



OFFICIAL

Membership of the Authority and appointment to Committees

Full Authority

Date: 21 February 2020

Agenda Item:

5

Submitted By: Chief Legal and Governance Officer

Purpose	To advise of a change in membership of the Authority and make changes to Committee membership as appropriate.
Recommendations	That the report be noted and the appointments to Committees agreed.
Summary	Councillor Scott Benton (Conservative) resigned from the Fire Authority on 2 January 2020 and an appointment has been made for his replacement. Approval will need to be given for the allocation of committee places.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 Councillor Scott Benton submitted his resignation from the Authority to take effect on 3 January 2020.
- 1.2 Immediately upon the receipt of the resignation Calderdale MBC were advised and confirmation was received on 30 January 2020 of his replacement on the Fire Authority.

2 Information

- 2.1 Calderdale MBC has advised that Councillor Benton will be replaced by the following Member;

Councillor David Kirton (Conservative)
- 2.2 There will be no change in political balance on the Authority.
- 2.3 As a result of Councillor Kirton's appointment to the Authority, notification has been received of the following proposed changes to the Conservative group representation on the Authority's committees to take effect from 0001h on 22 February 2020;

Human Resources Committee

Councillor Kirton to replace Councillor Benton

Community Safety Committee

Councillor Kirton to replace Councillor Benton

3 Financial Implications

- 3.1 There are no financial implications arising directly from this report.

4 Legal Implications

- 4.1 Sections 15 and 16 Local Government Act 1989 and the subordinate regulations require that committee appointments be made in accordance with political balance formula rules as reflected in this report.

5 Human Resource and Diversity Implications

- 5.1 There are no Human Resource and Diversity implications arising directly from this report.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no direct health, safety and wellbeing implications arising directly from this report.

7 Environmental Implications

- 7.1 There are no environmental implications arising directly from this report.

8 Your Fire and Rescue Service Priorities

- 8.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.



Minutes

Full Authority

Date: 13 December 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor D O'Donovan (in the Chair), M Akhtar, G Almas, C Anderson, R Grahame, P Harrand, R Hunt, D Jenkins, N Mohammed, M Pollard, F Shaheen, A Tait, S Tulley (agenda items 17 – 20 only Min nos. 62 – 64 refer) and A Wenham

In Attendance: None

Apologies: Councillors T Austin, S Benton, R Downes, J Fenton-Glynn, D Hall, M Pervaiz, K Renshaw and J Sunderland

45 Chair's announcements

Awards

The Chair advised that, since the date of the last meeting, West Yorkshire Fire and Rescue Service had been the recipient or nominee for a variety of regional and national awards for which Members extended their appreciation including;

- Yorkshire Chartered Institute of Public Relations – two gold and two silver awards
- Excellence in Fire and Emergency Awards – Collaboration of the Year (emollient campaign)
- Inclusive Companies Award, and
- Asian Fire Service Association Award – nominations and recognition for work and for individual officers

Member briefing

Members were advised that the meeting would be followed by a private briefing on the following;

- Grenfell Tower enquiry
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report

46 Admission of the public

There were no items which required the exclusion of the public and press.

47 Urgent items

None.

48 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

49 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 20 September 2019 be signed by the Chair as a correct record.

50 Matters arising

There were no matters arising from the Minutes of the previous meeting.

51 Minutes of the Executive Committee

RESOLVED

That the Minutes of the Executive Committee at a meeting held on 20 September 2019 be received.

52 Minutes of the Human Resources Committee

RESOLVED

That the Minutes of the Human Resources Committee at a meeting held on 4 October 2019 be received.

53 Minutes of the Finance and Resources Committee

RESOLVED

That the Minutes of the Finance and Resources Committee at a meeting held on 11 October 2019 be received.

54 Minutes of the Audit Committee

RESOLVED

That the Minutes of the Audit Committee at a meeting held on 18 October 2019 be received.

55 Minutes of the Community Safety Committee

RESOLVED

That the Minutes of the Community Safety Committee at a meeting held on 25 October 2019 be received.

56 Minutes of the Tri-Service Collaboration Board

RESOLVED

That the Minutes of the Tri-Service Collaboration Board at a meeting held on 24 October 2019 be noted.

57 Minutes of the Local Government Association

RESOLVED

That the Minutes of the Fire Commission and the Fire Services Management Committee at meetings held on 20 September and 11 October 2019 respectively be noted.

58 Programme of meetings 2019 – 20 – amendment

The Chief Legal and Governance Officer submitted a report which advised that, in discussion with the Chair of the Local Pension Board, it was proposed to change the date of the January 2020 meeting to facilitate the attendance of the representative of the Scheme Manager in respect of some specific issues that would be considered at that meeting.

RESOLVED

That the 10 January 2020 date of the Local Pension Board in the programme of meetings 2019 – 20 be amended to 31 January 2020.

59 Performance Management report – 1 April – 30 September 2019

Consideration was given to a report of the Chief Legal and Governance Officer which advised of the Authority's performance against key performance indicators for the period 1 April – 30 September 2019.

Members commented on the following issues;

- Use of Care Plan data in Safe and Well visits
- Potential sharing of data with Groundworks with regard to the winter cold assessment made during the Safe and Well visits
- Requirement for domestic premises to have fireproof internal doors to kitchen areas

Additional information was circulated at the meeting which advised Members of the current most up to date figures to better facilitate comparison and timeliness of reporting.

Members were similarly provided at the meeting with a breakdown of the actual rescue figures which reflected rescues recorded as a result of the tri-service collaboration board protocol in Forced Entry – Cause for Concern.

RESOLVED

That the report be noted.

60 Programme of change 2019 – 20 – update

The Director of Service Support submitted a report which updated Members on the progress in relation to the Programme of Change 2019 – 20. It was reported that three of the projects were either behind schedule or overdue, two had been completed and the remaining 9 were on track for completion.

RESOLVED

That the report be noted.

61 Integrated Risk Management Plan 2020 – 21 – outcome of consultation

Members considered a joint report of the Director of Service Support which provided an overview of the recent 10-week consultation exercise on the proposals for the Integrated Risk Management Plan 2020 – 21.

It was reported that, consequent upon responses to the consultation, a number of minor amendments would be made to the proposals (detailed at agenda item 18, Min no. 62).

Members referred to the following specific issues;

- Poor attendance at public meetings
- Lessons learned from the consultation to take forward as appropriate

RESOLVED

That the report be noted.

62 Integrated Risk Management Plan 2020 – 21 – amended proposals

A report of the Director of Service Support was considered by Members which, consequent upon the results of the public consultation (Min no. 61 refers) to make minor amendments to the Plan, sought approval for six proposals for inclusion in the Integrated Risk Management Plan 2020 – 21 (IRMP) related to the following four business cases;

- Review and medication to the Day Crew (Close Call) Duty System
- Reduction of aerial appliances from 5 to 4
- Reduction of the resilience fleet from 11 to 5 fire engines
- Review of the Fire Protection Team to identify opportunities to increase capacity

As opposed to the delivery of large financial savings, it was reported that the main focus of the IRMP 2020 - 21 was the delivery of a more effective service proportionate to risk with the aim of realising the Authority's ambition to "Make West Yorkshire safer". Members were further advised that, set against the backdrop of uncertainties related to future funding of the Service, the implementation of the proposals would require an additional commitment to revenue resources of £443k in 2020 -21 and of £607k in 2021 – 22. It was further reported that both the Local Government Association and the National Fire Chiefs' Council would be making representations with regard to the future funding of the service.

RESOLVED

That approval be given to;

- a) the implementation of a Day Crewing duty system at Castleford, Normanton and South Kirkby,
- b) the implementation of command, leadership and management (CLM) at all Day Crewing stations starting in January 2020,
- c) the reduction of the aerial establishment from 5 to 4
- d) the reduction of the resilience fleet from 11 to 5
- e) the restructure and increase of establishment in the Fire Protection Team; and
- f) an operational establishment of 900 personnel as detailed at Annex 1 to the report now submitted.

63 Grenfell Tower inquiry: Phase 1 report

Members received a report of the Director of Service Support which advised of the actions taken by West Yorkshire Fire and Rescue Service following the release of the Grenfell Tower Inquiry: Phase 1 report.

RESOLVED

- a) That the report be noted; and
- b) That the creation of a Grenfell Programme be approved.

64 Bonfire Review 2019

The Deputy Chief Fire Officer and Director of Service Delivery submitted a report which informed Members of the events leading up to and throughout the four-day 2019 bonfire period.

Members were advised that the interventions made in conjunction with community partners and agencies had been successful both in reducing attacks on firefighters and in reducing the number of mobilisations throughout the period.

RESOLVED

That the report be noted.

Chair



Minutes

Human Resources Committee

Date: 10 January 2020

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor A Wenham (in the Chair), M Akhtar, R Downes (as substitute for Councillor J Sunderland), J Fenton-Glynn, P Harrand (as substitute for Councillor C Anderson), R Hunt, F Shaheen and A Tait (as substitute for Councillor N Mohammed)

In Attendance: None

Apologies: Councillor C Anderson, D Jenkins, N Mohammed, J Sunderland and S Tulley

29 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 4 October 2019 be signed by the Chair as a correct record.

30 Matters arising

None.

31 Urgent items

None.

32 Admission of the public

There were no items which required the exclusion of the public and press.

33 Declarations of interest

No declarations of disclosable pecuniary interest were made in any matter under consideration at the meeting.

34 Human Resources activity report

Consideration was given to a report of the Chief Employment Services Officer which advised of the establishment, staff profile and strength of West Yorkshire Fire and Rescue Service together with directorate / departmental sickness absence, discipline and grievance cases and personnel activity to the end of September 2019.

Members were advised that, by way of a correction to the report, there were no changes to the establishment to approve.

Specific consideration and advice was given with regard to the following issues;

- Improving diversity of the workforce
- Timeliness of figures reported
- Required inclusion of information / figures for causes of sickness not currently specified in the report
- Detail of reasons behind the outstanding grievance case (now concluded), and
- Occupational Health performance indicators 1.4.19 – 31.3.20

RESOLVED

- a) That the report be noted; and
- b) That future activity reports include information that is as up to date as practicable.

35 ICT project resourcing

The Director of Service Support submitted a report which sought approval for the addition of a permanent business analyst and project manager to the establishment.

Members were advised that there had been a shift towards ICT solutions being built in-house by the ICT development team, thereby avoiding lengthy implementation and high costs related to bespoke configuration of 'off the shelf' products. Work was also being undertaken in conjunction with other Fire and Rescue Services to take advantage of shared learning opportunities and possible future collaboration initiatives.

In order to progress the delivery of more timely solutions and to realise the benefits at an earlier stage it was proposed to create the additional posts. It was reported that, since the publication of papers for this meeting, the job evaluation exercise had been completed for the posts which identified the following;

Business Analyst	Grade 8
Project Manager	Grade 9

It was reported that these costs would be offset by savings in the development of existing ICT solutions and would be funded by a permanent transfer from the revenue contingency budget.

RESOLVED

That approval be given to the addition to the establishment of two posts (Business Analyst, Grade 8, and Project Manager, Grade 9).

Chair



Minutes

Community Safety Committee

Date: 24 January 2020

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor G Almas (in the chair), M Akhtar (for agenda items 1 – 10 only Min nos. 23 – 32 refer), T Austin, D Jenkins, R Hunt, M Pervaiz (for agenda items 1 – 10 only Min nos. 23 – 32 refer), M Pollard, A Tait and A Wenham (as substitute for Councillor K Renshaw)

In Attendance: Councillor R Grahame

Apologies: Councillors D Hall and K Renshaw

23 Minutes of the last meeting

RESOLVED

That the Minutes of the last meeting held on 25 October 2019 be signed by the Chair as a correct record.

24 Matters arising

None.

25 Urgent items

In response to a question Members were provided with a brief verbal update regarding the Service's response to recent announcements regarding the fire safety of premises affected by the ongoing cladding problem, and other associated fire safety issues.

26 Admission of the public

There were not items which required the exclusion of the public and press.

27 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

28 Primary Authority charging - VAT

Consideration was given to a report of the Chief Finance and Procurement Officer which provided an update on the appropriate charging mechanism in respect of Value Added Tax (VAT) for the Primary Authority scheme (PAS).

It was reported that, following additional guidance issued by Her Majesty's Revenue and Customs (HMRC) in early 2019, the scheme should be exempt from VAT charging. VAT charges had previously been applied to PAS invoices in error and Members were advised that this historic charging of VAT would be retrospectively corrected and future invoices would reflect the exemption from these charges.

RESOLVED

That the report be noted.

29 Wildfire review

The Director of Service Delivery and Deputy Chief Fire Officer submitted a report which updated Members on the independent Wildfire review of the operational response to the moorland fires at Easter and in July 2019.

It was reported that, whilst the Brigade currently had significant capabilities, the review had identified areas of learning and presented an action plan to address the areas of development including the following high priority issues;

- Additional two-day course at appropriate stations with input from the National Fire Chiefs' Council (NFCC) and Northumberland Fire and Rescue Service
- Review of e-learning course content
- The issue of wildfire Personal Protective Equipment (PPE) to all wildfire stations with additional central provision for mobilisation as appropriate
- Increase in the number of all-terrain vehicles (Argocats) with appropriate additional driver training, and
- Increase in knowledge and understanding of designated stations in the areas of wildfire risk

Members commented specifically on the following;

- Training
- Personal Protective Equipment (PPE)
- Use of drones

- Timeframe for improvements, and
- Mobile communication geographical coverage

RESOLVED

That the report be noted.

30 Service Delivery - Spotlight On case studies

Members received a report of the Director of Service Delivery and Deputy Chief Fire Officer which provided examples of the following areas of work which were being undertaken to meet the needs of the communities of West Yorkshire in the delivery of prevention, protection and response activity;

- The emollient project
- Dewsbury 'Care in the Community' initiative

Members were particularly encouraged by the speed in which the regulatory changes had been made with regard to statutory labelling on emollient products and also expressed their hopes that the Dewsbury initiative could be replicated across the whole of the Brigade area.

RESOLVED

That the report be noted.

31 Draft PMI (performance monitoring indicators) targets 2020 – 21

Members considered a report of the Director of Service Delivery and Deputy Chief Fire Officer which advised of the provisional performance targets for 2020 – 21 both for the Brigade as a whole and on an individual District basis. It was reported that these would remain provisional until such time as the full year-end figures had been received which may affect the three-year average on which the targets were based.

The following specific issues were discussed;

- Disparity of figures for malicious false alarms between Leeds and Bradford compared with the other three Districts, and
- The effect on outcome figures where use of the "Gaining Entry" protocol was included in the target related to false alarms

Performance against the targets would be monitored and reported at six months post implementation and at the end of the fiscal year.

RESOLVED

That the report be noted.

32 SafeTALK training programme

Consideration was given to a report of the Director of Service Delivery and Deputy Chief Fire Officer which sought Member support for the delivery of SafeTALK training.

Members were advised that funding had been received from external partners to train members of West Yorkshire Fire and Rescue Service staff who would deliver a dedicated training programme in-house around suicide prevention to all employees over a four-year period.

RESOLVED

That Members support the delivery of the SafeTALK suicide prevention training programme.

33 Incident Recording System (IRS) – presentation

Members received a brief presentation and demonstration of the Incident Recording System (IRS) which was used to record all the details relevant to every incident within the Brigade area.

Not only did the IRS inform the Integrated Risk Management planning arrangements, but it also provided evidence of “hotspots” which linked across to the bespoke FireMap tool which provided a visual record of incidents by type, time, location etc.

It was reported that the Home Office also used the IRS information which was submitted on a monthly basis for central analysis and reporting.

Chair



Minutes

Audit Committee

Date: 31 January 2020

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor R Grahame (in the Chair), G Almas, R Downes, P Harrand, M Pervaiz and S Tulley (as substitute for Councillor Renshaw)

In Attendance: P Hewitson – Deloitte (external audit)
S Straker – Kirklees MC (internal audit)

Apologies: Councillor K Renshaw

23 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 18 October 2019 be signed by the Chair as a correct record.

24 Matters arising

There were no matters arising from the previous Minutes.

25 Urgent items

None.

26 Admission of the public

There were no items which required the exclusion of the public and press.

27 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

28 Internal Audit quarterly review

The Chief Finance and Procurement Officer submitted a report which presented the internal audit activity for the period October to December 2019.

Members were advised that eight audit plans had been completed (including three follow-up audits). It was noted that the key recommendations in the report relating to the Protection Database was a typographical error and related to the internal audit of Additional Responsibility Allowances.

It was reported that the Off-roll Payroll audit and Absence Management audit (other financial systems) had both been completed with substantial assurance. Similarly, the Hydrant Management & Maintenance audit had received substantial assurance whilst the business risk audit of Wide Area Flooding had been completed with adequate assurance. An award of substantial assurance had been applied to the Counter Fraud & Corruption audit.

It was further reported that the GDPR compliance audit had been deferred until 2020 – 21 at the request of the Chief Legal and Governance Officer.

Follow-up audits were detailed as follows;

- Protection (Commercial premises) database – adequate assurance
- Electronic maintenance of operational competence and other mandatory training – limited assurance
- Additional Responsibility allowances (ARA) – adequate assurance

Members noted the recommendations from each audit and commented on the following issues;

- Delay in ICT training – officers advised that this was due to the decisions currently being taken with regard to ICT improvements across the Service although a work-round had been devised with manual interventions required.
- Possible financial impact of the updating and work related to Additional Responsibility Allowances
- Delay / deferral of internal audits at management request (stores and information governance)
- Internal audit resourcing – Members reassured that all scheduled audits would be delivered within the financial year

RESOLVED

- a) That the report be noted; and
- b) That the delay in adequate ICT training be noted as a potential weakness in the risk management register

29 Abridged performance management report

The Chief Legal and Governance Officer submitted a report which advised Members of the performance against key performance indicators where targets were not being achieved from 1 April – 30 September 2019 as follows;

- Actual rescues
- Road traffic collisions

A copy of updated figures to date had been circulated at the meeting.

RESOLVED

- a) That the report be noted;
- b) That, where practicable, future reporting of actual rescues be separated out into West Yorkshire Fire and Rescue rescues and those related to the Cause for Concern protocol with West Yorkshire Police (WYP) and Yorkshire Ambulance Service (YAS);
- c) That, road traffic collisions from a WYP perspective be the subject of a Spotlight On report to Community Safety Committee; and
- d) That Officers examine possible improvements to the timeliness of the figures reported to Committee

30 Risk Management strategy group

Consideration was given to a report of the Director of Service Delivery which advised of the risk management activity and developments reported to the Risk Management Strategy Group in December 2019.

Members were advised that two risks had moved up the register whilst two other risks had been removed and that a risk management Member awareness session would be arranged for the current municipal year.

RESOLVED

That the report be noted.

31 External audit plan 2019 - 20

(This item was considered as exempt information under Schedule 12(A) of the Local Government Act 1972 – relating to financial or business affairs)

Consideration was given to a report of the external auditors (Deloitte) which set out the external Audit work that had been carried out on the 2019 – 20 financial statement together with the annual governance statement and value for money conclusion. Detail was provided of the professional fees to be charged for the relevant period together with the perceived risks and their associated materiality.

Members' attention was drawn to typographical errors relating to the materiality threshold figures in the report which should read £0.092m and not £0.92m.

Members were advised that, following a preliminary assessment, those areas currently most at risk of material misstatement were as follows;

- Property valuations
- Completeness of expenditure, and
- Management override of controls

The following issues were specifically raised by Members;

- Lack of a detailed breakdown of additional fees proposed to be charged by Deloitte – this issue had been referred by the Chief Finance and Procurement Officer to the Public Sector Audit Appointments organisation (PSAA) for remediation following a failure to agree
- Dissatisfaction with the reporting of figures in £m
- Concern at lack of specific information related to fraud responsibilities and representations and specifically the failure to comment on whether any fraud had been suspected – Members were advised that clarification on this issue would be provided in the Letter of Authority to be reported at a future date
- Perceived omission of reference to the legal judgement on pensions as being a significant risk for the Authority - the representative from Deloitte advised that, as no decision had yet been taken about who would be liable for additional costs, and so no information was available with regard to materiality, this could not be included in the current report

RESOLVED

- a) That the report be noted;
- b) That the proposed current materiality threshold of £0.084m be approved as detailed in the report now submitted;
- c) That future reports be reported in £k and not £m;
- d) That support be given to the Chief Finance and Procurement Officer's submission to the PSAA regarding proposed additional external audit charges; and
- e) That Members be advised of the response to the appeal detailed at d) above

Chair



Minutes

Local Pension Board

Date: 31 January 2020

Time: 12 noon

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor Peter Harrand (Scheme Manager representative – Chair), Chris Lawton (Scheme Member representative) and Councillor Angela Wenham (Scheme Manager representative)

In Attendance: Claire Johnson - Technical Adviser
Ian Brandwood – Chief Employment Services Officer
Andrew Bosmans – Chair of South Yorkshire Fire and Rescue Local Pension Board

Apologies: Paul Drinkwater (Scheme Member representative)

17 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 5 July 2019 be signed by the Chair as a correct record.

18 Matters arising

None.

19 Urgent items

None.

20 Admission of the public

There were no items which required the exclusion of the public and press.

21 Declarations of interest

There were no declarations of disclosable interest in any matter under consideration at the meeting.

22 Local Pension Board Activity report

Members considered a report submitted by the Chief Employment Services Officer concerning performance in key areas for the period 1 June to 30 November 2019.

Members raised the following specific issues;

- the number of, and possible reasons for, opt-outs from the Firefighters' Pension Scheme process

RESOLVED

That the report be noted.

23 Scrutiny and review

The Chief Employment Services Officer submitted information on the following areas for scrutiny and review;

- Discretions made by the Scheme Manager – used on three occasions since the date of the last meeting. The Chief Employment Services Officer provided an update on the suspension of a higher tier ill health pension as detailed in the report now submitted
- Breaches register – one additional breach to report related to failure to comply with the TPR (The Pensions Regulator) deadline related to submission of Additional Benefit Statements. Members were advised this had been due to issues related to the software used by the administrators (West Yorkshire Pension Fund)
- Pension Risk register – Members were reassured that arrangements were being put in place with a report to the Authority's Human resources Committee related to the provision of additional resources to allow for the pension appeal remedial actions to be implemented
- Compliance deadlines
- Data Improvement Plan (administered by West Yorkshire Pension Fund) – It was reported that the information related to Data Quality Scores and Errors was relevant to June 2019 and not as detailed in the report now submitted

RESOLVED

- a) That the report be noted;
- b) That the issue of Additional Benefit Statements be included on the Risk Register;

- c) That the Chief Employment Services Officer formally requests assurance from the West Yorkshire Pension related to compliance with regard the future issue of Benefit Statements and the impact of new ICT software; and
- d) That West Yorkshire Pension Fund be requested to provide an explanation for the high number (80) of missing beneficiary links to pensioners

24 Pension Ombudsman – update

Members received a report of the Chief Employment Services Officer which presented four relevant sample cases reviewed by the Pension Ombudsman since the date of the last meeting as follows;

- Mr I – ill health benefits
- Mr N – widow benefits
- Mr N – administration
- Mrs H - payments

RESOLVED

That the report be noted.

25 Legislative update

The Chief Employment Services Officer submitted a report which provided an update with regard to the following;

- Transitional protections / legal challenge – it was reported that more than 900 West Yorkshire pensioners would be affected by the Appeal Court adjudication and no formal decision had been taken with regard to who would make these additional payments. Members were provided with information on how the ruling was being communicated with those affected in West Yorkshire together with relevant information published by the Home Office
- Revised GAD factors – these had been circulated in December 2019 following a factor review

RESOLVED

- a) That the report be noted; and
- b) That Members be advised of how the legal challenge implications were provided for within the West Yorkshire Fire and Rescue Authority annual accounts.

26 Firefighter Pensions England bulletins update

Consideration was given to the content of bulletins 22 – 27, which had been circulated to Members upon issue by the Scheme Advisory Board (SAB).

The following issues were highlighted;

- Steps being taken in-house to identify relevant pension scheme members following publication of the Employment Tribunal ruling in the Sargeant legal case.

Members were advised that there were currently no cases with the Independent Qualified Medical Practitioner (IQMP) and that one former employee was affected who did not meet tier 1 of ill-health pension payments following an IQMP assessment under the 2015 Firefighters' Pension Scheme. 145 employees were eligible for immediate retirement and 40 individuals in West Yorkshire who would taper into the 2015 Scheme from January 2020 to January 2022 with an additional 8 transfers into the Scheme.

It was reported that 20 firefighters now eligible for immediate retirement had not been accounted for under the Authority's retirement profile. There was capacity within the system to cover these posts in the short-term and recruitment figures would be amended accordingly.

- SCAPE factors and how this would be accounted for in the 2020 – 21 financial year accounts

RESOLVED

- a) That the content of Bulletins 22 – 27 be noted; and
- b) That the Scheme Manager be requested to write to West Yorkshire Pension Fund to ascertain what plans had been put in place to manage the demands of remedy made by the Employment Tribunal in the Sargeant legal case.

27 Scheme Advisory Board

RESOLVED

- a) That the Minutes of the Effectiveness Committee meetings held on 7 August and 14 November 2019, the Minutes of the Administration and benchmarking / cost effectiveness Committee at a meeting held on 15 August 2019 and the Minutes of the Scheme Advisory Board at meetings held on 13 June, 3 October 2019 and 9 January 2020 be noted; and
- b) That it be noted that one of the Local Pension Board's Scheme Member representatives (Chris Lawton) had been appointed to sit on the Scheme Advisory Board's Benchmarking and Effectiveness Committee.

28 West Yorkshire Pension Fund – key performance indicators

Consideration was given to a report of the Chief Employment Services Officer which advised of West Yorkshire Pension Fund (WYPF) performance in key areas for the periods 1 June – 30 November 2019;

Members were advised that there had been no areas of concern during the period 1 June to 30 November 2019 but sought specific information on the following;

- Payment of spouses child benefits

RESOLVED

That the performance of West Yorkshire Pension Fund in key areas 1 June to 30 November 2019 be noted.

29 The Pensions Regulator survey 2019 – response

Consideration was given to a report which detailed the responses provided to the Pensions Regulator Survey 2019 following consideration and completion by the Pensions Technical Adviser (Claire Johnson), the Chief Employment Services Officer (Ian Brandwood) and the Chair of the West Yorkshire Fire and Rescue Authority's Local Pension Board (Councillor Peter Harrand).

It was reported that some Fire and Rescue Authorities had been challenged on their responses but that no such challenge had been received in West Yorkshire.

RESOLVED

That the responses to The Pensions Regulator survey 2019 be noted.

30 Local Pension Board training - requirements

The Chief Legal and Governance Officer submitted a report which advised of the requirement for Local Pension Board member training as confirmed by the Local Government Association which would equip them with sufficient knowledge of the respective pension schemes and associated administration procedures.

This was followed by a member training session.

RESOLVED

That it be confirmed that members of the West Yorkshire Fire and Rescue Authority Local Pension Board had undertaken, or were in the process of completing, all required training to date.

31 Any other business

Members raised the following concerns;

- West Yorkshire Local Pension Board succession planning
- Constitution of the Board

RESOLVED

- a) That the Chief Employment Services Officer submit a request at the Authority's Annual meeting in June 2020 that consideration be given to increase the size of the Board with the addition of one Scheme Manager representative and one Scheme Member representative; and
- b) That consideration be also given by the Authority to the appointment of independent member(s) to the Board.

Chair



Minutes

Finance & Resources Committee

Date: 07 February 2020

Time: 10.30 am

Venue: Fire and Rescue Service Headquarters, Birkenshaw

Present: Councillor A Tait (in the chair), C Anderson, R Downes, J Fenton-Glynn, R Grahame, D Hall, P Harrand, N Mohammed, D O'Donovan, F Shaheen and S Tulley

In Attendance: None

Apologies: None

22 Minutes of the last meeting

RESOLVED

That the Minutes of the Committee at a meeting held on 11 October 2019 be signed by the Chair as a correct record.

23 Urgent items

None.

24 Admission of the public

RESOLVED

That the public and press be excluded from the meeting during consideration of the items of business specified below as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items, there would be disclosure to them of exempt information of the descriptions specified

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E11	Structural firefighting kit / helmet – replacement	31	Paragraph 3 – financial or business affairs
E12	Integrated Risk Management Plan – property rebuilding / refurbishment	32	Paragraph 3 – financial or business affairs
E13	Voice over internet protocol	33	Paragraph 3 – financial or business affairs
E14	Multimedia storage solution	34	Paragraph 3 – financial or business affairs

25 Declarations of interest

None.

26 Mid-year Treasury Management report

Consideration was given to a report of the Chief Finance and Procurement Officer which presented a mid-year review of treasury management activity as required by the adopted CIPFA Code of Practice on Treasury Management.

The report examined treasury management performance for the period 1 April to 24 December 2019 and provided assurance that it had operated within the approved strategy and reported on the impact of the following;

- Economic factors and interest rates
- Investments performance
- Borrowing performance
- Revenue budget monitoring
- Prudential indicators
- Risk and compliance issues

Members were advised that the Authority had invested an average balance of £31.4m externally during the period; generating an income of £0.141m. Detail of investments was detailed at Annex 1 to the report now submitted.

It was further reported that long-term loans at the end of September totalled £45.5m with total repayment of £0.274m made (including £38k due in the 2017 – 18 financial year but not collected until April 2019).

Net expenditure on interest and provision of debt repayment was estimated to be £6.998m for 2019/20 and the latest budget monitoring showed that a significant underspend was likely in the current year as it was anticipated that no new borrowing would be required for the remainder of the 2019 – 20 financial year. A schedule of the prudential indicators was provided for Members in Annex C.

RESOLVED

That the report be noted.

27 Treasury Management Strategy 2020 – 21

Members received a report of the Chief Finance and Procurement Officer setting out the draft Treasury Management Strategy for 2020 – 21 which covered the following issues;

- Economic outlook, credit risk and interest rates
- Borrowing and investment strategies
- Capital strategy (including the Chief Finance and Procurement Officer's statement with regard to affordability and risk)

Members were advised that the report met the requirements of both CIPFA's Code of Practice and the current 2010 Guidance issued by the Department for Communities and Local Government (DCLG).

RESOLVED

That the Full Authority be recommended to approve the Treasury Management Strategy 2019 - 20 including;

- The investment strategy
- The borrowing strategy
- The capital strategy
- The policy for the provision for repayment of debt
- The treasury management indicators, and
- The capital plan 2020 – 24

28 Quarterly financial review

Members considered a report of the Chief Finance and Procurement Officer which presented the quarterly review of the financial position of the Fire Authority to the end of December 2019.

