**Tyne and Wear Fire
and Rescue Service**

Efficiency and Productivity Plan 2024/25

March 2024

1. Introduction

1.1 The Home Office originally requested that all standalone Fire and Rescue Services needed to publish an Efficiency and Productivity Plan if they took up the £5 Band D additional flexibility for 2023/24 and this had to be submitted by 31 March 2023.

1.2 Following the 2023/24 plan submissions the Home Office has requested that FRS's refresh their Efficiency and Productivity Plans for 2024/25.

1.3 This 2024/25 Efficiency and Productivity Plan has been prepared in line with the letter and guidance issued by the Home Office in February 2024.

2. Financial Information

2.1 Budget

2.1.1 The 2024/25 Revenue Budget was approved by the Fire Authority on 19 February 2024 and the full report and appendices can be found on the link below.
Meetings and Events (sunderland.gov.uk)

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 £23.233m as at 31 March 2024. This was the position when the Fire Authority approved the budget on 19 February 2024 but may be subject to change when the 2023/24 use is finalised as part of the 2023/24 accounting close down process.

2.2.2 A summary of estimated reserves as at 31 March 2024 and the estimated use in 2024/25 is shown in Appendix B which shows reserves will then reduce to £12.941m. This was the position when the 2024/25 revenue budget was approved and shows that reserves are actively being used for the purposes they are earmarked to address.

2.2.3 In addition to the earmarked reserves the service has a General Reserve of £4.072m. The review as part of the budget 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 6.49% 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   The £5 Band D precept flexibility wasn't continued in 2024/25 and the Fire Authority made the decision to raise council tax by 2.99% in line with the maximum allowed under the current applicable referendum limits.

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 2024/25 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 additional savings / efficiencies.

2.4.2   Savings and efficiencies are also required in order to release funding for re-investment in priority activities. This has been the case for the latest CRMP 2024-2027 approved by Authority in the March 2024 meeting where a full-time operating fire station has been changed to a day crewing model so that the savings made can be re-invested into additional rope and water rescue services where demand has significantly increased.

2.4.3   The 2024/25 budget also included the estimated Medium Term Financial Plan position for the period 2024/25 to 2027/28. This outlined an estimated gap of £3.287m over the medium term, although this is showing a worst case scenario. This is indicative and the context is that the Authority will always produce a balanced revenue budget and take the necessary steps to ensure this is achieved.

2.4.4   The service is therefore looking at efficiencies in order to bridge the potential budget gap outlined above to avoid utilising limited reserves in order 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 2024/25 the target is expected to be achieved through a variety of initiatives including increased income, CRMP savings and procurement savings. The service has a strong track record of achieving efficiencies through procurement activity and carrying out reviews of all areas of its service.

2.5.2   The Plan shows planned efficiencies of £2m (16.41%) 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 are now embedded and included in those budget monitoring reports for 2024/25 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 2024/25 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 2023/24 which is a result of increased productivity of our firefighter establishment.

	Activity	Staff Trained
T1	44	447
T2	47	484
IEC	10	70
	Activity	Staff Trained
EFAD REF	62	62
ALP REF	6	6
EFAD Initial	15	26
LGV Initial	28	28
Moffett Initial	4	7
Prime Mover Initial	5	10
Moffett Ref	6	6
Prime Mover Ref	6	10
Palfinger Ref	2	4
Trailer Training	1	1
ALP Initial	1	2
LGV Assessment	6	7
Palfinger Lorry Loader & Hoist Operator	1	3
	Activity	Staff Trained
24 Monthly Assessment	8	70
SFJ End Point Assessment	6	52
Level 1 Acting Crew Manager	3	16
Level 2 Intermediate Incident Command	2	4
Phase 2 Development 12 month assessment	4	43
Level 1 Incident command CMMI	1	9
Initial trainee BA Phase	1	5
Supervisory & Middle Manager Development	1	1
Supervisory commander development Course	4	26
ACAS Training	1	1
	Activity	Staff Trained
IOSH Managing Safely Initial	2	12
IOSH Working Safely	1	6
IOSH Refresher	3	19
	Activity	Staff Trained
Trauma Support refresher	2	5
Trauma Support initial	4	4
	Activity	Staff Trained
Mod 2 Initial	3	13
SFRBO Assessment	1	1
RYA Practices & Responsibilities	4	9

