

**Tyne and Wear Fire
and Rescue Service**



Efficiency and Productivity Plan 2023/24

March 2023



1. Introduction

- 1.1 The Home Office has requested that all standalone Fire and Rescue Services publish an Efficiency and Productivity Plan if they have taken up the £5 Band D additional flexibility for 2023/24 and submit this by 31 March 2023.
- 1.2 This Efficiency and Productivity Plan has been prepared in line with the letter and guidance issued by the Home Office in February 2023 to all standalone Fire and Rescue Services.

2. Financial Information

2.1 Budget

- 2.1.1 The 2023/24 Revenue Budget was approved by the Fire Authority on 13 February 2023 and the full report and appendices can be found on the link below.
[Meetings and Events \(sunderland.gov.uk\)](https://www.sunderland.gov.uk/Meetings-and-Events)
- 2.1.2 A summary of the revenue budget approved by Fire Authority is shown in Appendix A.

2.2 Reserves

- 2.2.1 Earmarked Reserves are estimated to total £28.806m as at 31 March 2023. This was the position when the Fire Authority approved the budget on 13 February 2023 but might be subject to change when the 2022/23 use is finalised as part of the 2022/23 accounting close down process.
- 2.2.2 A summary of estimated reserves as at 31 March 2023 and estimated use in 2023/24 is shown in Appendix B. This was the position when the 2023/24 revenue budget was approved.
- 2.2.3 A further detailed review of reserves has since been carried out in March 2023 and approved by the Fire Authority on 13 March 2023. The approved changes to earmarked reserves are shown in the table below and the full report can be found on the link below.
[Meetings and Events \(sunderland.gov.uk\)](https://www.sunderland.gov.uk/Meetings-and-Events)

Ref	Reserve	Balance @31.3.23	Proposed Changes	Proposed New Balance
		£m	£m	£m
1	Capital Developments Reserve	2.138	+3.000 (2) +12.499 (3) +3.269 (6) +0.850 (7)	21.756
2	Resilience Reserve	3.500	-3.000 (1)	0.500
3	Reform and Transformation	12.999	-12.499 (1)	0.500
4	Insurance	1.021	Nil	1.021
5	PFI Smoothing	7.858	Nil	7.858
6	Medium Term Planning	4.269	-3.269 (1)	1.000
7	Budget Carry Forward	1.498	-0.850 (1)	0.648
8	New Dimensions	0.582	Nil	0.582
9	ESMCP	1.080	Nil	1.080
10	Pensions	(6.139)	Nil	(6.139)
	TOTAL	28.806	Nil	28.806

2.2.4 In addition to the earmarked reserves the service has a General Reserve of £4.090m. The review also examined if the level of the General Fund balance was set at an appropriate amount bearing in mind the financial risks faced by the Authority, which is a standalone Fire and Rescue Authority. The financial cover provided, is 7.15% of the Authority's Net Budget Requirement (excluding use of reserves), and this was considered reasonable and justifiable by the Finance Director.

2.3 Precept

2.3.1 The Fire Authority made the decision to use the £5 Band D precept flexibility to support the 2023/24 revenue budget due to the estimated cost pressures as a result of estimated pay awards and inflation. The £5 increase was necessary in order to set a balanced budget in 2023/24. Without the increase, savings would have had to be made to front line services which would have also seen previous IRMP actions implemented having to be reversed (and a weakening of the response provision of the service) when demand for our services is increasing.

2.3.2 It was also important to bolster the base revenue budget with increased income from Council Tax as the Authority has a very low tax base in comparison to most other FRA's. A flat rate £5 increase helped raise £1.489m in revenue (equivalent to a 5.72% increase) whereas for the Authority could only raise £0.778m from a 2.99% tax increase if this flexibility had been provided. In the past increases of 1.99% has only generated income of around £0.500m per annum over the past 5 years which is a very low return compared to the size of the housing stock

within Tyne and Wear. The issues are that 70% of the properties are in either Band A or B and adjustments for those on housing benefit are also higher than the national average which means the tax base of the Authority is proportionally very low compared to the number of properties it has in its area. A flat rate increase is therefore always a better solution to the Authority than a percentage increase.

