

OFFICIAL

Agenda item: 06

Quarterly Financial Review

Finance and Resources Committee

Date:	16 th October 2026
Submitted by:	Director of Finance and Procurement
Purpose:	To present a quarterly review of the financial position of the Authority
Recommendations:	That members note the content of the report
Summary:	The purpose of this report is to present an overview of the financial performance of the Authority in the first 6 months of the current financial year. The report deals with revenue and capital expenditure.

Local Government (Access to information) Act 1972

Exemption Category:	None
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Background papers open to inspection:	None
Annexes:	Appendix A – Capital Slippage into 2027/28 Appendix B - Capital Expenditure Appendix C - Prudential Indicators Appendix D – Investments as of the 21st of September 2026

1. Introduction

- 1.1 Expenditure is monitored throughout the year against the approved revenue budget with reports presented to departments, cost centre managers, and directors. A high-level summary report is presented to the Senior Leadership Team monthly. The purpose of the report is to monitor progress against the approved revenue budget; provide a forecast outturn for the financial year; provide an explanation of any major variations, and to show the impact of any variations on the revenue balances of the Authority.

2. Information

2.1 Revenue Budget Revision

When the revenue budget is approved an amount is included in contingencies for any budget increases/decreases that were not included within the original budget. Growth and savings included within the approved original budget which have yet to be expended or realised are included within the general contingency budget. The following paragraphs detail the movements to and from contingencies during the reporting period.

2.2 Budget Adjustments

Since the budget was approved in February some additional costs and budget reduction have been identified. Due to the time lapse of the budget being calculated in November and the start of the financial year in April, it is usual that there is some variance to the approved budget allocations.

Below are explanations of the movements to and from general contingencies:

Transfers to General Contingencies

- a) £0.538m has been removed from grey book employees, this is due to the following factors: an over provision for a secondment and three staff re-engaged on temporary contracts, two trainees that have resigned, two firefighters that have been deployed into support staff roles, an unbudgeted career break, and a later date than estimated for some firefighters to become qualified.

This underspend has been offset by an overspend on firefighter overtime amounting to £0.283m, which is due to the increased activity fighting wildfires in July and August both within West Yorkshire and in assisting other brigades. It has been assumed that some £0.100m of this overtime overspend will be chargeable to other brigades.

- b) There have been reductions in the rates bills for FSHQ and Keighley totalling £0.136m in 2026/27 which is due to a review of their rateable value following their redevelopment.

- c) The cost of providing the catering provision at FSHQ was uncertain when the budget was set in November. Since then, the Authority has entered into a one-year contract with Sugar Snap Kitchen. As such the monthly service charge has been agreed for this financial year resulting in a saving of £0.068m against the original budget.
- d) A review of support staff budgets has been undertaken which has resulted in a required transfer to contingencies of £0.063m. This is primarily for existing vacant posts that have either had a delay in appointing or are still vacant. Since the last report there have been seven resignations and three retirements, these leavers create a time lag between the existing post holder leaving and their replacement commencing employment.

Posts that were vacant as of the 1st of April are held in contingencies and not in base employee budgets.

- e) The budget for the provision of USAR Chainsaw courses will not be spent in 2026/27, resulting in the budget of £0.017m being transferred to contingencies. These courses were delivered on behalf of National Resilience from FSHQ but are now provided by an external provider.
- f) The budget for the drone subscription can be reduced by £0.008m which is due to an overestimate of a revenue bid.

Transfers from General Contingencies

There have been four transfers from general contingencies to revenue budgets during this period:

- g) Following a review of support staff budgets it was identified that two posts had not been allocated a budget which amounts to £0.107m. These were for a business analyst and a digital programme manager; these posts were approved in the June 2025 revenue bidding process but due to timing differences in their appointment and the setting of the employee budget in October they were excluded.
- h) Following an increase in the cost of electricity, an additional budget of £0.040m has been transferred from contingencies to pay for the forecast overspend.
- i) Due to the increase in fuel prices in this financial year, an additional £0.050m has been allocated to the vehicle fuel budget.
- j) An increase in budget of £0.012m is required for the cleaning contract budget, this is due to a higher inflation increase from that included when the budget was calculated in November 2025.

2.3 July Budget Review

As reported at Finance and Resources Committee in July, an additional budget bidding process was being undertaken following a budget surplus resulting from the firefighters pay award being 1.2% below budget provision (i.e.) the budget included a provision for 5% whilst the approved pay award was 3.8%. In August, a green book pay award of 3.3% was also agreed, which is 1.7% below budget provision.

The amount of additional budget amounts to £1.013m in this financial year, rising to £1.257m in 2027/28, the breakdown is shown in the table below:

	O/E 5%	Contingency	Actual Pay Award 3.8%	Saving	FYE
Wholetime	72,580,711	2,625,032	1,952,790	672,242	896,323
Control	2,754,791	99,571	71,060	28,511	38,014
On Call	2,664,028	96,290	67,580	28,710	38,280
TOTAL GREY BOOK	95,559,728	• 3,655,460	2,091,430	729,463	972,618
	O/E 5%	Contingency	3.30%	Saving	FYE
Support staff	17,392,198	828,200	546,612	281,588	281,588
Community Response Operatives	168,000	8,000	5,280	2,720	2,720
TOTAL SUPPORT STAFF	17,560,198	836,200	551,892	284,308	284,308
TOTAL				1,013,771	1,256,925

Budget holders were asked to submit revenue and capital bids; each bid was supported by a detailed business case and were subject to Executive Leadership Team scrutiny at a special meeting called the Star Chamber before they were approved.

The table below details the approved bids which total £0.775m in 2026/27, the full year effect of the revenue bids rises to £0.910m in 2027/28. There were some bids that were one-off purchases and their cost is only applicable to this financial year.

The remaining budget totalling £0.238m will be transferred to contingencies, where it may be called upon during the year to fund any unfunded budget pressures or if not, will be transferred to earmarked reserves at the end of the year.

Due to the length of the recruitment process, new posts have been budgeted to start in December and has been reflected in the revenue bid calculation.

Directorate	Ref	Description	2026/27	2027/28	2028/29	2029/30
Service Support	a	Operations Special Projects Implementation Officer	45,018	22,509	0	0
Service Support	b	Additional Capital Financing Charges - FWG Refurbishment	68,850	68,850	68,850	68,850
Service Delivery	c	Multi-Agency ICT Capability for Operational Command	3,000	0	0	0
Service Support	d	Expansion of Operations Policy Department	120,662	241,324	0	0
Service Delivery	e	ABEK Filters	10,000	20,000	20,000	20,000
Service Delivery	f	Welfare Vehicle Rental	12,000	0	0	0
Service Support	g	Digital PM Grade Change	10,736	21,472	21,472	21,472
Service Support	h	Transport Administration additional capacity	13,200	13,200	13,200	13,200
Service Delivery	i	Control Staffing	21,351	42,693	0	0
Service Delivery	j	Control Training Post	20,359	50,816	51,833	52,869
Service Delivery	k	Communications Team Staffing	40,142	103,501	105,571	107,682
People & Culture	l	People Digital Programme Overspend	107,626	0	0	0
People & Culture	m	Annual WYFRS Recognition Awards	15,000	18,000	18,000	18,000
Finance & Procurement	n	Payroll Assistant	6,109	19,171	19,555	19,946
People & Culture	o	WM Learning and Development and Group Manager Strategic Devt	185,928	193,365	197,233	201,177
Service Support	p	Capital Bids - Capital Financing Charges	95,395	95,395	95,395	95,395
TOTAL BIDS			775,376	910,296	611,109	618,592
Funding Available			1,013,771	1,256,925	1,256,925	1,256,925
Budget Remaining			238,395	346,629	645,817	638,334

A brief explanation of the bids is provided below:

a) Operations Specials Projects Implementation Officer

This bid will fund the continuation of the Operations Special Projects Implementation Officer post for a further 12 months. The purpose of the post is to provide dedicated staffing capacity to support the planning, coordination and implementation of the following vehicle replacement schemes, flood response vehicles, welfare units, toilet trailers, and the replacement command vehicle. The officer will support specification and planning work, manage stakeholder communication, assist with station liaison, coordinate training and familiarisation requirements, and ensure user guides, technical manuals and handover documentation are developed consistently.

b) Additional Capital Financing Charges Fairweather Green Fire Station Refurbishment

This bid is to pay for the increase in the capital scheme for the refurbishment of Fairweather Green Fire Station which will cost an additional £68,050 in capital financing charges per annum.

c) Multi Agency ICT Capability

This one-off bid totalling £3,000 is for the procurement of two secure laptop computers and two portable secondary display monitors to provide a dedicated deployable ICT capability for Operations Risk & Resilience officers operating within Police, Local Resilience Forum (LRF), and other multi-agency command environments. The equipment will enable officers to securely access systems in other agencies during major incidents and prolonged operational incidents. Current arrangements rely on just one location having ICT availability, resulting in limitations when accessing WYFRS systems.

d) Expansion of Operation Policy Department

The bid is for the employment of three Watch Managers for two years who will assist in reducing existing backlogs in policy, guidance, operational information notes, and National Operational Guidance implementation. They will facilitate operational learning and develop the assurance framework that captures learning from operational incidents, debriefs, and joint and national organisational learning.

e) ABEK Filters

The bid of £10,000 is for funding to support the six-monthly replacement of Sundström ABEK filters for operational personnel. The original budget provision included a commitment to review replacement frequency, which has now concluded with a decision to adopt a six-month replacement cycle. The budget will fund the next scheduled filter replacement in January 2027.

f) Welfare Vehicle Rental

The bid totalling £12,000 will fund the rental of a dedicated welfare vehicle to restore operational welfare capability following the loss of the Ilkley welfare vehicle, which was written off after a road traffic whilst the welfare unit was at an incident. The welfare vehicle will provide a dedicated welfare capability for prolonged and resource-intensive incidents, including rest facilities, refreshment provision, changing space, hygiene facilities, and support for firefighter recovery. The rental arrangement will provide an immediate interim solution until January 2027 when two new welfare vans and toilet trailers will be in service.

g) Digital Program Managers

This bid will fund the regrading of the two existing Junior Digital Project Manager roles to Digital Project Manager roles, with the associated uplift from Grade 5 to the estimated Grade 7 level. This addresses the current misalignment between the Junior Project Manager job descriptions and the level of responsibility now being undertaken in practice which will deliver a more sustainable project management structure by formally recognising the level of work already being conducted.

h) Transport Administration Additional Capacity

This bid is to increase the hours of the transport administrator from three days to five days per week. This increase will ensure fleet management is able to meet the needs of service users. Additional demand is being met in the short-term across the team, but this is not sustainable and delivers a poor level of service to customers who expect this facility to be available five days a week.

i) Control Staffing

This bid is to temporary fund overstaffing in control to support succession planning and reduce the impact resulting from a long-term absence (sickness related). This will mean that a third person can be included on the control training course in September and the team will be up to full establishment by the end of the year.

j) Control Training Post

This bid is for the funding of a dedicated training watch manager post in control who will be responsible for new trainees, the maintenance of competence for current operators, the review and gap analysis of national operational guidance, debriefing and improvement and assurance.

k) Communications Team Staffing

A bid has been approved for the appointment of a senior strategic communications and engagement manager and a coordinator who will work in the Corporate Communications team. These posts will result in increasing capacity and resilience across the department. They will address current staffing and capability gaps, reduce reliance on reactive and temporary arrangements, and strengthen support for organisational priorities, major programmes, and the Community Risk Management Plan.

l) People Digital Programme Overspend

This approved bid will cover a forecast funding shortfall in the People Digital Programme and allow essential work to continue while the Service replaces its outdated workforce systems. The new system will bring HR, recruitment, staff availability, rostering, learning, and development into one place, improving efficiency while maintaining services during the changeover.

m) Annual Recognition Awards

This bid is for the creation of a separate budget for the annual recognition awards and colleagues' celebration event. The first celebration event in November 2025 was extremely well received by finalists, attendees, and senior leaders; however, attendance was restricted to eighty people due to the capacity and seating limitations of the conference room. The budget increase will enable the event to increase to 250 attendees allowing nominees to bring a guest and will be held in the indoor training arena at FSHQ.

n) Payroll Assistant

A bid has been approved for the appointment of a part-time payroll assistant in the finance department who will be responsible for implementing the new HMRC requirement from the 1st of April for the payrolling of employee benefits. Previously this was undertaken annually through an employee's P11D submission, but new regulations require this to be completed monthly. The existing payroll team do not have the capacity to do this additional work.

o) Watch Manager Learning and Development and Group Manager in Strategic Development

A bid has been approved for the appointment of a permanent watch manager in the learning and development team to manage the firefighter apprentice process. This is currently being conducted by a temporary seconded watch manager who has been in post for several years. By making the post permanent it gives continuity to the team.