SRT Re-cert/ Bi- Annual dip	4	56
Water & Flood Team Leader	1	5
MOD 3 Instructors practical assessment	1	7
Rescue from Vehicles in Water	1	6
Rescue 3 online assessment/ conference	2	8
MOD 4 Re-certification	4	9
Coastal Skipper	1	6
MOD 2 Biannual dip	3	16
Advanced Powerboat	1	6
RYA Powerboat Level 2 instructor	1	1
VHF Radio	1	7
Sea Survival	1	9
MOD 4 instructor planning day	1	1
MOD 4 instructor CPD day	1	1
MOD 3 Instructor planning day	1	4
MOD 3 Instructor CPD	1	4
MOD 3 Biannual Dip	4	39
SFRBOI	1	1
SRT Bi-annual Dip	2	24
R3 Practical Assessment	1	1
	Activity	Staff Trained
UKRO Training	7	42
Assist SM Process	1	1
	Activity	Staff Trained
Level 1 exercises		14
Level 2 exercises		8
COMAH exercises		3
Command Validations		56
High Rise Training and exercise		13
	Activity	Staff Trained
HVP Refresher training	1	1
USAR LACE	1	1
USAR Timber Shoring Initial	1	4
MDU Instructor prep	1	2
MDU Initial Acquisition	1	8
USAR Core Block	2	28
USAR Phase 2	1	1
USAR Confined space	1	1
USAR Confined Space Supervisor Course	1	1
USAR chainsaw operator initial	2	4
USAR hot cutting initial	1	4
HVP Training	4	5
HVP initial Training Module 1	1	5
HVP initial Training Module 2	1	5
USAR Timber Shoring Initial	1	1
National Resilience Enhanced Logistics Support Instructor	1	7

	Activity	Staff Trained
USARi	1	2
HVP PM Ref	1	1
Enhanced Logistics Support Operator	1	7
USAR SWAH	1	1
MPV Operators course	1	4
Ten Second Triage Awareness Session	5	239
	Activity	Staff Trained
ROPE CPD	2	9
Rope Rescue instructing	2	7
Rope Rescue Initial	2	10
Rope Rescue Watch Inst Initial	2	3
Rope Rescue Service Inst Initial	2	4
Rope Rescue Watch Inst Ref	2	2
Rope Service Inst Annual Validation	1	5
	Activity	Staff Trained
Biker Down	4	4
Mental Health First Aid	12	32
Active By Stander Training	1	1
Mental Health First Aid Ref	4	7
Women in Fire Service Draeger Event	1	1
	Activity	Staff Trained
Road Traffic Collision Instructor	2	9
Command Support officer training	2	4
Multi Agency JESIP commander	13	150
HGVi	1	1
Large Animal Rescue responder accredited inst	1	1
SSRI's		433
S&W checks completed (Target 14,100)		14224
S&W refusals		1722
S&W No replies		4356
Fire safety OHC		773
Fire Safety OHCV		1001
Ops Standard assessments		63
Station inspections		43
Full Audits		14
Open Days		2

3.1.2 CRMP 2024-27 in an effort to evolve our operational response, increasing effectiveness and identifying efficiencies one action approved was to Introduce a Day Crewing Shift System at Wallsend Community Fire Station and reinvest the released resources efficiently and effectively by increasing our water rescue capability by having a fire boat and water rescue available at all times. A second action was

to rationalise staffing levels across the service to enable us to increase our availability to respond to line rescue incidents, building collapses and large vehicle crashes. This will see an additional two specialist appliances available 24/7 from our existing establishment. This is in addition to our previous IRMP 2021-24 which seen an additional 54 posts introduced into the service.

3.1.3 Changes agreed locally between TWFRS and the FBU has seen an additional 5 firefighters recruited into our On-Call Community Fire Station at Chopwell which has 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 10 whole-time recruit courses completed since 2018, with the 11th course planned for Sept 2024. 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 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 an increased level of Fire Safety Audit, known as an Operational Health Check Visit (OHVC) to be carried out at premises.

3.1.6 Unwanted Fire Signals (UwFS) is a call made to the Service, usually as part of an automated system, which did not originate from a genuine fire. Between 2020/2021 and 2022/2023 the Service has attended approximately 8,500 of these in commercial and domestic properties. Attending these calls takes front-line staff away from other vital activities such as training, safe and well visits, fire safety activities as well as attending more important incidents. The Service already has a Risk Based Attendance Policy that puts the emphasis on the premises in investigating the cause of an alarm properly. We will engage with prolific sectors, such as student accommodation and education establishments, who account for a significant proportion of UwFS, to help them address the issues and prevent these unwanted calls. We will do this whilst still ensuring we attend appropriately to any critical incidents.