It was reported that, since the date of the last report £330k had been transferred from employee contingencies to employee budgets to finance the firefighters' 2% pay award and the recruitment of 22 retained firefighters. A further transfer of budget from employees to the contingency budget had been made in the sum of £300k which represented an underspend due to a number of vacancies in the fire protection department which had essentially been due to the length of the recruitment process. Additional transfers had also been made from various budgets to contingencies totalling £769k. Detail of which was set out in the report now submitted. Members were advised that an underspend was forecast of £276k with the RAG rating adjusted accordingly.

Members were advised that the approved five-year capital plan had included schemes to the value of £6.581m in the current financial year. Due to a number of revisions approved during the course of the year this figure had been revised to £12.56m.

RESOLVED

- a) That the report be noted;
- b) That the revised capital plan be approved; and
- c) That the transfer of budget to contingencies be approved.

29 Draft Capital Investment Plan/Draft Revenue Budget and Medium Term Financial Plan 2020 – 21

The Chief Finance and Procurement Officer submitted a report which presented a draft capital investment plan for four years to 2023 - 24, a draft revenue budget and a medium-term financial plan. Approval was also sought for the amalgamation of the Operational Equipment reserve with the Capital Reserve and the transfer of £1m between the Pay and Prices reserve to the Service Support Reserve.

The report set out the following;

- a four-year capital investment plan of £53.494m (to include £6.678m in 2020 – 21)
- a standstill budget of £86.924m
- details of the final year of the 4-year funding settlement (an increase of £2.5m)
- details of the Authority's reserves and planned use of these reserves
- proposed amalgamation and transfer between reserves
- details of the tax base, and
- details of the Authority's share of the council tax surplus.

Members were advised that the typographical error in Appendix A would be corrected prior to submission to the Full Authority.

RESOLVED

- a) That the report be noted;
- b) That approval be given to the amalgamation of the two earmarked capital reserves as detailed in the report now submitted; and

- c) That approval be given to the transfer of £1m from the pay and prices reserve to the Service Support reserve.

30 Digital and Data Strategy

The Director of Service Support submitted a report which sought approval for the engagement with a strategic partner to create a Digital and Data Strategy.

Members were advised that the strategy would provide opportunities to be more efficient, effective and innovative in the ways of working both internally and externally with the community and partners as well as aligning the Authority with the National Fire Chiefs' Council. In order to maximise the benefits it was now proposed to engage with a strategic digital partner which would be undertaken through approved procurement processes for which provision of £100k had been made within the 2020 / 21 revenue budget provision.

Members raised the following specific issues and were satisfied with the Officers' response;

- sharing information on partners used by other Fire Authorities
- assurances on data integrity and security
- data retention schedules, and
- confirmation that the budgetary provision would not be exceeded

RESOLVED

That approval be given to the engagement of a strategic partner to create a Digital and Data Strategy.

31 Structural firefighting kit / firefighting helmet replacement

(This item was considered exempt information under Schedule 12A (3) of the Local Government Act 1972 – financial or business affairs)

Consideration was given to a report of the Director of Service Delivery which sought approval to purchase new tunics, over-trousers and helmets.

In response to Members' concerns it was confirmed that;

- firefighters had been directly involved in providing feedback for the proposed new equipment, and
- that the proposal to return to personal issue kit was viable and this would be supported by a central pool of equipment for emergencies

RESOLVED

That approval be given to a capital bid as detailed in the report now submitted for the purchase of new tunics, over-trousers and helmets.

32 Integrated Risk Management Plan – property rebuilding / refurbishment

(This item was considered exempt information under Schedule 12A (3) of the Local Government Act 1972 – financial or business affairs)

Members considered a report of the Director of Service Support which sought approval for the rebuilding / refurbishment plans for the following;

- Keighley, Cleckheaton, Halifax and Huddersfield fire stations, and
- Fire and Rescue Headquarters

RESOLVED

That the outline rebuilding / refurbishment plans be approved as detailed in the report now submitted.

33 Voice over Internet protocol (VoIP) – procurement

(This item was considered exempt information under Schedule 12A (3) of the Local Government Act 1972 – financial or business affairs)

Consideration was given to a report of the Director of Service Support which sought approval for the award of a contract in respect of the procurement of a Voice over Internet protocol telephony system following the completion of an approved procurement process as detailed in the report now submitted.

RESOLVED

That the contract be awarded to the preferred bidder, Maintel Ltd, for the procurement of a Voice over Internet protocol (VoIP).

34 Multimedia storage solution

(This item was considered exempt information under Schedule 12A (3) of the Local Government Act 1972 – financial or business affairs)

The Director of Service Support submitted a report which sought approval for the drawdown of approved capital funding for the purchase and implementation of a multimedia storage solution for improved storage, management and access of rich media across the organisation.

It was reported that the tender process had concluded on 31 January 2020 and evaluation was currently being undertaken with a view to awarding the contract on 21 February 2020.

In response to a question about retention of material, Members were advised that all data would be tagged with the appropriate retention period.

RESOLVED

That the drawdown of approved capital funds be approved for the purchase and implementation of a multimedia storage solution.

Chair



OFFICIAL

Programme of Meetings 2020-21

Full Authority

Date: 21 February 2020

Agenda Item:

14

Submitted By: Chief Legal and Governance Officer

Purpose	To agree the programme of Authority and Committee meetings for 2020 - 2021.
Recommendations	That the programme of meetings for 2020 – 2021 be approved as detailed in the report now submitted.
Summary	A programme of meetings for the forthcoming municipal year has to be agreed by the full Authority prior to it becoming effective immediately following the Annual General Meeting and any changes to an agreed programme require the approval of the full Authority.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicola Houseman, Committee Services Manager
T: 01274 655740
E: nicky.houseman@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Draft Programme of meetings 2020 – 2021

1 Introduction

- 1.1 It is necessary to give consideration to the programme of meetings for the next municipal year based on a quarterly cycle. In advance of the commencement of the programme the Authority will hold its Annual Meeting on Thursday 25 June 2020.
- 1.2 In accordance with the agreed Terms of Reference the Local Pension Board will meet on a six-monthly basis scheduled in July and January of each municipal year.

2 Information

- 2.1 The Annual Meeting marks the start of the programme of meetings. The programme of meetings for 2020 - 21 attached at Annex A is recommended for adoption by the Authority.

3 Financial Implications

- 3.1 There are no direct financial implications arising from this report. Members are entitled to claim mileage / out of pocket expenses for meetings they attend in accordance with the Authority's approved Constitution.

4 Legal implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resources and Diversity Implications

- 4.1 There are no direct human resources and diversity implications arising from this report.

6 Health, Safety and Wellbeing Implications

- 5.1 There are no direct health and safety implications arising from this report.

7 Environmental implications

- 7.1 There are no direct environmental implications arising from this report. Where appropriate meetings requiring Member attendance will continue to be scheduled to avoid any unnecessary additional car journeys.

8 Your Fire and Rescue Service priorities

- 8.1 This report supports the Authority's governance arrangements which impacts on all the 2019 – 22 priorities.

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2020 / 2021

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 11.30AM LOCAL PENSION BOARD	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	FRIDAY 10.30AM AUTHORITY
10 July 2020	10 July 2020	17 July 2020	31 July 2020	24 July 2020	25 September 2020
9 October 2020	-	16 October 2020	23 October 2020	30 October 2020	11 December 2020
22 January 2021	22 January 2021	5 February 2021	29 January 2021	15 January 2021	26 February 2021
26 March 2021	-	16 April 2021	23 April 2021	30 April 2021	24 June 2021 (AGM) Thursday



OFFICIAL

Member support and profile raising - results

Full Authority

Date: 21 February 2020

Agenda Item:

15

Submitted By: Chief Legal and Governance Officer

Purpose

To consider the results of the Member support and profile raising questionnaire.

Recommendations

That the report be noted and Members agree any actions to be taken forward.

Summary

Subsequent upon the submission of a report to the Annual meeting of the Authority on 27 June 2019, Members were circulated with a questionnaire seeking their views on ways in which their profile, and that of the Authority, may be enhanced and ways in which support may be offered to assist them in their role as Fire Authority Member.

This report sets out the responses to the questionnaire for Members to consider and agree any actions which may be taken forward.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicky Houseman, Committee Services Manager
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Background papers open to inspection: None

Annexes: Annex A – report to the 27 June 2019 meeting of the Authority
Annex B – questionnaire results with officer comments

1 Introduction

- 1.1 Subsequent upon the submission of a report to the Annual meeting of the Authority on 27 Jun 2019, Members were circulated with a questionnaire seeking their views on ways in which their profile, and that of the Authority, may be enhanced and ways in which support may be offered to assist them in their role as Fire Authority Member.
- 1.2 This report sets out the responses to the questionnaire for Members to consider and agree any actions which may be taken forward.

2 Information

- 2.1 Responses and comments to the questions posed were submitted by 11 Authority Members (50%).
- 2.2 Annex B sets out the detail of Members' responses (anonymised) together with officer comment / responses where appropriate.

3 Financial Implications

- 3.1 There are no financial implications arising directly from this report.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There are no human resource and diversity implications arising directly from this report.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no health, safety and wellbeing implications arising directly from this report.

7 Environmental Implications

- 7.1 There are no direct environmental implications arising from this report.

8 Your Fire and Rescue Service Priorities

- 8.1 The work done by the Fire Authority has a direct impact on all the 2019 – 22 priorities.



OFFICIAL

Member support and profile raising

Full Authority

Date: 27 June 2019

Agenda Item:

00

Submitted By: Chief Legal and Governance Officer

- Purpose** To seek Members' views on the role of a Fire Authority Member and how this may be supported.
- Recommendations** That Members consider the attached questionnaire and make recommendations for additional support as appropriate in their role as Fire Authority Members and that consideration be given to ways in which the profile of the West Yorkshire Fire and Rescue Authority within the community may be enhanced.
- Summary** This report invites Members to reflect upon their FRA role and how effective they are in engaging with local communities in their FRA role and whether adequate support is provided and to comment via a short questionnaire.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicky Houseman, Committee Services Manager
T: 01274 655740
E: nicky.houseman@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Member questionnaire

1 Information

- 1.1 The formal Constitution of the Authority defines the roles and functions of Members – see Part 2 Paragraph 2.2 on Page 6. The core requirement is to actively represent promote and support the work of the Authority and by regularly attending meetings in order to discharge their governance role in seeking to oversee the delivery of Fire and Rescue Services aimed at protecting the whole community within West Yorkshire. The rights and duties of Members including access to information etc are set out in Paragraph 2.3.
- 1.2 Whilst Members will be used to representing constituents at local Council ward level and providing local leadership focussed on community issues in their localities the role of Members within a more diffuse County wide organisation may raise the need for a different approach to how the Authority engages its communities and the role Members may wish to play in that engagement.
- 1.3 With the start of a new “municipal” year for the Authority following the local elections and changes to the Authority membership it is an opportune time to invite consideration of how Members feel their roles should best be defined and discharged and communities engaged beyond the simple opportunity for people to attend public meetings. At the moment consultation with the public is normally only carried out over specific proposals such as station mergers / relocations. Do Members want to have a wider role in engaging with communities in promoting the work of the Service and the profile of the Authority? If so, in what ways?
- 1.4 In terms of support to Members there are a number of systems and procedures in place which seek to ensure that Members are provided with and kept up to date with information about the work of the Service and issues arising including:
- Daily updates from Fire Control outlining major incidents and number of calls taken during the preceding 24 hour period
 - Responding to individual Members’ requests for information relating to incidents in their Ward with associated media advice as appropriate
 - Daily dissemination, on request, of Google Alerts pertaining to news in the national media relating to the West Yorkshire Fire and Rescue Service in particular and the Fire and Rescue Service on a wider national / international scale
 - Provision of performance monitoring reports
 - Invitations from District Commanders to attend their own District Risk Reduction Team meetings
 - Circulation of the Burning Issues internal publication every three weeks
 - On appointment Members receive a comprehensive induction pack about the work of the Fire Service in general and West Yorkshire Fire and Rescue Service / Authority in particular which includes the contact details of their District Commanders and also of the relevant Management Board officers for each Committee to which they are appointed

- A wide-ranging Member awareness programme which provides Members with the opportunity to see how the Authority resources are deployed out in the community and what challenges firefighters are faced with in their daily work.
- Regular updates about the work of the Tri-Service Collaboration Board (West Yorkshire Fire and Rescue Authority, West Yorkshire Police and Crime Commissioner and Yorkshire Ambulance Service) – established to examine effective use of resources and possible opportunities for joint working and shared resources.

1.5 A short questionnaire is attached which Members are invited to complete and return to the Committee Services Manager which will be analysed and subject to further report for Members to consider what if any changes may need to be made to roles and responsibilities and support to Members.

2 Financial Implications

2.1 There are no financial implications arising directly from this report.

3 Legal Implications

3.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

4 Human Resource and Diversity Implications

4.1 There are no Human Resources or diversity implications arising from this report.

5 Health, Safety and Wellbeing Implications

5.1 There are no health, safety and wellbeing implications arising from this report.

6 Your Fire and Rescue Service priorities

6.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.

Member Questionnaire

	Question 1
	Are Member role rights and responsibilities adequately defined. Any changes?
Cllr 1	Yes
Cllr 2	No comment
Cllr 3	Yes
Cllr 4	Portfolios should be made aware for the term of office to all ward councillors
Cllr 4	Spoke persons nominated to represent local authorities should have the training and receive briefing papers 7 days prior to the full council meetings.
	A short paragraph from the DCs on activity will be a real challenge as there is activity in relation to operations (incidents, training exercises, planning for specific events such as bonfire period etc), prevention and protection activities.
	Members are invited to offer some idea of the type of information they would like so that this can be discussed with the DCs and perhaps their district clerks could provide a regular report to the district FRA members?
Cllr 5	Yes
Cllr 6	In light of some unease expressed about a Ward Councillor being unaware the intention to serve a Prohibition Notice under Article 31 of the Regulatory Reform (Fire Safety) Order 2005 on a residential block within the Ward I think perhaps some addition should be made to the Constitution (Part 2 Article 4.1?)
	Prohibition Notices are issued where "people are put at risk of death or serious injury should a fire occur and is often, therefore, something that is issued immediately ("on the spot") based on a number of factors. It is also a concern that the issue of such Notices is an all-emcompassing task to ensure it is done in a right, legal and proper manner, and therefore there would be not time to draft a brief and send it to Members beforehand. Consideration is being given by Officers to the presentation of Fire Protection statistics on a regular periodic basis which would be likely to include such Notices. It has to be noted however that the majority of Notices are not high profile (such as the Appleton Point situation).
	Do Members consider that it would be sufficient wish to be notified of enforcement action in a periodic report? If not, what would the propose in terms of what is notified to them, when and by what means you wish to be notified. This may be at the time or shortly after enforcement.
Cllr 7	Yes
Cllr 8	Yes
Cllr 9	Meetings with District Commander in Leeds would be welcomed by Leeds members. I would welcome a contact to arrange to meet with my colleagues
	This is already in place for Fire Authority Members.
	Do Members wish other local Members to be invited to District Risk Reduction Meetings?
Cllr 10	Yes
Cllr 11	Yes

Question 2	
Are Members provided with correct info to discharge their roles. Any improvements?	
Cllr 1	Yes
Cllr 2	Yes
Cllr 3	Yes
Cllr 4	RMG meeting info should be made more available to understand business continuity & effects on where MATZAC ruling can damage reserves.
	Much of the RMSG information is confidential - The Chair of Audit considers that, as a Member of the RMSG, he would benefit from personal, in-depth background briefings to become better informed prior to any decisions required at RMSG
	This will be arranged by the appropriate officers
Cllr 4	More training is required on the role of the white water teams to raise profiles in schools and wider community, where there are risks to their well being due to cross contamination and pollution in the rivers
	Members are already invited to attend similar exercises (the next one is scheduled to be held in March 2020 at Ilkley
	Any Member who is interested in any particular activity should contact Committee Services
Cllr 5	Yes I feel quite impressed by the information provided but if it could be on Mod.gov it would save paper
	This has been reviewed previously and it was not considered to be a cost effective option
Cllr 6	Yes, with the proviso of the matter highlighted in question 1 being considered -
	This is covered in the reponses to question 1
Cllr 7	Yes. I attend district updates which are very useful and the daily incident update is good. I would benefit from receiving prompt and more detailed updates about major incidents in my district as the leader of the council calls me for information but I am unable to respond -
	The Chair of the Authority is contacted as a matter of course in the event of fatal fires and larger scale incidents. It will not be practical for the relevant officer to ensure all Members are contacted in the same way. The incident summaries are sent out within hours of any event by Committee Services. Should an event be happening during the course of the day, Members are free of course to contact their relevant District Commander for further information.
Cllr 8	As an experienced member I know who to approach with questions. Newer members opinions will be interesting
Cllr 9	Yes.
Cllr 10	Yes
Cllr 11	Yes

	Question 3
	Is the work of the Authority and contribution of members publicised adequately. Any improvements?
Cllr 1	Yes - whilst publicity is not extensive, it does not need to be
	We carry out a full programme of publicity throughout the year that highlights the work of the WYFRS. The Chair is often asked to provide a quote on behalf of the full Authority to support publicity
Cllr 2	No benefit to greater publicity
Cllr 3	Yes
Cllr 4	We do not need to be gagged but clearance has to be continued by the chief exec
	Members will be advised at the time of any restrictions to disclosure of information - the general expectation is that the Chair and / or Vice chair take the lead role
Cllr 4	Training on how to deal with the media and to work in partnership with fire fighters and engage more with local communities
	Basic media training is generally supplied by the local authority which might be accessed by Members. Whilst the Chair is the designated media spokesperson on Authority-specific matters,
	Members are requested to confirm on an individual basis if they wish to receive training - any requests will be reviewed by Corporate Communciations.
Cllr 5	I have no experience of the media coverage
Cllr 6	Do Corporate Comms release PRs on matters/events involving Members get released to appropriate media operating in those Members' Constituent Districts?
	District based events are publicised in the local press, generally through social media (Facebook and Twitter accounts have over 30k followers). Details of any events can be accessed through District Commanders. Larger events are publicised in the press and through poster campaigns. Members who are Facebook users are encouraged to find our page and "like" it in order for publicity to drop into their Newsfeed.
Cllr 7	This could be improved, internally as well. I have seen the chair in the media, but not other members
	The current expectation is that the Chair and / or Vice chair will take the lead to ensure consistency
Cllr 8	I don't think members of the public are fascinated by the workings of the Authority. They are, rightly, more interested in the work of the fire fighters than the meetings of councillors.
Cllr 9	Yes, it would be helpful for more publicity regarding Government cutbacks to the Authority and the non recruitment its had to do.
Cllr 10	Yes - whilst publicity is not extensive, it does not need to be
Cllr 11	Yes

Question 4	
Does the Authority engage enough with local communities. Any improvements	
Cllr 1	Yes
Cllr 2	No Comment
Cllr 3	Perhaps by attending place based meetings in hot spot activity areas or during safety visits
Cllr 4	Public should be more involved at local meetings as per localism act 2011
	The Fire and Rescue Authority has a much more limited responsibility than principal councils in this regard - this will, however, be reviewed by Officers.
Cllr 5	I have contact through police tasking meetings but other than using the community room have had little contact
Cllr 6	Formal attendance at Ward Partnership meetings would be good. Confess to not being sure whether invitations are sent
	If this refers to Officers, enquiries will be made or relevant Councils to see if it is feasible to invite them to attend subject to the necessary resources being available
Cllr 7	This has improved recently. We need our stations to know and interact with their local areas, especially in problem zones
Cllr 8	Yes, but I don't know if we ever receive complaints, do we? Community engagement is better organised through local fire stations - no complaints have been received about the lack of community engagement. This proposals will be reviewed to assess its efficiency / effectiveness
Cllr 9	Yes, considering pressure on fire fighters and the increasing duties
Cllr 10	Yes - although I am not aware of extensive community engagement from the Authority - the Service itself is what should be public facing and is.
Cllr 11	Yes

Member Questionnaire

Question 5	
Any further comments	
Cllr 1	None
Cllr 2	None
Cllr 3	None
Cllr 4	All decisions should be sent to the five council leaders and combined authorities
	Electronic links are already sent out for all committees / FRA meetings
Cllr 4	Building control dealt with at local authority needs to be addressed at all meetings
	WYFRA are not statutory consultees although they are sent applications for comment on an ad hoc basis
Cllr 4	Not enough interest is given out on the roles and responsibilities of the National Fire Chiefs Council (NFCC)
	There is a link to the NFCC on our public facing website under contacts/other useful contacts
Cllr 4	When local members attend the LGA should report back to full authority
	All Members have access to LGA Minutes when they are reported to the FRA meetings at which point the opportunity for Members to comment is given
Cllr 4	By empowering local communities they feel part of the consultation, not observers but participants on the safety of where they live, play and retire -
	No observations to make
Cllr 5	None
Cllr 6	None
Cllr 7	None
Cllr 8	I don't see these subjects as critical or of great public interest. Perhaps we should not spend too much time or resources on solving a problem that doesn't exist -
	No observations to make
Cllr 9	None
Cllr 10	None
Cllr 11	None



OFFICIAL

Customer Service Excellence Assessment 2019

Full Authority

Date: 21 February 2020

Agenda Item:

16

Submitted By: Chief Legal and Governance Officer

Purpose	To update Members on the Customer Service Excellence assessment 2019
Recommendations	That Members note the attainment of the Customer Service Excellence standard with full compliance against all 57 elements incorporating 20 'Compliance Plus' awards
Summary	This report provides details of the Customer Service Excellence Assessment 2019 which has resulted in West Yorkshire Fire and Rescue Service achieving full compliance against all 57 Customer Service Excellence elements incorporating the award of 20 'Compliance Plus' awards

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey, Corporate Services Manager
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Background papers open to inspection: None

Annexes: Customer Service Excellence – Assessment Report Results for 2019

1 Background

1.1 Since 1998, West Yorkshire Fire and Rescue Service has consistently attained the Charter Mark Standard, which is the Government's national standard of customer service excellence for organisations delivering public services.

1.2 In August 2009 the Authority invited an assessment against the new Customer Service Excellence standard, which was being phased in and which has now fully replaced the Charter Mark standard. This new standard is derived from the core concepts of customer focus and the delivery of excellent customer service and assesses, in great detail, the following areas:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

2 Information

2.1 West Yorkshire Fire and Rescue Service is subject to an annual assessment to ensure the standard is being maintained as part of a three year rolling programme.

2.2 In November 2019 the assessor reviewed 19 of the criteria. The annual assessment entailed a full day visit by the assessor, reviewing evidence, meeting with staff, visiting Control, and contact with partner organisations including service users to assess the views of partners and customers regarding working with, and the service provided by WYFRS.

2.3 Following this assessment, West Yorkshire Fire and Rescue Service has once again been awarded the Customer Service Excellence standard in recognition of the high standards in delivery of customer-focused services.

2.4 The Service has been awarded Full Compliance against all 57 criteria along with a further three Compliance Plus thereby totalling 20 'Compliance Plus' awards. The additional Compliance Plus awards are for the following elements:

- We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.
- There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.
- We can demonstrate how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development and service planning.

2.5 The Compliance Plus awards, which are awarded for behaviours or practices that exceed the requirements of the standard, and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service arena, have been awarded for the following elements:

Customer Insight

- We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information

- ❑ We have developed customer insight about our customer groups to better understand their needs and preferences
- ❑ We make particular efforts to identify hard-to-reach and disadvantaged groups and individuals and have developed our services in response to their specific needs
- ❑ We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups
- ❑ We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken

The Culture of the Organisation

- ❑ There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers
- ❑ We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information
- ❑ We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation
- ❑ We can demonstrate how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development and service planning
- ❑ We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours

Information and Access

- ❑ We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge
- ❑ We take reasonable steps to make sure our customers have received and understood the information we provide
- ❑ We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers
- ❑ We evaluate how customers interact with the organisation through access channels and using this information to identify possible service improvements and offer better choices
- ❑ We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers
- ❑ We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service
- ❑ We interact within wider communities and demonstrate the ways in which we support those communities

Delivery

- ❑ We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate
- ❑ We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken

Timeliness and Quality of Service

- We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem

2.6 A summary of the assessment report detailing the assessor's comments against each element of the standard for the current three year rolling programme has been prepared and is available to Members on request. The report shows the comments from the 2019 (RP19) assessment.

2.7 A summary of the assessors overall comments is attached to this report.

2.8 The result of the Customer Service Excellence assessment is an excellent achievement for West Yorkshire Fire and Rescue Service and clearly demonstrates the continuous commitment to providing an excellent service to customers.

3 Financial Implications

3.1 Any costs involved in this work will be met from within the existing approved reserve budget.

4 Legal Implications

4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resources and Diversity Implications

5.1 These results further demonstrate the progress of West Yorkshire Fire and Rescue Service meeting the customer service expectations of our diverse community. Further Equality Impact Assessments should be carried out on future survey results to confirm whether or not there is any variance in opinion across protected characteristic groups.

6 Health and Safety Implications

6.1 There are no health and safety implications associated with this report.

7 Environmental Implications

7.1 There are no environmental implications arising from this report.

8 'Your Fire and Rescue Service 2019-2022' Priorities

7.1 The achievement of Customer Service Excellence links to all of the 'Your Fire and Rescue Service 2019-2022' priorities.

9 Recommendations

8.1 That Members note the award of the Customer Service Excellence standard with Full Compliance against all 57 criteria incorporating 20 'Compliance Plus' awards.

Customer Service Excellence

Assessment Summary November 2019

OFFICIAL

Ownership: Corporate Services

Date Issued: 22/11/2019

Status: FINAL



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Introduction

Customer Service Excellence was developed to offer public services a practical tool for driving customer-focussed change within their organisation. It tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. It is designed to operate as a driver of continuous improvement, as a skills development tool and as an independent validation of achievement.

West Yorkshire Fire and Rescue Service achieved Customer Service Excellence in 2009 and is re-assessed on a rolling programme each year. The following includes the Assessment Report for 2019.

Assessment Summary

Overview

Overall Self-assessment	Strong
Overall outcome	Successful

Rolling Programme 1 (RP1) 2019

West Yorkshire Fire and Rescue Service (the Service) serves a population of more than 2.2 million people spread over an area of almost 800 square miles. It provides 24 hour cover dealing with a range of emergencies including fires, road, rail or air crashes, floods, chemical spills and terrorist incidents. The Service also provides a proactive fire prevention and protection programme to diverse communities. The Service employs over 1400 people comprising of full and part-time firefighters, mobilising and communications centre staff and those employed in supporting roles. It delivers services from 40 fire stations located around West Yorkshire, a service delivery centre incorporating Operations, Fire Prevention and Protection as well as a command and administrative headquarters. The Service continues to be recognised nationally as a centre of excellence where an innovative and forward thinking approach to the improvement of services is at its core. There has been a drive to further improve communication between customers, partners and staff, and this has directly led to improvements being made in resourcing, staffing, partnership working, and ultimately the delivery of a high quality, timely response.

It is clear that the Service has a customer centric approach that is evident at all levels of the organisation. Staff's insight into their customers' needs and preferences are fed into planning and service improvement procedures and the resultant actions and initiatives are exemplary. Both customers and partners paid testament to the quality of the service they had received and to the caring attitude of staff. The Service is a long standing applicant and continues to endorse CSE as a key driver for service improvement and a customer focused approach. This year's application was well prepared with a great proportion of new presented evidence to support the assessment visit. The existing Compliance Plus elements reviewed as part of this year's rolling programme have been retained and the Service is to be congratulated on achieving **three additional Compliance Plus elements at 1.2.1, 2.1.1 and 2.2.4**. The assessor is pleased to that the Service continues to be accredited to the Customer Service Excellence Standard.

1: Customer Insight

Criterion 1 self-assessment	Strong
Criterion 1 outcome	Successful

The Service has a detailed in-depth understanding of its customers and a clear approach to the segmentation of key customer groups; this has enabled it to tailor and provide services that meet the needs of the full range of these groups. An impressively detailed level of segmentation, using a raft of data sources, both internal and external, is undertaken and the level of knowledge demonstrated by staff, together with the ongoing reviews of data and information sourcing, merits the retention of **Compliance Plus at element 1.1.1.**

The engagement and involvement of customers is a priority for the Service and the extent to which it seeks to do this is impressive. The all-encompassing Community Engagement Strategy, together with the undertaking of numerous local initiatives, is commendable and **Compliance Plus is justified at element 1.2.1.**

The Service continues to ensure that customer satisfaction is measured accurately and reliably reflects a true picture of customer opinion, and challenging targets for customer satisfaction continue to be set.

2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Successful

Leaders at senior and operational level fully support customer focused projects and staff are trusted and empowered to take forward customer driven improvements. The corporate approach in seeking to provide a customer centric service is commendable and is fully supported by senior leaders resourcing initiatives and championing the customer. This approach merits **Compliance Plus at element 2.1.1.**

Staff ensure that customers are treated fairly and this is confirmed by both survey results and in discussion with customers during the visit.

Recruitment policies and job roles all contain strong customer-focused elements. All staff work together to continuously improve their knowledge of customer needs and preferences, and training and development opportunities are available which serve to enhance that customer focus.

Customer-facing staff are actively engaged in the development of policy, internal processes and service planning and many mechanisms are available which staff may use to feed into these processes. The commitment shown, and the number of innovative projects and initiatives which have been set in place as a result, is impressive and **Compliance Plus is merited at element 2.2.4.**

3: Information and Access

Criterion 3 self-assessment	Strong
Criterion 3 outcome	Successful

Many customers are not aware of the variety of services which are provided and the Service makes great efforts in ensuring that their information and messages, whether for safety campaigns, courses and support, or Safe & Well visits, is circulated as widely as possible, whilst maintaining a high level of quality of information; **Compliance Plus is retained at element 3.1.1.**

Information is provided in relevant ways to customers and survey results confirmed that choices were available which reflected their needs and preferences. There are a variety of channels by which customers can access services and these are under constant review and updated when appropriate.

Partnership arrangements continue to be a great strength of the Service and many innovative projects and initiatives are underway. These partnerships are resilient and under constant scrutiny by both parties in ensuring that the customer receives the maximum benefit from their co-ordinated service delivery. The evolution and flexibility of these arrangements was confirmed during discussions with partners during the visit. **Compliance Plus is retained in element 3.4.1.**

4: Delivery

Criterion 4 self-assessment	Strong
Criterion 4 outcome	Successful

The Service operates to a set of challenging standards for its main services and outcomes against standards are monitored effectively. Comprehensive KPIs are in place and these take account of Government legislation and regulatory standards.