In addition, the funding will allow the substantive appointment of a group manager who is working in strategic development, this role has been delivered by a station manager who is acting up to the role of group manager.

p) Capital Bids Capital Financing Charges

The bidding process was also open to capital bids, four bids have been approved, details of which are included within section 7 of this report. The capital financing charges for these four schemes amount to £0.095m per annum which are a revenue cost.

2.6 Contingency Budgets

The table below summarises the current contingencies budgets position:

	<u>Opening Balance 1/7/26</u> £0	<u>Transfer to/from Contingencies</u> £0	<u>Closing Balance</u> £0
General Contingency	1,201	577	1,778
Employee Contingency	3,721	-2,849	872
TOTAL CONTINGENCIES	4,922	-2,272	2,650

3. Expenditure Monitoring

- 3.1 This report is based on expenditure to mid-September 2026 and includes six salary payments in 2026/27. The projected outturn is based on the current year's expenditure and is forecast to the end of the year based on previous expenditure profiles. Overall, the latest forecast indicates there will be an under spending of £0.144m in the current financial year.
- 3.2 An improved budget monitoring report for managers was introduced in 2018/19 which highlights those areas of concern using a Red, Amber, Green (RAG) rating. For those budgets that are forecast to overspend or under spend a red "cross" will be inserted against the budget line and for those within 5% of budget, an amber mark will be inserted. For those budgets where there is either a red or amber indicator, the budget holder will be required to provide an explanation as to the reason for the projected overspend. This has brought increased accountability to budget holders and is reported to Management Team monthly.
- 3.3 The table below summarises the forecast with an explanation of the causes detailed below.

	<u>Revenue</u> <u>Budget</u>	<u>Forecast</u>	<u>Variance</u>
	£0	£0	£0
Employees			
Wholetime	71,217	71,199	-18
On Call Firefighters	2,439	2,497	58
Control	2,606	2,592	-14
Support Staff	16,777	16,758	-19
Contingency Crews	162	152	-10
Employee Contingency	873	873	0
Pensions	1,600	1,600	0
Training	1,852	1,828	-24
Other Employee	779	763	-16
TOTAL	98,305	98,262	-43
Premises	5,920	5,898	-22
Transport	2,514	2,490	-24
Supplies and Services	8,690	8,651	-39
Contingency - General	1,778	1,778	0
Support Services	420	420	0
Capital Charges	8,450	8,450	0
Income	-2,909	-2,925	-16
Net Expenditure	123,168	123,023	-144

3.4 An explanation of the variances over £20,000 is given below:

3.5 **Employees** -£43,000

On-call Firefighters £58,000

There is a forecast overspend of £58,000 on on-call firefighters' turnout and attendance payments which is due to high activity during the summer months. Expenditure is dependent on activity and as such subject to variation during the year. This budget is monitored closely, and a budget adjustment may be required later in the financial year if the budget continues to overspend.

Training -£24,000.

There is a small projected under spend on training of £24,000 which is due a delay in the scheduling of courses. It is likely that this budget will be back on track by the end of the financial year.

3.6 **Premises** -£22,000

There is a small forecast underspend of £22,000 on premises budgets for rates, trade waste and gas, these underspends have offset an overspend on annual contracts. Premises expenditure can vary during the year with more costs incurred in the winter months.

3.7 **Transport** -£24,000

There is a small forecast underspend of £24,000 on transport budgets which is on vehicle consumables and spare parts, public transport, and mileage. This has offset overspends on car lease budgets.

3.8 **Supplies and Services** -£39,000

The net forecast underspend of £39,000 is spread over several budget headings within supplies and services. There is a small forecast overspend on emergency food, and operational equipment which is attributable to the high activity in July and August. This has been offset by underspends on clothing, laundry, and fixed landlines.

Expenditure on non-employee budgets is closely monitored, and some budget adjustments may be identified during the calculation of the 2026/27 budget.

4. **Impact on Revenue Balances**

- 4.1 The projected under spending will have the effect of increasing usable reserves which is detailed in the table below:

Description	Usable Reserves £000's
Opening Balance 1/4/26	
General Fund	5,700
Earmarked Reserves	30,601
Forecast use of reserves in 2026/27	-2,340
Impact of forecast	144
Forecast Usable Reserves at 31/3/2027	34,105

5. **Spending Review 2026/27**

- 5.1 The NFCC is coordinating a national survey of all fire and rescue services to support a national medium term financial plan for the sector. Services have been asked to complete a survey that identifies current financial pressures, cost drivers, and future risks. This survey will directly support the development of a robust, evidence-based case for the level of funding fire and rescue services require nationally. This will play a

critical role in shaping the business case submission for the next Comprehensive Spending Review.

6. Contact Procedure Rules

- 6.1 A requirement of the Authority's constitution, approved at Full Authority in February 2021, is to report to Finance and Resources Committee the approval of waivers to the Contract Procedure Rules over £75,000.

In the second quarter of 2026/27, there have been two waivers to exemptions of more than £75,000.

- a) An exemption was approved by the Director for Service Delivery for five years for scientific support and assurance service from Bureau Veritas with a total contract value of £171,150. This support is for the Detection, Identification and Monitoring (DIM) vehicle which is used to identify hazardous materials at incidents. A regional open tender was conducted under the Procurement Act 23 framework and was openly advertised to the market. At the close of the tender period, only one compliant submission was received; the sole compliant bidder was Bureau Veritas.

Scientific support is highly specialised and demands a level of technical expertise and national-level experience that is not widely available in the market. Bureau Veritas currently provides similar services at a national level and is recognised as a leading specialist in this field.

- b) An exemption was approved by the Director of Service Support for an extension to our current contract with Gartan for maintenance support for the rostering system for two years totalling £216,010. The new replacement HR and rostering system is currently being implemented and is expected to go live in late 2027. This extension is requested so the service has the support in place to transition to the new HR and rostering provider. Without this extension the service would be exposed to limited or no support for the transition of rostering into the HR solution.

7. Capital Expenditure Monitoring

At its meeting on the 26th of February 2026 the Authority approved a five-year capital programme of £82.697m which includes £13.826m of new schemes in 2026/27.

At Finance and Resources Committee in July, some £2.421m of capital schemes were approved to be slipped into 2026/267 and £10.153m of slippage was approved to be slipped into 2027/28, resulting in a revised capital plan of £14.233m.

7.1 Capital Bids

Four new capital schemes totalling £0.508m were approved during the July bidding process. The capital financing costs totalling £0.095m which are a revenue cost have been approved and are detailed in section 2.3 of this report.

- a) The provision of stowage facilities on vehicles for the safe transportation of BA cylinders between fire stations, FSHQ and operational incidents at a one-off cost of £0.034m.
- b) The outright purchase of accommodation for the day crewed station at Todmorden totalling £0.400m. Housing provision at Todmorden is currently rented from a private landlord which is subject to annual rent increases and is in an area where rented accommodation that suits the requirements of the day crewing staffing model is at a premium. The purchase of a house thus provides value for money and long-term housing certainty.
- c) A bid was approved for the employment of an additional business analyst for a fixed term of twelve months to work solely on the People Digital Programme at a total cost of £0.049m. Currently there is only one business analyst in DDaT who is required to support projects across the whole organisation, as such, they cannot dedicate enough time on this critical programme which is replacing the existing HR and rostering systems.
- d) A capital bid amounting to £0.025m has been approved for the purchase of a new and secure storage container at FSHQ for seized and/or detained fireworks by the fire protection team. Storage is currently sited in containers at Fairweather Green and Garforth Fire stations, the site at Fairweather Green will become unusable due to the impending refurbishment of the station and the container at Garforth will be maintained as an overspill contingency.

7.2 **Removal of Capital Scheme**

The capital scheme for the purchase of branded pop-up tents totalling £0.026m has been removed from the plan as there has been a different approach taken by fire prevention. It has become apparent that organisations such as schools, colleges and the Youth Justice System have a better understanding of our risk reduction activities in terms of Vision Zero, the Serious Violence Duty and support to those Not in Education, Employment or Training (NEET). This has led to more productive relationships and significantly improved direct access into these institutions. This reduces the need for us place ourselves in public, open areas where we are less likely to engage with our target demographic. This therefore reduces the requirement for five branded pop-up shelters. One pop up shelter will be purchased from existing revenue budgets.

7.3 **Capital Slippage**

- 7.3.1 During the budget monitoring process, managers were asked to review their capital schemes to see if they can be fully delivered in 2026/27. This has resulted in £2.106m been requested to be slipped into the next financial year.

A brief explanation of the adjustments is provided below and are also itemised in Appendix A.

7.3.2 There are four property schemes that need to be slipped into 2026/27:

- a) Refurbishments of Illingworth £0.500m – There has been several delays during the design process due to unforeseen issues beyond the control of the service and the delivery of this project is now due to start in spring 2027.
- b) Hunslet £0.500m and Morley Welfare Facilities £0.200m – The surveys for designs have taken place for both schemes but given the current capacity within the design team and the length of the subsequent procurement process, the main contracted works will not commence until spring 2027.
- c) Solar Installations £0.250m – Following a fire at hospital linked to solar panels, the property team have reviewed product specifications, designs and potential risks associated to ensure that there will be no implications on our fire stations. This has delayed the implementation of the project and whilst expenditure will be committed in this financial year, the works will not be completed until May 2027.
- d) Boiler Upgrades £0.200m - There is significant disruption to stations to replace the boilers within the winter months and therefore a decision has been made to delay the project with a view to commencing in April/May 2027. Some of these boilers could fail during the winter months so some budget is to be maintained to expedite an isolated replacement at short notice if required.

7.3.3 There are six operational capital schemes that need to be slipped into 2026/27:

- e) Rescue Jackets £0.200m - The rescue jacket replacement project remains subject to procurement activity linked to the wider PPE framework and regional procurement arrangements. Progress has been slower than anticipated while national and regional procurement routes have been clarified and evaluated. As a result, the procurement process has not advanced sufficiently for an order to be placed, delivered and receipted within the current financial year.
- f) Command Support £0.041m – The Command Support scheme is linked to the ongoing development of MDT-based Command Support functionality. Development work remains in progress and the final scope of any additional functionality and associated costs has not yet been determined. As a result, the remaining budget is being retained to support future development requirements and is requested to be slipped into 2027/28 pending completion of the MDT Command Support project and confirmation of any additional functionality required.
- g) Urban Search and Rescue (USAR) PPE £0.025m – This budget is requested to be slipped into 2027/28 due to delays in progressing procurement whilst awaiting confirmation of inclusion within the National PPE Framework. As USAR PPE is not currently covered by the framework, a separate procurement process is now

required. Current supplier lead times mean any order placed this financial year would not be delivered and receipted before the end of this financial year.

- h) Branches £0.020m and Mainline Branches £0.020m – The replacement of operational branches has been delayed whilst ongoing research into firefighting tactics, flow rates and operational requirements is completed. The outcomes of this work may influence the type and specification of branches procured and, therefore, a final procurement decision has not yet been made. Given the remaining procurement and delivery timescales, any order placed during the current financial year would not be delivered and receipted before year-end.

