



29 January 2013

- (1) **MEMBERS OF THE AVON FIRE AUTHORITY**  
Councillors Abraham, Alexander, Ann, Ball, Barrett (C), Barrett (N), Cave, Comer, Cook, Cranney, Davies, Davis, Drew, Gregor, Hale, Hugill, Jackson, Judd, Leaman, Lovell, Marter, Payne, Sandry, Townsend and Walker.
- (2) **APPROPRIATE OFFICERS**
- (3) **PRESS AND PUBLIC**

Dear Member

You are invited to attend the Avon Fire Authority meeting being held at **2.00pm on Friday 8 February 2013**. The meeting will be held in the main conference room, Avon Fire and Rescue Service HQ, Temple Back, Bristol.

The Agenda is set out overleaf.

Yours sincerely

Geraldine Gee  
**Clerk to the Fire Authority**

**PROVIDING AVON FIRE & RESCUE SERVICE**

Clerk to Avon Fire Authority – Geraldine Gee LLM FRSA, Solicitor  
Avon Fire & Rescue Service Headquarters, Temple Back, Bristol BS1 6EU  
Telephone 0117 926 2061 Extension 283 Fax 0117 927 2908  
[theclerk@avonfire.gov.uk](mailto:theclerk@avonfire.gov.uk)



**Working in partnership with the Gambia Fire & Rescue Service (GF&RS)**

## **Notes:**

**Inspection of Papers:** Any person wishing to inspect Minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Lynette White, who is available by telephoning 0117 926 2061 ext. 233 or by visiting Avon Fire & Rescue Headquarters, Temple Back, Bristol (during normal office hours).

**Attendance Register:** Members should sign the Register which will be circulated at the meeting.

The appended supporting documents are identified by agenda item number.

### **Emergency Evacuation Procedure:**

- The fire alarm or notification of any other threat is a continuous siren.
- In such cases Members must leave the building by the nearest exit.
- In the event of explosion or smoke where controlled evacuation is not possible, Members must follow fire exit signs.
- All corridors are lit with emergency lighting.
- The assembly point is the Station Drill Yard at the rear of the Brigade Headquarters complex.

### **Code of Conduct – Declaration of Interests**

Any Member in attendance who has a personal interest in any matter to be considered at this meeting must disclose the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent. A member having a prejudicial interest must withdraw from the meeting room whilst the matter is considered.

## **A G E N D A**

- 1 APOLOGIES FOR ABSENCE** (Members are reminded there is no power to appoint substitutes on the Avon Fire Authority)
- 2 EMERGENCY EVACUATION PROCEDURES** – The Chair will draw attention to the emergency evacuation procedures as set out in Note 4 appearing on page 2 of this release.
- 3 DECLARATION OF INTERESTS**  
The Chair will draw attention to the requirements of the Code of Conduct as set out in note 5 appearing on page 2 of this release.
- 4 MINUTES OF AVON FIRE AUTHORITY HELD ON 14 DECEMBER 2012**
- 5 PUBLIC ACCESS (Time Limit – 30 minutes)**  
  
Under Standing Order 21 and providing 2 clear working days-notice has been given to the Clerk, any resident of Bristol, South Gloucestershire, Bath and North East Somerset or North Somerset Council may address the Avon Fire Authority (for no more than 5 minutes) to present a petition, make a statement, or as leader of a deputation.
- 6 MINUTES OF SPECIAL PURPOSES COMMITTEE HELD ON 14 DECEMBER 2012**
- 7 50 WAYS TO SAVE**
- 8 FIRE & RESCUE SERVICE EFFICIENCY REVIEW**
- 9 REVENUE BUDGET 2013-14 & MEDIUM TERM FINANCIAL PLAN**
- 10 PERFORMANCE AND RISK MANAGEMENT UPDATE**
- 11 SICKNESS ABSENCE UPDATE**
- 12 ENERGY & ENVIRONMENTAL PERFORMANCE UPDATE**

## **AVON FIRE AUTHORITY**

**14 DECEMBER 2012**

**PRESENT:** Councillors Abraham, Alexander, Ann, Ball, Barrett (C), Barrett (N), Cave, Comer, Cranney, Davies, Davis, Drew, Gregor, Hale, Jackson, Leaman, Lovell, Marter, Sandry, Townsend and Walker.

The Chief Fire Officer introduced personnel who demonstrated the new Personal Protective Equipment (PPE) which provides the best level of protection for firefighters. The outer material is subject to rigorous testing by PBI which provides more protection for personnel.

### **49 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Cook, Hugill, Judd and Payne.

**50 EMERGENCY EVACUATION PROCEDURES** – The Chair drew attention to the emergency evacuation procedures as set out in the Agenda.

**51 DECLARATION OF INTERESTS** – The Chair drew attention to the requirements of the Code of Conduct as set out in the Agenda. Councillor Hale declared an interest as Health & Safety advisor for Road Safety.

### **52 MINUTES OF AVON FIRE AUTHORITY HELD ON 28 SEPTEMBER 2012**

**RESOLVED** that the minutes be agreed as a true record and signed by the Chair.

### **53 ANNUAL AUDIT LETTER 2011-12**

Members received the Annual Audit Letter which provided an overall summary of the Audit Commission's assessment of the Fire Authority.

**RESOLVED** that the report be noted.

### **54 CALENDAR OF MEETINGS 2013-14**

Members considered the proposed revised meeting dates for 2013-14.

**RESOLVED** that the report be approved.

### **55 MEMBERS ALLOWANCES 2013-14**

Members considered options to adopt a revised Scheme of Allowances for 2013-14. Option I approved which means that the allowances are to remain the same as the current year. Councillor Jackson stated that in his view the wording used in the second paragraph of page 3 of the report did not reflect the total work and commitment of Elected Members of the Fire Authority.

**RESOLVED** that the report be noted and Option 1 (a further freeze of allowances) to be followed.

**56 CAPITAL PROGRAMME AND REVENUE MONITOR 2012-13**

Members received the paper on the first assessment of the forecast outturn position on the revenue and capital budgets, and the prudential indicators for 2012-13. The paper also provided an update on other financial issues. The Treasurer updated on the austerity measures that are taking place and the outcome of the Autumn Statement and the forthcoming Grant Settlement announcement that is due late in December.

**RESOLVED** that Members noted the report and the estimated movements in reserves.

**57 2013-14 BUDGET STRATEGY & MEDIUM TERM FINANCIAL PLAN (MTFP) FOR 2013-17**

Members considered the report providing an update on the development of the 2013-14 budget and the Medium Term Financial Plan (MTFP) for 2013-17. The Grant Settlement announcement is due shortly so assumptions have therefore been included in the report. An Option analysis was outlined by the Treasurer which also gave cumulative financial impacts of the options for Council Tax/Freeze Grants. A risk and sensitivity analysis was also provided for Members. The Chief Fire Officer updated on lobbying that has been taking place with local MPs and a response is awaited from Ministers on the proposals suggested to make Council Tax referendum limits to be expressed in cash terms rather than as a percentage.

**RESOLVED** that Members:

- i) Approved the approach and the current assumptions being used to develop the 2013/14 budget. Members noted the budget options contained within the report and the financial issues and agreed to its release for consultation;
- ii) Noted the need to agree a budget after giving further consideration to the issues raised in this report, responses to consultation, result of representations and any further information that is forthcoming. A further report will be presented to Members at the meeting on the 8th February 2013;
- iii) Maintain the level of working balance at £1.5m (approximately 3% of the proposed 2013/14 budget). To maintain the Austerity Reserve, estimated to be £4.1m, to facilitate changes necessary to balance forthcoming budgets. Members noted the projected level of reserves contained within Appendix A;
- iv) Noted the current position in terms of the development for the MTFP as set out in paragraph 54 the high level of savings target contained within it and the identified financial risks;

- v) Noted the changes in local government financing and the impact on the Authorities resources.

## **58 GAMBIA & AVON FIRE SERVICES IN PARTNERSHIP (GAFSIP) UPDATE**

Members considered a report providing an update on the on-going work of the partnership and the visit that Councillor Drew undertook earlier this year.

**RESOLVED** that the contents of the report be noted.

## **59 COMMUNITY SAFETY**

Members received a report highlighting the work of the Community Safety Unit and the Authority's educational engagement programme with young people in mainstream education. In addition, the report highlighted work being undertaken with regard to the Fire Setter Intervention Programme and Student Safety campaigns. An update was given on a new venture "The Station" provided for youths in the area and a video was shown of the old Bridewell Station as well as a video entitled "Fatal Distraction" on Student Safety.

**RESOLVED** that

- i) Members noted the on-going work of the Community Safety Unit; and Endorsed and supported the work being developed.

## **60 RISK PLANNING UPDATE**

Members considered an update on the current developments and initiatives taking place in relation to risk planning and civil contingencies. Councillor Marter questioned whether additional funding could be sought from Government to deal with the 'new threat' of flooding. The Chief Fire Officer pointed out that responding to flooding is not a statutory requirement on Fire and Rescue Authorities.

**RESOLVED** that

- i) The contents of the report were noted;
- ii) Members to receive further progress reports on the issues identified;
- ii) Members endorsed and supported the work being developed in the risk planning area.

## **61 ENERGY & ENVIRONMENTAL PERFORMANCE**

Members considered a report outlining current energy and environmental performance indicators as at the end of September 2012.

**RESOLVED** that the contents of the report were noted.

## **62 SICKNESS ABSENCE UPDATE**

Members considered a report providing an update on the current position in relation to sickness absence.

**RESOLVED** that the contents of the report were noted.

## **63 INTEGRATED RISK MANAGEMENT PLAN (IRMP) UPDATE**

Members considered a report seeking proposed changes to the Response Standards and to the weight of response to Automatic Fire Alarms.

**RESOLVED** that

- i) Members endorsed the recommendations of the Performance Risk Management Forum (PRMF) to amend the response standards and to introduce a new approach to weight of response to Automatic Fire Alarms (AFA).
- ii) Members noted the amended response standards will more accurately reflect the response to rural communities and measure the first life-saving intervention in 15 minutes.
- iii) Members endorsed the recommendations of the PRMF to trial the new approach to weight of response to Automatic Fire Alarms for a period of 12 months from 1 January 2013, with an evaluation report produced after nine months.
- iv) Members approved the amendments to the response standards to be implemented from 1 January 2013.

## **64 OPERATIONAL TRAINING UNIT UPDATE**

Members received a report highlighting current developments and initiatives taking place in relation to the work of the Operational Training Unit.

**RESOLVED** that the report be noted.

## **65 HEALTH, SAFETY & WELFARE UPDATE**

Members received a report updating on specific areas of work carried out by the Health & Safety Forum and the developments and initiatives taking place. Councillor Jackson stated that AF&RS driver training is second to none. He stated that the number of driver related incidents should be noted in the context of the total number of vehicle movements.

**RESOLVED** that the report be noted.

## **66 FIRES & OTHER INCIDENTS – SEPTEMBER & OCTOBER 2012**

Members received a report outlining the significant incidents of note occurring during September and October 2012. Members also received an update on the recent flooding incidents that occurred during November. Councillor Marter expressed his thanks to crews who attended the numerous flooding incidents that occurred in North Somerset area.

**RESOLVED** that the report be noted.

## **67 EXCLUSION OF PRESS AND PUBLIC to resolve:**

“That the public be excluded from the meeting during the following items of business on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public are present during these items there will be a disclosure to them of exempt information as defined in Section 100 I and Paragraph 9 of Part 1 of Schedule 12A of the Local Government Act 1972.”

## **68 PUMPING APPLIANCES PROCUREMENT**

Members received a report seeking a decision in relation to the contract for the provision of Pumping Appliances.

**RESOLVED** that

- i) Members approved the basis of the evaluation;
- ii) Members confirmed the award of the contract for the provision of up to 32 pumping appliances, with on-going warranty and maintenance requirements, to John Dennis Coachbuilders from April 2013 to March 2021.

## **69 AIR SUPPORT PROCUREMENT**

Members received a report updating on the air support project and the outcome of the recent procurement process done on our behalf by Devon & Somerset Fire & Rescue Service. Councillor Jackson stated that he did not think that the report given by the Chief Fire Officer accurately reflected the position in relation to rescue tenders and combined rescue pumps. He believed this was a later decision and not related to the air support project.

The Chief Fire Officer responded by referring Councillor Jackson to the original outline financial case, which made a comparison of the costs of providing/operating 4 rescue tenders and the potential costs of air support. That outline financial case demonstrated that a new way of working (with helicopters) could have been funded by savings made by not replacing rescue tenders.

In any event combined rescue pumps are now operational, although the savings achieved are now subsumed into the austerity reserve. The Chief Fire Officer also advised that the Government may consider putting in a national capability for

air support for the fire and rescue service. Councillor Abraham reported that he accepted recommendation 1 and having looked at the considerations outlined in the report, he wished to keep air support alive and requested that recommendation 2 should be amended to read "Officers to explore other strategic options" and for "Officers to liaise with others on air cover in the fire and rescue service".

The Chief Fire Officer stated that he hoped that Members would recognise the value of the work that AF&RS has done on this project. He further stated that our work, experience, trials and operational readiness during the Olympics was recognised at national level, and that this could be fed into the various national groups looking into air support for the future.

Councillor Drew stated that we have done a lot of work in air support. We have gone as far as we can at present. The work now needs to be done nationally and our experience to be fed into that national project.

Councillor Sandry reported that he wished to move to the options put forward and to agree the recommendations. Councillor Barrett seconded this proposal and to move forward and carry on with both recommendations with the Chief Fire Officer providing regular updates to Members.

**RESOLVED** that

- i) Members confirmed that a contract would not be awarded at this time, on the basis of this specific procurement process; and
- ii) Officers were authorised to explore other possible strategic options in line with the discussions that took place.

The meeting closed at 4:42pm

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Chair

**AVON FIRE AUTHORITY  
SPECIAL PURPOSES COMMITTEE**

**14 DECEMBER 2012**

**PRESENT:** Councillors Abraham, Drew and Walker

**1 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Cook with Councillor Abraham substituting.

**2. EMERGENCY EVACUATION PROCEDURES**

The Chair drew attention to the Emergency Evacuation Procedure as set out in the Agenda.

**3. DECLARATION OF INTERESTS**

The Chair drew attention to the requirements of the Code of Conduct as set out in the Agenda.

**4. MINUTES OF SPECIAL PURPOSES COMMITTEE HELD 13 SEPTEMBER 2012**

**RESOLVED** that the minutes be approved as a correct record and signed by the Chair.

**5. EXCLUSION OF PRESS AND PUBLIC** To resolve:

“That the public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public are present during the items there will be a disclosure to them of exempt information as defined in Section 100 I and Paragraph 7 and Paragraph 9 of Part 1 of Schedule 12A of the Local Government Act 1972.”

**6. ILL HEALTH RETIREMENT**

Members received a report presented and were appraised of the facts and options.

**RESOLVED** that Members noted the report and agreed the ill health retirement at the lower tier with no additional payment under the Compensation Scheme.

**7. MAURAUDING TERRORIST FIREARMS ATTACK (MTFA)**

Members received a report and discussion occurred around the potential affect on the Fire Fighters Pension Scheme.

**RESOLVED** That Members:

- a) note the content of this report;
- b) extend the cover previously afforded to members of the MTFA Warm Zone Response Team during the Olympics 2012 by including any injury sustained during (or when training for) a New Threats response as a qualifying injury under the Firefighters' Compensation Scheme on an indefinite basis; and
- c) continue to endorse and support Avon Fire & Rescue Service's involvement in New Threats contingency planning as part of the national counter-terrorism (CT) response arrangements.

The meeting closed at 1.15pm.

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Chair

**AVON FIRE AUTHORITY**

MEETING:	<b>AVON FIRE AUTHORITY</b>
MEETING DATE:	8 February 2013
REPORT OF:	Chief Fire Officer / Chief Executive
SUBJECT:	50 Ways to Save

**SUMMARY**

This report is to provide Elected Members with an update on areas of work activity currently implemented against the savings initiatives set out in the '50 ways to save' guidance document published by the Secretary of State, the RT Hon Eric Pickles MP, December 2012.

To enable Elected Members to view current activity, Officers have produced a monitoring spreadsheet which contains details of:

- The Government guidance on 50 ways to save initiatives;
- an indication as to whether the saving initiative is applicable to AF&RS;
- actions currently implemented to ensure saving initiatives are met; and
- potential areas for improvement.

Members will recognise from the monitoring spreadsheet that AF&RS has made significant progress against all of the relevant initiatives.

External and Internal Audit are required to consider how well the Fire Authority manages its resources to deliver value for money and sustainable outcomes for local people. It is likely that the monitoring spreadsheet will be used by both Grant Thornton (External Audit) and Internal Audit (Bristol City Council) during their inspection process to inform an audit opinion of the Fire Authority.

