



HEREFORD & WORCESTER

Fire and Rescue Authority

Policy and Resources Committee

AGENDA

10.30 am Friday 28 January 2011

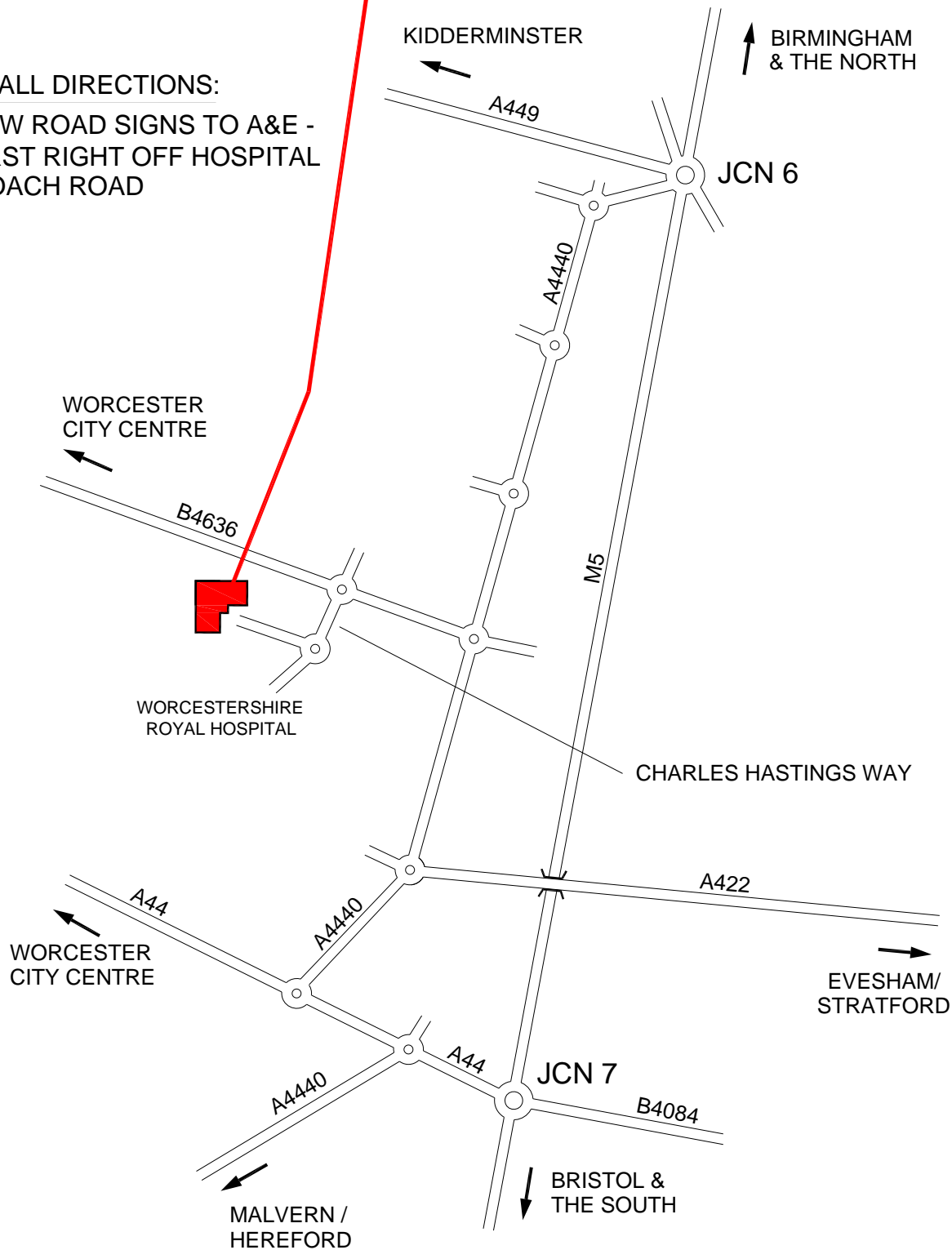
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(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
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- 4 Never re-enter the building – **GET OUT STAY OUT**.

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WELCOME AND GUIDE TO TODAY’S MEETING

These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers

Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

Chairman

The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

Officers

Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

The Business

The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

Decisions

At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

Agenda

Members

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman),
Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Cairns, Mr J Campion, Mr S Clee,
Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor,
Mr R Udall and Mr G Yarranton.