- 2.3.3 Members are still of the view however that government grant should distribute resources more fairly and should therefore make up the shortfall in Authority resources rather than increasing Council Tax which impacts on household budgets more in what is one of the most deprived areas in the country.

2.4 Efficiency

- 2.4.1 Although a balanced budget has been set for 2023/24 this has been set on the basis of estimations and assumptions regarding pay awards and inflation. If actuals are higher than estimates there will be an in year gap which will have to be managed through reserves and in year savings / efficiencies.
- 2.4.2 Savings and efficiencies are also required in order to release funding for re-investment in priority activities.
- 2.4.3 The 2023/24 budget also included the estimated Medium Term Financial Plan position for the period 2023/24 to 2026/27. This outlined an estimated gap of £2.920m over the medium term, although this is showing a worst case scenario.
- 2.4.4 The service is looking at efficiencies in order to bridge the gap outlined above to avoid utilising limited reserves to balance the budget in future years and to release funding for re-investment in priority activities. There are a number of areas being explored by the service both achieved and potential developments which are detailed in this Plan.

2.5 Efficiency Plan

- 2.5.1 The completed Efficiency Plan is attached in Appendix C and shows that the 2% efficiency target has been achieved in 2022/23 and will be achieved in both 2023/24 and 2024/25. In 2023/24 the target is expected to be achieved through a variety of initiatives that includes reviews of response and staffing structures, delegated budget savings and procurement savings including a notable reduction in our business rates costs that the Authority has been pursuing. The service has a strong track record of achieving efficiencies through procurement activity and carrying out reviews of all areas of its service. Projected additional savings are also expected to be made as outlined in the Plan already identified for 2024/25.

- 2.5.2 The Plan shows planned efficiencies of £586k (6.08%) in 2023/24 (most of which have been achieved) and potential efficiencies which will be monitored throughout the year. At this early stage we have also identified some efficiencies, projected at £270k (2.80%) for 2024/25 in addition to those disclosed for 2023/24.
- 2.5.3 Regular quarterly reviews of the budget are reported to Authority throughout the financial year and updates on the Efficiency and Productivity Plan will also be included in those budget monitoring reports for 2023/24 for members awareness and comment.
- 2.5.4 The Efficiency Plan produced has strictly followed the template that was provided by the Home Office.

3. Productivity Plan and Activities

This section outlines the service developments and working practices throughout Tyne and Wear Fire and Rescue Service to show how it will make efficiencies and to continue to increase productivity for 2023/24 and beyond.

The processes are already fully embedded into the service as it has had to make efficiencies of more than £25m since 2010/11 in order to manage funding reductions during the long period of austerity. To put this into context the Authority was the second worst affected of all FRA's when comparing funding reductions since 2010/11 and has improved productivity of its workforce significantly over this period as it has had to reduce staffing numbers (both operational and support staff) and yet has still maintained and improved service levels and outputs.

3.1 Productivity

- 3.1.1 The table below outlines the training, inspections and audits completed by Service Delivery in 2022/23 which is a result of increased productivity of our firefighter establishment.

Title	Activity	Staff Trained
Training (T1) course	38 courses completed	369
Training (T3) course	39 courses completed	428
Water	44 courses completed	
Command level 1	88 courses completed	
Local Goods Vehicle (LGV) initial course		16
LGV refresher		2
Emergency Fire Appliance Driving courses (EFAD)		25
EFAD refresher		51
Moffatt initial		5
Moffatt Refresher		5
Aerial Ladder Platform (ALP) Training		3
ALP Refresher Training		4

ALP cage conversion		18
ALP Cage conversion refresher course		1
Prime mover		10
IOSH		16
Immediate Emergency Care (IEC)		134
Safe and Well (S&W) visits	14,100	
S&W refusals	275	
S&W No replies	8,400	
Fire safety OHC	Target 291	
Fire safety OHCV	Target 291	Total – 582
Fire safety SSRI's	485 SSRI's	
COMAH site visits	10 COMAH sites – 40 visits	
Level 1 exercises	18 x level 1	
Level 2 exercises	8 x level 2	
COMAH Exercise	1 x COMAH	
Immediate Building Evacuation (IBE) exercises		62 x R/W 34 x G/W 30 x B/W
Ops standard assessment's	19 completed	