Members who are involved in the Budget Working Group and the Performance and Risk Management Forum (PRMF) are actively encouraged to scrutinise the progress made against initiatives. The monitoring spreadsheet will be presented at the PRMF Forum as a standard agenda item to ensure continuous improvement and risk mitigation is evidenced in the areas identified.

**RECOMMENDATION**

That Members note the report.

**CONTENTS****BACKGROUND**

December 2012, Communities Secretary of State, the Rt Hon Eric Pickles MP issued guidance to Local Authorities and other public sector organisations on potential saving

initiatives. Entitled '50 ways to save' the document lists a wide variety of practical tips and guidance for Local Authorities to share running costs.

## **CONSIDERATIONS**

### **CONTRIBUTION TO KEY POLICY PRIORITIES**

It is recognised that effective systems of internal control are key to achieving the corporate objectives and of the Authority. In particular:

- Avon Fire and Rescue Service - Corporate Plan 2011 - 2015
- The Fire Service National Framework (2012)
- The Fire and Rescue Service Equality and Diversity Strategy 2008 – 2018

### **FINANCIAL IMPLICATIONS**

It is acknowledged that proficient, robust and effective planning, performance and risk management will result in economic efficiencies and evidence that the Service is providing its communities with good value for money services. Risk assessments are being carried out to ensure that decisions include financial assessments; this is particularly important throughout the austerity period.

### **LEGAL IMPLICATIONS**

The Audit Commission is required to comply with the statutory requirements governing audit work. In particular: the Audit Commission Act 1998 and the Code of Audit Practice. The Authority is under a duty to ensure proper governance and fiscal arrangements are in place and complied with.

It is likely that the monitoring spreadsheet will be used by both Grant Thornton (External Audit) and Internal Audit (Bristol City Council) during their inspection process to inform their audit opinion of the Authority.

### **DIVERSITY IMPLICATIONS**

Equality impact assessments are carried out in all aspects of the Service. These are monitored and reviewed as part of the performance management framework.

### **CORPORATE RISK ASSESSMENT**

Providing evidence of outcomes in this area is a key control measure in reducing the Corporate Risks for the Authority. Corporate Risk assessments are regularly scrutinised by the Fire Authority, Service Management Team and the Performance & Risk Management Forum.

### **ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

Environmental/Sustainability saving initiatives and objectives which contribute to making an improvement in this area will be monitored closely at the Performance and Risk Management Forum.

### **CRIME AND DISORDER REDUCTION IMPLICATIONS**

Saving initiatives and objectives which contribute to making an improvement in this area will be monitored at the Performance and Risk Management Forum.

## **HEALTH & SAFETY IMPLICATIONS**

Saving initiatives and objectives which contribute to making an improvement in this area will be monitored at the Performance and Risk Management Forum.

<b>List of background documents:</b>
DCLG publication '50 Ways to Save' Dec 2012, Corporate Plan (2011-2015), The Fire Service National Framework 2012, F&RS Equality and Diversity Strategy (2008-2018)
Report Contact(s): Dave Salmon - Director of Operational and Corporate Assurance ext 231

**50 Ways To Save - DCLG 20 December 2012**

	<b>Saving initiative</b>	<b>DCLG guidance</b>	<b>Applicable to AF&amp;RS</b>	<b>Actions currently implemented</b>	<b>Potential areas for improvement</b>
1	<b>Share back office services</b>	Combine back office services and management costs to deliver potential savings	Yes	<p>As AF&amp;RS is a combined service serving 4 Unitary Authorities, in effect the services provided are an example of an efficient and effective shared service approach. This is evidenced by the fact that ratio of support staff to operational staff in AF&amp;RS is one of the lowest in the country. However, within the last year the support staff establishment has been rationalised by a further 23%, including a Board level Director, and a number of restructures have taken place to ensure only critical, cost effective, support roles remain.</p> <p>Through regional working many processes, policies, ways of working and good practices are already shared.</p> <p>Where it has proven in specific areas to be more cost effective to share specific systems with the unitary authorities, this has been implemented and includes, share payroll systems with Bristol City Council, pensions with B&amp;NES and a regional occupational health contract. There is a new shared service approach with South Gloucestershire Council to carry out Hay job evaluations.</p>	<p>Expand the use of the SWCDC facilities to other FRSs and private/public sector.</p> <p>A memorandum of understanding has been prepared to work in partnership with Bristol CC on the Equalities agenda. Should this prove to be successful, this is likely to be extended to include other Unitary Authorities.</p>

				<p>A number of discussions have taken place with the Unitary Authorities regarding the outsourcing or sharing of more support services but issues such as TUPE make this restrictive and it is apparent that AF&amp;RS current, rationalised support functions are a more cost effective and efficient option.</p> <p>In a number of functions the service retains a small in-house 'informed client' utilising various procurement methods to deliver VFM whilst retaining strategic control e.g. Premises management, waste management.</p>	
2	<b>Community Budgets - Bring staff and money together</b>	DCLG want to roll out Community Budgets to generate cashable savings. Examples: integrated health and adult social care delivery model, Intensive support and control package for young adults at risk of custodial sentences.	No but potentially	Limited scope for FRS - local authorities currently working in this way.	
3	<b>Use transparency to cut waste</b>	Publish spending, contracts, tenders over £500 and property data on online, creating an	Yes	AF&RS publishes all spending over £500. All tenders/contracts published on Blue Light.	

		army of armchair auditors to drive out waste and giving more power to councillors and individual to identify waste.			
4	<b>Tackle duplicate payments</b>	Councils/Authorities waste up to £147 million a year on duplicate payments, by paying bills more than once.	Yes	National Fraud Initiative carried out every two years will look for duplicate payments. Bristol City Council carry out financial audits every two years. Active internal systems of control are in place.	
5	<b>Clamp down on corporate charge cards</b>	Introduce greater financial controls on corporate charge cards and credit cards.	Yes	Only 9 members of staff have a corporate credit card. All expenditure is supported by receipts, claims are checked and processed by the finance department to ensure compliance with financial regulations.	Possible review of Corporate Credit Cards and expenses
6	<b>Special spending controls</b>	Review the processes for approving how spending is signed off.	Yes	Scheme of Delegation in place, reviewed annually. Purchases over £100k must be approved by Fire Authority. All purchases over £25k must be via a competitive process including sealed bids with relevant contractual documentation. All purchases over £6k must have three quotes. All budgets are approved by Elected Members. Procurement and financial regulations in place.	

7	<b>Tackle fraud</b>	The National Fraud Authority has estimated that councils could save £2.2 billion a year by cracking down on fraud and improving their prevention, detection and recovery of council fraud.	Yes	Internal control processes are in place with separation of duties. Two levels of approvals are required - line manager and central procurement team. National Fraud Initiative carried out every two years will look for duplicate payments. BCC carryout financial audits every two years.	
8	<b>Claw back money from benefit cheats</b>	Use the Proceeds of Crime Act to recover assets in the UK from individuals who have been fraudulently claiming benefits.	No		
9	<b>Get more for less by improving procurement</b>	Councils can group together to get better prices thanks to their purchasing power. Innovations like e-auctions can use the internet to get the best price and open up contracts to smaller firms.	Yes	Central procurement team in place. Use of Blue Light and Firebuy. Regional contract tender for numerous services including Occupational Health, utilities, financial services, uniform etc.  Procurement team source from most appropriate place including national frameworks, call off contracts, joint procurement initiatives with other LA's and Fire Authorities.	Continue to explore national/regional procurement options  Continue to identify optimum procurement method for relevant goods and services

10	<b>Buy together</b>	Public Buying Organisations facilitate collective buying of goods and services.	Yes	The central procurement team utilise PBO's where appropriate e.g. consortium, Government Procurement Service SW Secure Information Security Programme.	Continue to explore national/regional procurement options
11	<b>Stop the scope for procurement fraud</b>	Councils should follow the Chartered Institute of Public Finance and Accountancy's steps (Red Book 2 – Managing the Risk of Fraud – Actions to Counter Fraud and Corruption).	Yes	The Fire Authority has a well-developed and CIPS qualified central procurement team. Procurement is in-line with CIPS standards and up to date standing orders and financial regulations. Procurement team include three CIPS qualified staff. Corporate Governance Officer manages internal controls.	Use the Chartered Institute of Public Finance and Accountancy's steps (Red Book 2 – Managing the Risk of Fraud – Actions to Counter Fraud and Corruption) to reduce the likelihood of fraud occurring.
12	<b>Utilise £16 billion of reserves creatively</b>	Make creative use of reserves to address short-term costs, such as restructuring or investing now to realise savings in the longer-term (e.g. 'invest to save' projects).	Yes	Using reserves to aid the transition to restructure the organisation including premises and resource rationalisation. Continue to look at spend to save initiatives. Use of reserves to fund capital investment to deliver future revenue savings	Consider spend to save initiatives.

13	<b>Improve council tax collection rates</b>	Every penny of council tax that is not collected means a higher council tax for the law-abiding citizen who does pay on time. There is a total of £2.4 billion of uncollected council tax across England.	No	Mainly aimed at local authorities rather than fire authorities.	
14	<b>Encourage direct debit and e-billing for council tax</b>	DCLG has made it easier for councils to offer voluntary e-billing for council tax, by removing legal requirements to send voluminous documents by post with council tax bills. Councils can use their legal powers to offer discounts or incentive schemes for e-billing.	No	Mainly aimed at local authorities rather than fire authorities.	
15	<b>Close council cash offices</b>	Allow residents to pay bills in local post offices	No	Mainly aimed at local authorities rather than fire authorities.	

16	<b>Better land and property management</b>	Make better use of their property assets, including sharing between public bodies.	Yes	Share location with Ambulance Service at Avonmouth, Portishead and Thornbury. B&NES one stop shop. Multi agency access points. PCSOs use Chew Magna & Keynsham. Shared facility at Severn Park with Glos and Devon & Somerset FRSs.	Develop business case to explore the expansion of the use of the SWCDC facilities to other FRSs and private/public sector. Premises Rationalisation Project (aka HQ redevelopment)
17	<b>Hot-desking, estate rationalisation and sub-letting</b>	Councils should undertake a comprehensive review of accommodation costs and identify savings through rationalisation, sub-letting and early lease breaks.	Yes	Asset Management Plan and Strategic Review. With reduction in headcount, currently reviewing most effective use of office space with a view to rationalisation and reducing costs.	Explore the possibility of leasing/sub-letting the Youth Development Centre to 3rd sector/ commercial businesses. Premises Rationalisation Project.
18	<b>Open a 'pop up' shop in spare office space</b>	DCLG has opened up a pop up shop in its reception in Eland House: this can help share costs and support local small firms	Yes	Could be considered subject to Members' approval.	

19	<b>Close subsidised council canteens</b>	Commercial sandwich deliverers and caterers will be happy to visit the council offices to have the opportunity to sell their produces. Alternatively, councils can lease some space to a commercial business or allow in a 'pop up' operator	Yes	Discontinued the Canteen contract in Sept 2012.	Review the use of Cooks on Stations
20	<b>Cancel away days in posh hotels and glitzy award ceremonies</b>	Use a council-owned property to hold any away day. Or borrow a room from a neighbouring council at no cost, and offer a free room to them for their away day. Similarly, stop paying to attend glitzy 'award ceremonies	Yes	Existing policy not to use non-AF&RS facilities. Cost of AF&RS award ceremony is covered entirely by sponsorship. Paid for CFO & Chair to attend Annual Spirit of Fire Awards in London for last 2 years. Pay to attend ASFA & CFOA awards but they are generally part of a wider networking conference. Sometimes receive invitations to national events at no cost.	Review attendance at meetings, events and courses to ensure VFM.
21	<b>Open a coffee shop in the library</b>	Lease some space in your local library to a coffee shop. This will generate	No	Mainly aimed at local authorities rather than fire authorities.	

		revenue and encourage more readers into the library			
22	<b>Cut senior pay</b>	The local government Transparency Code opens up middle management and senior pay to greater public scrutiny, and the Localism Act allows councillors via Full Council to set local 'pay policy statements' to get senior pay and perks (as well as pay offs) under control.	Yes	<p>Pay freeze current operating. CFO took a 22% salary reduction in 2011. Principal Officer salaries cut for all new posts as from 2011. Principal Officer three year pay freeze. Senior Pay Policy published on AF&amp;RS web site.</p> <p>The Service Management Board has also been reduced from 7 to 5 Principal Officer (Directors). A restructure has taken place and all Directors have broader and additional responsibilities to absorb this reduction.</p>	
23	<b>Share senior staff</b>	Combine chief executives with other councils or other public authorities.	Yes	Reduced by two Principal Officers (from 7 to 5) in 2012. Good track record of sharing regional staff. Approached neighbouring authorities to share. Shared senior policy procurement officer.	Looking to share some back office services with other Unitary Authorities and Fire Authorities.

24	<b>Scrapping the chief executive post entirely</b>	DCLG is making it easier to abolish such posts without councils having to fork out expensive 'golden goodbye' payoffs	Yes	Statutory requirement to have a CFO. Appointment of Principal Officers undertaken by the Fire Authority. Two principal officer posts not replaced in 2012.	
25	<b>Introduce a recruitment freeze</b>	Introduce a recruitment freeze, except for hard-to-fill vacancies.	Yes	Recruitment freeze in all areas of the service is currently operating except for risk critical posts sanctioned by SMB. Last Wholetime training school was Sept 2009.  A recruitment freeze, together with other initiatives to reduce staff numbers have resulted in 25% reduction on Operational Managers, 23% reduction in Support Staff, 15% less 'day duty' operational/specialist staff, 48 posts from the frontline establishment.	
26	<b>Freeze councillor allowances and end councillor pensions</b>	Councillors should be volunteers, not the bankrolled staff of the municipal state.	Yes	Members' allowances are not considered to be pensionable. Members' allowances frozen for last 3 years.	

27	<b>Cut spending on consultants and agency staff</b>	Councils spending on procured professional services (including consultants) increased by 50% to £4.5 billion from 2004-05 to 2009-10. Spending on agency workers increased by 46% to £900 million over the same period	Yes	<p>Where possible, existing internal staff are used for specific projects or specialist areas. Consultants are rarely engaged and would only be appointed following a business case to the Service Management Board. This would then be subject to robust procurement processes to ensure best value.</p> <p>Limited use of specialist/agency staff. This is only initiated following a business case considered by the Service Management Board who consider cost effectiveness, the risks and whether duties can be carried out by existing staff.</p> <p>Only four temporary contracts currently operating compared to 13 in 2011.</p>	
28	<b>End expensive 'leadership' courses</b>	Councils could review spending money on sending staff and councillors to expensive "leadership" training courses, such as Common Purpose.	Yes	One Group Manager enrolled on Common Purpose in 2012 but this will be reviewed in the next financial year. There is a need to train and develop managers but we do exercise restraint on courses attended. The sponsorship policy is being reviewed and each case will be considered based on benefits to the organisation. Two Executive Leadership Programme courses requests turned down in 2012.	Review of sponsorship and course attendance to ensure VFM.

29	<b>Cut spending on head hunters and expensive adverts</b>	Publish job vacancy information online	Yes	Have never used head hunters. Job advertisements are tailored as appropriate for each job. Job vacancies are published on line and in Job Centres where possible.	
30	<b>Review and reduce absenteeism</b>	Introduce new absence reporting measures	Yes	This is an area of excellence and AF&RS is nationally recognised for significant improvement to absence levels from 17 shifts to 7.64.	Draft Attendance Management Policy being negotiated to further reduce persistent absenteeism.
31	<b>Scrap trade union posts</b>	Get rid of unnecessary non-jobs such as taxpayer-funded, full-time trade union 'pilgrim' posts.	Yes	A fire station based operational firefighter is currently working day shifts to undertake TU duties. Role also incorporates equalities and health & safety duties.	
32	<b>Charge for collecting trade union subscriptions</b>	Councils can exercise existing legal rights to charge trade unions for the collection of trade union subscription fees via the municipal payroll (so-called 'check off' arrangements)	Yes	Could possibly do this but it would be difficult to quantify with the automated payroll system. Current contract for payroll provision is on a fixed rate basis which includes arranging all deductions from pay. Looking at other local authorities as to what charges are made. Charitable donations and sports and welfare contributions also go through the payroll system at no additional cost, therefore this would also be impacted.	