No	Item	Pages
1.	Apologies for Absence To receive any apologies for absence.	
2.	Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3.	Declaration of Interests (if any) The Members' Code of Conduct requires Members to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Member to declare an interest in any of the items on this Agenda.	
4.	Confirmation of Minutes To confirm the minutes of the meeting of the Policy and Resources Committee held on 8 December 2010 (copy attached).	1 - 5
5.	Urgent Decision No. 01/10 Tendering process for new control centre equipment.	6 – 8
6.	2011/12 Budget Preparation To review the current position in relation to budgets for 2011/12 and beyond.	9 – 17
	Glossary	18 - 21



Minutes

Members Present:

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman),
Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Goodwin,
Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor,
Mr R Udall and Mr G Yarranton.

1. Apologies for Absence

Mr J Cairns, Mr J Campion and Mr S Clee.

2. Named Substitutes

None

3. Declaration of Interests (if any)

The Chairman invited any Member to declare an interest in any of the items on this Agenda and no personal or prejudicial interests were declared.

4. Confirmation of Minutes

Resolved

That the Minutes of the meeting of the Policy and Resources Committee held on 1 November 2010 be confirmed as a correct record and signed by the Chairman.

5. Draft Integrated Risk Management Action Plan 2011/12

The Deputy Chief Fire Officer presented the draft IRMP Action Plan 2011/2012 for consideration by the Committee.

She outlined the consultation process and the responses received arising from the consultation. She told the Committee that the initial draft, as approved by the Authority in June for consultation, together with the responses, had been considered by the IRMP Steering Group and that the draft presented reflected the discussions of the Group.

The Committee considered the draft and

RESOLVED that:

i) The Committee notes the consultation report.

ii) The amended 2011/12 IRMP Action Plan be approved for submission to the Authority on 17 December 2010.

6. Financial Prospects and Future Planning

The Treasurer gave the Committee a summary of the financial outlook and the resulting planning issues which faced the Authority over the next 4 years. He pointed out that more accurate forecasts would be available for Members after the Grant Settlement had been announced, which was expected on 13 December.

The Committee heard that the Chief Fire Officer had met all, except one, of the MPs for the Authority's constituencies and obtained their support for improved Grant Settlement distribution for the Authority. Along with the Director of Finance, they had also met the Fire Minister to make the case on behalf of the Authority. CFO Yates was one of only three CFOs who had received access to the Minister.

RESOLVED *that the current revenue expenditure and resource projections be noted.*

7. Authority Plan 2010-2011 2nd Quarter Performance Analysis

The Deputy Chief Fire Officer provided the Committee with a summary of the 2nd quarter performance against the 2010-11 Authority Plan. The Committee noted that the Service was meeting its performance targets for the following key corporate indicators:

- Primary fires
- Deliberate primary fires including vehicles
- Deliberate secondary fires including vehicles
(It was noted that there had been a successful conviction of a person who caused a series of bin fires in Warndon last June)
- Percentage of fires attended where no smoke alarm was fitted
- Malicious calls attended and unattended
- False alarms calls caused by automatic fire detection in non-domestic properties
- Wholetime uniformed sickness absence

The meeting heard that the Service would focus on other key corporate performance indicators for the remainder of 2010-2011:

- Percentage of dwelling fires where a smoke alarm did not activate when expected to
- Percentage of persons making complaints satisfied with the handling of those complaints
- Percentage of false alarms calls caused by automatic fire detection to a non-domestic property with more than 1 attendance
- Percentage of accidental fires in dwelling confined to room of origin
- Working days lost to all staff sickness absence per head
(It was noted that there had been an increase in non-uniformed staff sickness)
- Percentage of uniformed and non-uniformed staff who are disabled
- Percentage of invoices paid within timescales

(A Member pointed out that Worcester City Council and Worcestershire County Council had targets to pay local suppliers within 10 days; the Treasurer replied that given the current business climate, the Service endeavoured to pay all invoices as soon as possible and the average payment period for undisputed invoices was 11 days)

The DCFO told the Committee that national reporting requirements had been relaxed and that the Service would be reviewing its performance indicators. The Service was also engaged in benchmarking with a peer group of FRs.

A Member congratulated the retained duty crew at Eardisley for their efficient response to the recent fire at St Mary's Church in Almeley, Herefordshire.

In response to a query, it was noted that planning permission had now been obtained for the photo-voltaic cells at the new fire station in Pebworth.

RESOLVED that the Committee note the contents of this report.

