>0</b>	<b>0</b>
86 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m	0	0	0	300	0	0
87 Reduction of Earmarked Reserves (£300k) and Capital Receipts Reserve (£200k)	0	0	0	500	0	0
<b>88 Net Balance Transformational Earmark Reserves</b>	<b>2,861</b>	<b>2,727</b>	<b>2,498</b>	<b>1,744</b>	<b>1,156</b>	<b>-191</b>

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## FRA Meeting 20th July 2022

	2021/22	Original 2022/23	Actual 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26
	£000s	£000s	£000s	£000s	£000s	£000s
<b>MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26 Scenario with 3% Pay Increase in 2022/23</b>	<b>32,035</b>	<b>31,104</b>	<b>31,104</b>	<b>33,095</b>	<b>34,897</b>	<b>35,066</b>
<b>Base Budget</b>						
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	13	-13	0	0
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	27	-53	-80	0
14 Apprenticeship Levy	2	2	2	2	2	2
15 Local Government Superannuation Revaluation Lump Sum	10	9	9	20	20	20
16 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
<b>17 Total Base Budget Adjustments</b>	<b>-373</b>	<b>-48</b>	<b>407</b>	<b>-44</b>	<b>-58</b>	<b>22</b>
<b>18 Forecast Variations</b>						
19 Investment Interest Decrease/(Increase)	50	0	0	-100	-20	-10
20 Revenue Contribution to Capital	138	663	411	1,193	-220	1,232
21 Creation of New Corporate Reserve for future Pensions contributions, then removal	-1,000	0	0	0	0	0
22 Non-Uniform Incremental Drift	75	41	88	57	33	14
23 Transformational Savings/Efficiencies	-181	-239	-203	-93	-175	-200
24 Scrutiny Panel Decisions	-10	0	-8	0	0	0
<b>25 Total Forecast Variations</b>	<b>-928</b>	<b>465</b>	<b>288</b>	<b>1,057</b>	<b>-382</b>	<b>1,036</b>
<b>26 Inflation</b>						
27 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then 3% Apr 2023 till June 2023, followed by 2% following years	71	0	79	113	79	79
28 Fire-fighters pay - 1 July 2022 to 31 March 2023 (3% 2022, then 2% each following year)	0	220	325	226	231	235
29 Retained Pay (As per Fire-Fighters) April to June	22	0	15	10	11	12
30 July to March	0	30	53	42	37	37
31 Control pay (As per Fire-Fighters) April to June	14	0	4	5	5	5
32 July to March	0	20	23	19	15	16
33 Non Uniformed pay (3% effective from 01/04/2022, then 2% thereafter)	0	121	206	144	147	150
34 Member Allowances	0	2	2	2	2	2
35 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 40% Gas & 40% Elec in 2023/24)	27	28	24	94	56	21
36 Prices/Contract Inflation (4% in 2022/23 followed by 6% 2023/24, 2024/25 5% then 2% 2025/26)	76	78	135	168	120	71
<b>37 Total Inflation</b>	<b>210</b>	<b>499</b>	<b>866</b>	<b>823</b>	<b>703</b>	<b>628</b>
<b>38 Budget Pressures</b>						
39 FMS3' bids (Current Year MTFP process)	480	167	373	-202	-39	0
40 FMS3' bids (Previous Years MTFP process)	-320	-199	57	168	-55	-7
<b>41 Estimated Net Revenue Expenditure</b>	<b>31,104</b>	<b>31,988</b>	<b>33,095</b>	<b>34,897</b>	<b>35,066</b>	<b>36,745</b>
<b>42 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>298</b>	<b>-1,292</b>	<b>-321</b>	<b>-1,075</b>
<b>43 Estimated Budget Requirement</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,605</b>	<b>34,745</b>	<b>35,670</b>
<b>44 Budget Requirement Increase Year on Year</b>	<b>650.9</b>	<b>307.4</b>	<b>1,679.9</b>	<b>1,501.0</b>	<b>1,351.9</b>	<b>2,065.2</b>
<b>45 % Budget Increase</b>	<b>2.1%</b>	<b>1.0%</b>	<b>5.3%</b>	<b>4.7%</b>	<b>4.0%</b>	<b>6.1%</b>
<b>46 Financed by:</b>						
47 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
48 Business Rate Baseline (locally collected business rates)	2,405	2,429	2,300	2,300	2,300	2,300
49 Business Rate Top Up	3,840	3,878	3,840	3,840	3,840	3,840
50 S31 from Multiplier cap and Small Business Rate Relief	293	293	613	613	613	613
51 Business Rates Grant (under indexing the multiplier compensation)	310	310	0	0	0	0
<b>52 Tariff/Top Up Adjustment (S31 Business rates)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>392</b>	<b>392</b>	<b>392</b>
53 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax	0	0	424	0	0	0
54 Collection Fund Surplus/(Deficit)	-1,196	-83	-46	-46	0	0
55 Use of Collection Fund Deficit Reserve	254	83	46	46	0	0
56 Council Tax (the remainder)	22,193	22,860	23,401	24,221	25,045	25,891
57 New Local Council Tax Support Grant (to compensate for taxbase reductions)	399	0	0	0	0	0
58 Estimate of new 75% Collection Fund relief	37	0	0	0	0	0
59 Business Rates retail, nursery relief (NNDR 1 and 3 timings)	845	0	0	0	0	0
60 New Grant 2022/23 only (expected to be baselined thereafter, covering employer NI increase and other)	0	0	410	-240	0	0
<b>61 Total</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,605</b>	<b>34,745</b>	<b>35,670</b>
62 Band D equivalent Tax base	216,704	218,871	224,040	227,362	230,513	233,647
63 % change on Band D's	-0.55%	1.00%	3.39%	1.48%	1.39%	1.36%
64 Leading to an average council tax (Band D) of	102.41	104.45	104.45	106.53	108.65	110.81
65 % increase	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>66 Use of Transformational Reserves Summary</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
67	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
68	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
69 Transformational Earmark Reserve for Budget Setting	2,502	2,861	2,861	2,709	1,967	1,396
<b>70 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>298</b>	<b>-1,292</b>	<b>-321</b>	<b>-1,075</b>
<b>71 Annual use of Transformational Reserve for Strategic Projects and Improvements</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>-150</b>	<b>-150</b>	<b>-150</b>
<b>72 Use of Transformation Reserve for Green/Environmental agenda</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>
73 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m	0	0	0	300	0	0
74 Reduction of Earmarked Reserves (£300k) and Capital Receipts Reserve (£200k)	0	0	0	500	0	0
<b>75 Net Balance Transformational Earmark Reserves</b>	<b>2,861</b>	<b>2,727</b>	<b>2,709</b>	<b>1,967</b>	<b>1,396</b>	<b>71</b>

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## FRA Meeting 20th July 2022

	2021/22	Original 2022/23	Actual 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26
	£000s	£000s	£000s	£000s	£000s	£000s
<b>MEDIUM TERM REVENUE PLAN 2022/23 TO 2025/26: Scenario with 4% Pay Increase in 2022/23</b>	<b>32,035</b>	<b>31,104</b>	<b>31,104</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>
<b>Base Budget</b>						
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	13	-13	0	0
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	27	-53	-80	0
14 Apprenticeship Levy	2	2	2	2	2	2
15 Local Government Superannuation Revaluation Lump Sum	10	9	9	20	20	20
16 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
<b>17 Total Base Budget Adjustments</b>	<b>-373</b>	<b>-48</b>	<b>407</b>	<b>-44</b>	<b>-58</b>	<b>22</b>
<b>18 Forecast Variations</b>						
19 Investment Interest Decrease/(Increase)	50	0	0	-100	-20	-10
20 Revenue Contribution to Capital	138	663	411	1,193	-220	1,232
21 Creation of New Corporate Reserve for future Pensions contributions, then removal	-1,000	0	0	0	0	0
22 Non-Uniform Incremental Drift	75	41	88	57	33	14
23 Transformational Savings/Efficiencies	-181	-239	-203	-93	-175	-200
24 Scrutiny Panel Decisions	-10	0	-8	0	0	0
<b>25 Total Forecast Variations</b>	<b>-928</b>	<b>465</b>	<b>288</b>	<b>1,057</b>	<b>-382</b>	<b>1,036</b>
<b>26 Inflation</b>						
27 Fire-fighters pay - 1.5% 1 April to 30 June 2022, then 4% July 2022 till June 2023, followed by 2% following years	71	0	79	152	80	81
28 Fire-fighters pay - 1 July 2022 to 31 March 2023 (4% 2022, then 2% each following year)	0	220	438	228	232	237
29 Retained Pay (As per Fire-Fighters) April to June	22	0	21	12	11	12
30 July to March	0	30	69	47	37	37
31 Control pay (As per Fire-Fighters) April to June	14	0	5	7	6	5
32 July to March	0	20	30	18	15	16
33 Non Uniformed pay (4% effective from 01/04/2022, then 2% thereafter)	0	121	274	146	149	151
34 Member Allowances	0	2	2	2	2	2
35 Gas, Electricity, Water and Derv Inflation (as below but 0% Gas & Electric in 2022/23 the 40% Gas & 40% Elec in 2023/24)	27	28	24	94	56	21
36 Prices/Contract Inflation (4% in 2022/23 followed by 6% 2023/24, 2024/25 5% then 2% 2025/26)	76	78	135	168	120	71
<b>37 Total Inflation</b>	<b>210</b>	<b>499</b>	<b>1,077</b>	<b>874</b>	<b>708</b>	<b>633</b>
<b>38 Budget Pressures</b>						
39 FMS3' bids (Current Year MTFP process)	480	167	373	-202	-39	0
40 FMS3' bids (Previous Years MTFP process)	-320	-199	57	168	-55	-7
<b>41 Estimated Net Revenue Expenditure</b>	<b>31,104</b>	<b>31,988</b>	<b>33,306</b>	<b>35,159</b>	<b>35,333</b>	<b>37,017</b>
<b>42 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,746</b>	<b>-780</b>	<b>-1,539</b>
<b>43 Estimated Budget Requirement</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
<b>44 Budget Requirement Increase Year on Year</b>	<b>650.9</b>	<b>307.4</b>	<b>1,679.9</b>	<b>1,309.0</b>	<b>1,159.9</b>	<b>2,065.2</b>
<b>45 % Budget Increase</b>	<b>2.1%</b>	<b>1.0%</b>	<b>5.3%</b>	<b>4.1%</b>	<b>3.5%</b>	<b>6.2%</b>
<b>46 Financed by:</b>						
47 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
48 Business Rate Baseline (locally collected business rates)	2,405	2,429	2,300	2,300	2,300	2,300
49 Business Rate Top Up	3,840	3,878	3,840	3,840	3,840	3,840
50 S31 from Multiplier cap and Small Business Rate Relief	293	293	613	613	613	613
51 Business Rates Grant (under indexing the multiplier compensation)	310	310	0	0	0	0
<b>52 Tariff/Top Up Adjustment (S31 Business rates)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>
53 Collection Fund Surplus (2021/22 used in 2022/23 budget) - net Business Rates and Council Tax	0	0	424	0	0	0
54 Collection Fund Surplus/(Deficit)	-1,196	-83	-46	-46	0	0
55 Use of Collection Fund Deficit Reserve	254	83	46	46	0	0
56 Council Tax (the remainder)	22,193	22,860	23,401	24,221	25,045	25,891
57 New Local Council Tax Support Grant (to compensate for taxbase reductions)	399	0	0	0	0	0
58 Estimate of new 75% Collection Fund relief	37	0	0	0	0	0
59 Business Rates retail, nursery relief (NNDR 1 and 3 timings)	845	0	0	0	0	0
60 New Grant 2022/23 only (expected to be baselined thereafter, covering employer NI increase and other)	0	0	410	-240	0	0
<b>61 Total</b>	<b>31,713</b>	<b>32,104</b>	<b>33,393</b>	<b>33,413</b>	<b>34,553</b>	<b>35,478</b>
62 Band D equivalent Tax base	216,704	218,871	224,040	227,362	230,513	233,647
63 % change on Band D's	-0.55%	1.00%	3.39%	1.48%	1.39%	1.36%
64 Leading to an average council tax (Band D) of	102.41	104.45	104.45	106.53	108.65	110.81
65 % increase	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>66 Use of Transformational Reserves Summary</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
67	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
68	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
69 Transformational Earmark Reserve for Budget Setting	2,502	2,861	2,861	2,498	602	-628
<b>70 Contribution to/from Transformational Earmarked Reserves</b>	<b>609</b>	<b>116</b>	<b>87</b>	<b>-1,746</b>	<b>-780</b>	<b>-1,539</b>
<b>71 Annual use of Transformational Reserve for Strategic Projects and Improvements</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>	<b>-250</b>
<b>72 Use of Transformation Reserve for Green/Environmental agenda</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>-200</b>	<b>-200</b>	<b>-200</b>
73 Reduction of General Reserve from £2.6m to £2.4m in 20/21, with potential to reduce to £2.1m	0	0	0	300	0	0
74 No reduction to earmarked reserves	0	0	0	0	0	0
<b>75 Net Balance Transformational Earmark Reserves</b>	<b>2,861</b>	<b>2,727</b>	<b>2,498</b>	<b>602</b>	<b>-628</b>	<b>-2,617</b>

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**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER/FRA TREASURER

**SUBJECT:** TREASURY MANAGEMENT – ANNUAL REPORT FOR 2021/22

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For further information on this Report contact: ACO G Chambers  
Assistant Chief Officer/FRA Treasurer

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Background Papers: Treasury Management Strategy 2021/22

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**PURPOSE:**

To consider the Authority's Annual Report for Treasury Management for 2021/22.