7.3.4 There is one transport capital scheme that needs slipping into 2026/27:

- i) Command Unit £0.150m - The primary reason for slippage is the complex infrastructure changes needed as this is the first HGV that will be running as an electric vehicle. The delay relates to approving local supply capacity with the network operator which will require a secondary capital bid for inclusion in the 2027/28 capital plan.

7.4 Capital Payments 2026/27

7.4.1 The actual capital payments to date total £0.881m which represents 7.10% of the revised capital plan. If commitments are included in this, the actual expenditure to date is £11.196m which equates to 90.29% of the capital plan.

Due to the procurement process for capital schemes, a large proportion of capital expenditure occurs in the latter part of the financial year.

As with revenue budget monitoring a RAG rating system has been introduced to capital budget monitoring which will improve accountability of capital scheme managers.

7.4.2 A summary of expenditure to date against each individual scheme which includes the removal of the capital scheme detailed in section 7.2, slippage detailed in section 7.3 and executive leadership team approvals detailed in 7.5 is attached to this report in Appendix B.

7.5 Executive Leadership Team Approvals

7.5.1 Under financial procedures 3.11 the Executive Leadership Team can approve expenditure on schemes in the approved capital plan up to an amount of £100,000 along with a requirement to report these approvals to the Finance and Resources Committee.

7.5.2 Between July and September, the Executive Leadership Team have approved three capital schemes totalling £0.072m and two virements of £0.047m which are shown in the table below:

Schemes Approved by Executive Leadership Team

Date	Directorate	Scheme	Approval £	Virement £
22/07/2026	Service Support	Competency System Integration	11,841	
		BA set Washer & Installation	48,000	
27/08/2026	Service Support	People Digital Programme		11,841
		Competency System Integration		-11,841
27/08/2026	Service Support	Apprenticeships and Training Laptops	12,160	
09/09/2026	Service Support	Hunslet Refurbishment scheme c20782		35,000
		Hunslet Refurbishment scheme c20732		-35,000
			72,001	0

- 7.6 Capital receipts expected in 2026/27 will be for the sale of appliances which exceed £10,000 and the sale of the Service Delivery Centre at Bramley. In September, the Authority sold two fire appliances to Tyne and Wear Fire and Rescue Service for £14,000 each.

In accordance with the CIPFA accounting code all capital receipts are used to fund capital expenditure.

8. Treasury Management

- 8.1 The Authority approved its Treasury Management Strategy on the 26th of February 2026 in accordance with the CIPFA Code of Practice on Treasury Management. As per the 2021 CIPFA Prudential Code for Capital Finance in Local Authorities a requirement was introduced in 2023/24 that quarterly monitoring information is provided on prudential indicators. The indicators are required to assist members understand and evaluate the prudence and affordability of the Authority's capital expenditure plans and borrowing and investments plans undertaken in support of this.

The Prudential Indicators are detailed in Appendix C

- 8.2 In the current financial year, treasury management activity has been limited to investments. The table in Appendix D shows the Authority currently has total investments on the 21st of September of £40.044m split between nine counter parties with rates of interest receivable between 3.76% and 4.35%. This was boosted at the end of July when the Authority received £31.01m in pension Top Up Grant.

9. Debtors

9.1 The Authority receives income for services provided; these include special services, lift rescues, fire safety certificates, and licences for telecom masts on premises. In most cases the services provided are a result of an emergency which means that it is not possible to raise a charge in advance of the service and consequently debtor accounts are raised.

9.2 The level of outstanding debt owed to the Authority to the end of September 2026 is £466,396 which can be profiled as follows:

Less than 60 days -	£ 225,056
Greater than 60 days -	£ 241,312

9.3 The procedure for issuing accounts and debt collection is provided by Kirklees Council under a Service Level Agreement. A summary of the procedure for collecting outstanding debt is detailed below:

21 days	first reminder letter
28 days	second reminder letter
35 days	instigation of debt recovery system

As detailed above, there is currently £129,006 of debt which is at the recovery stage. However, previous experience suggests that the Authority will recover all the outstanding debts.

10. Creditors

10.1 The Authority is required to pay all non disputed invoices within 28 days of receipt. In the first 6 months of the current financial year the Authority has received 4,641 invoices and paid 98% of them within 28 days, of these 68% were auto paid.

11. Financial Implications

11.1 These are included within the main body of the report.

12. Legal Implications

12.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

13. Human Resources and Diversity Implications

13.1 There are no human resource and diversity implications.

14. Equality Impact Assessment

14.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

15. Health, Safety and Wellbeing Implications

15.1 There are no health, safety, and wellbeing implications.

16. Environmental Implications

16.1 There are no environmental implications.

17. Risk Management Implications

17.1 There are no specific risk management implications.

18. Duty to Collaborate Implications (Police and Crime Act 2017)

18.1 There are no duty to collaborate implications.

19. Your Fire and Rescue Service Priorities

19.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Provide ethical governance and value for money.

20. Conclusions

20.1 This report identifies that the Authority is currently forecast to under spend its revenue budget in 2026/27 by £0.144m. A budget review has been undertaken which has resulted in a net movement to general contingencies of £0.577m. The provision for the grey pay award totalling £2.849m has been moved to employee budgets from the employee contingency.

Both the capital plan and the revenue budget have been reviewed, and a revised capital plan and revenue budget have been presented to members.

Appendix A

Directorate	Scheme	Capital Plan 2026/27 £	Slippage into 2027/28 £	Additions to Plan	Removal from Plan	Revised Plan 2026/27 £
Service Support	Illingworth Refurbishment	874,957	500,000			374,957
Service Support	Hunslet Refurbishment	800,000	500,000			300,000
Service Support	Solar Installations	250,000	250,000			0
Service Support	Morley Welfare Upgrades	350,000	200,000			150,000
Service Support	Boiler Replacements	400,000	200,000			200,000
Service Delivery	Rescue Jackets	200,000	200,000			0
Service Delivery	Command Support	41,335	41,335			0
Service Delivery	USAR PPE	25,000	25,000			0
Service Delivery	Branches	20,000	20,000			0
Service Delivery	Mainline Branches	20,000	20,000			0
Service Support	Command Unit	150,000	150,000			0
TOTAL		£3,131,292	£2,106,335	£0	£0	£1,024,957

Department	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27			Revised Capital Plan 2026/27	Capital Expenditure 2026/27			Forecast over/ (under) spend
	Capital Bids 2026/27	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan		Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	
Property Services	9,245,000	5,269,957	1,996,799	16,511,756	0	0	0	5,820,758	238,362	5,204,649	5,443,011	(377,747)
DDaT	1,251,700	70,000	189,589	1,511,289	0	11,841	0	1,523,130	104,569	1,389,553	1,494,122	(29,008)
Training Centre	59,841	0	0	59,841	0	(11,841)	0	48,000	0	48,000	48,000	0
Transport	866,000	412,945	73,000	1,351,945	0	0	0	1,201,945	259,759	736,851	996,610	(205,335)
OHSU	20,000	0	0	20,000	0	0	0	20,000	0	20,000	20,000	0
Operations	1,156,500	2,385,755	161,881	3,704,136	0	0	300,000	2,585,801	164,895	2,201,102	2,365,997	(219,804)
Fire Prevention	426,534	0	0	426,534	(26,534)	0	0	400,000	113,150	286,850	400,000	0
Finance	800,000	0	0	800,000	0	0	0	800,000	0	428,312	428,312	(371,688)
	13,825,575	8,138,657	2,421,269	24,385,501	(26,534)	0	300,000	12,399,634	880,735	10,315,317	11,196,052	(1,203,582)

Capital Budget Monitoring 2026/27
Service Support - Property

Details of Scheme	Capital Plan 2026/27			Adjustments to the Capital Plan in 2026/27			Capital Expenditure 2026/27							
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage bnf at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure in 26/27	Total Expected Expenditure in 26/27	Forecast over / (under) spend	
2026/27 Boiler Upgrades (Boiler Replacements on Committee Paper)	0	0	400,000	400,000	0	0	0	(200,000)	200,000	0	200,000	200,000	0	
	0	0	300,000	300,000	0	0	0	0	300,000	0	320,032	320,032	20,032	
	0	0	400,000	400,000	0	0	0	0	400,000	0	400,000	400,000	0	
	450,000	127,702	600,000	1,177,702	0	0	0	0	1,177,702	41,621	1,636,081	1,677,702	500,000	
	400,000	80,000	750,000	1,230,000	0	0	0	(880,000)	350,000	262,500	262,500	1,677,702	(87,500)	
	0	0	100,000	100,000	0	0	0	0	100,000	0	100,000	100,000	0	
	0	0	30,000	30,000	0	0	0	0	30,000	0	30,000	30,000	0	
	0	0	250,000	250,000	0	0	0	0	0	0	(72,500)	(72,500)	(72,500)	
	0	0	225,000	225,000	0	0	0	0	(250,000)	0	80,000	80,000	(145,000)	
	35,000	0	0	35,000	0	(35,000)	0	0	0	0	0	0	0	
	1,000,000	125,000	500,000	1,625,000	0	35,000	0	0	300,000	199	108,750	108,750	(191,250)	
	0	0	350,000	350,000	0	0	0	0	(200,000)	150,000	(25,100)	(24,901)	(174,901)	
	0	0	90,000	90,000	0	0	0	0	0	90,000	33,000	33,000	(57,000)	
	0	0	4,950,000	4,950,000	0	0	0	0	(4,950,000)	0	0	0	0	
	0	0	300,000	300,000	0	0	0	0	0	300,000	0	300,000	300,000	0
	774,957	100,000	0	874,957	0	0	0	0	(500,000)	374,957	0	374,957	374,957	0
	160,000	0	0	160,000	0	0	0	0	0	160,000	0	160,000	160,000	0
	2,450,000	500,998	0	2,950,998	0	0	0	0	(2,350,998)	600,000	0	600,000	600,000	0
	0	70,086	0	70,086	0	0	0	0	0	70,086	54,469	21,205	75,674	5,588
	0	92,142	0	92,142	0	0	0	0	0	92,142	50,573	0	50,573	(41,569)
0	352,544	0	352,544	0	0	0	0	0	352,544	33,940	318,604	352,544	0	
0	234,878	0	234,878	0	0	0	0	0	234,878	22,488	212,390	234,878	0	
0	37,160	0	37,160	0	0	0	0	0	37,160	0	0	37,160	(37,160)	
0	96,487	0	96,487	0	0	0	0	0	96,487	0	0	96,487	(96,487)	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	20,904	0	20,904	0	0	0	0	0	20,904	13,618	7,286	20,904	0	
0	8,888	0	8,888	0	0	0	0	0	8,888	0	8,888	8,888	0	
0	35,467	0	35,467	0	0	0	0	0	35,467	0	35,467	35,467	0	
0	114,543	0	114,543	0	0	0	0	0	114,543	21,454	93,089	114,543	0	
5,269,957	1,996,799	9,245,000	16,511,756	16,511,756	0	0	0	(10,690,998)	5,820,758	238,362	5,204,649	5,443,011	(377,747)	