8. The Information Commissioner's Office Model Publication Scheme Review

The Clerk presented the draft review of the Information Commissioner's Office Model Publication Scheme, which committed the Authority to proactively publish and routinely make available information held by the Authority.

RESOLVED that the Policy and Resources Committee recommend the revised Model Publication Scheme for approval by the Authority.

9. Strategic Risk Register

The Deputy Chief Fire Officer presented the revised Strategic Risk Register for consideration by the Committee. She emphasised the importance of robust and effective risk management arrangements and that the reviewed and updated Strategic Risk Register was shared with Mr Peter Watts, the Risk Management Member Champion. The draft Register was also discussed with Group Leaders for their input on 18 October 2010, advised by Principal Officers.

The meeting noted that the Register reflected the updated National Risk Register and the Community Risk Register and that the direction of travel for strategic risk was downwards. The Authority's live Strategic Risk Register would be monitored and updated on an ongoing basis with exception reporting to Principal Management Officers and would be formally reported to Members annually, with significant changes being reported to the Audit Committee as appropriate.

Following approval by the Authority, the information from the Strategic Risk Register would be incorporated into corporate planning, highlighting any resilience issues through the management of business continuity in compliance with the Civil Contingencies Act (2004).

RESOLVED that the Committee recommend the revised Strategic Risk Register for approval by the Authority.

10. Treasury Management Activities 2010/11

The Treasurer told the Committee that current Fire and Rescue Authority Financial Regulations required that Treasury Management Activities be reviewed by Members twice a year. Banking arrangements for the FRA, in respect of lending and borrowing, continue to be carried out by Worcestershire County Council under a Service Level Agreement and a risk-averse policy remained in place. The Committee noted that with prevailing interest rates at historically low levels that a less prudent strategy might yield only £7,000 to £10,000 additional income but with significantly higher risk attached.

RESOLVED that the report be noted.

11. Fees and Charges

The Treasurer told the Committee that given the current financial climate and the anticipated reductions in Grant Settlement and Council Tax Precept the Service was considering options for charging for special services. The main areas where such charges could generate additional income were:

- a) Large Animal Rescues;
- b) Rescues from lifts or only after the first rescue in any year; and
- c) Assistance to the Environment Agency.

Members felt that charges for rescuing large animals would be costly to administer, difficult to collect and might damage the reputation of the Service.

The Meeting noted that charges for lift rescues would be levied against the owner/occupier of the building and not charged to the persons rescued from the lifts; it was felt that this would encourage better lift maintenance and reduce the number of these incidents. However, concern was expressed that it could result in persons being trapped for longer periods and there could be risks to others attempting rescues or repairs to the lifts. The Committee decided to refer the decision on this matter to the full Authority on 17 December.

It was noted that many other FRAs were already charging for assistance to the Environment Agency who in turn recouped their costs from “the polluter” and there was unanimous agreement that the Committee should recommend to the Authority the introduction of charges for such assistance.

RESOLVED to recommend to the Fire and Rescue Authority that:

- a) The Authority does not introduce charges for Large Animal Rescues;***
- b) The Authority consider the proposals to charge for all rescues from lifts or only after the first rescue in any year; and***
- c) The Authority puts in place protocols for charging for FRA costs when assisting the Environment Agency to be invoiced for onward recovery.***

12. Update from the Equality and Diversity Steering Group

The Deputy Chief Fire Officer provided the Committee with a report on the work undertaken through the Service’s Equality and Diversity Steering Group. She told the Meeting that a full report would be presented to the Authority next year on the provisions of the Equality Act 2010.

RESOLVED that the report be noted.

13. Update from the Joint Consultative Council

The ACFO Service Support briefed the Committee of the JCC Meetings and Decision Log for October 2010.

RESOLVED that the report be noted.

14. Update from the Health and Safety Liaison Panel

The Deputy Chief Fire Officer provided the Committee with a report on the work undertaken through the Service's Health and Safety Liaison Panel.

RESOLVED *that the report be noted.*

The Meeting finished at 12.13 pm

Signed: _____
Chairman

Date: _____

HEREFORD AND WORCESTER FIRE AUTHORITY

URGENT DECISIONS RECORD

URGENT DECISION NUMBER: 01/10

1. Outline of the issue to be decided

Tendering process for new control centre equipment

2. The Monitoring Officer, in consultation with the Chairman, shall agree that the matter is urgent and that it would be impractical to call a meeting of the Authority

Given the increasing likelihood of a change in government policy in this area and the impact and demand that is likely to immediately hit the market thereafter both the Chairman and Monitoring Officer are agreed that it would be potentially detrimental to the Authority's finances and resilience interests to delay deciding the issue as to whether a tendering process for new control room equipment should go ahead. Both the Chairman and the Monitoring Officer are agreed that it would be impractical to call a meeting if there is a Government announcement, especially taking into consideration the limited availability for a further meeting of the Policy and Resources Committee before the Christmas period.