Setting customer expectations is prioritised and the aims and objectives of the Service are detailed within their Statement of Purpose. Robust self-assessment procedures are in place which enable the speedy identification of dips in performance and customers are informed of any shortfalls and proposed remedial action by such means as the website and via Fire Authority Members.

A comprehensive independent review of the complaints procedure has been undertaken and this has reversed a trend of an increasing number of complaints. The Preventative Action Form has been part of this review and service improvements have undoubtedly emanated from this and the analysis of trends in the nature of complaints and concerns; **Compliance Plus is retained in element 4.3.4.**

5: Timeliness and Quality of Service

Criterion 5 self-assessment Strong

Criterion 5 outcome Successful

There are appropriate customer service standards in place regarding the timeliness and quality of response to all forms of customer contact and these are covered within the Customer Service Guide. Performance against these standards is monitored internally and is supported by the results from the many surveys undertaken. Any issues which may arise are dealt with by further training or by managerial support.



OFFICIAL

Performance Management Report

Full Authority

Date: 21 February 2020

Agenda Item:

17

Submitted By: Chief Legal and Governance Officer

Purpose	To inform Members of the Authority's performance against key performance indicators.
Recommendations	That Members note the report.
Summary	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

Local Government (Access to information) Act 1972

Exemption Category: **None**

Contact Officer: Alison Davey
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Background papers open to inspection: **None**

Annexes: Performance Management Report
1 April 2019 – 31 December 2019

1 Introduction

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the year 2019/20 to date against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

2 Financial Implications

- 2.1 There are no financial implications arising from this report.

3 Legal Implications

- 3.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

4 Human Resources and Diversity Implications

- 4.1 Measurement against key indicators on human resources and diversity are included in the Performance Management Reports.

5 Health and Safety Implications

- 5.1 There are no health and safety implications arising from this report.

6 Environmental Implications

- 6.1 There are no environmental implications arising from this report.

7 Your Fire and Rescue Service 2019 -2022 Priorities

- 7.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2022' priorities as the Performance Management Report covers all areas of performance of WYFRS.

8 Conclusions

- 8.1 That Members note the report.



West Yorkshire
Fire & Rescue Service

Performance Management and Activity Report 2019/20

Period covered: 1 April – 31 December 2019
Date Issued: 23 January 2020



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1. Introduction/Summary

The purpose of this report is to provide information regarding the performance of West Yorkshire Fire and Rescue Service against selected national and local targets to enable the Authority to measure, monitor and evaluate performance.

In this report, monthly statistics have been utilised to identify trends in performance. Information regarding a selection of local performance targets has also been provided in this report and comparisons have been made with the previous year's performance.

All data, unless specified, is for the reporting period 1 April – 31 December 2019.

A traffic light system has been employed to provide a straightforward visual indicator of performance against each of the FRS indicators.

Graphical representation of the performance of West Yorkshire Fire and Rescue Service is available through the Performance Management Information System (PMIS), which is accessed via the Service's intranet site.

2. Service Delivery Targets

	Not achieving target (by more than 10%)
	Satisfactory performance (within 10% of target)
	Achieving or exceeding target

This data is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed or have been opened for amendment.

	Three Year Average Target (2016/19)	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Actual Data to date		Performance Against Three Year Average (2019/20)	End of Year Projection (2019/20)
		2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20		
Arson	6811	1976	1845	3007	1538	1394	1071			6377	4454	-13.2%	5912
Actual Rescues	775	226	241	179	285	198	299			1200	825	41.3%	1349
Total Activity	23646	6667	6131	8400	6475	5571	5557			20638	18163	2.0%	24107
Dwelling Fires	1145	297	270	300	283	292	302			889	855	-0.9%	1135
Non-Domestic Building Fires	438	110	108	101	128	94	95			305	331	-0.3%	439
Prevalence of False Alarms	11306	2655	2384	2935	2935	2710	2773			8300	8129	-4.6%	10789
Fire-Related Injuries	198	58	47	39	47	45	28			142	122	-18.2%	162
Road Traffic Collisions	618	139	168	147	184	174	177			460	529	13.6%	702
Malicious False Alarms	361	96	73	85	78	94	82			275	233	-14.3%	309

Service Delivery Indicators

Description	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Cumulative	
	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20
Accidental Dwelling Fires (per 10,000 dwellings)	2.49	2.33	2.37	2.32	2.49	2.70			7.35	7.34
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.00	0.04	0.09	0.09	0.13	0.04			0.22	0.17
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.13	0.04	0.04	0.00	0.00			0.09	0.17
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.69	1.30	0.91	1.13	1.60	0.95			4.20	3.38
(a) Number of Serious Injuries(per 100,000 population)	0.17	0.04	0.04	0.04	0.22	0.13			0.43	0.21
(b) Number of Slight Injuries (per 100,000 population)	1.52	1.26	0.87	1.08	1.39	0.82			3.77	3.16
The percentage of dwelling fires attended where there was a working smoke alarm which activated	50.17%	52.22%	54.33%	57.95%	59.25%	56.25%			54.56%	55.54%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	18.18%	16.30%	22.33%	20.49%	19.52%	18.09%			20.02%	18.32%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	7.74%	5.19%	3.33%	4.59%	3.42%	5.59%			4.84%	5.13%
The percentage of dwelling fires attended where no smoke alarm was fitted	23.91%	26.30%	20.00%	16.96%	17.81%	20.07%			20.58%	21.00%
Number of calls to malicious false alarms (per 1000 population) – attended	0.04	0.03	0.04	0.03	0.04	0.04			0.12	0.10
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.16	8.10	9.30	11.03	8.86	9.79			26.32	28.92

False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.01	0.92	0.99	1.18	1.01	1.17			3.01	3.27
Fires in non-domestic premises (per 1000 non-domestic premises)	1.30	1.28	1.20	1.52	1.11	1.14			3.62	3.94
Number of Primary Fires (per 100,000 population)	39.06	35.20	42.26	35.98	34.29	32.64			115.60	103.81
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	2.47	1.86	1.56	1.91	1.82	1.17			5.85	4.94
Arson Incidents – All Deliberate Fires (per 10,000 population)	8.57	8.00	13.03	6.67	6.04	4.65			27.64	19.32
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.66	1.49	2.11	1.55	1.43	1.37			5.20	4.41
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	6.90	6.51	10.92	5.11	4.62	3.28			22.44	14.90

3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) in 2019/20. These visits were issued in the transitional period of introducing the new Premises Risk Database (PRDX). The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area. The new PRDX went live on 5th February 2018 this now identifies the higher risk premises that will form the Operational Risk Visits Programme (ORVP). The PRDX uses a recalculated risk matrix for each premises type based on national guidance and Provision of Operational Risk Information System (PORIS).

The Operational Risk Visits (ORVs) are allocated to each District which are then allocated to stations/watches. The total numbers have not been finalised but based on previous calculations it is predicted that there will be approximately 1000 ORVs per year across five districts within the organisation.

The ORMT centrally auditing 100 percent of all ORVs has been successful at standardising the risk information captured on the operational risk visit.

The training and familiarisation of the system with operational crews is still progressing and we are continuing to complete joint visits with crews to ensure the correct information is captured.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Total
Completed	89	152	152	185	162	121	155	158	148				1322

4. Safe and Well Checks

The home Safe and Well Check programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most. The ability to risk filter online and over the telephone has improved with a simple risk filtering survey that results in the requester being informed if they qualify for a home visit.

People who are assessed as being very low and low risk will not be offered a home visit but they will have the opportunity to access advice and information on home fire safety through our website or posted leaflets.

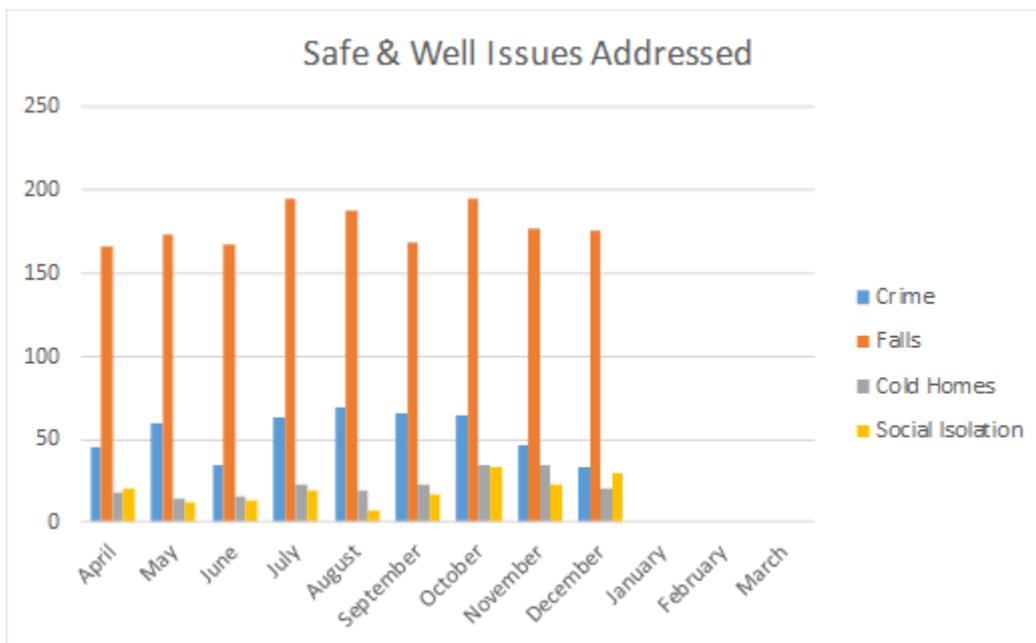
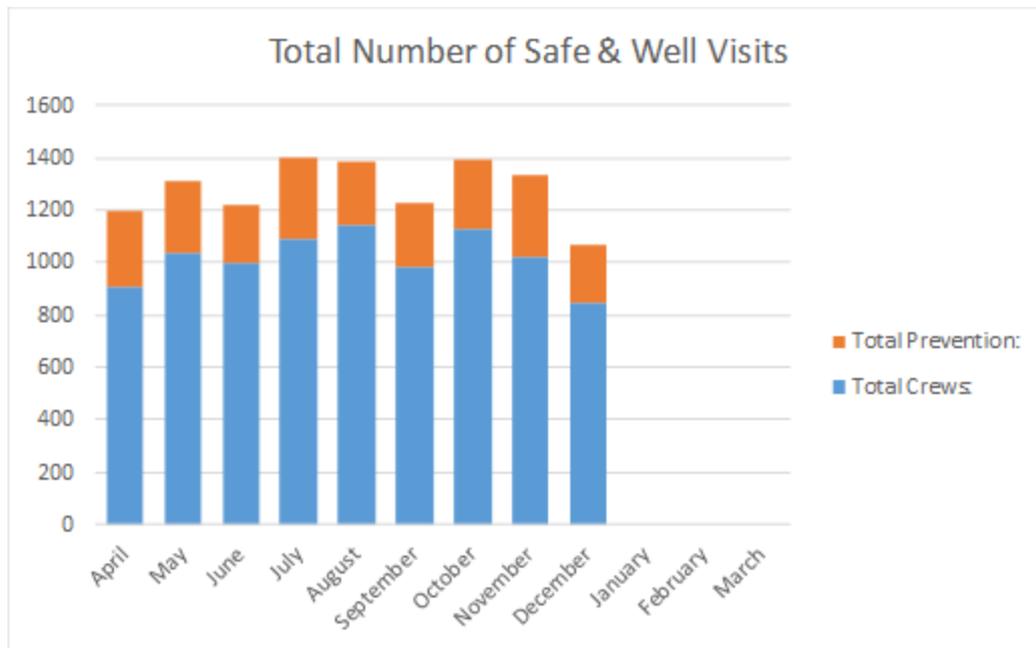
We may also signpost people or refer them on for additional support from other agencies. People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents. For those who qualify for a Safe and Well Check, a visit will be arranged at a mutually convenient time and this involves an assessment of fire risk within the property with appropriate advice and safety equipment delivered at the point of the visit. It also covers a broader assessment of vulnerability against a number of other elements, including:

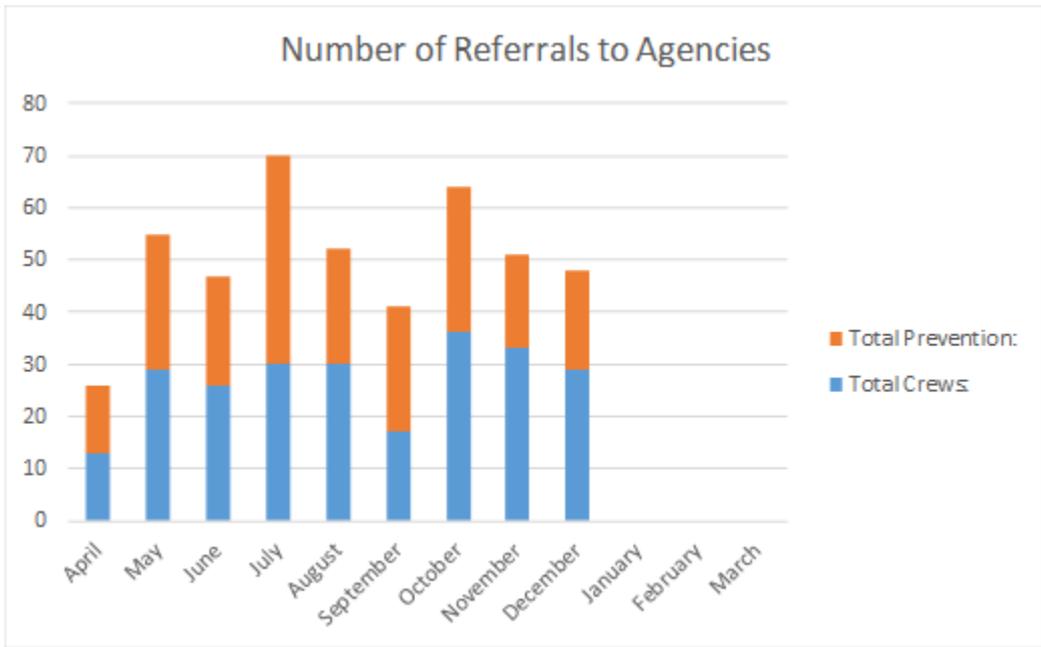
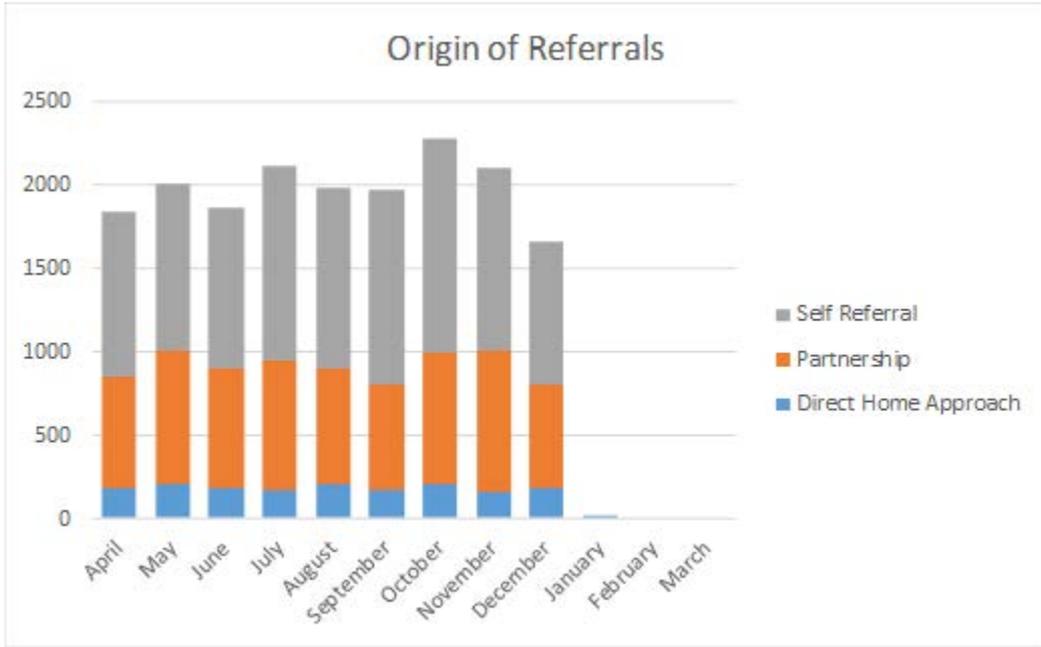
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking.

When someone is identified as being vulnerable to any of the factors above, our teams deliver basic education and advice with the option of signposting or referring people to specialist support services across the districts.

Performance

The following graphs present a breakdown of performance in respect of prevention and early intervention activity over the reporting period:



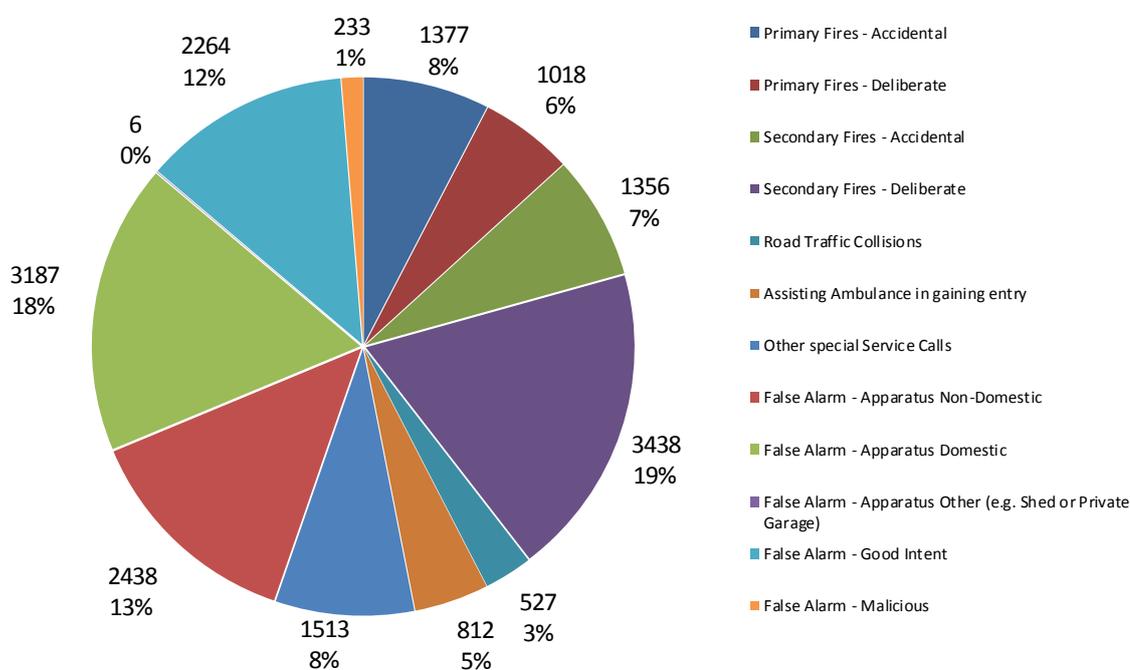


5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year so far (1 April – 31 December 2019) categorised by incident type.

NOTE: The data on page 3 is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. The data below is based on all incident reports which have been started at the time of compiling this report.

Incident Category	Number	Percentage
Primary Fires - Accidental	1,377	7.58%
Primary Fires - Deliberate	1,018	5.60%
Secondary Fires - Accidental	1,356	7.46%
Secondary Fires - Deliberate	3,438	18.92%
Road Traffic Collisions	527	2.90%
Assisting Ambulance in gaining entry	812	4.47%
Other special Service Calls	1,513	8.33%
False Alarm - Apparatus Non-Domestic	2,438	13.42%
False Alarm - Apparatus Domestic	3,187	17.54%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	6	0.03%
False Alarm - Good Intent	2,264	12.46%
False Alarm - Malicious	233	1.28%
Total	18,169	100%



The table below shows the total number of incidents ten years ago, five years ago, and last year.

Incident Category	Number of incidents 1 April 2009 to 31 March 2010	Percentage	Number of incidents 1 April 2014 to 31 March 2015	Percentage	Number of incidents 1 April 2018 to 31 March 2019	Percentage
Primary Fires - Accidental	2,238	6.5%	1,847	8.6%	1,930	7.5%
Primary Fires - Deliberate	2,146	6.3%	1,079	5.0%	1,538	6.0%
Secondary Fires - Accidental	1,237	3.6%	1,201	5.6%	2,852	11.1%
Secondary Fires - Deliberate	8,772	25.6%	4,420	20.6%	6,197	24.1%
Road Traffic Collisions	1,068	3.1%	642	3.0%	616	2.4%
Special Service Calls	2,102	6.1%	1,569	7.3%	2,020	7.9%
False Alarm - Apparatus	11,956	34.8%	7,311	34.2%	6,664	26.0%
False Alarm - Good Intent	4,096	11.9%	3,009	14.1%	3,506	13.7%
False Alarm - Malicious	713	2.1%	329	1.5%	352	1.4%
Total	34,328	100.0%	21,407	100.0%	25,675	100.0%

Comments on Fatal Fires

Cowpasture Road, Ilkley

31 October 2019 08:32

The deceased female was 90 years old and lived in her own privately owned top floor flat. The deceased had limited mobility and seldom left her flat. With the evidence provided it was concluded that the cause of the fire was accidental with an electrical cause.

- NB Some incidents may still be awaiting Criminal/Coroner proceedings and if any new evidence or further information is made available it may be necessary to re-evaluate the conclusions.

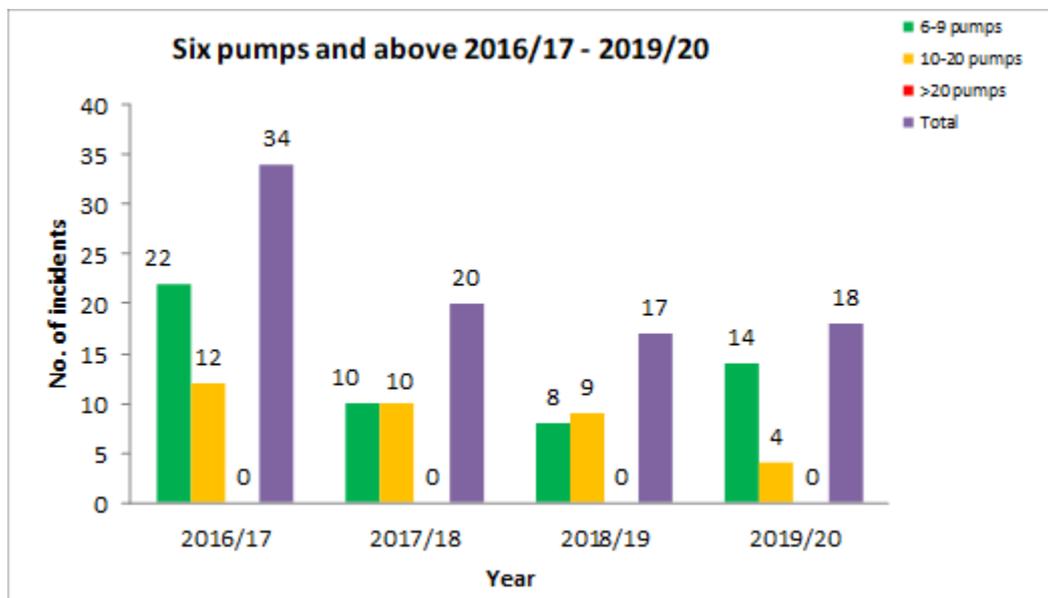
6. Fire-Related Incidents attended by Six Pumps and Above

General Commentary

UK fire and rescue services determine the size of a fire by the final number of pumps mobilised to deal with it.

A number of additional pumping appliances and special appliances are often mobilised to these types of incidents to undertake supporting activities. These are described as support and specials.

The following chart details the numbers and severity of such incidents over the last few years up to 31 December 2019:



Fire-related incidents of this type require the attendance of a fire investigation officer to determine the cause of the fire. The cause is included in the table. For fires identified as deliberate, we work in accordance with a regionally agreed Memorandum of Understanding with the police, who are responsible for the investigation of all deliberate fires.

New incidents added to the table are shaded in white.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Saturday 18/05/2019 09:50	Hangingsstone Road Ilkley	Moorland	Ilkley	Deliberate	10 Pumps 4 Support 6 Specials	68 Ffs 4 Officers
Friday 24/05/2019 13:29	The Gallopers Wakefield Road Bradford	Derelict public house	Bradford	Deliberate	6 Pumps 2 Support 2 Specials	36 Ffs 5 Officers
Wednesday 29/05/2019 03:10	Square Road Halifax	Gym	Halifax	Sauna	6 Pumps 2 Support 5 Specials	42 Ffs 5 Officers
Sunday 14/07/2019 12:51	Moorside Community Primary School Keighley Road Illingworth	Derelict school	Illingworth	Deliberate	7 pumps 1 support 1 special	34 Ffs 4 Officers
Thursday 18/07/2019 19:04	Biffa Waste Low Mills Low Mills Lane Ravensthorpe	Household waste site	Dewsbury	Natural Occurrence	6 Pumps 1 Support 3 Specials	34 Ffs 5 Officers
Friday 19/07/2019 04:00	The Gatehaus Leeds Road Bradford	High-rise flat	Bradford	Deliberate	6 Pumps 1 Support 3 Specials	34 Ffs 5 Officers
Thursday 01/08/2019 17:34	Walkleys Clogs Burnley Road Mytholmroyd	Derelict mill	Mytholmroyd	Not known	15 Pumps 2 Support 5 Specials	78 Ffs 4 Officers
Friday 02/08/2019 23:18	Currys Great Northern Retail Park, Leeds Road Huddersfield	Commercial	Huddersfield	Electric Appliance	6 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Sunday 25/08/2019 08:11	Omega Proteins Erlings Works Half Acre Road Denholme, Bradford	Industrial	Illingworth	Cooking	8 Pumps 2 Support 5 Specials	50 Ffs 5 Officers
Thursday 29/08/2019 21:25	Unit B Spectrum Park 8 Whitehouse Street Hunslet, Leeds	Warehouse	Hunslet	Electric Appliance	10 Pumps 4 Support 4 Specials	64 Ffs 4 Specials
Tuesday 03/09/2019 03:51	Ryburn Mills Ryburn Terrace Halifax	Industrial	Halifax	Faulty electricity supply	10 Pumps 4 Support 7 Specials	70 Ffs 7 Officers

Monday 09/09/2019 01:50	New Ings Mills Field Lane Batley	Industrial	Dewsbury	Deliberate	6 Pumps 2 Support 4 Specials	40 Ffs 5 Officers
Sunday 15/09/2019 02:49	Barras Place Upper Wortley Leeds	Industrial	Leeds	Electrical heater	6 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Friday 27/09/2019 01:10	Kemp Waste Management Balkram Edge Recycling Centre Wainstalls Halifax	Waste Recycling Centre	Halifax	Not known	8 Pumps 2 Support 3 Specials	46 Ffs 5 Officers
Monday 07/10/2019 06:08	Miraj Pizza Bar South Street Keighley	Take- away	Keighley	Electrical supply	8 Pumps 2 Support 3 Specials	46 Ffs 7 Officers
Monday 21/10/2019 11:03	Hepworth House Clay Pit Lane Sheepscar Leeds	Com- mercial	Leeds	Blowlamp	7 Pumps 0 Support 3 Specials	34 Ffs 6 Officers
Thursday 28/11/2019 21:10	Moston Supermarket 368 Girdlington Road Bradford	Super- market	Bradford	Electrical Fault	8 Pumps 1 Support 4 Specials	44 Ffs 4 Officers
Wednesday 17/12/2019 02:01	Co-op 18 Westgate Honley	Super- market	Holmfirth	Sparks from an angle grinder	8 Pumps 1 Support 3 Specials	42 Ffs 5 Officers

Further detail on recent six pumps and above fire-related incidents:

Miraj Pizza Bar, 209-211 South Street, Keighley

This incident occurred in Keighley station area and involved a takeaway.

The initial pre-determined attendance was 3 pumps from Keighley, Bingley and Silsden. At the height of the incident a make pumps 8 message was received by Control and pumps were mobilised from Shipley, Illingworth, Leeds, Odsal and Fairweather Green.

The following support appliances were also mobilised: Command Unit and support from Pontefract with Assistants from Cookridge, the Hose Laying Unit from Featherstone and the Personnel Welfare Unit from Ilkley.

Officers mobilised due to the size of the incident were as follows: Group Manager Greenwood was Incident Commander, Station Manager Houldsworth was Working Officer, Station Manager Metcalfe was Hazardous Materials and Environmental Protection Officer, Watch Manager Cavalier was Fire Investigation Officer, Station

Manager McCulloch was Operational Assurance Officer, Station Manager Rose was Breathing Apparatus Officer and Station Manager Archer was Command Support Officer.

The time of call for this incident was 05:00 on 7th October 2019 and the stop message was received by Control on 7th October 2019 at 09:30. The incident was closed on 7th October 2019 at 17:40.

The cause of this fire is thought to be from faulty wiring, cabling, or plugs in the basement kitchen of the takeaway, fire spread via voids in the false floor between the basement and ground floor and wall cavity and via the void in the false floor between the ground and first floor.

Capita Customer Management Ltd, Hepworth House, Clay Pit Lane, Sheepscar, Leeds

This incident occurred in Leeds station area and involved offices.

The initial pre-determined attendance was 4 pumps from Stanningley, Leeds and Killingbeck. At the height of the incident a make pumps 7 message was received by Control and pumps from Moortown, Morley and Cookridge were mobilised.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, the Hose Laying Unit from Featherstone and an Aerial Appliance from Wakefield.

Officers mobilised due to the size of the incident. They were as follows: Station Manager Metcalfe was Incident Commander, Station Manager Milne was Operational Assurance Officer, Station Manager Thornton was Shadow Officer, Station Manager Hannah was Command Support, Station Manager Swallow was Hazardous Materials and Environmental Protection Officer, Station Manager Earl was Breathing Apparatus Officer and Watch Manager Firth was Fire Investigation.

The time of call for this incident was 10:58 on 21st October 2019 and the stop message was received by Control on 21st October 2019 at 14:57. The incident was closed on 21st October 2019 16:14.

The cause is thought to be a roofing contractor using gas powered blowlamp on the roof.

Moston Superchoice, Girlington Road, Bradford

This incident occurred in Fairweather Green station area and involved a supermarket. The building was well alight when crews arrived.

The initial pre-determined attendance was 2 pumps from Shipley, and Bingley. At the height of the incident a make pumps 6 message was received by Control and pumps from Cleckheaton, Stanningley, Dewsbury and Illingworth were mobilised.