- 3.1.2 IRMP 2021-24 - Included 4 actions which saw the introduction of 54 additional firefighter roles within TWFRS. One of the actions was to reintroduce an additional firefighting appliance at our West Denton Community Fire Station, this has increased our capacity to conduct Safe and Well Visits, Fire Safety Operational Health Checks and Site Specific Risk Inspections, including all high rise buildings and COMAH site inspections.
- 3.1.3 Changes agreed locally between TWFRS and the FBU has seen additional firefighters recruited into our On-Call Community Fire Station at Chopwell which had increased resilience and the appliance availability.
- 3.1.4 The increase in the number of roles has increased the workload of the Brigade Training Centre which has seen 9 whole-time recruit courses completed since 2018. We have also provided places on some of these courses to other smaller FRS's who lack the capacity to run their own. This is in addition to maintaining our own staffs risk critical competence through T days.
- 3.1.5 The revised Flexi Duty Officer rota has not only increased availability and capacity but also additional resilience within the duty rota groups. This has also made the rota more efficient allowing for dedicated training days and also allowing for annual leave to be taken without impacting the rota.
- 3.1.6 Level 3 Fire Safety training has been rolled out across all operational Watch Managers in Service Delivery, firstly to increase knowledge and

understanding which can be cascaded down to the watch and secondly to enable and increased level of Fire Safety Audit to be carried out at premises.

- 3.1.7 The Services Risk Based Attendance Policy (RBAP) removes the automatic initial attendance to Automatic Fire Alarms (AFAs) to non-residential premises between 0800 – 18:00 hours Monday to Friday, unless a backup call is received confirming a fire or physical signs of fire exists or the premises has an exemption in place. This has been broadened out now to also cover Educational premises, of which we have approx. 1000 in the Service area. This has seen a marked reduction in our attendances to these premises.
- 3.1.8 The move from Home Safety Checks (HSCs) to Safe and Well Visits (S&WVs) has increased the awareness for staff and partnership working across all 5 of our local authority areas. The additional training provided to staff to raise Adult and Child Safeguarding awareness has seen the Service now reporting upwards of just over 50 referrals on average per month..
- 3.1.9 Some other productivity examples from across the service include the following:
- Operational Firefighters and P&E personnel undertake Safe and Well checks (Home Fire Safety Checks)
 - Operational Firefighters and P&E personnel undertake community engagement and schools education activities
 - Operational firefighters undertake fire safety compliance checks in a number of premises. This allows the inspection frequencies of those premises to be extended allowing greater capacity for the fire safety department
 - Operational crews undertake fire safety visits to premises which are scheduled to be visited by the fire safety department, these premises are identified as low risk and have good historical compliance. This allows fire safety staff to undertake more specialist engagements

3.2 Collaboration

- 3.2.1 The Service takes collaboration very seriously and has numerous examples of joint working with other blur light services. One of the success stories of the Authority is its partnership working and co-location of the majority of our property portfolio where collaborative arrangements are well established and are being constantly reviewed and developed. This ensures joint working can flourish and that reasonable income can be generated for parts of our stations that are no longer required operationally. The Authority generates around £335k per annum from those arrangements. Appendix D shows the current partners on each station for information.

3.2.2 The Service is also developing a new carbon neutral Tri Station which will house our North East Ambulance and Police colleagues in a purpose built integrated operational fire station. The commitment to collaborate is therefore fully embedded by the service even in its capital projects.

3.2.2 Some further examples of collaboration are outlined below:

- Shared CCTV footage is available in Fire Control from Newcastle & Sunderland Council
- Co-location of Fire Safety department into SHQ from two satellite locations
- Joint working with local Authority and Police to regulate sale and storage of fireworks
- In collaboration with North Tyneside and Sunderland Local Authorities we deliver falls prevention advice and provide equipment for residents within those local authority areas. This is usually conducted at the same time as delivering our own Safe and Well checks. This generates an income through cost recovery for the staff time and equipment issued for every engagement that meets the agree criteria in those authority areas.
- National Resilience zonal exercise undertaken collaboratively with four other FRS'; this has resulted in an 80% overall reduction in the cost of hosting the exercise by distributing costs across all five participating FRS'.
- Canine search and rescue capability is covered by Search and Rescue MOU with Northumbria Police whereby high percentage of canine training and exercising is provided free of charge.