Capital Budget Monitoring 2026/27
Service Support - DDaT

Details of Scheme	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27			Capital Expenditure 2026/27					
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	Forecast over / (under) spend
2026/27 MDT Hardware Refresh 2026/27 Community Room AV 2026/27 GPS repeaters on station 2026/27 VoIP Server refresh 2026/27 Multimedia storage 2026/27 MDT Use Expansion 2026/27 PC rolling refresh 2026/27 HQ Data Centre Improvements 2026/27 apprenticeships and training laptops 2025/26 People Digital Programme 2025/26 Competency Dashboard System 2025/26 PC refresh 2025/26 WiFi Refresh 2025/26 Building Risk Database Data Transfer centre	0	0	140,000	140,000	0	0	0	0	140,000	0	140,000	140,000	0
	0	0	125,000	125,000	0	0	0	0	125,000	0	125,000	125,000	0
	0	0	80,000	80,000	0	0	0	0	80,000	0	80,000	80,000	0
	0	0	200,000	200,000	0	0	0	0	200,000	0	200,000	200,000	0
	0	0	170,000	170,000	0	0	0	0	170,000	0	170,000	170,000	0
	0	0	215,000	215,000	0	0	0	0	215,000	0	215,000	215,000	0
	0	0	218,000	218,000	0	0	0	0	218,000	0	218,000	218,000	0
	0	0	25,000	25,000	0	0	0	0	25,000	0	25,000	25,000	0
	0	0	12,160	12,160	0	0	0	0	12,160	0	12,160	12,160	0
	0	0	66,540	66,540	0	11,841	0	0	78,381	17,767	60,614	78,381	0
	70,000	0	0	70,000	0	0	0	0	70,000	0	81,802	81,802	11,802
	75,789	0	0	75,789	0	0	0	0	75,789	68,812	6,977	75,789	0
	100,000	0	0	100,000	0	0	0	0	100,000	0	55,000	55,000	(45,000)
	13,800	0	0	13,800	0	0	0	0	13,800	13,200	0	13,200	(600)
	0	0	0	0	0	0	0	0	0	4,790	0	4,790	4,790
70,000	189,589	1,251,700	1,511,289	0	11,841	0	0	1,523,130	104,569	1,389,553	1,494,122	(29,008)	

Capital Budget Monitoring 2026/27
Service Support - Training Centre

Details of Scheme	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27				Capital Expenditure 2026/27				
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	Forecast over / (under) spend
2026/27 Competency System Integration – API & Change Control Contingency (HR ERP & Rostering Replacement)	0	0	11,841	11,841	0	(11,841)	0	0	0	0	0	0	0
	0	0	48,000	48,000	0	0	0	0	48,000	0	48,000	48,000	0
	0	0	59,841	59,841	0	(11,841)	0	0	48,000	0	48,000	48,000	0
2026/27 BA Dräger Set Washer and Installation													

Capital Budget Monitoring 2026/27
Service Support - Logistics

Details of Scheme	Capital Plan 2026/27			Adjustments to the Capital Plan in 2026/27				Capital Expenditure 2026/27					
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	Forecast over / (under) spend
2026/27 Logistics Support: Tail-lift Vans 2026/27 Command Unit 2026/27 Flood Response Vehicles (Water Rescue vehicles x2) 2026/27 Welfare Trailers 2026/27 Ladder Replacements 2026/27 Station Washing Machines 2026/27 Transport Vehicle Column Lifts 2026/27 Vehicle mounted tyre inflation system 2026/27 Spare Appliance Ladder Gantry USAR Vans 2025/26 Firefighter Structural PPE Welfare Vehicles 2025/26 Undress Uniform	0	0	170000	170,000	0	0	0	0	170,000	0	170,000	170,000	0
	0	0	150,000	150,000	0	0	0	(150,000)	0	0	0	0	0
	0	0	205,000	205,000	0	0	0	0	205,000	0	205,000	205,000	0
	0	0	143,500	143,500	0	0	0	0	143,500	27,305	80,000	107,305	(36,195)
	0	0	41,000	41,000	0	0	0	0	41,000	33,741	0	33,741	(7,259)
	0	0	50,000	50,000	0	0	0	0	50,000	0	50,000	50,000	0
	0	0	30,750	30,750	0	0	0	0	30,750	0	30,750	30,750	0
	0	0	45,000	45,000	0	0	0	0	45,000	24,229	20,771	45,000	0
	335,000	0	30,750	30,750	0	0	0	0	30,750	0	30,750	30,750	0
	0	0	0	335,000	0	0	0	0	335,000	173,119	0	173,119	(161,881)
	0	0	0	0	0	0	0	0	0	1,365	(1,365)	0	0
	0	73,000	0	73,000	0	0	0	0	73,000	0	73,000	73,000	0
77,945	0	0	77,945	0	0	0	0	77,945	0	77,945	77,945	0	
412,945	73,000	866,000	1,351,945	1,351,945	0	0	0	(150,000)	1,201,945	259,759	736,851	996,610	(205,335)

Capital Budget Monitoring 2026/27
People and Culture - OHSU

Details of Scheme	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27				Capital Expenditure 2026/27				Forecast over / (under) spend	
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27		
2026/27 Development of OPAS G2 Occupational Health Database (Civica)	0	0	20,000	20,000	0	0	0	0	0	20,000	0	20,000	20,000	0
	0	0	20,000	20,000	0	0	0	0	0	20,000	0	20,000	20,000	0



Capital Budget Monitoring 2026/27
Service Delivery - Operations

Details of Scheme	Capital Plan 2026/27			Adjustments to the Capital Plan in 2026/27			Capital Expenditure 2026/27				Forecast over / (under) spend			
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date		Forecast Expenditure	Total Expected Expenditure in 26/27	
2026/27 Replacement of Gas Tight Suits 2026/27 Hose & Hosereels 2026/27 Hydrants 2026/27 Face Fit Testing Machine 2026/27 RADOS Kit 2026/27 USAR PPE 2026/27 Water Rescue Equipment 2026/27 Branches 2026/27 PPE Station Storage 2026/27 High Pressure Airhats 2026/27 Dry Suits 2026/27 Replacement Trousers 2023/24 BA Ancillary Equipment 2023/24 BA Charging Sets Command Support Featherweight/Light portable pumps Mainline Branches MBS Stretchers Rescue Jackets Breathing Apparatus Mechanical & drying units Foam 2025/26 Breathing Apparatus Cleaning and Drying Units 2025/26 Fire Ground Radios 2025/26 Powerboat Engines 2025/26 Water Rescue Equipment Multi role PPE Trauma bag replacement 2025/26 BA Mask Comms 2025/26 Hydrants Lockers 2025/26 Drones Body Worn Cameras	0	0	11,500	11,500	0	0	0	0	11,500	0	10,116	10,116	(1,384)	
	0	0	70,000	70,000	0	0	0	0	70,000	435	69,565	70,000	0	
	0	0	400,000	400,000	0	0	0	0	400,000	23,413	376,587	400,000	0	
	0	0	15,000	15,000	0	0	0	0	15,000	9,660	0	9,660	(5,340)	
	0	0	350,000	350,000	0	0	0	0	350,000	0	350,000	350,000	0	
	0	0	25,000	25,000	0	0	0	0	(25,000)	0	0	0	0	
	0	0	15,000	15,000	0	0	0	0	15,000	0	15,000	15,000	0	
	0	0	20,000	20,000	0	0	0	0	(20,000)	0	0	0	0	
	0	0	100,000	100,000	0	0	0	0	100,000	0	100,000	100,000	0	
	0	0	150,000	150,000	0	0	0	0	150,000	0	150,000	150,000	0	
	0	0	150,000	150,000	0	120,000	0	0	120,000	0	120,000	120,000	0	
	0	0	0	0	0	0	300,000	0	300,000	0	300,000	300,000	0	
	0	0	0	0	0	0	0	0	(275,000)	0	0	0	0	
	275,000	0	0	837,000	837,000	0	0	0	(837,000)	0	0	0	0	
	837,000	0	0	41,335	41,335	0	0	0	(41,335)	0	0	0	0	
	120,000	0	0	120,000	120,000	0	(120,000)	0	0	0	0	0	0	
	20,000	0	0	20,000	20,000	0	0	0	(20,000)	0	0	0	0	
	55,000	0	0	55,000	55,000	0	0	0	0	55,000	0	55,000	55,000	0
	200,000	0	0	200,000	200,000	0	0	0	(200,000)	0	0	(200,000)	(200,000)	(200,000)
	61,097	0	0	61,097	61,097	0	0	0	0	61,097	46,000	15,097	61,097	0
	36,200	0	0	36,200	36,200	0	0	0	0	36,200	0	18,100	18,100	(18,100)
	62,623	0	0	62,623	62,623	0	0	0	0	62,623	0	62,623	62,623	0
	625,000	0	0	625,000	625,000	0	0	0	0	625,000	0	625,000	625,000	0
	37,500	0	0	37,500	37,500	0	0	0	0	37,500	0	37,500	37,500	0
	15,000	0	0	15,000	15,000	0	0	0	0	15,000	0	15,000	15,000	0
	0	14,988	0	14,988	14,988	0	0	0	0	14,988	4,007	10,981	14,988	0
	0	39,511	0	39,511	39,511	0	0	0	0	39,511	0	39,511	39,511	0
	0	9,052	0	9,052	9,052	0	0	0	0	9,052	4,440	4,612	9,052	0
	0	60,000	0	60,000	60,000	0	0	0	0	60,000	63,273	0	63,273	3,273
	0	38,330	0	38,330	38,330	0	0	0	0	38,330	11,920	26,410	38,330	0
0	0	0	0	0	0	0	0	0	0	1,747	0	1,747	1,747	
0	0	0	0	0	0	0	0	0	0	4,561	0	4,561	4,561	
2,385,755	161,881	1,156,500	3,704,136	3,704,136	0	0	300,000	(1,418,335)	2,585,801	164,895	2,201,102	2,365,997	(219,804)	



Capital Budget Monitoring 2026/27
Service Delivery - Fire Prevention

Details of Scheme	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27				Capital Expenditure 2026/27				
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	Forecast over / (under) spend
2026/27 Branded Pop-Up Tents	0	0	26,534	26,534	(26,534)	0	0	0	0	0	0	0	0
2026/27 Smoke Alarms	0	0	400,000	400,000	0	0	0	0	400,000	113,150	286,850	400,000	0
Smoke Alarms	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	426,534	426,534	(26,534)	0	0	0	400,000	113,150	286,850	400,000	0

✓
✓
✓
✓

Capital Budget Monitoring 2026/27
Finance and Procurement - Finance

Details of Scheme	Capital Plan 2026/27				Adjustments to the Capital Plan in 2026/27				Capital Expenditure 2026/27				Forecast over / (under) spend
	Agreed Slippage into 2026/27 from budget reviews in 2025/26	Slippage b/f at year end from 2025/26	Capital Bids 2026/27	Total Capital Plan 2026/27	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2026/27	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 26/27	
2026/27 IFRS16 Leases	0	0	800,000	800,000	0	0	0	0	800,000	0	428,312	428,312	(371,688)
	0	0	800,000	800,000	0	0	0	0	800,000	0	428,312	428,312	(371,688)

PRUDENTIAL INDICATORS 2026/27Capital Expenditure, Capital Financing Requirement and External Debt

The table below draws together the main elements of the capital plans, highlighting borrowing and other financing arrangements. The table also shows the Capital Financing Requirement (CFR), which is the Authority's underlying external indebtedness for a capital purpose, compared with the expected borrowing position.

	Estimate	Forecast			
	2026/27	Actual	Estimate	Estimate	Estimate
	£000's	£000's	2027/28	2028/29	2029/30
	£000's	£000's	£000's	£000's	£000's
CFR b/fwd	70,935	70,935	71,928	83,205	91,090
Capital Expt	13,825	13,825	19,474	15,863	14,730
Capital Receipts	-1,500	-1,500	-250	0	0
Earmarked Reserve	-7,000	-7,000	-3,187	-2,858	-500
Revenue Contribution	-560	-560	-560	-560	-560
MRP	-3,772	-3,772	-4,200	-4,560	-4,882
Closing CFR	71,928	71,928	83,205	91,090	99,878

	Estimate	Forecast			
	2026/27	Actual	Estimate	Estimate	Estimate
	£000's	£000's	2027/28	2028/29	2029/30
	£000's	£000's	£000's	£000's	£000's
CFR	71,928	71,928	83,205	91,090	99,878

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 CFR. This allows some flexibility for limited early borrowing for future years. The Authorities net external borrowing is below the CFR and thus comfortably complies with the prudential indicator.

A further two Prudential Indicators control 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.