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 Operational Risk Information is gathered by Tyne and Wear Fire and Rescue Service to ensure that it fulfils its obligations under various

pieces of legislation, including the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, the Health and Safety at Work Act 1974 and many more. Also known as Site Specific Risk Information (SSRI)'s we have an annual workload which is shared equally across all stations plus any additional sites, or ad-hoc sites which we become aware of.

3.1.9 We currently host 8 National Resilience assets: • Urban Search and Rescue capability • Mass Decontamination capability • Marauding Terrorist Attack response capability • Hazmats Detection, Identification and Monitoring capability • High Volume Pumping capability • Swift Water Rescue Team and Flood Response capability • Canine Search Unit capability • Tactical Advisor Capability. In addition to these we are utilising both an advantageous location in the north of the UK and a much-improved internal training and response model in order to incorporate the 9th and final asset, meaning we will host the full suite of assets, an Enhanced Logistics Support (ELS) asset, which is expected to arrive in Service in early 2024. This is a dedicated logistics appliance which will provide support to other services both regionally and nationally in the event of any large scale or major incidents, which require the coordination and deployment of multiple resources.

3.1.10 The Service have established a Productivity working group to consult with other Fire and Rescue Services and Blue Light Partners to enable us to review our current practices, recording methodology and use of automation tools and dashboards and look at any areas of best practice or improvements to enable Service Delivery to become more efficient and productive.

3.1.11 Some other productivity examples from across the service include the following:

- Operational Firefighters and P&E personnel undertake Safe and Well visits
- Operational Firefighters and P&E personnel undertake community engagement and schools education activities
- Operational Firefighters and P&E personnel undertake community open days hosted on Community Fire Stations
- Operational Firefighters and RNLI personnel delivering water safety and awareness training
- Operational firefighters undertake fire safety compliance checks in a number of premises, known as Operational Health Checks (OHC)'s. This allows the inspection frequencies of those premises to be extended allowing greater capacity for the fire safety department
- Operational crews undertake Mental Health First Aid training to enable support and provide welfare to staff on station

3.2   Collaboration

3.2.1   The Service takes collaboration very seriously and has numerous examples of joint working with other blue 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 £467k 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 at Hebburn which is almost ready for operation (opens mid April 2024) and will house our North East Ambulance and Police colleagues in a purpose built integrated operational tri station. The commitment to collaborate is therefore fully embedded by the service even in its capital projects. This will also help to generate additional income from this new arrangement from May 2024, as the Authority has funded the total cost of the new building.

3.2.3   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.

3.3.4 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.

3.4   Asset Management and Investment in Technology

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

- 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 developed should realise efficiencies and provide a better service to TWFRS. This project is moving into implementation stage following the contract award. 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)
-    The TWFRS Appliance Replacement Programme has been completed 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 Efficiency and Productivity Plan for 2024/25 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 2024/25.

D D Napier CPFA
Finance Director

Dated: 31st March 2024

TYNE AND WEAR FIRE AND RESCUE AUTHORITY　　　　　　　　　　　　　　　　　　　　**Appendix A**

REVENUE ESTIMATES 2024/2025

SUMMARY OF ESTIMATES

Actual 2022-23 £'000	Original Estimate 2023-24 £'000	Revised Estimate 2023-24 £'000		Original Estimate 2024-25 £'000
7,275	6,693	7,053	Community Safety	7,019
45,816	48,621	50,749	Fire Fighting & Rescue Operations	57,518
176	219	219	Corporate & Democratic Core	249
142	(495)	(472)	Non Distributed Costs	(491)
(994)	(613)	(613)	Interest on Balances	(1,211)
0	4,266	1,801	Contingencies	1,528
500	500	500	Injury Pensions	500
			Capital Financing Costs:	
1,937	2,232	2,232	- Debt Charges	2,311
(4,221)	(4,479)	(4,479)	- Reversal of Capital Charges	(4,479)
4,922	250	250	- Revenue Contribution to Capital	500
			Pensions IAS19:	
8,270	(620)	(620)	- Pension Interest Cost and Expected Return on Pensions Asset	(620)
(10,450)	(85)	(85)	- Contribution to IAS 19 Pension Reserve	(85)
53,371	56,490	56,536		62,739
(3,257)	710	664	Transfer to/(from) Reserves and Balances	634
50,114	57,200	57,200		63,373
			Less:	
9,263	10,203	10,203	Revenue Support Grant	10,879
0	0	0	Revenue Support Grant - Pension Grant	2,593
11,457	12,162	12,162	Top Up Grant	12,713
3,341	3,415	3,415	Business Rates Share	3,710
1,590	2,747	2,747	SFA Adjustment	3,216
222	385	385	Collection Fund - Council Tax Net Surplus / (Deficit)	528
(1,072)	155	155	Collection Fund - Business Rates Net Surplus / (Deficit)	216
1,072	629	629	Service Delivery Grant	109
0	0	0	Funding Guarantee Grant	689
24,801	29,067	29,067		34,653
25,614	27,505	27,505	To be met from Precept	28,720
293,239	297,836	297,836	Council Tax Base	301,966