33	<b>Stop spending money on commercial lobbyists</b>	Some councils are continuing to hire lobbyists and expensive public affairs consultants despite the guidance in the Code of Recommended Practice on Local Authority Publicity	No	Never used or hired commercial lobbyists.	
34	<b>Stop translating documents into foreign languages</b>	Only publish documents in English.	Yes	AF&RS currently offer readers the opportunity to have corporate documents in other languages e.g. Corporate Plan and IRMP but take up on this is limited.	Only publish in different languages on request. We are also considering sign posting readers to on-line translation services.
35	<b>Reduce the number of publications and media monitoring</b>	Previously, DCLG spent £136,892 in 2008-09 and £113,308 in 2009-10 on newspapers and magazines; this has been cut to £62,074 in 2011-12, including by consolidating seven different sets of newspapers for	Yes	<p>Three copies of the Evening Post and Western Daily Post delivered. The internet provides a more cost effective way to monitor current news or publications concerning AF&amp;RS.</p> <p>The Service operates an 'intranet' that has resulted in a more cost effective way of communicating with staff.</p> <p>Other than statutory documents, publication of a fortnightly Bulletin are for internal use only and have been reviewed to ensure they are cost</p>	Consider access to internal Bulletin to be electronic only (including distribution to pensioners).

		Ministers each day to just one		effective.	
36	<b>Earn more from private advertising</b>	Include private advertising on council notice boards and examine the scope for private advertising in the council tax bill yearly mailing and on council property.	Yes	<p>Very limited, planning constraints on advertising outside premises (Bath Community Safety Centre and HQ). Majority of internal advertising is done via the Intranet.</p> <p>There is also the potential for a conflict of interest when raising money from private advertising (for FR's). Bristol City Council do use private advertising in the payroll system.</p>	Explore whether private organisations could advertise on our Internet, subject to disclaimers & checks. Sponsorship on appliances?
37	<b>Cease funding 'sock puppets' and 'fake charities'</b>	Councils should also review their memberships to regional quangos and membership bodies: such residual regional structures are redundant following the abolishing of Regional Development Agencies, Government Offices for the Regions and unelected Regional Assemblies.	Yes	<p>In the past given support to local/voluntary sector organisations at nominal cost but always in pursuit of AF&amp;RS interests.</p> <p>The Service does subscribe LGA and CFOA annual subscriptions but these are seen as essential to the operations of AF&amp;RS.</p> <p>Representation on regional SW Councils Employers Group.</p> <p>The FRS Regional Management Board was disbanded in 2010 .</p>	

38	<b>Scrap the town hall Pravda</b>	Local authority newspapers undermine an independent local press. Councillors can still issue their own local ward newsletters using political party funds to help keep in touch with local residents.	No	We do not publish newsletters in the same way as local authorities but do circulate the Fire Authority newsletters to the four Unitary Authorities via email.	
39	<b>Stop providing free food and drink for meetings</b>	Guidance to staff now states that refreshments may only be ordered for meetings with external attendees of longer than four hours. Staff should avoid arranging meetings over lunchtime where possible and attendees should normally be asked to bring their own refreshments where practical. Also, ban mineral water at council meetings:	Yes	Catering contract cancelled 2012. Tea and Coffee are no longer available at meetings. Only provided on limited sites such as training facilities. All station drinking water is mains fed but filtered. Operational requirement for firefighters to have bottled water available at protracted incidents.	Review providing food for training courses.

		Tap water in refillable bottles costs nothing and is better for the environment.			
40	<b>Reduce first class travel</b>	Previously DCLG spent £200,000 a year on first class rail travel in 2009-10; under the new Administration, such spending has been cut to just £17,500 a year in 2011-12.	Yes	Existing policy is that staff never travel first class. Centralised travel booking system in place with controls in place to reduce cost.	Further review travel costs to meetings and events to check VFM. Enforce no private mileage without authorisation rule. Consider making use of electric cars mandatory if applicable to journey.
41	<b>Cut mileage payments</b>	Councils could cut the mileage rates back to HMRC levels (45p per mile)	Yes	In 2012 mileage costs were reduced by 25%. Rate for AF&RS are subject to and determined by National Joint Councils. Grey book review was tied in the 1% pay rise in 2012. Elected Members' travel & subsistence is reviewed annually.	
42	<b>Video conference instead of travel</b>	The VC equipment can also generate income for the council who plan to make the service available to businesses and community groups at competitive rates	Yes	Video conferencing facilities in reception meeting room, CFO and DCFO offices. Facetime (free app) used by Flexi Duty Officers.	Increase usage of VC to reduce travel between sites Improve awareness of what sites have facilities and how to use

43	<b>Help the voluntary sector save you money</b>	The Localism Act gives local community, mutual and voluntary sector groups a Community Right to Challenge to run local services. As outlined in DCLG's Best Value guidance, councils should not only involve voluntary and community groups in budget setting but give organisations, local service users and the wider community the opportunity to offer options for reshaping and reducing the costs of the services provided.	Yes	CVS partnerships in place which achieve mutual objectives e.g. Rope Rescue, animal rescue, Red Cross, AF&RS hovercraft and Severn Area Rescue Association. Volunteer Strategy agreed by the Fire Authority.	Initiate Volunteers project
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44	<b>Cut printing costs</b>	Stop producing glossy brochures. Publish online only, unless local residents ask for a hard copy. Review the leasing costs of photocopiers.	Yes	Multi functional devices introduced in 2011 to significantly reduce printing costs. Network printers introduced and individual printers phased out. Duplex and Band White site as standard options. Printing budget fell by approximately 50%.	Stop printing colour copies of the bulletin and only publish on Intranet. Explore the possibility of not sending a hard copy of the bulletin to Pensioners.
45	<b>End lifestyle and equality questionnaires</b>	Some councils spend time and money on asking suppliers and residents to fill out intrusive questionnaires about their sexuality, religion and other personal details. Statutory guidance from DCLG has stated that this is simply not necessary. <b>Similarly, councils do not need to routinely spend time and money on Equality Impact Assessments on everything they do.</b>	Yes	AF&RS carries out surveys in order to target those who are most vulnerable. Fire Authority has a statutory duty under the Equality Act to promote equality.	Review the EIA process.

46	<b>Sell services</b>	The new general power of competence for councils in the Localism Act 2011 makes it easier for councils to undertake imaginative and joint ventures.	Yes	Have not used the new general power of competence to trade or sell services under the Localism Act. AF&RS does charge for some work on a cost recovery basis e.g. training. D&S FRS have set up a trading arm, and another FRS is looking to mutualisation.	There may be potential to develop the SWCDC further, together with other trading or selling opportunities. Will monitor other services in these areas.
47	<b>Hire out the town hall / FRS premises</b>	For example, Sutton Coldfield Town Hall in Birmingham City Council can be booked for weddings and civil partnerships, conferences, meetings and theatre productions	Yes	SWCDC generates revenue when hired to external organisations (NHS etc). Community Safety Centres are offered to the public free of charge. Hired out Severn Park for IFE events.	Wider use of SWCDC will be considered.
48	<b>Lease works of art not on display</b>	Many councils own art galleries and museums and have extensive collections which never see the light of day, but merely gather dust in storage.	Yes	A register of heritage items exists but provides limited opportunity to generate income.	

49	<b>Save money on computer software</b>	Use open source software. Conduct a full review of software licences across the whole local authority – can they be consolidated or are open source/free alternatives available.	Yes	We use open source where possible. Current software licences are under review. IT manager undertook a review of procurement of Microsoft licences gaining reduction in cost per head whilst maintaining compatibility with most business partners. Licences only upgraded as and when needed to reduce cost.	Carryout a review of software licenses. Examine staff usage of software programs and cease licenses for under usage.
50	<b>Ask your staff for more sensible savings ideas</b>	Your staff will be the most informed and actually the most enthusiastic about cutting waste. Give a prize for best staff ideas for efficiencies. Allow staff to submit anonymous ideas too.	Yes	<p>A Suggestion Scheme is in place that offers £25 to staff for ideas that have been implemented (8 implemented since Jan 2011)</p> <p>Initiative Log system provides staff with a way of submitting new ideas that are aligned to corporate objectives.</p> <p>Staff can submit questions to the CFO via on-line Ask the Chief. The public can also provide feedback via the AF&amp;RS web site.</p> <p>There are also a number Chief Fire Officer and staff workshops where they have been invited to submit ideas for savings.</p>	

**AVON FIRE AUTHORITY**

<b>MEETING:</b>	<b>AVON FIRE AUTHORITY</b>
<b>MEETING DATE:</b>	8 FEBRUARY 2013
<b>REPORT OF:</b>	CHIEF FIRE OFFICER/CHIEF EXECUTIVE
<b>SUBJECT:</b>	FIRE & RESCUE SERVICE EFFICIENCY REVIEW

**SUMMARY**

On 14 December 2012, Fire Minister Brandon Lewis MP announced that a review led by the outgoing Chief Fire and Rescue Adviser, Sir Ken Knight, would be undertaken to look at the operational efficiency of the Fire and Rescue Service.

**RECOMMENDATION(S)**

Members are asked to note the report.

**CONTENTS****BACKGROUND**

The terms of reference of the review are “To review the ways in which Fire and Rescue Authorities may deliver further efficiencies and operational improvements without reducing the quality of front-line services to the public”.

The review will examine options for savings both within and beyond the current Spending Review period, including through:

- Firefighter training
- Flexible staffing and crewing arrangements
- The use of retained firefighters
- Procurement
- Shared services
- Collaboration with emergency services and other organisations on service delivery and estates
- Sickness management
- Sharing of senior staff
- Locally led mergers and operational collaborations
- New fire-fighting technology
- Preventative approaches

- Working with local businesses

In conducting this review:

- Sir Ken Knight will talk to key organisations in the fire sector, including the Local Government Association, the Chief Fire Officers' Association, the Fire Brigades union, the Fire Sector Federation, individual fire and rescue authorities and others who Sir Ken deems relevant
- Sir Ken will undertake up to 10 visits to a representative range of fire and rescue authorities, including those covering urban and rural areas, and those constituted as metropolitan, county and combined authorities
- The DCLG will provide Sir Ken with analytical support, in particular in looking at examples of efficiencies from outside of the fire sector.

The review will take into account the findings of previous reviews and reports and their recommendations, including the 2002 'Independent Review of the Fire Service' (the Bain Report), the Audit Commission's 2008 'Community Safety National Report', 'Rising to the Challenge', the 2010 Fire Futures review, and the 2011/2012 'Independent Review of Police Officer and Staff Remuneration and Conditions' (the Winsor Reports).

Fire and Rescue Services to be visited as part of the review are:

Bedfordshire  
 Cleveland  
 Cornwall  
 Cumbria  
 Devon & Somerset  
 Essex  
 Greater Manchester  
 Hampshire  
 Humberside  
 London  
 Merseyside  
 Oxfordshire  
 Shropshire  
 Suffolk  
 West Yorkshire.

Timeline for the review:

Announce Review	December 2002
Conduct Fieldwork and analysis	January-March 2013
Write and present report to DCLG Minister	Spring 2013

## **CONTRIBUTION TO KEY POLICY PRIORITIES**

### **FINANCIAL IMPLICATION**

None at present.

### **LEGAL IMPLICATIONS**

None.

### **DIVERSITY IMPLICATIONS**

None.

### **CORPORATE RISK ASSESSMENT**

None.

### **ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

None.

### **HEALTH & SAFETY IMPLICATIONS**

None.

<b>List of background documents:</b>
DCLG press release 14 December 2002.
<b>Report Contact(s):</b> Kevin Pearson. Chief fire Officer ext 233#

## AVON FIRE AUTHORITY

<b>MEETING:</b>	AVON FIRE AUTHORITY
<b>MEETING DATE:</b>	8 February 2013
<b>REPORT OF:</b>	Treasurer to the Fire Authority Chief Fire Officer / Chief Executive
<b>SUBJECT:</b>	Revenue Budget 2013/14 and Medium Term Financial Plan

**SUMMARY**

This report outlines the latest budget position following consultation and confirmation of final grant settlement figures from central government to enable Members to agree a budget and council tax precept for 2013/14, noting the Prudential Indicators and the Medium Term Financial Plan (MTFP).

**RECOMMENDATION(S)**

Members are asked:

- To consider the information and budget options contained in this report, including the impact of accepting the Council Tax Freeze Grant, the consultation responses, and to agree a Revenue Budget and Band "D" precept level for 2013/14.
- To make the statutory determinations, which on the basis of this report, are set out in Appendix A. A summary of the 2 options contained within the report are shown below:

	<b>Option 1 Increase CT £'000</b>	<b>Option 2 Freeze Grant £'000</b>
Gross Expenditure	46,852	46,852
Less Income	-1,739	-1,739
Net Revenue Budget before use of reserves	<u>45,113</u>	<u>45,113</u>
Use of Reserves	-300	-471
Net Budget requirement	<u>44,813</u>	<u>44,642</u>
Less Share of locally retained business rates	-4,460	-4,460
Government Support	-19,383	-19,620
Share of Collection Fund Net Surpluses	<u>-87</u>	<u>-87</u>
Amount met by Council Tax	<u>20,883</u>	<u>20,474</u>
Band D Council Tax	<b>£64.02</b>	<b>£62.77</b>

- To agree that the Fire Authority's basic amount of Council Tax (i.e. precept per Band D property) for 2013/14 is increased to £64.02 for Option 1 or to take the freeze grant and maintain council tax at £62.77 as per Option 2.
- To agree that precepts be issued in accordance with the budget option selected on the unitary authorities in the Avon Fire Authority area in proportion to the tax base determined by them and detailed in the table below:

<u>Unitary Authority</u>	<b>Original</b>		<b>Option 1</b>		<b>Option 2</b>	
	<b>Estimated Tax Base</b>	<b>Actual Tax Base</b>	<b>Precept</b>	<b>£</b>	<b>Precept</b>	<b>£</b>
Bath & North East Somerset	59,399.00	59,360.17	3,800,238.08		3,726,037.87	
Bristol	113,099.00	113,099.00	7,240,597.98		7,099,224.23	
North Somerset	70,374.89	70,870.75	4,537,145.42		4,448,556.98	
South Gloucestershire	82,868.00	82,868.00	5,305,209.36		5,201,624.36	
<b>Total</b>	<b>325,740.89</b>	<b>326,197.92</b>	<b>20,883,190.84</b>		<b>20,475,443.44</b>	

The amount of Council Tax for 2013/14 for properties in each tax band is:

	<b>Option 1</b>	<b>Option 2</b>
Band A	£42.68	£41.85
Band B	£49.79	£48.82
Band C	£56.91	£55.80
Band D	£64.02	£62.77
Band E	£78.25	£76.72
Band F	£92.47	£90.67
Band G	£106.70	£104.62
Band H	£128.04	£125.54

- To instruct the Clerk to forward precept details to the Unitary Authorities as the billing authorities.

## **CONTENTS**

The report focuses on information which will enable Members to determine the budget and Band D precept level for 2013/14.

### **1. BACKGROUND**

- 1.1 At the meeting of the Fire Authority on 14 December 2012, Members considered a draft budget and medium term financial plan in relation to both Capital and Revenue Budgets.
- 1.2 Members also agreed to release the report for consultation purposes.

## **2. CONSULTATION**

2.1 As agreed, the report was made available to:

- The four unitary authorities
- Local MPs
- Business West
- The Authority's website
- The Authority's staff intranet
- Community Safety Centres
- Other strategic partners

2.2 No responses have been received in respect of the consultation.

## **3. DRAFT BUDGET FOR CONSIDERATION**

### **Background**

3.1 In December Members were presented with a draft revenue budget for 2013/14. This identified a standstill budget of £45.107m incorporating savings of £2.3m. The budget was accompanied with paragraphs setting out the strategic issues and financial risks.

3.2 3 budget options were presented with reference to varying increases in council tax levels, including:-

- Option 1 an increase of 2% within the referendum limit, and
- Option 2 a zero increase in council tax (utilising the council tax freeze grant)
- Option 3 an increase of 6.8% to align the council tax with the Combined FRS council tax for 2012/13.

### **Local Government Finance Settlement**

3.3 The draft budget was prepared prior to the announcement of the Chancellors Autumn Statement and the publication of the Local Government Finance Settlement.

3.4 The main items contained within the settlement are:-

- Referendum limit confirmed at 2% except for those Fire Authorities with a 2012/13 council tax level within the bottom quartile of Combined and Metropolitan Fire and Rescue Services where a referendum limit has been set at a £5 increase in Council Tax. Avon falls outside of this quartile. Appendix H contains a summary of council tax levels.
- Overall reduction in grant before floors of 14.9%.
- Reduction in grant after floor of 8.7% for 2013/14 and 6.2% 2014/15.
- Capital allocation of £1.077m
- Freeze grants confirmed and guaranteed in the base for a 2 year period only.

