

## Hereford & Worcester Fire Authority: Feb 2020 Capital Programme to 2024/25

Col/ Row		2	3	4	5	6	7	8	9
		Approved Budget Feb 2019 £m	Grant Funded £m	Approved Adjustment £m	Closed Schemes £m	Additional Years £m	Budget Feb 2020 £m	£m	£m
<b>Major Buildings Programme</b>									
1	Evesham FS	4.270					4.270	4.269	0.001
2	Hereford FS - Preliminaries (Plan A)	0.095		(0.021)	(0.074)		0.000		0.000
3	Hereford FS - Preliminaries (Plan B)		0.084		(0.084)		0.000		0.000
4	Hereford FS - Preliminaries (Plan C)	0.250					0.250		0.250
5	Wyre Forest Hub	7.273					7.273	2.747	4.526
6	HQ Relocation - ICT/OCC	0.567		(0.120)			0.447	0.447	0.000
7	HQ Relocation - Main Scheme	1.336		0.120			1.456	1.448	0.008
8	Other Building Schemes #	11.873		0.268			12.141		12.141
9		<b>25.664</b>	<b>0.084</b>	<b>0.247</b>	<b>(0.158)</b>	<b>0.000</b>	<b>25.837</b>	<b>8.911</b>	<b>16.926</b>
<b>Vehicle Programme</b>									
10	Replacement Pumps	17/18	1.708				1.708	1.250	0.458
11	Replacement Pumps	18/19	1.257				1.257	1.249	0.008
12	Replacement Pumps	19/20	2.070				2.070		2.070
13	Replacement Pumps	22/23	0.848				0.848		0.848
14	Replacement Pumps	23/24	0.000			1.747	1.747		1.747
15	Replacement Response Vehicles	17/18	0.185		(0.185)		0.000		0.000
16	Replacement Response Vehicles	18/19	0.700		(0.700)		0.000		0.000
17	Replacement Response Vehicles	19/20	0.357		(0.198)		0.159		0.159
18	Replacement Response Vehicles	22/23	1.165				1.165		1.165
19	Replacement Response Vehicles	23/24	0.000			0.233	0.233		0.233
20	Replacement White Fleet	17/18	0.330	0.035	(0.365)		0.000		0.000
21	Replacement White Fleet	18/19	0.076	0.040	(0.116)		0.000		0.000
22	Replacement White Fleet	19/20	0.147				0.147		0.147
23	Replacement White Fleet	20/21	0.013				0.013		0.013
24	Replacement White Fleet	21/22	0.107				0.107		0.107
25	Replacement White Fleet	22/23	0.304				0.304		0.304
26	Replacement White Fleet	23/24	0.000			0.023	0.023		0.023
27	Replacement White Fleet	24/25	0.000			0.332	0.332		0.332
28	Command Unit Replacement	15/16	0.350				0.350		0.350
29	Boats	18/19	0.050				0.050	0.038	0.050
30	Replacement Water Carriers	19/20	0.412				0.412		0.412
31	Replacement RAVs	19/20	0.268				0.268		0.268
32	Replacement 4x4 (LR)	19/20	0.050				0.050		0.050
33	Replacement TRV (USAR)	19/20	0.065				0.065		0.065
34	Replacement WRV (3)	20/21	0.195				0.195		0.195
35	Replacement RRV	20/21	0.065				0.065		0.065
36	Replacement Aerial Appliances	21/22	1.739				1.739		1.739
37	Replacement 4x4 (LR)	22/23	0.050				0.050		0.050
38	Replacement 4x4 (Argocat)	22/23	0.040				0.040		0.040
39		<b>12.551</b>	<b>0.000</b>	<b>0.075</b>	<b>(1.564)</b>	<b>2.335</b>	<b>13.397</b>	<b>2.537</b>	<b>10.898</b>
<b>Major Equipment</b>									
40	C&C Replacement	10/11	2.287				2.287	2.026	0.261
41	MDT Replacement (from Reserve)	18/19	0.340				0.340	0.020	0.320
42	Cutting Gear (from Reserve)	18/19	0.564		(0.564)		0.000		0.000
43		<b>3.191</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.564)</b>	<b>0.000</b>	<b>2.627</b>	<b>2.046</b>	<b>0.581</b>
<b>Minor Schemes (SMB allocation)</b>									
44	Allocated	All	3.416	0.012	0.872	(1.328)	2.972	0.949	2.023
45	Un-allocated	19/20	0.600		(0.600)		0.000		0.000
46	Un-allocated	20/21	0.600		(0.421)		0.179		0.179
47	Un-allocated	21/22	0.600				0.600		0.600
48	Un-allocated	22/23	0.600				0.600		0.600
49	Un-allocated	23/24	0.000			0.600	0.600		0.600
	Un-allocated	24/25	0.000			0.600	0.600		0.600
50		<b>5.816</b>	<b>0.012</b>	<b>(0.149)</b>	<b>(1.328)</b>	<b>1.200</b>	<b>5.551</b>	<b>0.949</b>	<b>4.002</b>
51		<b>47.222</b>	<b>0.096</b>	<b>0.173</b>	<b>(3.614)</b>	<b>3.535</b>	<b>47.412</b>	<b>14.443</b>	<b>32.407</b>

# Individual scheme sums approved by Fire Authority, but not currently disclosed as contracts subject to tender etc., including Hereford Redditch and Broadway fire stations and North Herefordshire training facility.