**RECOMMENDATION:**

That Members review and consider the information presented in the report.

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1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2021/22 the minimum reporting requirements were that the full Authority should receive the following reports:

- an annual treasury strategy in advance of the year

- a mid-year (minimum) treasury update report
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authorities policies previously approved by members.

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the full authority. Training can be provided to Members by our Treasury Advisor’s, Link Treasury Services, in 2022 at the FRA’s request.

## 2. The Authorities Capital Expenditure and Financing

The Authority undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Authorities borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how it was financed:

<b>Capital Expenditure by Service</b>	<b>2020/21 Actual £'000</b>	<b>2021/22 Budget £'000</b>	<b>2021/22 Actual £'000</b>
As per Statement of Accounts & Budget Book	1,078	1,038	748

### 3. The Authorities Overall Borrowing Need

The Authorities underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

**Gross borrowing and the CFR** – in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2019/20) plus the estimates of any additional capital financing requirement for the current (2021/22) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. This indicator allowed the Authority some flexibility to borrow in advance of its immediate capital needs in 2020/21.

The table below highlights the Authorities gross borrowing position against the CFR. The Authority has complied with this prudential indicator.

	31 March 2021 Actual £'000	31 March 2022 Budget £'000	31 March 2022 Actual £'000
<b>Prudential Indicator – Capital Financing Requirement</b>			
Borrowing	9,987	9,987	9,987
Other long term liabilities	0	0	0
Total Debt	9,987	9,987	9,987
<b>TOTAL CFR</b>	7,550	7,273	7,273
Under/(over) borrowing	(2,437)	(2,714)	(2,714)

**The authorised limit** – the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Authority has maintained gross borrowing within its authorised limit.



**The operational boundary** – the operational boundary is the expected borrowing position of the Authority during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** – this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	<b>2021/22 £'000</b>
Authorised Limit	11,987
Maximum gross borrowing position during the year	9,987
Operational Boundary	9,987
Average gross borrowing position	9,987
Financing costs as a proportion of net revenue stream	<b>2.03%</b>



#### 4. Treasury Position as at 31 March 2022

At the beginning and the end of 2021/22 the Authorities treasury position was as follows:

	<b>31 March 2021 Principal £'000</b>	<b>Rate/Return</b>	<b>Average Life yrs</b>	<b>31 March 2022 Principal £'000</b>	<b>Rate/Return</b>	<b>Average Life yrs</b>
Fixed rate funding:						
PWLB	9,987	4.27%	36	9,987	4.27%	35
Other long term liabilities	0			0		
<b>Total debt</b>	<b>9,987</b>	<b>4.27%</b>	<b>36</b>	<b>9,987</b>	<b>4.27%</b>	<b>35</b>
<b>CFR* (year-end position)</b>	<b>7,550</b>			<b>7,273</b>		
<b>Over/(under) borrowing</b>	<b>2,437</b>			<b>2,714</b>		
<b>Total investments</b>	<b>17,951</b>	<b>0.26%</b>		<b>17,975</b>	<b>0.45%</b>	
<b>Net debt</b>	<b>(7,964)</b>			<b>(7,988)</b>		

The maturity structure of the debt portfolio was as follows:

	<b>31 March 2021 Actual £'000</b>	<b>2021/22 Original limits £'000</b>	<b>31 March 2022 Actual £'000</b>
Under 12 months	0	0	0
12 months to 2 years	0	0	0
2 years to 5 years	0	0	0
5 years to 10 years	0	0	0
10 years and above	9,987	9,987	9,987

<b>Investment Portfolio</b>	<b>Actual 31 March 21 £'000</b>	<b>Actual 31 March 21 %</b>	<b>Actual 31 March 22 £'000</b>	<b>Actual 31 March 22 %</b>
<b>Treasury Investments</b>				
UK banks	12,951	72%	13,225	74%
Foreign bank (via Links)	5,000	28%	4,750	26%
<b>Total</b>	<b>17,951</b>	<b>100%</b>	<b>17,975</b>	<b>100%</b>

## 5. The strategy for 2021/22

### 5.1 Investment strategy and control of interest rate risk

Investment returns remained close to zero for much of 2021/22. Most local authority lending managed to avoid negative rates and one feature of the year was the continued growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2021/22 was that Bank Rate would remain at 0.1% until it was clear to the Bank of England that the emergency level of rates introduced at the start of the Covid-19 pandemic were no longer necessitated.

The Bank of England and the Government also maintained various monetary and fiscal measures, supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the various lockdowns/negative impact on their cashflow. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates remained low until towards the turn of the year when inflation

concerns indicated central banks, not just the Bank of England, would need to lift interest rates to combat the second-round effects of growing levels of inflation (CPI was 6.2% in February).

While the Authority has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing counterparty risk exposure, by having fewer investments placed in the financial markets.

## **5.2 Borrowing strategy and control of interest rate risk**

During 2021-22, the Authority maintained an over-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), has been exceeded by loan debt. The strategy for the CFR and the under/over borrowed position going forward will be discussed at the next meeting with our Treasury advisors.

The policy of avoiding new borrowing by funding capital from revenue and using reserves, has served well over the last few years. However, this will be kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The ACO therefore monitored interest rates in financial markets and adopted a pragmatic strategy.

Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2021/22 and the two subsequent financial years until the turn of the year, when inflation concerns increased significantly. Variable, or short-term rates, were expected to be the cheaper form of borrowing until well in to the second half of 2021/22.

Forecasts at the time of approval of the Treasury Management Strategy Report for 2021/22 were as follow:

Link Group Interest Rate View		8.2.21												
		Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
<b>BANK RATE</b>		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings		0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB		0.90	0.90	0.90	0.90	1.00	1.00	1.10	1.10	1.10	1.20	1.20	1.20	1.20
10 yr PWLB		1.30	1.30	1.30	1.30	1.40	1.40	1.50	1.50	1.50	1.60	1.60	1.60	1.60
25 yr PWLB		1.90	1.90	1.90	1.90	2.00	2.00	2.10	2.10	2.10	2.20	2.20	2.20	2.20
50 yr PWLB		1.70	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	2.00	2.00	2.00	2.00
<b>Bank Rate</b>														
Link		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Capital Economics		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-
<b>5yr PWLB Rate</b>														
Link		0.90	0.90	0.90	0.90	1.00	1.00	1.10	1.10	1.10	1.20	1.20	1.20	1.20
Capital Economics		0.90	0.90	0.90	1.00	1.00	1.00	1.00	1.00	-	-	-	-	-
<b>10yr PWLB Rate</b>														
Link		1.30	1.30	1.30	1.30	1.40	1.40	1.50	1.50	1.50	1.60	1.60	1.60	1.60
Capital Economics		1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	-	-	-	-	-
<b>25yr PWLB Rate</b>														
Link		1.90	1.90	1.90	1.90	2.00	2.00	2.10	2.10	2.10	2.20	2.20	2.20	2.20
Capital Economics		1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	-	-	-	-	-
<b>50yr PWLB Rate</b>														
Link		1.70	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	2.00	2.00	2.00	2.00
Capital Economics		1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	-	-	-	-	-

Link Group Interest Rate forecast review as at time of writing this report are as follows:

	End Q2 2022	End Q3 2022	End Q4 2022	End Q1 2023	End Q2 2023	End Q3 2023	End Q4 2023
Bank Rate	1.75%	2.25%	2.75%	2.75%	2.75%	2.75%	2.50%
5yr PWLB rate	3.20%	3.30%	3.30%	3.30%	3.30%	3.20%	3.10%
10yr PWLB rate	3.40%	3.50%	3.50%	3.50%	3.50%	3.40%	3.30%
25yr PWLB rate	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.60%
50yr PWLB rate	3.40%	3.40%	3.50%	3.50%	3.40%	3.40%	3.30%

## 6. Borrowing Outturn

It was anticipated at the beginning of 2021/22 that the Authority would have surplus funds available for short-term investment, either within its Special Interest Bearing Account (SIBA) at its bankers or through the money market. As at the 31<sup>st</sup> March 2022 the SIBA account is paying a rate of 0.1%.

The Authority's call-account with Barclays Bank has been used during 2021/22. As at 31<sup>st</sup> March 2022 the Barclays account is paying a rate of 0.1%.

The Authority's 120-Day Interest account with Santander has continued to be used during 2021/22. During 2021/22 this account was paying a rate of 0.50% but increased to 0.55% as at 1<sup>st</sup> January and then increased again to 0.65% as at 1<sup>st</sup> March and had increased to 0.65% by 31<sup>st</sup> March 2022.

The Authority's 180-Day Interest account with Santander has continued to be used during 2021/22. During 2021/22 this account was paying a rate of 0.58% but increased to 0.63% as at 1<sup>st</sup> January and then increased again to 0.73% as at 1<sup>st</sup> March and had increased to 0.87% by 31<sup>st</sup> March 2022.

The Authority's 95-Day Interest account with Lloyds Bank has been continued to be used during 2021/22. During 2021/22 this account was paying a rate of 0.05%. Notice was given in mid-February with monies due to be returned 23<sup>rd</sup> May. At the time of writing this report the deposits had been received and the Lloyds 95 Day Account is currently Nil.

The Authority has re-invested two maturing deposits with Qatar National Bank during 2021/22, via our Treasury Agents, Link Treasury Services. The two fixed term investments were for six months at a rate of 0.32% and 0.25% and matured in July 2021 and August 2021. (£2.25M and £2.75M). Both of these deposits were then re-invested with Qatar National Bank for six months at a rate 0.39%, and matured in January 2022 and February 2022. These were then re-invested with Qatar National Bank for six months at a rate of 0.67% and 0.87% (£2.25M and £2.5M)

During 2021/22 the Authority did not use Money Market Funds for short-term investments.

Borrowing has not been undertaken in 2021/22 to finance the Capital Programme. The funding for the 2021/22 Capital Programme was through Grant and revenue contributions.

No debt rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 7. Investment Outturn

**Investment Policy** – the Authorities investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by Members on 23<sup>rd</sup> March 2021. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

**Resources** – the Authorities cash balances comprise revenue and capital resources and cash flow monies. The Authorities core cash resources comprised as follows:

Balance Sheet Resources (£m)	31 March 2021	31 March 2022
	£'000	£'000
Balances	2,400	2,400
Earmarked reserves	13,505	12,724
Grants and other Contributions unapplied	159	159
Usable capital receipts	507	548
<b>Total</b>	<b>16,571</b>	<b>15,831</b>

### Investments held by the Authority

- The Authority maintained an average balance of £21M of internally managed funds.(including fixed term investments)
- The internally managed funds earned an average rate of return of 0.27%
- The comparable performance indicator is the average Local Authority 7 Day SONIA compounded rate which was 0.1392%
- Total investment income was £56,043 lower than the set budget of £65,400

**ANDREW HOPKINSON**  
CHIEF FIRE OFFICER

**GAVIN CHAMBERS**  
ASSISTANT CHIEF OFFICER/FRA TREASURER

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** FINAL RESOURCING OPTIONS FOR A NEW MONITORING OFFICER

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For further information on this report contact: Gavin Chambers  
Assistant Chief Officer

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Background Papers: Item 6 of the FRA Executive meeting on the 26<sup>th</sup> May and Item 10 of the FRA Executive meeting on the 22<sup>nd</sup> June. See [HERE](#)

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**PURPOSE:**

To discuss and agree on the preferred option for recruiting a new Monitoring Officer.

