

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

**MEETING TO BE HELD ON FRIDAY 13 FEBRUARY 2009 AT 11.00 A.M. IN
THE TRAINING AND CONFERENCE SUITE, BIRKENSHAW**

AGENDA

1. CHAIRMAN'S ANNOUNCEMENTS

2. ADMISSION OF THE PUBLIC

The Committee is asked to consider whether, by resolution, to exclude the public from the meeting during the items of business marked with an 'E' reference, because of the possibility of the disclosure of exempt information.

3. URGENT ITEMS

To determine whether there are any additional items of business which, by reason of special circumstances, the Chair believes should be considered at the meeting.

4. DECLARATIONS OF INTEREST

To consider any Declaration of Interest in relation to any item of business on the agenda.

**5. MINUTES OF THE LAST MEETING HELD ON 19 DECEMBER
2009 (pp 3 - 8)**

(Enclosed)

6. MINUTES OF THE EXECUTIVE COMMITTEE (pp 9 – 13)

a) 19 December 2008

b) 30 January 2009

(Enclosed where available)

**7. MINUTES OF THE AUDIT COMMITTEE HELD ON 23 JANUARY
2009 (pp 14 - 17)**

(Enclosed)

8. MINUTES OF THE FINANCE AND RESOURCES COMMITTEE HELD ON 30 JANUARY 2009 (pp 18 - 25)

(Enclosed)

9. LOCAL GOVERNMENT ASSOCIATION MINUTES (pp 26 - 29)

a) Safer Communities Board –12 January 2009

b) Fire Services Management Committee – 19 January 2009

(Enclosed where available)

10. MINUTES OF THE REGIONAL MANAGEMENT BOARD HELD ON 8 JANUARY 2009 (pp 30 - 36)

(Enclosed)

11. PERFORMANCE MANAGEMENT REPORT (pp 37 - 64)

(Enclosed)

12. MEDIUM TERM FINANCIAL STRATEGY 2009 / 10 – 2010 / 11 (INCORPORATING REVENUE BUDGET, CAPITAL PLAN AND TREASURY MANAGEMENT) (pp 65 – 102)

(Enclosed)

13. AUDIT COMMISSION PERFORMANCE ASSESSMENT 2008 - RESULTS (pp)

(Enclosed) NOT YET AVAILABLE

14. AUDIT COMMISSION – RISING TO THE CHALLENGE (pp)

(Enclosed) TO FOLLOW

15. OPERATIONAL ASSESSMENT – COMPREHENSIVE AREA ASSESSMENT PROCESS (pp 103 - 112)

(Enclosed)

16. FIRECONTROL

a) Business Case (pp 113 – 116)

b) Presentation

West Yorkshire Fire & Rescue Service

Performance Management and Activity Report 2008/9



Period Covered: 1 April 2008 –
31 December 2008
Date Issued: 27 January 2009

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1 Introduction/Summary

The purpose of this report is to provide information regarding the performance of West Yorkshire Fire and Rescue Service against selected national and local targets to enable the Authority to measure, monitor and evaluate performance.

The national targets identified in this report are contained within the following performance indicators:

- Best Value Performance Indicators (Corporate Health)
- Best Value Performance Indicators (Service Delivery)
- National Indicators from 1 April 2008

The Best Value indicators inform the ten Comprehensive Performance Assessment (CPA) indicators, which were used by the Audit Commission to determine the performance information element of the service assessment for 2007/8.

CPA service assessment calculations are made by averaging Best Value service delivery indicator performance over a period of one to five years, dependent upon the CPA indicator.

In this report, appropriate and progressive monthly statistics have been utilised to identify trends in performance, with corresponding information regarding the action being taken to address any areas of under-performance. Information regarding a selection of local performance targets has also been provided in this report and comparisons have been made with the previous year's performance.

All data, unless specified, is for the reporting period 1 April – 31 December 2008.







A traffic light system has been employed to provide a straightforward visual indicator of performance against each specific target.

Comparative data, in respect of other Metropolitan Fire Authorities and Local Authorities, will be included periodically in this report, to allow West Yorkshire Fire and Rescue Service to benchmark its performance against those of similar Authorities.

Graphical representation of the performance of West Yorkshire Fire and Rescue Service is available via the Performance Information Management System (PIMS), which is accessed via the Service's intranet/internet site.

2 Target Summary - Overview

Legend

	Purple indicates target not applicable
	Red indicates not achieving target
	Amber indicates satisfactory performance (within 10% of target)
	Green indicates achieving or exceeding target
	Indicator used for CPA reporting process
	Direction of travel, compared to position at this time last year

Targets by Indicator Category

National Corporate Health Indicators	National Service Delivery Indicators	National Indicators from 1 April 2008
BVPI 2(a)	BVPI 142(ii)	NI 33
BVPI 2(b)	BVPI 142(iii)	NI 49
BVPI 3	BVPI 143(i)	
BVPI 8	BVPI 143(ii)	Local Service Indicators
BVPI 11(a)	BVPI 144	Recruitment (Uniform) Ethnic Minorities
BVPI 11(b)	BVPI 146(i)	Recruitment (All) Ethnic Minorities
BVPI 11(c)	BVPI 146(ii)	Recruitment (Uniform) Females
BVPI 12(i)	BVPI 149(i)	Call Handling Times
BVPI 12(ii)	BVPI 149(ii)	Special Service Calls
BVPI 15(i)	BVPI 149(iii)	Incidents – Five Pumps and Above
BVPI 15(ii)	BVPI 206(i)	Home Fire Safety Checks
BVPI 16(a)(i)	BVPI 206(ii)	Compliments/Complaints
BVPI 16(a)(ii)	BVPI 206(iii)	Violence at Work
BVPI 16(b)	BVPI 206(iv)	
BVPI 17(a)	BVPI 207	
BVPI 17(b)	BVPI 208	
BVPI 150	BVPI 209(i)	
BVPI 210	BVPI 209(ii) (a)	
	BVPI 209(ii) (b)	
	BVPI 209(iii)	

3 Corporate Health Indicators

Corporate Health – Performance

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment	
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar				
BVPI 2(a)	The level (if any) of the Equality Standard for Local Government to which the Authority conforms	3	3	3	3	3	3	3	3	4	4				↑	4	Self-assessment at Level 4 has been completed and action plans are in place to ensure delivery of the development areas around equal pay and community consultation.
BVPI 2(b)	The duty to promote race equality	95%	95%	95%	95%	95%	100%	100%	100%	100%	100%				↑	95%	Partnership has been formed with Kirklees MC and StopHate UK which will allow us to capture the remaining information.
BVPI 3	<p>The percentage of citizens satisfied with the overall service provided by the Authority.</p> <p>The result for BVPI 3 is obtained from a three-yearly survey carried out in conjunction with West Yorkshire local authorities.</p> <p>The most recent result was obtained in April 2007. In the previous report dated April 2004, the result obtained was 61.2%.</p>									51.0%				↔	N/A	Similar results for other West Yorkshire authorities, but most recent QOS survey showed satisfaction levels of 98% for persons who have actually come into contact with WYFRS.	
BVPI 8	The percentage of invoices for goods and services paid by the Authority within 30 days	96.3%	96.8%	97.4%	97.4%	97.5%	96.8%	97.09%	97.3%	97.48%				↓	100%	Progressive roll-out of the corporate credit card will increase the proportion of invoices paid within 30 days.	