## Hereford & Worcester Fire Authority: Feb 2020 Personnel Budget

	Whole-time Firefighters FTE	On-Call Retained Firefighters H/C	Control Room Staff FTE	Non- Uniformed Support FTE	TOTAL
<b>Included in Budget 2018/19</b>	<b>232.0</b>	<b>383.0</b>	<b>18.5</b>	<b>104.4</b>	<b>737.9</b>
In-sourcing of Fire Control ICT support				3.0	3.0
<b>Included in Budget 2019/20</b>	<b>232.0</b>	<b>383.0</b>	<b>18.5</b>	<b>107.4</b>	<b>740.9</b>
removal of DCP crewing	8.0				<b>8.0</b>
HR restructuring				0.8	<b>0.8</b>
P&I Analyst				1.0	<b>1.0</b>
ICT Business Analyst x2				2.0	<b>2.0</b>
					<b>0.0</b>
<b>Included in Budget 2020/21</b>	<b>240.0</b>	<b>383.0</b>	<b>18.5</b>	<b>111.2</b>	<b>752.7</b>

Note: On-Call Retained Fire-fighters number will vary dependent on individual cover arrangements



## Hereford & Worcester Fire Authority: Feb 2020

### Revenue Budget Allocation

Col. Line	(2) 2019/20 Original Allocation £m	(3) 2019/20 Approved Reallocation £m	(4) 2019/20 Revised Allocation £m	(5) less Property Reserve £m	(6) Core Budget Total £m	(7) Expenditure from Reserves £m	(8) 2019/20 Re-stated Total £m
1	Whole-time Fire-fighter Pay	13.485	0.458	13.943		0.100	14.043
2	Retained Fire-fighter Pay	3.845	0.161	4.006			4.006
3	Control Pay	0.753	0.013	0.766			0.766
4	Support Pay	3.712	0.074	3.786		0.035	3.821
5	Other Employee Costs	0.120		0.120			0.120
6	Unfunded Pension Costs	1.055		1.055		0.130	1.185
7	<b>Employee Related</b>	<b>22.970</b>	<b>0.706</b>	<b>23.676</b>	<b>0.000</b>	<b>0.265</b>	<b>23.941</b>
8	Strategic Management	0.108	0.002	0.110			0.110
9	New Dimensions	0.064	(0.010)	0.054			0.054
10	Operational Policy	0.043	0.005	0.048			0.048
11	Technical Fire Safety	0.015		0.015			0.015
12	Community Safety	0.171	0.029	0.200			0.200
13	Training	0.561	0.002	0.563			0.563
14	Fleet	0.531	(0.025)	0.506			0.506
15	Operational Logistics	1.183	(0.055)	1.128			1.128
16	Information & Comms Technology	1.717	0.120	1.837			1.837
17	Human Resources/Personnel	0.336	0.135	0.471			0.471
18	Policy & Information	0.043	0.013	0.056		0.016	0.072
19	Corporate Communications	0.020	(0.002)	0.018			0.018
20	Legal Services	0.021	0.004	0.025			0.025
21	Property/Facilities Management	1.953	(0.052)	1.901	(0.192)	0.192	1.901
22	PPL Charges	0.381	0.110	0.491			0.491
23	PPL Charges - Capitalised		(0.102)	(0.102)			(0.102)
24	Authority Costs	0.063	0.001	0.064			0.064
25	Committee Services	0.003	(0.001)	0.002			0.002
26	Insurances	0.316	0.030	0.346			0.346
27	Finance (FRS)	(0.139)	0.203	0.064			0.064
28	Finance SLA	0.098		0.098			0.098
29	Unallocated Savings	0.000	(0.035)	(0.035)			(0.035)
30	<b>Running Costs</b>	<b>7.488</b>	<b>0.372</b>	<b>7.860</b>	<b>(0.192)</b>	<b>0.208</b>	<b>7.876</b>
31	Capital Financing	3.204		3.204		0.544	3.748
32	<b>Capital Financing</b>	<b>3.204</b>	<b>0.000</b>	<b>3.204</b>	<b>0.000</b>	<b>0.544</b>	<b>3.748</b>
33	Pay Award Provision Jul 2017	0.285		0.285		(0.285)	0.000
34	Pay Award Provision 19/20	0.406	(0.406)	0.000			0.000
35	Pay Award Provision 20/21 (2%)			0.000			0.000
36	Inflation Contingency 19/20	0.300	(0.300)	0.000			0.000
37	Inflation Contingency 20/21			0.000			0.000
38	Fire Alliance - one off funding	0.200		0.200			0.200
39	<b>Provisions/Contingencies</b>	<b>1.191</b>	<b>(0.706)</b>	<b>0.485</b>	<b>0.000</b>	<b>(0.285)</b>	<b>0.200</b>
40	<b>Sub-Total</b>	<b>34.853</b>	<b>0.372</b>	<b>35.225</b>	<b>(0.192)</b>	<b>0.732</b>	<b>35.765</b>
41	Use of "future Expenditure" reserves					(0.159)	(0.159)
42	Use of "Other Specific" Reserves	(0.120)	(0.072)	(0.192)	0.192	(0.573)	(0.573)
43	<b>Core Budget</b>	<b>34.733</b>	<b>0.300</b>	<b>35.033</b>	<b>0.000</b>	<b>0.000</b>	<b>35.033</b>
44	Revenue Support Grant	(2.036)		(2.036)			(2.036)
45	Business Rate Top Up Grant	(3.318)		(3.318)			(3.318)
46	Rural Services Delivery Grant	(0.109)		(0.109)			(0.109)
47	S31 - under indexation of multiplier	(0.102)		(0.102)			(0.102)
48	S31: Fire Revenue Grant	(1.025)		(1.025)			(1.025)
49	2019/20 Pension Grant	(1.344)	(0.224)	(1.568)			(1.568)
50	Council Tax Precept	(23.494)		(23.494)			(23.494)
51	Council Tax Collection Fund	(0.141)		(0.141)			(0.141)
52	Business Rates baseline	(2.278)		(2.278)			(2.278)
53	Local Forecasts (to NNDR1)	0.069		0.069			0.069
54	S31 - Business Rate Reliefs	(0.393)		(0.393)			(0.393)
55	Buisness Rate Collection Fund	0.117		0.117			0.117
56	<b>Total Funding</b>	<b>(34.054)</b>	<b>(0.224)</b>	<b>(34.278)</b>	<b>0.000</b>	<b>(34.278)</b>	<b>(34.278)</b>
57	<b>Structural Gap</b>	<b>0.679</b>	<b>0.076</b>	<b>0.755</b>	<b>0.000</b>	<b>0.000</b>	<b>0.755</b>
59	to/(From) Budget Reduction Reserve	(0.379)	(0.076)	(0.455)		(0.455)	(0.455)
60	to/(From) General Reserve	(0.300)		(0.300)		(0.300)	(0.300)
61	<b>Use of Reserves</b>	<b>(0.679)</b>	<b>(0.076)</b>	<b>(0.755)</b>	<b>0.000</b>	<b>(0.755)</b>	<b>(0.755)</b>
62	<b>Residual Gap</b>	<b>(0.000)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## Hereford & Worcester Fire Authority: Feb 2020