**RECOMMENDATION:**

That Members consider the attached report and agree the preferred option.

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1. Summary

- 1.1 Members will recall discussions at Executive committee in narrowing down the options for recruiting a new Monitoring Officer.

- 1.2 LLG recommend the role and responsibilities of the monitoring officer should be expanded as detailed to provide a fit for purpose resource both for the authority and the service. The reporting line should be to the Chief Fire Officer, with a dotted line to the Chair of the Fire and Rescue Authority.
- 1.3 The most feasible alternative seen by LLG in providing an experienced practitioner and a timely solution, is to enter an arrangement with Buckinghamshire Fire and Rescue Authority.
- 1.4 Dependent on budget, LLG propose starting with a retainer of 1.5 days per week. However, if budget constraints prevent this, a starting position of 1 day a week with the option to purchase additional time as required, with a review after 6 months, would provide a way forward. In this scenario, the reduction in outsourced legal costs would be less, as there would be less opportunity to absorb this work.
- 1.5 This would however ensure that both the Authority and the Service are better equipped to deal with future challenges.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**



A review of the role,  
responsibilities, and  
resourcing of the Monitoring  
Officer function



**Bedfordshire**  
Fire and Rescue Service



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## About the consultant:



### Deborah Evans

Deborah Evans is the Chief Executive of LLG. Having started her career in local government at Dudley Metropolitan Borough Fire & Rescue Authority, she has since gone on to work in senior roles across the legal sector, including the in-house legal team of a major retailer; as a Practice Monitoring Officer of a law firm; in management at the Legal Aid Board; Chief Executive of the Legal Complaints Service, and Chief Executive of the Association of Personal Injury Lawyers.

With a strong focus on good governance and business transformation, she takes a creative approach to improving and modernising services with a view to making organisations fit for purpose, lean, effective, and providing excellent value for money.

With previous experience of top table discussions in parliament and with major decision makers in the legal sector, Deborah is raising the voice and influence of lawyers in local authorities to the highest level to shape policy for the public good.



## Introduction

There is a fundamental need for change in the role and responsibilities of the monitoring officer at Bedfordshire Fire & Rescue Authority. Both the authority and the service need to be supported both in the 'day job' and through a period of unprecedented change.

The recent white paper proposals could potentially have an impact on the structure and governance of the authority, and on the working lives of those in fire and rescue services. Even before the white paper, fire and rescue authorities faced increasing challenges, particularly with respect to restructures, pay negotiations, unlawful pension decisions, and potential strikes. From an employee perspective, the service faces several IDRs. All these issues require the support, advice, and guidance of a monitoring officer.

So, will the pace of change decrease? Unfortunately, not. Reforms will require considered decision making in authority and executive meetings over a lengthy period of time, deftly supported by flexible and agile governance, along with proactive legal advice and regulatory guidance from the Monitoring Officer.

There is evidence that the Monitoring Officer role is under resourced, with the current post holder working flexibly 30 days a year - approximately 0.5 days a week. There is also room for improvement in the provision of services as the current monitoring officer principally serves the authority rather than the service.

The lack of available resource leads to a less proactivity, with service staff undertaking activity and preparing reports in the absence of proper advice, with concern that resources are overstretched.

LLG has been asked to define the 'best fit' monitoring officer function for Bedfordshire: What structure and resourcing options are appropriate for the needs of Bedfordshire Fire & Rescue Authority and why? LLG will focus on role and responsibilities, the size of the resource required, and the reporting structure.

This report is not being done in isolation. Bedfordshire Fire & Rescue Authority has already undergone change in other areas of the Service, such as the previous change in reporting line of the s151 officer, and is committed to undertaking an independent peer review of governance and decision making. The aim is to ensure the service is fit for purpose.

Additionally, LLG has conducted a review of the needs of the democratic services team to see whether there is a role for the monitoring officer in supporting the team.

Bedfordshire Fire & Rescue Authority has an opportunity to rethink the way the monitoring officer service is provided, to rejuvenate the structure, and to build a service for the future. Throughout the review, I have seen a willingness from both members and officers to do so. I would like to thank all those who gave up their time to contribute to my review to help inform these recommendations.

Deborah



## Executive Summary of proposals:

This report proposes 6 fundamental strategic objectives to improve the role of monitoring officer within the organisational structure at Bedfordshire Fire & Rescue Authority and Service:

1	<b>INSPIRING LEGAL LEADERSHIP:</b> THE CREATION OF A NEW JOB DESCRIPTION AND PERSON SPECIFICATION FOR THE ROLE OF MONITORING OFFICER, WHICH INCORPORATES THE STATUTORY ROLE, PROVIDING LEGAL ADVICE AND GUIDANCE WITH THE ABILITY AND SKILLS TO DRIVE FORWARD STRUCTURAL AND GOVERNANCE CHANGE
2	<b>FIT FOR PURPOSE RESOURCE:</b> A RECALCULATION OF THE CAPACITY OF RESOURCE REQUIRED TO DELIVER A RESPONSIVE AND AFFORDABLE SERVICE. THE MONITORING OFFICER TO BE AVAILABLE, PRO-ACTIVE, AND VISIBLE; ABLE TO ASSIST, ADVISE AND SHAPE DECISION MAKING AT MANAGEMENT LEVEL AND PROVIDE SUPPORT TO DEMOCRATIC SERVICES STAFF
3	<b>VISIBILITY AND INFLUENCE:</b> THE MONITORING OFFICER TO RAISE THE CORPORATE PROFILE OF LEGAL AND GOVERNANCE ADVICE, WITH ACCESS TO THE HEART OF DEBATE AND DECISION MAKING BOTH STRATEGICALLY AT AUTHORITY LEVEL, AND OPERATIONALLY AT SERVICE LEVEL, MEETING THE OTHER STATUTORY OFFICERS ON EQUAL TERMS
4	<b>AN AGILE RESOURCE:</b> THE OPPORTUNITY FOR THE MONITORING OFFICER TO PRACTICE IN AN AREA OF SPECIALISM TO REDUCE THE AMOUNT OF WORK OUTSOURCED TO PANEL FIRMS
5	<b>SCRUTINY:</b> THE OVERSIGHT OF OUTSOURCED LEGAL WORK TO IMPROVE VALUE FOR MONEY AND TIMELY DELIVERY OF CASEWORK AND ADVICE.
6	<b>VALUE FOR MONEY:</b> A NEW APPROACH TO FINANCING THE ROLE TO INCLUDE REINVESTMENT OF BUDGET SAVINGS FROM ANY REDUCTION IN OUTSOURCED LEGAL WORK ELSEWHERE, THE SETTING OF A REALISTIC BASE BUDGET FOR THE WORK REQUIRED, AND THE ALIGNMENT OF SALARY FOR THE ROLE WITH NEARBY AUTHORITIES



## Terms of Reference

The terms of reference of the review were to support the recruitment of a Monitoring officer for Bedfordshire Fire & Rescue Authority, looking at role, responsibilities, and reporting structure, to provide options for a fit for purpose, properly resourced, Monitoring officer function. The aim is to ensure the authority and the service are fit for purpose, fully aware of the challenges ahead, and have the capability and the resilience to navigate the future.

## Background:

The existing structure of the monitoring officer role is 'light touch' and is the product of history, having evolved little over time. Recently, the legal activity within the service has increased, particularly because of pension issues resulting from decisions regarding the lawfulness of the 2015 pension scheme. Furthermore, the white paper, left unchecked, has potential to be a disruptor – proposing different structures for governance and decision making, impacting both upon skills and the amount of resource required.

So, is the 'light touch' structure still fit for purpose? I think not.

The modern-day role of the Monitoring Officer is being increasingly recognised as a mixture of legal, governance and corporate/strategic responsibilities. It is important that the holder of this role has the status and qualities to operate at that corporate level. Bedfordshire FRA would like to further develop the position into the wider proactive role typically undertaken by monitoring officers elsewhere and have advised that they prefer the future post holder to be a qualified lawyer.

Bedfordshire Fire & Rescue Authority benefits from members who demonstrate appropriate behaviours, and as such has a low level of code of conduct issues requiring management. Therefore, the monitoring officer appears to have been less involved in those areas than in other authorities.

The post holder will be required to drive forward good corporate governance, commenting on compliance, and pro-actively advising on options for solutions. It is essential that the role has gravitas to ensure compliant decision making. The Monitoring Officer should be the enabler, the facilitator that enables the Fire & Rescue Authority to move forward with projects that achieve the ambitions of the leadership team.

Good advice on governance, legal and regulatory compliance is the glue that holds the Fire & Rescue Authority decision making together.

## Methodology

The evidence gathering consisted of:

- A documentation review including job descriptions, structures, strategy & plans
- Interviews with key stakeholders including officers & councillors
- Focus group interview with the democratic services team





## Key Findings:

The role of the monitoring officer exists to ensure regulatory and legal compliance, to ensure good governance and sound decision making, to provide advice on constitutional and corporate issues, and to maintain the link between the three constituent local authorities and the fire service.

At present, the role of Monitoring Officer is limited from a resource perspective to just 30 days a year – approximately half a day a week worked flexibly to serve solely the constitutional needs of the authority. With the current landscape of change now laid before us, that model is unsustainable even for the authority alone.

### **Current Core requirements:**

- attending meetings of the Fire Authority & the Executive Committee,
- Attend audit & standards committee meetings & Chairs briefings if required
- Preparation of reports in advance of meetings
- Weekly discussions with the Chair
- Periodic meetings with the Chief Fire Officer and the s151 officer to discuss live issues
- Dealing with any complaints

Legal advice is currently procured from private firms via framework agreements

### **Reporting Line:** Chair of the Fire & Rescue Authority

As the current post holder is looking to retire, the question has been raised as to whether the role could be expanded to deal with the wider demands of the fire service as well as the authority, and if so, what the role would look like, and how it could be funded. The current post holder John Atkinson will stay on until the end of September.

The future presents several challenging scenarios in which a monitoring officer could play a significant part, offering advice, support, and carrying some of the workload. The white paper proposes a wholesale strategic change in governance with the proposed move to a Police, Fire & Crime Commissioner model, which sits less easily with a combined authority.

Additionally, there are issues to be resolved with respect to detriment resulting from awards from the 2015 pension scheme which have been declared unlawful. I would expect a monitoring officer to work with HR to advise both the authority and the service as to options available, collating views and evidence to support the policy stance being taken, advising with respect to separate responses from the authority and the service and assisting in the drafting of a response from the authority on a strategic, political perspective and a response from the service with an operational perspective.

### **Responsibilities of the new expanded role:**

- To provide constitutional legal advice, compliance, and regulatory advice to the service as well as the authority, advising how to change and move the business forward
- To deal with the forthcoming governance challenges proposed in the white paper and to be able to advise both the authority and the service as to options for the way forward.
- To provide initial advice and where appropriate carry out legal work for the service functions in an area of expertise e.g., employment, procurement contracts, pensions, property and



estates management, or prosecutions. It is more likely that a post holder would have one specialism rather than be a generalist.