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
BVPI 11(a)	The percentage of the top 5% of earners who are women	4.35%	4.42%	4.35%	4.59%	4.63%	4.85%	4.76%	4.50%	4.55%				↑	3.00%	Shortlisting process is taking place to identified mentors/trainers and they will received training in 2009
BVPI 11(b)	The percentage of the top 5% of earners who are from ethnic minority communities	0.00%	0.00%	0.00%	0.00%	0.00%	0.97%	0.95%	0.90%	0.91%				↑	0.75%	Shortlisting process is taking place to identified as mentors/trainers and they will receive training in 2009
BVPI 11(c)	The percentage of the top 5% of earners who have a disability	2.61%	2.65%	2.61%	2.75%	1.85%	0.97%	0.95%	0.90%	1.82%				↓	1.60%	Changes to this indicator are due to retirement of personnel.
BVPI 12(i)	The number of working days/shifts per employee lost due to sickness absence – Uniformed Staff	0.63	1.23	1.91	2.51	3.05	3.54	4.11	4.68	5.41				↓	6.50	Revised sickness protocols and robust management continue, including dismissal of some individuals on long term sickness.
BVPI 12(ii)	The number of working days/shifts per employee lost due to sickness absence – All Staff	0.70	1.32	1.99	2.65	3.25	3.83	4.47	5.05	5.84				↓	6.75	Systems development is still under way to provide a more effective breakdown and identify any trends.

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment			
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar						
BVPI 15(i)	Employees retiring on ill health grounds as a percentage of the total workforce – Firefighters Pension Scheme	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%				↑	0.65%	There is a robust policy framework supporting this performance. Redeployment procedures assist with keeping these figures at a low level.
BVPI 15(ii)	Employees retiring on ill health grounds as a percentage of the total workforce – Local Government Pension Scheme	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.24%	0.24%	0.24%							↓	0.80%	
BVPI 16a(i)	The percentage of whole time and retained duty system employees with a disability	1.91%	1.88%	1.83%	1.85%	1.73%	1.60%	1.60%	1.61%	1.80%							↓	1.90%	Four existing staff have had dyslexia assessment this month.
BVPI 16a(ii)	The percentage of control and non-uniformed employees with a disability	13.3%	13.3%	12.8%	12.8%	13.0%	12.53%	12.8%	12.32%	12.62%							↓	12.00%	
BVPI 16(b)	The percentage of the economically active population in FRS area with a disability									15.34%						↔	N/A	Figure obtained from census data and provided for information only.	
BVPI 17(a)	Percentage of all staff from all minority ethnic communities	2.3%	3.7%	3.8%	3.9%	3.9%	4.0%	3.99%	4.01%	4.11%							↑	7.9%	There are 3 BME employees on the January course.

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment	
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar				
BVPI 17(b)	The percentage of the economically active population in FRS area from ethnic minority communities									18.1%					↑	N/A	Figure obtained from census data and provided for information only.
BVPI 150	Expenditure per head of population on the provision of fire and rescue services									£38.79					N/A	£41.21	The figure reported is 2007/8 outturn (target £39.78) which has now been confirmed.
BVPI 210	The percentage of female firefighters	2.45%	2.64%	2.71%	2.75%	2.75%	2.72%	2.91%	2.87%	2.88%					↑	14.00%	There are 6 women on the January Training Course, 2 RDS and 4 Wholetime.

Corporate Health – Local Indicators

BVPI	Description	Cumulative Year to Date Performance												Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar		
Local	Uniformed recruits from all ethnic minority communities as a percentage of total uniformed recruits	Nil	13.16%	13.95%	13.64%	12.50%	8.86%	7.61%	7.45%	7.29%				8.0%	There were no BME trainees on the September course.
Local	Percentage of all staff recruited from all ethnic minority communities	-	12.24%	14.93%	13.51%	13.41%	11.38%	10.14%	10.20%	10.83%				8.0%	Measure introduced in May 2008 to align with the new national Equality and Diversity Strategy - includes staff recruited for both uniformed and non-uniformed posts.
Local	Uniformed female recruits as a percentage of total uniformed recruits	Nil	10.53%	9.30%	9.09%	10.42%	7.69%	9.89%	9.68%	9.47%				8.0%	Three women trainees on the May and September courses.

4 Service Delivery Indicators

Service Delivery Indicators – Performance

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment	
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar				
BVPI 142(ii)	Number of calls to fires attended: Primary fires per 10,000 population	1.82	4.08	6.02	7.84	9.79	11.86	13.72	15.69	17.42					↑	29.6	Consistent performance is being maintained against this indicator.
BVPI 142(iii)	Number of calls to: Accidental Fires in Dwellings per 10,000 dwellings	1.22	2.45	3.33	4.40	5.47	6.79	8.01	9.05	10.52					↑	17.6	Consistent performance is being maintained against this indicator.
BVPI 143(i)	Number of deaths arising from accidental fires in dwellings per 100,000 population	0.00	0.05	0.09	0.19	0.19	0.19	0.23	0.28	0.37					↓	0.70	The current target of 0.70 is based on a 20% reduction from 1999, but the related limit of 1.25 x national average requires a target of no more than 0.42 (9 deaths) for this indicator.
BVPI 143(ii)	Number of Injuries arising from accidental fires in dwellings per 100,000 population	0.88	1.62	2.08	2.54	3.38	4.12	4.63	4.95	6.33					↓	11.71	Consistent performance is being maintained against this indicator.
BVPI 144	The percentage of accidental fires in dwellings confined to room of origin	86.1%	87.6%	88.5%	89.0%	89.7%	89.7%	89.99%	90.52%	89.83%					↓	94.9%	Performance trend improving – training taking place to ensure consistent reporting.