### Revenue Budget Allocation

Col. Line	(2) 2019/20 Re-stated Total £m	(3) less Expd from Reserves £m	(4) 2019/20 Base Allocation £m	(5) 2020/21 Funding Changes £m	(6) 2020/21 Appendix 3 Changes £m	(7) 2020/21 Core Allocation £m	(8) Expenditure from Reserves £m	(9) 2020/21 Total Allocation £m	
1	Whole-time Fire-fighter Pay	14.043	(0.100)	13.943		0.400	14.343	0.727	15.070
2	Retained Fire-fighter Pay	4.006		4.006			4.006	0.175	4.181
3	Control Pay	0.766		0.766		0.024	0.790	0.035	0.825
4	Support Pay	3.821	(0.035)	3.786		0.121	3.907	0.026	3.933
5	Other Employee Costs	0.120		0.120			0.120		0.120
6	Unfunded Pension Costs	1.185	(0.130)	1.055		(0.060)	0.995		0.995
7	<b>Employee Related</b>	<b>23.941</b>	<b>(0.265)</b>	<b>23.676</b>	<b>0.000</b>	<b>0.485</b>	<b>24.161</b>	<b>0.963</b>	<b>25.124</b>
8	Strategic Management	0.110		0.110		(0.020)	0.090	0.149	0.239
9	New Dimensions	0.054		0.054			0.054		0.054
10	Operational Policy	0.048		0.048			0.048		0.048
11	Technical Fire Safety	0.015		0.015			0.015		0.015
12	Community Safety	0.200		0.200			0.200	0.158	0.358
13	Training	0.563		0.563			0.563		0.563
14	Fleet	0.506		0.506			0.506		0.506
15	Operational Logistics	1.128		1.128			1.128		1.128
16	Information & Comms Technology	1.837		1.837			1.837	0.200	2.037
17	Human Resources/Personnel	0.471		0.471			0.471		0.471
18	Policy & Information	0.072	(0.016)	0.056			0.056		0.056
19	Corporate Communications	0.018		0.018			0.018		0.018
20	Legal Services	0.025		0.025			0.025	0.400	0.425
21	Property/Facilities Management	1.901	(0.192)	1.709			1.709	0.222	1.931
22	PPL Charges	0.491		0.491			0.491		0.491
23	PPL Charges - Capitalised	(0.102)		(0.102)			(0.102)		(0.102)
24	Authority Costs	0.064		0.064			0.064		0.064
25	Committee Services	0.002		0.002			0.002		0.002
26	Insurances	0.346		0.346			0.346		0.346
27	Finance (FRS)	0.064		0.064			0.064		0.064
28	Finance SLA	0.098		0.098			0.098		0.098
29	Unallocated Savings	(0.035)		(0.035)			(0.035)		(0.035)
30	<b>Running Costs</b>	<b>7.876</b>	<b>(0.208)</b>	<b>7.668</b>	<b>0.000</b>	<b>(0.020)</b>	<b>7.648</b>	<b>1.129</b>	<b>8.777</b>
31	Capital Financing	3.748	(0.544)	3.204		(0.240)	2.964	0.500	3.464
32	<b>Capital Financing</b>	<b>3.748</b>	<b>(0.544)</b>	<b>3.204</b>	<b>0.000</b>	<b>(0.240)</b>	<b>2.964</b>	<b>0.500</b>	<b>3.464</b>
33	Pay Award Provision Jul 2017	0.000	0.285	0.285			0.285		0.285
34	Pay Award Provision 20/21 (2%)	0.000		0.000		0.469	0.469		0.469
35	Inflation Contingency 20/21	0.000		0.000		0.300	0.300		0.300
36	Fire Alliance - one off funding	0.200		0.200		(0.200)	0.000		0.000
37	<b>Provisions/Contingencies</b>	<b>0.200</b>	<b>0.285</b>	<b>0.485</b>	<b>0.000</b>	<b>0.569</b>	<b>1.054</b>	<b>0.000</b>	<b>1.054</b>
38	<b>Sub-Total</b>	<b>35.765</b>	<b>(0.732)</b>	<b>35.033</b>	<b>0.000</b>	<b>0.794</b>	<b>35.827</b>	<b>2.592</b>	<b>38.419</b>
39	Use of "future Expenditure" reserves	(0.159)	0.159	0.000			0.000	(2.259)	(2.259)
40	Use of "Other Specific" Reserves	(0.573)	0.573	0.000			0.000	(0.333)	(0.333)
42	<b>Core Budget</b>	<b>35.033</b>	<b>0.000</b>	<b>35.033</b>	<b>0.000</b>	<b>0.794</b>	<b>35.827</b>	<b>0.000</b>	<b>35.827</b>
43	Revenue Support Grant	(2.036)		(2.036)	(0.033)		(2.069)		(2.069)
44	Business Rate Top Up Grant	(3.318)		(3.318)	(0.054)		(3.372)		(3.372)
45	Rural Services Delivery Grant	(0.109)		(0.109)	0.000		(0.109)		(0.109)
46	S31 - under indexation of multiplier	(0.102)		(0.102)	(0.026)		(0.128)		(0.128)
47	S31: Fire Revenue Grant	(1.025)		(1.025)	0.000		(1.025)		(1.025)
48	2019/20 Pension Grant	(1.568)		(1.568)	0.000		(1.568)		(1.568)
49	Council Tax Precept	(23.494)		(23.494)	(0.812)		(24.306)		(24.306)
50	Council Tax Collection Fund	(0.141)		(0.141)	(0.115)		(0.256)		(0.256)
51	Business Rates baseline	(2.278)		(2.278)	(0.037)		(2.315)		(2.315)
52	Local Forecasts (to NNDR1)	0.069		0.069	0.002		0.071		0.071
53	S31 - Business Rate Reliefs	(0.393)		(0.393)	(0.007)		(0.400)		(0.400)
54	Buisness Rate Collection Fund	0.117		0.117	(0.037)		0.080		0.080
55	<b>Total Funding</b>	<b>(34.278)</b>	<b>0.000</b>	<b>(34.278)</b>	<b>(1.119)</b>	<b>0.000</b>	<b>(35.397)</b>	<b>0.000</b>	<b>(35.397)</b>
56	<b>Structural Gap</b>	<b>0.755</b>	<b>0.000</b>	<b>0.755</b>	<b>(1.119)</b>	<b>0.794</b>	<b>0.430</b>	<b>0.000</b>	<b>0.430</b>
58	to/(From) Budget Reduction Reserve	(0.455)		(0.455)			(0.455)	0.025	(0.430)
59	to/(From) General Reserve	(0.300)		(0.300)			(0.300)	0.300	0.000
60	<b>Use of Reserves</b>	<b>(0.755)</b>	<b>0.000</b>	<b>(0.755)</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.755)</b>	<b>0.325</b>	<b>(0.430)</b>
61	<b>Residual Gap</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(1.119)</b>	<b>0.794</b>	<b>(0.325)</b>	<b>0.325</b>	<b>0.000</b>