- To provide scrutiny and oversight through overseeing outsourced legal work
- Create opportunity for the Chief Fire Officer, s151 officer, and the monitoring officer to form that 'golden triangle' of the three statutory roles to enable the service to be steered confidently through a period of change.
- Create space for the Monitoring Officer to be able to proactively prepare papers and reports for the authority on topics of strategic importance to enable the authority to function effectively at strategic level – for example, future structural options for the authority, and to undertake horizon scanning and inform the authority and services of forthcoming changes, activity elsewhere, and to network with other Monitoring Officers from fire & rescue services and the fire lawyers network to ensure completely up to date
- Appoint a Monitoring Officer who can be an advocate and a knowledge resource for the democratic services team, advising and supporting on the constitution etc to enable them to build resilience and do a better job, and building a better understanding of the value of the dem services role across the authority and the service, and ensuring complete and compliant record keeping – a single point of truth
- Appoint a Monitoring Officer who can be a knowledge resource for the Human Resources team, advising on IDRs, contracts, employment etc to enable them to do a better job
- Seek a robust monitoring officer who can proactively flag legal risks and legal implications within proposals to the authority and the service, reviewing papers and making comments in advance of meetings, to ensure all boxes are ticked. The aim is to achieve a more robust approach to compliance and good governance.
- Seek a monitoring officer who can be an effective bridge between members and officers, building transparency, trust and confidence, and bold enough to hold people to account

**Options for reporting line:** report into the Chief Fire Officer whilst remaining accountable to the Fire Authority with dotted line to the Chair. This mirrors the approach taken firstly with the s151 in Bedfordshire Fire & Rescue, and secondly in local authorities. This allows line management and regular appraisals. It will not compromise independence as a monitoring officer has to give the correct advice regardless as to who is asking. A Monitoring Officer should speak truth to power and be willing to give unbiased advice honestly and independently.

**Options for improving resources:**

- Needs online access to Westlaw

At the May meeting, the Executive Committee saw advantages in the Monitoring Officer supporting the service as well as the authority and expressed a preference for the post- holder to know the area and attend meetings in person. They were keen on the improvement to governance that additional scrutiny and oversight could provide. Costs are however key, the preference at this point was to undertake conversations with neighbouring fire authorities with respect to resourcing the role, as this bought the added advantage of an in-depth knowledge of fire and rescue services and the current context of reform.

**Finance**

The current monitoring officer costs £16k a year, inclusive of on-costs. Additionally, a sum of £25k was spent on direct legal support for HR last year.



To be tackled short term:

- The Monitoring Officer to network via LLG branch and national groups, and attend training / self-development to ensure best practice working
- Proactive advice on structural reform
- Active assistance with IDRPCs and advice to HR
- Development of a strategy for pensions issues
- Implementing the recommendations of the LGA peer review

To be tackled medium term:

- Improving the digital records
- Scrutiny of outsourced legal work and management of spend
- Development of existing councillors in their role
- Building the 'golden triangle' team cohesiveness and raising morale

To be tackled long term

- Ongoing advice on continuous reform resulting from change programs
- Review of the Constitution and Scheme of Delegation

### **Democratic Services:**

The main functions of the small Democratic Services Team are to support the range of meetings that are in place to ensure effective decision making and provide advice and support to enable elected members and senior officers to fulfil their duties and meet their obligations.

The Democratic Services Team uses Modern.Gov for its meeting management system. This is the leading product in the sector. However, there has been a preference from elected members to present and store board papers in a different way using different software which has complicated the 'single point of truth' and the sharing of information with the public. The service would benefit from leadership in the development of a digital strategy for supporting the business unit.

Considering the challenges and the pressures over the last 18 months with a lack of resource, the team has coped remarkably well in delivering their core services. They are a committed and hard-working team. The team feel they have more to offer from the perspective of advice on the constitution etc and would benefit from the monitoring officer being an ally, able to advise and assist where required.



## Options for resourcing the Monitoring Officer Role

Bedfordshire Fire & Rescue Authority and Service has a wide discretion to create a Monitoring Officer role to reflect the current needs of the organisation. The creation of a new, all-encompassing role enables a new job profile to be formulated that sets the style of leadership as well as the span of operation, requiring the nous to navigate the authority through a significant governance change programme.

So what competencies are required?

Bedfordshire Fire & Rescue Authority needs to have a good system of governance in place to navigate an environment of constant change within fire & rescue. Financial uncertainty continues, along with political agendas such as 'levelling up' and the impact of the White Paper, along with responsibilities to deliver measurable objectives on climate change. The independent review being undertaken by the LGA of governance may well generate recommendations for the Monitoring Officer to implement,

The expansion of the role of Monitoring Officer reflects a desire on the part of Bedfordshire to build a job description with far more strategic and operational influence. The post holder will need to be willing to work closely with neighbouring fire and rescue authorities so that knowledge can be shared. Equally, they will need to be skilled in agile and effective governance, enabling change, and overseeing strong decision making.

Obviously, the Fire & Rescue Authority must be kept legally compliant, but importantly the monitoring officer is expected to offer solutions to the problems and ambitions of the Fire & Rescue Authority. The new Monitoring Officer will need to be approachable and be able to translate complex legal issues for a lay audience. They will need to be creative, innovative, flexible, and work collaboratively with a solutions-orientated approach to the complex challenges faced within Bedfordshire. They will need experience in change management from a structural or governance perspective.

The Monitoring Officer is often involved closely with Democratic Services as an ally offering guidance and support. There is clear synergy in some areas – for example, they may be present in the same meetings, listening to the same discussions and serving the same members and officers. Good governance sits at the heart of both roles.

The Monitoring Officer role will require a legal qualification. As well as providing high level corporate legal advice, and overseeing outsourced legal work, the post holder will be expected to provide legal advice on a particular specialism such as employment.

A draft job profile for the Monitoring Officer is attached.

### 1. Buy in Monitoring Officer services from a neighbouring fire authority

The option to share a monitoring officer with a neighbouring fire and rescue authority has many advantages. Firstly, there is shared knowledge and context, secondly there are economies of scale, in that a piece of work done once can service more than one authority, for example on pensions and



the white paper. In a shared model, Bedfordshire would need to contract for between 1 – 1.5 days support, depending on the workload.

Enquiries have been made with respect to arrangements at neighbouring fire and rescue authorities.

**Buckinghamshire & Milton Keynes Fire Authority:**

Buckinghamshire Fire & Rescue Service employ a full-time monitoring officer, Graham Britten, who has extensive experience of working in fire and rescue services, along with previous experience at one of the constituent local authorities. Additionally, he has experience of providing services to Royal Berkshire Fire & Rescue Authority over the past 5 years, so this would not be a new arrangement for them.



Graham Britten is both a solicitor and former university law lecturer. Graham joined the Authority in 2012 as in-house counsel and statutory Monitoring Officer to ensure regulatory compliance and to manage litigation risk. He provides advice and support to the Authority, to the Chief Executive, and to Directors across their functions. Additionally, as the Senior Information Risk Owner (SIRO) he is responsible for information governance and assessing how strategies may be affected by information risks. He also supports the authority in employment work.

**Arrangements:** The Monitoring Officer would be expected to attend in person for meetings of the executive committee, fire and rescue authority, audit and standards committee, and member development days, along with regular face to face meetings between the three statutory officers. Other legal work can be done remotely unless there is a need to attend in person (for example an employment tribunal).

**Cost:** The cost they would look to charge for one-day per week would be circa £28,500 per year. This is based on a cost recovery model taking Graham's salary, Employers national insurance contribution, Employers pension contribution and overhead costs (e.g. office, IT, lease car) and dividing by one-fifth. This would need to be reviewed annually in line with any pay awards and other cost increases.



Using the same methodology, 1.5 days per week would cost circa £42,750 per year. Additional costs such as mileage and out-of-pocket expenses would be recovered as incurred.

**Timing:** The contract could start from the beginning of September to allow time for a handover and telephone support from the existing monitoring officer during the first month.

**Scrutiny:** A log of work carried out for Bedfordshire would be maintained to ensure that value for money is maintained.

Other neighbouring fire authorities had less to offer. Royal Berkshire Fire Authority procure monitoring officer services from Buckinghamshire, Cambridgeshire Fire & Rescue Service procure Monitoring Officer services at circa 90 days per annum (c2 days a week) from an external provider, and Essex Fire & Rescue Authority have a different governance structure and utilise the legal services of the PFCC office.

## 2. Recruit a part-time Monitoring officer

Bedfordshire Fire & Rescue Authority could choose to undertake a recruitment campaign for a part-time Monitoring Officer promoting the benefits of working both in Fire & Rescue and in Bedfordshire. The position would be externally advertised to attract a wide range of candidates in line with equality and diversity commitments.

Part time roles are becoming more popular. However, as witnessed by the local authorities, recruiting experienced monitoring officers is not easy, and as such it may be necessary to recruit a 'first time' monitoring officer.

**Arrangements:** The Monitoring Officer would be expected to undertake hybrid working – to attend in person for meetings of the executive committee, fire and rescue authority, audit and standards committee, and member development days, along with regular face to face meetings between the three statutory officers. Other legal work can be done remotely unless there is a need to attend in person (for example an employment tribunal).

**Costs:** The role would require two days a week if resourced by an employee, as there are no economies of scale from servicing more than one authority. Salaries for monitoring officers vary dependent on the size of the authority or service, with current advertisements varying from £77k - £120k. Additionally, the on-costs (NI, Pension etc) must be funded, adding another 30% to the bill. Furthermore, the service would need to invest in access to a digital knowledge management system such as Westlaw to ensure the post-holder had access to relevant texts.

As such, this option is likely to be significantly more expensive and cost upwards of £65k.

**Timing:** If this approach was agreed at the July FRA meeting, allowing time for the advert to run, interviews, and notice to be worked, the appointment would most likely commence at the end of the year.

## 3. Procure Monitoring Officer services from a constituent local authority

The three constituent councils are:



- Bedford Borough Council:
- Central Bedfordshire Council:
- Luton Borough Council

Monitoring officers are in short supply and the market is competitive, and therefore the constituent authorities have often struggled to resource the role and at least one has an interim in position, with another having just recruited. Whilst the option to share a monitoring officer with a constituent authority is attractive, it is essential that the monitoring officer in question is established and settled before taking on additional responsibilities.

This may be an option for the medium term but is unlikely to provide a short-term solution.

#### Summary:

The role and responsibilities of the monitoring officer should be expanded as detailed to provide a fit for purpose resource both for the authority and the service.

The reporting line should be to the Chief Fire Officer, with a dotted line to the Chair of the Fire and Rescue Authority.

The most feasible alternative, providing an experienced practitioner and a timely solution, is to enter an arrangement with Buckinghamshire.

Dependent on budget, I would propose ideally starting with a retainer of 1.5 days per week. However, if budget constraints prevent this, a starting position of 1 day a week with the option to purchase additional time as required, with a review after 6 months, would provide a way forward. In this scenario, the reduction in outsourced legal costs would be less, as there would be less opportunity to absorb this work.

This would however ensure that both the authority and the service are better equipped to deal with future challenges.

Deborah Evans  
05/07/2022



## BEDFORDSHIRE FIRE AND RESCUE SERVICE

### JOB DESCRIPTION

**Job Title:** Monitoring Officer

**Grade:**

**Post Number:**

**Official Base:** Fire & Rescue Service Headquarters  
(but likely to also work from home)

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**Responsible to:** The Fire and Rescue Service & Authority. The post-holder reports to the Chief Fire Officer

**Responsible for:** None

**Liaison with:** Internal  
Chief Fire Officer  
Senior Management  
Assistant Chief Officer & Treasurer

External  
External Auditor  
Audit and Standards Committee

### ORGANISATION CHART







**Job Purpose:** To be responsible for the proper administration of the Fire and Rescue Authority in accordance with all current legislation including the Local Government and Housing Act 1989 the Localism Act 2011, and the Authority's Standing Orders. The postholder will discharge the statutory, non-statutory and regulatory functions attached to the role, including the statutory duties as the Authority's Monitoring Officer.

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**Principal Accountabilities:**

The purpose of this Job Description is to indicate the general level of responsibility of the post. The detailed duties may vary from time to time without changing the general character or level of responsibility.