Dated _____

Signed _____
Monitoring Officer

Signed _____
Chairman of the Authority

3. Record of decision of the Chief Fire Officer, having regard to the consultation, with Group Leaders.

Group Leaders present on 16 December 2010: Cllrs. Jones, Taylor and Bean, with Cllr. Udall also in attendance, agreed that the tendering process for new control centre equipment as recommended in the attached briefing note be undertaken. The Chief Fire Officer's decision is that the Service can go to tender for a replacement mobilising system.

Dated _____

Signed _____
Chief Fire Officer and Chief Executive

Decision reported to the Policy and Resources Committee on 28 January 2011.

Appendix: **Fire Control Resilience Project Urgent Decision Proposal**

HEREFORD AND WORCESTER FIRE AND RESCUE AUTHORITY

URGENT DECISIONS RECORD

URGENT DECISION NO. 01/10

Appendix: Fire Control Resilience Project Urgent Decision Proposal

Purpose

1. To request an urgent decision to allow the Service to proceed to tender for a replacement mobilising system.

Proposal

2. H&W FRS has been working for many years now to support progress on the national FireControl Project in accordance with the Service's National Framework document. Unfortunately, the project continues to be subject to delay, increasing cost and uncertainty driving increasing risks to the Service's current call-handling capability. It should be remembered that the RCC project was initially due to be delivered in 2007.
3. The Service's mobilising system is now 15 years old and has already been kept running 5 years beyond its originally anticipated renewal date. Whilst the equipment maker has agreed to support the system until December 2014 and the system supplier is renewing its commitment to support the system on an annual basis, at present costs attached to this are increasing year on year with system spares now very scarce across the country. In addition, annual maintenance extensions are now subject to increasing demands from the supplier for additional component renewals and replacements which are proving increasingly expensive.
4. During the past few months uncertainty over the future of the national project has grown. A Government announcement following the issuing of a letter of material breach of contract against Cassidian is imminent, and has been promised before the Christmas break. The Minister referenced this at his meeting with Chiefs and Chairmen on 15th December.
5. In August 2010 a project was commenced to scope the options available to the Service to reduce the risk attached to running an increasingly obsolete system and explore opportunities to deliver an interim solution. A detailed specification for an interim system has been developed and market tested for pricing through OCG buying solutions. The outcome of this process has suggested that the Authority could procure a replacement for its ageing system. This approach would:
 - significantly improve the functionality of current mobilising arrangements
 - provide a resilient transitional system should the national project continue but be subject to further delays
 - provide a viable, robust alternative solution should the national project be cancelled, and

- offer improved efficiency and resilience options through significantly strengthened fallback and potential shared call-handling arrangements with neighbouring FRSs
6. Replacing the mobilising system would also provide an opportunity for the Control function to be moved into FRA Headquarters. This would provide significantly improved working conditions for Control staff as well as delivering increased flexibility for the Asset Management Plan as regards the Worcester fire station site.
 7. The initial market testing process and financial analysis compares favourably with current indicative costings for the RCC. The final costing will not be able to be established until the proposal has been put through a full tender process.
 8. An urgent decision is requested to allow the project to proceed to a formal tender process to provide final, firm costings to support a decision regarding the options available to the Authority at the earliest opportunity.

6. 2011/12 Budget Preparation

Purpose of Report

1. To review the current position in relation to budgets for 2011/12 and beyond.

Recommendations

The Treasurer and Chief Fire Officer recommend that the Committee:

- ***Based upon the content of this report, recommend to the FRA that, subject to confirmation of the grant figure and appropriate adjustments for the final tax-base figures, approve the Budget Requirement and consequential precept.***