The following support appliances were also mobilised: Personnel Welfare Unit from Odsal, Command Unit from Featherstone with Assistants from Castleford, the Hose Laying Unit from Featherstone, an Aerial Appliance from Halifax and the Drone from Fire Service Headquarters.

Officers mobilised due to the size of the incident were as follows: Station Manager McCulloch was Incident Commander, Station Manager Daly was Operational Assurance Officer, Station Manager Archer was Command Support and Group Manager Bush was Hazardous Materials and Environmental Protection Officer.

The time of call for this incident was 21:08 on 28th November 2019 and the stop message was received by Control on 28th November 2019 at 23:56. The incident was closed on 29th November 2019 at 18:12.

The cause of this fire is thought to be a faulty electrical appliance.

Co-operative, 18 Westgate, Honley

This incident occurred in Holmfirth station area and involved a supermarket. There was rapid fire spread due to high fire loading of cardboard.

The initial pre-determined attendance was 2 pumps from Holmfirth and Huddersfield. At the height of the incident a make pumps 8 message was received by Control and pumps from the following stations were mobilised: Meltham, Rastrick, Slaithwaite, Huddersfield, Ossett and Skelmanthorpe.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, Command Unit from Featherstone and assistants from Dewsbury.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Daly was initial Officer in Charge with Group Manager Farrell taking over, Station Manager Hill was Operational Assurance Officer, Station Manager Earl was Command Support, Station Manager Swallow was Hazardous Materials and Environmental Protection Officer and Watch Manager Griffiths was Fire Investigation.

The time of call for this incident was 02:01 on 18th December 2019 and the stop message was received by Control on 18th December 2019 at 05:36. The incident was closed on 18th December 2019 at 13:25.

The cause of the fire is thought to be accidental, following a cash machine robbery. A car was used to pull the door off the front of the cash machine then the drawer covers were cut off using an angle grinder. The most likely cause of the fire is sparks from the angle grinder igniting combustible items near to the cash machine.

7. Violence at Work

Attacks on Personnel

There have been 68 incidents reported by West Yorkshire FRS in this financial year so far.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Attacks on Firefighters	77	40	76	64	60	87	92	75	68

The table below summarises the events reported by firefighters and other staff. Where stations have not reported any incidents, they are not shown within this table.

For clarification, 'stoning' and 'firework' cover any thrown object identified respectively as a stone or firework; and 'missile' covers any other object used as a projectile.

Attacks on Firefighters as a Percentage of Turnouts										
District / Station	No. of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
Bradford District										
Bradford	2514		1	2	3		1	3	10	0.40%
Bingley	367						1		1	0.27%
FWG	830			2	1	1			4	0.48%
Keighley	528			1	4		1	1	7	1.33%
Odsal	916			2			2	4	8	0.87%
Shipley	947				2		3		5	0.53%
District Total	6183	0	1	7	10	1	8	8	35	0.57%
Calderdale District										
Halifax	791			2			1	2	5	0.63%
Ilkley	617	1		2	1			2	6	0.97%
District Total	2129	1	0	4	1	0	1	4	11	0.52%
Kirklees District										
Huddersfield	1573						1		1	0.06%
Dewsbury	1315					1		3	4	0.30%
Holmfirth	57	1							1	1.75%
District Total	4168	1	0	0	0	1	1	3	6	0.14%
Leeds District										
Leeds	3010				1				1	0.03%
Hunslet	1768						2	1	3	0.17%
Morley	315							1	1	0.32%
Stanningley	624			1					1	0.16%
Killingbeck	1573			1		1		3	5	0.32%
District Total	9303	0	0	2	1	1	2	5	11	0.12%
Wakefield District										
Wakefield	640		1						1	0.16%
Ossett	519							1	1	0.19%
Pontefract	397						1	2	3	0.76%
District Total	2652	0	1	0	0	0	1	3	5	0.19%
Totals	24546	2	2	13	12	3	13	23	68	0.28%

The above table shows the number of incidents in which firefighters were subjected to violence as a percentage of attendance, by station and by district (0.28% overall). Some stations might appear to suffer a relatively high percentage of attacks, but this is largely due to the number of incidents attended from such stations.

The Chief Fire Officer re-emphasises that even one attack is one too many and that every assistance and encouragement will be given to the police to bring offenders to court. Work is continuing with a variety of agencies from the police and district councils to community groups and youth leaders to address these issues.

District Actions to Address Violence

All districts are undertaking the following actions:

- Communicating a positive image of the Fire Service in the community
- Taking part in community events to support this image
- Asking questions to firefighters at Performance Monitoring Visits (PMVs) regarding the e-learning package that was sent out in relation to reading the body language of persons and diffusing certain situations
- Encouraging all staff to use the SCIP when intelligence or other information is received for risk issues
- Encouraging any watch who place the information on SCIP to email other local stations to alert them to the fact that the address has been added and to make sure that they then view the SCIP for the details
- Consistently promoting the knowledge of Silent Witness cameras with crews and to the public at events etc. to discourage anti-social behaviour
- Where incidents do occur, publicising through the media any arrests made by the police and any sentences given by the courts
- There is a working group established to look at ways of addressing the issues we have experienced over past years in relation to violence to staff and in particular attacks on firefighters. This group will report progress to the Community Safety Committee

Bradford

In Bradford there were 35 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters during these attacks however there was damage caused to an appliance at two of these instances. At another incident a weapon was brandished at crews.

Calderdale

In Calderdale there were 11 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

Kirklees

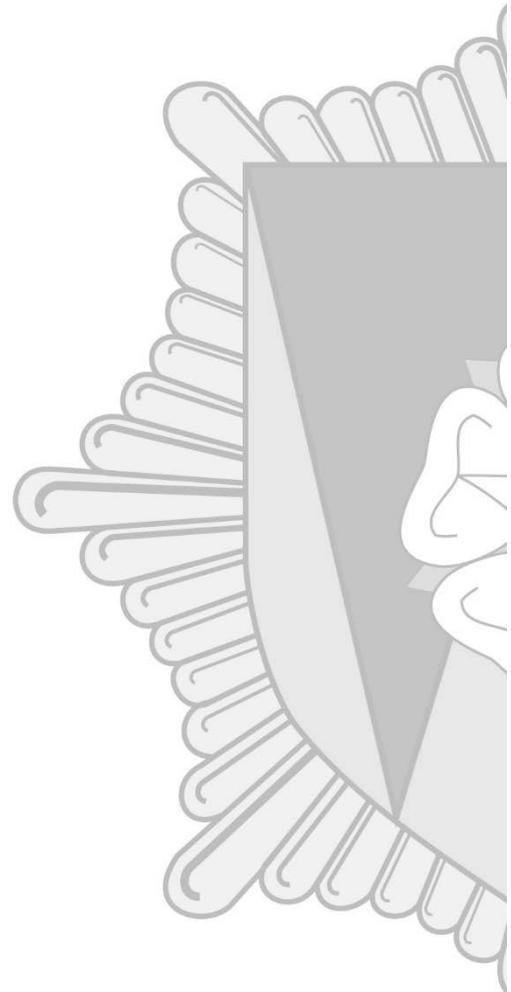
In Kirklees there were 6 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was struck by an unknown person causing bruising.

Leeds

In Leeds there were 11 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

Wakefield

In Wakefield there were 5 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.



West Yorkshire Fire and Rescue Service
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OFFICIAL

Pay Policy Statement 2020-21

Full Authority

Date: 21 February 2020

Agenda Item:

18

Submitted By: Chief Employment Services Officer

Purpose	To request approval of the Pay Policy Statement under the Localism Act 2011
Recommendations	That Members approve the Pay Policy Statement 2020 - 21
Summary	The report sets out the Authority's Pay Policy Statement and requests approval of said statement

Local Government (Access to information) Act 1972

Exemption Category: [Click here to enter text.](#)

Contact Officer: Ian Brandwood, Chief Employment Services Officer
Tel 01274 655709

Background papers open to inspection: [Click here to enter text.](#)

Annexes: Annex A – Pay Policy Statement 2020-21

1 Introduction

- 1.1 Under Section 38 (1) of the Localism Act 2011, relevant Authorities, (which include Fire and Rescue Authorities) are required to prepare a pay policy statement. These statements must articulate an Authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'Chief Officers') and its lowest paid employees.
- 1.2 Pay policy statements must be prepared each financial year. They must be approved by 'Full Council', or a meeting of members in the case of a Fire and Rescue Authority, and published. The statement must be approved by March 31st each year.
- 1.3 Each local Authority / Fire Authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Act do not seek to change this or determine what decisions on pay should be taken or what policies individual employing Authorities should have in place. They require that Authorities are open about their own local policies and how their local decisions are made.

2 Information

- 2.1 The guidance, to which Authorities must have regard when exercising their functions under pay accountability provisions, sets out what the pay policy statements should include and these are:

- The level and elements of remuneration for each Chief Officer
- Remuneration of Chief Officers on recruitment
- Increases and additions to remuneration of each Chief Officer
- The use of performance related pay for Chief Officers
- The approach to the payment of Chief Officers on their ceasing to hold office under, or being employed by, the Authority and
- The publication of and access to information relating to remuneration of Chief Officers

The guidance also sets out what 'remuneration' for these purposes covers.

- The Chief Officer's salary or, in the case of a Chief Officer engaged by the Authority under a contract for services, payments made by the Authority to the Chief Officer for those services
- Any bonuses payable by the authority to the Chief Officer
- Any charges, fees or allowances payable by the Authority to the Chief Officer
- Any benefits in kind to which the Chief Officer is entitled as a result of the Chief Officer's office or employment
- Any increase or enhancement of the chief officer's pension entitlement when the increase or enhancement is as a result of a resolution of the authority, and

- Any amounts payable by the authority to the Chief Officer on the Chief Officer ceasing to hold office, under or be employed by the authority other than the amounts that may be payable by virtue of any enactment

2.2 For the purposes of clarity, Chief Officers in this context will be those officers in this Authority on either gold or blue book conditions i.e. members of the Management Board. The attached pay policy statement addresses all the points and guidance set out above.

2.3 The draft Pay Policy statement for 2020-21 is attached for approval as Annex A

3 Financial Implications

3.1 There are no financial implications arising from this report.

4 Legal Implications

The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

5.1 Demonstrating that the Authority has had due regard to advance equality of opportunity (particularly equal pay for employees with protected characteristics) would provide evidence of compliance with the Public Sector Equality Duty. The job evaluation scheme to which the Authority subscribes aims to deliver this.

6 Health, Safety and Wellbeing Implications

6.1 There are none arising from this report

7 Environmental Implications

7.1 There are none arising from this report

8 Your Fire and Rescue Service Priorities

- Support, develop and enable our people to be at their best

9 Conclusions

9.1 The attached Pay Policy Statement meets the requirements of Section 38 (1) of the Localism Act 2011. The statement will be published on the West Yorkshire Fire and Rescue Authority website.

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY PAY POLICY STATEMENT

1 April 2020 - 31 March 2021

Introduction and purpose

This Pay Policy Statement (the 'statement') sets out West Yorkshire Fire and Rescue Authority's (WYFRA) approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the WYFRA's approach to setting the pay of its employees by identifying:

- The methods by which salaries of all employees are determined.
- The detail and level of remuneration of its most senior staff i.e. Chief Officers, as defined by the relevant legislation.
- The Committees/Departments responsible for ensuring the provisions set out in this statement are applied consistently throughout WYFRA and recommending any pay policy amendments to the Fire Authority.

This policy statement has been approved by the Fire Authority and is effective from April 1st, 2020. It will be subject to review annually and in accordance with new or proposed legislation to ensure that it remains relevant and effective.

Accountability and decision making

The WYFRA Constitution outlines the responsibilities for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of WYFRA.

Responsibility and scale

WYFRA is directly responsible for a budget of £80 million and for the employment of 1,429 staff (as at December 31st, 2019).

Pay strategy and design

In determining the pay and remuneration of its employees, WYFRA will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The

Agency Workers Regulations 2010 and, where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. WYFRA takes the following approach to assessing individual and overall pay levels.

- Salaries of 'Green Book' employees in the Service are set using locally determined pay scales within the nationally determined pay spine and the nationally agreed Job Evaluation Scheme, with the Hay Job Evaluation Scheme being used for posts at Grade EO1 and above.
- Salaries of 'Grey Book' employees in the Service are set using nationally agreed pay levels.
- Where applicable, annual awards are normally made in April for Green Book Employees, July for Grey Book Employees and January for Directors.
- WYFRA does not use performance related pay for its Chief Officers.
- WYFRA does not award bonuses to Chief Officers.

Pay structure

To encourage Green Book employees to develop in their role and to improve their performance, WYFRA has arranged salaries within 16 pay grades. There are also pay increments within each grade. Progression through the pay grade is based on:

- Meeting identified performance goals
- Length of service
- Promotion and development

New employees will usually be appointed to the minimum pay level for the relevant grade unless relevant supporting experience can be identified. Managers have the discretion to recommend an employee for acceleration of increments within the grade when they have demonstrated exceptional performance.

Grey Book employees can move between roles through successfully completing the promotion assessment process. Within role, individuals will either be paid at a competent or development rate. This will be dependent upon them completing the requirements of development for that role.

From time to time it may be necessary to pay special allowances or supplements to individual employees as part of their employment contract and/or outside of their

employment contract, where specific circumstances require this and where it can be justified in accordance with WYFRA policies.

Other employment-related arrangements

Subject to meeting the qualifying conditions, employees have a right to belong to a pension scheme. The pension schemes WYFRA employees are currently members of include:

- The Local Government Pension Scheme - The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 12.5 per cent of pensionable pay.
- Firefighters Pension Scheme 1992 – The employee contribution rates currently range between 11 per cent and 17 per cent of pensionable pay.
- New Firefighters Pension Scheme 2006 - The employee contribution rates currently range between 8.5 per cent and 12.5 per cent of pensionable pay.
- Firefighters Pension Scheme 2015 - The employee contribution rates currently range between 11 per cent and 14.5 per cent of pensionable pay.

Under the LGPS, the Authority has the discretion to augment membership of the scheme up to a maximum of ten extra years, or enable early access to the scheme.

Pay arrangements for Chief Officers

West Yorkshire Fire and Rescue Authority Chief Officers' pay is determined by the conditions of service to which officers are subject.

In this case, they are the National Joint Council for Brigade Managers of Fire and Rescue Services (Gold Book) and the Joint Negotiating Committee for Chief Officers of Local Authorities (Blue Book).

The information detailed below is approved by the Full Authority of elected members and the statement is available on the West Yorkshire Fire and Rescue Authority website, www.westyorksfire.gov.uk.

	Salary Point One	Salary Point Two	Salary Point Three	Lease Car
Chief Fire Officer	£158,143	£162,198	£166,254	£6,520
Deputy Chief Fire Officer	£134,422	£137,867	£141,316	£6,662
Assistant Chief Fire Officer	£118,108	£121,649	£124,691	£6,645
Chief Legal and Governance Officer (CLGO)			£109,404	£4,758
Chief Finance and Procurement Officer (CFPO)	£82,347	£84,459	£86,569	£4,758
Chief Employment Services Officer (CESO)	£82,347	£84,459	£86,569	£4,758

The above is based on Full Time Equivalents.

- The Chief Fire Officer is currently paid at salary point 3
- The Deputy Chief Fire Officer is currently paid at salary point 3
- The Assistant Chief Officer is currently paid at salary point 1
- CLGO is currently paid £76,583 (0.7 FTE)
- CFPO is paid at salary point 3
- CESO is paid at salary point 3 (Currently paid £69,255, 0.8 FTE.)

Chief Officers also receive reimbursement for internet and telephone charges and for professional subscriptions.

Any nationally agreed pay award for Chief Officers, effective from January 2020 is still to be determined.

Lowest paid employees

The lowest paid persons employed under a contract of employment with WYFRA are employed on full time 37 hours equivalent salaries in accordance with the salary scale currently in use within WYFRA.

As at 1 April 2020, this is scale point 1 within Grade 1 of the Authority's pay scale and has a salary of £17,364 (£9.00 per hour). The Living Wage currently stands at £9.30 per hour which equates to a salary of £17,942 per annum. The Living Wage rates increase in November each year and the Authority has 6 months to implement any increase (the increase will be implemented on April 1st 2020). (It should be

noted that the national pay award, effective from April 1st, 2020, is still to be determined. It is likely that any award will ensure the Authority's lowest paid employees remain above the living wage. If this is not the case, then a salary supplement will be paid in accordance with Authority policy.

The term 'lowest paid employees' is defined as a full-time equivalent employee on the bottom scale column point of the Green Book pay scale or the lowest paid role/rank for Grey Book employees.

The Authority adopts this definition because pay arrangements for employees' who are not Chief Officers, is based upon nationally negotiated pay scales from the National Joint Council for Local Authority Fire and Rescue Services ('Grey Book') and the National Joint Council for Local Government Services ('Green Book').

The relationship between Chief Officers' pay and other Authority employees is represented by the pay multiple between the two categories:

- The pay multiple between the highest and lowest paid salaries is 9.57. (9.02 in 2019-20)
- The pay multiple between the highest paid salary and the median salary of the whole of the Authority's workforce is 5.19. (5.18 in 2019-20)

Chief Officers' salaries are determined by reference to appropriate National Joint Council conditions of service, comparison of salaries in similar authorities and occasionally by reference to employment consultants.

All the information relating to the remuneration of Chief Officers is available in West Yorkshire Fire and Rescue Service's Statement of Accounts published on the website and is also available under 'Transparency' in the Finance section on the Authority website.

In addition, the pay scales of all other senior staff within the Authority are available under 'Transparency' in the Finance section on the Authority website.

Payment on termination of employment

Those Chief Officers who are contracted to the National Joint Council for Brigade Managers of Fire and Rescue Services are members of the Firefighters Pension Scheme (FPS). Those within the FPS pay contributions between 12.5% and 17%. Any payments made to them on retirement are subject to the rules and regulations of this pension scheme.

Similarly, those Chief Officers contracted to the Joint Committee for Chief Officers of Local Authorities are members of the Local Government Pension Scheme (LGPS)

and are subject to the rules and regulations of that pension scheme. Those within the LGPS pay pension contributions of between 9.9% and 11.4%. In addition, there is provision at a local level for them to request flexible retirement via the Flexible Retirement Policy which is available on the Authority website.

Under the LGPS, the Authority also has the discretion to augment membership of the scheme up to a maximum of ten extra years, or to enable early access to the scheme.

In cases where an employee's contract is terminated on the grounds of redundancy or on grounds of efficiency there is discretion to pay a lump sum of up to 104 weeks' pay. Further details of these payments can be found within the Authority's 'Early Termination Policy' sited within the Human Resources section of the Authority website. This will be reviewed once the Government plans to cap public sector exit payments are enacted to ensure full compliance.

Those Chief Officers who are members of the Firefighters Pension Scheme do not receive any enhancements to redundancy payments.

Publication of pay policy statement

Upon approval by the Fire Authority, this statement will be published on the West Yorkshire Fire and Rescue Authority website; www.westyorksfire.gov.uk. In addition, for posts where the full-time equivalent salary is at least £50,000, the Authority's annual statement of accounts will include a note setting out the total amount of:

- Salary, fees or allowances paid to or receivable by the person in the current and previous year
- Any bonuses so paid or receivable by the person in the current and previous year
- Any sums payable by way of expenses allowance that are chargeable to UK income tax
- Any compensation for loss of employment and any other payments connected with termination
- Any benefits received that do not fall within the above.



OFFICIAL

Your Service Priorities 2020 - 21

Full Authority

Date: 21 February 2020

Agenda Item:

19

Submitted By: Director of Service Support

Purpose This report submits for approval the revised strategic priorities for 2020 – 21 which will enable the service to achieve its aim of Making West Yorkshire Safer.

Recommendations That Authority note and approve the revised strategic priorities

Summary The West Yorkshire Fire and Rescue Service strategic priorities have been revised to reflect the challenges and opportunities presented by the HMICFRS reports, the recommendations of the Grenfell Phase One report, The State of Fire (2019) and the changing risk profile across West Yorkshire.

West Yorkshire Fire and Rescue Authority are asked to approve the updated priorities for inclusion in 'Your Fire and Rescue Service' 2020 – 23

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nick Smith, Director of Service Support
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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 On 21 February 2019, West Yorkshire Fire and Rescue Authority approved the publication of Your Fire & Rescue Service 2019 – 21. This document presents West Yorkshire Fire Service’s strategic priorities for the year 2019 – 20. To reflect the changing influences and demands on West Yorkshire Fire and Rescue Service the priorities have been updated for 2020 – 21.
- 1.2 This report submits for approval the revised strategic priorities for 2020 – 21 which will enable the service to achieve its aim of Making West Yorkshire Safer.

2 Background

- 2.1 This purpose of ‘Your Fire and Rescue Service’ is to inform service users about West Yorkshire Fire and Rescue Service. The document fulfils our National Framework (2018) statutory duty to produce a three-year integrated risk management plan.
- 2.2 When published in April 2019 ‘Your Fire and Rescue Service’ detailed ten strategic priorities which set out how the service will use its resources to manage the risks we face in West Yorkshire to keep communities safe from fire and other emergencies.

3 Information

- 3.1 Since April 2019, we have seen the release of the Grenfell Inquiry Phase One report, The HMICFRS report into Effectiveness, Efficiency and People – West Yorkshire and the State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England. Each of these publications provide valuable learning which will allow us to improve as a Fire and Rescue Service.
- 3.2 Furthermore, In order to reflect the financial constraints faced by WYFRS a number of the original priorities were time bound, as they have now been achieved they are no longer relevant and have been removed.
- 3.3 Due to these changes we have taken the opportunity to review each of the strategic priorities with the aim of ensuring they continue to drive service improvement.
- 3.4 The ten strategic priorities published in the 2019 – 2020 version of ‘Your Fire and Rescue Service’ were:
1. Reduce the risks to the communities of West Yorkshire
 2. Continue to keep our firefighters safe
 3. Maintain our current 40 fire stations and 46 fire engines
 4. Reduce what we spend by at least £2.4M by 2020
 5. Work smarter throughout the service
 6. Make better use of technology and innovate where possible
 7. Be more efficient across all areas of the service to make savings
 8. Identify options to make further savings beyond 2020
 9. Support, develop and enable our people to be at their best
 10. Manage recruitment to avoid compulsory redundancies wherever possible

3.5 In order to continue delivering an excellent service the following strategic priorities are presented for approval:

1. We will reduce the risks to the communities of West Yorkshire
2. We will continue to develop ways of working which improve the safety & effectiveness of our firefighters
3. We will work efficiently to provide value for money and make the best use of reserves to provide an effective service
4. We will be innovative and work smarter throughout the service
5. We will invest in information and communication technology, digital and data, to deliver our service in smarter ways
6. We will support, develop and enable our people to be at their best
7. We will use the HMICFRS assessment of 'Good' in all areas as a foundation to implement our improvement action plan with the aim of delivering an outstanding service
8. We will promote environmentally friendly ways of working, reduce waste and raise awareness amongst staff to both fight climate change and respond more effectively to incidents driven by extreme weather events
9. We will actively look for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks
10. We will continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire

4 Financial Information

- 4.1 Providing value for money and the efficient use of reserves continues to be a strategic priority of the service.
- 4.2 The cost of updating the 'Your Fire and Rescue Service' document to reflect the new priorities will be negligible.

5 Legal Implications

- 5.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

6 Human Resource and Diversity Implications

- 6.1 The revised strategic priorities will have no adverse impact on WYFRS staff.
- 6.2 Supporting, developing and enabling people to be at their best continues to be a strategic priority of the WYFRS.

7 Health, Safety and Wellbeing Implications

- 7.1 Reducing the risks faced by the communities of West Yorkshire and developing ways of working which improve the health and safety of firefighters continue to be WYFRS' key priorities.
- 7.2 The new priority of actively looking for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks will lead to firefighters who are more effective when dealing with significant emergencies.

8 Environmental Implications

- 8.1 As a service we understand our responsibility to help combat climate change, this is demonstrated in our priority to promote environmentally friendly ways of working, reduce waste and raise awareness among staff to both fight climate change and respond more effectively to incidents driven by extreme weather events.

9 Conclusion

- 9.1 The West Yorkshire Fire and Rescue Service strategic priorities have been revised to reflect the challenges and opportunities presented by HMICFRS reports, the recommendations of the Grenfell Phase One report, The State of Fire (2019) and the changing risk profile across West Yorkshire.
- 9.2 West Yorkshire Fire and Rescue Authority are asked to approve the updated priorities for inclusion in 'Your Fire and Rescue Service 2020 – 23'.



OFFICIAL

Programme of change 2020 - 21

Full Authority

Date: 21 February 2020

Agenda Item:

20

Submitted By: Director of Service Support

Purpose

This report submits for information the Programme of change 2020/21.

Recommendations

That Authority note the Programme of change 2020/21

Summary

The Programme of change 2020/21 has been revised to reflect progress and the addition of new activities which were approved at the organisational planning day in September 2019.

The Programme of change is updated on an annual basis and West Yorkshire Fire and Rescue Authority are asked to note for information the Programme of change 2020/21 which will be included in 'Your Fire and Rescue Service' 2020-23.

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

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Background papers open to inspection: None

Annexes:

Annex 1 – Link from strategy to programme change
Annex 2 – Programme of change 2019/20
Annex 3 – Programme of change 2020/21

1 Introduction

- 1.1 From financial year 2019/20 a revised process was introduced to replace the annual action plan with the programme of change. This ensures that all change activities are linked to the strategic direction of the organisation and is presented to authority at each meeting to provide an update on progress. [See Annex 1.](#)
- 1.2 To avoid duplication of effort and to streamline the reporting of progress against activities, the process aims to use one reporting format which will be filterable for different audiences. The report will auto-generate from individual project level records making more effective use of resource time.

2 Information

- 2.1 In order to achieve WYFRS ambition of Making West Yorkshire Safer an annual plan is updated which includes WYFRS approved Programme of Change.
- 2.2 As identified within [Annex 2](#) the Programme of change for 2019/20 included 16 change activities. 7 of these activities have now been achieved.
- 2.3 For financial year 2020/21 [Annex 3](#) shows the revised programme of change. The achieved activities have been removed from the programme of change and additional activities which were approved through the annual planning cycle have been added.

3 Financial Implications

- 3.1 Although there are no financial implications arising from this report, each project has had a full business case which highlights any financial implications.

4 Legal Implications

- 4.1 There are no legal implications arising from this report at the time of submission.

5 Human Resource and Diversity Implications

- 5.1 There are no Human Resources and Diversity implications arising from this report at the time of submission.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no Health and Safety implications arising from this report at the time of submission.

7 Environmental Implications

- 7.1 There are no Environmental implications arising from this report at the time of submission.

8 Conclusions

- 8.1 West Yorkshire Fire and Rescue Authority are asked to note for information the Programme of change 2020/21 which will be included in 'Your Fire and Rescue Service 2020-23'.



Service strategy

Our vision

Direction of travel to maintain BAU (80% approx.) and the changes we need to make (20% approx.)

Holistic document incorporating all organisational BAU & change



Strategy Delivery Planning

Options to inform capital plan

Identification of options to achieve strategy. Development of business cases for the options in year to inform budget requirements.



Strategy Delivery

What we are doing

In year list of what we are doing – i.e. approved schemes on the Portfolio list



Project Portfolio Management

How we'll deliver a balance of BAU & Change

The method of planning, monitoring and evaluating the change activities to ensure best use of resources.



Strategy Delivery Comms plan

Stakeholder updates

Audience appropriate version of the portfolio list and status reporting.

Appendix 2 – Programme of change 2019/20

Project /Initiative	Project/initiative description	Status
Leadership Strategy	A new approach that will develop and enhance leadership and our Service values at all levels and allow for continuous improvement.	Added to Programme of change 2020/21
Fire Station Feasibility Studies	Studies to determine the options to either rebuild or refurbish some of our existing fire stations at existing sites.	Achieved
Integrated Risk Management Framework Implementation	A new way of managing the allocation of resource in relation to risk.	Achieved
Mobile Working Project	Introduction of mobile tablets for fire prevention and fire stations, to allow information to be collected at source.	Achieved
Emergency Services Mobile Communication Programme	Provision of a national radio scheme utilising mobile phone technology.	Added to Programme of change 2020/21
Sharepoint Project	Building a new corporate intranet and document management system that is simpler to use, enables smarter ways of working and is more engaging to its users.	Achieved
Command, Leadership and Management	Improved ways of working through changes to the management structure and realigning responsibilities.	Added to Programme of change 2020/21
HR & Rostering Systems	A simpler and smarter HR and rostering solution that works well with other systems and manages staff and our shift patterns more effectively.	Achieved
Health and Wellbeing Strategy	A cohesive strategy for the delivery of Occupational Health, Health & Safety, Wellbeing and Fitness services across the Authority.	Achieved
Lean Programme (Smarter Working Programme)	This project is to review the ways of working and processes in various departments within the organisation to determine efficiencies.	Added to Programme of change 2020/21
On Call Firefighter Recruitment Campaign	Development of a tailored on-call firefighter recruitment process which brings greater flexibility and increases diversity.	Achieved
Procurement Review	Implementation of the recommendations from the Local Government Procurement	Added to Programme of change 2020/21
Headquarters Feasibility Study	A study to consider rationalisation of accommodation at headquarters.	Added to Programme of change 2020/21
Wakefield New Build Project	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.	Added to Programme of change 2020/21
Aerial Cover Review	A review of the aerial vehicle requirements for West Yorkshire and the wider region.	Added to Programme of change 2020/21
Performance Management System Framework (Incl.dashboard scoping)	Design and implementation of a performance management and assurance framework which supports organisational improvement.	Added to Programme of change 2020/21

Appendix 3 - Programme of change 2020/21

Project / initiative title	Project / initiative description
Leadership Strategy	A new approach that will develop and enhance leadership and our Service values at all levels and allow for continuous improvement.
Emergency Services Mobile Communication Programme Command, Leadership and Management	Provision of a national radio scheme utilising mobile phone technology. Improved ways of working through changes to the management structure and realigning responsibilities.
Smarter Working Programme	This project is to review the ways of working and processes in various departments within the organisation to determine efficiencies.
Procurement Review	Implementation of the recommendations from the Local Government Procurement Review.
Wakefield New Build Project	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.
Performance Management System Framework (Incl.dashboard scoping)	Design and implementation of a performance management and assurance framework which supports organisational improvement.
VoIP	To replace the existing telephony system(s) with a single brigade wide Voice over Internet Protocol (VoIP) based system to provide improved functionality and mobility and reduce telephony costs.
Implementation of Office365	Migrate email and office applications to the cloud to maximise the benefits of our Microsoft licencing agreement and improve flexible ways of working.
Digital and Data Strategy	Develop and implement a digital and data strategy to maximise the benefits of technology and enable smarter working.
Keighley New Build Project	The construction of a new fire station on the existing site to replace an outdated fire station.
FSHQ Upgrade Buildings	Subject to approval, planning for the redevelopment of FSHQ to start in 2020/21.
Grenfell Programme	Review and implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report.
Modification of Day Crewing Duty System at Castleford, Normanton and South Kirby	The implementation of a revised Day Crewing Duty System at Castleford, Normanton and South Kirby.
Talent Management Strategy Deployment	A new approach designed to identify people within the organisation with talent (in a transparent and systematic way); developing them to progress and/or enhancing skills to fill current and future skills gaps. Programme includes an application and assessment system, a system to capture information, a learning/development (qualification and skills) programme and opportunities for utilising talent our people possess.
Access HR- Talent (PDR Module)	In two phases, the project is designed to upgrade the systems used to record PDRs and integrate within the AccessHR system, supplementing current approaches with an opportunity to capture better quality talent information. First phase will deploy the Access HR Talent system across FRS Staff roles and the second phase will work with Operational colleagues to develop our culture to enable proper development and performance conversations to take place with data captured in the AccessHR Talent system.
Restructure of the Fire Protection Team	We will restructure and increase the number of staff in the Fire Protection Team. This will increase our capacity and effectiveness when delivering fire protection functions.

Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	Timeline Last Updated	Project Completion %
Halifax Feasibility Study	Complete	Nick Smith	Noel Rodriguez		01/04/2019	31/11/2019		▶	29/11/2019	100
Aerial Review -Undertake a review of the aerial provision across West Yorkshire in relation to risk	Complete	Nick Smith	Mat Walker	Scott Donegan	01/04/2019	13/12/2019		▶	07/01/2020	100
Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	On Track	Dave Walton	Chris Kirby	Sarah Laidlow Moore	31/12/2018	07/03/2020	06/10/2019	▶	17/12/2019	75
Huddersfield Feasibility Study	Complete	Nick Smith	Noel Rodriguez		01/04/2019	30/09/2019		▶	29/11/2019	100
Procurement Review	Complete	Alison Wood	Michael Wood	Michael Wood	07/01/2019	31/05/2020		▶	Local monitoring	100
Lean Programme - Process reviews identifying more efficient and effective ways of working	Behind schedule	Nick Smith	Mat Walker	Scott Thornton	03/10/2017	31/12/2019		▶	07/02/2020	40
Sharepoint 2016 - Update software for corporate intranet and document management system	On Track	Nick Smith	Gayle Seekins	Rebecca Hayes	03/01/2017	29/05/2020	31/03/2018	▶	11/02/2020	80
HR & Rostering - provide effective management of our people	Overdue	Ian Brandwood	Graham Ambler	Chris Kovacs	01/07/2016	17/01/2020	31/03/2018	▶	29/07/2019	65
Performance Management Framework incl. dashboard development	On Track	Nick Smith	Mat Walker	Scott Donegan	01/04/2019	31/12/2022	01/09/2019	▶	31/01/2020	20
Wakefield Fire Station new build Project - To deliver a new build two bay fire station at the existing Wakefield site	On Track	Dave Walton	Chris Kirby	Lee Miller	01/01/2018	31/12/2020		▶	05/02/2020	60
Leadership Strategy	On Track	Ian Brandwood	N/A	Ian Stone	01/03/2018	31/03/2021		▶	06/02/2020	35
Occupational Health, Safety and Wellbeing Strategy 2019-2021	Complete	Ian Brandwood	Mark Dixon	Mussarat Suleman	02/10/2018	31/03/2021		▶	31/01/2020	100
VOIP Project - Voice over internet protocol. Enabling telephone calls via our network.	On Track	Gayle Seekins	Gayle Seekins	Martin Brown	01/01/2019	31/03/2021		▶	23/12/2019	50
CLM - Improving flexibility and responsibility of WC at stations	On Track	Dave Walton	Chris Kirby	Scott Donegan	19/12/2018	30/06/2021		▶	18/12/2019	50
Digital and Data Strategy	Not started	Nick Smith			00/01/1900	00/01/1900		▶	22/01/2020	0
System Security Project	Evaluation	Ian Bitcon	Gayle Seekins	Tim Jones	06/07/2016	22/06/2018		▶		10
MDM Project	Evaluation	Ian Bitcon	Gayle Seekins	Tim Jones	28/01/2018	02/07/2018		▶		90
Paperless Meetings Project	Evaluation	Ian Bitcon	Gayle Seekins	Angie Twigg	07/09/2016	31/12/2018		▶		90
IRMP 4	Evaluation	Ian Bitcon	Nick Smith	Scott Donegan	15/12/2017	01/12/2019		▶		90
On implementation project, implement review outcomes incl. removal of 4xWCs at Dewsbury and creation of a new WC	Evaluation	Dave Walton	Jim Butters	Tony Woodhead	01/11/2018	31/07/2019	31/03/2019	▶	08/11/2019	35



OFFICIAL

Grenfell Tower Inquiry Update

Full Authority

Date: 21 February 2020

Agenda Item:

21

Submitted By: Director of Service Delivery

Purpose

To update Members of the Fire Authority on the actions taken by West Yorkshire Fire and Rescue Service (WYFRS) following the release of the Grenfell Tower Inquiry: Phase 1 Report. To provide an overview of the Government Response to the Phase 1 Report and to an overview of the Phase 2 proceedings

Recommendations

That Members of the Fire Authority note the content of this report

Summary

This paper provides an update on:
WYFRS response to the Grenfell Tower Inquiry: Phase 1 report
Overview of the Article 27 letters and responses
Fire Protection Board Assurance Framework
Overview on the Government Response to the Phase 1 Report
Overview of the Phase 2 proceedings

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Grenfell Tower Inquiry Phase 1 Report: Government Response

1 Introduction

- 1.1 On 14 June 2017 the tragic fire occurred at Grenfell Tower, London which resulted in the loss of 72 lives. The impact of the fire continues to have a devastating and long-lasting effect on the victims' families, survivors, local communities, the firefighters and other agencies that responded to it.
- 1.2 The Grenfell Tower Inquiry is an independent public inquiry, set up to examine the circumstances leading up to and surrounding the fire at Grenfell Tower. The Inquiry Chairman, The Rt Hon Sir Martin Moore-Bick took the decision to conduct the Inquiry in two phases.
- 1.3 Phase 1 would identify how the fire started, how it escaped from the flat of origin and how fire and smoke was able to spread over and throughout the building.
- 1.4 Phase 2 would ascertain the underlying causes of the disaster, including the decisions made in relation to critical aspects of the design and construction of the cladding system, the adequacy of the regulatory regime and the response of central and local government.
- 1.5 Phase 1 of the Inquiry established what took place at Grenfell Tower on the night of the fire. This included the cause and origin of the fire, its subsequent development, the loss of life incurred and the response of the London Fire Brigade and other emergency services and produced a number of recommendations.

2 Information

WYFRS Grenfell Programme Update

- 2.1 WYFRS are currently considering the recommendations. The scoping and gap analysis of the service is well underway with a draft action plan being developed.
- 2.2 The selection process has been completed for the second of the two posts within the project team and this will be filled in early March 2020.
- 2.3 A number of presentations and updates have been created to provide staff with an understanding of the findings and recommendations of the report, along with the thematic areas the WYFRS action plan is considering.
- 2.4 The most recent presentation was guided learning/input to Watch and other Supervisory Managers and covers some of the basic principles that WYFRS are considering to implement within procedural updates and training moving forwards. This will be cascaded to operational staff by the Watch Managers following the round of staff briefings which conclude in mid-February 2020.
- 2.5 A Yorkshire and Humber Grenfell/High-rise working group has been created to coordinate those areas we can work on together to ensure a consistent approach across the regional FRS'.
- 2.6 WYFRS continue to engage with a variety of NFCC workstreams, including but not limited to the review of National Operational Guidance and the Operational Effectiveness Working Group.

- 2.7 Meetings have taken place with the individual Local Authorities and the main social housing providers in each of the districts. We are looking to create a West Yorkshire High-Rise forum with our partners to ensure consistency across all of the districts.
- 2.8 We are working closely with Leeds University on a Grenfell Learning research project, to allow us to understand how our staff currently recognise the issues facing them as crews, individuals and incident commanders. This research will underpin our training to ensure that any changes introduced are embedded in the service.
- 2.9 The risk information held against each of the known failed cladded high-rise buildings is being reviewed and updated where necessary.
- 2.10 We are currently reviewing our Control procedures around spate calls and fire survival guidance.
- 2.11 We have recently placed the order for smoke hoods for our frontline appliances and aerial fleet.
- 2.12 An interim data management process has been tested as a proof of concept to allow stand-alone documents to be uploaded and be viewable by operational staff on the Mobile Data Terminals (MDTs).
- 2.13 An internal Grenfell/High-rise practitioner forum is being created to increase feedback and the flow of information between the project team and operational staff.
- 2.14 The district training strategies are continuing train for and against the known risks in their areas, this includes high-rise fires. Leeds and Bradford districts are organising a number of simulated high-rise exercises to allow for a number of draft procedures to be tested.
- 2.15 Our pre-determined attendance at high-rise buildings with confirmed cladding test failures remains at six pumps and two aerial appliances.

Article 27 Regulatory Reform (Fire Safety) Order 2005

- 2.16 WYFRS are currently aware of 13 high-rise buildings with unsafe external wall systems remaining on them in West Yorkshire.
- 2.17 WYFRS believe the safest course of action is for any unsafe external wall system to be removed from affected buildings. This is not restricted to specific types of cladding such as Aluminium Composite Material (ACM) or High Pressure Laminate (HPL) but any external wall system that does not meet the requirements of the Governments published advice.
- 2.18 In December 2019 WYFRS issued Article 27 letters on 13 residential premises where notification had been received that an unsafe external wall system was present, requesting an action plan and a firm commitment including timeline for when the cladding will be removed.
- 2.19 Responses were received from all Responsible Persons (RPs) by 10 January 2020. The quality of the responses varied greatly with commitments being received from the majority. Therefore, we wrote back to the RPs and in some circumstances requested further information from them with evidence of the remediation plans they have provided.

- 2.20 We continue to assess the ongoing risks and impact to residents and firefighters to determine our future options. These options include Prohibition and/or Restriction Notices if RPs demonstrate a limited commitment and/or are unable to provide a suitable timeline for removing the cladding.

Fire Protection Board Assurance Framework

- 2.21 The newly established Fire Protection Board, chaired by Roy Wilsher the Chair of NFCC, includes representatives from the Home Office, Ministry of Housing, Communities and Local Government (MHCLG) and the Local Government Association (LGA), the board is supported by £10m of Government funding.
- 2.22 The Board's initial focus is on providing assurance that the risks for high-rise residential buildings with ACM cladding have been mitigated to a level to ensure safe occupation of residents.
- 2.23 The Assurance Framework issued by the Protection Board requested Chief Fire Officers to provide assurance that the RP has effectively implemented changes to the fire safety arrangements in order to manage the risk in their buildings.
- 2.24 The assurance was designed to:
- To assess whether the interim measures introduced by the RPs are being properly maintained.
 - To ensure any operational risk database has been updated and that relevant operational information about the building is available to responding crews.
 - To ensure an appropriate operational tactical plan has been developed for the building.
 - To assist each FRS in providing assurance to the Protection Board and Fire and Rescue Authority as applicable.

Government Response to the Phase 1 Report

- 2.25 The Government response to the Grenfell Tower Inquiry Phase 1 Report was published in January 2020. This includes a number of updates on previous actions undertaken and a series of additional changes. The full response can be found at Annex 1.
- 2.26 MHCLG has made £600 million funding available for the replacement of unsafe ACM cladding on high-rise residential homes in the social and private sectors.
- 2.27 In December 2018 MHCLG banned the use of combustible materials on new high-rise blocks of flats over 18 metre tall. In January 2020 they launched a consultation to review the current ban, including proposals to lower the threshold to at least 11 metres.
- 2.28 The upcoming Fire Safety Bill will aim to clarify the scope of the Regulatory Reform (Fire Safety) Order 2005 including the need for building owners or managers of multi-occupied residential buildings of any height are required to mitigate the fire safety risks of any external wall systems and front doors to individual flats. This will also affirm Fire and Rescue Services' ability to enforce locally against building owners who have not remediated unsafe ACM cladding.
- 2.29 MHCLG has commissioned research to support further understanding of the fire performance of non-ACM external wall systems.

- 2.30 The Home Office, MHCLG the NFCC have set up a technical working group to consider and develop national guidelines on ‘Stay Put’ and evacuation.
- 2.31 The technical review of the guidance to the building regulations with regards to fire safety (Approved Document B) is underway. Most recently this has included proposals to fit sprinklers in a wider range of new high-rise residential buildings by lowering the height for sprinkler requirements.
- 2.32 Work has begun to establish the new Building Safety Regulator, within the Health and Safety Executive including the appointment of a Chief Inspector of Buildings. Dame Judith Hackett will chair a Board to oversee the transition to the new regime.

Grenfell Tower Inquiry: Phase 2 Proceedings

- 2.33 Phase 2 will investigate the wider context of the fire, including the nature and application of building regulations, the regulatory regime around this, the way in which local and central government responded to the fire, and the handling of concerns raised by tenants over many years.
- 2.34 Phase 2 will be complex and inevitably take time as it continues to get to the truth of what happened and understand why it happened.
- 2.35 The Phase 2 hearings begin on 27 January 2020, with a projected timeline for the hearings to last until the Summer 2021, with an expected phase 2 report being published in 2023.
- 2.36 The Phase 2 hearings are split into 7 modules, the provisional timeline is below:

Module	Topic	Month
Module 1	The primary refurbishment – overview and cladding	Approx. February to April 2020 (including Easter break)
Module 2	Cladding products – testing/certification, product marketing	Approx. May to June 2020
Module 3	Complaints and communication with residents; management of Grenfell Tower, compliance with Fire Safety Order 2005; fire risk assessment; active and passive fire safety measures internal to building	Approx. July to October 2020 (including summer break)
Module 4	Aftermath of the fire	Approx. October to November 2020
Module 5	Firefighting	Approx. December 2020 to February 2021
Module 6	Government	Approx. February to May 2021 (including Easter break)
Module 7	Further evidence from expert witnesses	Approx. May to June 2021

- 2.37 As has been widely reported, the Phase 2 hearings were suspended following the application for an undertaking from the Attorney General. The Panel decided to seek the undertaking from the Attorney General. In light of this the Phase 2 hearings will not resume before 24 February 2020.
- 2.38 It is anticipated that the above timeline will be extended due to the current suspension.

3 Financial Implications

- 3.1 There is budget growth of £76,000 included within the revenue budget 2020/21 that covers the cost of the Grenfell team. This also includes the purchase of smoke hoods and the enhancement to breathing apparatus capability.

Any costs incurred in 2019/20 will be met from existing budgets.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 The Grenfell programme currently has limited impacts on other departments, however as the detailed changes to guidance, training and equipment become a reality, the impacts will increase.
- 5.2 Organisational priorities and demands will be managed closely to ensure this does not place undue stress on any area or individual.

6 Health, Safety and Wellbeing Implications

- 6.1 The proposed changes within this report are intended to assure WYFRS and the Authority that we are working to mitigate the risks to ourselves, our staff and the public of West Yorkshire.
- 6.2 Any proposed changes to policy/procedure will be undertaken in consultation with representative bodies.
- 6.3 Increasing the knowledge and understanding of fires in the built environment, particularly around high-rise and cladded buildings will reduce the risk to all. This will have a positive effect on both fire service employees and members of the public.

7 Environmental implications

7.1 There are limited environmental implications to do with this report.

8 Your Fire and Rescue Service Priorities

- Reduce the risks to the communities of West Yorkshire
- Continue to keep our firefighters safe
- Support, develop and enable our people to be at their best
- Work smarter throughout the service
- Make better use of technology and innovate where possible

9 Conclusions

9.1 Following the publication of the Grenfell Tower Inquiry Phase 1 Report, there has been and continues to be a ripple of changes through FRSs, locally, regionally and nationally, along with changes to legislation and wider fire safety guidance.

9.2 These changes provide ourselves, partners, HM Government and the wider emergency services with a direction of travel. WYFRS are playing our part in this journey at all levels.

9.3 I ask that Members of the Fire Authority note the content of this report.

Annex 1 - Grenfell Tower Inquiry Phase 1 Report: Government Response



HM Government

Grenfell Tower Inquiry Phase 1 Report: Government Response

January 2020



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January 2020

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Introduction

On 30 October 2019, the Grenfell Tower Inquiry published its Phase 1 report which looked at the events on the night of the fire on 14 June 2017 in which 72 people died in the greatest loss of life following a residential fire since the Second World War. No words can ever lessen the unimaginable suffering experienced, and we know that for those that tragically lost their lives, for the survivors and for the families and relatives of those affected, change cannot come fast enough.

Sir Martin Moore-Bick's Phase 1 report was exhaustive in detail and made a series of findings and recommendations relevant to government. As the Prime Minister and the Secretary of State for Housing, Communities and Local Government made clear at the time of publication, the Government accepted in principle all these recommendations. This includes new duties on building owners and managers to: issue information to Fire and Rescue Services, ensure there are premises information boxes, carry out regular inspections of lifts and fire doors, equip buildings with the facilities for Fire and Rescue Services to send evacuation signals and ensure building floor numbers are clearly marked.

This response sets out the actions taken by the Government, in addressing the recommendations made to us and to the Emergency Services, including the London Fire Brigade.

As Government has stressed before, we did not wait for the Phase 1 report to be published before addressing the most pressing building and fire safety risks, for example the Ministry of Housing, Communities and Local Government (MHCLG) and the Home Office accepted the recommendations made by Dame Judith Hackitt in her report and remain committed to introducing legislation in response to the Hackitt Review. Further to this, both MHCLG and the Home Office are actively looking beyond the remit of these recommendations and intend to bring forward a series of measures that go further in ensuring risks that exist across high-rise buildings are tackled robustly and swiftly.

Government will continue to ensure that we actively engage with those who have been personally affected by the tragedy and listen to their views on the changes made to building regulations and fire safety. That is why on 16 January 2020 the Prime Minister and the Secretary of State for Housing, Communities and Local Government met with a group of bereaved, survivors and residents to discuss the report and the Government's proposed response.

Recommendations for Government

Use of combustible materials

Sir Martin made it clear in his report that the use of Aluminium Composite Material (ACM) rainscreen cladding and combustible insulation on the exterior of Grenfell Tower was the defining factor in the rapid and all-consuming spread of the fire. MHCLG together with the Home Office have already taken, and will continue to take, firm and decisive action to address the presence of dangerous cladding on buildings across the country.

Since the Grenfell Tower fire, MHCLG and the Home Office have identified over 400 high-rise buildings with unsafe ACM cladding, and we have worked with Local Authorities and fire and rescue authorities to ensure that appropriate interim safety measures are in place. In addition, MHCLG has made £600 million funding available for the replacement of unsafe ACM cladding on high-rise residential homes in the social and private sectors.

MHCLG banned the use of combustible materials on new high-rise blocks of flats in December 2018 and on 20 January 2020 went further by announcing the launch of a consultation to review the current ban, including proposals to lower the 18 metre height threshold to at least 11 metres.

MHCLG has also issued clear advice to building owners on a range of fire safety issues, including other (non-ACM) types of cladding, to help them meet their legal obligations to keep buildings and residents safe.

Recommendations where changes are required by law

The Home Office's upcoming Fire Safety Bill will aim to clarify the scope of the Regulatory Reform (Fire Safety) Order 2005 – the 'Fire Safety Order' – to put beyond doubt that building owners or managers of multi-occupied residential buildings of any height are required to consider fully and mitigate the fire safety risks of any external wall systems and front doors to individual flats. This will also affirm Fire and Rescue Services' ability to enforce locally against building owners who have not remediated unsafe ACM cladding.

The Fire Safety Bill will create a firm foundation to enable the Government to lay regulations needed to deliver the legislative recommendations in the Grenfell Tower Inquiry Phase 1 report. These recommendations include building owners or managers sharing information with fire and rescue services on external wall systems, and undertaking regular inspections of flat entrance doors. The Home Office plan to consult on these proposals in Spring 2020.

Given the forthcoming legislative clarification, it would be advisable for those responsible under the Fire Safety Order for multi-occupied residential buildings to assess the risk of external wall structures if they have not done so, and take the necessary measures as a result of that assessment. If they do not do so, the legislation will affirm that enforcing authorities have the powers they need to take action. MCHLG together with the Home Office will work closely with building owners, managers and Fire and Rescue Services to ensure that effective steps are taken to improve the fire safety of residential buildings.

MHCLG continues to put in place further measures to support enforcement action. Social sector residential buildings with unsafe ACM have now either had that material removed or had such work scheduled, and interim safety measures have been put in place for private and social sector buildings where needed. However, we recognise the concerns of those residents who live in buildings with unsafe ACM cladding. Building owners are responsible for the safety of their buildings, and MHCLG officials will work with Local Authorities to support enforcement options if a clear plan for remediation is not provided by building owners by the end of this month.

Acting on advice from the Independent Expert Advisory Panel, MHCLG has commissioned research to support further understanding of the fire performance of non-ACM external wall systems. A report on which will be published shortly. MHCLG continues to work with stakeholders to gain a fuller understanding of the construction and safety of high-rise residential buildings.

‘Stay Put’ and evacuation

The Chairman recommended that Government should develop national guidelines for carrying out evacuations of high-rise residential buildings. To do this, the Home Office and MHCLG have already formed a steering group together with the National Fire Chiefs Council (NFCC) which includes technical specialists, academics, fire sector leads and employee group representatives. The steering group met for the first time on 18 December 2019 and have inputted into the scope and commissioning of research into ‘Stay Put’ and evacuation. The work of the steering group will also contribute to MHCLG’s Technical Review of Approved Document B of the Building Regulations on building design matters relating to ‘Stay Put’ and evacuation.

An initial evidence review has already been conducted and the Home Office will commission a more detailed independent evidence assessment shortly. This will include a literature review and analysis of existing policies, including international examples. It is anticipated that this will be followed by technical ‘operational’ research and the development of national guidance to support all Fire and Rescue Services.

Fire doors

MHCLG is committed to ensuring that all fire doors meet and exceed minimum standards. When issues were identified with the consistency of fire-resistance performance doors, during MHCLG’s investigation into fire doors, MHCLG immediately notified National Trading Standards and worked to stop production and sale of affected door blanks within the United Kingdom with immediate effect.

MHCLG has continued to work with the Association of Composite Door Manufacturers (ACDM), to raise standards across the market. The remediation of Glass Reinforced Plastic (GRP) composite fire doors is being led by the fire door industry. The members of ACDM have given their commitment to work with building owners to identify those doors in scope of remediation.

Sir Martin recommended that building owners or the responsible persons carry out urgent checks to ensure fire doors complied with current standards. MHCLG has recommended that all fire doors, including their closers, should be routinely checked or inspected by a suitably qualified professional. MHCLG has also issued advice through its independent Expert Panel asking landlords or building owners to communicate with residents to ensure that they are aware of the importance of maintaining the self-closing devices on all fire doors, including flat entrance doors.

It is important to clarify our independent Expert Panel and the NFCC have stated that while the risk to public safety remains low, those buildings affected by this issue should review their fire risk assessment to determine how quickly affected doors should be replaced.

Following the conclusion of the Fire Door testing programme, the Independent Expert Advisory Panel have reviewed the advice made available to building owners and will be publishing updated advice on fire doors as part of the consolidated Expert Panel advice note.

Testing and certification

We also recognise the importance of the testing and certification of materials in ensuring that residents are safe and feel safe in their homes. This will be considered by Sir Martin in more detail during the course of Phase 2. However, MHCLG is already progressing with key policies in this area, including the Construction Products Standards Committee (CPSC). CPSC will make recommendations on construction products and system standards and advise on how the testing regime can be improved.

Building regulations

In addition, a technical review of the guidance to the building regulations with regards to fire safety (Approved Document B) is well underway. This technical review covers a wide range of topics. MHCLG has been clear that where the evidence is well established, there are issues that can and should be addressed quickly. We did not wait for Sir Martin's findings and are prioritising measures to improve fire safety in blocks of flats.

Although Phase 1 of the Inquiry did not examine the impact sprinklers may have had at Grenfell Tower, MHCLG has listened to concerns on sprinklers from residents and building owners and set out our proposals that would see sprinklers installed in a wider range of new high-rise blocks of flats by lowering the height threshold for sprinkler requirements in new buildings.

Evacuation alert systems and internal signage

Sir Martin's report found that the landings in Grenfell Tower were not clearly marked, which hindered fire fighters' ability to find floors. As a result, he recommended that all high-rise buildings' floor numbers are clearly marked and visible in low light and smoky conditions on each landing.

Prior to the publication of Sir Martin's report, alongside proposals for sprinklers, MHCLG's consultation also sought views on proposals to improve wayfinding signage within blocks of flats. It also included proposals to introduce a new type of alarm system to assist the Fire and Rescue Service to evacuate such buildings. This approach is also something Sir Martin has recommended.

Building Safety Regulator

To ensure Government moves swiftly to introduce the new regulatory regime, immediate work will begin to establish the new Building Safety Regulator, initially in shadow form pending legislation. This new Regulator will be established within the Health and Safety Executive – who have a strong and proven track record of working with stakeholders, including industry, other regulators and the public. Immediate action will be taken forward to appoint a Chief Inspector of Buildings and Dame Judith Hackitt will chair a Board to oversee the transition to the new regime.

Recommendations for London Fire Brigade (LFB)

The Phase 1 report identifies that significant changes must be made at LFB. The Home Office welcomes the initial steps taken and the commitment of the Mayor of London and LFB to driving forward the necessary changes. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) – the independent inspectorate for Fire and Rescue Services – also found a number of issues in its recent inspection of LFB which add weight to the Inquiry's findings, and LFB is working to address these in tandem.

Following publication of the Inquiry's report, the Home Secretary wrote to LFB's previous Commissioner in accordance with Section 26 of the Fire and Rescue Services Act 2004, requesting an action plan setting out how it intends to implement the recommendations directed to LFB. The Home Office has received this action plan and worked with LFB's senior leadership to review it.

LFB has accepted in full the recommendations directed to them, as well as those for the Fire and Rescue Services more broadly. The Home Office welcomes the steps LFB inform us they have already taken to address the Inquiry's recommendations. These include revisions to policy guidance and advice to ensure personnel are better informed of the risks of fire taking hold in external walls, and the roll out of Fire Survival Guidance refresher training. The Home Office also supports LFB making smoke hoods available as part of breathing apparatus sets on all their fire appliances. The Home Office will work with all Fire and Rescue Services in England to ensure this approach is extended to all those fire appliances that may require it in line with the Inquiry's recommendation.

LFB will continue to report regularly to the Home Office on their progress in delivering against the recommendations, as well as the Mayor and the London Assembly. The Home Office will continue to work with partners such as the NFCC and HMICFRS to gain assurance that the recommendations are being implemented in a way that delivers real change.

The Minister for Crime, Policing and the Fire Service met with LFB's newly appointed Commissioner on 16 January 2020 and will continue to work with him to ensure this work remains a top priority for LFB.

Recommendations for all Fire and Rescue Services (FRSs)

Many of the recommendations require action from all Fire and Rescue Services and several of those directed to LFB have broader implications for all services. The Home Secretary has also written to every service across England to ask that they work together, and through the NFCC, to consider the Inquiry's recommendations. The NFCC has already started to identify a wider programme of work required to do this, building on the existing programme of change.

The NFCC are currently analysing the Phase 1 report's recommendations in detail and are working with all Fire and Rescue Services to develop clear and comprehensive implementation plans, building on their existing work programme. The NFCC will feed the lessons learned from the Inquiry's recommendations into its ongoing review of National Operational Guidance. The Home Office will support the NFCC to ensure the work above is progressed with the urgency it demands and with HMICFRS to track service performance.

The Home Office will also work with the Fire Standards Board to ensure their programme effectively prioritises delivery of key standards in support of the Phase 1 report's recommendations. The newly established Fire Protection Board, chaired by the NFCC, is supported by £10m of Government funding. The Board's initial focus is on providing assurance that the risks for high-rise residential buildings with ACM cladding have been mitigated to a level to ensure safe occupation of residents.

There is significant work to do with a broad range of stakeholder groups who either have responsibility to drive the changes required or who will be impacted by them. To ensure rapid, coordinated action, the Home Office intends to bring sector leaders together at a roundtable event chaired at Ministerial level in the early part of this year.

Interoperability and communications

The Phase 1 report includes a series of recommendations designed to improve the communication arrangements between the three emergency services, their respective control rooms and the incident ground. The Home Office is committed to working with the emergency services to improve interoperability when responding to emergencies. To embed joint working, improve shared situational awareness and a joint understanding of risk arrangements, the Home Office is working with the Interoperability Board to revise Joint Doctrine and immediately reinforce what is expected of responder agencies when major incidents are declared.

The Chair recommended steps be taken to ensure airborne data systems on every National Police Air Service (NPAS) aircraft observing an incident which involves one of the other emergency services defaults to the National Emergency Service User encryption. NPAS aircraft are equipped with imagery systems which capture and transmit images to receivers on the ground. These images are encrypted for security purposes.

NPAS have completed refreshed training to ensure that all Tactical Flight Officers and pilots are up to date and competent with the encryption systems. Since December 2019, all NPAS aircraft are now manually set at the beginning of each shift to ensure data links can be received by all emergency services as the default. NPAS are working on a

technology solution to automate this when aircraft are powered on and this work is due to be completed in July 2020.

The Chair made several recommendations designed to strengthen the operational effectiveness of control rooms. The Home Office will support the improvement of communications between control rooms and Incident Commanders by driving better use of the specialist communications equipment, knowledge and understanding that is already in place. The Home Office will ensure that LFB and the wider fire and rescue community concentrates its efforts on refreshing communication policies and delivering improved training.

The Home Office has provided funding to every Fire and Rescue Service, through Firelink, for the provision of mobile data terminals on fire appliances. This technology assists Fire and Rescue Services in making available relevant and timely operational risk information which is critical in the effective management of incidents.

More broadly, the Home Office is leading a cross-departmental programme to deliver the new Emergency Services Network (ESN) critical communications system, which will replace the current Airwave service used by the emergency services in Britain. ESN will transform emergency services' mobile working by creating a single platform for sharing data, imagery and voice communications.