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

	2026/27	Forecast Actual 2026/27	2027/28	2028/29	2029/30
	£000's	£000's	£000's	£000's	£000's
Authorised Limit for External Debt	55	55	70	83	96
Operational Boundary for External Debt	50	50	65	78	91

External Debt

The Authority is forecasting the levels of outstanding debt on the 31st of March 2027:

	Actual Debt 31 March 2026		Estimated Debt 31 March 2027	
	£m	%	£m	%
PWLB Loans	38.2	95.1	37.45	100.0
LOBO	2.00	4.9	0.00	0.0
TOTAL	40.20	100	37.45	100

Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators but within this framework a prudential indicator is 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:

Ratio of financing costs to net revenue stream.

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

	Actual 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29	Estimate 2029/30
Ratio of Financing to Net Revenue Stream	5.76%	6.26%	6.10%	6.17%	6.63%

Treasury Management Prudential Indicators

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 using variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure:

	Limit 2026/27	Forecast Actual 2026/27
Interest at fixed rates as a percentage of net interest payments	60%-100%	100%
Interest at variable rates as a percentage of net interest payments	0% - 40%	0%

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.

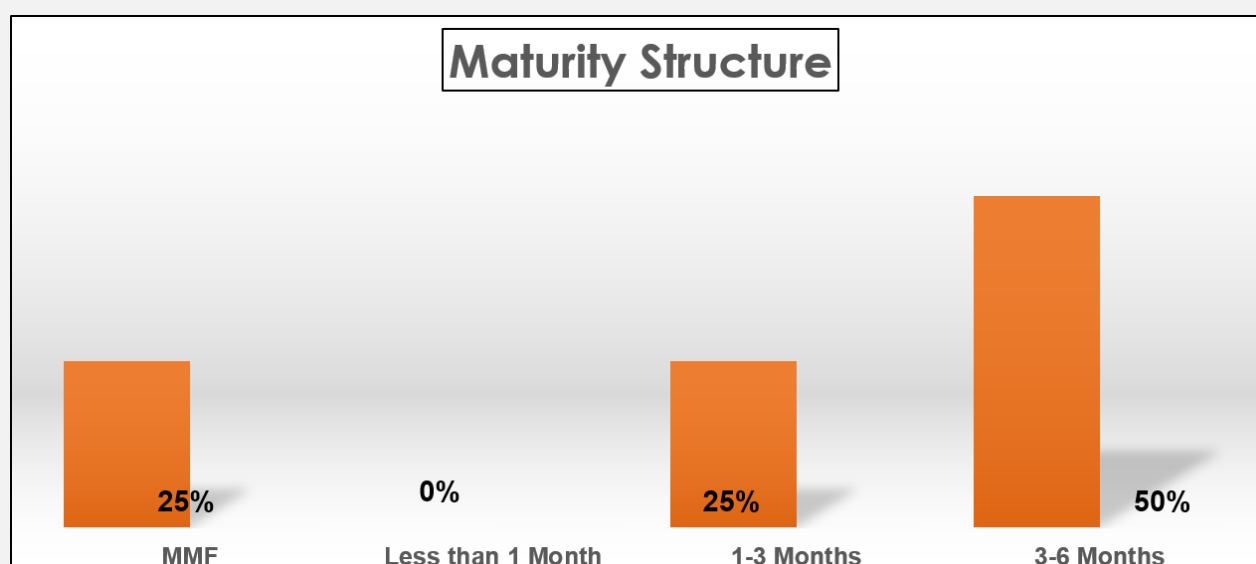
Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.	Limit Set 2026/27	Forecast Actual 2026/27
Under 12 months	0% -20%	6.80%
12 months to 2 years	0% -20%	2.50%
2 years to 5 years	0% -60%	5.00%
5 years to 10 years	0% -80%	5.30%
More than 10 years	20% -100%	80.40%

Total principal sums invested for periods longer than 365 days.

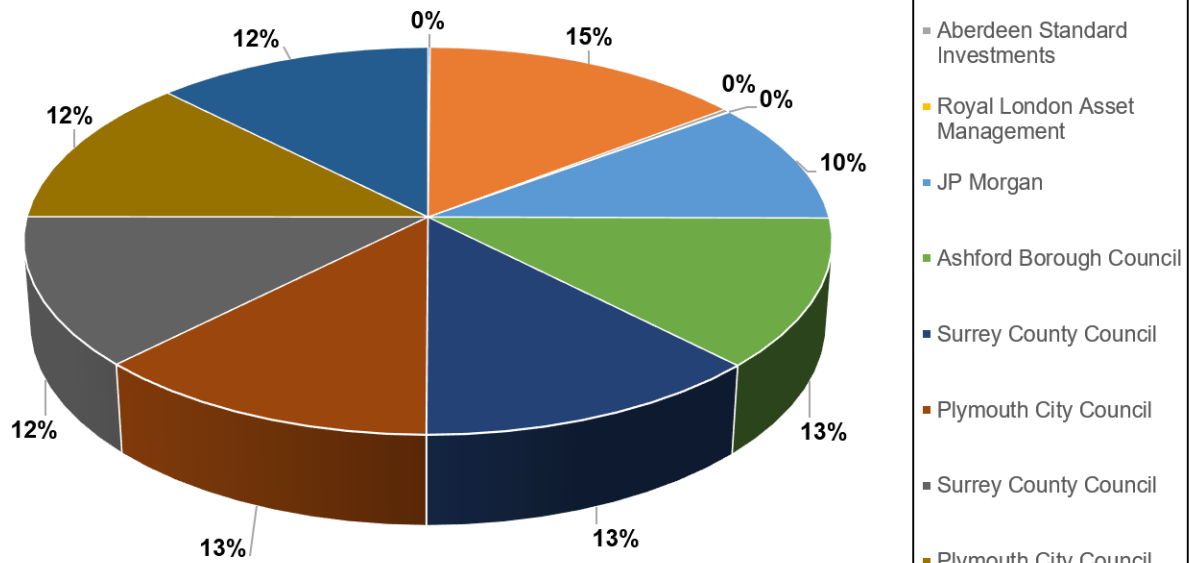
This indicator was set at zero as there was no intention to hold investments for treasury management purposes with maturity dates more than a year. There was no change to this position.

Appendix D

COUNTERPARTY	£	Interest Rate	Date Invested	Maturity Date	Maturity Structure
Goldman Sachs	37,553	3.76	MMF	MMF	MMF
Aviva	5,817,770	3.89	MMF	MMF	MMF
Aberdeen Standard Investments	104,572	3.85	MMF	MMF	MMF
Royal London Asset Management	25,823	3.85	MMF	MMF	MMF
JP Morgan	4,059,099	3.88	MMF	MMF	MMF
Ashford Borough Council	5,000,000	4.30	21/04/2026	21/10/2026	1-3 Months
Surrey County Council	5,000,000	4.15	03/08/2026	18/12/2026	3-6 Months
Plymouth City Council	5,000,000	4.35	03/08/2026	03/03/2027	3-6 Months
Surrey County Council	5,000,000	4.20	03/08/2026	29/01/2027	3-6 Months
Plymouth City Council	5,000,000	4.35	10/08/2026	10/03/2027	3-6 Months
Kingston Upon Hull	5,000,000	4.10	21/08/2026	30/10/2026	1-3 Months
TOTAL	40,044,817				



Counterparty Structure



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Agenda item: 07

Reserves Strategy 2026/27 to 2030/31

Finance and Resources Committee

Date: 16th October 2026

Submitted by: Director of Finance and Procurement

Purpose: To seek approval of the Authority's Reserve Strategy 2026/27 to 2030/31

Recommendations: That members approve the Reserves Strategy and the creation of a new Resilience Earmarked reserve.

Summary: Under the Fire and Rescue National Framework each fire authority must publish transparent, multiyear reserves strategies detailing reserve amounts, their specific purposes, and the long-term financial use of the reserves. The reserves strategy is approved annually at Finance and Resources Committee and Full Authority approves the use of reserves to support the revenue budget in February as part of the budget setting process.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Wood, Director of Finance and Procurement
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07500 075362

Background papers open to inspection: None

Annexes: Reserves Strategy 2026/27 to 2030/31

1. Introduction

- 1.1 It is a requirement that local authorities publish their reserves strategy either as a separate document on their website or include it a part of the budget setting process. The Reserves Strategy is formally approved at Finance and Resources Committee and then subsequently published on the Authority's website. In addition, the planned use of usable reserves over the next four years to support the Medium-Term Financial Plan is presented to Full Authority as part of the budget setting process.
- 1.2 Reserves are an essential tool of good financial management; they allow authorities to manage unpredictable financial pressures and plan for their future spending to facilitate long-term budget stability.

2. Information

- 2.1 At a national level there has been considerable debate about the level of general reserves that are being held by local authorities. Whilst there is no specified minimum general reserve level, a broad rule of thumb adopted by most Chief Finance Officers in Local Government has been that an appropriate and prudent level is one that is equivalent to around 5% of the revenue budget.
- 2.2 The current level of reserves for West Yorkshire as at the 1 April 2026 were £5.700m of general fund balances and £30.601m in earmarked reserves, equating to a total usable reserve balance of £36.301m. The general fund balance of £5.700m represents 4.6% of the revenue budget.
- 2.3 If the Authority were to spend its reserves over and above its cash balance, we would have to borrow either on a short or long-term basis, thus adding pressure to the revenue budget in the form of interest payments. The current policy of using our own cash rather than taking out new loans has saved the Authority £16.49m (net) in loan interest payments over the past 15 years.
- 2.4 In determining the appropriate level of reserves required by the authority, the Director of Finance and Procurement is required to form a professional judgement on this, considering the strategic, operational, and financial risk facing the authority. This is completed based on guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and includes an assessment of the financial assumptions underpinning the budget over the medium to long term. This includes issues such as uncertainty surrounding future funding settlements, pay awards, changes to pension schemes rates, and volatility of the retirement profile.

Earmarked Reserves

- 2.5 A detailed analysis of the Authority's earmarked reserves and their planned use is included with the Reserves Strategy, which is attached to this report.
- 2.6 It is proposed that a new earmarked reserve is created to recognise the increasing demand of responding to incidents relating to emerging risks, it is proposed this is called the Resilience Reserve. For example, there has been an increase in wildfires and fires in the open both within West Yorkshire and in other brigades over the past five years. For West Yorkshire, the number of wildfires has tripled over the five-year period. This reserve would be used to fund any overtime and equipment costs that cannot be met from existing revenue budgets. The reserve level of £0.250m has been calculated using historic costs for attending this type of incidents. It is proposed that the full balances on the transparency reserve, council tax reform reserve and the body bag reserves are used to set up this reserve with the balance of £0.098m to be transferred from the pay and prices reserve.
- 2.7 In summary, it is planned, to use £24.472m of earmarked reserves by the end of 2030/31. It is projected that earmarked reserves will be used as follows:
- The capital finance reserve will be used for the redevelopment of Huddersfield Fire Station, which is due to commence in early 2027, due to timing, the cost will span three financial years, with an estimated £0.600m being spent in 2026/27 and £12.4m in 2027/28 and 2028/29. The remainder of the reserve will be then used to finance the rebuild of Halifax Fire Station which is due to commence in early 2028.
Using the capital reserve to fund station rebuilds means that the Authority does not have to make a Minimum Revenue Provision (MRP) to the revenue budget over the life of the asset, which is 40 years.
 - The balance of £2.00m in the Medium-Term Financial Impact Reserve will be used to fund any deficit in funding following the review of the fire funding formula which is expected to be in place for the next Spending Review from April 2029. The impact of this review on funding is unknown at this current time.
 - The balance of £0.445m in the Service Support Reserve will be used to continue to drive improvement in the use of Data and Digital across the organisation. This will include the development of Powers Apps, continuation of the roll out of One View and investments in Artificial Intelligence (AI) technology.
 - The pension admin remedy reserve totalling £0.134m will be spent on the administration of the pension remedy resulting from the McCloud/Sargeant case. The Authority initially received this grant from government in 2021/22 and continues to receive this grant on an annual basis. It is projected that this reserve will be fully spent by the end of 2029.