3.3 Transformation Plans

3.3.1 To ensure continuous improvement, drive innovation, and use our resources most effectively, the Service has set strategic priorities for the five year period. To achieve this, we have developed a five year transformation programme to manage all our activities consistently, and drive innovation and improvement.

3.3.2 The 'TWFRS 2025 Programme' was introduced in 2020/21 to facilitate and ensure effective Service transformation. The Programme consists of a number of strategic projects, to enhance collaboration, enable Service improvement, and promote efficiency. The Programme Board, introduced in 2021, enables all major projects to be managed in a standardised way, and strengthens corporate oversight. The TWFRS 2025 Programme has three objectives / high level benefits:

- Adopting an 'all hazards' approach to firefighter safety;
- Enhancing our use of data and digital;
- Improving inclusion.

3.3.3 The Programme Board has corporate oversight of strategic projects and our Business Improvement Team support departments with project management and benefits realisation, and are currently developing a robust evaluation toolkit to support this.

3.3.5 Some other examples of transformation are outlined in the below.

- A review of all P&E roles and subsequent department restructure in 2022 realised an increase in department size and reduction in overall annual wage cost. Saving £38,194 per annum while increasing department size by 3.4 FTE
- The Operations Department have reviewed their Service Level Agreement (SLA) for Securing Premises post fire. The new SLA directs the contractor to recoup any costs from the owner / responsible person before accepting charges for damage occurred during breaking in activities.
- Restructure of COMAH function within R&R including the conversion of a Grey Book WMB to a Green Book COMAH Officer providing a salary reduction across two years from £115,246 to £75,036 representing a total saving of £40,210 across the financial years 2023-25 (£20,105 pa).
- All COMAH site operators will now be charged a set annual COMAH fee or 'retainer' to allow TWFRS COMAH staff to operate more efficiently and to allow site operators to budget more effectively. This will allow the changes to the cost model below to be elongated when being incorporated into budgets by COMAH site managers.
- Review of COMAH cost recovery model where the COMAH percentage which is recoverable from site operators via the competent authority, has been increased from a ratio of 60:40 to 80:20, generating an additional cost offset of 20% across all rechargeable COMAH work. This has created both an efficiency and a cost saving, of the same percentage.
- Revised Green Book COMAH Officer role will be subject to the same recharge model as the COMAH manager and therefore represents an 80% cost saving annually as opposed to the previous Grey Book WMB role where the annual salary did not qualify for cost recovery.

3.4 Asset Management and Investment in Technology

3.4.1 With regards to financial efficiencies ICT has identified savings in 2022/23 of £30k by reviewing the following areas:

- reduction in network support as this is done more in-house
- reduction in telephony support as it is now unsupportable but the aim is replace within the next year and into 2024/ 25 (CAF approved)
- reduction in spare radio kit as the new equipment is rolled out

- reduction in pen testing and 3rd party development/ infrastructure support due to in-house work/ skills
- reduction in consumables due to outsourcing of MFD's and a healthier stock level post COVID
- reduction in hardware requirements as the ICT estate is healthy and kit was refreshed during COVID

3.4.2 There are other efficiencies such as those realised by the creation and use of Power Bi and the like that have improved ways of working. ICT have also, "sweated" assets for a number of years (such as Microsoft licensing) which hasn't been reflected in budgetary plans as a saving since this has occurred over a period of time.

3.4.3 The mobilising system is a service priority and as this is develop should realise efficiencies and provide a better service to TWFRS but this project is just starting out recognizing that there is a lot of work to be done to achieve the optimum solution for the service. A separate working group has been established to manage this important business critical system.

3.4.4 Some other examples are outlined below:

- The use of Teams to provide training both internal and external means that staff have not had to travel and be accommodated away from the workplace. There have been a significant number of training courses ran in this manner
- TWFRS have invested in COBRA – a high pressure, external wall piercing branch. COBRA, along with extensive investment in thermal scanners (3 per appliance) compliments our traditional firefighting techniques making firefighting operations more efficient and improving firefighter safety. (reduced exposure to fire development and toxic products of combustion / fire contaminants)
- By the end of March 2023 the TWFRS Appliance Replacement Programme will be complete with all front line appliances being exchanged.
- Replacement of current Risk Management and Assurance Database (RMAD) system is ongoing using the latest in App hosting platforms and software, specifically Microsoft Apps.
- Enhanced Logistics Support (ELS) capability due to come online in TWFRS in April 2024, with only minimal training costs associated. All training and staffing costs are recharged to National Resilience and recovered in full by TWFRS through our Section 31 LCG grant award.