The Home Office is also working with the NFCC in a number of other areas. These include: reviewing and refreshing current Fire Survival Guidance; the arrangements and guidance for making available operational risk information to fire controls and the incident ground; and to assess the current provision of Breathing Apparatus communications equipment and identify where and how improvements are required.

Next Steps

This response will rightly be scrutinised by Members of Parliament. Sufficient time has passed to digest and consider Sir Martin's substantial report. We remain committed to working closely with other organisations to ensure the right changes are brought about to protect the public and will provide further updates on the steps taken to implement the Chairman's recommendations in due course.

We also look forward to the next phase of the Inquiry. As Phase 1 examined what happened on the night of the fire, Phase 2 will investigate the wider context - including the nature and application of building regulations, the way in which local and central government responded to the fire, and the handling of concerns raised by tenants over many years. Phase 2 will be complex and inevitably take time and we stand ready to assist the Inquiry as it continues to get to the truth of what happened on this night and crucially understand why it happened.

The Grenfell Tower fire remains one of the darkest days in our nation's history. Nothing can bring back the family and friends who people have lost. Nothing can fully capture the heartache and anger that people rightly feel. Our promise as a Government is to work together to ensure that swift and decisive action continues to be taken to address the Inquiry's recommendations, so that no such tragedy can ever be allowed to happen again. We are committed to ensuring all residents are safe in their homes, and feel safe, now and in the future.



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Treasury Management Strategy 2020 - 21

Full Authority

21 February 2020

Agenda Item: **22**

Submitted By: Chief Finance and Procurement Officer

Purpose

To present the Treasury Management Strategy 2020-2021

Recommendations

Members are asked to;

- a) approve the investment strategy in section 2.3 and Appendix A
- b) approve the borrowing strategy outlined in section 2.4
- c) approve the capital strategy outlined in section 2.5
- c) approve the policy for provision of repayment of debt outlined in Appendix C
- d) approve the Treasury Management indicators in Appendix D
- e) Note the capital plan in Appendix E

Summary

The Authority has formally adopted CIPFA's Code of Practice on Treasury Management, and is thereby required to consider a treasury management strategy before the start of each financial year. In addition, the Department for Communities and Local Government (DCLG) issued guidance on local authority investments in March 2010, which requires the Authority to approve an Investment Strategy before the start of each financial year.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: The Prudential Code for Capital Finance in Local Authorities

Annexes: Appendix A – Investment strategy
Appendix B – Credit rating scores
Appendix C – Provision for repayment of debt
Appendix D – Treasury Management indicators
Appendix E – Capital Plan 2020-2024

1 Introduction

- 1.1 The Authority has formally adopted CIPFA's Code of Practice on Treasury Management, and is thereby required to consider a treasury management strategy before the start of each financial year. CIPFA released an updated version of the Prudential code in December 2017 which has resulted in a new requirement for local authorities to produce a capital strategy. The capital strategy is included within section 2.5 of this report. In addition, the Ministry for Housing, Communities and Local Government (MHCLG) issued guidance on local authority investments in February 2018, which requires the Authority to approve an Investment Strategy before the start of each financial year.

2 Information

2.1 Outlook for the economy, credit risk and interest rates

- 2.1.1 The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2020/21. UK Consumer Price Inflation (CPI) for September registered 1.7% year on year, unchanged from the previous month. GDP growth rose by 0.3% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.0% from 1.2%. Services and construction added positively to growth while production was flat and agriculture recorded a fall. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate.
- 2.1.2 The Bank of England maintained Bank Rate to 0.75% in November 2019. Despite keeping rates on hold, it was confirmed that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections suggest they may now be less convinced of the need to increase rates even if there is a Brexit deal.

Forecasts for interest rates for the next three years is as follows:

Table 1: Interest Rate Forecasts

	Average Base Rate	20 Year PWLB Rate
2020/21	0.75%	3.10%
2021/22	0.75%	3.15%
2022/23	0.75%	3.20%

2.2 Borrowing and Investment – General Strategy for 2020/21

As at 31 March 2020, the Authority is expected to have £45.4 million of external debt liabilities and £25.0 million of investments.

- 2.2.1 Forecasts for CFR as at 31 March are as follows:

	2020/21 £m	2021/22 £m	2022/23 £m
CFR	59.5	57.7	56.5

2.2.2 The Capital Financing Requirement (CFR) represents the Authority's underlying need to finance capital expenditure by borrowing or other long-term liability arrangements. An Authority can choose to borrow externally to fund its CFR. If it does this, it is likely that it would be investing externally an amount equivalent to its total reserves, balances and net creditors. Alternatively, an Authority can choose not to invest externally but instead use these balances to effectively borrow internally and minimise external borrowing. In between these two extremes, an Authority may have a mixture of external and internal investments / external and internal borrowing.

2.2.3 The movement in the CFR can be further explained via the table below;

	2020/21 £m	2021/22 £m	2022/23 £m
CFR b/f previous year	57.3	59.5	57.7
Capital Expenditure (net of Capital Receipts)	10.1	9.9	15.8
<u>CFR Debt Financed via:</u>			
Minimum Revenue Provision (MRP)	-4.4	-5.2	-5.3
Revenue Contribution/Reserve	-3.5	-6.5	-11.7
CFR to c/f to next year	59.5	57.7	56.5

2.2.4 Prior to 2009/10 the Authority's policy had been to borrow up to its CFR and investing externally the majority of its balances. With the onset of instabilities in the financial markets and the economic downturn, the policy changed to one of ensuring the security of the Authority's balances. This coincided with dramatic falls in investment returns making the budgetary benefit of maximising external borrowing more marginal. Over the past few years, the Authority has chosen to finance its capital expenditure by 'borrowing' internally. This has principally been because of the relatively low rates of interest receivable on investments, less than 0.85%, particularly when compared to the cost of borrowing longer term loans from the PWLB.

2.2.5 The cost of borrowing has been historically low over the past decade. Short term borrowing rates remain relatively low, however, longer term rates have recently increased. There was a 1% increase in PWLB rates overnight on the 9th October 2019. This is likely as a result of exceptionally high levels of sector wide long term borrowing over recent months, which was getting close to the statutory PWLB limit of £95bn. As HM Treasury had no appetite to extend the limit, they chose to control demand by increasing rates, thereby preserving the facility. As a result, by way of an example, a 30 year maturity loan on 8th October was 1.96% which increased to 2.97% the following day. PWLB borrowing does however remain available, with most rates at or below 3%. The average rate for a 10-year maturity loan in 2019/20 after the 9th October 2019 has been around 2.73%.

2.2.6 The Chief Finance & Procurement Officer believes that the borrowing and investment strategy for 2020/21 must continue to place emphasis on the security of the Authority's balances.

2.2.7 As at 31 March 2020, the Authority is expected to have around £25.0 million invested externally, primarily in instant access accounts or short-term deposits, with local authorities, major British owned banks, building societies or Money Market Funds (MMFs). This will also ensure compliance with The Markets in Financial Instruments Directive II,

whereby organisations maintaining a professional status must keep a minimum of £10 million invested at any point in time.

2.3 Investment Strategy

2.3.1 Investment guidance issued by MHCLG requires that an investment strategy, outlining the authority's policies for managing investments in terms of risk, liquidity and yield, should be approved by full Authority or equivalent level, before the start of the financial year. This strategy can then only be varied during the year by the same executive body.

2.3.2 The guidance splits investments into two types – specified and non-specified.

- Specified investments are those offering high security and liquidity. All such investments should be in sterling with a maturity of no more than a year. Investments made with the Government's Debt Management Account Deposit Facility (DMADF) and a local authority automatically count as specified investments, as do investment with bodies or investment schemes of "high credit quality". It is for individual authorities to determine what they regard as "high credit quality".
- Non-specified investments have greater potential risk, being investments with: bodies that have a credit rating below "high credit quality"; bodies that are not credit rated at all; and investments over a year.

2.3.3 It is estimated that the Authority could have up to £60 million to invest at times during the year; a combination of cash received in advance, reserves and creditors. This is largely due to the payment of Fire Fighters Pension Top Up Grant which is paid in one lump sum in July, which amounts to around £35 million.

2.3.4 It is proposed to continue with a low-risk strategy in line with previous years and where possible to borrow internally. This will help in reducing the amount of money the authority has invested at any one time and minimise the cost of borrowing.

2.3.5 The Authority's investment criteria has been slightly adapted over the years but is largely based on a strategy of when the Authority had relatively small investment balances. Since the pensions' payments have increased and the Government has chosen to provide the Authority with an annual grant to cover the costs, the Authority has found itself with more significant levels of investment. Officers carried out a review of the strategy prior to 2015/16 and are confident that it is fit for purpose in terms of the current strategy of prioritising security and liquidity whilst achieving returns above that offered by the Government.

Key features of the strategy are as follows:

Specified Investments

- The Authority is able to invest up to £6 million on an instant access basis with foreign based banks with a "high to upper medium grade" credit rating.
- The Authority can invest up to £6 million in individual MMFs (instant access or two day notice). MMFs are pooled investment vehicles, having the advantage of providing wide diversification of risk, coupled with the services of a professional fund manager.
- The Authority can invest in DMADF for up to 6 months.

Non Specified Investments

- The Authority is able to invest up to £1 million and up to two months with individual UK banks and building societies with a “medium grade” credit rating.
- The Authority adopts an overall limit for non-specified investments of £2 million.

2.3.6 A maximum limit of £6 million applies to any one counterparty and this applies to a banking group rather than each individual bank within a group.

For illustrative purposes, the last column of Appendix A lists which banks and building societies the Authority could invest with based on credit ratings as at the beginning of January 2020.

2.3.7 The policy allowing the Authority to invest up to £6 million with part-nationalised UK banks with mid “medium grade” credit ratings has been removed. With the Government steadily divesting themselves of their stake in these banks and the recent bail-in legislation, it is unlikely that the Government would bail these banks out if they got into further trouble. Lloyds have strong enough ratings now to meet the Authority’s criteria for specified investments whereas Royal Bank of Scotland (RBS) current ratings would mean that the bank only meets the non-specified criteria. However, the Authority has not invested with RBS for some time anyway as the rates of return offered have been relatively poor.

2.3.8 There may be opportunities in the future for local authorities to use collateralised products, in particular reverse repurchase agreements (REPOs). These products are secured on the borrower’s assets (such as gilts or corporate bonds) and are exempt from bail-in. The rates are currently comparable to unsecured investments but entry levels are likely to be for investments of £10 million plus. It is proposed that reverse repurchase agreements are available to use under the strategy at the higher level indicated above.

2.3.9 The Authority uses credit ratings from the three main rating agencies - Fitch, Moody’s and Standard & Poor’s to assess the risk of investment defaults (Appendix B). The lowest credit rating of an organisation will be used to determine credit quality. Long term ratings are expressed on a scale from AAA (the highest quality) through to D (indicating default). Ratings of BBB- and above are described as investment grade, while ratings of BB+ and below are described as speculative grade.

2.3.10 Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria:

- No new investments will be made;
- Any existing investments that can be recalled at no cost will be recalled;
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

2.3.11 Where a credit rating agency announces that a rating is on review for possible downgrade (“rating watch negative or credit watch negative”) so that it is likely to fall below the required criteria, then no further investments will be made in that organisation until the outcome is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

2.3.12 Full regard will be given to other available information on the credit quality of banks and building societies, including credit default swap prices, financial statements and rating agency reports. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the approved criteria.

2.3.13 Investments may be made using the following instruments:

- Interest paying bank accounts
- Fixed term deposits
- Call or notice deposits
- Callable deposits
- Shares in money market funds
- Reverse repurchase agreements

2.3.14 Annual cash flow forecasts are prepared which are continuously updated. This helps determine the maximum period for which funds may be prudently committed.

2.3.15 Investment policy and performance will be monitored continuously and will be reported to Members during the year and as part of the annual report on Treasury Management.

2.4 Borrowing Requirement and Strategy

2.4.1 As at 31 March 2020, the Authority is expected to have £45.4 million of external debt liabilities and £25.0 million of investments. Forecast changes in these sums for the next three years are shown in the balance sheet analysis below:

Balance Sheet Forecast

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
CFR	57.3	59.5	57.8	56.5
Less: External borrowing	45.4	45.2	45.1	43.9
Internal Borrowing	11.9	14.3	12.7	12.6
Investments	25.0	25.0	25.0	25.0

2.4.2 When taking new borrowing, due attention will be paid to the Authority's debt maturity profile. It is good practice to have a maturity profile for long-term debt which does not expose the Authority to a substantial borrowing requirement in years when interest rates may be at a relatively high level. In accordance with the requirements of the Code, the Authority sets out limits with respect to the maturity structure of its borrowing later in this report.

2.4.3 It is predicted that as at 31 March 2020, the Authority will have total external borrowing and other long-term liabilities of around £45.4 million. This is analysed as follows:

	Estimated Total debt as at 31 March 2020 £m	%
PWLB fixed loans	43.4	95.6
LOBOs	2.0	4.4
TOTAL	45.4	100.0

2.4.4 Historically, the biggest source of borrowing for local authorities has been PWLB loans. These Government loans have offered value for money and also flexibilities to restructure and make possible savings. Although, the Government decided to raise rates for new PWLB loans in October 2010 by around 0.90%, it has since introduced a discounted rate for local authorities joining the new "certainty rate" scheme. The Authority has joined the

scheme and will have access to loans discounted by 0.20% in 2019/20. Following the 1% increase in PWLB borrowing rates (as noted above in paragraph 2.2.5), PWLB rates are now relatively expensive (albeit reset to the rates they were 12 months previous) compared to alternative longer term funding sources.

- 2.4.5 The Authority also has a LOBO (Lender's Option, Borrower's Option) loan. The way this loan works is that the Authority pays interest at a fixed rate for an initial period and then the lender has the option in the secondary period to increase the rate. If the option is exercised, the Authority can either accept the new rate or repay the loan. The Authority's loan is in its secondary period with intervals of 5 years between options. The next option date is May 2021. There have been moves by some lenders to amend the terms of their LOBO loans to convert them to 'vanilla' fixed rate loans. No approach has yet been made by Dexia Credit Local, the lender to the Authority to amend any of the conditions of the loan.
- 2.4.6 The Local Capital Finance Company was established in 2014 by the Local Government Association as an alternative source of local authority finance. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable. The company is not yet operational and officers will continue to monitor developments.
- 2.4.7 In terms of meeting the Authority's borrowing requirement over the next three years, as short-term rates are forecast to stay low, it may be opportune to take short-term loans either at fixed or variable rates. However, with long term rates forecast to rise in the coming years, any such short term savings will need to be balanced against potential longer term costs.
- 2.4.8 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. The Authority may take advantage of this and replace some of the higher rate loans with new loans at lower interest rates where this will lead to an overall saving or reduce risk.
- 2.4.9 Borrowing policy and performance will be continuously monitored throughout the year and will be reported to Members.

2.5 Capital Strategy

- 2.5.1 The purpose of the Capital Strategy is to demonstrate that the Authority takes capital expenditure and investment decisions in line with corporate and service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. It sets out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 2.5.2 The Capital Strategy comprises a number of distinct, but inter-related, elements as follows:

(a) Capital Expenditure

This section includes an overview of the governance process for approval and monitoring of capital expenditure, including the Authority's policies on capitalisation, and an overview of its capital expenditure and financing plans.

(b) Capital Financing and Borrowing

This section provides a projection of the Authority's capital financing requirement, how this is impacted by capital expenditure decisions and how it will be funded and repaid. It therefore sets out the Authority's borrowing strategy and explains how it will discharge its duty to make prudent revenue provision for the repayment of debt.

(c) Chief Financial Officer's statement

This section contains the Chief Financial Officer's views on the deliverability, affordability and risk associated with the capital strategy.

Capital Expenditure

Capitalisation Policy

2.5.3 Expenditure is classified as capital expenditure when it results in the acquisition or construction of an asset (e.g. land, buildings, vehicles, plant and equipment etc.) that:

- Will be held for use in the delivery of services, for rental to others, investment or for administrative purposes; and
- Are of continuing benefit to the Authority for a period extending beyond one financial year.

Subsequent expenditure on existing assets is also classified as capital expenditure if these two criteria are met.

2.5.4 There may be instances where expenditure does not meet this definition but would be treated as capital expenditure, including:

- Where the Authority has no direct future control or benefit from the resulting assets, but would treat the expenditure as capital if it did control or benefit from the resulting assets. For example, where a grant is provided by the Authority to an external body in order that the body can purchase an asset for its own use. The provision of the grant would be treated as capital expenditure in the accounts of the Authority.
- Where statutory regulations require the Authority to capitalise expenditure that would not otherwise have expenditure implications according to accounting rules. For example, where the Government permits authorities, in special circumstances, to treat redundancy costs as capital costs therefore increasing flexibility as such costs can then be met using their existing borrowing powers or capital receipts.

2.5.5 The Authority operates a de-minimis limit for capital expenditure of £10,000. This means that schemes below these limits are charged to revenue rather than capital.

Governance

- 2.5.6 Capital expenditure is a necessary element in the development of the Authority's services since it generates investment in new and improved assets. Capital expenditure is managed through the four-year Capital Programme which is reviewed annually as part of the budget setting process and reviewed in year as part of financial monitoring arrangements.
- 2.5.7 The Authority's Financial Regulations and Contract Regulations provide a framework for the preparation and appraisal of schemes proposed for inclusion in the Capital Plan, appropriate authorisations for individual schemes to proceed and facilitate the overall management of the Capital Programme within defined resource parameters.
- 2.5.8 The Chief Finance and Procurement Officer shall determine the format of the Capital Programme and the timing of reports relating to it. The approved Capital Programme will comprise a number of individual schemes each of which will be quantified on an annualised basis. Each directorate will submit capital bids to the finance department which are then collated and presented to the Management Board Star Chamber for scrutiny and approval for inclusion on the proposed capital plan. The bids are then collated for submission to the Full Authority meeting in February.
- 2.5.9 The capital plan is monitored on a monthly basis with the provision of detailed budget monitoring reports to managers and is reported quarterly to the Finance and Resources Committee.
- 2.5.10 The Capital Monitoring Management Group meet on a quarterly basis whereby the capital plan is scrutinised and managers have to report on the progress of each capital scheme for which they are responsible. This is chaired by the Chief Finance and Procurement Officer.

Capital Expenditure and Funding Plans

- 2.5.11 The Authority's capital expenditure plans as per the Capital Programme are set out in **Appendix E** and will be presented in the Budget Report for approval.
- 2.5.12 When expenditure is classified as capital expenditure for capital financing purposes, this means that the Authority is able to finance that expenditure from any of the following sources:
- (a) **Capital grants and contributions** – amounts awarded to the Authority in return for past or future compliance with certain stipulations.
 - (b) **Capital receipts** – amounts generated from the sale of assets and from the repayment of capital loans, grants or other financial assistance.
 - (c) **Revenue contributions** – amounts set aside from the revenue budget and the earmarked capital reserve.
 - (d) **Borrowing** – amounts that the Authority does not need to fund immediately from cash resources, but instead charges to the revenue budget over a number of years into the future.

Chief Finance Officer Statement

2.5.13 The Prudential Code requires the Chief Financial Officer to report explicitly on the affordability and risk associated with the Capital Strategy. The following are specific responsibilities of the Chief Finance Officer:

- recommending clauses, treasury management policy/practices for approval, reviewing regularly, and monitoring compliance;
- submitting quarterly treasury management reports;
- submitting quarterly capital budget reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers;
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management;
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money;
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Authority;
- ensure that the Authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing;
- ensuring the proportionality of all investments so that the Authority does not undertake a level of investing which exposes the Authority to an excessive level of risk compared to its financial resources;
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities.

2.6 Statement of Policy on the Minimum Revenue Provision (MRP)

2.6.1 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2008, which came into effect on 31 March 2008, replaced the former statutory rules for calculating MRP with a requirement for each local authority to determine a “prudent” provision. The regulations require authorities to draw up a statement of their policy on the calculation of MRP which requires approval by Full Authority in advance of the year to which it applies. The recommended policy statement is detailed at **Appendix C**.

2.7 Other Matters

Treasury Management is managed on a day to day basis by Kirklees Council as part of the Authority’s Service Level Agreement. Quarterly meetings are held to discuss the treasury management and monthly reports are issued on cash flows and investment balances.

2.7.1 The MHCLG Investment Guidance also requires the Authority to note the following matters each year as part of the investment strategy:

Investment Consultants

Kirklees Council’s investment consultant is Arlingclose Limited. The services received include:

- a) Advice and guidance on relevant policies, strategies and reports;
- b) Advice on investment decisions;
- c) Notification of credit ratings and changes;
- d) Other information on credit quality;
- e) Advice on debt management decisions;
- f) Accounting advice;
- g) Reports on treasury performance;
- h) Forecasts of interest rates; and
- i) Training courses.

The quality of the service is monitored on a continuous basis by the Council's treasury management team.

Investment Training

The needs of the Council's treasury management staff for training in investment management are assessed on a continuous basis, and formally on a 6-monthly basis as part of the staff appraisal process. Additionally, training requirements are assessed when the responsibilities of individual members of staff change. Staff attend training courses, seminars and conferences as appropriate.

Training on Treasury Management is also provided to officers and members at the Fire Authority.

Investment of money borrowed in advance of need

The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. However, as this would involve externally investing such sums until required and thus increasing exposures to both interest rate and principal risks, it is not believed appropriate to undertake such a policy at this time.

2.7.2 Banking

The Authority moved its current account banking to Barclays in July 2015. There is nothing to report on the operation of the accounts.

3. Financial Implications

3.1 Financial implications are included within the main body of the report.

4. Legal Implications

4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5. Human Resource and Diversity Implications

5.1 There are no human resource and diversity implications associated with this report.

6. Health, Safety and Wellbeing Implications

6.1 There are no health and safety implications associated with this report.

7. Environmental Implications

7.1 There are no environmental implications associated with this report

8 Your Fire and Rescue Service Priorities

8.1 Sound treasury management ensures that the authorities financial position is governed and managed.

9. Conclusions

9.1 The treasury management strategy determines the framework upon which the Authority manages its borrowing and investments during the year. This is essential to sound financial governance.

APPENDIX A

Specified

	Short-term Credit Ratings / Long-Term Credit Ratings			Investment Limits per Counterparty		Counterparties falling into category as at Dec 2019
	Fitch	Moody's	S & P	£m	Period (1)	
Banks / Building Societies (Reverse Repurchase Agreements) (2)	F1	P-1	A-1	10	Up to 364 days	Lloyds Group
	AAA,AA+,AA,AA-,A+,A,A-	Aaa,Aa1,Aa2,Aa3,A1,A2,A3	AAA,AA+,AA,AA-,A+,A,A-			
Banks / Building Societies (Deposit accounts, fixed term deposits)	F1	P-1	A-1	6	<100 days	Coventry BS, Close Bros
	AAA,AA+,AA,AA-,A+,A,A-	Aaa,Aa1,Aa2,Aa3,A1,A2,A3	AAA,AA+,AA,AA-,A+,A,A-	6	<6mth	HSBC, Lloyds Group, Santander UK Nationwide BS, Handelsbanken
MMF (3)	-	-	-	6	Instant access/ up to 2 day notice	
UK Government (Fixed term deposits)	-	-	-	Unlimited	<6mth	
UK local authorities (Fixed term deposits)	-	-	-	Unlimited	Up to 364 days	

Non-Specified (4)

	Short-term Credit Ratings / Long-Term Credit Ratings			Investment Limits per Counterparty		Counterparties falling into category as at Dec 2019
	Fitch	Moody's	S & P	£m	Period (1)	
UK Banks / Building Societies (Fixed term deposits)	F1,F2	P-1,P-2	A-1,A-2	6	<2mth	Barclays, Leeds BS, RBS Group
	Higher than BBB	Higher than Baa2	Higher than BBB			

(1) The investment period begins from the commitment to invest, rather than the date on which funds are paid over.

(2) These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

(3) Overall limit for investments in MMFs of £24 million.

(4) Overall limit of £18 million.

Credit ratings

Moody's		S&P		Fitch		
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term	
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime
Aa1		AA+		AA+		High grade
Aa2		AA		AA		
Aa3		AA-	AA-	Upper medium grade		
A1		A+	A+			
A2	A	A				
A3	P-2	A-	A-2	A-	F2	
Baa1		BBB+		BBB+		
Baa2	P-3	BBB	A-3	BBB	F3	Lower medium grade
Baa3		BBB-		BBB-		
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative
Ba2		BB		BB		
Ba3		BB-		BB-		
B1		B+		B+		Highly speculative
B2		B		B		
B3		B-	B-			
Caa1		Not prime	CCC+	C	CCC	C
Caa2	CCC		Extremely speculative			
Caa3	CCC-		In default with little prospect for recovery			
Ca	CC					
C	C					
/	D	/	DDD	/	In default	
/			DD			

STATEMENT OF POLICY ON THE MINIMUM REVENUE PROVISION (REPAYMENT OF DEBT)

1. Background

The Local Authorities (Capital Finance and Accounting) (England) Regulations 2008 which came into force on 31 March 2008, replaced the detailed statutory rules for calculating Minimum Revenue Provision (MRP) with a requirement to make an amount of MRP which the authority considers “prudent”.

2. Prudent Provision

2.1 The regulation does not itself define “prudent provision”. However, guidance issued alongside the regulations makes recommendations on the interpretation of that term.

The guidance provides two basic criteria for prudent provision:-

- Borrowing not supported by government grant (prudential borrowing) – the provision for repayment of debt should be linked to the life of the asset.
- Borrowing previously supported by revenue support grant (supported borrowing) – the provision should be in line with the period implicit within the grant determination (4% reducing balance).

3. Proposed policy for 2020/21

3.1 The Authority has always been prudent when making provision for the repayment of debt. In addition to the minimum revenue provision of 4% of debt outstanding previously required, the Authority had regularly made additional voluntary contributions. These voluntary contributions have been calculated to reflect asset life. Thus, for example, debt used to finance vehicles and many types of operational equipment has been fully provided for over a 10 year period and all new buildings over 50. These additional voluntary contributions covered all debt, not just unsupported, and have been calculated using an annuity method with reference to asset lives.

6.1 It is proposed that if any MRP/Interest budget becomes available due to for example, capital schemes being re phased, a reduction in the capital programme or the receipt of additional capital receipts, the Authority may choose to make additional MRP payments providing the financial position remains in line with the approved financial plan. In addition, any revenue budget savings identified during the year may also be used to make one off MRP payments.

6.2 The adoption of IFRS16 from April 2020 means that for leases that are re-categorised as finance leases the MRP requirement is met by making a charge equal to the element of the finance lease rental that goes to write down the Balance Sheet liability under proper accounting practices. The MRP charge is equal to the principal element of the annual rent.

3.2 It is recommended that this policy is adopted for 2020/21. The features of the policy can be summarised as follows:

- Provision to be made over the estimated life of the asset for which borrowing is undertaken (maximum asset life of 40 years / 50 years on Land)
- To be applied to supported and unsupported borrowing
- Provision will increase over the asset life using sinking fund tables
- Provision will commence in the financial year following the one in which the expenditure is incurred

3.3 The continuation of the existing policy is fully accounted for in the proposed three year treasury management budget.

APPENDIX D

TREASURY MANAGEMENT INDICATORS

Gross Debt and the Capital Financing Requirement (CFR)

The Code requires that where gross debt is greater than the CFR, the reasons for this should be clearly stated in the annual strategy. This does not apply to this Authority as its gross debt will not exceed the CFR.

Interest Rate Exposures

While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Code requires the setting of upper limits for both variable rate and fixed interest rate exposure.

It is recommended that the Authority sets an upper limit on its fixed interest rate exposures for 2020/21, 2021/22 and 2022/23 of 100% of its net interest payments. It is further recommended that the Authority sets an upper limit on its variable interest rate exposures for 2020/21, 2021/22 and 2022/23 of 40% of its net interest payments.

This means that fixed interest rate exposures will be managed within the range 60% to 100%, and variable interest rate exposures within the range 0% to 40%.

Maturity Structure of Borrowing

This indicator is designed to prevent the Authority having large concentrations of fixed rate debt* needing to be replaced at times of uncertainty over interest rates. It is recommended that the Authority sets upper and lower limits for the maturity structure of its borrowings as follows:

Amount of projected borrowing that is fixed rate maturing in each period as percentage of total projected borrowing that is fixed rate		
	Upper Limit (%)	Lower Limit (%)
Under 12 months	20	0
Between 1 and 2 years	20	0
Between 2 and 5 years	60	0
Between 5 and 10 years	80	0
More than 10 years	100	20

*LOBOs are classed as fixed rate debt unless it is considered probable that the loan option will be exercised.

Total principal sums invested for periods longer than 364 days

The Authority is not intending to invest sums for periods longer than 364 days.

Capital Plan

	TOTAL	2020/21	2021/22	2022/23	2023/24
Employment Services	£102,000	£102,000			
Fire Safety	£2,000,000	£500,000	£500,000	£500,000	£500,000
ICT	£4,138,000	£2,330,000	£1,080,000	£518,000	£210,000
IRMP	£21,834,000	£1,050,000	£5,050,000	£11,734,000	£4,000,000
Operations	£4,816,000	£658,000	£389,000	£3,482,000	£287,000
Property	£7,560,000	£2,160,000	£1,800,000	£1,800,000	£1,800,000
Transport	£7,524,000	£43,000	£1,920,000	£1,753,000	£3,808,000
TOTAL	£47,974,000	£6,843,000	£10,739,000	£19,787,000	£10,605,000
Financed by;					
Borrowing	£23,957,000	£2,693,000	£5,239,000	£6,912,000	£9,113,000
Reserves	£17,742,000	£3,200,000	£4,550,000	£9,800,000	£192,000
Capital Receipts	£2,475,000			£2,125,000	£350,000
Revenue					
Contribution	£3,800,000	£950,000	£950,000	£950,000	£950,000
TOTAL	£47,974,000	£6,843,000	£10,739,000	£19,787,000	£10,605,000

The capital plan does not include allowance for slipped schemes and thus represents the value of capital bids submitted.



OFFICIAL

Capital Investment Plan/Revenue Budget and Medium Term Financial Plan

Full Authority

Date: 21 February 2020

Agenda Item:

23

Submitted By: Chief Finance and Procurement Officer

Purpose	To present a capital investment plan, a revenue budget and medium term financial plan. To set the council tax precept for 2020/21
Recommendations	That the resolution set out in section 10 of the report be approved
Summary	This report presents details of the revenue budget for 2020/2021 along with the four-year Medium Term Financial Plan and capital programme. Included within the report are details of the Draft Local Government Finance Settlement 2020/2021, a standstill budget, a reserves strategy and a summary of activity in the 2019/2020 financial year.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: Local Government Finance Settlement
Budget Working Papers
CIPFA's Code of Practice on Treasury Management in the Public Sector
CIPFA's Prudential Code for Capital Finance

Annexes: Appendix A Capital Plan 2020 to 2024
Appendix B Revenue Budget 2020/21

1 Introduction

This is a consolidated report which presents the Management Board's proposals for: -

- (i) a Capital Investment Plan for the four years to 2023/2024;
- (ii) the Prudential Indicators to support the financing of the Capital Plan;
- (iii) a Revenue Budget and Medium Term Financial Plan for the same period.