**MAIN DUTIES AND RESPONSIBILITIES**

1. To exercise the powers and responsibilities of the Monitoring Officer for the purpose of Section 5 of the Local Government and Housing Act 1989, and the Localism Act 2011 and to act as Proper Officer of the FRA and the FRS, except where legislation names another officer, or the FRA and FRS have specifically determined otherwise.
2. To act as Solicitor to the FRA and FRS and to authorise the institution, defence, withdrawal or compromise of any claims or legal proceedings, whether civil and/or criminal and to advise on any legislation affecting the corporate governance of the FRA.
3. To attend (in person) meetings of the Fire & Rescue Authority, the Executive Committee, the Audit & Standards Committee, Chair Briefings, and the meetings of the three statutory officers. To prepare relevant reports for the meetings as required
4. The post holder will provide advice on legal, governance and standards issues to the Fire & Rescue Authority & Service; working corporately with the Chair, the Chief Fire Officer, and the Senior Management Team and Elected Members to ensure the Authority and Service remain complaint, fulfilling its legal and regulatory obligations; that its decisions withstand scrutiny, and that it is well equipped to deal with future challenges, and deliver in line with the strategy.
5. To sign on behalf of the FRA any document necessary to give effect to any resolution of the FRA, FRS or officers pursuant to the Schemes of Delegation approved by the FRA. To report any contraventions or likely contraventions of any enactment or rule of law to the FRA.
6. To establish and maintain a register of interests and a register of gifts and hospitality of Members and co-opted Members, and to receive complaints and concerns about Members from members of the public or other persons and to advise upon and/or investigate allegations of misconduct against Members and co-opted Members In accordance with the FRA's arrangements under the Localism Act 2011.
7. To advise Members on the interpretation and application of the FRA's Code of Conduct and assist Members on any issues relating to disclosable pecuniary or other



interests under the code, and to promote and maintain high standards of conduct through support to the Audit and Standards Committee and act as the source of advice and training for Members and officers on conduct and the adoption of a local code of conduct.

8. To advise the FRA on vices, maladministration, financial impropriety, and probity issues and to report on any maladministration, or contravention of any enactment or rule of law. To meet regularly with the Chief Fire Officer and Assistant Chief Officer(ACO)/Treasurer to consider and recommend action in connection with current governance issues and other matters of concern regarding probity.
9. To ensure an adequate system of record keeping is maintained for the FRA's decisions and be the proper officer for access to information relating to agendas, reports and background papers in accordance with legislation; ensuring the FRA, ACO/Treasurer and Chief Fire Officer have up-to-date information regarding emerging issues.
10. To report to the FRA from time to time on constitutional matters and any necessary or desirable changes following consultation in particulars with the Chief Fire Officer and ACO/ Treasurer.
11. To work closely with the two other statutory officers to ensure the Fire & Rescue Service is fit for purpose both now and in the future, scrutinising proposals for legal risk. To provide advice to HR on employment issues, on IDRPs where appropriate, and pensions claims. To provide advice to the Democratic Services team with respect to governance and constitutional issues.
12. To build internal and external relationships with officers and elected members to ensure the authority and service work in a joined-up way. To foster good external relationships with other fire and rescue services through networking.
13. To undertake horizon scanning to keep abreast of developments in Fire & Rescue law and governance and, where appropriate within a local authority context. To brief the Authority & Service with respect to relevant government consultations, new legislation, and proposed changes to employment practices, the pension scheme or pay structure from a legal perspective.
14. Where appropriate and where time permits, to carry out legal work on behalf of the authority and oversee outsourced legal work to check that the work represents good value and is of an acceptable standard
15. To undertake any other duties of a similar level and responsibility as may be required.
16. To attend such training/personal development courses as may be considered necessary.
17. The post holder is required to comply with relevant health and safety legislation and the Service policies and procedures of Bedfordshire Fire and Rescue Authority in the performance of his/her duties. This includes the requirement to take reasonable care of themselves and others affected by their work activities, use equipment correctly



and apply safe-working practices effectively, to remove or minimise risk of accident, injury or ill health.

18. Practice and promote equality and diversity and the fair and equitable treatment of all staff and customers within the scope of the post.
19. To support and participate in the formulation of standards and procedures for quality management and customer care expectations.

## **DIMENSIONS**

### **Financial management:**

- Whilst not responsible for budget management per se, the post holder is expected to have due regard to the Fire and Rescue Service budget from a compliance and best value perspective.

### **Other:**

- The role is part-time

## **CONTEXT**

To ensure that both the Fire and Rescue Service and the Fire and Rescue Authority operate in a compliant way, through the giving of timely advice on law, legal risk and governance.

To ensure that the Fire and Rescue service is fit for the future through engagement in strategic planning, building understanding of government reform programs, networking and horizon scanning.

(12.07.22)



**BEDFORDSHIRE FIRE AND RESCUE SERVICE**

PERSON SPECIFICATION

JOB TITLE: Monitoring Officer

GROUP:

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List below the skill, knowledge, experience and qualifications considered necessary to carry out the duties of the post as shown in the job description.

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**ESSENTIAL**

**DESIRABLE**

Qualifications

Degree in law, or equivalent, and relevant professional qualification.

Qualifications

Experience

Significant managerial and administrative experience gained at a senior level.

Experience

Experience in providing high level corporate governance advice.

Experience of providing legal advice within a Public Authority setting.

Experience in investigating complaints against senior members of an organisation.

Preparation of local authority standing orders, schemes of delegation and financial regulations.

Skills

Excellent communication skills and the ability to prepare written reports, attend and present at Authority meetings as required.

Skills

Detailed knowledge of corporate governance issues.

Ability to form and maintain constructive and productive links with Members, Local



Authorities, Auditors and other organisations.

Analytical and problem solving skills

Knowledge

A thorough understanding of legislation affecting the responsibilities of this role.

Knowledge

An understanding of and commitment to equality principles and practices

An understanding of and commitment to quality management and customer care principles and practices

An understanding of and commitment to Health and Safety in the workplace

Other

Self-motivated.

PREPARED BY \_\_\_\_\_ DATE \_\_\_\_\_

**SIGNED BY:**

..... DATE:.....  
HEAD OF GROUP

..... DATE:.....  
HR REPRESENTATIVE

..... DATE:.....  
POSTHOLDER

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**REPORT AUTHOR:** DEPUTY CHIEF FIRE OFFICER

**SUBJECT:** EMERGENCY COVER REVIEW – PILOTS & TRIALS UPDATE

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For further information  
on this Report contact: AC Stuart Auger  
Head of Response  
Tel: 01234 845000

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Background Papers: CRMP 2019/23; Member Development Workshops 23 November 2021 & 7 July 2022

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**PURPOSE:**

To update Members on progress with the work commissioned as part of the current 2019-23 Community Risk Management Plan (CRMP), to review our emergency cover provision and, specifically, the implementation of two ‘pilots and trials’ in Luton and Central Bedfordshire. These aim to improve appliance response times in all three Local Authority areas and assist in gathering a data driven evidence base, from which the FRA can consider more permanent proposals to improve the efficiency and effectiveness of our emergency response both now and into the future.

**RECOMMENDATIONS:**

That Members:

1. **Support** the proposal to temporarily relocate one fire appliance from Luton fire station to Luton ambulance station for set periods each day over an initial period of 6 months.
2. **Support** the primary crewing of one of the Rural Fire Appliances during periods of low on-call availability, once upgraded with the new hydraulic cutting equipment, to reinforce appliance availability over an initial period of 6 months.
3. **Agree** to receive a further report in the autumn detailing proposals to temporarily introduce an additional, fire appliance to the fleet, primary crewed at key times, to be deployed on a peripatetic basis as required.

4. **Agree** to receive a further update report detailing the impact of these two pilots and trials on appliance response times over the duration of the trials.
- 

## 2. Background

- 1.1. The current Community Risk Management Plan 2019/23 (CRMP) seeks to improve our self-awareness of the foreseeable fire and rescue related risks within Bedfordshire and ensure the Service is 'fit for the future' challenges as we pursue our mission to provide outstanding fire and rescue services that help make Bedfordshire safer.
- 1.2. The risks within Bedfordshire are constantly evolving and our emergency response cover needs to keep pace with the major growth planned across our County in the next 20-30 years. We also need to ensure any future policy changes or investment decisions are data driven and evidence based. This is particularly important when considering future investment in our estates portfolio, under the umbrella of the Blue Light Estates Strategy.
- 1.3. Our CRMP Action Plan for 2021/22, action 23 states:  
*Our fire stations need to keep pace with the evolving needs of our fire and rescue service. Our emergency cover review will help identify which of our fire stations should be prioritised for re-investment.*
- 1.4. Put simply, we want to be confident we are doing the right thing, using the right people and resources, provided in the right place and at the right time.

## 2. The Value of Pilots & Trials

- 2.1. If we are to deliver on the aims and objectives of the emergency cover review and provide evidence based and value for money proposals for future investment, we need to be innovative, testing new ideas and exploring utilising our staff and fleet in ways we have not done before. The proposed pilots and trials are designed to provide immediate improvements in response times whilst gathering real-time data that will support evidence-based decisions on more permanent proposals in the life of the next CRMP from 2023/24 onwards.
- 2.2. Officers have previously presented to Members the outcomes from the Emergency Cover Review (ECR) analysis undertaken by ORH Ltd which has highlighted opportunities to improve appliance response times in the south of the county by providing



a base in the north of Luton. In addition, the analysis has shown the opportunities to improve response times in Central Bedfordshire and Bedford Borough Council areas by increasing appliance availability in the eastern part of the county along the A1 corridor.

2.3. The guiding principles of these pilots and trials include:

- Must improve service performance;
- No increased risks to public or firefighter safety;
- No adverse impacts on the operations response times due to the trials;
- Be supportive of our service values;
- Support operational crews to maintain productivity through the provision of appropriate equipment including mobile information and communication technology (ICT);
- Promote effective collaboration with partners and identify new and innovative ways of working;
- Aid the capture of effective qualitative and quantitative data to support evaluation of the impact on response times;
- Establish and maintain engagement with operational crews and their trade unions from the outset in designing & evaluating the pilots.

3. Additional Peripatetic Fire Appliance pilot

3.1. Proposals to introduce an additional fire appliance, primary crewed at key times and deployed on a 'peripatetic' basis have been delayed for a number of legitimate reasons, including:

- Availability of officers to effectively manage the project due to staff turnover;
- Availability of the fire appliance vehicle and equipment due to being deployed to support a firefighter training course.

3.2. It is now anticipated that the vehicle and equipment needed will now become available for deployment from November 2022.

3.3. To compensate for the delays in implementation of the additional fire appliance, Members were supportive of proposals presented at the recent Members Workshop on 7th July 2022 to primary crew, at key times and when it would otherwise be unavailable due to a shortage of on-call staff, one of the three existing On-Call crewed Rural Fire Appliances for an initial period of 6 months.

- 3.4. This proposal was made possible by the recent investment by the FRA in new, battery powered, hydraulic cutting equipment for deployment on all fire appliances which, when fitted to the Rural Fire Appliances, will enable these vehicles to respond to all incident types. This equipment is not currently carried on the Rural Fire Appliances.
- 3.5. This option is effectively akin to existing arrangements where wholetime and on-call firefighters are deployed on standby to other stations when they experience crewing deficiencies so requires minimal policy change beyond adjustments to the mobilising systems.
- 3.6. The primary additional costs relate to staff pay which will be borne from existing budgets. It should have minimal impact on the existing on-call workforce as, in principle, the vehicle will only crewed when there are insufficient on-call staff to crew the Rural Fire Appliance in addition to the first fire appliance at that station (Amphill, Biggleswade and Toddington all have an standard fire appliance in addition to their Rural Fire Appliance). Therefore, the costs will vary depending on on-call availability and will be recorded, monitored and reported back to the FRA as part of the trial.
- 3.7. The evaluation will examine the impact on appliance response times as well as capturing other activities such as safe & well visits and fire safety inspections being undertaken in on-call areas.
4. Luton Ambulance Station trial
  - 4.1. The Luton Ambulance Station trial involves the temporary relocation of an existing wholetime primary crewed fire appliance based at Luton Fire Station into Luton Ambulance Station at key times. Crews will start and finish their 24hr shift at Luton Fire Station, travelling to Luton Ambulance Station for the designated time periods.
  - 4.2. Luton ambulance station was identified as an optimum location during the ORH modelling (see Appendix A) and is a low risk, low cost opportunity to trial this potential future proposal in a real-world environment.
  - 4.3. A project team, established some time ago, has undertaken several site visits to assess the suitability and make arrangements to accommodate the trial.
  - 4.4. Building upon the existing strong collaborative relationship that exists with BFRS, EEAST are very supportive of the use of their station for the trial. Although no material changes to the building and accommodation are required, additional ancillary

equipment needs, system access, training and welfare requirements have been identified and are being addressed prior to an anticipated commencement date of early September. These likely minimal costs will be borne from existing budgets.

4.5. Luton station staff have been fully engaged from the outset as have their trade unions. The evaluation will examine the impact on appliance response times as well as capturing other activities such as safe & well visits and fire safety inspections being undertaken in on-call areas.