- 3.5 In overall terms funding is in line with the December Budget paper, however the Fire Authority is receiving substantial support from the floor arrangements totaling £1.139m for 2013/14.
- 3.6 Work has been undertaken to identify the reason for Avon's shift from being a ceiling Authority to a floor Authority. The primary driver is linked to population and the impact of the last census. The latest ONS population estimates have been updated to reflect the 2011 census, This has a resulted in a 3.3% reduction compared with the previous estimate:-

<b>Analysis of projected population</b>	<b>2012/13</b>	<b>2013/14</b>	<b>% change</b>
Bath & North East Somerset	183,361	178,896	-0.02
Bristol	458,368	438,711	-0.04
North Somerset	219,977	209,333	-0.05
South Gloucestershire	271,674	269,448	-0.01
<b>Total</b>	<b>1,133,380</b>	<b>1,096,388</b>	<b>-3.3%</b>

The national average population for all fire and rescue services including provision by County Councils is an increase of 1.8%. Therefore Avon has suffered a 5% reduction when compared to the average population growth. The Fire funding allocation formula is largely based on population and this has resulted in a significant redistribution of grant. Appendix G contains an analysis of national changes.

A summary of the impact of the changes in formula funding is shown below:-

<b>Summary in Changes in Formula Funding</b>				
	2012/13 £'m	Original Estimate 2013/14 £'m	Actual 2013/14 £'m	Variation
Formula Grant	22.690	15.993	9.780	
2% share of locally retained business rates - Direct from Unitary Authorities		4.564	4.468	
Top-up Grant			5.061	
<b>Baseline formula Grant</b>	<b>22.690</b>	<b>20.557</b>	<b>19.309</b>	<b>-14.9%</b>
Contribution (to) \ from floors	-0.294	0.000	1.139	
<b>Adjusted formula Grant</b>	<b>22.396</b>	<b>20.557</b>	<b>20.448</b>	<b>-8.7%</b>
Council Tax - Freeze Grant	0.555	0.555	0.555	0.0%
<b>Formula Funding</b>	<b>22.951</b>	<b>21.112</b>	<b>21.003</b>	<b>-8.5%</b>
Localising Support for Council Tax - Grant *offset by reduction in tax base		2.856	2.848	
	22.951	23.968	23.851	
Less - Locally retained Business rates		-4.564	-4.468	
<b>Total Central Government Funding</b>	<b>22.951</b>	<b>19.404</b>	<b>19.383</b>	

- 3.7 The consultation period ended on the 18<sup>th</sup> January, no representations were made to the Minister.
- 3.8 The final grant settlement was announced on 4 February 2013 and there were no significant changes to the provisional settlement.

### Collection Fund Position

- 3.9 The four unitary authorities have now advised this Authority of the surplus/deficits on their collection funds and the effect on the Fire Authority. These are set out below:

	<b>Original Estimated Surplus £</b>	<b>Actual Surplus £</b>
Bath & North East Somerset	9,000	9,000
Bristol	-37,000	-30,750
North Somerset	25,000	49,200
South Gloucestershire	<u>57,000</u>	<u>59,641</u>
	<u>54,000</u>	<u>87,091</u>

This produces a “one-off” saving to the Authority for this year and is marginally more than previously forecast in December.

### Tax Base Position

- 3.9 The tax bases have also been notified as set out below:

<b><u>Unitary Authority</u></b>	<b>Original Estimated Tax Base</b>	<b>Actual Tax Base</b>
Bath & North East Somerset	59,399.00	59,360.17
Bristol	113,099.00	113,099.00
North Somerset	70,374.89	70,870.75
South Gloucestershire	<u>82,868.00</u>	<u>82,868.00</u>
<b>Total</b>	<b>325,740.89</b>	<b>326,197.92</b>

This is slightly more than the figure used in the report to members in December 2012.

- 3.10 The minor changes to the collection fund surpluses and council tax bases have resulted in an increase in funding of around £62k.

## Local Retained Business Rate

- 3.11 The final figures have now been received from the Unitary Authorities in respect of the amount of locally retained business rates under the new arrangements and these are as follows.

	<b>Original estimated Locally Retained Business Rates</b>	<b>Actual Locally Retained Business Rates</b>
	<b>£</b>	<b>£</b>
Bath & North East Somerset	612,225	606,737
Bristol	1,992,700	1,990,418
North Somerset	557,338	560,369
South Gloucestershire	1,294,866	1,301,949
<b>Total</b>	<b>4,457,129</b>	<b>4,459,473</b>

## Capital Programme

- 3.12 The revenue budget has sufficient funding to finance the capital programme as detailed within the December budget report and shown in Appendix C. This includes financing for future premises spending pressures of £7m as outlined within the asset management plan. It is proposed that any balance of this provision is set aside to a capital reserve to assist with future premises works.
- 3.13 The relevant prudential indicators relating to the capital programme are shown in Appendix I.

## Budget Development

3.14 As agreed by Members and updated by previously identified changes the two budget scenarios as set out in table below:

The 2013/14 budget is in line with that presented to the Authority in December.

<b>Development of the 2013/14 Draft Budget</b>		
	<b>Option 1</b>	<b>Option 2</b>
	<b>£'000</b>	<b>£'000</b>
<b>Core Budget 2012/13 (Restated)</b>	46,454	46,454
- add back use of reserves 2012/13	0	0
<b>Base Budget 2012/13</b>	<b>46,454</b>	<b>46,454</b>
<b>Pay and Prices</b>		
- Pay awards	589	589
- Energy inflation	32	32
- Other inflation	235	235
<b>Commitments</b>		
- Other	3	3
<b>Transformation and Change savings</b>		0
- Employees	-1,375	-1,375
- Other	-825	-825
<b>2013/14 Revenue Budget Requirement before use of reserves</b>	<b>45,113</b>	<b>45,113</b>
Use of Reserves	-300	-471
<b>2013/14 Revenue Budget Requirement after use of reserves</b>	<b>44,813</b>	<b>44,642</b>
<b>Funding</b>		
- Locally Retained Business Rates	-4,460	-4,460
- Central Government Support	-19,383	-19,620
- Collection Fund (surplus) \ deficit	-87	-87
<b>Amount required from Council Tax payers after use of Reserves</b>	<b>20,883</b>	<b>20,475</b>
Assumed tax base	326,198	326,198
Council Tax	£64.02	£62.77
Council Tax Increase	1.99%	0.00%
Budget Increase (excluding use of reserves)	-2.89%	-2.89%

Appendix B contains a subjective analysis of the two 2013/14 budget options.

### Options Appraisal

Option 1 is based on increasing the council tax in 2013/14 by 1.99%. This represents an increase of £1.25 from £62.77 per Band D property to £64.02. The savings target for the year is £2.271 and the Revenue Budget is set at £45.113m before the use of reserves..

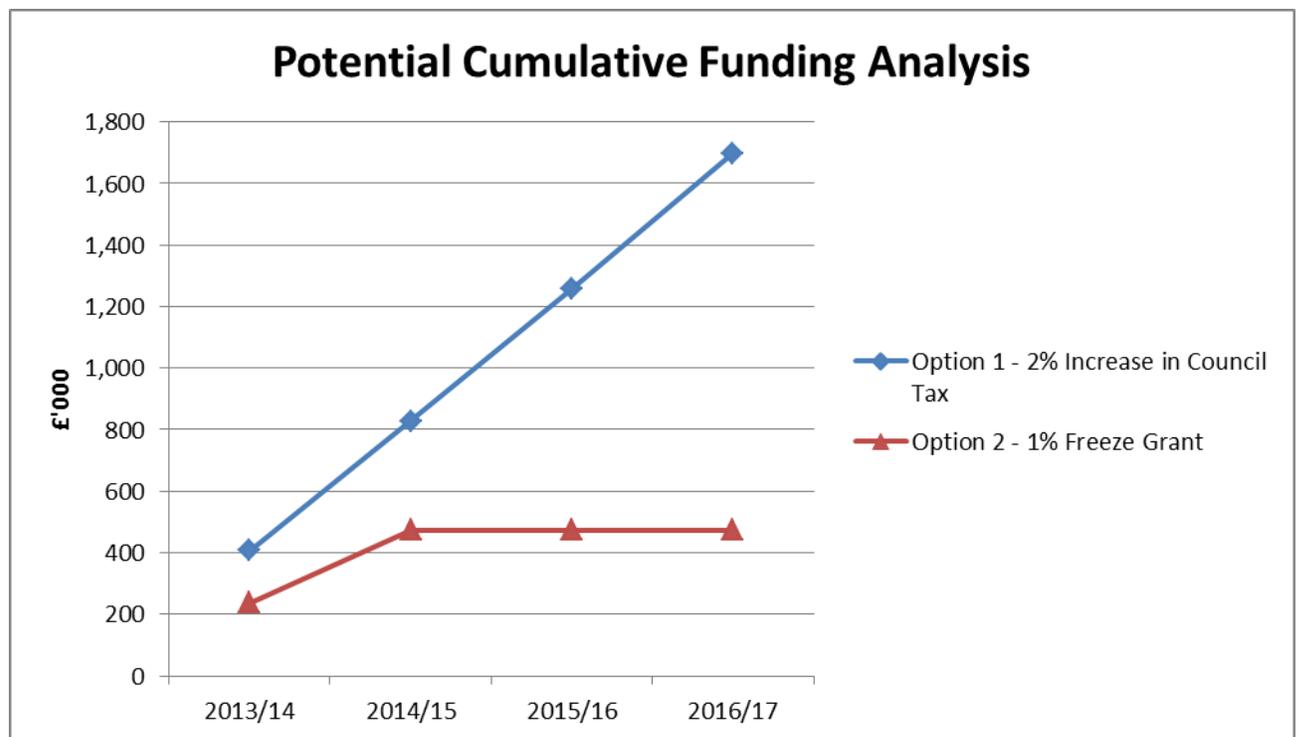
Option 2 is based on accepting the council tax freeze grant and the council tax remains at £62.77 per Band D property. It is proposed that the difference in funding of £172k is met from reserves

In 2013/14 the net funding difference between the 2 options is £171k which is represented in the above budget in the difference in the use of reserves. There may

however be longer term implications associated with both options. The government has confirmed that at this stage the Freeze grant can only be confirmed for the next two years - 2013/15, whilst an increase in council tax will be included in the base budget and the increase in funding carried forward into the future.

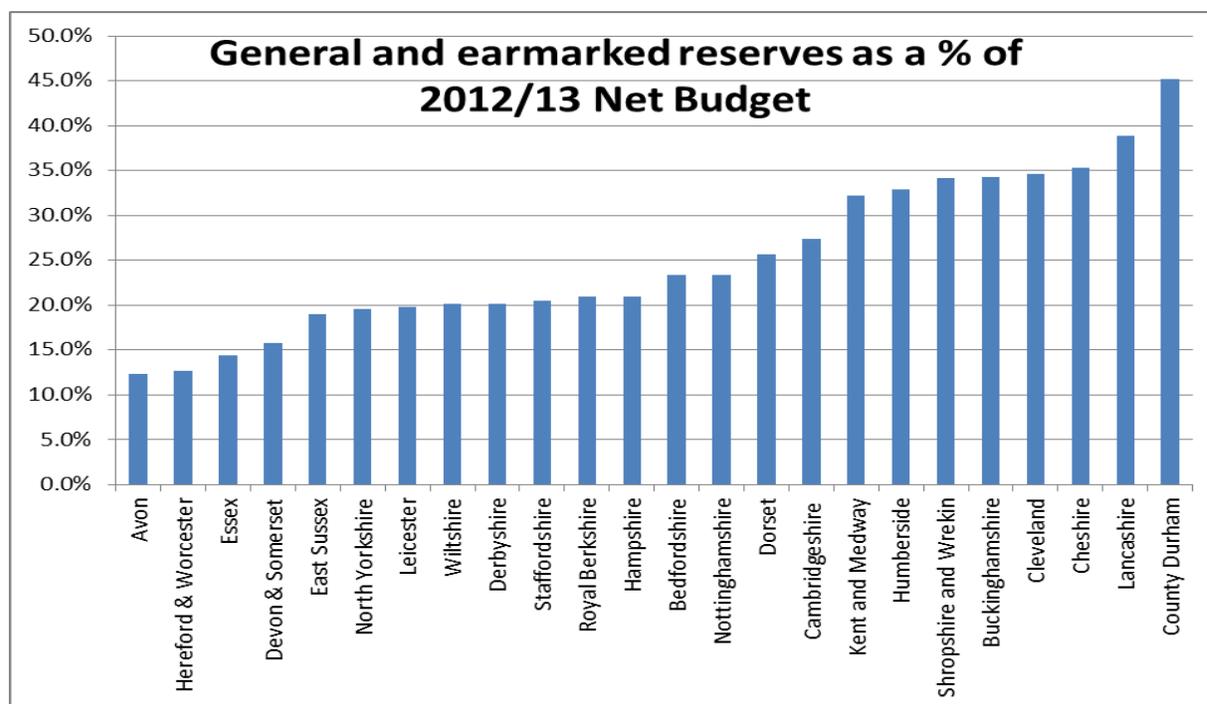
The tables below highlights the medium term impact of taking the freeze grant if it is only paid for 2 years.

<b>Option analysis - Potential Financial Impacts over the medium term financial plan</b>				
	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
Option 1 - 2% increase in Council Tax Additional Council Tax income	408	419	430	442
Option 2 - 1% Council Tax Freeze Grant Freeze Grant	237	237	0	0



## Reserves Position

Figures recently produced by the Fire Finance network show that Avon has the lowest level of general and earmarked reserves amongst all CFA's and Mets as demonstrated by the following graph:-



Details of Avon's reserves are shown in appendix 'E'.

## Savings

The proposed savings required for 2013/14 and those estimated for the medium term are set out in the table below. Savings for 2013/14 are in line with the December Committee report however savings for the medium term have increased due to changes in the estimated grant provision.

<b>Analysis of proposed savings 2013/14 - 2016/17</b>					
<b>Area</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Employees	-1,375	-963	-928	-828	-4,094
Premises	-15	-20	-240	-210	-485
Transport	-35	-50	0	0	-85
Supplies and Services	-106	-211	-10	-5	-332
Other Costs	-669	-557	-257	0	-1,483
Unidentified savings	0	-506	-445	-754	-1,705
<b>Total Savings</b>	<b>-2,200</b>	<b>-2,307</b>	<b>-1,880</b>	<b>-1,797</b>	<b>-8,184</b>
Use of Reserves	-300	-300	-300	-300	-1,200
<b>Total reductions</b>	<b>-2,500</b>	<b>-2,607</b>	<b>-2,180</b>	<b>-2,097</b>	<b>-9,384</b>

#### 4. MEDIUM TERM FINANCIAL PLAN

A draft medium term financial plan was presented to the Authority at the last meeting based on a budget strategy of increasing the council tax (Option 1).

The medium term plan has now been remodeled for the two budget options within the report and recent changes in data. Details are as shown below:-

##### Option 1

Detail Analysis	12/13 £000	13/14 £000	14/15 £000	15/16 £000	16/17 £000
Employees	35,658	34,922	34,827	34,811	34,915
Premises	2,004	2,012	2,068	1,901	1,762
Transport	1,670	1,694	1,704	1,761	1,821
Supplies and Services	4,734	4,684	4,646	4,786	4,910
Other Costs	4,067	3,540	3,006	2,747	2,754
Unidentified savings	0	0	-506	-951	-1,705
<b>Total Expenditure</b>	<b>48,133</b>	<b>46,852</b>	<b>45,745</b>	<b>45,055</b>	<b>44,457</b>
Income	-1,679	-1,739	-1,646	-1,695	-1,737
<b>Budget before use of reserves</b>	<b>46,454</b>	<b>45,113</b>	<b>44,099</b>	<b>43,360</b>	<b>42,720</b>
Reserves	0	-300	-300	-300	-300
<b>Net Budget</b>	<b>46,454</b>	<b>44,813</b>	<b>43,799</b>	<b>43,060</b>	<b>42,420</b>

##### Option 2

Detail Analysis	12/13 £000	13/14 £000	14/15 £000	15/16 £000	16/17 £000
Employees	35,658	34,922	34,825	34,810	34,913
Premises	2,004	2,012	2,068	1,901	1,762
Transport	1,670	1,694	1,704	1,761	1,821
Supplies and Services	4,734	4,684	4,646	4,786	4,910
Other Costs	4,067	3,540	3,006	2,747	2,754
Unidentified savings	0	0	-685	-1,379	-2,143
<b>Total Expenditure</b>	<b>48,133</b>	<b>46,852</b>	<b>45,564</b>	<b>44,626</b>	<b>44,017</b>
Income	-1,679	-1,739	-1,646	-1,695	-1,737
<b>Budget before use of reserves</b>	<b>46,454</b>	<b>45,113</b>	<b>43,918</b>	<b>42,931</b>	<b>42,280</b>
Reserves	0	-471	-300	-300	-300
<b>Net Budget</b>	<b>46,454</b>	<b>44,642</b>	<b>43,618</b>	<b>42,631</b>	<b>41,980</b>

#### 5. REFERENDUM

The Government has set a referendum limit for Council Tax increases in excess of 2%. However for those Authorities in the bottom quartile of council tax Council Tax can be raised by £5 before a referendum is required.