3.5 Resourcing

3.5.1 Some examples are outlined below:

- Control Support have the resilience to cover short term absence, which eliminates the need for shortages to be filled by overtime.

- Revised staffing and response model for USAR deployments resulting in an annual saving of £236,000 from Service Delivery overtime recharge.

3.6 Procurement

3.6.1 A rolling report is generated identifying spend increases which is shared and investigated with departments, this results in either consolidation of spend across a reduced number of suppliers and/or the release of a tender opportunity. When undertaking a tender opportunity a review of options is undertaken such as collaboration opportunities, utilisation of national frameworks etc.

3.6.2 The procurement team have a saving target which they have a strong track record of achieving. This results in cashable savings which can be reinvested back into the service each year.

3.6.3 An example is outlined below:

- Regional procurement of Foam Concentrate with Cleveland Fire Brigade

3.7 Local Initiatives that are specific to the FRS area

3.7.1 Some examples are outlined below:

- TWFRS have an active volunteer community supported by a dedicated volunteer co-ordinator. Our volunteers engage in a variety of community safety-based engagements including TWFRS Cadets and over the current year we have averaged approx. 65 engagement hours per month.
- During protracted operational incidents the TWFRS have an arrangement with the Red Cross to supply catering facilities. This occurs at no cost to the Service.

3.8 Apprenticeship and Training

3.8.1 Bringing FF and Control Apprenticeships in-house ensuring that TWFRS now claim the full funding from the levy rather than paying a third party to facilitate the admin side of the Apprenticeship. These funds can then obviously be fed back into the service to fund training for the apprenticeships.

- Tender processes being ran for EPAO and Functional skills providers to ensure best value for money.

3.8.2 Numerous contracts in place for instructor courses and resources have just been renewed, this ensuring best value for money when individuals require external qualification or quality assurance. Some examples including –

- Training dummies

- Smoke generators
- Animal rescue
- BA, Tac Vent, RTC instructor contracts all currently being reviewed

3.8.3 Agreement with Local companies to provide the BTC with some training resources free of charge –

- EMR – providing 2 RTC training vehicles free of charge per week (£200 per car from our other provider)
- Egger – providing additional chip board to burn for BA training free of charge (£10.56 per sheet from our other provider)
- Washington Envelops – providing pallets free of charge to burn for BA training.

3.9 Technical Services Centre

3.9.1 Collaboration

- The NFRS SLA has been in place now for over 15 years. We provide fleet and operational equipment maintenance as well as PPE & uniform for NFRS
- Regional collaboration for the BA compressor maintenance contract on the national framework which resulted in a 39% saving on the annual contract spend.
- PPE is procured through a collaborative National framework.
- Tyres are procured through the NEPO regional contract

3.9.2 Asset Management and Investment in Technology

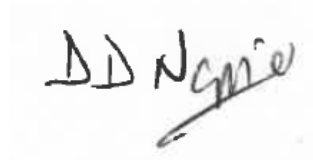
- Appliance check, operational equipment checks, inventory and defects are already carried out using our MIQUEST asset management system. In the forthcoming 12 months, we are planning to replace this system with a more modern, cloud based system. This will improve reporting, transparency and be more efficient as well as improving resilience.
- Vehicle Trackers - We have installed vehicle trackers to our light fleet. We can then use this data for monitoring usage and business improvement. This data supported the small fleet review which concluded in a proposal to reduce a number of vehicles, downsizing some vehicles and replacing vehicles with more suitable models for their role. This was forecast to provide a saving of £83k capital and £15k revenue.

3.9.3 Local Initiatives that are specific to FRS

- A proportion of planned vehicle safety inspections are now carried out on station rather than at TSC. This has reduced appliance downtime. For example, from 8 hours down to 2 hours.