Available Resources

2. Members will be aware that the provisional grant settlement was announced late on 13 December and an updated report was provided to the FRA on 17 December 2010.
3. The grant settlement itself, whilst still challenging, is better than forecast with an impact of:
 - 2011/12 : 2.4% cut (compared to 6% cut forecast)
 - 2012/13: 1.7% increase (compared to 3% cut forecast)
4. H&WFRA appears to have benefited from the implementation of formula changes, exemplified in the October consultation, which were robustly supported in the FRA response, and during a meeting between The Chief Fire Officer, Director of Finance, local MPs and the Fire Minister in Westminster. The H&WFRA impact compares favourably to the overall position of other English FRAs.
 - 2011/12 : 2.4% cut (6.7% cut nationally)
 - 2012/13 : 1.7% increase (1.0% cut nationally)
5. It should not be forgotten, however, that whilst the grant settlement is better than the average of English FRAs it comes after several years of poor settlements and is a slowing of the deterioration rather than a cessation of deterioration in grant settlements. The table below demonstrates the relative grant changes for the FRAs in the region, and shows that the 2011/12 settlement is only part of the picture.

	04/05 to 10/11	10-11 to 11/12	04/05 to 10/11
H&W	0.3%	-2.4%	-2.1%
Shrops	17.5%	-9.5%	6.3%
Staffs	9.0%	-0.3%	8.7%
W Mids	4.9%	-9.5%	-5.1%
All FRA	5.7%	-6.7%	-0.7%

6. This range of positions is replicated nationally and some authorities are only now having to contemplate the significant efficiencies that H&WFRA has made since 2004/05 when FRAs began to receive formula grant in their own right.
7. There was no indication of grant for 2013/14 and 2014/15 in the settlement announcement and the working assumption must be that the balance of the overall 25% reduction in grant to English FRAs (i.e. 16%) over the Comprehensive Spending Review period will be made in these 2 years and in this paper it is assumed to be evenly split.
8. The Council Tax freeze arrangements mean that setting a 0% increase in council tax in 2011/12 will provide a grant from central government equal to 2.5% of the precept yield
9. The final tax-base will not be known until the Billing Authorities provide their figures in late January. Until then a prudent assumption of an unchanged position has been made. Over the last 5 years the tax-base has increased annually on average by 0.7%. Such an increase in 2010/11 would yield an extra £0.140m.
10. In addition, there is the possibility of the impact of a net surplus or deficit on the Billing Authorities' Collection Funds. In 2010/11 this yielded £0.083m, but has historically ranged from £0.013m to £0.107m additional funds. However, there is a possibility that the net position could be in deficit. The prudent assumption is not to rely on this as a source of income and to assume a zero position.
11. In compiling the resources projection (Appendix 1) no assumption has been made regarding the increase of Council Tax above the current level, i.e. 0% increase for each year of the CSR period but this is a matter that Members may wish to consider (see paragraphs 27 and 28 below).
12. Appendix 1 gives details of the potential resources, which are summarised below:

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Formula Grant	10.668	10.409	10.583	9.931	9.319
Precept	20.726	20.643	20.643	20.643	20.643
	31.394	31.052	31.226	30.574	29.962
Grant as % of overall resources	34%	34%	34%	32%	31%

Expenditure Requirement

13. Since the last FRA meeting on 17 December 2010 DCLG has subsequently announced the cancellation of the Regional Fire Control project (RCC).
14. In accordance with the FRA Urgent Decisions process (reported elsewhere in the agenda), approval was given for the Service to go to tender to seek a replacement Command and Control system to replace the existing system which has been

devoid of investment for a number of years due to the assumption that a regional provision would be in place.

15. Although Officers expect a significant saving on the £0.365m anticipated steady state cost of RCC, the final costing for alternative arrangements, including RCC legacy issues, are yet to be finalised. As a consequence the budget requirement projections continue to include the estimated RCC costs.
16. Future budget projections are based on the following assumptions and associated risk:
 - General Inflation at 3.0% pa (with some additional provision for fuel/utilities) – each additional 1% of general inflation would cost £0.100m pa.
 - Pay Awards – assumed at 0% for 2011 (in accordance with the Chancellor's policy on public sector pay) and 2% pa thereafter. Each increase of 1% would cost £0.225m pa ongoing.
 - Capital Financing – the revenue cost of the future capital programme (essential replacement of operational assets) is based on the prevailing level of borrowing rates. If government policy on interest rates changes significantly in the 4 year MTFP period this may have an impact on the cost of the programme in the future.
17. Appendix 2 gives details of the forecast budget need which is summarised below:

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Forecast Budget Need	31.152	32.602	33.713	34.746