2 Proposed Capital Investment

The Local Government Act 2003 sets out a framework for the financing of capital investments in local authorities which came into operation from April 2004, CIPFA developed the Prudential Code to support authorities' decision making in the areas of capital investment and financing. In December 2017, CIPFA updated the prudential code, whilst the majority of the code remains unchanged, there is now a requirement to produce a capital strategy in order to demonstrate that it takes capital expenditure decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. This is detailed in the Treasury Management Strategy which is subject to a separate report on this agenda.

Capital Plan

- 2.1 The Management Board are proposing a four-year capital investment plan of £49.861m which includes expenditure of £7.380m in 2020/2021. Over the past six years the Authority has invested heavily in a station relocation programme which has generated long term revenue savings of over £10m per annum.
- 2.2 Following detailed feasibility studies, the plan includes £21.83m for the rebuilding of Keighley, Halifax and Huddersfield Fire Stations and the rationalisation of the Fire Service Headquarter site from 2021 to 2024. These stations are under need of modernisation and are not fit for purpose for a modern fire service. There is also provision of £1.8m per annum for station refurbishments. The plan includes investment in operational equipment including Breathing Apparatus sets and cylinders, the replacement of fire appliances and improvements to our Information Technology infrastructure. All schemes will be subject to a detailed business case that will be presented either to Management Board or Finance and Resources Committee.

	TOTAL	2020/21	2021/22	2022/23	2023/24
Employment Services	£102,000	£102,000			
Fire Safety	£2,000,000	£500,000	£500,000	£500,000	£500,000
ICT	£4,225,000	£2,417,000	£1,080,000	£518,000	£210,000
IRMP	£21,834,000	£1,050,000	£5,050,000	£11,734,000	£4,000,000
Operations	£6,616,000	£1,108,000	£839,000	£3,932,000	£737,000
Property	£7,560,000	£2,160,000	£1,800,000	£1,800,000	£1,800,000
Transport	£7,524,000	£43,000	£1,920,000	£1,753,000	£3,808,000
TOTAL	£49,861,000	£7,380,000	£11,189,000	£20,237,000	£11,055,000
Financed by;					
Borrowing	£25,844,000	£3,230,000	£5,689,000	£7,362,000	£9,563,000
Reserves	£17,742,000	£3,200,000	£4,550,000	£9,800,000	£192,000
Capital Receipts	£2,475,000			£2,125,000	£350,000
Revenue					
Contribution	£3,800,000	£950,000	£950,000	£950,000	£950,000
TOTAL	£49,861,000	£7,380,000	£11,189,000	£20,237,000	£11,055,000

2.3 Details of the individual schemes included in the draft capital plan is included in Appendix A to this report.

CAPITAL FINANCING

2.4 There are four main sources of capital finance available; capital grants, capital receipts, internal and external borrowing and the use of reserves, all of which are explained below.

2.5 Capital Grants

The Authority does not anticipate the receipt of any capital grants in 2020/21.

2.6 Capital Receipts

Capital receipts are used to either purchase new capital assets or repay outstanding loans.

2.7 Borrowing

The balance of the expenditure will be funded by borrowing and the use of internal reserves, the table shows a total borrowing requirement of £23.957m over the period.

Over recent years the Authority has been borrowing internally to fund capital expenditure using its revenue balances and reserves, no new external long term borrowing has been taken out since December 2011.

The Authority will use the pension grant in the early months of the financial year to support the capital programme.

Due to the size of the capital plan over the next four years it is likely that the Authority will be required to take out borrowing from 2023, this can be met from current capital financing budgets.

2.8 Reserves

The Authority has an earmarked reserve which is specifically for the funding of capital projects. Due to the nature of capital financing charges in the form of Minimum Revenue Provision (MRP) it is proposed that the purchase of long life assets is funded from the capital earmarked reserve. This means that the only cost to revenue will be the interest charge and tax payers of West Yorkshire will not be subject to MRP charges over the next forty years. For example, an asset costing £2m with an estimated life of 40 years the average annual charge of MRP in revenue would be £86k.

3 Prudential Indicators

3.1 The CIPFA Prudential Code requires that local authorities produce a number of prudential indicators before the beginning of each financial year and have them approved by the same executive body that approves the budget. The purpose of the indicators is to provide a framework for capital expenditure decision making, highlighting the level of capital expenditure, the impact on borrowing levels, and the overall controls in place to ensure the activity remains affordable, prudent and sustainable. Fundamentally, the objective of the Code is that the total of an Authority's capital investment remains within sustainable limits, following consideration of the impact on the "bottom line" Council Tax

Some of the indicators are specific to the Authority's treasury management activity and are set out in the Treasury Management Report. The rest of the indicators are set out below.

3.2 Capital Expenditure, Capital Financing Requirement and External Debt

The Authority's capital expenditure projections, detailed in paragraph 2, impacts directly on the Capital Financing Requirement (CFR) and the Authority's debt position. The CFR is a calculation of the Authority's underlying need to borrow for a capital purpose. When external borrowing is below the CFR, this reveals that the Authority is using some internal balances, such as reserves/creditors, to temporarily finance capital expenditure as is currently the case. The authority is currently £11.9m under borrowed.

	2018/19 (actual)	2019/20	2020/21	2021/22	2022/23
Capital Financing Requirement	57.5	57.3	57.5	57.8	56.5

The table shows an estimated borrowing requirement of £56.5m by 2022/23. For information the capital financing requirement actual in 2018/19 was £57.5m.

3.3 Limits to Borrowing Activity

The first key control over the Authority's borrowing activity is a Prudential Indicator to ensure that, over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short-term, exceed the total Capital Financing Requirement in the preceding year, plus the estimates of any additional capital financing

requirement for 2020/21 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

The Authority comfortably complied with the requirement to keep net borrowing below the relevant Capital Financing Requirement in 2018/19, and no difficulties are envisaged for the current or future years.

A further two Prudential Indicators control the overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

3.4 The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

The Authority is asked to approve the following limits for its total external debt, gross of any investments. These limits separately identify borrowing from other long term liabilities such as finance leases.

	2020/21	2021/22	2022/23	2023/24
Authorised Limit for external debt	65	65	68	68
Operational Boundary for external debt	55	55	60	60

3.5 **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators but within this framework prudential indicators are required to assess the affordability of the capital investment plans. The following indicator provides an indication of the capital investment plans on the overall finances of the Authority:

3.5.1 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing costs net of investment income) against the net revenue stream (amounts met from Revenue Support Grant, local taxpayers and balances):

	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
Ratio of Financing costs to net revenue stream	5.51	6.22	6.66	7.10

4 Revenue Budget and Medium Term Financial Plan

- 4.1 Whilst the Authority will only be required to approve the precept for 2020/21 it is important that the Authority consider the medium term impact of the decision.

This section is split into 5 key areas: -

- 1 Review of the current year's budget and financial performance
- 2 The cost of a standstill budget for 2020/21
- 3 The provisional Local Government Finance Settlement
- 4 Medium Term Financial Plan
- 5 Reserves

4.2 Review of 2019/20

National Context

The Spending Round 2019 which was published in September 2019 lays out the Governments' spending plans for the forthcoming year, a full multi-year spending review will commence in 2020. The main theme of the report was the *"Turning the page on austerity and beginning a new decade of renewal"*. The key points of the report are:

- A real increase in day to day spending in 2020/21 of £13.8 billion, meaning that no government department has a cut in its day to day budget.
- The spending review has been delivered within the current fiscal rules keeping the structural deficit below 2% of GDP in 2020/21.
- Additional funding has been committed for Healthcare, Police and prisons.

- 4.2.1 The Bank of England Monetary Policy Committee has been set a target by government to keep inflation at 2%. The Monetary Policy Committee publish a quarterly report on the economic outlook, the latest was published in November 2019. This laid out the prediction for growth and inflation over the next year, which are based on the governments' tax and spending plans detailed in the Spending Round Report 2019. There is expected to be a growth in UK GDP from 1% in 2019 Q4 to 1.6% in 2020 Q4, 1.8% in 2021 Q4 and rising to 2.1% in 2022 Q4.

CPI inflation has been close to the 2% target, averaging 1.8% in 2019 Q3, this is predicted to fall in April 2020 due to planned changes in the regulated prices of utilities. The price cap affecting household gas and electric prices has fallen and water bills are expected to reduce in line with draft determination of OFWAT. Due to these changes, CPI is expected to be at 1.2%. in Q1 2020, however, when these changes to utility prices drop out of the annual CPI calculation, inflation is expected to rise back to the 2% target.

- 4.2.2 At its meeting on the 6th November 2019, the Monetary Policy Committee voted to maintain the Bank Rate at 0.75%. This rate has remained unchanged since August 2018. The Bank of England will continue to monitor the effects of Brexit on the economy but it is not expected that there will be any changes to bank rates in the foreseeable future.

- 4.2.3 The UK's exit from the European Union may potentially have a significant impact on local government which cannot be factored in at this time and thus adds more uncertainty to the budget planning process. The economic outlook could be influenced significantly by the response of households, businesses and financial markets to developments related to the process of EU withdrawal.

4.3 Impact on West Yorkshire

- 4.3.1 The Authority received a draft 4-year financial settlement as part of the 2016/2017 budget showing a loss of grant of £7.9m to 2019/2020. The Authority were given the option to fix this settlement by submitting a four-year efficiency plan to the Home Office by October 2016 which was duly approved.
- 4.3.2 The Authority considered its revenue budget and precept strategy on 21st February 2019 and approved a precept increase of 2.99% resulting in a Band D property precept of £64.59. West Yorkshire Fire and Rescue still remain the third lowest precepting fire authority in England and Wales.
- 4.3.3 The removal of the public sector pay cap at 1% on public sector pay in Autumn 2017 will continue to put the Authority under financial pressure. A pay award of 3% for all employees has been built into the Medium Term Financial Plan, if pay rises exceed 3%, funds will have to be found from within existing budgets or earmarked reserves. To put this into context each additional 1% pay increase will cost an additional £500k per annum for grey book employees and £100k for support staff.
- 4.3.4 In the March 2016 budget the Chancellor announced that the discount rate that is used to determine the employers' contribution for firefighters' pension schemes would be reduced from 3.0% to 2.8%. This has the effect of increasing employers' contributions rates, the additional cost of which was estimated be £1m per annum which was built into the Medium Term Financial Plan from April 2019. Following an actuarial review of the pension schemes by the Governments Actuary Department (GAD), the actual reduction in discount rate would be from 3.0% to 2.4% which translates into an average employer pension contribution increase of 12.6%. The government paid a grant totalling £4.28m in 2019/20 which covered 93% of the additional cost and have agreed the same for 2020/21. However, there has been no confirmation of grant payment from April 2021 onwards.
- 4.3.5 The ruling on the McCloud/Sargeant case could result in significant costs in respect of employers fire fighter pension contributions. An employment tribunal in December 2019 ruled that those fire fighters who had no or tapered protection in the 1992 Pension Scheme and were moved to the new 2015 Pension Scheme in April 2015 constituted unlawful age discrimination. This means that they are entitled to return to their pre-2015 pension schemes. The remedy by Government has yet to be determined but will affect not only current employees but those that have retired since April 2015. Although the cost of pensions and lump sums is met by top up grant this is offset by employers pension contributions. The estimated cost to the Authority(if there is no government funding) will be an increase in contributions from 28.8% (2015 scheme) to 37.3% (1992 scheme), an increase of 8.5%, which, based on the current workforce strength will add another £2m to pension contributions.

In addition, the effect of the McCloud case could impact on the actuarial review of the fire fighters pension scheme which will take place in 2020 and could result in increased contribution rates from 2023.

- 4.3.5 In terms of the financial outturn, the Authority is forecast to under-spend the budget by around £0.276m for the current financial year.

4.4 A Standstill Budget for 2020/21 – Maintaining the current level of service

A standstill budget has been prepared for 2020/21, for the purpose of providing a baseline from which to measure changes in the proposed budget. This is calculated by updating the 2019/20 budget for increases in pay and prices, new financing charges and other

adjustments. A standstill budget for 2020/21 would amount to £86.919m. The changes from the 2019/20 budget are detailed in the table below.

	£m
2019/20 approved revenue budget	£85.147
Pay and price increase 2019/20	
Operational employees	£1.614
Support Staff	£0.299
Non employee budgets	£0.194
Operational Employees	
Full year effect of retirements	-£1.742
Budget movements	£0.352
Implementation of Command Leadership and Management	£0.568
Firefighter competent rate of pay	£0.174
Support Staff	
Restructures changes in establishment	£0.224
Full Year effect of pay spine review	£0.220
Budget adjustments	-£0.010
Increase in Youth Training income	-£0.121
2020/21 Standstill budget	£86.919

The main changes to the 2019/20 budget are explained below:

- a) **Pay increases 2019/20** The full year cost of the 2019/20 pay award for both grey
- b) and green book staff is £1.913m and inflation on non-employee budgets is £0.194m.
- c) **Operational Employees – the following adjustments have been made to operational employees:**
 - Full year effect of savings generated through grey book retirements
 - Budget Movements;
 - The base budget was reduced at Finance and Resources Committee in July to take into account additional leavers prior to the start of the financial year
 - The Community Response Operatives were made redundant in October following the decision at Human Resources Committee in October.
 - Detailed budget calculations have resulted in the realignment of operational employees for the 2020/21 base budget.
 - Full year effect of the implementation of the Command Leadership and Management structure which commenced on the 6th January 2020.
 - Full year effect of fire fighters who move from competent rate of pay to competent rate upon successful completion of their exams and assessments.
- d) **Support staff – the following adjustments have been made to support staff:**
 - This full year effect of increments resulting from the implementation of the new pay spine in 2019/20
 - Full year effect of new posts approved at Human Resources Committee in October resulting from the procurement and operational support review and Executive Committee in April which approved the permanent appointment of the Corporate Communications Manager.

- e) **Budget Adjustments** This is the variance in non-employee budgets as a result of detailed budget calculations for the 2020/21 budget which have been carried out in conjunction with directors and budget managers.
- f) **Change in levels of income** There has been an increase in income resulting from the Youth Intervention Programme

A subjective analysis of the Revenue budget for 2020/21 is shown in Appendix B to this report

Revenue Balances

- 4.4.1 The Authority maintains both earmarked reserves and a general fund reserve, earmarked reserves are amounts set aside for a specific purpose and the general fund reserve is used to manage fluctuations in revenue budgets. The Authority's reserves strategy was approved at F&R in October and is published on the Authority's website.

The strategy for the use of reserves to support the Medium Term Financial Plan is detailed in section 7 of this report

- 4.4.2 **Minimum Revenue Balance**

The Authority needs to maintain a level of General Fund reserves as a safety net to meet any unforeseen and/or unplanned expenditure. This would include changes in interest rates, greater than budgeted pay awards, legal challenges and increases in activity.

As at the 1st April 2019 the Authority had £5.1m of general fund reserves and £31.1m in earmarked reserves.

The minimum level of balances required is calculated using the Authority's corporate risk register. This document identifies all the major risks to business continuity the Authority may face, evaluates the potential cost and looks at measures to control or limit the risk. The risk register is maintained by the Risk Management Group, which is chaired by the Deputy Chief Fire Officer and reports annually to the Audit Committee. The current risk matrix was approved by the Audit Committee in September 2019 and identifies a requirement to maintain a minimum revenue balance of £5.0m.

5 Local Government Finance Settlement

5.1 Background

This financial year, 2019/20, was the final year of the four year funding deal which saw the authority lose a total of £7.9m of central government grant over the period.

It was expected that a Comprehensive Spending Review would be carried out in Summer 2019 which would have resulted in a new financial settlement from April 2020.

However, because of the amount of parliamentary time taken up with Brexit and the general election in December there has been no time to conduct a comprehensive spending review in 2019. As a result, the Authority will receive a roll forward settlement for 2020/21, which will provide funding stability for a further year. This is called a flat real settlement which is basically the core funding settlement received in 2019/20 increased by the change in the small business non-domestic rating multiplier of 1.6%.

The Local Government Finance Settlement confirms that the Fire Pension Grant will also be paid to fire authorities in 2020/21. The methodology of averaging the previous three years employer pension contribution costs will be rolled forward one year, however, the overall quantum to be distributed to fire authorities will not be uplifted for inflation meaning the grant payable will be the same as in 2019/20. The authority received £4.28m of pension grant in 2019/20.

The Spending envelope for the Comprehensive review for the following year will be determined in the Spring budget on March 11th and departmental allocations will follow in Autumn 2020 after conclusion of the Comprehensive Spending Review due to commence in Summer 2020. The NFCC and the LGA will be establishing a dedicated comprehensive review team that will work with the fire sector and the Home Office to put forward a comprehensive case for increased funding for the sector to the Treasury. This will include lobbying for the funding for new pressures including Grenfell and the continuation of the payment of the pension grant.

It was reported at Full Authority in February 2019 that the government was working towards significant reform in the local government finance system, notably the Fair Funding Review and reforms to the business rates retention system. Below is an update on the progress of these changes;

- The Fair Funding Review has been put on hold for fire and rescue authorities until after the next comprehensive spending review. The Home Office and the fire sector accept that funding needs to be based on a multi-level formula based on risk and activity but there is currently a lack of data in these areas. This has meant that the current method of distribution which consists of a basic allocation of funding per resident, with adjustments for coastline, population density and sparsity, deprivation, property and societal risk community, community fire safety plus an area cost adjustment which takes into account local labour and rates costs will be just updated using the most current data. It is expected that a new formula for fire funding distribution will be implemented from April 2022.
- There is to be a fundamental reform to business rates which will be implemented from April 2021 following a consultation in Spring 2020. This will include the resetting of business rates baselines and increase business rate retention from its current 50% to 75%. The aim is to give greater control locally over the money it raises as local authorities are best placed to understand and decide local priorities. Whilst twenty nine pilots have been conducted over the past three years, only the five original devolution pilots from 2017/18 will continue in 2020/21. This means that the West Yorkshire pilot of 75% retention which commenced in 2019/20 will revert back to 50% next year.

5.1.1 Local Government Settlement

The Core Spending Power in the total local government finance settlement is set to increase from £46.2billion in 2019/20 to £49.1billion in 2020/21, a cash increase of 6.3%. The core spending power is a measure of the resources available to local authorities to fund service delivery. The 2020/21 core spending power for West Yorkshire has increased from £80.6m in 2019/20 to £83.1m in 2020/21, an increase of £2.5m. This takes into account inflationary increases to rates support grant and business rates baseline funding, an assumed tax base growth, a precept increase of 1.99% and increases for the under indexing of the business rates multiplier.

The grant allocations for 2020/21 are shown in the table below. (This is called the Settlement Funding Assessment).

	2019/20 Actual £m	2020/21 Actual £m
Settlement Funding Assessment:		
Top Up Grant central pool	16.65	16.92
Top Up local	7.69	7.81
Base line funding (business rates)	24.34	24.73
Revenue Support Grant	13.34	13.56
Local Government Finance Settlement	37.68	38.29

The settlement shows an increase in central grant from £37.68m to £38.29m which is equivalent to an uplift of 1.6% which is CPI inflation.

Referendum Principles

- 5.1.2 The Draft Local Government Finance Settlement has set the referendum limit at 1.99% for 2020/21. If authorities wish to exceed this limit they are required to hold a referendum of all council tax payers and are bound by the results. This would be very costly as a separate referendum would have to be held in each of the five districts within West Yorkshire.
- 5.1.3 In addition, local authorities are able to increase the precept by an additional 2% for adult social care, and shire district councils in two-tier areas will be allowed increases of up to 2.99% or up to and including £5 whichever is higher. None of these additional increases are applicable to fire.

The referendum threshold for Police and Crime Commissioners is £10.

Business Rates

- 5.1.4 The settlement indicates the Authority will receive £24.73m in business rate income with £16.92m paid directly from central government in the form of top up grant and the balance of £7.81m being paid by the five district councils which equates to 1% of the income they collect.

The authority in addition receives Section 31 grant to compensate for any policy changes introduced around local business rates. The authority benefited from £0.37m of income from the Business Rate Levy account surplus in 2019/20. The settlement for 2020/21 does not include any surplus from the levy account. The Ministry for Housing, Communities and Local Government will look to calculate this in early 2020 but it isn't expected to be as such a significant surplus as this year.

The authority receives Section 31 grant for the under indexing of Business Rates income, the amount for 2020/21 is £1.283m, an increase of £0.142m from 2019/20. Any variations to this grant is managed via the business rates income earmarked reserve.

5.2 Precept Income

- 5.2.1 As Members are aware, the Authority is also dependent upon precept income from the five districts which will provide £42.157m of its income in 2019/20. This income is dependent upon two factors:

- The precept set by the Authority;
- The tax base set by the five 2020/21 is 1.5%, which is in line with the forecast of 1.5% growth which is included in the Medium Term Financial Plan.
- The Authority has been notified that its share of council tax surplus in 2020/21 will be £0.108m which will be used to support the revenue budget. This is a reduction of £0.116m from that declared in 2019/20.

6 Positive Assurance Statement

6.1 Under Section 25 of the Local Government Act (2003) the statutory Chief Financial Officer is required to give positive assurance statements in the robustness of budget estimates and the adequacy of reserves and balances.

6.2 If Members approve the recommendations in this report on the level of specific reserves and the strategy for use of balances, I can give the Authority positive assurance on the adequacy of reserves and balances. This assurance is given having considered the following matters: -

- a) This Authority has robust risk management arrangements and the Chief Finance and Procurement Officer uses a Risk Management Matrix to calculate the minimum level of balances.
- b) The Authority is single purpose and does not face a full a range of risks to manage as a multi-purpose authority.
- c) The Authority's revenue reserves have not generally been consumed during the year by overspendings but have been maintained throughout the year.

6.3 I can also give you positive assurance on the accuracy and robustness of all the forecasts and estimates in the budget proposals.

In giving these assurances I have considered the following matters: -

- (i) The internal control environment and, in particular, the checks and balances within our budget process and our arrangements for budgetary control. In addition, I am satisfied that the Authority's financial systems provide a sound basis for accurate financial information.
- (ii) The detailed work on risk assessments.
- (iii) The long-term tradition and track record of the Authority in managing its overall budget Financial Implications

7 Medium Term Financial Planning

The Medium Term Financial Plan (MTFP) sets out the framework for understanding the financial challenges faced by the Authority over the medium term. Although the MTFP is a four year plan it is updated at least annually to take into account financial forecasts and factors external to the organisation.

7.1 As mentioned in the introduction to the report, the Authority will be asked to approve a four-year Medium Term Financial Plan, including the Revenue Budget for 2020/21, however as mentioned previously there remains financial uncertainty regarding funding from 2021 onwards.

7.2 The Medium Term Financial Plan provides a forecast of the cost of the service based on the current level of service provision, which is adjusted for retirements and recruitment, costs and savings, and other service developments. An estimate of the resources available is also included, if expenditure is matched by funding, then the Authority has a balanced budget.

7.3 Precept Strategy

Within the Local Government Finance Settlement, the referendum limit for a precept increase for 2020/21 is 1.99%, a 1% reduction from the limit in 2019/20. The option to hold a referendum is not being considered within the budget proposals. The report therefore looks at the 2 key options available to the Authority which are a precept freeze and a 1.99% increase in the precept.

7.4 Proposed Revenue Budget 2020/21

The table below compares the standstill budget with available resources based on the two options referred to in the previous paragraph. A precept freeze will require the use of £0.846m of reserves to support the revenue budget. A precept increase of 1.99% will result in a balanced budget for 2020/21.

A subjective analysis of the revenue budget is detailed in Appendix B.

	Precept Freeze	Precept Increase 1.99%
Standstill Budget	£86.919	£86.919
Whole time Recruitment	£1.120	£1.120
CM Promotions	£0.360	£0.360
Career Breaks and non-retirees	£0.317	£0.317
Retained Recruitment	£0.293	£0.293
Support Staff	£0.384	£0.384
ICT Licences & Equipment	£0.229	£0.229
Reviews	£0.200	£0.200
Grenfell Team	£0.076	£0.076
Revenue Contribution to Capital	£0.202	£0.202
Retirements	-£2.049	-£2.049
Vacancy Management operational	-£0.155	-£0.155
Vacancy Management support staff	-£0.273	-£0.273
REVENUE BUDGET	£87.623	£87.623
Top Up Grant Central Pool	£16.922	-£16.922
Top Up Grant Central Local	-£7.814	-£7.814
Section 31 Grant	-£1.283	-£1.283
Revenue Support Grant	£13.556	-£13.556
Pensions Grant	-£4.286	-£4.286
Precept Income	£42.787	-£43.633
Surplus on business rates collection	-£0.021	-£0.021
Collection Fund Surplus	-£0.108	-£0.108
INCOME	£86.777	-£87.623
Use of Reserves	£0.846	£0.000

7.5 Budget Calculations

A more detailed budget monitoring system was introduced in 2018/19 which is based on a RAG rating method of reporting. The intention being to make budget holders and managers more accountable for their budgets. Explanations for the variances on the RAG ratings have to be reported to the Chief Finance and Procurement Officer accompanied with an action plan for correction or re-alignment.

Reductions to base budgets approved at Finance and Resources in July 2019 and January 2020 and increases in support staff employee budgets approved at Human Resources Committee in October have been incorporated into the base budget for 2020/21.

Included within the proposed revenue budget in the table in 7.4 are a number of service developments and some proposed savings which are detailed below;

- a) £1.12m has been included for whole-time recruitment during 2020/21.
- b) £0.360m has been included to grey book employees for the external recruitment of crew managers and the internal promotion of firefighters to crew managers in order to align the work force plan with the establishment.
- c) £0.317m has been added to employee contingency budgets to cover the cost of two employees returning from career breaks during the year and for five employees who have exceeded their projected retirement date and are still in employment.
- d) £0.293m has been added to retained employee budgets for expected retained recruitment in 2020/21
- e) £0.384m has been included within support staff employee budgets for the increase in fire protection staff as approved in the IRMP and for growth in ICT project management which was approved at Human Resources Committee on the 10th January 2020.
- f) £0.229m for new software licence costs, asbestos survey medicals and appliance mobile phones.
- g) £0.200m has been included for two reviews, one of the property management function and a digital and data survey.
- h) £0.076m has been included for the current expected costs resulting from Grenfell, which include the purchase of smoke hoods, the establishment of a project team and upgrades to breathing apparatus capability.
- i) £0.202 has been included for revenue contributions to capital expenditure

The following are reductions to the base budget from 2019/20:

- j) £2.049m has been deducted for the full year effect of retirements during 2019/20.
- k) £0.428m has been deducted for vacancy management of operational (£0.155m) and support staff (£0.273m). This reduction has been based on past experience of additional leavers during the year.

7.6 Budget Calculation Assumptions

The following assumptions have been used in the calculation of the Medium Term Financial Plan and any deviations from these can increase or decrease the projected deficit.

- a) Precept increase of 1.99% in 2020/21 and each year thereafter
- b) Tax base growth of 1.3%
- c) Pay increases for all staff of 3%
- d) General price inflation of 2%
- e) Employees retire as per their projected retirement date and the authority continues to recruit in order to maintain establishment at 900 whole time employees.

7.7 Financial Planning April 2020 Onwards

In order to enable members to understand the financial uncertainty from 2021 a range of scenarios have been drawn up which shows the impact of :

- a) No cut in central government funding
- b) A 5% cut in funding
- c) A 10% cut in funding

These are potential scenarios at this stage, once more information is received on funding from 2021 onwards the Medium Term Financial Plan will be updated and reported to members. It has been assumed that government funding will be increased by CPI inflation each year. Although the government stated in the Spending Round 2019 that austerity had ended, it is prudent to provide members with the worst case scenarios of funding reductions. At this stage no planned real increases in funding from 2021 has been forecast as there has been no formal commitment from government to increase funding to fire and rescue services.

The table below shows the impact of these scenarios

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
Revenue Budget	87.623	89.449	91.439	93.487
Funding	87.623	89.449	91.439	93.487
0% cut	0	0	0	0
5% cut	0	-1.631	-4.036	-5.964
10% cut	0	-3.154	-6.855	-9.875

The above table assumes that the authority will continue to receive pension grant funding. In the worst case scenario that the pension grant was not continued from April 2021, the financial position of the Authority would be worse by £4.28m per annum.

In summary, as at April 2021, if there were cuts to funding of 5% and 10%, the authority could be faced with finding ongoing revenue savings between £1.631m and £3.154m in order to achieve a balanced budget depending on the level of grant cut.

7.8 As Chief Finance and Procurement Officer and as Section 73 officer there is a statutory duty to present a balanced budget as the use of reserves cannot be sustained over the longer term. The Strategic Development team is currently working closely with the finance

team to identify savings and growth in accordance with the funding scenarios highlighted in the tables above. These will be presented to Management Board and the Fire Authority during 2020, if required.

7.9 Reserves

Finance and Resources Committee approved the Reserves Strategy in October 2019, and in January 2020, approved the following movements:

- the amalgamation of the capital projects reserve and the operational equipment reserve
- the transfer of £1m from the pay and prices reserve to the Service Support Reserve

It is proposed that reserves will be used to support the Medium Term Financial Plan over the next four years as summarised in the table below:

Reserve	Opening Balance 01/04/2019 £m	Use of Reserve 2019/20 £m	Use of Reserve 2020/21 £m	Use of Reserve 2021/22 £m	Use of Reserve 2022/23 £m	Use of Reserve 2023/24 £m	Closing Balance £m
Transparency	39						39
Regional Control Funding	563	-563					0
Enhanced Logistical Support	202			-202			0
Decontamination of Body Bags	40						40
Council Tax Reform	27						27
Business Rate Appeals	1,053						1,053
Government Grant Reserves	1,924	-563	0	-202	0	0	1,159
General Fund	5,000						5,000
Leap Year Fund	160	-160	40	40	40	-120	0
Insurance Claims	419						419
Service Support Reserve	1,601	-1,240	-200				161
Pension Equalisation Reserve	3,559			-2,000			1,559
Provision for pay and prices	3,627		-500	-500	-500	-500	1,627
ESMCP	258						258
Capital Financing Reserve	17,742	-1,700	-1,500	-4,550	-9,800	-192	0
Medium Term Funding Impact	2,000		-2,000				0
Usable Reserves	29,366	-3,100	-4,160	-7,010	-10,260	-812	4,024
TOTAL RESERVES	36,290	-3,663	-4,160	-7,212	-10,260	-812	10,183

It is worth pointing out that those earmarked reserves highlighted in orange in the table are the result of the receipt of a government grant and as such will have to be spent on the purpose specified in the grant terms and conditions. These reserves cannot be used to fund expenditure in other areas.