## 5. Next Steps

5.1. The Deputy Chief Fire Officer (DCFO) and Head of Response (HoR) will maintain engagement with the Member Portfolio lead for Operational Response and Resilience prior to go-live and during the trials with update reports presented to Members at a future FRA meeting.

5.2. Although the data being gathered will be used to influence the ongoing ECR project, an evaluation report will be presented to Members after the initial 6-month period of these two trials has elapsed.

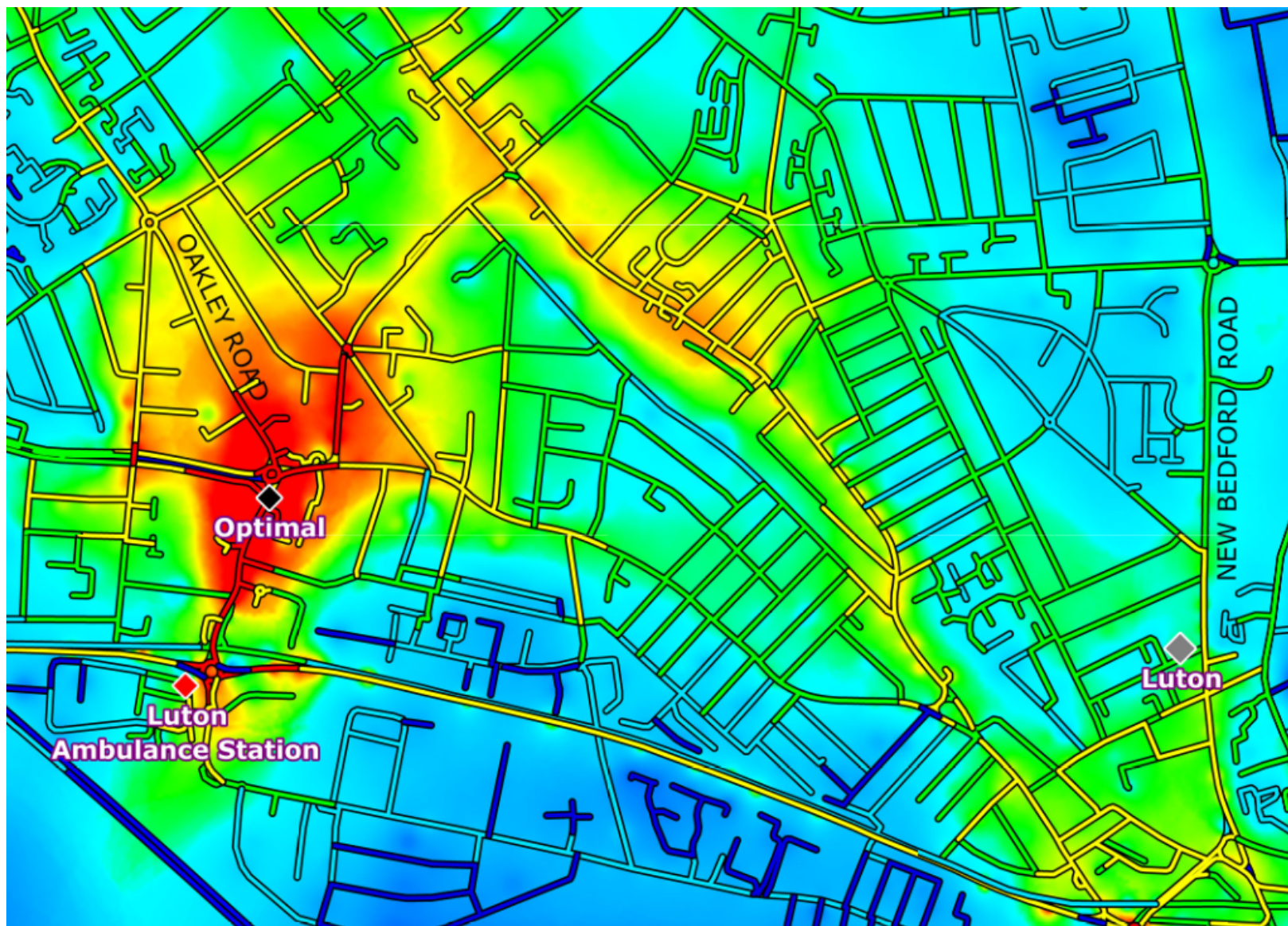
## 6. RECOMMENDATIONS

6.1. That Members:

1. Support the proposal to temporarily relocate one fire appliance from Luton fire station to Luton ambulance station for set periods each day over an initial period of 6 months.
2. Support the primary crewing of one of the Rural Fire Appliances during periods of low on-call availability, once upgraded with the new hydraulic cutting equipment, to reinforce appliance availability over an initial period of 6 months.
3. Agree to receive a further report in the autumn detailing proposals to temporarily introduce an additional, fire appliance to the fleet, primary crewed at key times, to be deployed on a peripatetic basis as required.
4. Agree to receive a further update report detailing the impact of these two pilots and trials on appliance response times over the duration of the trials.

**CHRIS BIGLAND**  
**DEPUTY CHIEF FIRE OFFICER**

Appendix A (Ideal location in ORH modelling for redeployment of a secondary Luton appliance)



**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** BLUE LIGHT ESTATES STRATEGY

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For further information Chief Fire Officer  
Tel No: 01234 845017

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Background Papers: FRA Report - Tri-Service Estate Strategy – Proposed Core Principles 23 March 2021

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**PURPOSE:**

To provide Members with an update on progress to establish a Blue Light Estates Strategy between Bedfordshire Fire and Rescue Service (BFRS), East of England Ambulance Service Trust (EEAST) and Bedfordshire Police (BP).

**RECOMMENDATIONS:**

That Members:

1. **Note** the progress of this important collaboration initiative, and;
  2. **Approve** the content of the proposed Blue Light Estates Strategy for Bedfordshire between BFRS, East of England Ambulance Service Trust (EEAST) and Bedfordshire Police (BP) with the Chairman and Chief Fire Officer as signatories.
-

## 1. Background

- 1.1 The Estate is one of the key enablers for any organisation, especially our vital emergency services.
- 1.2 At a macro level, the 'blue light' estate portfolio within Bedfordshire has seen varying levels of under investment, meaning that existing buildings require additional investment and maintenance and many are considered not fit for purpose to enable the emergency services to operate in the most effective way, particularly in a post-Covid world.
- 1.3 Whilst BFRS, BP and EEAST have a successful track record of co-locating at several sites in recent years, these initiatives could arguably have benefited from a more strategic approach that considered the longer term needs of all 3 blue light partners.
- 1.4 In December 2019, the CFO (then DCFO) was able to secure an agreement in principle between BFRS, BP and EEAST to establish a blue light estates strategy for Bedfordshire that seeks to adopt a long term approach to invest in existing sites where they require it, or provide new accommodation which will deliver better opportunities to enable collaboration, improve service delivery and/or realise efficiencies.
- 1.5 Although delayed by the impact of the Covid pandemic, the three services reached agreement on a set of core principles that will govern the approach to estates collaboration within Bedfordshire into the long term and towards 2050 and beyond. Such an approach enables a focus to be placed on sharing buildings between police, fire and ambulance wherever mutually beneficial whilst protecting the right for each organisation to determine how it wishes to invest and develop its estate portfolio.
- 1.6 The outcomes from the ongoing BFRS Emergency Cover Review will provide a clear evidence base to enable the Authority to make informed decisions when considering investment in our estate portfolio to ensure our resources are in the right location to maximise effectiveness and efficiency of service delivery in pursuit of our mission to provide outstanding fire and rescue services that help make Bedfordshire safer.

## 2. 5 Core Principles

- 2.1 The vision for the blue light estate within Bedfordshire has to be to provide modern, flexible, fit for purpose and value for money accommodation for our vital emergency services, providing an improved working environment for staff that promotes and supports their health and wellbeing, is readily accessible and reassuring to our diverse communities and adaptable to both current and future demands placed on each organisation.

- 2.2 The 5 core principles which will guide future decision making are set out below:
- i. Have an estate in the right location, with enough flexibility to efficiently and effectively work alongside partner agencies to reduce running costs.
  - ii. Have buildings of the right size to support an efficient and effective service, being highly visible to ensure public confidence and operational viability for all partner agencies to co-locate whenever possible.
  - iii. Provide good quality buildings, with enough functionality and flexibility, to support the effective operation and delivery of the business, wellbeing of staff and to meet the diverse needs of our community.
  - iv. Provide and maintain a sustainable estate in the right condition to support the effective operation and delivery and to minimise the potential for any disruption to the services.
  - v. Deliver services and investments, ensuring value for money, at the right time and right quality and promote energy efficiency.

### 3 Progress Update

- 3.1 There has been interest from other public sector partners to expand the membership of the strategy beyond just blue light partners, particularly as organisations review their estates requirements and adapt to a world post COVID. The CFO has sought to reassure these potential partners that the door will be open to others joining but the priority is to secure signoff with the police and ambulance service first.
- 3.2 The CFO wrote to the Office of the Police and Crime Commissioner (OPCC) in May seeking written confirmation that Bedfordshire Police were willing to sign up to the strategy. Despite advising of the deadline for presenting a paper to the FRA on 20 July, regrettably the OPCC has not provided this written confirmation so the draft strategy at Appendix A does not include BP as a signatory. The door remains firmly open to them, and other public sector partners, should they wish to join at a later stage.
- 3.3 The draft strategy at Appendix A is the text only version of the strategy to enable feedback from Members to be incorporated prior to the publication version being finalised.

4 Next Steps

- 4.1 Subject to the Authority giving their approval, a mutually convenient date will be arranged for the signatories to sign the strategy with appropriate media coverage. A steering group will be established to oversee the development of the prioritised delivery plan.

Recommendation

5.1 That Members:

1. **Note** the progress of this important collaboration initiative, and;
2. **Approve** the content of the proposed Blue Light Estates Strategy for Bedfordshire between BFRS, East of England Ambulance Service Trust (EEAST) and Bedfordshire Police (BP) with the Chairman and Chief Fire Officer as signatories.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**



# Bedfordshire Tri-Service Blue Light Estates Strategy

[text only initial draft v0.1]

## FOREWORD

*[Short paragraphs undersigned with photos by both political leaders and officers of the 3 blue light services]*

## Introduction

We are committed to doing everything we can to make Bedfordshire safer by creating and then nurturing outstanding collaborative opportunities. The Tri Service Estate Strategy will support the Blue Light Collaboration Strategic Board and the strategic objectives and intentions of all three emergency services.

We operate in a challenging and changing environment.

In order to continue to provide resilient, responsive and professional services, we will meet a range of challenges including:

- Supporting collaboration ensuring value for money.
- Keeping the customer at the centre of everything we do.
- Keeping our stakeholders involved and informed.
- Operating as efficiently as possible and within financial constraints.
- Reducing our impact on the environment.

Working together across the public sector and other partners is a key element to maintaining the delivery of high-quality services. Our estate supports everything that we do – from the policies we create, to the public services we provide and the communities we serve across the area.

## Key Principles

Underpinning the estate vision are five key strategic principles for the estate strategy.

We aim to;

1. Have an estate in the right location, with enough flexibility to efficiently and effectively work alongside partner agencies to reduce running costs.
2. Have buildings of the right size to support an efficient and effective service, being highly visible to ensure public confidence and operational viability for all partner agencies to co-locate whenever possible.
3. Provide good quality buildings, with enough functionality and flexibility, to support the effective operation and delivery of the business, wellbeing of staff and to meet the diverse needs of our community.
4. Provide and maintain a sustainable estate in the right condition to support the effective operation and delivery and to minimise the potential for any disruption to the services.
5. Deliver services and investments, ensuring value for money, at the right time and right quality and promote energy efficiency.

## Current Estate Provision

At the end on 2021/22, the combined estate of all three services includes:

- 30 buildings including 14 fire stations and one headquarters building in Kempston, owned outright by BFRS;
- 15 police buildings, including 6 leased buildings and one building at Luton Airport;
- 7 buildings used by EEAST which includes their Control building in Bedford.

There are several success stories that have delivered improved service delivery and tangible efficiencies:

- Shared estates between BP and BFRS at Ampthill, Bedford, Leighton Buzzard and Toddington Fire Station;
- Shared estates between EEAST and BFRS at Dunstable, Shefford, Sandy, Stopsley, Luton , and Bedford Fire Station.