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
BVPI 146(i)	Number of calls to malicious false alarms per 1000 population – not attended	0.04	0.09	0.13	0.18	0.23	0.27	0.30	0.35	0.37				↑	1.3	Figures adjusted since last report following change to align calculation method more closely with the other Mets
BVPI 146(ii)	Number of calls to malicious false alarms per 1000 population – attended	0.05	0.10	0.14	0.19	0.22	0.25	0.30	0.35	0.39				↑	0.9	Consistent performance is being maintained against this indicator.
BVPI 149(i)	False alarms caused by automatic fire detection apparatus per 1000 non domestic properties	6.96	13.77	20.43	28.19	35.37	43.60	51.12	57.97	64.18				↓	114.6	Consistent performance is being maintained against this indicator.
BVPI 149(ii)	Number of those properties in 149i with more than one attendance	50	122	199	290	376	449	574	647	751				↓	1,247	Consistent performance is being maintained against this indicator.
BVPI 149(iii)	Percentage of false alarms caused by AFD to a non-domestic property with more than one attendance	23.7%	33.4%	38.9%	42.1%	44.3%	46.7%	51.63%	52.72%	55.81%				↓	67.8%	Consistent performance is being maintained against this indicator.

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
BVPI 206(i)	Number of deliberate primary fires (excluding vehicles) per 10,000 population	0.27	0.70	1.03	1.28	1.67	2.02	2.37	2.74	2.99				↑	8.1	Consistent performance is being maintained against this indicator.
BVPI 206(ii)	Number of deliberate primary fires in vehicles per 10,000 population	0.72	1.60	2.46	3.25	4.03	4.88	5.57	6.45	6.98				↑	12.1	Consistent performance is being maintained against this indicator.
BVPI 206(iii)	Number of deliberate secondary fires (excluding vehicles) per 10,000 population	3.56	8.28	11.76	15.00	17.88	21.10	24.94	29.15	31.34				↑	56.4	Long term trend is positive.
BVPI 206(iv)	Number of deliberate secondary fires in vehicles per 10,000 population	0.05	0.10	0.17	0.22	0.26	0.31	0.34	0.38	0.41				↑	1.7	Consistent performance is being maintained against this indicator.
BVPI 207	Fires in non-domestic premises per 1000 non-domestic premises	0.56	1.33	1.90	2.53	3.28	3.94	4.35	4.94	5.47				↑	10.7	Performance against this target varies month to month, however the long term trend indicates consistent activity with previous year.
BVPI 208	The percentage of people in accidental dwelling fires who escape unharmed without FRA assistance	86.9%	85.6%	86.6%	86.2%	85.7%	86.4%	87.37%	87.59%	88.13%				↓	94.1%	Continued reduction in the number of accidental dwelling fires makes this figure harder to reduce as a percentage

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
BVPI 209(i)	The percentage of fires attended in dwellings where a smoke alarm had activated	55.8%	51.3%	49.9%	49.8%	50.1%	51.4%	50.33%	48.99%	49.54%				↑	36.1%	Performance against this target has improved significantly and consistently since November 2006.
BVPI 209(ii) a	The percentage of fires attended in dwellings where a smoke alarm, because it was faulty or incorrectly sited, did not activate	10.9%	10.7%	9.8%	10.3%	9.5%	9.3%	9.0%	8.84%	8.79%				New indicator	9.7%	This indicator has now been split to distinguish between incidents where a smoke alarm did not activate because there was a problem with the alarm or its location, and those where it did not activate for legitimate reasons.
BVPI 209(ii) b	The percentage of fires attended in dwellings where a correctly sited and working smoke alarm did not activate	5.4%	6.1%	6.9%	6.9%	6.9%	6.7%	7.36%	7.40%	7.53%				New indicator	N/A	
BVPI 209(iii)	The percentage of fires attended in dwellings where no smoke alarm was fitted	27.9%	31.9%	33.4%	33.1%	33.5%	32.6%	33.3%	34.77%	34.14%				↑	53.6%	Linked to 209(i). Targeted HFSC activity is delivering significant impact.

Service Delivery – National Indicators from 1 April 2008

NI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
NI 33	Arson Incidents (All Deliberate Fires) per 10,000 population	4.60	10.68	15.42	19.75	23.84	28.30	33.22	38.71	41.72				New indicator	78.3	Measures the same area of performance as the combined elements of BVPI 206
	Arson Incidents (Deliberate Primary Fires) per 10,000 population	0.99	2.30	3.49	4.53	5.70	6.89	7.94	9.19	9.97				New indicator	20.2	Measures the same area of performance as BVPI 206 (i) and (ii) combined
	Arson Incidents (Deliberate Secondary Fires) per 10,000 population	3.61	8.38	11.93	15.22	18.14	21.41	25.28	29.53	31.75				New indicator	58.1	Measures the same area of performance as BVPI 206 (iii) and (iv) combined
NI 49	Number of Primary Fires per 100,000 population	18.2	40.8	60.2	78.4	97.9	118.64	137.17	156.93	174.17				New indicator	296	Measures the same area of performance as BVPI 142(ii)
	Number of Fire Fatalities per 100,000 population	0.00	0.05	0.09	0.19	0.19	0.23	0.41	0.55	0.60				New indicator	0.70	Current target relates only to deaths in Accidental Dwelling Fires as BVPI 143(i)
	Number of Fire Casualties (exc. Preliminary Checks) per 100,000 population	1.16	2.04	2.87	3.79	4.58	5.55	6.24	6.97	7.98				New indicator	11.71	Current target relates only to deaths in Accidental Dwelling Fires as BVPI 143(ii)

5 MACC Call Handling Times

BVPI	Description	Cumulative Year to Date Performance												Direction of Travel compared to position at this time last year	Target Full Year	Comment
		To 30 Apr	To 31 May	To 30 Jun	To 31 Jul	To 31 Aug	To 30 Sep	To 31 Oct	To 30 Nov	To 31 Dec	To 31 Jan	To 29 Feb	To 31 Mar			
Local	Time taken from accepting a call from the British Telecom operator, to mobilisation of Fire and Rescue Service resources	56.01	57.73	57.40	57.41	57.20	56.74	56.37	56.81	56.62				↑	60 seconds	Performance trend improved consistently during the last year.

6 Best Value Performance Indicators – Comparison with other Metropolitan Fire and Rescue Services

The Metropolitan Fire and Rescue Services share information on a quarterly basis in respect of BVPIs. Although formal reporting against BVPIs ended on 31 March 2008, most Metropolitan FRS's are continuing to collect information against most of the indicators. Information for the first half of 2008/9 (1 April – 30 September) and positions for the individual BVPIs are shown below. The information is unaudited and therefore may be subject to minor amendments, but it does allow up to date performance comparisons to be made between WYFRS and similar 'family group' FRS's.