## Hereford & Worcester Fire Authority: Feb 2020

### Medium Term Financial Forecasts

Col Row	b	c 2020/21 Budget £m	d 2021/22 Forecast £m	e 2022/23 Forecast £m	f 2023/24 Forecast £m	g 2024/25 Forecast £m
1	Assumed Business Rate increase	2.00%	2.00%	2.00%	2.00%	2.00%
2	Assumed Tax-base Increase	1.40%	1.18%	1.23%	1.15%	1.16%
3	Assumed Band D Tax Increase	2.98%	1.96%	1.96%	1.96%	1.96%
4	<b>STRUCTURAL BUDGET GAP</b>	<b>35.827</b>	<b>35.827</b>	<b>35.827</b>	<b>35.827</b>	<b>35.827</b>
5	Expenditure from Reserves	2.592	4.158	0.169		
6		<b>38.419</b>	<b>39.985</b>	<b>35.996</b>	<b>35.827</b>	<b>35.827</b>
	<u>Pay Awards &amp; Inflation</u>					
7	Pay Awards		0.481	0.971	1.471	1.971
8	General Inflation Contingency		0.278	0.556	0.834	1.112
9	LGPS Revaluation		0.004	0.006	0.009	0.012
10	Capital Programme		0.100	0.100	0.100	0.200
11	Government PWLB Rates Premium		0.040	0.060	0.060	0.060
	<u>Efficiencies &amp; Other Savings</u>					
12	Crewing Changes		(0.250)	(0.250)	(0.250)	(0.250)
13	Fire Control Collaboration		(0.300)	(0.300)	(0.300)	(0.300)
14	Wyre Forest Hub		(0.100)	(0.100)	(0.100)	(0.100)
15	<b>GROSS BUDGET</b>	<b>38.419</b>	<b>40.238</b>	<b>37.039</b>	<b>37.651</b>	<b>38.532</b>
16	Reserves specific Expenditure	(2.592)	(4.158)	(0.169)		
17	<b>CORE BUDGET</b>	<b>35.827</b>	<b>36.080</b>	<b>36.870</b>	<b>37.651</b>	<b>38.532</b>
	<b>Funding</b>					
18	Revenue Support Grant	(2.069)				
19	Business Rate Top Up Grant	(3.372)	(5.350)	(5.457)	(5.566)	(5.677)
20	Rural Services Delivery Grant	(0.109)				
21	S31 - under indexation of multiplier	(0.128)				
22	S31: Fire Revenue Grant	(1.025)	(0.835)	(0.835)	(0.835)	(0.835)
23	One-off Pension Grant	(1.568)	(1.568)	(1.568)	(1.568)	(1.568)
24	Council Tax Precept	(24.306)	(25.059)	(25.865)	(26.676)	(27.203)
25	Council Tax Collection Fund	(0.256)				
26	Business Rates baseline	(2.315)	(2.654)	(2.707)	(2.761)	(2.816)
27	Local Forecasts (to NNDR1)	0.071	(0.042)	(0.043)	(0.044)	(0.045)
28	S31 - Business Rate Reliefs	(0.400)				
29	Business Rate Collection Fund	0.080	0.080	0.080	0.080	0.080
30	<b>PROJECTED RESOURCES</b>	<b>(35.397)</b>	<b>(35.428)</b>	<b>(36.395)</b>	<b>(37.370)</b>	<b>(38.064)</b>
31	<b>STRUCTURAL BUDGET GAP</b>	<b>0.430</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
32	Use of Budget Reduction Reserves	(0.430)	(0.652)	(0.475)	(0.281)	(0.468)
33	<b>RESIDUAL BUDGET GAP</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
	Total use of Budget Reduction Reserves over period			(2.306)		