By selecting Option 1 or 2 the Authority has set a Council Tax increase below the referendum threshold.

## **6. AUSTERITY MEASURES**

- 6.1 The draft budget strategy identified a significant savings requirement of £2.2m to be made in 2013/14. It is anticipated that these savings can be achieved through identified savings measures as set out above and reported to the Budget Working Group. Selecting Option 2 will increase the amount of savings / use of reserves required for 2013/14 period by £171k per year and then potentially £461k if the freeze grant is discontinued.
- 6.2 Ongoing detailed work and discussions with budget holders and managers is progressing well. Efficiency items have been identified through the budget process and the Transformation and Change Team.
- 6.3 At this stage it appears reasonable that budget and savings targets can be met for 2013/14. However the estimated level of savings identified for future years represent a significant level of risk and regular monitoring will need to be undertaken.
- 6.4 Any excess efficiencies will be added to reserves and / or be used to assist in the delivery of more efficient working.
- 6.5 The Member's led Budget Working Group will continue to review identified savings, policy changes and to monitor implementation and achievement of identified savings throughout the year.

## **7 EQUALITIES ISSUES**

- 7.1 Under equality legislation, the Authority has a legal duty to pay 'due regard' to the need to eliminate discrimination and promote equality. The duties do not prevent difficult decisions being made, but from a financial perspective it stresses the need to ensure that financial decisions are made in a fair, transparent and accountable way, considering the needs and rights of different members of the community and staff.
- 7.2 This is achieved through robustly assessing the impact that changes to policies, procedures and practices could have on different equality groups. The assessment should be proportionate to the decision being made and its relevance to the Authority's functions and its impact.
- 7.3 The Transformation and Change unit in conjunction with the appropriate managers and the Equalities Unit will ensure that where necessary suitable impact assessments are undertaken at the appropriate times and that mitigations are identified and implemented where needed.

## **8. OTHER LEGAL CONSIDERATIONS**

- 8.1 Members of the Fire Authority have a statutory duty to secure the services of a suitably equipped and properly trained fire and rescue service which meets efficiently all normal requirements of the area.

- 8.2 There is also a range of related duties, including a duty to secure efficient arrangements for giving advice on fire prevention, restricting the spread of fires, means of escape; and ensuring adequate supplies of water for firefighting.
- 8.3 Apart from their duties specifically related to fires, Members have important responsibilities as employers, particularly under the Health and Safety at Work Act and need to bear in mind the ability of the Health and Safety Executive to ensure compliance through the issue of compliance notices.
- 8.4 Failure to make adequate provision for health and safety through proper training, maintenance of premises, maintenance of vehicles, provision of suitable protective clothing and equipment etc may also have legal and financial implications through increased levels of claims and, ultimately, insurance premiums.
- 8.5 Members need also to consider the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.
- 8.6 Members need to consider Equalities Legislation as laid out in section 6.
- 8.7 The final decision on the level of the Authority's budget, and responsibility for its adequacy, rests on the Members of the Fire Authority. In arriving at their decision, Members should have regard to all relevant factors, including the views of consultee's, the interests of Council taxpayers and the possibility of capping, but Members' first obligation is to meet the statutory duties referred to above.

## **9. SECTION 25 REPORT**

- 9.1 In accordance with Section 25 of the Local Government Act 2003, the Treasurer is required to report to the Authority on the robustness of the estimates made for the purposes of the calculations required in connection with the precept and the adequacy of the proposed financial reserves. The Authority is required to have regard to this report when making decisions about these calculations.
- 9.2 There is no doubt that the Authority is in the middle of a very difficult and uncertain period with a significant cash reduction in grant funding still to be met over the medium term. The reduction in grant for 2013/14 is significant at £1.9m. More worrying is the Authority's position on the floor. Potentially this could lead to an extra £1m of savings over the national average in the medium term although there is identified floor protection for 2014/15.
- 9.3 The estimates and budget options contained within this and previous reports are based on sound financial principles and robust data collection and as such I believe they can be relied upon to set the Authority's precept for 2013/14.
- 9.4 Good progress has already been achieved in delivering efficiencies in the current financial year with a number of these initiatives rolling forward into future years.

- 9.5 The selection of either budget option 1 or 2 has a relatively minor impact on 2013/14, selecting option 1 increases funding by £171k. But as identified there may be a more significant impact in the longer term if the freeze grant does not continue after the current CSR period. An increase in council tax will be included in the base budget and carried forward into the future.
- 9.6 At this stage detailed proposals have not been developed to achieve all of the savings identified in the Medium Term plan both for options 1 and 2. Identifying and delivering options to address this savings gap is an ongoing priority for next financial year.
- 9.7 Work has been undertaken analysing the anticipated employee retirement rates over the next 3 years. At this time it appears that the retirement profile may not be sufficient to deliver all of the already identified savings. The medium term plan demonstrates the use of reserves to support the deficit. This will need to be monitored very closely to ensure the Authority maintains an adequate level of reserves.
- 9.8 The working balance currently stands at the agreed level of £1.5m. The Authority also holds other reserves, in particular the planned austerity reserve and the reserve for pensions. It is essential that these are used wisely as the Authority strives to reduce its base budget over the medium term. An analysis of the Reserves is held in Appendix E. At this time it appears that Avon holds the lowest level of reserves amongst all CFAs and Mets.
- 9.9 The December budget report identified the most significant financial risks and possible measures for mitigation of these. A sensitivity analysis including an impact assessment was also provided as was a summary of the anticipated level of reserves.
- 9.10 It is my view that, taking all of these items into account, the budget set under either option , and overall position is robust for 2013/14 and that managers are committed to taking the necessary action to deliver the budget. However, taking the freeze grant for 2013/14 may increase the need to deliver additional savings in subsequent years.

## **IMPLICATIONS**

### **FINANCIAL IMPLICATIONS**

The budget for 2013/14 is part of an ongoing plan to deliver a sustainable budget within the confines of the restrictions placed upon us by central government in terms of reducing levels of grant and non domestic rates redistributed by the coalition government. As such the financial implications are significant and as laid out in this report.

### **LEGAL IMPLICATIONS**

The Authority is required by statute to set a legal budget.

## **DIVERSITY IMPLICATIONS**

The Authority has a duty to pay 'due regard' to the need to eliminate discrimination and promote equality as summarised in paragraph 6. It will be very difficult to improve or change the diversity of the workforce for as long as a vacancy freeze is maintained.

## **CORPORATE RISK ASSESSMENT**

The budget options set out in the report are demanding. Corporate Risk 21 identifies a range of financial scenarios that could lead to the worsening of the financial situation. The most significant of these have been identified and costed and contained within the December Report. Whilst savings options have been identified it is imperative that they are thoroughly researched and implemented to avoid an overspend situation and increased use of reserves.

## **ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

The budget contains resources to support ongoing environmental and sustainability work. It recognises that investment in this area can produce substantial savings.

## **HEALTH & SAFETY IMPLICATIONS**

None directly, although repair and maintenance budgets will be carefully prioritised.

## **APPENDICES:**

- Appendix A: Statutory Calculations
- Appendix B 2012/13 Budget Analysis
- Appendix C Capital Programme
- Appendix D Medium Term Financial Plan
- Appendix E Reserves Adequacy Analysis
- Appendix F Population Analysis
- Appendix G Band D Council Tax Levels
- Appendix H Prudential Indicators

<b>List of background documents:</b> Held within the Finance Director's department
Report Contact(s): James Dack, Director of Finance and Asset Management and Treasurer to the Fire Authority (Extension 235#)

**Avon Fire Authority - Budget 2013/14 - Statutory Calculations****Option 1 - 2.0% Increase in Council Tax**

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 43 of the Local Government Finance Act 1992 (as amended)

43 (2)	The aggregate of:	
(a)	The expenditure the Fire Authority estimates it will incur in the year in performing its functions and will charge to a revenue account for the year, other than expenditure which it estimates will be so incurred in pursuance of regulations under section 99(3) of the 1988 Act;	£46,851,916
(b)	Such allowance as the Fire Authority estimates will be appropriate for contingencies in relation to	£0
(c)	The financial reserves which the Fire Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure; and	£0
(d)	Such financial reserves as are sufficient to meet so much of the amount estimated by the Fire Authority to be a revenue account deficit for any earlier financial year as has not already been provided for.	£0
43 (3)	The aggregate of:	
(a)	The sums which the Fire Authority estimates will be payable to it for the year and in respect of which amounts will be credited to a revenue account for the year, other than sums which it estimates will be so payable	£1,738,683
(i)	in respect of redistributed non-domestic rates, revenue support grant, additional grant, relevant special grant or police grant;	
(ii)	in respect of any precept issued by it; or	
(iii)	in pursuance of regulations under section 99(3) of the 1988 Act; and	
(b)	the amount of the financial reserves which the authority estimates that it will use in order to provide for the items mentioned in paragraphs (a) and (b) of subsection (2) above	£300,000
43 (4)	If the aggregate calculated under subsection (2) above exceeds that calculated under subsection (3) above, the Fire Authority must calculate the amount equal to the difference; and the amount so calculated shall be its budget requirement for the year.	44,813,233

That the following amount be now calculated by the Fire Authority for the year 2013/14 in accordance with section 44 of the Local Government Finance Act 1992 (as amended) as its basic amount of Council Tax

R	The amount calculated by the Fire Authority under section 43 (4) above as its Council Tax requirement for the year	£44,813,233
less P	The aggregate of the sums which the Fire Authority estimates will be payable to it for the year in respect of redistributed non-domestic rates, revenue support grant, additional grant, relevant special grant or	£23,930,042
T	The aggregate of the amounts calculated by the billing authorities to which the Fire Authority issues precepts ("the billing authorities concerned") as their council tax bases for the year for their areas and are notified by them to the authority within the prescribed period.	326,197.92
	Basic Amount of Council Tax	£64.02

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 47 of the Local Government Finance Act 1992 as the amounts of Council Tax for the different valuation bands

Council Tax for the different valuation bands:

Band A	£42.68
Band B	£49.79
Band C	£56.91
Band D	£64.02
Band E	£78.25
Band F	£92.47
Band G	£106.70
Band H	£128.04

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 48 of the Local Government Finance Act 1992 as the amounts payable by each billing authority

<u>Unitary Authority</u>	<u>Tax Base</u>	<u>£</u>
Bath & North East Somerset	59,360.17	3,800,238.08
Bristol	113,099.00	7,240,597.98
North Somerset	70,870.75	4,537,145.42
South Gloucestershire	82,868.00	5,305,209.36
<b>Total</b>	<b>326,197.92</b>	<b>20,883,190.84</b>

## **Avon Fire Authority - Budget 2013/14 - Statutory Calculations**

### **Option 2 - Council Tax Freeze Grant**

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 43 of the Local Government Finance Act 1992 (as amended)

43 (2)	The aggregate of:	
(a)	The expenditure the Fire Authority estimates it will incur in the year in performing its functions and will charge to a revenue account for the year, other than expenditure which it estimates will be so incurred in pursuance of regulations under section 99(3) of the 1988 Act;	£46,851,916
(b)	Such allowance as the Fire Authority estimates will be appropriate for contingencies in relation to	£0
(c)	The financial reserves which the Fire Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure; and	£0
(d)	Such financial reserves as are sufficient to meet so much of the amount estimated by the Fire Authority to be a revenue account deficit for any earlier financial year as has not already been provided for.	£0
43 (3)	The aggregate of:	
(a)	The sums which the Fire Authority estimates will be payable to it for the year and in respect of which amounts will be credited to a revenue account for the year, other than sums which it estimates will be so payable	£1,738,683
(i)	in respect of redistributed non-domestic rates, revenue support grant, additional grant, relevant special grant or police grant;	
(ii)	in respect of any precept issued by it; or	
(iii)	in pursuance of regulations under section 99(3) of the 1988 Act; and	
(b)	the amount of the financial reserves which the authority estimates that it will use in order to provide for the items mentioned in paragraphs (a) and (b) of subsection (2) above	£470,780
43 (4)	If the aggregate calculated under subsection (2) above exceeds that calculated under subsection (3) above, the Fire Authority must calculate the amount equal to the difference; and the amount so calculated shall be its budget requirement for the year.	44,642,453

That the following amount be now calculated by the Fire Authority for the year 2013/14 in accordance with section 44 of the Local Government Finance Act 1992 (as amended) as its basic amount of Council Tax

R	The amount calculated by the Fire Authority under section 43 (4) above as its Council Tax requirement for the year	£44,642,453
less P	The aggregate of the sums which the Fire Authority estimates will be payable to it for the year in respect of redistributed non-domestic rates, revenue support grant, additional grant, relevant special grant or	£24,167,010
T	The aggregate of the amounts calculated by the billing authorities to which the Fire Authority issues precepts ("the billing authorities concerned") as their council tax bases for the year for their areas and are notified by them to the authority within the prescribed period.	326,197.92
	Basic Amount of Council Tax	£62.77

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 47 of the Local Government Finance Act 1992 as the amounts of Council Tax for the different valuation bands

Council Tax for the different valuation bands:

Band A	£41.85
Band B	£48.82
Band C	£55.80
Band D	£62.77
Band E	£76.72
Band F	£90.67
Band G	£104.62
Band H	£125.54

That the following amounts be now calculated by the Fire Authority for the year 2013/14 in accordance with section 48 of the Local Government Finance Act 1992 as the amounts payable by each billing authority

<u>Unitary Authority</u>	<u>Tax Base</u>	<u>£</u>
Bath & North East Somerset	59,360.17	3,726,037.87
Bristol	113,099.00	7,099,224.23
North Somerset	70,870.75	4,448,556.98
South Gloucestershire	82,868.00	5,201,624.36
<b>Total</b>	<b>326,197.92</b>	<b>20,475,443.44</b>

## Appendix B

<b>Detail Analysis</b>	<b>Base Budget £000</b>	<b>Inflation £000</b>	<b>Other Pressures £000</b>	<b>Savings £000</b>	<b>2013/14 Budget £000</b>
Employees	35,708	589	0	-1,375	34,922
Premises	1,954	73	0	-15	2,012
Transport	1,670	59	0	-35	1,694
Supplies and Services	4,615	166	10	-106	4,685
Other Costs	4,186	22	0	-669	3,539
Unidentified savings	0	0	0	0	0
<b>Total Expenditure</b>	<b>48,133</b>	<b>909</b>	<b>10</b>	<b>-2,200</b>	<b>46,852</b>
Income	-1,679	-53	-6	0	-1,738
<b>Budget before use of reserves</b>	<b>46,454</b>	<b>856</b>	<b>4</b>	<b>-2,200</b>	<b>45,114</b>
Reserves	0	0	0	-300	-300
<b>Net Budget</b>	<b>46,454</b>	<b>856</b>	<b>4</b>	<b>-2,500</b>	<b>44,814</b>

<b>Estimated Capital Programme 2013 to 2017</b>			
<b>Investment Area</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>
Premises	7,500	500	500
Operational Equipment	90	90	90
PPE	0	0	0
Fleet	1,675	1,600	1,600
IT	200	200	200
Slippage from 2012/13	1,840	0	0
<b>Total</b>	<b>11,305</b>	<b>2,390</b>	<b>2,390</b>
Funded by			
Grant	2,107 *	1,077	1,077
Revenue Contribution to capital	765	690	690
Prudential Code	8,433 *	623	623
<b>Total</b>	<b>11,305</b>	<b>2,390</b>	<b>2,390</b>