Opportunities exist to for further collaboration including; vehicle workshops, headquarters, developing commercial opportunities, hosting other public service agencies, welfare and sports facilities, car parks, and headquarters kitchen facilities.

*[Insert MAP of current estates provision]*

## How will we deliver ambition and monitor progress?

We will monitor progress of this strategy in the following ways:

- Develop clear action plans – with Specific, Measurable, Achievable, Relevant and Timebound (SMART) measures of success.
- Governance – the Blue Light Collaboration Strategic Board will ensure the strategy is being delivered.
- Reporting and Scrutiny - through the established BLCSB and then individual governance committee structures to monitor progress and take any corrective action.
- Measuring Perceptions and Sense Check - we will regularly survey staff that have and have not co-located to inform and check progress.
- Keeping up to date - we will provide regular progress reports and update the action plan annually and publish on our websites.

*[Signpost to police, fire and ambulance websites]*

## Signatories

*[Provision of signatories of 3 Chief Officers/Chief Executive and 3 Political Leaders/Chairs]*



**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER

**SUBJECT:** REVIEW OF KEY PERFORMANCE INDICATOR SUITE FOR 2023-24

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For further information on this report contact: Steve Frank  
Head of Strategic Support and Assurance  
Tel No: 07876 144846

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Background Papers: Previous quarterly performance update reports

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**PURPOSE:**

To brief Members on proposals for revising our Key Performance Indicators (KPIs) for the current financial year and for 2023-24 onwards to provide a more balanced suite of strategic KPI measures.

**RECOMMENDATIONS:**

1. That Members discuss and scrutinise proposals for reporting a more balanced suite of strategic KPI measures; and
  2. Members agree in principle for us to start to amend the KPI dashboard in 2022-23 and for Members to be involved in developing a new corporate dashboard for 2023-24 by including a session on performance management in the Member Development Programme for 2022-23
-

## 1. Summary

- 1.1 This paper proposes a two-stage process in re-focusing our Key Performance Indicator (KPI) suite, namely to:
- Rationalise what we currently report to the Authority; and
  - Develop a more focused 'balanced scorecard' of targets and indicators ready for publication for 2023-24
- 1.2 The objectives of this exercise are to focus our performance management activity on the things that matter the most, improve the public facing aspects of performance reporting, and as a result further improve our accountability in line with our service values.
- 1.3 We have mapped our own performance indicators against other national indicators and local best practice. Overall, this mapping exercise concludes we are not presenting enough in some areas and too detailed in other areas. Customer service indicators, and outcome and risk-based indicators appear to be gaps in our current KPI suite. Reporting indicators based on 1,000 of population tend to show Bedfordshire FRS in a more positive light, for example in numbers of Safe and Well Visits.
- 1.4 Our mapping exercise below recommends not publicly reporting 18 current KPIs, rewording 25, and adding 4 new ones. This gives a net number of 60 KPIs. Reporting HMICFRS benchmarking data deals with some gaps and shows how we compare.
- 1.5 A more balanced and strategic suite of measures will help Members in their oversight role.

## 2. Background

- 2.1 In our report to the FRA dated 24 March 2022 on Performance Target Setting 2022-23, we said we would present a report at a future FRA meeting during the first quarter of 2022/23 on outline proposals for a revised performance report that contains a more balanced and informative suite of strategic KPIs. The aim of this is to better enable effective oversight and scrutiny of organisational performance.
- 2.2 Both operational and corporate performance is monitored and managed internally by our Corporate Management Team (CMT) Forum. The Authority scrutinises performance on a quarterly basis via a combined performance report covering all areas of operational and corporate performance.

### 3. Mapping exercise


- 3.1 We currently publicly report 74 key performance indicators, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report 60 strategic indicators and Kent Fire and Rescue Service (FRS) reports 25 indicators. We chose Kent FRS to compare ourselves against because they have similar rural, semi-rural and urban characteristics.
- 3.2 Customer service indicators, and outcome and risk-based indicators appear to be gaps in our current KPI suite. Other gaps are non-operational staff indicators, percentage of operational staff in qualification for safety critical skills and in exercising.
- 3.3 According to HMICFRS Fire KPI measures they report in more detail on:
- Number of training exercises completed per 1,000 firefighters;
  - Numbers of FTE competent Protection staff;
  - Enforcement activity; and Fire safety audit outcomes;
  - Emergency Response Standards and operational availability;
  - Wholetime firefighters on dual contracts or secondary employment;
  - Casual and pre-arranged overtime; and
  - Equality, diversity and inclusion KPIs, in particular for non-operational staff.
- 3.4 Both Kent FRS and HMICFRS report far less detail than us on:
- Training and development;
  - Fleet maintenance; and
  - Health, safety, and wellbeing.
- 3.5 Appendix 1 sets out our current thinking for improving the KPI dashboard for the current financial year (2022/23) along with development areas for the 2023/24 KPI dashboard.


**4. RECOMMENDATION:**


1. That Members discuss and scrutinise proposals for reporting a more balanced suite of strategic KPI measures; and
2. Members agree in principle for us to start to amend the KPI dashboard in 2022-23 and for Members to be involved in developing a new corporate dashboard for 2023-24 by including a session on performance management in the Member Development Programme for 2022-23.

**GAVIN CHAMBERS  
ASSISTANT CHIEF OFFICER**

## Appendix 1


	<b>Prevention Performance Indicator</b>	<b>Recommendation for 2022/23 KPI Dashboard</b>	<b>HMICFRS indicator</b>	<b>Kent FRS scorecard indicator</b>
Total number of primary fires	Recommend keeping our indicator	Incidents attended per 1000 population: Primary Fires	Severity of Accidental Dwelling Fires <ul style="list-style-type: none"> <li>• Minor</li> <li>• Moderate</li> <li>• Severe</li> </ul>	
Number of accidental fire fatalities	Recommend keeping our indicator	Fire related fatalities by financial year	Fatalities (accidental)	
Number of (primary) fire injuries where victim went to hospital	Recommend keeping our indicator	Fire related casualties per 100,00 population	Not reported	
No. of Deliberate (Arson) Fires-	Recommend keeping our indicator	Deliberate Fires Attended per 100,000 population	Not reported	
Total number of primary fires - dwellings - accidental	Recommend keeping our indicator but reword for clarity	Incidents attended per 1000 population: Primary Fires		
Total number of primary fires – dwellings – deliberate	Recommend keeping our indicator but reword for clarity	Deliberate Fires Attended per 100,000 population		
Total number of primary fires – other buildings – deliberate	Recommend not reporting publicly	Deliberate Fires Attended per 100,000 population	Smoke Alarms Fitted But Did Not Activate	

			No Smoke Alarm Fitted	
Number of delivered Safe and Well visits	Recommend keeping our indicator but reword for clarity	<p>Numbers of Home Fire Safety Checks per 1000 population</p> <p>Numbers of Safe and Well Visits per 1000 population</p> <p>Percentage of safe and well visits conducted for 3 vulnerable groups</p>	Safe & Well and Home Fire Safety Visits	
Total number of secondary fires	Recommend keeping our indicator but reword for clarity	Incidents attended per 1000 population: Secondary	Not reported	
DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: The gaps are on other prevention activity such numbers of school visits, and partner referrals of safe and well visits.				
	<b>Protection Performance Indicator</b>	<b>Recommendation for 2022/23 KPI Dashboard</b>	<b>HMICFRS indicator</b>	<b>Kent FRS scorecard indicator</b>
% of Building Regulations consultations completed on time within 15 working days	Recommend keeping our indicator but reword for clarity to include a timescale	Building Regulation consultations	Building Regulation Consultations completed	
		Licensing consultations		


			Fire Safety Concerns Responded to Within 24 Hours	
Total Fire Safety Audits or inspections completed	Reword to: Risk based inspections undertaken or in progress against target for highest risk.	Number of fire safety audits in high risk premises Number of 7(2)(d) visits Prevention visits backlog	Risk Based Inspections (Inc. In Progress) against target with 80% high risk	
Total number of primary fires in non-domestic buildings	Recommend keeping our indicator	Not reported	Not reported	
The number of automatic fire detector false alarms attended in non-domestic properties	Recommend keeping our indicator	Not reported	Not reported	
DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: The gaps include Enforcement Activity and Fire Safety Concerns Responded to in 24 hours. Numbers of FTE competent Protection staff				
	<b>Response Performance Indicator</b>	<b>Recommendation for 2022/23 KPI Dashboard</b>	<b>HMICFRS indicator</b>	<b>Kent FRS Balanced scorecard measure</b>
Total Emergency Calls received	Recommend keeping our indicator	Emergency Calls per 1000 population	Not reported	
Total Incidents	Recommend keeping our indicator	Incidents attended per 1000 population Incidents: <ul style="list-style-type: none"> <li>• Primary fires</li> <li>• Secondary fires</li> </ul>		


Total Fires	Recommend keeping our indicator	Not reported	All Fires
Total Special Service calls	Recommend keeping our indicator	Non fire incidents attended per 1000 population	Emergency Medical Response (Co-Responding)
Total False Alarms attended	Recommend keeping our indicator	The percentage of emergency calls which are an AFA The percentage of AFAs not attended Proportion of incidents that were false alarms	Not reported
Percentage of emergency calls answered within 7 seconds	Replace with calls processed within 60 seconds	Not reported	Not reported
RDS Availability of 1 <sup>st</sup> pump	Recommend keeping our indicator but reword for clarity	Response times: <ul style="list-style-type: none"> <li>• primary fires</li> <li>• Secondary fires</li> </ul>	Average appliance availability
% of time wholetime global crewing availability enabled 9 riders on two pump response	Recommend keeping our indicator but reword for clarity	Average and optimum number of pumping appliances available by time	
% of occasions global wholetime crewing met minimum level	Recommend keeping our indicator but reword for clarity	Pre-determined and actual attendance  Incident make-up	Life-threatening calls with first appliance in attendance within 10 mins
Average response time to RTCs in seconds by the first pump	Recommend keeping our indicator but reword for clarity	Not reported	
DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: Gaps are in granularity of daytime and night time fire cover, and support to EEAST measures			




	Empowerment Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicator	Kent FRS Balanced scorecard measure
Percentage of new entrants to the RDS/On-Call operational staff who are women	Recommend keeping our indicator but reword for clarity	Proportion of females in workforce for: <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul>	% disclose of EDI characteristics: <ul style="list-style-type: none"> <li>• Operations</li> <li>• Finance and Corporate Services</li> </ul>	
Percentage of new entrants to the Wholetime operational staff who are women	Recommend keeping our indicator but reword for clarity	Not reported		
Percentage of RDS/On-Call operational staff who are women	Recommend keeping our indicator but reword for clarity	Not reported		
Percentage of Whole-time operational staff who are women	Recommend keeping our indicator but reword for clarity	workforce by disability for: <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff support staff</li> </ul>		
Recruitment of staff from ethnic minority backgrounds across the whole organisation	Recommend keeping our indicator but reword for clarity	Proportion of all staff from ethnic minority backgrounds  Ethnicity (headcount) from workforce type		


		<p>workforce by sexual orientation for:</p> <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul> <p>support staff</p> <p>workforce by religion:</p> <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul>	
Recruitment of staff from ethnic minority backgrounds across operational roles	Recommend keeping our indicator but reword for clarity	<p>Proportion of staff from ethnic minority backgrounds:</p> <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul>	
Percentage of RDS/On-Call operational staff who declare as having an ethnic minority background	Recommend keeping our indicator but reword for clarity	<p>Proportion of staff from ethnic minority backgrounds:</p> <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul>	
Percentage of Wholetime operational staff who declare as having an ethnic minority background	Recommend keeping our indicator but reword for clarity	<p>Proportion of staff from ethnic minority backgrounds:</p> <ul style="list-style-type: none"> <li>• support staff</li> <li>• Operational staff</li> </ul>	
DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: The gaps are in the diversity of our non operational (green book) staff and age proportion of staff			