## Hereford & Worcester Fire Authority: Feb 2020

### Medium Term Financial Forecasts - Budget Risks

Col Row	b	c 2021/22 Forecast £m	d 2022/23 Forecast £m	e 2023/24 Forecast £m	f 2024/25 Forecast £m
<b>1) Pension Grant not continued</b>					
1	<b>STRUCTURAL BUDGET GAP per MTFP</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
2	reduction in Grant	1.568	1.568	1.568	1.568
3	<b>Adjusted Structural Gap</b>	<b>2.220</b>	<b>2.043</b>	<b>1.849</b>	<b>2.036</b>
4	Use of Budget Reduction Reserves	(2.220)	(0.790)		(3.010)
5	<b>Adjusted Residual Gap</b>	<b>0.000</b>	<b>1.253</b>	<b>1.849</b>	<b>2.036</b>
<b>2) 3% pay award per year from 2021/22</b>					
6	<b>STRUCTURAL BUDGET GAP per MTFP</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
7	additional costs	0.250	0.500	0.750	1.000
8	<b>Adjusted Structural Gap</b>	<b>0.902</b>	<b>0.975</b>	<b>1.031</b>	<b>1.468</b>
9	Use of Budget Reduction Reserves	(0.902)	(0.975)	(1.031)	(0.102)
10	<b>Adjusted Residual Gap</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.366</b>
<b>3) loss of New Dimensions Grant</b>					
11	<b>STRUCTURAL BUDGET GAP per MTFP</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
12	loss of grant	0.835	0.835	0.835	0.835
13	Potential reduction in costs	(0.100)	(0.200)	(0.200)	(0.200)
14	<b>Adjusted Structural Gap</b>	<b>1.387</b>	<b>1.110</b>	<b>0.916</b>	<b>1.103</b>
15	Use of Budget Reduction Reserves	(1.387)	(1.110)	(0.513)	
16	<b>Adjusted Residual Gap</b>	<b>0.000</b>	<b>0.000</b>	<b>0.403</b>	<b>1.103</b>
<b>4) Annual grant reduction of 5%</b>					
17	<b>STRUCTURAL BUDGET GAP per MTFP</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
18	reduction in Grant	0.268	0.629	0.979	1.319
19	<b>Adjusted Structural Gap</b>	<b>0.920</b>	<b>1.104</b>	<b>1.260</b>	<b>1.787</b>
20	Use of Budget Reduction Reserves	(0.920)	(1.104)	(0.986)	
21	<b>Adjusted Residual Gap</b>	<b>0.000</b>	<b>0.000</b>	<b>0.274</b>	<b>1.787</b>
<b>5) future Band D Growth at 3%</b>					
22	<b>STRUCTURAL BUDGET GAP per MTFP</b>	<b>0.652</b>	<b>0.475</b>	<b>0.281</b>	<b>0.468</b>
23	additional precept yield	(0.255)	(0.529)	(0.825)	(1.127)
24	<b>Adjusted Structural Gap</b>	<b>0.397</b>	<b>(0.054)</b>	<b>(0.544)</b>	<b>(0.659)</b>
25	Use of Budget Reduction Reserves	(0.397)			
26	<b>Adjusted Residual Gap</b>	<b>0.000</b>	<b>(0.054)</b>	<b>(0.544)</b>	<b>(0.659)</b>