Budget Gap

18. The forecast expenditure need and projected available resources give a budget gap analysed as follows:

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Forecast Budget Need	31.152	32.602	33.713	34.746
Forecast Resources	31.052	31.226	30.574	29.962
Budget Gap	0.100	1.376	3.139	4.784

19. Although the 2011/12 budget is now broadly balanced the future cumulative savings to be identified are:

	2012/13	2013/14	2014/15
	£m	£m	£m
2011/12 on going savings	0.100	0.100	0.100
Additional and on-going 2012/13 savings	1.276	1.276	1.276
Additional and on-going 2013/14 savings		1.763	1.763
Additional and on-going 2014/15 savings			1.645
	1.376	3.139	4.784

20. Whilst the favourable settlement has mitigated the position in the first year, there are still significant potential savings to be made in the later years.
21. This projection is made assuming no increase in Council Tax; see paragraphs 28 and 29 below.

Closing the Future Budget Gap

22. Whilst the short term grant settlement is better than anticipated it is important to note the significant financial challenges facing the Authority in future years.
23. In anticipation of a much worse 2011/12 settlement the Principal Management team has been working over the past few months to challenge individual budget lines and areas of spend, identifying options for change and reduction in expenditure.
24. A saving of £0.140m has been identified through a reduction of an Assistant Chief Fire Officer (ACFO) post and this is now incorporated into the budget projections.
25. Members, Officers and staff shared initial ideas on areas to seek efficiencies through the Meeting the Challenge workshops earlier in the year and these have informed both the 2011/12 IRMP proposals and other emerging plans to address the financial challenges ahead.
26. Work will continue during 2011/12 to scrutinise all areas of spend and opportunities for change and reductions in expenditure.
27. It is anticipated that the projected savings required from 2012/13 onwards cannot be met from back office efficiencies alone and changes to service levels cannot be ruled out.
28. Beyond 2010/11 the FRA will have control of local council tax policy and may choose to use this method of increasing resources to ease the budget gap. For information an annual 2.5% increase in council tax (which equates to under 4 pence per Band D tax-payer per week) would increase available resources by:

	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
2012/13	0.516	0.516	0.516
2013/14		0.529	0.529
2014/15			0.542
	0.516	1.045	1.587

29. This would reduce the budget gaps to:

	2012/13 £m	2013/14 £m	2014/15 £m
Raw Gap	1.376	3.139	4.784
Potential Precept Increase	0.516	1.045	1.587
	0.860	2.094	3.197

General Reserves

30. The level of general reserves at 31 March 2010, as shown in the Statement of Accounts has been artificially reduced to reflect the requirements of the External Auditor in accounting for the retirement of the previous Chief Fire Officer. In order to give a more appropriate position on balances this reduction has now been restored.
31. The table below shows the projected position in relation to the general reserve compared to the revenue budget requirement over the MTFP period. Particular attention is drawn to:
- The planned increase in 2010/11 and usage in 2011/12 relates to the potential costs of RDS Part Time Workers compensation, referred to in the Financial Results paper to the June 2010 FRA and in the Statement of Accounts 2009/10. Final details are still awaited from DCLG.
 - The revenue budget requirement figure is based on the projection of resources available, rather than the budget need, as this will be the key determinant of future budget requirements.

	2010/11	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m	£m
Balance at 1 April	0.642	1.401	1.151	1.151	1.151
Adjustment	0.488				
Planned Increase	0.271				
Planned Usage		(0.250)			
Balance at 31 March	1.401	1.151	1.151	1.151	1.151
Budget Requirement		31.052	31.226	30.574	29.962
% of Revenue Budget Requirement		3.7%	3.7%	3.8%	3.8%

32. The marginal increase in the percentage over the MTFP period (2011/12 to 2014/15) is a result of the declining budget requirement due to grant reductions. The position is worse than the 4.9% in the previous MTFP (Feb 2010) as a result of the reduction in predicted under spend in 2009/10 and the 2011/12 usage in respect of compensation payments to RDS staff.
33. Whilst this level of general reserves is desirable (see budget risks in paragraph 15) there is an opportunity cost of holding reserves. They could be used to finance one-off expenditure or temporarily reduce the Council Tax precept. The risk however, is that if balances are reduced there is less scope to meet any unforeseen expenditure.
34. Members will be aware of the creation of the contingency reserve in 2010/11 to assist with the short term costs of reducing overall expenditure had the grant settlement been worse than expected. These conditions have merely moved to later years and it is suggested that this reserve is maintained as an "Organisational Development" earmarked reserve, to facilitate a planned approach to reducing budget expenditure or building capacity over future years.