	People Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicators	Kent FRS Balanced scorecard indicators
	The percentage of working time lost due to sickness (excludes RDS/On-Call)	Recommend keeping our indicator but reword for clarity.	Long term sickness absence Short term sickness absence	Absence Rates: <ul style="list-style-type: none"> <li>• All staff</li> <li>• Operational</li> <li>• Corporate</li> </ul>
	The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period. (lower is better)	Recommend keeping this indicator	Not reported	
	Turnover excluding retirement or dismissals - Excluding RDS/On-Call	Recommend keeping our indicator but reword for clarity	Overall joiners Vs leavers	
	Turnover excluding retirement or dismissals - RDS/On-Call only	Recommend keeping our indicator but reword for clarity	Grievances and outcomes Disciplinarys and outcomes	
	Percentage of appraisal documents returned to HR within 3 months of reporting year (end September) All staff	Recommend reporting to CMT only	Not reported	

	Occupational Health Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicators	Kent FRS Balanced scorecard indicators
	Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Recommend reporting to CMT only	Physical fitness tests: <ul style="list-style-type: none"> <li>• How many</li> <li>• Who</li> <li>• Pass or taken off the run</li> </ul>	Not reported
	Percentage of operational personnel achieving a pass category in their annual fitness test	Recommend keeping our indicator but reword for clarity	Not reported	
	Percentage of medicals completed	Recommend reporting to CMT only	Not reported	

	Organisational Development Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicators	Kent FRS balanced scorecard indicators
Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years	Recommend keeping our indicator but reword for clarity	Not reported	% of operational colleagues in qualification in key skills	
Percentage of station based operational BA wearers that have attended Compartment Fire Behaviour Training within the last 3 years	Recommend keeping our indicator but reword for clarity	Not reported		
Percentage of EFAD qualified LGV drivers that have attended an EFAD course within the last 3 years	Recommend reporting to CMT only	Not reported		
Percentage of station based operational staff that have attended a Water Fire Responders course within the last 3 years	Recommend not reporting publicly.	Not reported		
Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care or equivalent	Recommend reporting to CMT only	Not reported		


Percentage of station based operational staff that have attended a Working at Height or Rope Rescue Revalidation assessment within the last 3 years	Recommend reporting to CMT only	Not reported	
Percentage of Incident Commanders that have attended an Incident Command Assessment within the required frequency for their role.	Recommend reporting to CMT only	Not reported	
Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	Recommend reporting to CMT only	Not reported	
<p>DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: Gaps are non-operational staff training indicators, percentage of operational staff in qualification for safety critical skills. And/or percentage of safety critical training completed HMICFRS indicators that are relevant here:</p> <ul style="list-style-type: none"> <li>• Number of training exercises completed per 1,000 firefighters</li> <li>• Numbers of FTE competent Protection staff</li> </ul>			

	<b>Health and Safety Performance Indicator</b>	<b>Recommendation for 2022/23 KPI Dashboard</b>	<b>HMICFRS DAP indicator</b>	<b>Kent FRS Balanced Scorecard Indicators</b>
Number of serious accidents where the individual is off sick for more than 28 days (per 1000 employees)	Recommend keeping our indicator but reword for clarity	Not reported	Not reported	
Number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees)	Recommend keeping our indicator but reword for clarity	Not reported		
Number of 24 hour cover periods lost to accidents per 1000 RDS/On-Call employees.	Recommend keeping our indicator but reword for clarity	Not reported		
<b>DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD:</b> Gaps are in reporting near misses and adding other indicators that do not include outliers				


	Fleet Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS DAP indicator	Kent FRS Balanced Scorecard Indicators
Grade A Defect Response Time (within 1 hour)			Not reported	
Grade A Defect Response Time (within 2 hours)			Not reported	
The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)		Recommend reporting to CMT only	Not reported	
The percentage of time when Aerial Appliances and SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)			Not reported	Not reported
The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or		Recommend reporting to CMT only	Not reported	



other works. (Turnaround Time)			
The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-around time. (Idle time)	Recommend reporting to CMT only	Not reported	
The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period	Recommend reporting to CMT only	Not reported	
Annual vehicle services undertaken	Recommend reporting to CMT only	Not reported	

	Finance Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicator	Kent FRS Balanced Scorecard indicator
	Percentage of routine financial reports distributed within 6 working days of period-end closure	Recommend reporting to CMT only	Not reported	Not reported
	Compliance of annual statement of accounts processes with statutory timescales and quality criteria	Recommend reporting to CMT only	Not reported	Receipt of the Auditors statement of assurance  Unqualified accounts achieved for the previous financial year
	Percentage of uncontested invoices paid within 30 days	Recommend keeping our indicator but reword for clarity	Not reported	Not reported
	Budget requirement	Recommend keeping our indicator but reword for clarity and granularity	Total expenditure Firefighter expenditure Overtime costs Reserves and provisions per head of population Expenditure per head of population Collaborative expenditure Planned capital expenditure	Total Revenue Budget  Infrastructure Capital Budget  Infrastructure Revenue Budget (Original Budget - £3.574m)  Transparency in Supply Chains statement published

Accuracy of net budget forecast	Recommend keeping our indicator but reword for clarity	Council tax precept	Receipt of the Auditors statement of assurance
Percentage of outstanding debt over 90 days old	Recommend keeping our indicator but reword for clarity. Value?	Not reported	Not reported
Percentage of annual planned efficiency savings achieved by year end	Recommend keeping our indicator but reword for clarity	Efficiencies made	Not reported
Return on treasury investment	Recommend reporting to CMT only	Not reported	Not reported

	ICT Performance Indicator	Recommendation for 2022/23 KPI Dashboard	HMICFRS indicator	Kent FRS Balanced Scorecard Indicator
The Number of Incidents on Mission Critical services resolved within 1 Hour	Recommend keeping our indicator but reword for clarity. What is mission critical?	Not reported	Key Issue Annual Satisfaction Survey  Data breaches reportable to the Office of the Information Commissioner  FOIs Completed (% within 20 days)  No. of complaints received  Availability of the core IT network	
The Number of Incidents on Business Critical services resolved within 2 Hours	Recommend keeping our indicator but reword for clarity. What is business critical?		Not reported	
The Number of Incidents on Business Operations services resolved within 4 Hours	Recommend reporting to CMT only		Not reported	
The Number of Incidents on Administration Services resolved within 8 Hour	Recommend reporting to CMT only		Not reported	

Core ICT services availability	Recommend keeping our indicator but reword for clarity. What are core services?		Not reported
Business Applications Availability	Recommend reporting to CMT only		Not reported
DEVELOPMENT AREAS FOR 2023/24 KPI DASHBOARD: Gaps are: User Satisfaction, mobilizing system indicators, number of cyber security attacks, and number of incidents			

**ENDS**

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** WORK PROGRAMME 2022-23

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For further information on this report contact: Gavin Chambers  
Assistant Chief Officer

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Background Papers: Item 15 of the AGM reports pack from 7<sup>th</sup> June 2022 see [HERE](#), and Item 12 of the FRA Executive meeting on the 22<sup>nd</sup> June. See [HERE](#)

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**PURPOSE:**

To review and report on the work programme for 2022-23 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings.

**RECOMMENDATION:**

That Members consider the work programme for 2022-23 and note the 'cyclical' Agenda Items for each meeting in 2022-23.

1. Introduction

- 1.1 Members will recall Member Work Programme papers presented at the Annual General Meeting (AGM) on the 7<sup>th</sup> June and at the FRA Executive meetings on 22<sup>nd</sup> June. The attached programme is based on those discussions, and in line with our strategic planning timetable that includes the development of the Community Risk Management Plan (CRMP) 2023-24 to 2027-18 and budget for 2023-24.

1.2 A mix of cyclical and additional items are included in the attached programme.

1.3 Four Member development days and two budget workshops are included.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**



## FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2022/23

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
8 Sept 2022	Communications		Emergency Cover Review (ECR) Update	
	ASC Minutes from 14.07.22		Outcomes from Governance Review	
	Executive Committee Minutes from 08.09.22		CRMP update	
	Annual Report and Statement of Assurance 2021/22		Fire Protection Statistics – National Benchmarking Comparison	
	Q1 2022/23 Performance Report (April to June)			
	Planning report for the 2022/23 Revenue Budget, Capital Programme and Council Tax Setting			
	Collaboration Update			
	Health and Safety Annual Report 2021-22	Deferred from April meeting		
	Portfolio Leads Updates			
	Work Programme			

<b>Meeting Date</b>	<b>'Cyclical' Agenda Items</b>		<b>Additional/Commissioned Agenda Items</b>	
<b>COMBINED MEMBER DEVELOPMENT (2) / BUDGET WORKSHOP (1)</b>	<b>Item</b>	<b>Notes</b>	<b>Item</b>	<b>Notes</b>
6 October 2022	Budget Planning for 2023-24			
	Community Risk Analysis and implications for the CRMP 2023-24 to 2027-28			

<b>Meeting Date</b>	<b>'Cyclical' Agenda Items</b>		<b>Additional/Commissioned Agenda Items</b>	
<b>EXECUTIVE</b>	<b>Item</b>	<b>Notes</b>	<b>Item</b>	<b>Notes</b>
	Work Programme		Pensions Immediate Detriment update	
			CRMP verbal update	

<b>Meeting Date</b>	<b>'Cyclical' Agenda Items</b>		<b>Additional/Commissioned Agenda Items</b>	
	<b>Item</b>	<b>Notes</b>	<b>Item</b>	<b>Notes</b>
31 October 2022	Communications		CRMP update	
	Executive Committee Minutes from 11.10.22			
	ASC Minutes from 29.09.22			

	2022/23 Budget Monitoring			
	Mid-Year Treasury Update			
	Programme Board Update			
	Collaboration Update			
	Portfolio Leads Update: Workforce & OD/Digital & Data			
	Procurement Policy and Contract Procedures  (Reviewed every 2 years, due 2023)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
15 November 2022	Work Programme		CRMP update	

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
MEMBER DEVELOPMENT (3)	Item	Notes	Item	Notes
22 November	Linking the budget and Medium Financial Strategy with the			

2022	Community Risk Management Plan 2023-24 to 2027-28			
	Results of Horizon Scanning and implications for CRMP			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 December 2022	Communications		CRMP update	
	Executive Committee Minutes from 15.11.22			
	Portfolio Leads Updates: Assets and Collaboration (DCFO & ACO)			
	2022/23 Revenue Budget and Capital Programme Monitoring			
	Q2 2022/23 Performance Report (July to September)			
	Public Sector Equality Duty Report			
	Community Risk Management Plan – draft 2023/24 Annual Action Plan			
	2023/24 Budget Update and Consultation			
	Members' Allowances Scheme			
	Calendar of Meetings for 2023/24			

	Fire Response Statistics – National Benchmarking Comparison			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
10 January 2023	Work Programme		CRMP update	

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
BUDGET WORKSHOP (2)	Item	Notes	Item	Notes
25 January 2023	Council Tax Consultation – Summary of Responses		CRMP proposals	
	Revenue Budget			
	Capital Programme 2023/24- 2026/27			
	Summary and Next Steps			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
2 February 2023	Communications		CRMP update	
	Executive Committee Minutes from 10.01.23			
	ASC Minutes from 12.01.23			
	The 2023/24 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 2023			
	Portfolio Leads Updates: Prevention & Protection and Operational Response and Resilience (DCFO, HPP, HoR)			
	Business Continuity Annual Review	Restricted Report		
	Work Programme			

<b>Meeting Date</b>	<b>'Cyclical' Agenda Items</b>		<b>Additional/Commissioned Agenda Items</b>	
<b>MEMBER DEVELOPMENT (4)</b>	<b>Item</b>	<b>Notes</b>	<b>Item</b>	<b>Notes</b>
23 February 2023	CRMP Performance Reporting and development of a public facing Balanced Scorecard of Key Performance Indicators			

<b>Meeting Date</b>	<b>'Cyclical' Agenda Items</b>		<b>Additional/Commissioned Agenda Items</b>	
<b>EXECUTIVE</b>	<b>Item</b>	<b>Notes</b>	<b>Item</b>	<b>Notes</b>
14 March 2023	Work Programme		CRMP update	

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
30 March 2023	Communications		Response Statistics – National Benchmarking Comparison (DCFO, HoR)	
	ASC Minutes from 2 <sup>nd</sup> March 2023			
	Executive Committee Minutes from 14 <sup>th</sup> March 2023			
	Proposed Indicators and Targets for 2022/23			
	Collaboration Update			
	Q3 2021/22 Performance Report Update (Sept – Dec)			
	Portfolio Leads Updates			
	CRMP pre-publication report			
	Work Programme			