BVPI	Description	West Yorkshire	Greater Manchester	London	Merseyside	South Yorkshire	Tyne & Wear	West Midlands
BVPI 2(a)	The level (if any) of the Equality Standard for Local Government to which the Authority conforms	3	3	5	2	2	3	2**
BVPI 2(b)	The duty to promote race equality	95%	79%	Not recorded	100%	74%	100%	100%**
BVPI 8	The percentage of invoices for goods and services paid by the Authority within 30 days	96.8%	90.0%**	87.19%	99.63%	92.7%	94.88%	94.4%**
BVPI 11(a)	The percentage of the top 5% of earners who are women	4.85%	10.50%**	13.57%	6.49%	6.74%	14.1%	7.51%**
BVPI 11(b)	The percentage of the top 5% of earners who are from ethnic minority communities	0.97%	0.80%**	8.03%	0.00%	3.37%	2.56%	3.29%**
BVPI 11(c)	The percentage of the top 5% of earners who have a disability	0.97%	0.00%**	5.16%	0.00%	1.12%	1.3%	1.41%**
BVPI 12(i)	The number of working days/shifts per employee lost due to sickness absence – Uniformed Staff	3.54	2.42	3.55	2.79	3.32	3.62	Only calculated at end of financial year
BVPI 12(ii)	The number of working days/shifts per employee lost due to sickness absence – All Staff	3.83	3.01	3.83	2.89	3.55	4.27	
BVPI 15(i)	Employees retiring on ill health grounds as a percentage of the total workforce – Firefighters Pension Scheme	0.00%	0.00%	0.03%	0.00%	Only calculated at end of financial year	0.00%	Only calculated at end of financial year
BVPI 15(ii)	Employees retiring on ill health grounds as a percentage of the total workforce – Local Government Pension Scheme	0.00%	0.00%	0.08%	0.00%		0.28%	
BVPI 16a(i)	The percentage of whole time and retained duty system employees with a disability	1.60%	1.91%	1.62%	2.15%	1.54%	0.65%	2.16%**
BVPI 16a(ii)	The percentage of control and non-uniformed employees with a disability	12.53%	0.93%**	7.90%	4.29%	4.59%	2.56%	5.50%**
BVPI 17(a)	The percentage of all staff from all minority ethnic communities	4.0%*	1.8%**	10.67%	4.29%*	2.21%	1.23%	6.6%**

* From May 2008, West Yorkshire and Merseyside now measure both uniformed and non-uniformed staff in accordance with the new national Equality and Diversity Strategy – others do not calculate this indicator quarterly and are therefore continuing to report their end of year figure for 2007/8, when the indicator was restricted to uniformed staff from minority ethnic communities.








** This is the annual figure as at 31 March 2008, no quarterly figures have been received.

BVPI	Description	West Yorkshire	Greater Manchester	London	Merseyside	South Yorkshire	Tyne & Wear	West Midlands
BVPI 150	Expenditure per head of population on the provision of fire and rescue services	£38.79	£43.80	£57.92	£49.91	£45.73	£53.12	£46.00
BVPI 210	The percentage of female firefighters	2.72%	1.40%**	3.67%	3.33%	4.19%	4.7%	Not Available
BVPI 142(ii)	Number of calls to fires attended: Primary fires per 10,000 population	11.86 (2564)	14.52 (3709)	8.86	15.67 (2121)	13.61 (1769)	11.6 (1258)	11.2 (2903)
BVPI 142 (iii)	Number of calls to: Accidental Fires in Dwellings per 10,000 dwellings	6.79 (602)	4.5 (1149)	8.74 (2,826)	10.54 (628)	6.51 (358)	11.6 (345)	8.78 (935)
BVPI 143(i)	Number of deaths arising from accidental fires in dwellings per 100,000 population	0.19 (4)	0.16 (4)	0.13 (10)	0.15 (2)	0.15 (2)	0.28 (3)	0.23 (6)
BVPI 143(ii)	Number of Injuries arising from accidental fires in dwellings per 100,000 population	4.12 (89)	1.37 (35)	3.94 (296)	3.69 (50)	3.16 (41)	1.9 (21)	2.35 (61)
BVPI 144	The percentage of accidental fires in dwellings confined to room of origin	89.7%	95.36%	Not recorded	90.79%	93.00%	89.3%	87.5%
BVPI 146(i)	Number of calls to malicious false alarms per 1000 population – not attended	0.27 (574)	0.47 (1197)	0.30 (2,264)	0.13 (179)	0.05 (61)	0.09 (97)	0.015 (38)
BVPI 146(ii)	Number of calls to malicious false alarms per 1000 population - attended	0.25 (551)	0.21 (524)	0.18 (1,315)	0.16 (224)	0.18 (230)	0.16 (177)	0.4 (1043)
BVPI 149(i)	False alarms caused by automatic fire detection apparatus per 1000 non domestic properties	43.60 (3274)	65.32 (5991)	55.63 (15,626)	51.97 (2025)	36.5 (1352)	40.0 (1326)	34.2 (3131)
BVPI 149(ii)	Number of those properties in 149i with more than one attendance	449	691	Not recorded	345	202	No figures received for Q2 to date	413
BVPI 149 (iii)	Percentage of false alarms caused by AFD to a non-domestic property with more than one attendance	46.73%	41.39%		33.10%	48.50%		54.00%
BVPI 206(i)	Number of deliberate primary fires (excluding vehicles) per 10,000 population	2.02 (436)	3.00 (765)	1.32 (991)	4.31 (584)	2.80 (364)	2.6 (285)	2.2 (568)
BVPI 206(ii)	Number of deliberate primary fires in vehicles per 10,000 population	4.88 (1054)	4.07 (1040)	1.31 (987)	4.03 (545)	5.18 (673)	3.4 (368)	2.7 (690)
BVPI 206 (iii)	Number of deliberate secondary fires (excluding vehicles) per 10,000 population	21.10 (4560)	22.2 (5650)	5.62 (4,220)	28.04 (3796)	23.85 (3099)	23.4 (2545)	15.8 (4112)
BVPI 206 (iv)	Number of deliberate secondary fires in vehicles per 10,000 population	0.31 (67)	0.16 (42)	0.32 (241)	0.13 (17)	0.35 (45)	Not recorded	0.24 (63)
BVPI 207	Fires in non-domestic premises per 1000 non-domestic premises	3.94 (296)	6.29 (577)	Not recorded	7.93 (316)	5.26 (195)	6.2 (195)	5.25 (481)
BVPI 208	The percentage of people in accidental dwelling fires who escape unharmed without FRA assistance	86.4%	82.03%		80.61	86.60%	94.9% (410)	Not recorded
BVPI 209(i)	The percentage of fires attended in dwellings where a smoke alarm had activated	51.38%	48.9%	Not recorded	46.70%	41.6%	44.7% (195)	49.96%
BVPI 209(ii)	The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate	16.03%	18.9%		14.15%	13.7%	11.7% (51)	20.81%
BVPI 209 (iii)	The percentage of fires attended in dwellings where no smoke alarm was fitted	32.59%	32.2%		66.95%	39.39%	44.7%	43.6% (190)

