

Adequacy of Reserves and Robustness of Budget

Report of the Treasurer

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1 Purpose of Report

This report undertakes a full analysis of reserves, provides an assurance on the adequacy of reserves, and gives an assurance on the robustness of the budget.

2 Recommendations

The Committee is asked to recommend to the Fire Authority:

- i) The reserves as set out in the appendix to the report; and
- ii) The Treasurer's assurances covering the robustness of the 2026/27 budget and adequacy of its reserves; and
- iii) That officers carry out a reserves review during 2026/27.

3 Background

The Chief Finance Officer is required, under section 25 of the Local Government Act 2003, to report on the robustness of estimates and adequacy of reserves.

This is also linked to the requirement of the Prudential Code that authorities should have full regard to affordability, when making recommendations about future capital programmes.

The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued a Guidance Note on Local Authority reserves and balances (LAAP Bulletin 99), which is reflected in this report. The Bulletin states that it is contrary to the freedoms of local authorities for an external body to impose general minimum or maximum levels of reserves, as there is a broad range, within which authorities might reasonably operate.

Whilst it is primarily the responsibility of the local authority and its chief financial officer to maintain a sound financial position, external auditors will confirm that there are no material uncertainties about going concern. Even where as part of their wider role auditors have to report on an authority's financial position, it is not their responsibility to prescribe an optimum or minimum level of reserves for individual authorities, or authorities in general.

4 Overview of the Reserves Strategy

The Fire Authority has set out its financial strategy to 2028/29 in its Medium-Term Financial Plan, and its reserves policy is an integral part of this Plan.

CIPFA state that when reviewing their medium-term financial plans and preparing their annual budgets, local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- A contingency to cushion the impact of unexpected events and emergencies – this also forms part of general reserves
- A means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.

5 Reserves held by the Authority

A schedule of the reserves currently held by the Authority is attached as an appendix to this report. This schedule states the purpose of each reserve and demonstrates possible uses of the funds over the planning period, reflecting the risks and uncertainties identified by the Authority.

6 Adequacy of Reserves

The reserves have decreased from last year, when an assurance was given of their adequacy;

- (£1.004m) was released for use during the year – capital expenditure, slipped revenue spend, one off revenue expenditure and staff costs
- £437,000 was held in the General Fund at the end of the year – underspend on revenue budget 2024/25. Of this, £40,000 was rolled forward into 2025/26 revenue budgets and £397,000 was allocated to the Service Transformation Programme (STP) Staff Reserve, to build capacity for projects and response to inspection recommendations.
- £0.202m was added to the Major Projects Reserve as a budgeted contribution – surplus on revenue budget 2024/25.

Officers continue to give due consideration to existing risks to the Authority, when reviewing levels of reserves, and a continued assurance can be given that every effort has been made to ensure that reserves are adequate.

The reasons for holding reserves as outlined in the appendix are still valid in terms of risk areas for the Authority. Given the anticipated spend on the Telford site as well as the future capital programme, it was felt more prudent to make further funds available for these projects and avoid future borrowing costs in the revenue account. Therefore, it was agreed that the vast majority of reductions identified in the Authority's reserves were diverted to the Major Project Reserve.

Capacity and resources have been provided into the STP Staff Reserve from the balance on the General Fund. These contributions enable introduction of improved technology and capacity building and support the revenue budget with unanticipated expenditure.

Consideration must be given to the likelihood of deficits in the revenue budgets in future years, and the availability of reserves to fund this deficit. The Income Volatility Reserve is best placed to deal with this issue, should it arise. As well as using this reserve to cover future deficits, areas of expenditure such as capital charges can be reviewed.

Officers will also need to ensure that the Authority still has sufficient funds available to deal with planned activities which require reserve contributions, and also unanticipated events in the future. The main use of reserves over the last few years has been capital expenditure and capacity building using the STP Staff Reserve.

As reserves become depleted, following completion of schemes and projects, the remaining reserve levels will be reviewed against the principles laid out in the Reserves Strategy to ensure that they remain adequate for the Authority's requirements.

A review of the reserves held by the authority and the levels in each reserve should be reviewed to ensure that funds are held for the right reasons, in the correct places. This should be carried out in the next financial year to inform reserve levels and the requirement for replenishment over the medium term.

Growth and Investment

Growth and investment within the Service in 2025/26 has focused on several priority areas aimed at reducing risk and vulnerability in the community and ensuring all staff are competent to perform their roles effectively.

The main areas were:

- Key areas within the Fire Authority's Community Risk Management Plan (CRMP) to mitigate and manage risk
- Areas for improvement and the cause of concern within His Majesty's Inspector of Constabulary and Fire and Rescue Service (HMICFRS) inspection report
- The development of the Strategic Priorities for 2025/26
- Findings from the Service's Structural Review

Whilst on going investment is required to achieve these priorities, reserves will be used to provide fixed term capacity and resources.