## Hereford & Worcester Fire Authority: Feb 2020

### Council Tax Requirement Calculation 2020/21

	2020/21 Expenditure	2020/21 Income	2020/21 Reserves	2020/21 Total
<b>Core Budget</b>	£35,932,200.00	(£105,200.00)		<b>£35,827,000.00</b>
Funded by Future Expenditure Reserves	£2,259,000.00		(£2,259,000.00)	<b>£0.00</b>
Funded by Other Specific Reserves	£333,000.00		(£333,000.00)	<b>£0.00</b>
	<b>£38,524,200.00</b>	<b>(£105,200.00)</b>	<b>(£2,592,000.00)</b>	<b>£35,827,000.00</b>
Funded by Budget Reduction Reserves			(£430,000.00)	<b>(£430,000.00)</b>
	<b>£38,524,200.00</b>	<b>(£105,200.00)</b>	<b>(£3,022,000.00)</b>	<b>£35,397,000.00</b>
<b>Less: Formula/Support Grants:</b>				
Revenue Support Grant		(£2,068,858.00)		<b>(£2,068,858.00)</b>
Business Rate Top Up Grant		(£3,372,278.00)		<b>(£3,372,278.00)</b>
<b>Less: Other Grants</b>				
S31: Fire Revenue Grant (Firelink/New Dimensions)		(£1,025,000.00)		<b>(£1,025,000.00)</b>
Rural Services Delivery Grant		(£109,125.00)		<b>(£109,125.00)</b>
2019/20 Pension Grant		(£1,568,000.00)		<b>(£1,568,000.00)</b>
<b>Less: Retained Share of Business Rates (1%)</b>				
Baseline		(£2,315,000.00)		<b>(£2,315,000.00)</b>
Local Forecasts		£71,000.00		<b>£71,000.00</b>
Collection Fund Deficit/(Surplus)		£80,000.00		<b>£80,000.00</b>
S31: Under-indexation of multiplier		(£128,000.00)		<b>(£128,000.00)</b>
S31: Business Rate Initiatives		(£400,000.00)		<b>(£400,000.00)</b>
<b>GROSS PRECEPT</b>	<b>£38,524,200.00</b>	<b>(£10,940,461.00)</b>	<b>(£3,022,000.00)</b>	<b>£24,561,739.00</b>
	<b>S42A (2)(a)</b>	<b>S42A (3)(a)</b>	<b>S42A (3)(b)</b>	
<u>Less: Collection Fund Deficits/(Surpluses)</u>				
Bromsgrove				(£83,211.00)
Herefordshire				(£66,800.00)
Malvern Hills				£0.00
Redditch				(£41,638.00)
Worcester				(£24,355.00)
Wychavon				(£63,359.00)
Wyre Forest				£23,689.00
<b>Total Collection Fund Deficit/(Surplus) S42A (10)</b>				<b>(£255,674.00)</b>
<b>COUNCIL TAX REQUIREMENT S42A (4)</b>				<b>£24,306,065.00</b>
<b>Tax-base : Band D Equivalent</b>				
Bromsgrove			37,208.98	
Herefordshire			69,756.27	
Malvern Hills			31,397.53	
Redditch			26,276.50	
Worcester			32,242.80	
Wychavon			51,834.52	
Wyre Forest			33,945.00	<b>£282,661.60</b>
Precept - Band D Equivalent				£85.989979
<b>Band D</b> (rounded to 2 decimal places) <b>S42B</b>				<b>£ 85.99</b>
<b>Equivalent to Tax at Band (Ratio to Band D) S47</b>		<b>2019/20</b>	<b>increase</b>	<b>2020/21</b>
A 6/9	£	56.2300	1.96%	£ 57.3300
B 7/9	£	65.6000	1.95%	£ 66.8800
C 8/9	£	74.9700	1.96%	£ 76.4400
<b>D 9/9</b>	<b>£</b>	<b>84.3400</b>	<b>1.96%</b>	<b>£ 85.9900</b>
E 11/9	£	103.0800	1.96%	£ 105.1000
F 13/9	£	121.8200	1.96%	£ 124.2100
G 15/9	£	140.5700	1.96%	£ 143.3200
H 18/9	£	168.6800	1.96%	£ 171.9800
<b>Total Precept on Billing Authorities S48</b>				
Bromsgrove				£3,199,599.40
Herefordshire				£5,998,340.18
Malvern Hills				£2,699,872.94
Redditch				£2,259,515.68
Worcester				£2,772,557.69
Wychavon				£4,457,249.28
Wyre Forest				£2,918,929.83
				<b>£24,306,065.00</b>
check				£0.00