NI	Description	West Yorkshire	Greater Manchester	London	Merseyside	South Yorkshire	Tyne & Wear	West Midlands
NI 33	Arson Incidents (All Deliberate Fires) per 10,000 population	28.30 (6117)	29.43 (7497)	8.57 (6,440)	36.55 (4947)	32.19 (4183)	29.40 (3198)	21.1 (5490)
	Arson Incidents (Deliberate Primary Fires) per 10,000 population	6.89 (1490)	7.07 (1805)	2.67	8.33 (1127)	7.99 (1038)	6.00 (653)	4.8 (1258)
	Arson Incidents (Deliberate Secondary Fires) per 10,000 population	21.41 (4627)	22.36 (5692)	5.9	28.22 (3820)	24.20 (3145)	23.4 (2545)	16.3 (4232)
NI 49	Number of Primary Fires per 100,000 population	118.64 (2564)	145.2 (3709)	88.56 (6,653)	156.25 (2115)	136.21 (1770)	115.7 (1258)	111.6 (2903)
	Number of Fire Fatalities per 100,000 population	0.23 (5)	0.20 (5)	0.17 (13)	0.22 (3)	0.31 (4)	0.27 (3)	0.5 (12)
	Number of Fire Casualties (exc. Preliminary Checks) per 100,000 population	5.55 (120)	7.79 (199)	6.04 (454)	4.88 (66)	5.00 (65)	3.95 (43)	3.8 (100)

Note 1: Actual numbers shown in brackets.

Key

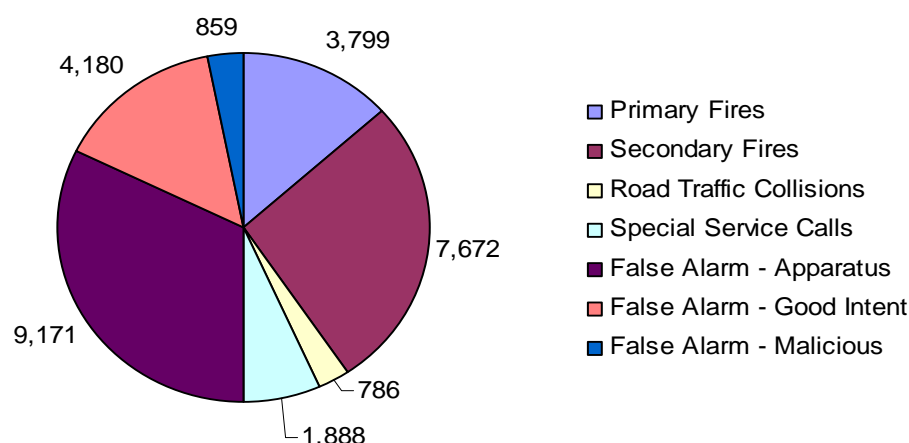
	1st (Best)		3rd		5th		7th (Worst)
	2nd		4 th		6th		

Note 2: Where two FRS's have achieved equal placing, both are shown in the same colour.

7 Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year to date, broken down into category of incident.

Incident Category	Number	Percentage
Primary Fires	3,799	13.4%
Secondary Fires	7,672	27.1%
Road Traffic Collisions	786	2.8%
Special Service Calls	1,888	6.7%
False Alarm - Apparatus	9,171	32.3%
False Alarm - Good Intent	4,180	14.7%
False Alarm - Malicious	859	3.0%
Total	28,355	100%



Under the Fire and Rescue Services Act 2004, Fire and Rescue Authorities (FRA's) now have a broader role, which extends their statutory duties beyond fire safety and fire-fighting to include:

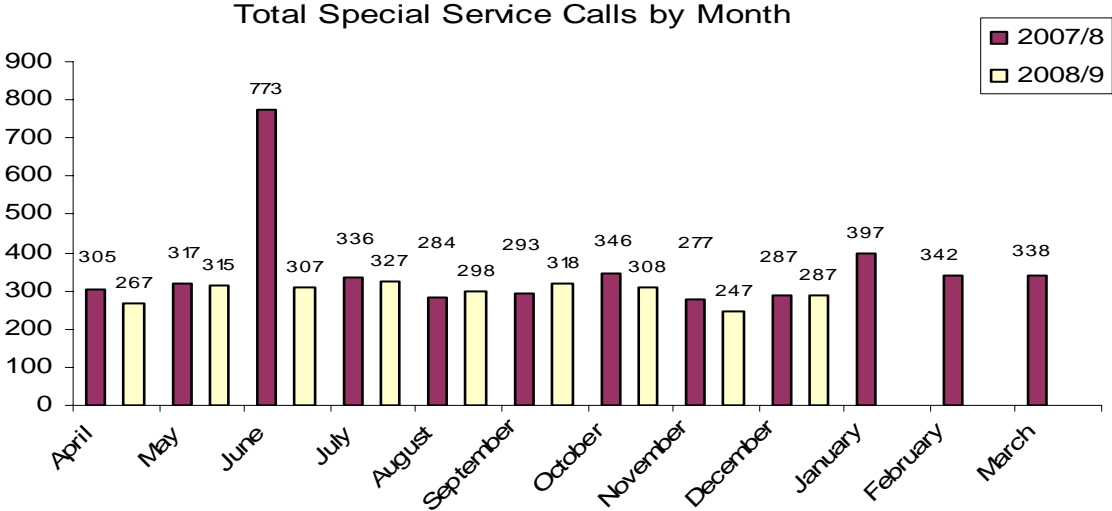
- rescuing people from road traffic accidents
- responding to other specific emergencies, such as major flooding or terrorist attack

In addition, the Act provides FRA's with the authority to carry out other tasks to respond to specific local risks and the particular needs of their communities.

The Act invests the Fire Service with a duty to carry out emergency 'special services'. These include dealing with major transport incidents (road, rail and air); chemical, biological and radioactive exposures and spills; severe weather conditions such as flooding and high winds; collapsed buildings; and the rescue of trapped people, including rescues from lifts.