7 Robustness of Estimates

Given that reserves are adequate, the Authority's Treasurer believes that the budget is robust for 2026/27 in respect of the process to minimise errors and omissions, the level set aside for future pay and price increases, and other budgetary pressures.

Future Years

Although the assurances required under statute are for the coming year only, officers continue to review levels of reserves to 2029, in line with the Authority's strategic planning.

8 Financial Implications

The financial implications are outlined within this report.

9 Legal Comment

The Treasurer is obliged, under the Local Government Act 2003, to give the assurances set out in this report.

10 Initial Impact Assessment

An Initial Impact Assessment form has been completed.

11 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Human Resources 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment is not, therefore, required.

12 Appendix

Analysis of Reserves

13 Background Papers

There are no background papers associated with this report.

**Appendix to report on
Capital Programmes 2026/27 to 2030/31,
Treasury Management Statement, and Capital Strategy
Shropshire and Wrekin Fire and Rescue Authority
Strategy and Resources Committee
22 January 2026**

	Reserves Analysis 25/26 to 28/29	25/26 £000	26/27 £000	27/28 £000	28/29 £000	Narrative
<i>A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing</i>	Pension Liabilities and Other Staff Issues Reserve Apr Ill health pension and other staff charges Contribution from general fund	1,921 -100	1,821 -150	1,671	1,671	Set up as a result of the introduction of the new Firefighters Pension Scheme on 1 April 2006, the original reserve was required to pay for unexpected sickness retirements and other payments, which remain the responsibility of the Authority's revenue account. In 2008/09, the reserve was expanded to cover other staff matters, including the costs following the Retained Firefighters & Part Time Regulations Tribunal. In 2024/25, £1.3m was added to cover potential staff costs following the resignation of staff.
	Mar	1,821	1,671	1,671	1,671	
	ICT Reserve Apr Capital Schemes and other costs	506 -150	356 -50	306 -50	256 -50	This reserve was established using unspent balances from 2010/11 and approved budgets for ICT projects. It is intended that this reserve will be used to manage information technology and communications issues as they arise, and ensure a consistent and managed approach to ICT investment.
	Mar	356	306	256	206	
	Operational Equipment Reserve Apr To revenue for spend Contribution	271 40	311 40	351 40	391 40	This reserve was established to help provide some stability in this area of the revenue budget. Where a need for new equipment is identified, contributions can be made from the reserve, and any ongoing requirements for the equipment can be established.
	Mar	311	351	391	431	
	Service Delivery Reserve Apr Contribution to revenue	3	3	3	3	This reserve was set up to fund initiatives in service delivery and prevention.
	Mar	3	3	3	3	
	Training Reserve Apr To revenue for spend Contribution	231 -100	131 50	181 -50	131 -50	This reserve is used to fund one off additional training and developments where permanent increases in the revenue budget are not required.
	Mar	131	181	131	81	
<i>A means of building up funds to meet known or predicted requirements</i>	Buildings Maintenance Reserve Apr To revenue for spend	448 -50	398 -50	348 -50	298 -50	The revenue budget in this area is used to fund preventative or controlled maintenance in line with the Authority's Asset Management Plan, and also covers unexpected reactive maintenance. This reserve was created to deal with exceptional, unexpected repairs that do not require a regular revenue budget.
	Mar	398	348	298	248	
	Major Projects Capital Reserve Apr Capital projects Contribution from reserve and general fund	4,891 -2,500	2,391 -1,500	891 -891	0	This reserve is made up of budgeted contributions and unspent balances from previous years. It was used to part fund the Authority's refurbishment of the headquarters, workshop and fire station at Shrewsbury, with the balance remaining to be used against future major building projects.
	Mar	2,391	891	0	0	
<i>A contingency to cushion the impact of unexpected events or emergencies</i>	Service Transformation Programme - Staff Reserve Apr Used for STP staff costs Contribution from reserve	313 -400	352 -352	0	0	The STP is a high level programme of activities, which will be completed to ensure that the Service is best placed to meet the challenges it is likely to face over the coming years. Funding for projects identified as part of the programme have been taken into account in the revenue budget and the capital programme. This reserve was set up to cover the staff elements of the projects.
	Mar	352	0	0	0	
	Income Volatility Reserve Apr	687	687	687	687	This reserve was set up to smooth any volatility or fluctuations in the funding received against estimates in the Service Plan.
	Mar	687	687	687	687	
	Extreme Incidents Reserve Apr	219	219	219	219	Costs for incidents attended by retained firefighters have now been budgeted for at average levels in the revenue account; this reserve will cover the costs of increased activity incurred as a result of adverse weather conditions.
	Mar	219	219	219	219	
	General Reserve Apr Contribution revenue - holiday pay	577	577	577	577	The current balance on this reserve represents unearmarked risks, and has been used in 2023/24 to fund back pay for holiday pay on overtime.
	Mar	577	577	577	577	
Grand Total		7,246	5,234	4,233	4,123	
Revenue budget		30,084	30,980	32,073	33,174	
% of revenue budget		24%	17%	13%	12%	