**Hereford & Worcester Fire Authority 2020-21****Reserves Strategy**

Col Row		2	3	4	5	6	7
		Future Expend. Reserves £m	Other Specific Reserves £m	Budget Reduction Reserves £m	TOTAL Ear-marked Reserves £m	General Balances £m	TOTAL Revenue Reserves £m
1	<b>31-Mar-2019: Actual</b>	<b>6.854</b>	<b>1.795</b>	<b>4.119</b>	<b>12.768</b>	<b>1.838</b>	<b>14.606</b>
	<u>Re-classification</u>						
2	Safety Initiatives		0.158	(0.158)	0.000		0.000
3	Pensions Reserve		(0.075)	0.075	0.000		0.000
4	YFA/ICT Reserves	(0.050)	0.050		0.000		0.000
5	<b>31-Mar-2019: Re-stated</b>	<b>6.804</b>	<b>1.928</b>	<b>4.036</b>	<b>12.768</b>	<b>1.838</b>	<b>14.606</b>
	<u>2019/20</u>						
6	funding Property Maintainance	(0.192)			(0.192)		(0.192)
7	funding Mobile Data Terminals on appliances	(0.318)			(0.318)		(0.318)
8	funding some ESMCP costs	(0.100)			(0.100)		(0.100)
9	funding initial costs of RPE replacement				0.000		0.000
10	funding other equipment replacement	(0.084)			(0.084)		(0.084)
11	funding works at Wyre Forest (HVP)		(0.381)		(0.381)		(0.381)
12	funding Drones		(0.011)		(0.011)		(0.011)
13	funding additional analyst post		(0.035)		(0.035)		(0.035)
14	funding DCP consultation		(0.016)		(0.016)		(0.016)
15	2019/20 Capital Financing - underspend	0.250			0.250		0.250
16	2019/20 July 2017 Pay Award - underspend	0.285			0.285		0.285
17	2019/20 - Injury Pension underpayment back-dating		(0.130)		(0.130)		(0.130)
18	Smoothing the Budget Gap			(0.455)	(0.455)	(0.300)	(0.755)
19		<b>(0.159)</b>	<b>(0.573)</b>	<b>(0.455)</b>	<b>(1.187)</b>	<b>(0.300)</b>	<b>(1.487)</b>
20	<b>31-Mar-2020: Budget</b>	<b>6.645</b>	<b>1.355</b>	<b>3.581</b>	<b>11.581</b>	<b>1.538</b>	<b>13.119</b>
	<u>2020/21</u>						
21	funding Property Maintainance	(0.222)			(0.222)		(0.222)
22	funding some ESMCP costs	(0.100)			(0.100)		(0.100)
23	funding some C&C costs	(0.200)			(0.200)		(0.200)
24	funding FS replacement works	(0.500)			(0.500)		(0.500)
25	funding potential settlement of Jul 2017 pay award	(0.837)			(0.837)		(0.837)
26	funding potential HMRC tribunal	(0.400)			(0.400)		(0.400)
27	funding additional analyst post		(0.026)		(0.026)		(0.026)
28	funding safety initiatives		(0.158)		(0.158)		(0.158)
29	funding other one-off costs		(0.149)		(0.149)		(0.149)
30	Smoothing the Budget Gap			(0.430)	(0.430)		(0.430)
31		<b>(2.259)</b>	<b>(0.333)</b>	<b>(0.430)</b>	<b>(3.022)</b>	<b>0.000</b>	<b>(3.022)</b>
32	<b>31-Mar-2021: Estimate</b>	<b>4.386</b>	<b>1.022</b>	<b>3.151</b>	<b>8.559</b>	<b>1.538</b>	<b>10.097</b>
	<u>2021/22</u>						
33	funding Property Maintainance	(0.192)			(0.192)		(0.192)
34	funding some ESMCP costs	(1.399)			(1.399)		(1.399)
35	funding balance of RPE replacement	(1.000)			(1.000)		(1.000)
36	funding FS replacement works	(0.500)			(0.500)		(0.500)
37	funding some C&C costs	(1.067)			(1.067)		(1.067)
38	Smoothing the Budget Gap			(0.652)	(0.652)		(0.652)
39		<b>(4.158)</b>	<b>0.000</b>	<b>(0.652)</b>	<b>(4.810)</b>	<b>0.000</b>	<b>(4.810)</b>
40	<b>31-Mar-2022: Estimate</b>	<b>0.228</b>	<b>1.022</b>	<b>2.499</b>	<b>3.749</b>	<b>1.538</b>	<b>5.287</b>
	<u>2022/23</u>						
41	funding Property Maintainance	(0.169)			(0.169)		(0.169)
42	Smoothing the Budget Gap			(0.475)	(0.475)		(0.475)
43		<b>(0.169)</b>	<b>0.000</b>	<b>(0.475)</b>	<b>(0.644)</b>	<b>0.000</b>	<b>(0.644)</b>
44	<b>31-Mar-2023: Estimate</b>	<b>0.059</b>	<b>1.022</b>	<b>2.024</b>	<b>3.105</b>	<b>1.538</b>	<b>4.643</b>
	<u>2023/24</u>						
45	Smoothing the Budget Gap			(0.281)	(0.281)		(0.281)
46	<b>31-Mar-2024: Estimate</b>	<b>0.059</b>	<b>1.022</b>	<b>1.743</b>	<b>2.824</b>	<b>1.538</b>	<b>4.362</b>
	<u>2024/25</u>						
47	Smoothing the Budget Gap			(0.468)	(0.468)		(0.468)
48	<b>31-Mar-2025: Estimate</b>	<b>0.059</b>	<b>1.022</b>	<b>1.275</b>	<b>2.356</b>	<b>1.538</b>	<b>3.894</b>