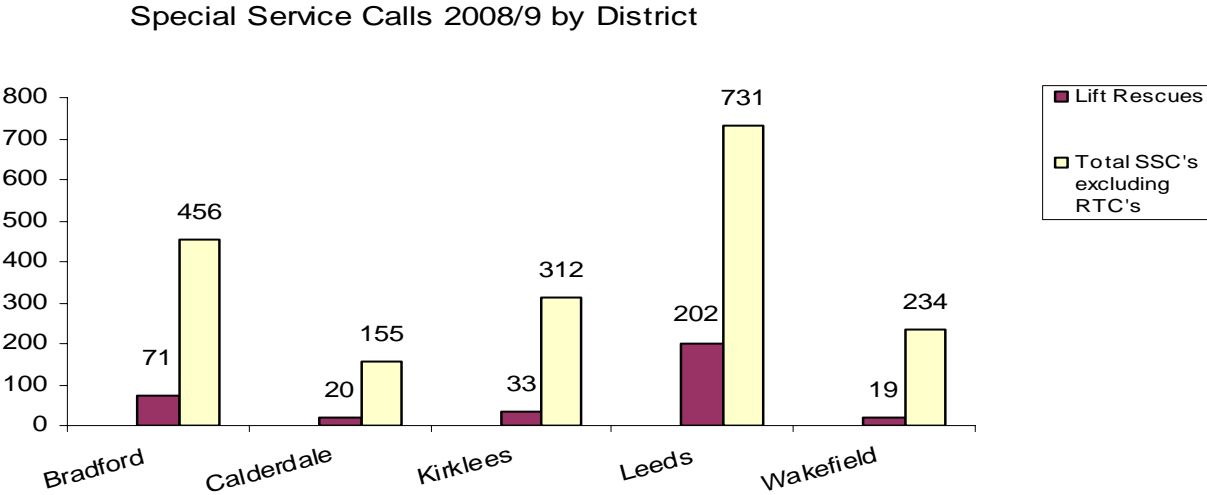
The Act also sets out the categories of service for which charges can be made by FRA's and the persons who can be charged. However, the Act limits the amount charged to the cost of providing the service and prohibits FRA's from charging for fire-fighting or for the provision of emergency medical assistance. The sum recovered so far for 2008/9 is approximately £125,547.40 which is mostly comprised of charges for lift rescues (£97,665).

The chart below summarises the number of special service calls (chargeable and non-chargeable) attended by West Yorkshire Fire and Rescue Service for the financial year to date and provides a comparison with the figures for 2007/8. The chart highlights the large number of special service calls in June 2007 which resulted from the extraordinarily heavy rainfall and the subsequent flooding.



Chargeable Special Service Calls – District Performance

The chart below summarises the performance of special services by each respective district for the 2008/9 financial year to date. Specific information relating to lift rescues has been included, as these incidents occur more frequently than other ‘special service’ categories.



8 'Five Pumps and Above' Incidents (to 27 January 2009)

General Commentary

A number of additional pumping and special appliances are often mobilised to these types of incidents to undertake supporting activities.

Fire-related incidents of this type require the attendance of a fire investigation officer to determine the cause of the fire. The cause is included in the table, but in some circumstances, it may be uncertain, as follows:

- Not known - the evidence that remained after the fire was insufficient to determine the cause
- Doubtful - thought to have been deliberate, but an accidental cause cannot be ruled out
- Not yet recorded / Pending Investigation - as stated

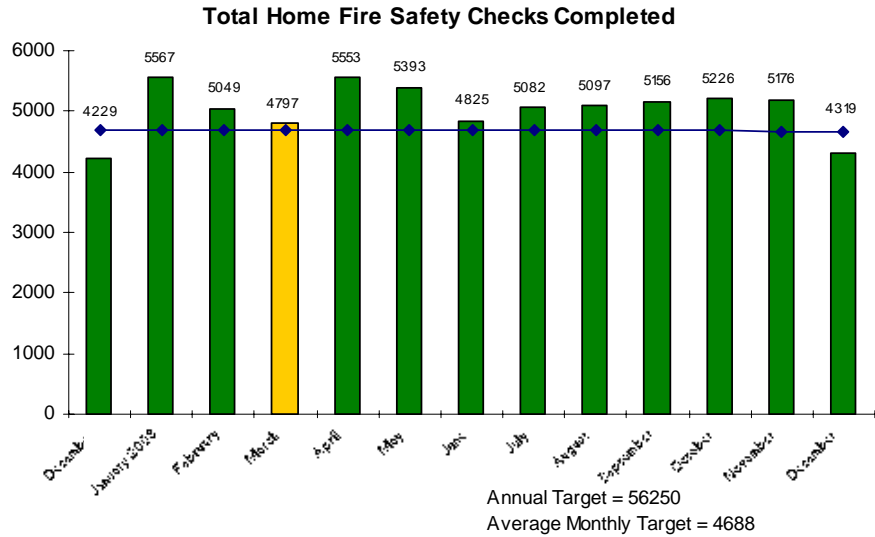
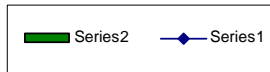
For fires identified as deliberate, we work in accordance with a regionally agreed Memorandum of Understanding with the police, who are responsible for the investigation of all deliberate fires.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
10/04/08 12:33	Woolston House Grattan Road Bradford	Industrial	40 (Bradford)	Accidental (Welding)	16 pumps 7 specials	10 Officers 88 FFs
24/04/08 00:18	Yorkshire Television Sunny Bank Mills Town Street, Farsley	Industrial	31 (Stanningley)	Accidental (Cutting Equipment)	17 pumps 6 specials	9 Officers 90 FFs
07/05/08 18:19	Blake Lee Lane Marsden	Moorland	68 (Marsden)	Deliberate	12 pumps 4 specials	8 Officers 65 FFs
11/05/08 21:47	Meltham Mills Meltham Mills Road Meltham	Industrial	69 (Meltham)	Deliberate	12 pumps 3 specials	9 Officers 63 FFs
15/05/08 23:49	Tyke Rollers Colliers Way Clayton West	Industrial	71 (Skel/thorpe)	Accidental (Static Electricity)	11 pumps 4 specials	7 Officers 60 FFs
24/05/08 14:40	Industrial Estate Forge Lane Armley	Industrial	20 (Leeds)	Accidental (Blowlamps)	11 pumps 3 specials	6 Officers 55 FFs
26/05/08 06:33	Baitings Reservoir Rochdale Road Ripponden	Moorland	64 (Halifax)	Accidental (Smoking Materials)	14 pumps 3 specials	8 Officers 70 FFs
26/05/08 15:44	Marsden Moor New Hey Road Scammonden	Moorland	72 (Slaithwaite)	Deliberate	7 pumps 1 special	4 Officers 34 FFs
30/06/08 22:00	Westgate, Otley	Unoccupied Building	48 (Otley)	Deliberate	10 pumps 4 specials	10 Officers 56 FFs