**Notes****\* Grant analysis**

Grant 2013/14	1,077
Slippage 2012/13	1,030
	<hr/>
	<b>2,107</b>

**\* Prudential code analysis**

Prudential code 2013/14	7,623
Slippage 2012/13	810
	<hr/>
	<b>8,433</b>

## Medium Term Financial Plan

<b>Medium Term Financial Plan - Option 1 (2.0% Increase in Council Tax)</b>				
	<b>Budget</b>			
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Council Tax Increase Target</b>	<b>2.00%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>
Base budget	46,454	45,113	44,099	43,360
Effect of pay and price increases, cost of capital	856	1,133	1,142	1,146
<b>Current base budget</b>	<b>47,310</b>	<b>46,246</b>	<b>45,241</b>	<b>44,506</b>
Add Pressures / growth	3	159	0	10
Less Identified savings	(2,200)	(1,802)	(1,435)	(1,043)
<b>Initial Budget</b>	<b>45,113</b>	<b>44,603</b>	<b>43,806</b>	<b>43,473</b>
Additional required savings	0	(504)	(446)	(753)
<b>Budget before use of reserves</b>	<b>45,113</b>	<b>44,099</b>	<b>43,360</b>	<b>42,720</b>
Reserves	(300)	(300)	(300)	(300)
<b>Net Budget</b>	<b>44,813</b>	<b>43,799</b>	<b>43,060</b>	<b>42,420</b>
Less Locally retained business rates	(4,460)	(4,596)	(4,688)	(4,782)
Government Support	(19,383)	(17,767)	(16,332)	(14,977)
Add \ Less effect of Collection Fund (deficits) \ surpluses	(87)	0	0	0
<b>Net amount chargeable to Council Tax Payers</b>	<b>20,883</b>	<b>21,436</b>	<b>22,040</b>	<b>22,661</b>
<b>Band D Council Tax</b>	<b>£64.02</b>	<b>£65.62</b>	<b>£67.26</b>	<b>£68.94</b>
<b>Budget Increase (excl use of reserves)</b>	<b>(2.89%)</b>	<b>(2.25%)</b>	<b>(1.68%)</b>	<b>(1.48%)</b>
<b>Key Financial Assumptions</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Other Inflation	3.50%	3.50%	3.00%	2.50%
Use of Reserves	(300)	(300)	(300)	(300)
Estimated Council Tax base	326,198	326,663	327,684	328,710
Net Collection Fund Positions	87	0	0	0
Government Support -Real Terms	(8.70%)	(7.24%)	(7.16%)	(7.16%)
<b>Earmarked Reserves</b>				
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Balance 1 April	5,299	4,999	4,699	4,399
Utilised during year	(300)	(300)	(300)	(300)
<b>Balance 31 March</b>	<b>4,999</b>	<b>4,699</b>	<b>4,399</b>	<b>4,099</b>

<b>Medium Term Financial Plan - Option 2 (Council Tax Freeze Grant)</b>				
	Budget			
	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
<b>Council Tax Increase Target</b>	<b>0.00%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>
Base budget	46,454	45,113	43,918	42,931
Effect of pay and price increases, cost of capital	856	1,133	1,142	1,146
<b>Current base budget</b>	<b>47,310</b>	<b>46,246</b>	<b>45,060</b>	<b>44,077</b>
Add Pressures / growth	3	159	0	10
Less Identified savings	(2,200)	(1,802)	(1,435)	(1,043)
<b>Initial Budget</b>	<b>45,113</b>	<b>44,603</b>	<b>43,625</b>	<b>43,044</b>
Additional required savings	0	(685)	(694)	(764)
<b>Budget before use of reserves</b>	<b>45,113</b>	<b>43,918</b>	<b>42,931</b>	<b>42,280</b>
Reserves	(471)	(300)	(300)	(300)
<b>Net Budget</b>	<b>44,642</b>	<b>43,618</b>	<b>42,631</b>	<b>41,980</b>
Less Locally retained business rates	(4,460)	(4,596)	(4,688)	(4,782)
Government Support	(19,620)	(18,004)	(16,332)	(14,977)
Add \ Less effect of Collection Fund (deficits) \ surpluses	(87)	0	0	0
<b>Net amount chargeable to Council Tax Payers</b>	<b>20,475</b>	<b>21,018</b>	<b>21,611</b>	<b>22,221</b>
<b>Band D Council Tax</b>	<b>£62.77</b>	<b>£64.34</b>	<b>£65.95</b>	<b>£67.60</b>
<b>Budget Increase (excl use of reserves)</b>	<b>(2.89%)</b>	<b>(2.65%)</b>	<b>(2.25%)</b>	<b>(1.52%)</b>
<b>Key Financial Assumptions</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	£'000	£'000	£'000	£'000
Other Inflation	3.50%	3.50%	3.00%	2.50%
Use of Reserves	(471)	(300)	(300)	(300)
Estimated Council Tax base	326,198	326,663	327,684	328,710
Net Collection Fund Positions	87	0	0	0
Government Support -Real Terms	(7.64%)	(7.15%)	(8.22%)	(7.16%)
<b>Earmarked Reserves</b>				
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	£'000	£'000	£'000	£'000
Balance 1 April	5,299	4,828	4,528	4,228
Utilised during year	(471)	(300)	(300)	(300)
<b>Balance 31 March</b>	<b>4,828</b>	<b>4,528</b>	<b>4,228</b>	<b>3,928</b>

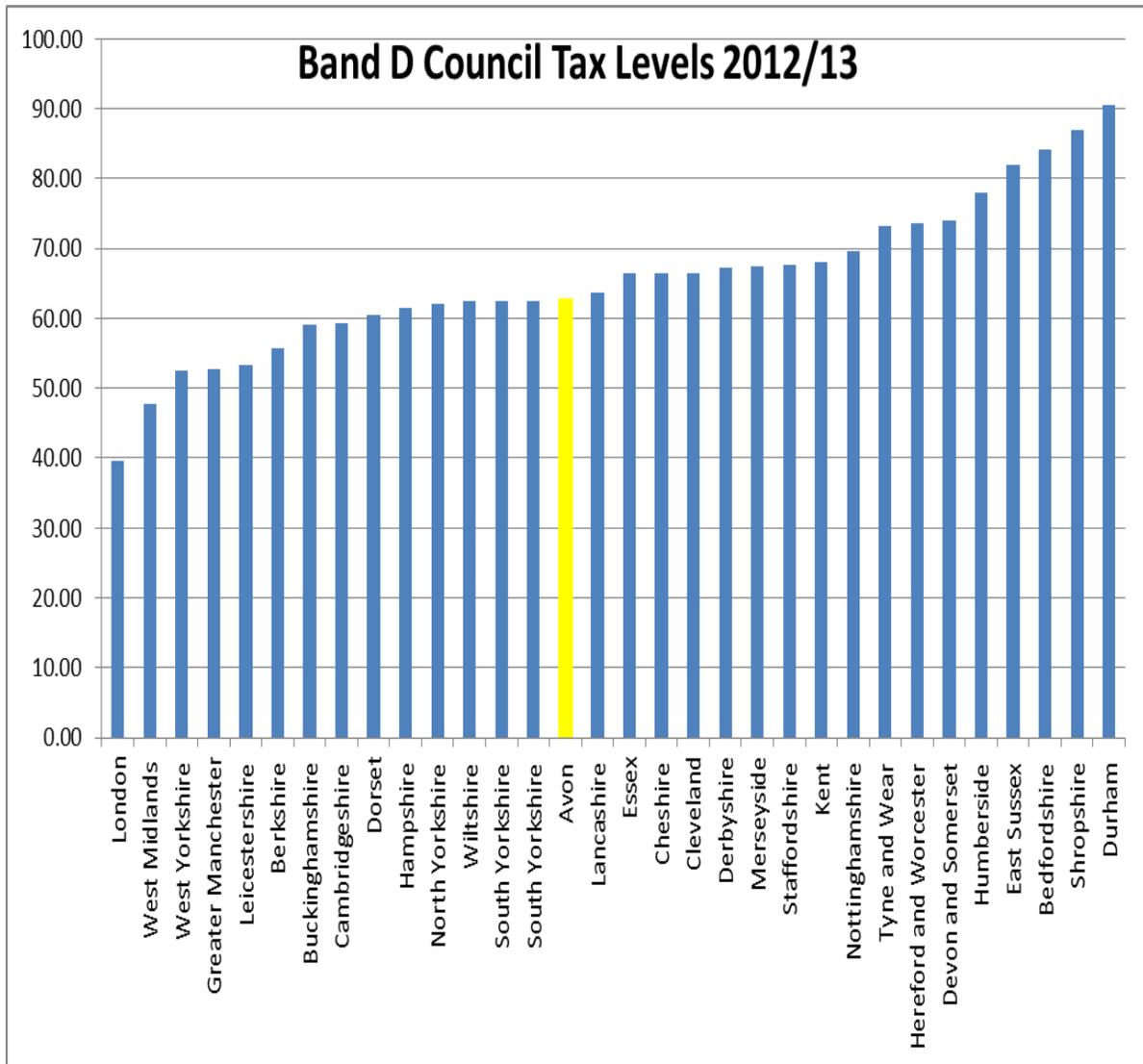
## AVON FIRE AND RESCUE AUTHORITY

## Reserves Analysis

Reserve	Opening Balance 1 April 2012 £'000	Transfer Out £'000	Transfer In £'000	Closing Balance 31 March 2013 £'000
<b>Earmarked Reserves</b>				
<b>Pension / Budget Pressure Reserve</b>				
PPE / ICP Replacement Reserve	100	-100	0	0
Control Resilience Reserve	400	-200	0	200
Premises / H&S Reserve critical works	100	0	0	100
Pension Reserve	500	0	0	500
Legal Fees Reserve	100	0	0	100
Training Reserve	150	-150	100	100
BA Reserve	75	-25	0	50
Marketing & Communication Reserve	30	-30	0	0
Community Safety Reserve	80	-80	135	135
<b>SWCDC Reserve</b>	13	-13	0	0
<b>Austerity Reserve</b>	2,703	200	1,211	4,114
<b>PFI Equalisation Fund</b>	1,794	0	0	1,794
<b>Total Earmarked Reserves</b>	<b>6,045</b>	<b>-398</b>	<b>1,446</b>	<b>7,093</b>
Working Balance	1,500	0	0	1,500
<b>Total Reserves</b>	<b>7,545</b>	<b>-398</b>	<b>1,446</b>	<b>8,593</b>

**National Population Changes**  
**Authorities with Fire responsibilities**  
**Analysis of projected population**

		2012/13	2013/14	% change
R950	Avon Fire Authority	1,133,380	1,096,388	-3.3%
R439F	Surrey (Fire)	1,159,941	1,132,533	-2.4%
R422F	Hertfordshire (Fire)	1,141,136	1,118,751	-2.0%
R428F	Lincolnshire (Fire)	731,723	717,991	-1.9%
R434F	Oxfordshire (Fire)	663,236	652,116	-1.7%
R952	Humberside Fire Authority	942,549	927,659	-1.6%
R441F	West Sussex (Fire)	824,719	812,231	-1.5%
R674F	Northumberland (Fire)	318,152	313,969	-1.3%
R419F	Gloucestershire (Fire)	607,509	600,886	-1.1%
R306	West Yorkshire Fire	2,298,184	2,273,284	-1.1%
R751	Devon & Somerset Fire Authority	1,708,210	1,689,881	-1.1%
R440F	Warwickshire (Fire)	554,620	549,339	-1.0%
R968	Essex Fire Authority	1,777,714	1,763,285	-0.8%
R953	North Yorkshire Fire Authority	811,965	807,062	-0.6%
R951	Cleveland Fire Authority	564,899	562,422	-0.4%
R430F	Northamptonshire (Fire)	710,407	708,646	-0.2%
R412F	Cumbria (Fire)	501,217	500,930	-0.1%
R438F	Suffolk (Fire)	740,134	740,558	0.1%
R972	Nottinghamshire Fire Authority	1,106,248	1,108,111	0.2%
R304	Tyne and Wear Fire	1,115,275	1,117,163	0.2%
R672F	Cornwall (Fire)	544,216	546,129	0.4%
R429F	Norfolk (Fire)	874,729	882,274	0.9%
R971	Lancashire Fire Authority	1,461,920	1,474,707	0.9%
R956	Derbyshire Fire Authority	1,023,683	1,033,567	1.0%
R964	Berkshire Fire Authority	876,487	885,829	1.1%
R960	Hampshire Fire Authority	1,772,030	1,791,362	1.1%
R303	South Yorkshire Fire	1,342,094	1,360,525	1.4%
R958	Durham Fire Authority	617,526	626,153	1.4%
R961	Leicestershire Fire Authority	1,018,122	1,036,842	1.8%
R969	Hereford and Worcester Fire Authori	744,356	758,333	1.9%
R966	Cheshire Fire Authority	1,016,646	1,038,892	2.2%
R954	Bedfordshire Fire Authority	620,761	634,550	2.2%
R302	Merseyside Fire	1,349,940	1,382,551	2.4%
R962	Staffordshire Fire Authority	1,082,218	1,110,374	2.6%
R965	Cambridgeshire Fire Authority	802,148	825,381	2.9%
R955	Buckinghamshire Fire Authority	748,833	772,388	3.1%
R301	Greater Manchester Fire	2,635,947	2,722,679	3.3%
R601F	Isle of Wight Council (Fire)	139,895	144,645	3.4%
R970	Kent Fire Authority	1,706,917	1,766,154	3.5%
R959	East Sussex Fire Authority	784,244	811,820	3.5%
R963	Wiltshire Fire Authority	672,047	695,993	3.6%
R305	West Midlands Fire	2,679,408	2,784,932	3.9%
R973	Shropshire Fire Authority	459,507	478,907	4.2%
R957	Dorset Fire Authority	719,693	757,647	5.3%
R572	GLA - fire	7,937,553	8,459,566	6.6%
		<b>53,042,138</b>	<b>53,975,405</b>	<b>1.8%</b>



<b>Prudential Indicators on IFRS Basis - Incl PFI</b>					
	2011/12 Actual	2012/13 Estimated	2013/14 Estimated	2014/15 Estimated	2015/16 Estimated
<b>Planned total capital expenditure</b>	<b>3,070</b>	<b>4,159</b>	<b>11,305</b>	<b>2,390</b>	<b>2,390</b>
<b><u>External Debt Outstanding as at 31 March</u></b>					
Borrowing	11,018	15,198	17,270	20,449	23,214
Other long term liabilities	3,940	3,592	3,368	3,213	2,968
<b>Total external debt</b>	<b>14,958</b>	<b>18,790</b>	<b>20,638</b>	<b>23,662</b>	<b>26,182</b>
Deferred borrowing	7,764	3,330	8,902	5,241	1,991
<b>Total external debt requirement</b>	<b>22,722</b>	<b>22,120</b>	<b>29,540</b>	<b>28,903</b>	<b>28,173</b>
<b><u>Capital Financing Requirement</u></b>					
CFR brought forward	23,325	22,722	22,120	29,540	28,903
Change during year	-604	-601	7,419	-637	-730
<b>CFR at end of year</b>	<b>22,722</b>	<b>22,120</b>	<b>29,540</b>	<b>28,903</b>	<b>28,173</b>
<b><u>Financing costs as a % of Revenues</u></b>					
Revenues (£'000)	44,729	46,454	45,093	44,078	43,339
Financing costs (£'000)	2,380	2,098	1,988	2,265	2,439
<b>Financing costs as a % of Revenues</b>	<b>5.32%</b>	<b>4.52%</b>	<b>4.41%</b>	<b>5.14%</b>	<b>5.63%</b>
<b><u>Impact on Council Tax Levels of unsupported capital expenditure</u></b>					
Revenue costs (£'000)	756	785	799	1,180	1,267
Tax base	367,940.00	371,738.94	326,198.00	326,663.00	327,684.00
<b>Impact on Council Tax Levels of unsupported capital expenditure</b>	<b>£2.05</b>	<b>£2.11</b>	<b>£2.45</b>	<b>£3.61</b>	<b>£3.87</b>
<b>Operational Boundary for external debt</b>	<b>22,722</b>	<b>22,120</b>	<b>29,071</b>	<b>27,895</b>	<b>26,182</b>
<b>Authorised Limit for external debt</b>	<b>23,722</b>	<b>23,120</b>	<b>30,071</b>	<b>28,895</b>	<b>27,182</b>
<b><u>Net external borrowing</u></b>					
Supported borrowing	5,916	8,818	8,142	7,479	6,830
Unsupported borrowing	5,101	6,380	9,128	12,969	16,384
Cash balances	592	(519)	(219)	81	381
<b>Net external borrowing</b>	<b>11,610</b>	<b>14,679</b>	<b>17,051</b>	<b>20,530</b>	<b>23,595</b>

**AVON FIRE AUTHORITY**

<b>MEETING:</b>	AVON FIRE AUTHORITY
<b>MEETING DATE:</b>	8 <sup>th</sup> February 2013
<b>REPORT OF:</b>	Chief Fire Officer / Chief Executive
<b>SUBJECT:</b>	Performance and Risk Management Update

**SUMMARY**

The intention of this report is to provide Elected Members with a regular update on the work being undertaken to manage the Services:

- Performance,
- Corporate risks,
- Community risks.

Members are involved in the 'Performance and Risk Management Forum' (PRMF) and are actively encouraged to scrutinise performance and engage with Officers. The intended outcome from this report is to ensure continuous improvement and risk mitigation is evidenced in all areas of Service activity. Elected Members who are not members of the Forum are invited to submit questions or challenges directly to the Forum.