4. Productivity Plan and Activities

- 4.1 The Authority has provided significant productivity data in this document and will evidence that a 3% improvement in 2023/24 is achieved by comparing the base data for 2022/23 to help formalise the reporting productivity process and outcomes for the Authority in 2023/24 onwards.
- 4.2 The Efficiency and Productivity Plan for 2023/24 must be signed off by the Authority's Section 151 Officer in accordance with Home Office requirements. The Finance Director of the Authority who holds the S151 role has therefore signed below to approve this Plan on behalf of Tyne and Wear Fire and Rescue Authority and will put arrangements in place to regularly monitor progress throughout 2023/24.

A handwritten signature in black ink, appearing to read 'D D Napier', is written over a faint, light blue rectangular background.

D D Napier CPFA
Finance Director

Dated: 31st March 2023

REVENUE ESTIMATES 2023/2024

SUMMARY OF ESTIMATES

Actual 2021-22 £'000	Original Estimate 2022-23 £'000	Revised Estimate 2022-23 £'000		Original Estimate 2023-24 £'000
6,525	6,156	6,396	Community Safety	7,045
43,962	45,812	45,844	Fire Fighting & Rescue Operations	48,687
141	212	212	Corporate & Democratic Core	219
65	(494)	(494)	Non Distributed Costs	(495)
(59)	(41)	(41)	Interest on Balances	(613)
0	2,291	2,201	Contingencies	4,266
500	500	500	Injury Pensions	500
			Capital Financing Costs:	
1,858	1,832	1,832	- Debt Charges	1,816
(3,651)	(4,479)	(4,479)	- Reversal of Capital Charges	(4,479)
2,784	250	250	- Revenue Contribution to Capital	250
			Pensions IAS19:	
2,210	(620)	(620)	- Pension Interest Cost and Expected Return on Pensions Asset	(620)
(4,520)	(85)	(85)	- Contribution to IAS 19 Pension Reserve	(85)
49,815	51,334	51,516		56,491
48	152	(30)	Transfer to/(from) Reserves and Balances	710
49,863	51,486	51,486		57,201
			Less:	
8,989	9,263	9,263	Revenue Support Grant	10,203
11,457	11,457	11,457	Top Up Grant	12,162
3,842	3,341	3,341	Business Rates Share	3,415
811	1,589	1,589	SFA Adjustment	2,747
(47)	222	222	Collection Fund - Council Tax Net Surplus / (Deficit)	385
(2,086)	(1,072)	(1,072)	Collection Fund - Business Rates Net Surplus / (Deficit)	155
826	0	0	Local Council Tax Support Scheme	0
0	1,072	1,072	Service Delivery Grant	629
23,792	24,800	24,800		29,696
24,751	25,614	25,614	To be met from Precept	27,505
289,014	293,239	293,239	Council Tax Base	297,836

COMMUNITY SAFETY

Actual 2021-22 £'000	Original Estimate 2022-23 £'000	Revised Estimate 2022-23 £'000		Original Estimate 2023-24 £'000
4,209	5,589	5,823	Employee Expenses	6,227
288	66	66	Premises Related Expenditure	77
66	53	53	Transport Related Expenditure	48
239	172	172	Supplies and Services	172
2,698	1,121	1,127	Support Services	1,493
7,500	7,001	7,241	Total Expenditure	8,017
975	845	845	Less Income	861
6,525	6,156	6,396	Total Budget	7,156

FIRE FIGHTING & RESCUE OPERATIONS

Actual 2021-22 £'000	Original Estimate 2022-23 £'000	Revised Estimate 2022-23 £'000		Original Estimate 2023-24 £'000
29,203	32,146	32,146	Employee Expenses	33,325
2,212	2,638	2,638	Premises Related Expenditure	2,757
289	346	346	Transport Related Expenditure	388
3,519	7,917	7,917	Supplies and Services	7,978
0	0	0	RCCO	0
13,941	7,715	7,747	Support Services	9,734
49,164	50,762	50,794	Total Expenditure	54,182
5,202	4,950	4,950	Less Income	4,896
43,962	45,812	45,844	Total Budget	49,286

MANAGEMENT & SUPPORT SERVICES

Actual 2021-22 £'000	Original Estimate 2022-23 £'000	Revised Estimate 2022-23 £'000		Original Estimate 2023-24 £'000
11,122	7,912	7,985	Employee Expenses	9,403
200	170	171	Premises Related Expenditure	172
644	653	653	Transport Related Expenditure	664
1,699	1,674	1,673	Supplies and Services	1,749
3,514	3,336	3,336	Capital Charges	3,336
17,179	13,745	13,818	Total Expenditure	15,324
17,179	13,745	13,818	Less Income	15,324
0	0	0	Total Budget	0