- The recruitment reserve will be used to fund periods when the Authority is operating above wholetime employee establishment, which is 945. Due to the current unpredictability in the retirement profile, the authority is recruiting more trainees than the number that are retiring. This is only for a short period of time because experience has proven that employees tend to retire prior to their forecast retirement date.
- The industrial action reserve which has a balance of £0.610m may be called upon in 2027/28, the government has committed to review the role of the firefighter which is hoped will result in an over inflation increase in firefighter pay. If this is below what the FBU is expecting from this review it could result in the FBU balloting for strike action.

3. Financial Implications

- 3.1 The management of usable reserves is important for sound financial management and the production of a sustainable Medium Term Financial Plan. The earmarking of reserves for specified future projects and potential liabilities means that funding has been set aside and cannot be used for other purposes. This facilitates improved planning and transparency.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 There are no Human Resource and Diversity Implications

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance: No

7. Health, Safety and Wellbeing Implications

- 7.1 There are no Health, Safety and Wellbeing Implications

8. Environmental Implications

- 8.1 There are no environmental implications.

9. Risk Management Implications

- 9.1 The reduction in Central Government grant is one of the highest risks on the Authority's Strategic Risk Register; the reserves strategy provides detail on how the Authority may call upon its reserves if there was such a reduction in Central Government funding.
- 9.2 A new Resilience earmarked reserve has been created to recognise emerging risks which includes the increase of attendance at wildfire incidents, these risks are included in the Authority's strategic risk register.

10. Duty to Collaborate Implications (Police and Crime Act 2017)

- 10.1 There are no duty to collaborate implications associated with this report.

11. Your Fire and Rescue Service Priorities

- 11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below: Improve the safety and effectiveness of our firefighters.

- Provide ethical governance and value for money.

12. Conclusions

- 12.1 It is a requirement that the Authority reviews and approves its Reserve Strategy on an annual basis. The use and management of reserves will be the key to financial stability especially at a time when the Authority is facing funding uncertainty.

West Yorkshire Fire and Rescue Service

Reserves Strategy

2026/27 to 2030/31

Contents

1	What are Reserves	3
2	National Framework	4
3	Determining the Level of Reserves	5
4	Reserves Position 1 April 2026.....	6
5	Review of Reserves	11

1 What are Reserves?

- 1.1 Reserves are an essential part of good financial management to help the Fire Authority manage unpredictable financial pressures and plan for future spending commitments. The level, purpose and planned use of reserves are key factors in developing the Medium-Term Financial Plan and setting the annual budget. In setting the budget the Fire Authority decides what it will spend and how much income it needs from council tax to supplement government funding. The Fire Authority may choose to fund some of its spending from its reserves and balances in the short term until long-term savings initiatives are realised.
- 1.2 Having the right level of reserves is important. If reserves are exceptionally low, there may be little resilience to financial shocks and sustained financial challenges.
- 1.3 The requirement for a local authority to maintain financial reserves is acknowledged in legislation and prevents the authority to over committing financially. These are:
 - 1.3.1 The requirement to set a balanced budget as set out within the Local Government Finance Act 1992.
 - 1.3.2 The requirement of the authority to make arrangements for the proper administration of their financial affairs and the appointment of a Chief Finance Officer (section 151 officer) to take responsibility for the administration of those affairs.
 - 1.3.3 In accordance with the Local Government Finance Act 1988 (Section 114), the Chief Finance Officer must report if there is or is likely to be unlawful expenditure or an unbalanced budget.
 - 1.3.4 The Local Government Act 2003 places a duty on the Chief Finance Officer to give positive assurance as part of the budget setting process of the adequacy of balances. The Local Government Finance Act 1992 requires fire authorities as a precept authority to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
 - 1.3.5 The external auditors' responsibility is to review and report on the authority's financial standing as per the annual external audit report.
- 1.4 The Chartered Institute of Public Finance and Accountancy (CIPFA) published LAAP Bulletin 99 in July 2014 which provides guidance on the management of reserves which has been adopted by the authority. CIPFA bulletin thirteen was issued in March 2023 which gives further guidance on local authority reserves and balances.

2 National Framework

- 2.1 The Fire and Rescue National Framework for England set out the priorities and objectives for fire and rescue authorities and makes specific reference to reserves. The document requires fire and rescue authorities to provide information to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority's Medium Term Financial Plan.

The information which fire and rescue authorities are required to publish includes:

- 2.1.1 The level of general reserves which are held by the fire and rescue authority and how they are managed to balance funding and spending priorities and to manage risks.
- 2.1.2 Each fire and rescue authority should publish their reserves strategy on their website. The strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should provide information for at least two years ahead.
- 2.1.3 Sufficient information should be provided to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority's medium term financial plan.
- 2.1.4 Information should be set out clearly and understandable for members of the public and should include:
 - 2.1.4.1 How the level of general reserve has been set.
 - 2.1.4.2 Justification for holding a general reserve larger than five percent of budget.
 - 2.1.4.3 Whether the funds in each earmarked reserve are legally or contractually committed, and if so, what amount is committed.
 - 2.1.4.4 A summary of activities or items to be funded by each earmarked reserve and how these support the fire and rescue authority's strategy to deliver good quality services to the public.

3 Determining the Level of Reserves

- 3.1 Reserves are an essential tool to ensure long-term budget stability particularly at a time when the Authority is facing significant year on year reductions in grant funding over the medium term.
- 3.2 Reserve balances have been identified as a key indicator of financial health, and the Authority continues to have an appropriate level of reserves to deal with identified risks. As a minimum there, there are sufficient balances to support the budget requirements and provide adequate contingency for budget risks.
- 3.3 In accordance with the authority's financial regulations, the authority holds reserves which fall into two distinct categories:
 - 3.3.1 General Reserves – these are necessary to fund any day-to-day cash flow requirements and to provide a contingency in the event of any unexpected events or emergencies.
 - 3.3.2 Earmarked Reserves – these have been created for specific purposes and involve funds being set aside to meet known or predicted future liabilities. By establishing such reserves, the expenditure profile will be smoothed and avoid liabilities being met from Council Tax in the year that payments are made.
- 3.4 The Authority also has several provisions on the Balance Sheet which, provide funding for a liability or loss that is known will occur in the future with some certainty, but the timing and amount is less certain.
- 3.5 There is not a recognised formula for determining the level of reserves that each fire authority should maintain. It is up to each authority to consider the local circumstances and the potential issues/risks that may occur across the medium term. In determining the level of reserves for the Authority the risks and issues that should be taken into consideration will include the following:
 - 3.5.1 The risk that specific fire revenue grants are not continued, unlike revenue support grant and business rates top up grant, these grants are paid as Section 31 grants and are not included within baseline funding levels.
 - 3.5.2 To provide cover for extraordinary or unforeseen events occurring: given the purpose of the fire and rescue service is to respond to emergency situations, there is always the potential for additional, unexpected, and unbudgeted expenditure to occur.
 - 3.5.3 The commitments falling on future years as a result of capital plans and proposals to improve the asset base. Having reserves mitigate the impact on the revenue budget of borrowing and/or revenue contributions to capital and would support projects/programmes that will support revenue efficiencies.
 - 3.5.4 The risk on inflation, especially pay awards. If the budget provision does not cover the cost, the pay award would need to be met from the pay and prices reserve until efficiencies within existing budgets are identified.

- 3.6 Enable the Authority to resource one-off policy developments and initiatives without causing an unduly disruptive impact on Council Tax.
- 3.7 Spread the cost of large-scale projects which span several years, for example the rebuild of fire stations.
- 3.8 The Authority has a robust approach to managing risk and there are effective arrangements for financial control in place. However, given the high level of influence of third parties such as the National Joint Council (NJC) who agree pay staff pay awards and Government departments on its income and expenditure there is always the risk that the Authority will unexpectedly become liable for unbudgeted expenditure.
- 3.9 The Authority aims to avoid using reserves to meet regular and ongoing financial commitments, as they only provide one off funding other than as part of a sustainable medium-term budget plan.
- 3.10 The Authority has set its' guideline Prudential indicator for the General Reserve at 5% of annual budget which is a commonly used benchmark across the fire sector. The Authority also uses the Strategic Risk Register to determine the level of General Fund Reserve. This Strategic Risk Register details sixty-two separate risks the Authority faces, which has an estimated financial liability of £5.700m. The General Fund reserve equates to 4.6% of the annual budget; the level of the general fund balance is reviewed annually prior to the setting of the revenue budget.

4 Reserves Position 1 April 2026

- 4.1 The level of cash fluctuates during the year due to the timing of Government grants, notably the top up grant which was £31.1 million in July 2026. We would need to borrow if the Authority wanted to use reserves which exceeds our working cash flow balance.

Type of Reserve	Balance at 1/4/26
General Fund	£5,700,000
Earmarked Reserves	£30,601,331
TOTAL	£36,301,331

Table summary of current reserve balance

- 4.2 The general fund reserve is not specified for a determined use: it is maintained for cash flow purposes.
- 4.3 Earmarked reserves are funds that are set aside to meet costs for specific purposes in future financial years. These reserves allow the Authority to adopt a more flexible approach to budget management and meet cost pressures in future years. Some reserves are a result of the receipt of a government grant that has been given for a specific purpose, others are from the transfer of revenue budgets to reserves for future costs.
- 4.4 Detailed below are the Authority's reserves, an explanation of their purpose and forecast balance as of 31/3/2031.

Grants that are received by the Authority normally have a stipulation attached which means that they must be spent on the specified purpose (i.e.) the terms of the grant payment. These cannot be transferred to other budget to be spent on a different purpose which is laid out in the CIPFA Accounting Code of Practice.

RESERVES AS A RESULT FROM GRANTS

Description	Balance 1/4/26	Estimated Balance 31/3/31	Purpose and Origin of the Reserve
Council Tax Reform	£27,000	£0	This was a one off grant received in 2012/13 from Central Government to assist with the costs associated with the reform of business rates. To date, no expenditure has been charged to this reserve. This reserve has been transferred in full to the climate change reserve.
Body Bag Decontamination	£40,000	£0	This grant was received in 2012/13 and 2013/14 from Central Government and no expenditure has been charged against the reserve. This reserve has been transferred in full to the climate change reserve.
Enhanced Logistics	£187,333	£0	This was a grant initially received in 2011/12 for the provision of the purchase of the new command unit. The 2026/27 capital plan includes a specific scheme to replace this vehicle. This new command unit will be charged to this reserve rather than paying for it through borrowing which incurs an ongoing revenue cost over the life of the asset.
Transparency	£84,569	£0	This was a central government grant to enable organisations to meet the requirements of data transparency, this has now been rolled into core funding. To date, no expenditure has been charged to this reserve. This reserve has been transferred in full to the climate change reserve.
Business Rate Appeals	£1,301,160	£1,301,160	This reserve is used to manage the volatility on the revenue budget from business rate appeals. A grant is received from government each year to ease the potential cost which is based on the NNDR1 returns from the 5 district councils.
Pensions Admin Remedy	£134,413	£0	The government has provided a grant to pay for the software and administration costs associated with the implementation of the McCloud Sargeant pension remedy.
Serious Violence Duty	£4,592	£0	The government has provided a grant to pay for the costs associated with the implementation of The Police, Crime, Sentencing and Courts Acts 2022.