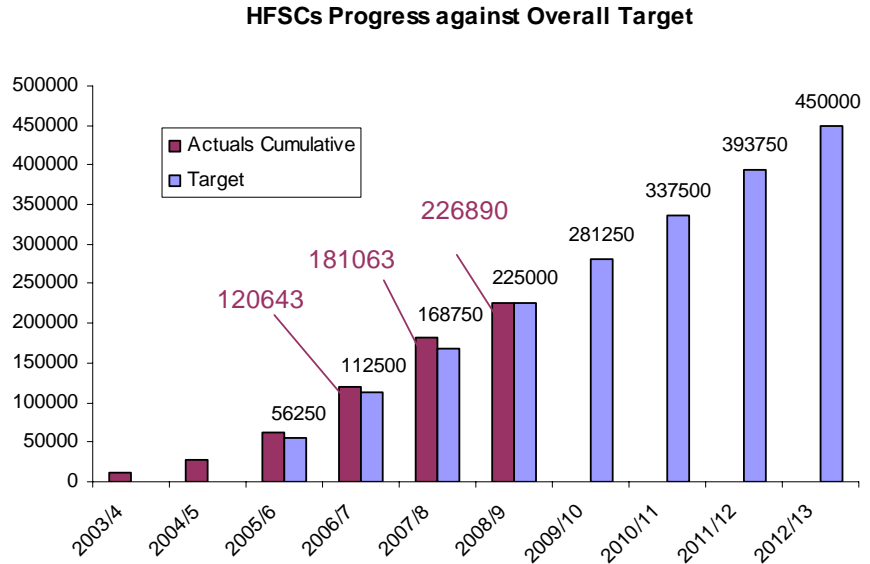
Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
04/07/08 12:42	Ardar Glass Headlands Lane Knottingley	Industrial	86 (Knottingley)	Accidental (Electrical)	12 pumps 4 specials	10 Officers 65 FFs
05/08/08 18:01	Northgate, Cleckheaton	Derelict Building	62 (Cleckh/ton)	Deliberate	10 pumps 4 specials	9 Officers 54 FFs
25/08/08 19:14	Hemsworth By-Pass Hemsworth Wakefield	Field	85 (Hemsworth)	Deliberate	10 pumps 2 specials	7 Officers 51 FFs
01/10/08 19:45	Jack Walkers Mill, Legrams Lane, Listerhills, Bradford	Industrial	42 (Fairweather Green)	Deliberate	15 pumps 5 specials	11 Officers 81 FFs
18/10/08 03:02	Carleton High School, Green Lane, Pontefract	Educational	90 (Pontefract)	Deliberate	29 pumps 5 specials	11 Officers 143 FFs
25/10/08 06:57	PFF Presentation Products, Dockfield Road, Shipley	Industrial	51 (Shipley)	Deliberate	12 pumps 3 specials	11 Officers 62 FFs
26/10/08 18:10	Delius School, Killinghall Road, Bradford	Educational	40 (Bradford)	Deliberate	11 pumps 5 specials	9 Officers 60 FFs
08/11/08 1:59	Low Moor Business Park, Common Road, Low Moor, Bradford	Industrial	47 (Odsal)	Deliberate	12 pumps 6 specials	9 Officers 68 FFs
15/11/08 1:07	Thornton Lodge Community Centre, Huddersfield	Recreational	60 (Hud/field)	Deliberate	14 pumps 5 specials	9 Officers 77 FFs
30/11/08 16:59	27 Midland Street Hillhouse Huddersfield	Residential	60 (Hud/field)	Deliberate	10 pumps 3 specials	9 Officers 46 FFs
05/12/08 06:25	2 Aspen Close, Peacock, Wakefield	Shed spread to residential	80 (Wakefield)	Radiated Heat	10 pumps 3 specials	9 Officers 52 FFs
09/12/08 07:26	5 Godwin Street, Bradford	Derelict Building	40 (Bradford)	Deliberate	12 pumps 6 specials	9 Officers 68 FFs

9 Home Fire Safety Checks

The number of home fire safety checks in December has been recorded on the Performance Information Management System (PIMS) as 4,319, which is 349 less than the average monthly target. In nine months of 2008/9, WYFRS have exceeded the target by 3,676, providing an excellent platform for the remainder of the year. The chart shows performance against the average monthly target and is formatted as per the traffic light colour scheme.



The Year 2 IRMP specified a target of 450,000 home fire safety checks to be completed by 31 March 2013. Averaged over the eight-year period, this sets an annual target of 56,250. The number of completed home fire safety checks for 2007/8 was recorded on PIMS as 60,420 which is 107% of this target. This total easily exceeds the 2006/7 total of 58,593. From the beginning of 2005/6 to date, a total of 226,890 home fire safety checks have been completed, representing progress of 50% towards the overall 2013 target of 450,000.



Smoke Alarm Ownership

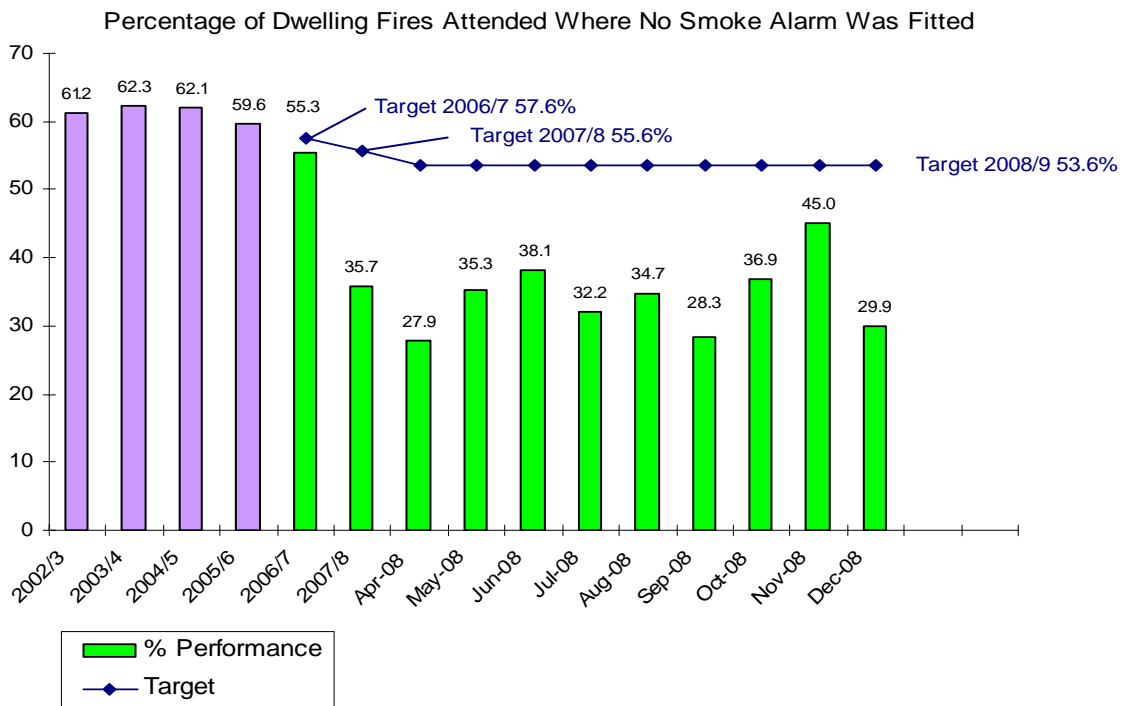
Performance in this area became subject to a BVPI from 2005/6 and subject to a specific CPA indicator from 2007/8.