CORPORATE & DEMOCRATIC CORE

Actual 2021-22 £'000	Original Estimate 2022-23 £'000	Revised Estimate 2022-23 £'000		Original Estimate 2023-24 £'000
9	44	44	Supplies and Services	49
87	112	112	Cost of Member Services	114
45	56	56	Support Services	56
141	212	212	Total Expenditure	219
0	0	0	Less Income	0
141	212	212	Total Budget	219

Appendix B

Statement of Earmarked Reserves and Provisions

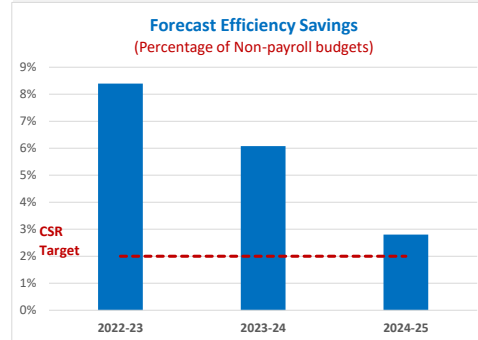
Title and Purpose of Earmarked Reserve / Provision	Estimated Opening Balance (01/04/23)	Estimated Movement in 2023/2024	Estimated Closing Balance (31/03/24)
	£000	£000	£000
Insurance Reserve Reserve held to protect the Authority from unexpected volatility from changes in legislation that could be retrospective, unknown exposures that may arise in the future, and to cover a possible shortfall in the eventual settlement in respect of MMI.	1,021	0	1,021
PFI Smoothing Reserve Reserve established to smooth the impact of the PFI scheme on the Authority's revenue budget over the 25 year life-span of the scheme.	7,858	(1,467)	6,391
Budget Carry Forward Reserve Reserve established to fund the slippage of specific items of revenue expenditure.	1,498	(1,254)	244
Transformation and Reform Reserve Reserve covers expected costs following a review of the organisational changes required for the Authority to operate more effectively.	12,999	(9,786)	3,213
Capital Development Reserve Reserve created to fund medium term and long term capital and revenue developments.	2,138	(2,138)	0
Medium Term Planning Reserve Reserve established to plan for future grant reductions and the effects of localisation of business rates retention.	4,269	0	4,269
Injury Pension Reserve Negative reserve established to absorb the difference that would arise on the General Fund Balance from recognising the over claimed pensions top up grant as a long term liability. As annual repayments are made, the reserve will be reduced.	(6,139)	500	(5,639)
Total Reserves that prevent an increase in revenue budgets	23,644	(14,145)	9,499

Title and Purpose of Earmarked Reserve / Provision	Estimated Opening Balance (01/04/23)	Estimated Movement in 2023/2024	Estimated Closing Balance (31/03/24)
	£000	£000	£000
Resilience Reserve Reserve to enable appropriate contingency arrangements to be put in place to ensure continued service delivery.	3,500	0	3,500
New Dimensions Reserve Reserve to be used to provide for any adverse effect of potential changes in grant arrangements and to provide resources to support delivery of the Urban Search and Rescue response.	582	(70)	512
ESMCP Reserve Reserve to finance the Emergency Services Mobile Communications Project	1,080	(1,080)	0
Total Reserves to support service delivery requirements	5,162	(1,150)	4,012
Total Reserves	28,806	(15,295)	13,511