The rest of the earmarked reserves will be used to support the Medium Term Financial Plan as follows.

- a) It is proposed that the capital reserves are used to fund the rebuilding of the three fire stations and the development of the FSHQ site as detailed in section 1 of this report and the completion of the rebuild of Wakefield Fire Station which commenced in 2019/20. This will mean that capital financing charges in the form of statutory Minimum Revenue Provision is not charged to this £17.7m of capital investment resulting in revenue savings over many years. This is because Minimum Revenue Provision is chargeable to revenue over the life of the asset, in the case of a new fire station, 40 years.
- b) It is also recommended that costs associated with the Procurement Review and the Lean Working Review during 2020/21 are met from the Service Development Reserve. Management Board have commissioned the Local Government Association to conduct a review into our property services function in April 2020, and Finance and Resources Committee in February 2020 approved the commissioning of a Digital and Data Survey both of these will be funded from the service support reserve. It is expected that these reviews will generate ongoing revenue savings over the longer term even though they will need initial investment in the first instance.
- c) Any further implementation costs associated with the HR and Rostering system and Command Leadership and Management (CLM) will also be charged to the service support reserve. Once again these projects are expected to deliver savings over the longer term.
- d) As explained earlier in the report there may be some additional revenue costs associated with the McCloud/Sargeant case. The Government has not given any direction on how the costs of McCloud will be funded. In the short term, the Authority can call upon the pension equalisation reserve to fund this cost if central funding is not provided. The estimated ongoing revenue cost is £2m per annum.
- e) A leap year fund is maintained to manage the cost of the extra day every leap year, the movement in the table above show the transfer to and from this reserve.
- f) Due to the uncertainty regarding fire fighters pay awards provision has been made for the funding of a 1% pay increase costing an estimated £500k from the provision for pay and prices reserve until savings to fund this can be found in the longer term. If there were higher increases in pay awards there would be a greater demand on this reserve.
- g) Although indications from central government indicate that the authority will not face any cuts to funding in 2021/22, the Medium Term Funding Impact reserve may be called upon if cuts to funding materialise. This reserve will be used to fund the implementation and bridge the timing gap of initiatives identified in section 7.5.

8 Legal Implications

- 8.1 The Authority is required to set a budget/issue a precept for 2020/21 before 1st March 2020. This decision is reserved to the Authority and cannot be taken by the Committee or delegated to officers, although the Finance & Resources Committee has to recommend a budget to the Authority. Before setting the level of the precept, the Authority must have agreed a balanced budget which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimated to be brought forward from previous years, and any amounts required to be transferred between funds. The precept itself must be

sufficient to cover the difference between the agreed budget less government grants credited to the consolidated revenue account.

- 8.2 In addition, the Authority's Chief Financial Officer (under s73 Local Government Act 1985) is required to report to the Council on the robustness of the estimates made for the purposes of the calculations, and the adequacy of the proposed financial reserves. The Authority must have regard to the report when making decisions about the calculations in connection with which it is made. The Chief Financial Officer is also obliged to report to the Authority if in relation to the previous financial year it appears that a controlled reserve is or is likely to be inadequate. A controlled reserve is one where the Secretary of State has, by regulation, defined the appropriate minimum level of reserve. The s73 officer must report the reasons for that situation, and the action, if any, which she considers it would be appropriate to take to prevent such a situation arising in relation to the corresponding reserve for the financial year under consideration. No Regulations defining controlled reserves have been made.
- 8.3 In reaching decisions on these matters, Members are bound by the general principles of administrative law. Lawful discretions must not be abused or fettered and all relevant considerations must be taken into account. No irrelevant considerations may be taken into account, and any decision made must be one which only a reasonable authority, properly directing itself, could have reached. Members must also balance the interests of service users against those who contribute to the Authority's finances. The resources available to the Authority must be deployed to their best advantage. Members must also act prudently.
- 8.4 Among the relevant considerations which Members must take into account in reaching their decisions are the views of business ratepayers and the advice of officers. The duty to consult representatives of non-domestic ratepayers on the Authority's expenditure plans is contained in Section 65 of the Local Government Finance Act 1992.
- 8.5 In considering the advice of officers, and the weight to be attached to that advice, Members should have regard to the personal duties placed upon the Director of Finance as Chief Financial Officer. The Authority may take decisions which are at variance with her advice, providing there are reasonable grounds to do so. However, Members may expose themselves to risk if they disregard clearly expressed advice, for example as to the level of provision required for contingencies, bad debts and future liabilities.
- 8.6 The Chief Finance Officer is required by Section 151 of the Local Government Act 1972 and by the Accounts and Audit Regulations 2003 to ensure that the Authority's budgeting, financial management, and accounting practices meet relevant statutory and professional requirements. She is in addition subject to the requirements set out in paragraph 2 above.
- 8.7 Members must also have regard to, and be aware of, the wider duties placed upon the Authority by various statutes governing the conduct of its financial affairs. These include the distinction between revenue and capital expenditure, specified in the Local Government and Housing Act 1989. The law in relation to the Authority's borrowing was changed by the Local Government Act 2003. The previous regime of capital controls was abolished and the Authority is required to set prudential indicators in line with capital investment plans that are prudent, affordable and sustainable. The prudential indicators include the borrowing limits and Treasury Management Strategy that were formerly set by the Authority as part of the budget process. The implications of this are explained more fully in the body of the report.
- 8.8 In setting the precept for the next financial year and in agreeing the Authority's budgetary requirements, the Authority also needs to take into account the fact that the Government still has power to cap local authority budgets under the Local Government Act 1999. The Government may either set a maximum amount for the budget in the forthcoming year or

put an authority on notice to set a maximum budget in the next financial year. If the Government proposes to cap the authority, the authority will be given a short period to put its case. If the cap is then confirmed in the current year, this could require the Authority to revisit its budget decisions and would be likely to require rebilling of precept.

- 8.9 Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of council tax which have been outstanding for two months or more to attend any meeting at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that he or she is in arrears and will not be voting on the decision for that reason. The Member concerned must not vote but may speak. The application of Section 106 of the 1992 Act is very wide and Members should be aware that the responsibility for ensuring that they act within the law at all times rests solely with the individual Member concerned.

Proposed Revenue Budget

9.1 Recommendations

- (a) Members to consider the joint report of the Chief Fire Officer/Chief Executive, the Chief Finance & Procurement Officer and, the Chief Legal & Governance Officer, which presents an overview of the financial position for the current year together with the draft revenue budget and capital plan for 2020/21 and four-year financial strategy and the precept options.

The detail of the report advises Members of:

- (i) The content of the four-year capital plan (£49.861m) with a forecast spend by the end of 2020/21 of £7.380m (as set out in Appendix A);
 - (ii) Capital Financing Requirement of £57.5m in 2020/21;
 - (iii) The Authorised Limit for external debt of £65m and an Operational Boundary of £55m;
 - (iv) Capital finance charges of 5.51% of the revenue budget;
 - (v) Forecast general fund balances of £5m by 31 March 2020 with a minimum balance to be maintained at £5.0m;
 - (vi) A collection fund surplus of £108,442.97
 - (vii) Details of the local government finance settlement 2020/21;
 - (viii) Positive assurance from the Chief Finance Officer under section 25 of the Local Government Act 2003 of the adequacy of balances and the robustness of the budget estimates.
- (b) Medium Term Financial Strategy 2020/2021 – 2023/2024 (incorporating revenue budget and capital plan)
- (i) Set a revenue budget of £87.623m incorporating the service development and efficiencies set out in paragraph 7.5.
 - (ii) Approve a precept increase of 1.99% for 2020/21

10 Resolution

10.1 That Members give approval to the Prudential Indicators in respect of:

- a) the Capital financing Requirement as set out in paragraph 3.2;
- b) the level of External Debt also set out in paragraph 3.2;
- c) the Authorised limit for external debt as set out in paragraph 3.4;
- d) the Operational Boundary for external debt also set out in paragraph 3.4.

10.2 Having considered the recommendations of the Chief Fire Officer/Chief Executive and the Chief Finance and Procurement Officer on service delivery and related budget requirements and, having taken account of the views of the consultees and, acting in accordance with the requirements of the Local Government Finance Act 1992 (as amended) ("the Act") and, having approved a capital expenditure programme for the financial year 2020/21 of £7.380m and, having calculated its basic amount of council tax for the year by dividing its council tax requirement by its council tax bases, which the Authority notes have been determined by the District Councils, the figures are as follows for financial year 2020/21.

	2020/21
Authority	Tax Base
Bradford	£144,350.00
Calderdale	£62,717.19
Kirklees	£120,827.80
Leeds	£231,377.60
Wakefield	£103,175.00
TOTAL	£662,447.59

10.3 The Authority calculates its council tax requirements under Sections 40 to 47 of the Act for Financial Year 2020/21 as the aggregate of the following:

10.3.1 The Authority calculates the aggregate of (A) as set out in Appendix B.

- £87,622,961 The expenditure the Authority estimates it will incur in the year in performing its functions and will charge to the revenue account for the year in accordance with proper practices.
- £0 The allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year in accordance with proper practice.
- £0 The financial reserves which the Authority estimates it will be appropriate to raise in year for meeting estimated future expenditure.

- £0 Financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been provided for.

10.3.2 The Authority calculates the aggregate of (B) as set out in Appendix B

- £43,989,813 The income which it estimates that will accrue to it in the year and which it will credit to a revenue account for the year in accordance with proper practices other than income which it estimates will accrue to it in respect of any precept issued by it to be.
- £0 The amount of financial reserves which the Authority estimates that it will use in order to provide for the items mentioned.

10.3.3 Council Tax Requirement

- £43,633,148 The aggregate calculated under subsection 42a(2) (aggregate of A) of the Act exceeds the amount calculated under subsection 42a(3) (aggregate of B) which is calculated to be the council tax requirement for the year.

10.3.4 Basic amount of council tax

- £65.87 The Authority calculates its basic amount of council tax by dividing the council tax requirement by the council tax base. The council tax requirement is £43,633,148 and the council tax base is £662,447.59 which is equal to £65.87 at band D. This calculation meets the requirement under S42B of the Act.

10.4 The Authority calculates the Council Tax sums pursuant to Section 47 of the Act as follows:

Band A	£43.91
Band B	£51.23
Band C	£58.55
Band D	£65.87
Band E	£80.50
Band F	£95.14
Band G	£109.78
Band H	£131.73

10.5 The Authority calculates the resultant precept amounts payable by each constituent District Council pursuant to Section 48 of the Act as follows:

District	Precept
Bradford	£9,507,839
Calderdale	£4,130,966
Kirklees	£7,958,512
Leeds	£15,240,048
Wakefield	£6,795,783
TOTAL	£43,633,148

10.6 Resolved that the precept for each constituent District Council, as calculated and set out above, be issued to them pursuant to Section 40 of the Act.

Appendix A

Directorate	Description	TOTAL	2020/21	2021/22	2022/23	2023/24
Operations	Water Rescue	£58,000	£10,000	£24,000	£12,000	£12,000
Operations	Lay Flat Hose	£200,000	£50,000	£50,000	£50,000	£50,000
Operations	Gas tight suits	£40,000	£10,000	£10,000	£10,000	£10,000
Operations	Battery Operated PPV	£150,000	£150,000	£0	£0	£0
Operations	Scene Lighting	£100,000	£100,000	£0	£0	£0
Operations	High Rise Branches	£28,000	£28,000	£0	£0	£0
Operations	Thermal Image	£55,000	£55,000	£0	£0	£0
Operations	Medium Ex Foam	£50,000	£0	£50,000	£0	£0
Operations	Mainline Branch	£60,000	£0	£60,000	£0	£0
Operations	Powermats/power unit	£110,000	£0	£110,000	£0	£0
Operations	Crash Recovery	£85,000	£0	£85,000	£0	£0
Operations	BA Sets	£850,000	£0	£0	£850,000	£0
Operations	BA Cylinders	£350,000	£0	£0	£350,000	£0
Operations	BA Ancillary Equip	£210,000	£0	£0	£210,000	£0
Operations	Dividing Breeching	£30,000	£0	£0	£0	£30,000
Operations	Ground Monitors	£85,000	£0	£0	£0	£85,000
Operations	Tirfor & Ancillarys	£100,000	£0	£0	£0	£100,000
Operations	New Control System	£2,000,000	£0	£0	£2,000,000	£0
Operations	Body Worn Video	£30,000	£30,000	£0	£0	£0
Operations	Water Rescue Operational	£150,000	£150,000	£0	£0	£0
Operations	Hydrants	£1,800,000	£450,000	£450,000	£450,000	£450,000
Operations	NPAS Video	£75,000	£75,000	£0	£0	£0
	Subtotal Operations	£6,616,000	£1,108,000	£839,000	£3,932,000	£737,000

Directorate	Description	TOTAL	2020/21	2021/22	2022/23	2023/24
Property	LED Lighting	£90,000	£90,000	£0	£0	£0
Property	Upgrade accomodation	£90,000	£90,000	£0	£0	£0
Property	External fabric	£30,000	£30,000	£0	£0	£0
Property	Fabric upgarding	£80,000	£80,000	£0	£0	£0
Property	General refurb works	£80,000	£80,000	£0	£0	£0
Property	Welfare facilities	£180,000	£180,000	£0	£0	£0
Property	Electrical rewire	£80,000	£80,000	£0	£0	£0
Property	Tarmac surfaces	£30,000	£30,000	£0	£0	£0
Property	External Window Alterations and Upgrading	£50,000	£50,000	£0	£0	£0
Property	Dignity privacy improvements	£40,000	£40,000	£0	£0	£0
Property	Welfare and cleaning facilities	£40,000	£40,000	£0	£0	£0
Property	Upgrading of External Elements and boarding	£50,000	£50,000	£0	£0	£0
Property	DDA Requirements	£40,000	£40,000	£0	£0	£0
Property	Specific Refurbishments	£3,000,000	£0	£1,000,000	£1,000,000	£1,000,000
Property	Environmental Efficiency and Insulation Improvements	£100,000	£100,000	£0	£0	£0
Property	Electric Vehicle Charging Units	£200,000	£200,000	£0	£0	£0
Property	General Asbestos Removal	£100,000	£100,000	£0	£0	£0
Property	Security, CCTV and Fire Alarm system	£90,000	£90,000	£0	£0	£0
Property	Appliance Bay Doors	£100,000	£100,000	£0	£0	£0
Property	Surface Water drainage interceptors	£80,000	£80,000	£0	£0	£0
Property	Appliance Bay pits	£60,000	£60,000	£0	£0	£0
Property	LED lighting to high level appliance bays	£60,000	£60,000	£0	£0	£0
Property	Fire Station Training Towers	£60,000	£60,000	£0	£0	£0
Property	electrical upgarding works	£100,000	£100,000	£0	£0	£0
Property	Mechanical and L8 (Legionella Prevention)	£100,000	£100,000	£0	£0	£0
Property	Boiler Replacement	£150,000	£150,000	£0	£0	£0
Property	Equality/Dignity alterations, improvements	£40,000	£40,000	£0	£0	£0
Property	Operational and Training Facility upgrades	£40,000	£40,000	£0	£0	£0
Property	Various Refurbishments	£2,400,000	£0	£800,000	£800,000	£800,000
	Subtotal Property	£7,560,000	£2,160,000	£1,800,000	£1,800,000	£1,800,000

Directorate	Description	TOTAL	2020/21	2021/22	2022/23	2023/24
ICT	Upgrade of network switches	£700,000	£400,000	£300,000	£0	£0
ICT	VOIP	£165,000	£165,000			
ICT	Replacement of outdated computer hardware	£345,000	£105,000	£90,000	£75,000	£75,000
ICT	Replacement of virtual server storage	£350,000	£350,000	£0	£0	£0
ICT	Replacement of server backup hardware	£250,000	£250,000	£0	£0	£0
ICT	Replace Appliance fixed mobile phones	£30,000	£30,000	£0	£0	£0
ICT	Vehicle CCTV	£390,000	£390,000	£0	£0	£0
ICT	MDT hardware	£280,000	£0	£280,000	£0	£0
ICT	Replacement of station tannoy	£400,000	£120,000	£120,000	£80,000	£80,000
ICT	Pager upgrade	£65,000	£0	£65,000	£0	£0
ICT	In-house system development	£0	£0	£0	£0	£0
ICT	Command support software	£100,000	£0	£100,000	£0	£0
ICT	Thin client	£140,000	£100,000	£40,000	£0	£0
ICT	ID Cards	£15,000	£0	£0	£15,000	£0
ICT	Equipment management and RFID tagging	£293,000	£0	£0	£293,000	£0
ICT	Bring Your Own Device (BYOD)	£60,000	£60,000	£0	£0	£0
ICT	Replace FI CRM with in house solution	£0	£0	£0	£0	£0
ICT	Dedicated BI tools	£10,000	£10,000	£0	£0	£0
ICT	UPS on stations	£50,000	£50,000	£0	£0	£0
ICT	Implementation of Office365	£95,000	£65,000	£30,000	£0	£0
ICT	Managed Print Solution	£0	£0	£0	£0	£0
ICT	EMOC replacement	£30,000	£30,000	£0	£0	£0
ICT	Refresh of ICT in Training	£87,000	£87,000	£0	£0	£0
ICT	Mobile Phones	£220,000	£55,000	£55,000	£55,000	£55,000
ICT	MDT Routers	£150,000	£150,000	£0	£0	£0
	Subtotal ICT	£4,225,000	£2,417,000	£1,080,000	£518,000	£210,000

Directorate	Description	TOTAL	2020/21	2021/22	2022/23	2023/24
Emp Services	PPE Racking & Storage unit	£70,000	£70,000	£0	£0	£0
Emp Services	OHU Medical System	£21,000	£21,000	£0	£0	£0
Emp Services	Assist Technology	£11,000	£11,000	£0	£0	£0
	Subtotal Employment Services	£102,000	£102,000	£0	£0	£0
Transport	Vehicle Replacement	£7,524,000	£43,000	£1,920,000	£1,753,000	£3,808,000
	Subtotal Transport	£7,524,000	£43,000	£1,920,000	£1,753,000	£3,808,000
Fire Safety	Fire Alarms	£2,000,000	£500,000	£500,000	£500,000	£500,000
	Subtotal Fire Safety	£2,000,000	£500,000	£500,000	£500,000	£500,000
IRMP	Station rebuilds and rationalisation of FSHQ	£21,834,000	£1,050,000	£5,050,000	£11,734,000	£4,000,000
	Subtotal IRMP	£21,834,000	£1,050,000	£5,050,000	£11,734,000	£4,000,000
Total Capital Bids		£49,861,000	£7,380,000	£11,189,000	£20,237,000	£11,055,000

Appendix B

2019/20	REVENUE BUDGET	2020/21
£53,832	Firefighters	£53,983
£9,973	Support Staff	£11,100
£2,000	Pensions	£2,000
£1,177	Other Employees	£1,209
£4,417	Premises	£4,537
£2,567	Transport	£2,417
£5,194	Supplies and Services	£5,723
£332	Lead Authority Charges	£348
£7,948	Capital Financing	£7,948
£452	Contingency	£1,092
£87,892	GROSS EXPENDITURE	£90,357
-£2,745	Less Income	-£2,734
£85,147	NET EXPENDITURE	£87,623



OFFICIAL

HMICFRS Report Update and National Overview

Full Authority

Date: 21 February 2020

Agenda Item:

24

Submitted By: Director of Service Support

Purpose

To provide an overview of West Yorkshire Fire and Rescue Service's (WYFRS) inspection report carried out by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service. The briefing also gives an update on the 'State of Fire and Rescue' report.

Recommendations

It is recommended that the Authority note the contents of this report.

Summary

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service have released their findings from our recent inspection. WYFRS achieved a rating of good across all three pillars and each of the 11 core questions.

Local Government (Access to information) Act 1972

Exemption Category: N/A

Contact Officer: SM Gareth Atkins

Background papers open to inspection: None

Annexes: Annex 1 – areas of good practice

1 Information

- 1.1 In July 2017, Her Majesty's Inspectorate of Constabulary extended its remit to include inspections of England's fire and rescue service and was renamed Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Part of their role is to assess how well fire and rescue services prevent, protect against and respond to fires and other emergencies, and how well they look after their people.
- 1.2 The inspection process for WYFRS started in February 2019 with document requests and data collection, then culminated in June 2019 with fieldwork week and a hot debrief. HMICFRS analysed the information received throughout the process and on 17 December published a report of their findings.
- 1.3 On 15 January the 'State of Fire and Rescue' report was published which contains an assessment of the effectiveness and efficiency of all 45 fire and rescue services in England, based on the inspections carried out between June 2018 and August 2019.
- 1.4 In November 2019, Management Team approved the production of a composite service-wide action plan, which ensures learning highlighted within HMICFRS' inspection report is identified, captured and used to develop the service. The plan went live on 20 January 2020.
- 1.5 HMICFRS have released their inspection dates for cycle 2. WYFRS' next inspection will commence with discovery week on 31 August 2020 and culminate with fieldwork week on 28 September 2020.

2 Areas of Good Practice

- 2.1 West Yorkshire are the only metropolitan service to score good across all 11 core questions.
- 2.2 Only three other FRSs (Cambridge, Staffordshire, and Lancashire) have received grades of 'Good' and above in all 11 core questions; this puts West Yorkshire in the top four best performing services in England
- 2.3 A full breakdown of the areas of good practice from our inspection report can be found in Annex 1.

3 Areas of Development

3.1 The table below highlights the nine overarching development areas within the report.

Effectiveness
Understanding the risk of fire and other emergencies: 1. The service needs to improve how it engages with the local community to build a comprehensive profile of risk in the service area.
Preventing fires and other risks: 2. The service should ensure that communication is designed to be appropriate and accessible to meet the diverse needs of the community.
Protecting the public through fire regulation: 3. The service should assure itself that it allocates enough resources to meet its own targets for responding to building control consultations. 4. The service should assure itself that it allocates enough resources to meet the demands of its risk-based inspection programme. 5. The service should ensure it has effective arrangements for providing specialist protection advice out of hours.
Responding to fires and other emergencies: 6. The service should ensure that all commanders understand what is meant by operational discretion.
Responding to national risks: 7. The service should ensure it is well-prepared to form part of a multi-agency response to an incident and employees know how to apply JESIP principles. 8. The service should ensure its operational employees have good access to relevant and up-to-date risk information. This should include cross-border risk information.
Efficiency
Making best use of resources: 9. The service needs to prioritise testing business continuity plans.

4 State of Fire and Rescue

4.1 In June 2019, HMICFRS released an interim report into emerging themes identified following inspection of 30 of 45 fire and rescue services in England. This report made two recommendations:

1. As soon as is practicable the Home Office, National Fire Chiefs Council and Local Government Association, in consultation with the Fire Standards Board and Association of Police and Crime Commissioners, should establish a programme of work that will result in consistency in the four priority areas below:
 - Identifying and determining risk as part of the IRMP process
 - Identifying and measuring emergency response standards and approaches
 - Defining what are high-risk premises for the purposes of fire protection

- Setting an expectation for how frequently high-risk premises, and parts of those premises, should be audited for compliance with fire safety legislation.

2. As part of the next Spending Review, the Home Office in consultation with the Fire and Rescue Sector should address the deficit in the fire sector’s national capacity and capability to support change

4.2 In January 2020, HMICFRS released the first full Annual Assessment of the Fire and Rescue Services in England.

4.3 Key findings from the report can be seen below.

Effectiveness	Efficiency	People
<ul style="list-style-type: none"> • 29 services graded good • 16 requires improvement 	<ul style="list-style-type: none"> • 26 services graded good • 18 requires improvement • 1 inadequate 	<ul style="list-style-type: none"> • 18 services graded good • 25 requires improvement • 2 inadequate

- Only 16 services (36%) were graded good for all three pillars.
- 14 services received 24 causes of concern.
- The sector needs to improve how it deals with building fire safety regulations.
- Despite some good examples of outstanding culture other services needed to do more to address ‘toxic’ environments for staff and improve the diversity of the workforce.
- Sir Thomas Windsor acknowledges the importance of strong trade union representation, however expressed concern that union influences sometimes prevents necessary reform in some areas.

- 4.4 The report makes four overarching recommendations for the sector and provides timelines for implementation; these include:

Target date	Recommendation
June 2020	The Home Office in consultation with fire and rescue sector should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them.
June 2020	The Home Office, LGA, NFCC and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.
September 2020	The Home Office should consider the case for legislation to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.
December 2020	The NFCC with LGA should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal

5 Next Steps

- 5.1 HMICFRS have now completed their first cycle of inspections and planning is in place for cycle two, which will begin in April 2020 and follow a similar format. WYFRS' inspection will commence with discovery week on 31 August 2020 and culminate with fieldwork week on 28 September 2020.
- 5.2 Actions from the report have been captured as a formal project and are a standing Management Team agenda item.
- 5.3 WYFRS will build on the progress made to date and ensure that HMICFRS' Judgement Criteria and highlighted best practice is embedded, where appropriate, in day to day operations to become business as usual.

6 Financial Implications

- 6.1 Some of the actions will have no cost implications, but others will have significant costs associated with their implementation. Each action will be assessed on an individual basis and if required additional business cases will be submitted prior to implementation.

7 Legal Implications

- 7.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the meeting and/or respond to any requests for legal advice made at the meeting.

8 Human Resource and Diversity Implications

- 8.1 Some of the actions have Human Resource implications. Each action will be assessed on an individual basis and if required additional business cases and equality analysis will be submitted/carried out prior to implementation.

9 Health, Safety and well-being Implications

- 9.1 Health and safety is a fundamental consideration for all aspects of service delivery. Identified issues relating the Health, Safety and well-being will be addressed and dealt with depending on their level of urgency either through the action plan or directly if required.

10 Your Fire and Rescue Service Priorities

- Reduce the risks to the communities of West Yorkshire
- Continue to keep our firefighters safe
- Make better use of technology and innovate where possible

11 Conclusions

- 1.1 The inspection process started in February 2019 with document requests and data collection, then culminated in June 2019 with Fieldwork week and a hot debrief. HMICFRS have analysed the information received throughout the process and produced a report of their findings.
- 11.2 Elements of good practice, along with nine areas for development were highlighted within the report.
- 11.3 WYFRS have captured the actions as a formal project ensuring that each action has an owner. The actions are a standard Management Team agenda item which provides assurance and helps progress the actions in a timely manner.
- 11.4 WYFRS achieved a rating of good across all three pillars and each of the 11 core questions.

Appendix 1

HMI Inspection – Areas of Good Practice	
Effectiveness	
1.	The service has a good understanding of local and community risk.
2.	The service bases its IRMP on a comprehensive community risk profile.
3.	Prevention activity has been realigned to focus on those most at risk.
4.	The service's IRMP meets the requirements of the Fire and Rescue National Framework for England and there is a clear link between the IRMP and local delivery plans.
5.	The IRMP is clearly linked to the service's prevention, protection and response work and summarises the key risks.
6.	The service is collaborating with its neighbours to share the cost and ensure the availability of specialist fire and rescue equipment.
7.	Good at both collecting and communicating risk information throughout the service.
8.	The service is clear about its community safety priorities.
9.	The service undertakes a broad range of prevention activity.
10.	Good at using data to identify and offer those most at risk a safe and well visit.
11.	The service is also able to assure itself Safe and Well visits were conducted properly and remind people about the safety advice they received.
12.	The service is using information from fire investigation activity to inform prevention activity.
13.	Good work with year 5 pupils, highlighting the importance of wearing seatbelts and the dangers of driver distraction.
14.	Fire protection inspecting officers were well trained and work to a nationally recognised competency framework.
15.	It is also positive to note that the service has trained operational staff to carry out low-level audits which increases the resources available.
16.	The service is making the best use of the time it has available during inspections by only undertaking a full audit where a shortened version indicates it is necessary to do so.
17.	Willing and able to enforce compliance and regularly carries out enforcement action.
18.	The service has reduced its attendance at false alarms and the number of calls to automatic fire alarms that it receives.
19.	Evidence that fire safety inspectors are working with building managers to reduce the burden of automatic fire alarms.
20.	The service maximises the availability of on-call fire engines by sending full-time firefighters to staff them if there is capacity.
21.	The service is good at developing the skills of staff new to a command role.
22.	We found the service has good debrief systems in place for gathering information following operational incidents.
23.	We were also encouraged to see that the programme the service has in place to ensure firefighter competence uses real learning from local and national incidents.
24.	It is positive that the service is using on-call staff from across the service efficiently by combining the staff from stations that would have otherwise be individually unavailable.
25.	Robust training has taken place with other services and blue light partners to exercise the service's response to terrorist attacks.
Efficiency	
1.	The service's financial plans are based on sound planning assumptions.
2.	The service has solid financial plans to 2021-22 (the extent of the current IRMP). In the period after this, the service has completed scenario planning. This identifies many options that could make savings.
3.	The service is good at allocating its resources to meet the demands of the IRMP.
4.	Evidence of strong budget and workforce monitoring that has been put in place over the past 18

months.
5. The service works collaboratively, which brings financial efficiencies.
6. There is evidence that important financial decisions it has made are linked to risk. The service is making credible decisions about financial plans.
7. The service has detailed procurement regulations. And it is reducing non-pay costs through better procurement, national frameworks and benchmarking.
People
1. The service has a culture of promoting health, safety and wellbeing at all levels.
2. Staff were very positive about the senior leadership team. They felt it promoted the service's behaviours well.
3. The service has a robust workforce planning process to understand its staffing need.
4. The workforce plan identifies the difference between the skills required and those in place.
5. The service is good at learning and improving. There was evidence of established systems for checking the quality of work.
6. The service has quality assurance in place within the fire protection department. Team members perform random spot checks to make sure inspections meet the necessary standards.
7. Managers use a service-wide training plan to maintain staff skills. It is good at making sure individuals' skills are kept up to date.
8. The FRS is improving diversity within its workforce. It is doing this by changing the recruitment processes to remove potential barriers. It also improved its recruitment campaign for whole-time staff.
9. The service has recently redesigned its personal development review (PDR) process. As a result, it is less bureaucratic, and staff prefer this version.
10. The service has a well-publicised promotion process, which staff understand and which we found to be fair. Assessors are trained in unconscious bias and behavioural interviewing.