**Hereford & Worcester Fire Authority 2020/21****Reserves Strategy**

Col Row	2	3	4	5	6	7	8
	Restated	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25
	£m	£m	£m	£m	£m	£m	£m
	<b><u>Future Expenditure Reserves</u></b>						
1	Equipment Reserve	0.461	0.059	0.059	0.059	0.059	0.059
2	ESMCP Reserve	1.599	1.499	1.399	-	-	-
3	C&C Reserve	1.267	1.267	1.067	-	-	-
4	RPE Reserve	1.000	1.000	1.000	-	-	-
5	Property Maintenance Reserve	0.775	0.583	0.361	0.169	-	-
6	Pay Award Reserve	0.552	0.837	-	-	-	-
7	Broadway Reserve	0.750	1.000	0.500	-	-	-
8	Pensions HMRC Tribunal Reserve	0.400	0.400	-	-	-	-
9		6.804	6.645	4.386	0.228	0.059	0.059
	<b><u>Other Specific Reserves</u></b>						
10	Pensions Reserve	0.422	0.292	0.292	0.292	0.292	0.292
11	Safety Initiatives Reserve	0.158	0.158	-	-	-	-
11	Operational Activity Reserve	0.600	0.600	0.600	0.600	0.600	0.600
12	New Dimensions Reserve	0.381	-	-	-	-	-
13	Development Reserve	0.237	0.175	-	-	-	-
14	Insurance Excess Reserve	0.130	0.130	0.130	0.130	0.130	0.130
15		1.928	1.355	1.022	1.022	1.022	1.022
	<b><u>Budget Reduction Reserves</u></b>						
16	Grant Phasing Reserve	0.386	0.006	-	-	-	-
17	Business Rates Collection Fund Reserve	-	-	-	-	-	-
18	Pension Cost Reserve	0.075	-	-	-	-	-
19	Budget Reduction Reserve	3.575	3.575	3.151	2.499	2.024	1.743
20		4.036	3.581	3.151	2.499	2.024	1.743
24	<b>Total Earmarked Reserves</b>	<b>12.768</b>	<b>11.581</b>	<b>8.559</b>	<b>3.749</b>	<b>3.105</b>	<b>2.824</b>
25	<b>General (Un-earmarked) Reserves</b>	<b>1.838</b>	<b>1.538</b>	<b>1.538</b>	<b>1.538</b>	<b>1.538</b>	<b>1.538</b>
26	<b>Total Reserves</b>	<b>14.606</b>	<b>13.119</b>	<b>10.097</b>	<b>5.287</b>	<b>4.643</b>	<b>3.894</b>
27	<i>June 2019 MTFP Update Estimates</i>	<i>14.606</i>	<i>10.980</i>	<i>6.323</i>	<i>3.028</i>	<i>2.859</i>	<i>2.859</i>

	Jun 2019 MTFP Estimate	change	Feb 2020 MTFP Estimate
	£m	£m	£m
<u>Estimate at 31-Mar-2025</u>			
Future Expenditure Reserves	0.059	-	0.059
Other Specific Reserves	1.251	0.229	1.022
Budget Reduction Reserves	0.011	1.264	1.275
Total Earmarked Reserves	1.321	1.035	2.356
General (Un-earmarked) Reserves	1.538	-	1.538
Total Reserves	2.859	1.035	3.894

## Hereford & Worcester Fire Authority: Feb 2020 Fees & Charges for 2020/21

	2019/20			last yr change
	NET	VAT	TOTAL	
Attendance by pumping appliance (inclusive of crew)	£ 246.67	£ 49.33	<b>£ 296.00</b>	£ 6.00
Attendance by special appliance (inclusive of crew)	£ 328.33	£ 65.67	<b>£ 394.00</b>	£ 8.00
Attendance by ancillary vehicles	£ 83.33	£ 16.67	<b>£ 100.00</b>	£ 2.00
High Volume Pump (HVP) deployment and recovery	£ 1,227.50	£ 245.50	<b>£ 1,473.00</b>	£ 29.00
And per hour	£ 386.67	£ 77.33	<b>£ 464.00</b>	£ 9.00
Attendance by personnel: (per hour)				
- Firefighter, Crew and Watch Commander	£ 37.50	£ 7.50	<b>£ 45.00</b>	£ 1.00
- Station Commander	£ 43.33	£ 8.67	<b>£ 52.00</b>	£ 1.00
- Officers above Station Commander	£ 50.83	£ 10.17	<b>£ 61.00</b>	£ 1.00
- Others, support staff, mechanics	£ 19.17	£ 3.83	<b>£ 23.00</b>	£ -
Interviewing officers x rate of role				
Costs of travel and subsistence incurred	£ 171.67	£ 34.33	<b>£ 206.00</b>	£ 2.00

	Last Increase	This Increase	2020/21			change
			NET	VAT	TOTAL	
Attendance by pumping appliance (inclusive of crew)	01-Apr-2019	2.0%	£ 251.67	£ 50.33	<b>£ 302.00</b>	£ 6.00
Attendance by special appliance (inclusive of crew)	01-Apr-2019	2.0%	£ 335.00	£ 67.00	<b>£ 402.00</b>	£ 8.00
Attendance by ancillary vehicles	01-Apr-2019	2.0%	£ 85.00	£ 17.00	<b>£ 102.00</b>	£ 2.00
High Volume Pump (HVP) deployment and recovery	01-Apr-2019	2.0%	£ 1,251.67	£ 250.33	<b>£ 1,502.00</b>	£ 29.00
And per hour	01-Apr-2019	1.9%	£ 394.17	£ 78.83	<b>£ 473.00</b>	£ 9.00
Attendance by personnel: (per hour)						
- Firefighter, Crew and Watch Commander	01-Apr-2019	2.2%	£ 38.33	£ 7.67	<b>£ 46.00</b>	£ 1.00
- Station Commander	01-Apr-2019	1.9%	£ 44.17	£ 8.83	<b>£ 53.00</b>	£ 1.00
- Officers above Station Commander	01-Apr-2019	1.6%	£ 51.67	£ 10.33	<b>£ 62.00</b>	£ 1.00
- Others, support staff, mechanics	01-Apr-2017	0.0%	£ 19.17	£ 3.83	<b>£ 23.00</b>	£ -
Interviewing officers x rate of role						
Costs of travel and subsistence incurred	01-Apr-2019	1.9%	£ 175.00	£ 35.00	<b>£ 210.00</b>	£ 4.00