Equality and Diversity Impact

35. The immediate impact on recruitment activities means that progress against equality and diversity targets for the recruitment of wholetime female and BME firefighters will not be achievable. However, retained recruitment will continue based on need and in this area the Service will continue to do all it can to address our diversity targets.
36. This budget settlement coincides with the removal of the requirement to report such targets at government level, and subsequently employment levels will continue to be monitored to ensure that although limited positive progress can be made in this period, what recruitment does take place happens in an environment of good equalities practice.

Future Progress

37. The consultation period on the provisional settlement ends on 17 January and grant figures should be confirmed soon after.
38. Tax-base figures will be finalised by Billing Authorities by the end of January.
39. The Fire and Rescue Authority will meet on 16 February to determine Revenue and Capital Budgets for 2011/12 and the consequential Council Tax Precept.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Whole report

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

Additional Considerations

40. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Whole report
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Whole report
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Supporting Information

Appendix 1: Resources Projection

Appendix 2: Expenditure Requirement Forecast

Background Papers

None

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Hereford & Worcester Fire and Rescue Authority

P&R Committee : 28 January 2011

Resource Projection - subject to:

confirmation of provisional grant settlement

confirmation of final tax-base figures

provisional grant for 2013/14 and 2014/15

	2010/11 Actual £m	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
Formula Grant:					
Actual	10.668				
Provisional settlement		10.409	10.583		
Estimated				9.931	9.319
	10.668	10.409	10.583	9.931	9.319
Precept:					
Actual	20.643				
Provisional		20.643			
Estimated			20.643	20.643	20.643
Net Collection Fund Surpluses	0.083				
	20.726	20.643	20.643	20.643	20.643
TOTAL RESOURCES	31.394	31.052	31.226	30.574	29.962
<i>% grant funded</i>	<i>34%</i>	<i>34%</i>	<i>34%</i>	<i>32%</i>	<i>31%</i>

Tax-base	280,316.92	280,316.92	280,316.92	280,316.92	280,316.92
Effective Band D	£ 73.64	£ 73.64	£ 73.64	£ 73.64	£ 73.64

Memorandum : Effective Funding

	2010/11 Actual £m	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
Funding Resources	31.394	31.052	31.226	30.574	29.962
Council tax Freeze Grant		0.516	0.516	0.516	0.516
Effective Resources	31.394	31.568	31.742	31.090	30.478

year on year change

0.6%

0.6%

-2.1%

-2.0%

Hereford & Worcester Fire and Rescue Authority**P&R Committee : 28th January 2011****Expenditure Requirement Forecast**

	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
2010/11 Net Budget Requirement	31.394	31.394	31.394	31.394
Less one-off strengthening of balances in 2010/11	(0.271)	(0.271)	(0.271)	(0.271)
Net Impact of 2010/11 Pay Freeze	(0.150)	(0.150)	(0.150)	(0.150)
Core budget	30.973	30.973	30.973	30.973
Pay Awards at 2%		0.356	0.808	1.264
Inflation Contingency	0.308	0.608	0.908	1.208
Reduction in ACFO post	(0.140)	(0.140)	(0.140)	(0.140)
LGPS - Increased Contribution Rate	0.020	0.040	0.060	0.080
Expiry of grant	0.090	0.090	0.090	0.090
Firelink - estimated net new cost	0.046	0.046	0.335	0.342
RCC Legacy Issues		0.565	0.365	0.365
Additional RDS training	0.095	0.095	0.095	0.095
Property Maintenance	0.055	0.055	0.055	0.055
Additional Public Holiday	0.020			
Capital Programme	0.201	0.430	0.680	0.930
Gross Raw Budget Need	31.668	33.118	34.229	35.262
Council Tax Freeze Grant	(0.516)	(0.516)	(0.516)	(0.516)
Net Raw Budget Need	31.152	32.602	33.713	34.746