**RECOMMENDATION**

That Members note the contents of this report.

**CONTENTS****BACKGROUND****The Performance and Risk Management Forum**

The Forum received and update on the performance scorecard and Members asked a number of questions concerning any areas of underperformance or concern. It was recognised that a good level of performance is being maintained and this is commendable considering the pressures upon a number of areas of the Service.

The forum also considered the Elected Member Station Champions role, in terms of performance management, and it was agreed that the guidance and information available for Members would be reviewed.

There were no specific discussions on the Integrated Risk Management Plan (IRMP) at that meeting as the next phase of planning will commence once the level of savings and extent of organisational change required have been determined.

## **Summary of the Performance Scorecard November 2012 (Appendix 1)**

Members are reminded that the scorecard looks at monthly performance progress and also compares annual targets, year to date targets, positive or negative progress and comparisons to national benchmarking data. Green indicates monthly progress, on or exceeded targets, amber indicates 'just off target' and red indicates 'not achieving target'. The following summary provides an indication of progress for this reporting period.

### **Fires**

All five fire indicators (LPI142iii, LPI206i, LPI206, LPI206iii, LPI207) are on target.

### **Automatic Fire Alarms**

(LPI149i) Attendance at Automatic Fire Alarms (AFA's) is an area of concern, but Members will recall that changes to the current policy were agreed at Decembers Fire Authority and it is expected that this will have a positive impact on performance. Call challenging by Fire Control remains good with 41% of AFA incidents not attended.

### **Deaths, injuries and escapes**

A fire fatality occurred in November, the fifth so far this year. This was a late call to an accidental dwelling fire. A further three injuries in primary fire (where hospital treatment was required) were recorded in September taking our total to 31 for the year.

### **Response**

The targets for six of the eight indicators are being achieved and one is just off target (LPIR1). One target is not being achieved (LPIR4). Officers monitor these targets closely and action is taken when necessary. The update to the response standards agreed by Members in December 2012 will help to simplify future reporting against the response standards.

### **Community Fire Safety**

The target for completion of Home Fire Safety Visits is not being achieved. The Performance Management Forum will look at this in more detail at its next meeting.

### **Resources and Value for Money**

IT helpdesk resolution is on target. Payment of invoices has dropped off and is below target. This is because a new system has been introduced. This will be closely monitored by Officers.

### **People**

Targets for improving absences from sickness are being achieved. More detail is contained in a specific Fire Authority report.

### **Benchmarking**

We continue to benchmark our performance against other Fire and Rescue Services (FRSs) nationally that are considered to be most similar to Avon Fire and Rescue Service. We also benchmark against other FRS's in the South West. Our performance against the national group average is shown on the columns on the right of the scorecard.

## **IMPLICATIONS**

### **CONTRIBUTION TO KEY POLICY PRIORITIES**

It is recognised that effective Performance and Risk Management are key to achieving all the objectives and targets of the organisation. In particular:

- Avon Fire and Rescue Service - Corporate Plan, 2011 – 2015
- Avon Fire and Rescue Services Corporate Risk Register
- AF&RS Health and Safety Strategy.
- AF&RS IRMP Area impact assessment.

### **FINANCIAL IMPLICATIONS**

It is acknowledged that robust and effective planning, with performance and risk management will result in economic efficiencies and evidence that the Service is providing its communities with good value for money services. Risk assessments are being carried out to ensure that decisions include financial assessments; this is particularly important throughout the austerity period.

### **LEGAL IMPLICATIONS**

Mitigation under the Health and Safety at Work Act 1974 and other employment and equalities related legislation. Section 21 of the Fire and Rescue Services Act (2004) provides the statutory authority for a National Framework. This framework includes a requirement to provide an IRMP and to adequately consult with stakeholders on key issues.

### **DIVERSITY IMPLICATIONS**

Equality impact assessments are carried out in all aspects of the Service. These are monitored and reviewed as part of the performance management framework. We have a number of Local Performance Indicators that we monitor to measure our progress in equality and diversity:

### **CORPORATE RISK ASSESSMENT**

Providing evidence of outcomes in this area is a key control measure in reducing the Corporate Risks for the Authority. Corporate Risk assessments are regularly scrutinised by the Service Management Team and is regularly reported to the Fire Authority.

### **ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

It should be noted that the Performance and Risk Management Forum has agreed to monitor progress against the quarterly targets and objectives in this area.

### **CRIME AND DISORDER REDUCTION IMPLICATIONS**

Targets and objectives are set to contribute to making improvement in this area. Progress and improvement is monitored closely at the Performance and Risk Management Forum.

### **HEALTH & SAFETY IMPLICATIONS**

Whilst progress in this area is monitored by Members of the Health and Safety Forum, Performance and Risk Management contribute to progress and 'risk mitigation' in this priority area,

<b>List of background documents:</b>
Corporate Plan (2011-2015), AF&RS IRMP
Report Contact(s): Lorraine Houghton, Director of Corporate Services, Ext 234.

## Scorecard 2012-13: YTD Nov 2012

Measure	Annual Target 2012/13	YTD 2011/12	YTD Target	Amber Target	YTD Actual	Progress	% change compared to last year	Benchmarking Data April - Sept 2012			
								Average	Avon Actual		
<b>Fires</b>											
LPI142iii*	No. of calls to accidental fires in dwellings attended	n/a	n/a	368	354	449	291	↔	-21%	5.3	4.7
LPI206i*	No. of deliberate primary fires (excluding deliberate primary fires in vehicles)	n/a	n/a	229	199	249	175	↑	-24%	1.1	1.2
LPI206 Veh*	No. of deliberate fires in vehicles	n/a	n/a	296	275	413	237	↑	-20%	1.0	1.7
LPI206iii*	No. of deliberate secondary fires (excl. deliberate secondary fires in vehicles)	n/a	n/a	1116	1116	1374	792	↔	-29%	6.6	5.8
LPI207*	No. of fires in non-domestic premises	n/a	n/a	176	170	203	150	↑	-15%	3.4	3.6
LPI NFF	% of accidental fires in dwellings where no firefighting action	Monitor only - last year 40.5%				35.1%	↔	n/a	n/a	n/a	n/a
<b>Alarms</b>											
LPI FAMs*	Total No. of malicious false alarms	Monitor only		549	Monitor only		128	↔	-77%	n/a	n/a
LPI FAMs %	% of calls to malicious false alarms not attended	tbc				tbc	13%	↑	n/a	n/a	n/a
LPI 149i*	No. alarms caused by automatic fire detection attended (Non Domestic Properties)	n/a	n/a	1612	1551	1629	1569	↔	-3%	32.0	36.5
LPI 209iii*	% of fires attended in dwellings where no smoke alarm was fitted	Monitor only		40.0%	Monitor only		43%	↔	n/a	28.0%	42.0%
<b>Deaths, Injuries &amp; Escapes</b>											
NI 49ii*	No. of deaths arising from primary fires	Monitor only, last year 5, YTD		3	n/a		5	n/a	n/a	0.3	0.4
NI 49iii*	No. of injuries arising from primary fires	Monitor only, last year 82, YTD		52	n/a		31	n/a	n/a	3.2	2.0
LPI 143i*	No. of deaths in accidental dwelling fires	Monitor only, last year 4, YTD		2	n/a		3	n/a	n/a	n/a	n/a
LPI 143ii*	No. of injuries in accidental dwelling fires	Monitor only, last year 53, YTD		30	n/a		20	n/a	n/a	n/a	n/a
<b>Response</b>											
LPI R1	FDR1 (excl. vehicles) Risk Category 1: - 2 appliances** + 9 FF's within 8 mins.	85%			80%	84% (302/359)	↔	80%	n/a	n/a	
LPI R2	FDR1 (excl. vehicles) Risk Category 2: - 2 appliances** + 9 FF's within 10 mins.	90%			85%	96% (49/51)	↔	85%			
LPI R3	FDR1 (excl. vehicles) Risk Category 3: - 2 appliances** + 9 FF's within 20 mins.	95%			90%	100% (87/87)	↔	99%			
LPI R4	FDR1 Special PDA (excl. vehicles) Risk Cat. 1: - 3 apps.** + 13 FF's within 13 mins.	95%			90%	84% (43/51)	↔	90%			
LPI R5	FDR1 Special PDA (excl. vehicles) Risk Cat. 2: - 3 apps.** + 13 FF's within 15 mins.	95%			90%	100% (2/2)	↔	50%			
LPI R6	FDR1 Special PDA (excl. vehicles) Risk Cat. 3: - 3 apps.** + 13 FF's within 20 mins.	95%			90%	100% (13/13)	↔	89%			
LPI R7	FDR1 Vehicle & FDR3: - 1 app. or officer within 15 mins.	95%			90%	99% (1339/1346)	↔	99%			
LPI R8	Special Service Calls: - 1 app. or officer within 15 mins.	95%			90%	96% (1903/1986)	↔	99%			
LPI R9	Calls for assistance to Service Control answered within seven seconds	94%			89%	N/A	N/A	98%			

## Scorecard 2012-13: YTD Nov 2012

Measure	Annual Target 2012/13	YTD 2011/12	YTD Target	Amber Target	YTD Actual	Progress	% change compared to last year	Benchmarking Data April - Sept 2012		
								Average	Avon Actual	
<b>Community Fire Safety Activity</b>										
Monitor No. of school visits conducted by station personnel			Monitor Only		62					
Monitor No. of off-station community events attended to deliver fire safety message			Monitor Only		178	n/a	n/a	n/a	n/a	
Monitor No. of on-station community events			Monitor Only		123					
Monitor No. of groups visiting Community Safety Centres			Monitor Only		957					
Monitor Total HFSCs completed (this year)	15000	n/a	10000	9500	4885	↓	n/a			
<b>Resources and Value for Money</b>										
LPI 8 % of undisputed invoices which were paid in 30 days		95.0%		93.0%	92.8%	↔	n/a	not available		
LPI IT1 % on inscope calls to IT helpdesk resolved within 1 day		95.0%		93.0%	97.5%	↔	n/a	n/a	n/a	
<b>Resources and Value for Money - quarterly</b>										
LPI ET2 Energy consumption in kWh (electricity, gas and heating oil)	-5%	6191803	2259866	2146872	2254216	2286858	↑	1%		
NI185/LPI ET3 Carbon emissions (compared to 2008-09 baseline)	-30%	2488	1541	1079	1133	1150	↑	-25%	n/a	
LPI ET4 Water consumption (metered supply only)	-5%	12782	7655	7272	7636	6448	↑	-16%		
LPI ET5 Business travel (measured as CO2 emissions)	-20%	197033	127359	101887	106982	119388	↓	-6%		
<b>Health and Safety - quarterly</b>										
H&S 4 Total work related driving accidents (Road Traffic Collisions)	-10%	106	65	59	65	52	↑		n/a	
<b>People - Reported Monthly</b>										
LPI 12i Working days/shifts lost to sickness wholetime uniformed staff		6.10		4.37	4.59	3.91	n/a	n/a	3.15	2.99
LPI 12ii Working days/shifts lost to sickness all staff (excl. RDS)		6.57		4.64	4.87	3.89	n/a		3.42	3.00
LPI HR4 % of RTW interviews completed within 15 days		90%			85%	95%	↔		n/a	
<b>People - Reported Quarterly</b>										
LPI HR2 Recruitment of BME staff - to reflect local working population by 2013		13.7%			10.0%	0% (0/9)	n/a	n/a	n/a	n/a
LPI HR3 Recruitment of Female operational staff		18.0%			16.0%	0% (0/4)	n/a			
<b>People - Reported Annually</b>										
LPI 16ai No. of wholetime and retained duty system employees with a disability		9 or more people				Annual	n/a	n/a	n/a	n/a
LPI 16aai No. of control and non-uniformed employees with a disability		4 or more people				Annual	n/a			
LPI E&D1 Fire and Rescue Service Equality Framework		Excellent				Annual	n/a			
LPI E&D2 The duty to promote equality		Monitor				Annual	n/a			

\* indicative only as one IRS record is incomplete

Annual Target 11/12 = target set this year in % and/or number YTD Target = target figure for this year up to end of reporting month

Benchmarking data compares AF&RS's performance against 20 other FRSs with whom we share data

Performance:

57	on target
56.8	just off target
56.8	off target

YTD Actual vs. Target

Progress:

↑	Getting Better
↔	No Change
↓	Getting Worse

**AVON FIRE AUTHORITY**

<b>MEETING:</b>	<b>AVON FIRE AUTHORITY</b>
<b>MEETING DATE:</b>	08 February 2013
<b>REPORT OF:</b>	Chief Fire Officer / Chief Executive
<b>SUBJECT:</b>	Sickness Absence Update – as at end November 2012

**SUMMARY**

The Service ended the financial year 2011/12 on 7.02 days/shifts lost to sickness all staff (against a target of 7.5) and achieved a completion rate of 96% for Return to Work interviews (against a target of 90%).

The targets for 2012/13 are 6.10 days/shifts lost to sickness (for all whole time uniformed staff), 6.57 (for all staff) and 90% completion rate for Return to Work interviews (RTWI). We are currently on track to meet all these targets.

The latest benchmarking information also indicates that, with reference to sickness, we still compare favourably to other Services in our Family Group.

The Service will keep monitoring and analysing the sickness data. However as we remain on target, this is a shortened overview report for the Fire Authority.

**RECOMMENDATION(S)**

That Member's:

- a) note the report
- b) continue to receive this shortened overview report until further notice

**CONTENTS****BACKGROUND**

Following unsatisfactory attendance levels recorded in years 2003/04 and 2004/05, Members agreed to receive updates on the progress made to improve these levels. The graph overleaf provides an overview of our significant progress in reducing shifts lost to sickness per person (all staff) since 2003/04. The remainder of the report then provides the position as at 30 November 2012. This HR led work is aimed at producing savings for the Authority (in sick pay and detached duties cover) and maintaining crewing levels of frontline pumps.



It is however important to maintain focus on sickness absence and, in particular, continue to drive forward policy change and initiatives on reducing short term sickness (in particular early triggers for intervention and addressing sickness during school holidays and before/after leave).

In addition, while policies are in place to enable managers to address sickness and support all staff groups back to work after illness, our central provisions (in particular the resources available in terms of HR practitioners), are inevitably coming under strain with reductions in HR staffing. It is important to monitor sickness absence through stress and anxiety across the Service during this period of change and resourcing pressures, ensuring reasonable support is provided.

## OVERVIEW OF SICKNESS DATA

### *Wholetime uniformed*

The overall trend is a reduction in total sickness levels. The Service continues to sustain our previous progress in reducing long term sickness levels and, on average over the last 12 months, we only had a small number of staff (8-12) off for more than 28 days. Also for the 16<sup>th</sup> consecutive month, we have lost no shifts to long term sickness arising from authorised duty.

Progress in addressing short term sickness is slower and peaks remain. Historically October/early November sees an increase in the level of short term sickness and we experienced a rise again this November with approximately 10% of our whole time staff having a period of short term sickness absence during that month. The Service is investigating this peak further however there appears to be some correlation with localised breakouts of gastro intestinal viruses. The Service also continues to investigate and address patterns of sickness coinciding with the school holidays and before/after leave.

### *Support*

As with uniformed staff the overall trend is a reduction in sickness levels but short term sickness remains subject to spikes and historically increases in October/early November. There was also a spate of long term sickness in November but this is attributed to a small number of support staff and the majority of these cases are now resolved.

It remains challenging (in an environment of change and reducing resources) but we hope to continue to meet the target of 6.15 and 6.57 shifts lost in 2012/13. We intend to reduce short term sickness further with the introduction of a more robust attendance management policy (currently under consultation). In particular the policy provides the tools and support to equip and empower our line and Watch Managers to take further and earlier local interventions on sickness frequency and patterns. Musculo skeletal injuries remain our main cause of short and long term sickness in both support and uniformed staff and we focus our medical intervention fund and welfare services on early intervention to rehabilitate.

## **IMPLICATIONS**

Achieving maximum staff attendance increases productivity and impacts on all areas of the Authority's role.

## **CONTRIBUTION TO KEY POLICY PRIORITIES**

Managing absence remains a key priority in all main policy documents.

## **FINANCIAL IMPLICATIONS**

Absence has a significant cost to all employers - thus Attendance Management policies are a key part of achieving financial efficiencies.

## **LEGAL IMPLICATIONS**

Employment law is continuously evolving through the decisions of Employment Tribunals and through the publication of key documents such as the Equality Act. Such decisions influence changes to our own policies and approaches.