Description	Balance 1/4/26	Estimated Balance 31/3/31	Purpose and Origin of the Reserve
Emergency Services Mobile Communications Programme (ESMCP)	£268,242	£0	This reserve was established to fund the potential increase in costs when the new Emergency Services goes live in 2028. Future costs will be dependent on usage which is difficult to estimate until the system goes live. In addition, the government has confirmed that the costs of transition will not be paid in advance and fire authorities will thus have to fund the transition in the short term. This reserve would be called upon if these costs could not be met from existing revenue budgets.
Insurance Claims	£473,100	£223,100	This reserve will be used for any uninsured losses the authority may face in future years e.g. mesothelioma and to support any additional contributions required by our insurance arrangements with the Fire and Rescue Indemnity Company (FRIC)
Service Support Reserve	£444,720	£44,720	This reserve was established in 2013/14 with the purpose to fund any expenditure that is not included in the MTFP but will generate savings or improve ways of working. The reserve is predominantly used to fund investment in Data and Digital Technology and the emerging use of AI which when used effectively will generate long term efficiency savings for the service.
Pension Ill Health Reserve	£3,417,532	£2,917,532	This reserve is used to ease the potential cost of increased ill health retirements which have to be met from revenue. Any underspend on the ill health revenue budget is transferred to this reserve at the end of the financial year. Currently this budget is £1.6 million, and £0.276m was transferred in from the revenue pension ill health budget underspend in 2025/26. This reserve will also be used to fund in the short term any future increases in employer pension contribution rates that are in excess of budget provision.

Description	Balance 1/4/26	Estimated Balance 31/3/31	Purpose and Origin of the Reserve
Reserve for Pay and Prices	£1,069,075	£170,644	This reserve will be used to fund any pay awards that are in excess of that included within the Medium Term Financial Plan or any other inflationary increases not provided for in the annual budget.
Industrial Action	£610,302	£610,302	The industrial action reserve was established in October 2022, when the fire sector was facing a period of industrial action by firefighters. Although the immediate threat of industrial action has subsided, it is prudent to maintain this reserve.
Resilience Reserve	£0	£50,000	This reserve is new for 2026/27 and will be used to fund any increase in cost from attendance at incidents relating to wildfires or other emerging risks that cannot be met from existing revenue budgets.
Recruitment Reserve	£1,841,596	£811,596	The recruitment reserve will be used to fund periods when the Authority is operating above wholtime employee establishment, which is 944. Due to the current unpredictability in the retirement profile, the authority is recruiting more trainees than the number that are retiring. This is only for a short periods of time because experience has proven that employees tend to retire prior to their forecast retirement date.
Capital Finance Reserve	£18,697,697	£0	The purpose of this reserve is to ease the cost of financing the capital plan in future years. Property new builds and major refurbishments will be funded from the capital finance reserve. Any underspending on capital financing charges and the revenue budget are transferred to this reserve which may then be used to pay additional voluntary capital charges as per the Authority's Minimum Revenue Provision Policy.
Medium Term Funding Impact	£2,000,000	£0	This reserve will be used to mitigate any funding shortfalls as a consequence of the review of the fire funding formula which is expected to be implemented prior to the next spending review in April 2029 which have not been included within the Medium Term Financial Plan

	01/04/2026	31/03/2031	Total Planned Use of Reserves
TOTAL RESERVES	£30,601,331	£6,129,054	£24,472,277

5 Review of Reserves

5.1 The Authority's reserves will be reviewed as part of the following processes:

- 5.1.1 The reserves will form part of the budget setting process, and the level and use of reserves will be considered when setting the annual budget and Medium-Term Financial Plan. This will include the approval at Full Authority Committee.
- 5.1.2 The Reserves Strategy are reviewed annually by the Finance and Resources Committee in October.
- 5.1.3 Reserves are reviewed and externally audited during the closure of the Authority's accounts and are included in the Statement of Accounts. There is a statutory requirement to detail the movement between reserves during the year and show the opening and closing position in the Movement in Reserves Statement and the Expenditure and Funding Analysis. The Statement of Accounts is approved at the Authority's Audit Committee.
- 5.1.4 The minimum level of General Fund Reserves will be assessed during the year by the financial appraisal of risks on the Authority's Strategic Risk Register. The Risk Management Strategy Group meets quarterly, and its aim is to manage the register and identify and assess risks. This group is chaired by the Deputy Chief Fire Officer and is attended by internal audit, an authority member champion and those responsible for the key risks within the organisation.

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Agenda item: 08

Fairweather Green Fire Station Refurbishment

Finance & Resources Committee

Date: 16 October 2026

Submitted by: Director of Service Support

- Purpose:** The purpose of this paper is to seek approval for an additional capital allocation for the Fairweather Green Fire Station refurbishment following receipt and evaluation of tender returns.
- Recommendations:** It is recommended that the Finance and Resources Committee approve an additional capital allocation of £500,000, increasing the overall project budget from £1.2m to £1.7m.
- Summary:** The approved budget of £1.2m was established during the capital planning process using the information available at that time. As the project has progressed through detailed surveys, design development and competitive tendering, a more comprehensive understanding of the building condition and scope requirements has been obtained. Tender returns ranged between £1.5m and £1.9m, reflecting both market conditions and the inclusion of essential lifecycle, compliance, resilience and sustainability improvements. Approval of the additional funding will enable the Authority to deliver the full refurbishment programme in a single phase, avoiding future remobilisation costs, operational disruption and increased whole-life expenditure.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Dean Richardson, Head of Estates Dean.Richardson@westyorksfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 The Fairweather Green Fire Station refurbishment was approved within the Authority's 2025/26 Capital Programme with an approved budget of £1.2m. The project forms part of the Authority's ongoing investment in its operational estate to ensure fire stations remain safe, compliant, efficient and fit for purpose for the delivery of front-line services.
- 1.2 Since approval of the original capital allocation, the project has progressed through detailed building surveys, design development and competitive tendering. This work has provided a more comprehensive understanding of the condition of the existing building and the investment required to deliver the proposed refurbishment. Tender returns have been received and evaluated, with submissions ranging from £1.5m to £1.9m. The increase reflects a combination of market conditions, inflationary pressures within the construction sector, contractor pricing and the inclusion of essential lifecycle, compliance, resilience and sustainability improvements identified through the design development process.
- 1.3 The Executive Leadership Team has considered the revised project costs and approved a request for additional capital funding. The purpose of this report is therefore to seek approval from the Finance and Resources Committee for an additional capital allocation of £500,000, increasing the overall project budget from £1.2m to £1.7m and enabling the refurbishment to proceed as a single coordinated programme of works.

2. Information

- 2.1 The additional funding request will enable the Authority to proceed with the Fairweather Green Fire Station refurbishment as a single coordinated programme of works. The developed scheme includes essential lifecycle replacement, building safety, compliance, operational resilience and sustainability improvements identified through detailed surveys and design development.
- 2.2 Without the additional funding, significant elements of the scheme would need to be removed or deferred. This would retain life-expired assets within the building, reduce the operational and environmental benefits of the investment and likely necessitate further capital expenditure and disruption at a future date.
- 2.3 The revised funding requirement is set out below:

Reference	Funding Description	Amount
FWG 01	Original approved capital budget	£1,200,000
FWG 02	Additional capital allocation requested	£500,000

FWG 03	Revised total project budget	£1,700,000
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- 2.4 The proposed increase will allow the Authority to deliver the refurbishment programme in full and realise the anticipated operational, compliance, resilience and sustainability benefits associated with the investment.

3. Financial Implications

- 3.1 The approved project budget of £1.2m was developed during the capital planning process using the information available at that time and benchmarked against previous station refurbishment projects. As the project has progressed through detailed surveys, design development and competitive tendering, a more detailed understanding of the condition of the building and the extent of works required has been established. Tender returns received ranged from £1.5m to £1.9m.
- 3.2 The increase in project costs reflects a combination of factors, including continued inflationary pressures within the construction sector, increased labour and material costs, contractor risk pricing and the identification of essential lifecycle, compliance and building safety works through the design development process.
- 3.3 Consideration has been given to reducing or deferring elements of the project; however, this would result in life-expired assets remaining in service, reduce the operational and estate benefits of the investment and likely lead to further capital expenditure at a later date. Undertaking the identified works as a single coordinated programme represents the most cost-effective approach and reduces the risk of future contractor remobilisation costs, additional inflationary pressures and further operational disruption.
- 3.4 Approval of the additional £500,000 capital allocation will increase the overall project budget to £1.7m and enable delivery of the full refurbishment programme. The investment will support the long-term sustainability, resilience and operational effectiveness of the station whilst reducing future maintenance liabilities associated with retaining ageing building fabric and infrastructure.
- 3.5 The capital financing charges associated with this increase have been included in the revenue budget 2026/27.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.
- 4.2 The project will be procured and delivered in accordance with the Authority's Contract Procedure Rules and relevant procurement requirements. The appropriate contractual route will be confirmed as part of the award process.

5. People and Diversity Implications

- 5.1 The refurbishment of Fairweather Green Fire Station will provide a safer, more functional and inclusive working environment for employees, operational crews, visitors and other building users. The project includes improvements to welfare, rest and shower facilities together with alterations to operational accommodation that better reflect the needs of a modern and diverse workforce.
- 5.2 The developed design will improve the quality, suitability and resilience of the working environment through the replacement of ageing infrastructure and the modernisation of operational and support facilities. Improved welfare provision, enhanced privacy and upgraded facilities will support the health, wellbeing and dignity of employees occupying the station.
- 5.3 Temporary accommodation and decant arrangements will be implemented during the construction phase to maintain operational response capability and minimise disruption to employees and service delivery. Property Services will continue to work with station personnel and other stakeholders throughout the delivery phase to ensure the needs of building users are appropriately considered.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

(EIA Template and Guidance)

Date EIA Completed: 21/05/2025

Date EIA Approved: 21/05/2025

The EIA is available on request from the report author or from
diversity.inclusion@westyorksfire.gov.uk

7. Health, Safety and Wellbeing Implications

- 7.1 The refurbishment incorporates a range of measures that will improve the health, safety and wellbeing of employees, operational crews and other building users. The project includes essential compliance and building safety works, including fire compartmentation improvements, fire stopping measures, installation of a sprinkler system and the replacement of life-expired building elements and services. These improvements will support the Authority in maintaining a safe and compliant operational environment.
- 7.2 The scheme has been developed in line with the principles of the Fire Station Design Guide and will deliver improvements to welfare facilities, rest accommodation, ventilation systems and operational layouts. Enhanced contamination control

arrangements, upgraded mechanical services and improved welfare provision will contribute to better working conditions, employee wellbeing and the long-term suitability of the station for a modern and diverse workforce.

- 7.3 Appropriate temporary accommodation and decant arrangements will be implemented throughout the construction phase to maintain operational service delivery and ensure the continued safety of employees and contractors. Health and safety risks associated with the works will be managed through detailed planning, contractor controls and ongoing project oversight.

8. Environmental Implications

- 8.1 The refurbishment project provides a significant opportunity to improve the environmental performance and energy efficiency of Fairweather Green Fire Station through the replacement and upgrading of ageing building fabric, mechanical systems and electrical infrastructure. The scheme includes a new roof overlay to the Appliance Bay and Youth Interventions/Gym wing flat roofs, improving the thermal performance of the building envelope and reducing energy demand. The project also includes the installation of new solar photovoltaic (PV) arrays to supplement the building's electrical demand and support the Authority's carbon reduction objectives.
- 8.2 Energy efficiency measures have been incorporated throughout the scheme, including the installation of LED lighting, automatic PIR-controlled lighting and extract ventilation systems, and heat recovery units within the ventilation system to reduce energy consumption and the carbon associated with heating incoming air. New insulated partition walls will be constructed to meet current Part L Building Regulation requirements, further improving thermal performance and reducing heat loss.
- 8.3 Whilst the existing gas boilers will be retained due to their recent replacement, all associated heating distribution pipework and radiators will be renewed and insulated to improve system efficiency. New electrical wiring will be installed throughout the building and all windows, door vision panels and curtain walling will be replaced with modern double-glazed units to improve energy performance and reduce heat loss. These measures will improve the overall environmental performance of the station, reduce operating costs and contribute to the long-term sustainability of the Authority's estate.
- 8.4 The proposed investment supports the Authority's sustainability objectives by extending the life of an existing operational asset, reducing future maintenance requirements and improving building efficiency. Delivering the works as a single coordinated refurbishment programme will also minimise the environmental impacts associated with future standalone projects and repeated contractor mobilisation.