year on year change in Gross Need

2.2%

4.6%

3.4%

3.0%

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
ALP	Aerial Ladder Platform
AM	Area Manager
AMP	Asset Management Plan
ARCC	Aeronautical Rescue Co-ordination Centre
BA	Breathing Apparatus
BACS	Bankers' Automated Clearance System
BCM	Business Continuity Management
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CAA	Combined Area Assessment
CAFS	Compressed Air Foam Systems
CARP	Combined Aerial Rescue Pump
CBRN	Chemical Biological Radiological Nuclear
CCA	Civil Contingencies Act
CDRP	Crime and Disorder Reduction Partnership
CERMIG	County Emergency Response to Major Incidents Group
CFA	Combined Fire Authority
CFO	Chief Fire Officer
CFOA	Chief Fire Officers Association
CFRMIS	Community Fire Risk Management System
CFS	Community Fire Safety
CIMAH	Control of Industrial Major Accident Hazards
CIPFA	The Chartered Institute of Public Finance and Accountancy
CLG	Department for Communities and Local Government
CM	Crew Manager
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRE	Commission for Racial Equality
CRR	Community Risk Register
CS	Community Safety
CSR	Current Spending Review
CSU	Command Support Unit
DC	District Commander
DCFO	Deputy Chief Fire Officer
DDA	Disability Discrimination Act
DIM	Detection, Identification and Monitoring
DOF	Director of Finance
DoH	Department of Health
DoT	Direction of Travel
DPA	Data Protection Act

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

EA	Environment Agency
EAS	Electronic Availability System
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
FBU	Fire Brigades Union
FDR	Fire Damage Report
FDS	Flexible Duty System
FireLink	The National Project for the introduction of a National Fire Service Radio System
FOIA	Freedom of Information Act
FRA	Fire and Rescue Authority
FRD	Fire Resilience Directorate
FRS	Fire and Rescue Service
FRSNCC	Fire and Rescue Service National Co-ordination Centre
FSC	Fire Service College
FSCA	Fire Service Consultation Association
FSEC	Fire Services Emergency Cover
FSNBF	Fire Service National Benevolent Fund
FSPA	Fire Service Procurement Association
GM	Group Manager
HAZMAT	Hazardous Materials
HERMIT	Herefordshire Emergency Response to Major Incidents Team
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
HMI	Her Majesty's Inspector or Inspectorate
HPA	Health Protection Agency
HR	Human Resources
HRIS	Human Resources Information System
HSE	Health & Safety Executive
HWFRS	Hereford & Worcester Fire and Rescue Service
ICP	Integrated Clothing Project
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDR	Individual Performance and Development Review
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IRU	Incident Response Unit
ISU	Incident Support Unit
JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

LASER	Learning about Safety by Experiencing Risk
LEA	Local Education Authority
LFF	Leading Fire Fighter
LGA	Local Government Association
LGV	Light Goods Vehicle
LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRF	Local Resilience Forum
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
LTCM	Long Term Capability Management
LTf	Local Training Facilities
MARP	Midlands Area Radio Project
MIS	Management Information Systems
MISAR	Mercia Inshore Search and Rescue
MMFE	Management of Major Flood Emergencies
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NEET	Not in Education, Employment or Training
NFST	National Flood Support Team
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
OASD	Operational Assessment of Service Delivery
ODPM	Office of the Deputy Prime Minister
OJEU	Official Journal of the European Union
ORS	Opinion Research Services
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PMSO	Project Management Support Office
PO	Principal Officer
PPE	Personal Protective Equipment
PPP	Policy, Planning and Performance
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWLB	Public Works Loans Board
QSA	Quality Systems Audit

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

R2R	Rank to Role
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RCCC	Regional Civil Contingencies Committee
RDS	Retained Duty System
RHSCG	Regional Health and Safety Collaboration Group
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RPE	Respiratory Protective Equipment
RRF	Regional Resilience Forum
RRO	Regulatory Reform Order
RRT	Regional Resilience Team
RSIG	Road Safety Implementation Group
RTA	Road Traffic Accident
RTC	Road Traffic Collision
SAP	Systems Application and Products
SARA	Severn Area Rescue Association
SBE	Standards Board for England
SCC	Strategic Command Centre
SCE	Supported Capital Expenditure
SCG	Strategic Command Group
SDA	Service Delivery Agreement
SFSO	Senior Fire Safety Officer
SFU	Small Fires Unit
SHA	Strategic Holding Area
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SM	Station Manager
SOLACE	Society of Local Authority Chief Executives
SoRP	Statement of Recommended Practice
SPI	Service Policy Instruction
SRT	Swift Water Rescue Team
SSI	Special Service Incidents
T&DC	Training and Development Centre
UoR	Use of Resources
USAR	Urban Search and Rescue
UWFS	Unwanted Fire Signal
VMDS	Vehicle Mounted Data System
WAN	Wide Area Network
WM	Watch Manager
WMRMB	West Midlands Regional Management Board
YFA	Young Firefighters' Association