COMMUNITY SAFETY

Actual 2022-23 £'000	Original Estimate 2023-24 £'000	Revised Estimate 2023-24 £'000		Original Estimate 2024-25 £'000
5,008	6,226	6,788	Employee Expenses	6,748
228	76	76	Premises Related Expenditure	66
77	48	48	Transport Related Expenditure	50
166	172	175	Supplies and Services	211
2,784	1,032	1,074	Support Services	1,247
8,263	**7,554**	**8,161**	**Total Expenditure**	**8,322**
988	861	1,108	Less Income	1,303
7,275	**6,693**	**7,053**	**Total Budget**	**7,019**

FIRE FIGHTING & RESCUE OPERATIONS

Actual 2022-23 £'000	Original Estimate 2023-24 £'000	Revised Estimate 2023-24 £'000		Original Estimate 2024-25 £'000
30,468	33,324	35,071	Employee Expenses	40,258
2,167	2,757	2,758	Premises Related Expenditure	2,565
516	389	393	Transport Related Expenditure	380
2,978	7,978	8,032	Supplies and Services	8,555
0	0	0	RCCO	0
14,416	9,069	9,298	Support Services	10,576
50,545	**53,517**	**55,552**	**Total Expenditure**	**62,334**
4,729	**4,896**	**4,803**	**Less Income**	**4,816**
45,816	**48,621**	**50,749**	**Total Budget**	**57,518**

MANAGEMENT & SUPPORT SERVICES

Actual 2022-23 £'000	Original Estimate 2023-24 £'000	Revised Estimate 2023-24 £'000		Original Estimate 2024-25 £'000
11,474	9,403	9,617	Employee Expenses	10,376
180	172	194	Premises Related Expenditure	183
691	664	664	Transport Related Expenditure	698
1,749	1,749	1,698	Supplies and Services	1,841
4,066	2,920	2,920	Capital Charges	2,843
18,160	**14,908**	**15,093**	**Total Expenditure**	**15,941**
18,160	**14,908**	**15,093**	**Less Income**	**15,941**
0	**0**	**0**	**Total Budget**	**0**

CORPORATE & DEMOCRATIC CORE

Actual 2022-23 £'000	Original Estimate 2023-24 £'000	Revised Estimate 2023-24 £'000		Original Estimate 2024-25 £'000
46	49	49	Supplies and Services	56
86	114	114	Cost of Member Services	137
44	56	56	Support Services	56
176	**219**	**219**	**Total Expenditure**	**249**
0	**0**	**0**	**Less Income**	**0**
176	**219**	**219**	**Total Budget**	**249**

Statement of Earmarked Reserves and Provisions

Title and Purpose of Earmarked Reserve / Provision	Estimated Opening Balance (01/04/24)	Estimated Movement in 2024/2025	Estimated Closing Balance (31/03/25)
	£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.	1,160	0	1,160
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.	6,399	(1,001)	5,398
Budget Carry Forward Reserve Reserve established to fund the slippage of specific items of revenue expenditure.	412	(15)	397
Transformation and Reform Reserve Reserve covers expected costs following a review of the organisational changes required for the Authority to operate more effectively.	500	0	500
Capital Development Reserve Reserve created to fund medium term and long term capital and revenue developments.	14,249	(6,936)	7,313
Medium Term Planning Reserve Reserve established to plan for future grant reductions and the effects of localisation of business rates retention.	1,000	0	1,000
Mobilisation Smoothing Reserve Reserve created to partly finance a new business critical mobilising system.	2,840	(2,840)	0
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.	(5,639)	500	(5,139)
Total Reserves that prevent an increase in revenue budgets	**20,921**	**(10,292)**	**10,629**
Resilience Reserve Reserve to enable appropriate contingency arrangements to be put in place to ensure continued service delivery.	500	0	500