9. Risk Management Implications

- 9.1 Failure to approve the additional funding would require significant scope reduction or project redesign. This would result in the retention of life-expired assets, increased

risk of unplanned maintenance expenditure and reduced resilience of the station estate.

- 9.2 Removing essential compliance and building safety works would create future liabilities and could require standalone projects, additional mobilisation costs and further operational disruption. It would also reduce the opportunity to improve sustainability and energy performance.
- 9.3 Project risks, including unforeseen building conditions and construction cost pressures, will be managed through risk allowances, detailed design, robust procurement processes, contract management and ongoing monitoring by Property Services.

10. Duty to Collaborate Implications (Police and Crime Act 2017)

- 10.1 No direct collaborations with other Fire and Rescue or Police Authorities are identified in this phase of the project.

11. Your Fire and Rescue Service Priorities

- 11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:
- Provide a safe, effective and resilient response to local and national emergencies.
 - Enhance the health, safety, and well-being of our people.
 - Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
 - Further develop a culture of excellence, equality, learning, and inclusion.

12. Conclusions

- 12.1 Tender returns have confirmed that the approved budget of £1.2m is insufficient to deliver the required scope of works. Approval of an additional £500,000 will increase the overall project budget to £1.7m and enable the refurbishment to proceed as a single coordinated programme, representing the most cost-effective approach for the Authority.
- 12.2 It is therefore recommended that the Finance and Resources Committee approve an additional capital allocation of £500,000, increasing the overall Fairweather Green Fire Station refurbishment budget from £1.2m to £1.7m

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Agenda item: 09

Huddersfield Fire Station Redevelopment

Finance & Resources Committee

Date: 16th October 2026

Submitted by: Director of Service Support

Purpose: To provide the Finance and Resource Committee with information regarding the funding position for the Huddersfield Fire Station redevelopment project.

Recommendations: Approve the proposed redevelopment scheme for Huddersfield Fire Station, as outlined within this report, to provide a modern, resilient and fit for purpose facility that meets current and future operational requirements.

Support the inclusion of an additional £3.0m capital funding bid within the 2027/28 Capital Programme to address the identified funding shortfall and enable delivery of the approved redevelopment scheme.

Summary: Huddersfield Fire Station has been identified for redevelopment as part of the Authority's estate strategy. Detailed design and feasibility work have now been completed, identifying a preferred redevelopment solution that will provide a modern, resilient and fit for purpose fire station capable of meeting current and future operational requirements. Approval is sought for the additional capital funding required to progress the redevelopment project and deliver the proposed scheme.

Exemption Category: None

Contact Officer: Dean Richardson, Head of Estates
Dean.Richardson@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: None

1. Introduction

- 1.1 Huddersfield Fire Station is located off the ring road on Outcote Bank. The building is of 1960's concrete frame construction split over three floors with an approximate GIA of 1830msq. There is an external hard standing for parking and training along with various single storey buildings which are separate to the main station. The fire station adjacent to the Huddersfield Sikh Leisure Centre and Huddersfield Leisure Centre which share a retaining wall. The station is a wholetime two pump station and also houses specialist aerial appliance.
- 1.2 The personnel that are predominantly based at station comprise of Huddersfield Station manager, 4 Watch managers, approximately 45 firefighters in addition to the 11 District colleagues; Kirklees District Commander, District Clerk, station managers for other Kirklees District fire stations and Kirklees Prevention team.
- 1.3 Huddersfield Fire Station has been identified as requiring redevelopment as part of the WYFRS IRMP (now CRMP) plan. A two pump wholetime fire station is required in Huddersfield city centre to enable WYFRS to deliver an effective service and respond to incidents in line with the agreed planned attendance times. The current facility is largely beyond its design life and not in line with the demands of the modern fire service. The biggest issue from a property maintenance perspective is the ongoing issues with heating and lighting, but the presence of asbestos containing materials in many elements of the building fabric make remedial works a challenging to facilitate.
- 1.4 Any redeveloped facility will align with:
 - The strategic priorities of WYFRS,
 - The WYFRS design guide.
 - The requirements of the station's users.

2. Information

- 2.1 Atkins Realis were appointed through the PAGABO Framework in early 2024 to carryout RIBA stages 0-2, initially commencing with a feasibility study and options appraisal for the site at Huddersfield Fire Station. They will be appointed for subsequent RIBA 3-6 to completion for the appraised option. The services they will provide for the project include, but are not limited to, Project Management, Primary Design Services (architectural, structural, mechanical and electrical engineering, civil engineering) Cost and Commercial Management, Principal Designer duties, Fire Safety Consultancy, Planning advisory services and oversee any Third Party surveying services.
- 2.2 Summary of Options Appraisal

The project team explored multiple options that would see the existing station undergo extensive refurbishment with partial demolitions taking place in addition to options for a full demolition and rebuild of Huddersfield.

All options have considered the fire station design guide and have taken onboard our carbon reduced / zero carbon aspirations.

It was agreed that the most viable solution is a major redevelopment including;

 - Extensive refurbishment of the existing 3 storey accommodation block

- Single storey extension to the same,
 - Demolition and rebuild of appliance bays
 - Demolition of the single storey section to existing station to create a larger external drill yard
 - Demolition of existing masonry tower/ supply and install modern fabricated training tower
 - Demolition of external ancillary buildings.
- 2.3 Engagement with all stakeholders has taken place and initial plans have been developed in line with the new Fire Station Design Guide.
- 2.4 In order to maintain fire coverage to Huddersfield and the surrounding areas it is proposed that a temporary fire station will be constructed on the existing site.
- 2.5 There are risk contingencies which make up the budget following lessons learned from the HQ project and Keighley Fire Station project around asbestos and other unforeseen items.
- 2.6 The proposed works will be a Design and Build project delivered using the NEC3 Engineering and Construction Contract and will be procured in accordance with CPR rules and regulations.

3. Financial Implications

- 3.1 There is currently £10.45m in the approved capital plan for the redevelopment of Huddersfield Fire Station. Following design appraisals and a review of all the requirements, the current forecasted spend is £13.45 million and it is proposed that the £3m shortfall will be submitted as a Capital bid in 2027/28.

The cost plan for the Huddersfield Fire Station build is detailed below for information:

Element	Budget Cost
Design, consultancy and planning fees	£945,000
Elemental cost plan from RIBA Stage 2 design	£12,239,000
WYFRS Ancillary Costs	£261,000
TOTAL	£13,445,000 (Rounded)

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. People and Diversity Implications

- 5.1 The project at will have a positive impact on colleagues and visitors at Huddersfield. The new station when complete will offer a fully accessible building to all public facing and green book staff. Accessible provisions from a DDA perspective will not be offered to the top third floor dormitory area as this will be for exclusive use by

operational crews on station. The station will provide facilities that address equality issues in relation to people with protected characteristics, including but not limited to, accessibility, gender, and religion. The scheme has been designed in accordance with the new fire station design guide and the associated EIA undertaken in connection with this guide and the project.

- 5.2 The temporary station will provide all the facilities expected on a fire station albeit at a reduced size and scale. Operational crews on station will be consulted throughout the design process, and the solutions designed will satisfy these crews, with the view that supporting and other enabling colleagues will be relocated during the construction phases.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes

(EIA Template and Guidance)

Date EIA Completed:

Date EIA Approved:

The EIA is available on request from the report author or from
diversity.inclusion@westyorksfire.gov.uk

7. Health, Safety and Wellbeing Implications

- 7.1 The project proposed will have a positive impact on Health, Safety and Wellbeing it will designed and constructed in line with the new Fire Station Design Guide, following on from the developments at Keighley Fire Station and Spen Valley Fire Station. It is also intended that the redevelopment at Huddersfield will follow the principles of the Well standard.

8. Environmental Implications

- 8.1 There is a requirement for the works to align with WYFRS' aim to meet net zero targets by 2050 and therefore green technologies are to be utilised as part of the build, including but not limited to, enhanced insulation to building fabric, solar PV, air source heat pumps and EV charging. There will also be significant upgrades to the existing building fabric to meet current building regulations in terms of heat loss and thermal efficiency. Local planning policies will also need to be considered as part of the design.

9. Duty to Collaborate Implications (Police and Crime Act 2017)

9.1 No direct collaborations with other Fire and Rescue, NHS or Police Authorities are currently identified in this phase of the project.

10. Your Fire and Rescue Service Priorities

10.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Provide a safe, effective and resilient response to local and national emergencies.
- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

11. Conclusions

11.1 It is recommended that the proposals in the report be approved.

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Agenda item: 10

Appliance Donations - Ukraine

Finance & Resources Committee

Date:	16 October 2026
Submitted by:	Director Service Support
Purpose:	To highlight to members a request from FireAid for the donation of fire appliances to Ukraine.
Recommendations:	That members approve the donation of three fire appliances to the Ukraine State Emergency Service (SES).
Summary:	The ongoing collaboration between NFCC, FireAid, and FIA has identified a renewed need for fire appliances and emergency rescue equipment by the Ukraine SES. This request has been made to ensure that vehicles and equipment are in place with Ukraine SES before the winter months.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Glynn Richardson, Head of Transport & Logistics glynn.richardson@westyorksfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 The Ukraine State Emergency Service (SES) has been under significant pressure since the current conflict began in February 2022 and continues to sustain heavy casualties from their work to provide fire and rescue support to their local communities.
- 1.2 Since the beginning of the conflict, the National Fire Chiefs Council (NFCC), FireAid, and the Fire Industry Association (FIA) have arranged nine road convoys, delivering 120 fire & rescue vehicles and 190,000 items of equipment. WYFRS has contributed to donations of equipment and appliances.

2. Information

- 2.1 In December 2023 WYFRS began the build phase of the appliance replacement programme, which delivered 58 new Scania appliances over an 18-month period, with final vehicles into service in May 2025. This enabled a wider project to reduce firefighter exposure to contaminants with the implementation of 'clean cab' spaces and increase crew welfare.
- 2.2 As a result of this extensive fleet replacement, WYFRS have been disposing of 48 appliances over the past year, beginning in March 2025. Ten vehicles were retained for recruit training and driver training.
- 2.3 Our used appliances have been sold through a combination of direct sales to UK FRS and public auction, generating £630,000 in sales revenue. With the approval of members, WYFRS have previously donated eight appliances to Ukraine SES.
- 2.4 Despite this support, the need for appliances for use in Ukraine continues, with many destroyed - being specifically targeted as part of the ongoing conflict. This request from FireAid on behalf of NFCC comes at short notice with a need to introduce vehicles into Ukraine before the onset of winter.

3. Financial Implications

- 3.1 The donation of three vehicles to Ukraine SES will result in a loss of revenue income of £19,500 based on an estimated value per vehicle of £6,500.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 No human resource or diversity implications have been identified.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

7. Health, Safety and Wellbeing Implications

- 7.1 WYFRS is unlikely to complete a fleet replacement project of this magnitude again and the social value which these donations represent is tremendous, having the potential to deliver immediate tangible benefits for all recipients in Ukraine.
- 7.2 Requests for vehicle from the Ukraine will have a profound and immediate impact on the health, safety and wellbeing of the members of Ukraine SES and the communities they serve.

8. Environmental Implications

- 8.1 This process will see assets being given a useful second life, extending their overall lifespan and reducing waste.

9. Your Fire and Rescue Service Priorities

- 9.1 This report links with the Community Risk Management Plan 2025-2028 strategic priorities below:
- Focus our activities on reducing risk and vulnerability.
 - Prioritise a people first mindset through ethical and professional leadership and management.

10. Conclusions

- 10.1 This exercise presents WYFRS with a unique opportunity to directly contribute to the health, safety and wellbeing of firefighters and volunteers outside our organisation.
- 10.2 That members approve the donation of three fire appliances to Ukraine SES facilitated by FireAid.