Tyne and Wear Fire and Rescue Authority - Efficiency Plan

	Budget			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000
Revenue Support Grant	-22,082	-22,309	-25,112	-25,614
Retained income from Rate Retention Scheme	-3,842	-3,341	-3,415	-3,415
Settlement Funding Assessment (SFA) Total	-25,924	-25,650	-28,527	-29,029
Specific and special grants inside AEF	0	-1,072	-629	0
Appropriations to(+)/ from(-) reserves	-535	152	710	-1,114
Other Income	-5,894	-5,836	-6,370	-6,370
Sub-Total	-6,429	-6,756	-6,289	-7,484
Collection fund surplus (-)/ deficit(+)	2,133	849	-540	0
Council Tax Base	289,014	293,239	297,836	297,836
Band D Precept (£)	85.64	87.35	92.35	94.19
Increase in Council Tax Base		1.46%	1.57%	0.00%
Increase in Band D Precept		1.99%	5.72%	1.99%
Council Tax Requirement	-24,751	-25,614	-27,505	-28,053
Total Income and Funding	-54,971	-57,171	-62,861	-64,566
Opening Revenue Expenditure Budget		54,971	57,171	62,861
Investment/Cost Pressures				
<u>Other</u>				
Pay awards, other pay pressures and inflation		2,975	6,276	1,975
Other Costs 2 (Please Specify)				
Other Costs 3 (Please Specify)				
Total Cost Pressures		2,975	6,276	1,975
Efficiency Savings				
<u>Direct Employee</u>				
Reduction in Prevention/Protection/Response Staff		-38	-326	-20
Reduction in Support Staff				
<u>Indirect Employee (e.g. training, travel etc.)</u>				
All Indirect Employee Costs				
<u>Premises</u>				
Utilities				
Rent/Rates		-480	-90	
Other Premises Costs				
Shared Premises				
<u>Transport</u>				
Fleet				
Fuel				
Other Transport Costs				
<u>Supplies and Services</u>				
Procurement Savings		-227	-120	-150
Other Technology Improvements		-30		
Decreased Usage				
<u>Capital Financing</u>				
Revenue Expenditure Charged to Capital				
Net Borrowing Costs				
<u>Other</u>				
Income			-50	-100
Other Savings 3 (Please Specify)				
Total Efficiency Savings		-775	-586	-270
Closing Revenue Expenditure	54,971	57,171	62,861	64,566
Efficiency Savings as a Percentage of Revenue Expenditure		1.41%	1.02%	0.43%
Non-Payroll Budgets		9,233	9,640	9,640
Efficiency Savings as a Percentage of Non-Payroll Budgets		8.39%	6.08%	2.80%
Efficiency Savings Target		2.00%	2.00%	2.00%

Appendix C



		NEAS Training School	NEAS Operational Response	Northumbria Police	Northumberland Bloodbikes	Street Wise/Pastors	RNLI	HM Prison and Probation Service	GNAAS	North of Tyne Mountain Rescue	The Princes Trust (Storage)	ByBox	Salvation Army	Army Recruitment	Urban Observatory Weather Stations (Newcastle University)	EE communication mast	Airwaves Communication mast	NEAS registered community accessible defibrillators. Community Interest Company (CIC)	Firefighter Charity Clothing bins	Sunderland Community Hub - Boxing	Northern Boxing Hub	Robertson FM (NEFRA PFI)	Equans FM (T&W PFI)	Sunderland City Council CCTV	Telent	'Edge' Youth Engagement Lorry	Age UK Mini Bus Storage	Newcastle CC Community Safety Project Team	The Owl North East Trust (ONE Trust)
	Location	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1	West Denton CFS																				planned							Planned 24	Planned 24
2	Gosforth CFS		Planned 24																										
3	Colby Ct CFS																												
4	Byker CFS																												
5	Wallsend CFS		Planned 24																										
6	Tynemouth CFS																												
7	Chopwell CFS																												
8	Swalwell CFS																												
9	Low Fell CFS																												
10	Birtley CFS																												
11	Glover CFS																												
12	Hebburn CFS (closure 2024)																												
-	Hebburn Tri 2024		Planned 24	Planned 24											Planned 24			Planned 24	Planned 24										
13	South Shields CFS																												
14	Marley Park CFS		Planned 23																										
15	Sunderland CFS																												
16	Farringdon CFS																												
17	Rainton Bridge																												
18	SHQ/BTC																												
19	TSC																												
20	Safetyworks																												
		1	3 (7)	6 (6)	2	2	1	5	1	1	1	3	1	1	8 (9)	1	1	17 (17)	9 (9)	1	(1)	1	8	1	1	1	1	(1)	(1)

- Discussions on going with
- 1. NEAS (Full coverage of T&W, operational response)
 - 2. The OWL North East Trust
 - 3. Newcastle City Council
 - 4. Northern Boxing Hub