Title and Purpose of Earmarked Reserve / Provision	Estimated Opening Balance (01/04/24)	Estimated Movement in 2024/2025	Estimated Closing Balance (31/03/25)
	£000	£000	£000
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.	652	0	652
ESMCP Reserve Reserve to finance the Emergency Services Mobile Communications Project	1,160	0	1,160
Total Reserves to support service delivery requirements	**2,312**	**0**	**2,312**
Total Reserves	**23,233**	**(10,292)**	**12,941**

	Actual 2022-23	Forecast 2023-24	Forecast 2024-25	CSR
Opening Revenue Expenditure Budget (Net)	54,971	57,171	70,069	
Less Total Direct Employee Costs	45,738	47,531	57,882	
Non Pay Budget	9,233	9,640	12,187	
Efficiency Target (2% of non-pay budget)	**185**	**193**	**244**	
Efficiency Savings				
<u>Direct Employee</u>				
Reduction in Prevention/Protection/Response Staff	-38	-326		
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	0	
Other Premises Costs				
Shared Premises				
<u>Transport</u>				
Fleet				
Fuel				
Other Transport Costs				
<u>Supplies and Services</u>				
National Procurement Savings				
Local 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	0	-50	-250	
CRMP (savings reinvested)			-1,600	
Other Savings 3 (Please Specify)				
Please specifiy the other savings and any other comments:				
Total Efficiency Savings	**-775**	**-586**	**-2,000**	
Efficiency Savings as a Percentage of Non-Payroll Budgets	8.39%	6.08%	16.41%	**10.29%**
Efficiency Savings Target	2.00%	2.00%	2.00%	2.00%
Over/(Under)	6.39%	4.08%	14.41%	8.29%

Actual/Forecast Efficiency Savings
(Percentage of Non-payroll budgets)
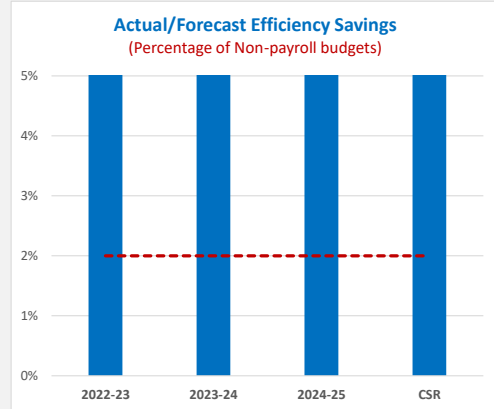
OUR PARTNERS AND AGENCIES LOCATIONS

Tyne and Wear Fire and Rescue Service

○ Planned 2024 - 2025

#	Location	NEAS Training School	NEAS Operational Response	NEAS Registered Community Accessible Defibrilators - Community Interest Company (CIC)	Northumbria Police	Northumbria Bloodbikes	Street Wise / Pastors	HM Prison & Probation Service	GNAAS	North of Tyne Mountain Rescue	Bi-Box	Salvation Army	Army Recruitment	Urban Observatory Weather Stations (Newcastle University)	EE Communications	Airwaves Communication	Firefighters Charity Clothing Bins	Sunderland Community Hub	Aikido Club	Sunderland City Council CCTV	Telent	Age UK Minibus Storage	PV Panels (income generation)	Equans FM (T&W PFI)	Robertson FM (NEFRA PFI)	RNLi
1	West Denton CFS (Alpha)	●	●	○	●		●			●			●			●										
2	Newcastle Central CFS (Charlie)		●										●			●								●		
3	Gosforth CFS (Echo)		○	●				●			●												●			
4	Byker CFS (Foxtrot)		●																					●		
5	Wallsend CFS (Golf)	●	●					●			●		●			●										
6	Rainton Bridge (Hotel)	●	●								●															
7	Tynemouth CFS (Juliet)		●										●			●									●	
8	South Shields CFS (Kilo)		●		●			●					●		●											●
9	Marley Park CFS (Mike)	●	●									●	●			●										
10	Sunderland CFS (November)		●	●				●						●			●	●				●				
11	Farringdon CFS (Quebec)		●	●																			●	●		
12	Washington CFS (Sierra)	●	●						●															●		
13	Hebburn Tri-Station 2024	●	●	●												●							●			
14	Gateshead CFS (Victor)														●									●		
15	Birtley CFS (Whisky)			●				●					●			●										
16	Swalwell CFS (Yankee)	●														●								●		
17	Chopwell CFS (Zulu)			●									●													
18	Barmston Mere (SHQ / BTC)												●			●				●	●			●		
19	Technical Services Centre (TSC)																							●		
20	SafetyWorks!			●																						