## **DIVERSITY IMPLICATIONS**

We remain committed to assisting those with disabilities to enjoy a full working life. We also recognise that particular illnesses and medical conditions can adversely affect particular groups.

## **CORPORATE RISK ASSESSMENT**

Attendance Management remains one of the top six corporate risks and, as such, has a full intervention programme in place.

## **ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

None

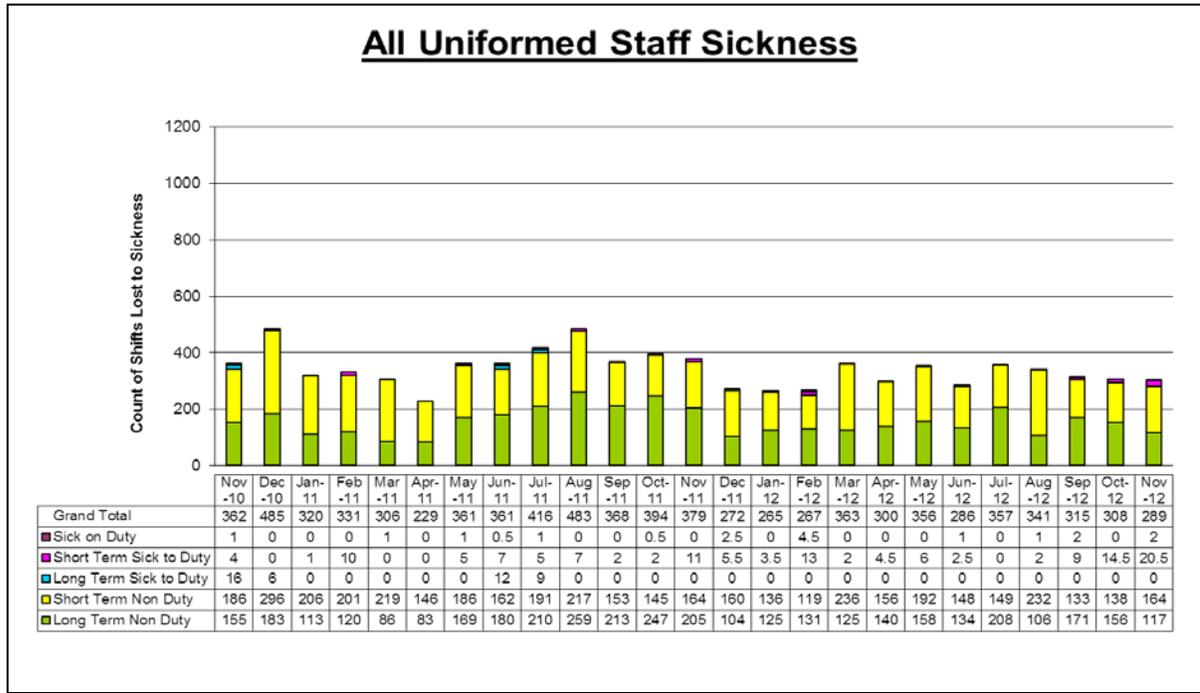
## **HEALTH & SAFETY IMPLICATIONS**

A safe and supportive workplace will assist in maximising attendance and thus is part of the intervention programme mentioned above.

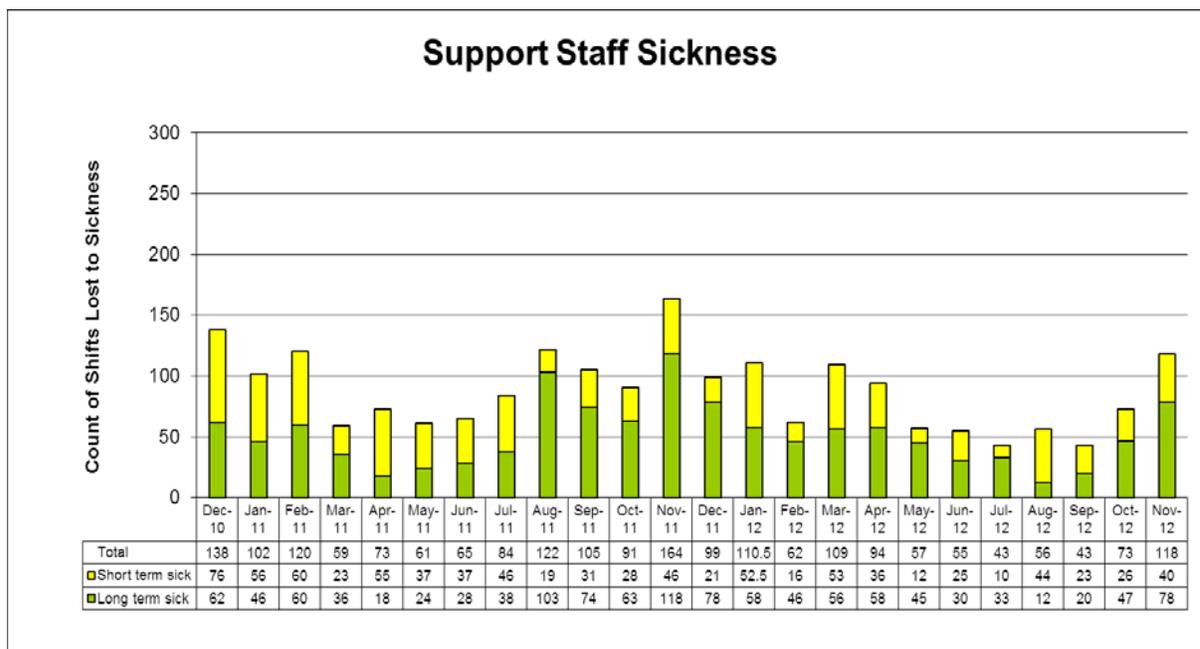
<b>List of background documents:</b>
The attached graphs detail the shifts lost due to sickness absence, for whole-time uniformed and support staff, separated by month and duration of absence up to and including 30 November 2012.
Report Contact(s): Angie Feeney, Human Resources Manager ext 284

## Graphs

The total shifts lost up to and including November 2012 to uniformed sickness.



The total shifts lost up to and including November 2012 to support staff sickness.



**AVON FIRE AUTHORITY**

<b>MEETING:</b>	<b>AVON FIRE AUTHORITY</b>
<b>MEETING DATE:</b>	8 <sup>th</sup> February 2013
<b>REPORT OF:</b>	Chief Fire Officer
<b>SUBJECT:</b>	Energy and Environmental Performance Update

**SUMMARY**

This report provides Members with an update on our Energy and Environmental performance indicators as at the end of Quarter 3 (December 2012).

**Key issues to note are:**

- We are currently well on track with our primary Carbon Emission Reduction target showing a 21% reduction from our baseline in 2008/9 against our target of 30% reduction by 2014/15.
- Whilst Building Energy Consumption has increased slightly year to date (by 1%), the Carbon Footprint associated with our energy consumption has fallen by over 90 Tonnes (or a 7% reduction). This is largely to do with a reduction in electricity consumption and a shift away from oil as a heating fuel on a number of sites. Performance is improving, and throughout the summer months consumption remained well below the same period last year. The heating system at our Headquarters / Temple site remains a significant environmental burden and cost, particularly during cold weather.
- Business Travel is currently 4% down year to date. This is in addition to the 20% reduction in business travel achieved in the previous year.
- Metered water consumption has reduced by 12% year to date compared with the same period last year.

**RECOMMENDATION(S)**

Members are requested to note the content of the report.

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## BACKGROUND

### Carbon Emissions

AF&RS reported carbon emissions are made up of Building Energy Consumption (Gas, Electric and Heating Oil), Metered Water Consumption, Fleet Vehicle Fuel and Private and Lease vehicle mileage claims. This was the scope of emissions originally agreed with the Carbon Trust as part of the development of our Carbon Management Plan in 2010.

The vast majority of our emissions are associated with our property energy consumption and the operation of our fleet. We will continue to review the scope of our CO<sub>2</sub> reporting and will consider extending this in future to include:

- Employee commuting
- Operational and training use of water
- Procurement (goods and services)
- Waste and Recycling

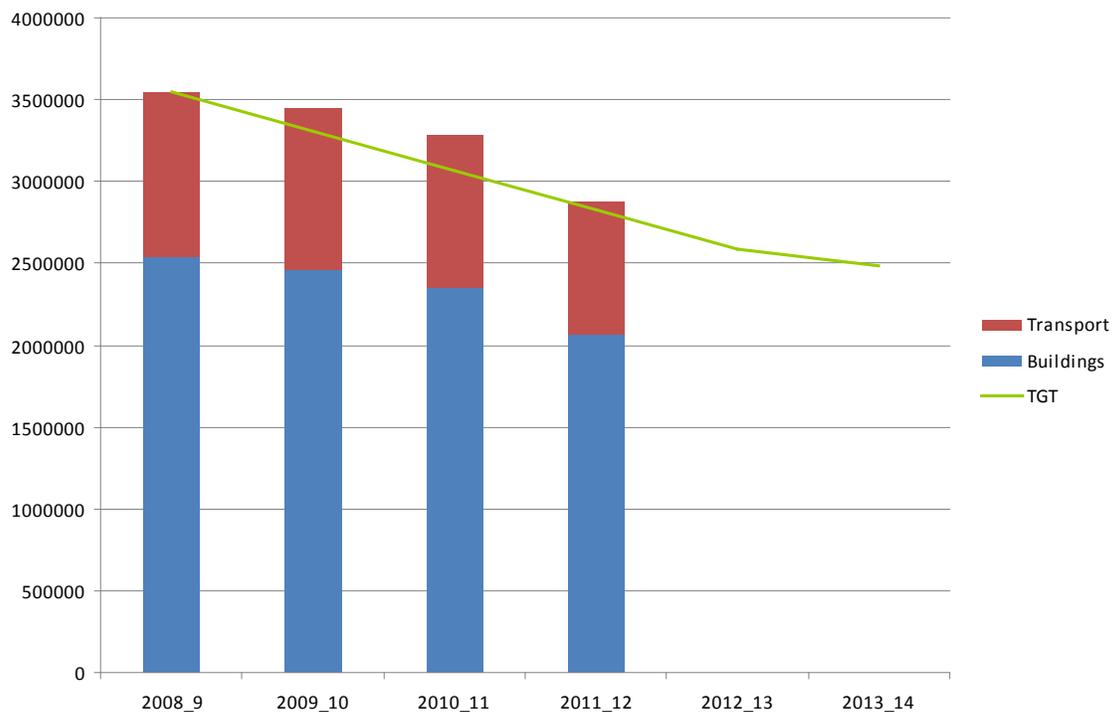
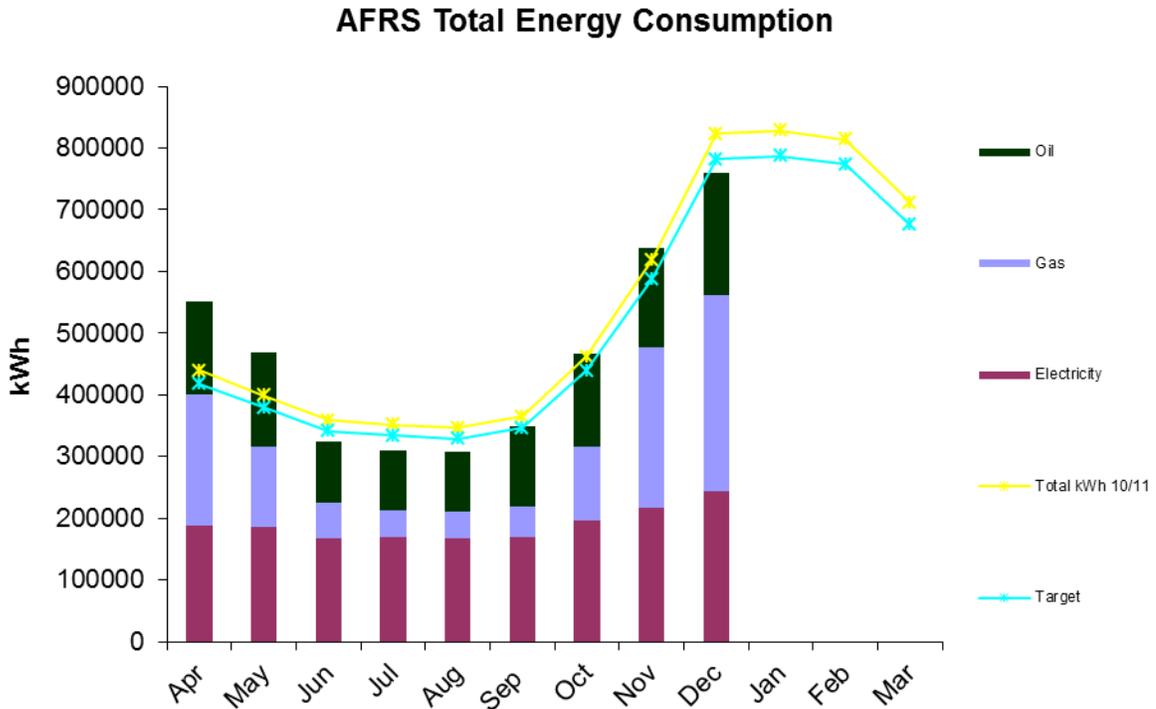


Figure 1 – Avon Fire & Rescue Service Carbon Emissions

Figure 1 shows the drop in emissions year on year from our 2008\_9 baseline. This is broadly in line with our projected target, and emissions have now fallen by over 20% as at the end of Quarter 3 (December 2013).

## Energy Consumption in Buildings

Energy consumption in our Buildings has risen slightly year to date (by 1%). Whilst disappointing, this is largely due to colder weather at the beginning of the year.



**Figure 2 - Building Energy Consumption**

Improvements to our heating systems, and better control following the installation of a Building Management System (BMS) covering our Whole Time Stations and Headquarters has given us much better heating control this winter, both improving comfort levels and allow us to set back building temperatures during unoccupied periods. Our consumption during December and also into January remains lower than the same period last year despite the recent cold weather.

We do however continue to rely on an old and inefficient oil fired heating system at our Headquarters / Temple Site. This system alone accounts for 25% of our total AF&RS Building Energy Consumption (based on 2011\_12 data). Heating and hot water costs for this building are in the region of £100,000 per year. The oil price fluctuates daily and it is difficult to forecast the price which can vary by 15% or more throughout the year.

Looking at each utility; Both Electricity and Oil consumption are down compared to the same period last year; however Gas has risen following the switch from heating oil to gas at a number of locations.

## **Business Travel**

Overall, Carbon Emissions associated Business Travel, have again fallen by 4% year to date. This is in addition to the 20% reduction in business travel achieved in the previous year.

There has been a slight increase in Casual and Essential Mileage claims over the last quarter. This is being assessed further to determine if this is an ongoing pattern, or as a result of more claims being submitted before Christmas than previous years.

Further promotion of alternatives to travel at all, and lower impact and cost travel when necessary are required to extend this reduction. Two electric vehicles are now on trial for business travel and a travel hierarchy and revised travel policy is also being drafted to provide further guidance on travel decisions and approvals.

## **Water Consumption**

Metered water consumption has reduced by 12% year to date compared with the same period last year. This is largely as a result of improved identification and management of leaks and a reduction in scheduled vehicle washing on stations. Further improvements in monitoring are now being investigated, as at present most readings are quarterly and the access to meters is difficult (as many are located in the road).

## **CONSIDERATIONS**

### **CONTRIBUTION TO KEY POLICY PRIORITIES**

#### **Environmental Policy and Environmental Management Plan**

Providing a detailed action plan to deliver against our environmental priorities and risks.

#### **Avon Fire Authority Climate Change Declaration**

Underpinning our commitment to tackle both the causes and consequences of climate change establishing targets to reduce our CO2 emissions and implementing initiatives to achieve this.

#### **Medium Term Financial Plan**

Identifying efficiencies and delivering savings in our utility and fuel budgets.

#### **Corporate Plan 2011 - 2015**

Objectives for 2011 – 2015 and supporting Local Performance Indicators.

## **FINANCIAL IMPLICATION**

The total energy budget (including utilities, water, and vehicle fuel) is approximately £900,000 per year. Energy costs are rising well beyond standard inflation rates and are expected to continue this rate of increase with some recent reports suggesting prices could rise by 60% or more over the next 10 years.

**LEGAL IMPLICATIONS**

None

**DIVERSITY IMPLICATIONS**

None

**CORPORATE RISK ASSESSMENT**

None

**ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

The Carbon Management Plan is a fundamental strand of our Environmental Strategy and is delivering a significant reduction in our carbon emissions and associated costs.

**HEALTH & SAFETY IMPLICATIONS**

None

<b>List of background documents:</b> <i>None.</i>
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Report Contact(s): Simon Richards ext 214#
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