Better performance is indicated by a lower percentage.

Targets were initially set in March 2006, based on the 2005/6 outturn of 59.6%, aiming for an actual reduction of 2% each year.

Through analysis of high risk areas and groups, with improvements in partner referrals and the targeting of resources, performance improved considerably during 2007/8, leading to a significantly improved outturn figure of 35.7%, far exceeding the target of 55.6%, and this improvement has continued in the nine months of 2008/9.

The chart below shows month by month performance against target and is formatted as per the traffic light colour scheme.



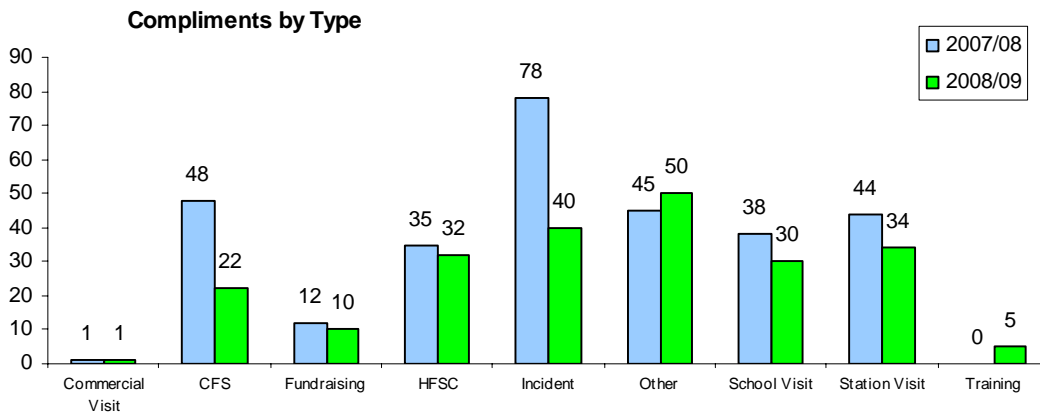
- Purple indicates no target set
- Red indicates target not achieved
- Amber indicates satisfactory performance (within 10% of target)
- Green indicates target achieved or exceeded

10 Compliments and Complaints

Compliments

The charts below show by type the number of compliments and complaints received by West Yorkshire FRS since 1 April 2007, and provide a comparison between the years 2007/8 and 2008/9.

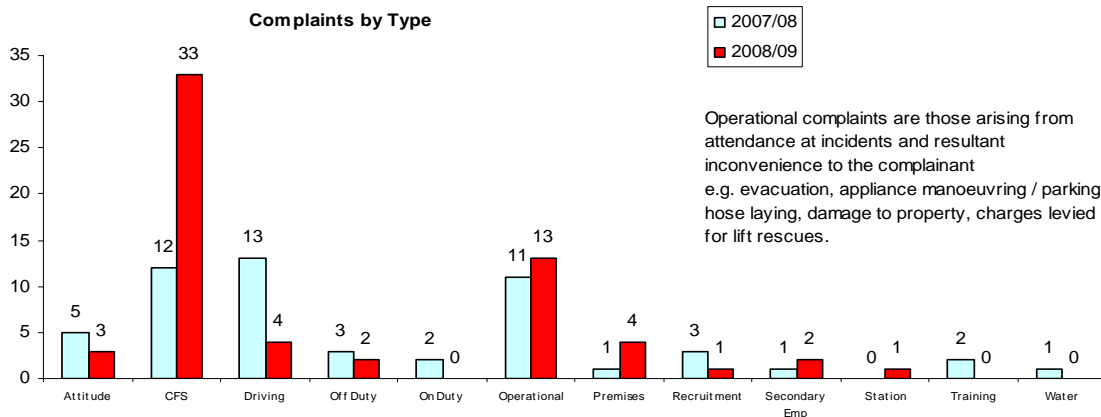
In the nine months of 2008/9, West Yorkshire FRS has recorded 224 compliments, an average of approximately 25 per month, which equals the previous year's average of approximately 25 per month (301 in total).



Complaints

After nine months of the financial year 2008/9, we have received sixty-three complaints as compared to thirty-eight in the same period during 2007/8. The increase in complaints was exacerbated by the number of complaints received by CFS in relation to a mail shot where a number of envelopes were posted without stamps.

Two complaints are still ongoing, two complaints have been withdrawn and all but one of the remainder has been resolved at Stage I of the complaints procedure. Thirty-six of the complaints were upheld (this increase again being due to the unstamped envelopes). All complaints are dealt with in a consistent manner, with appropriate remedial action taken where necessary.



11 Violence at Work

Attacks on Personnel as a Percentage of Attendances

Attacks on Firefighters as a Percentage of Incidents Attended

District / Station	No. of Incidents Attended	Physical Attack with Weapon	Weapon Brandished	Physical Assault	Missile Thrown	Firework thrown or projected	Stoning	Aggressive Behaviour	Verbal Abuse	Racist Abuse	Total	Percentage
Bradford District												
Bradford	3349		1		2	1	3	3	7		17	0.51%
Bradford CFS					1				1		2	
Bingley	459										nil	
FWG	1925		1		2	1	1				5	0.26%
Haworth	70										nil	
Idle	960						1		1		2	0.21%
Ilkley	146										nil	
Keighley	1102				1				1		2	0.18%
Odsal	1930				2		2	1	1		6	0.31%
Shipley	857			1							1	0.12%
Silsden	246										nil	
District Total	11044	0	2	1	8	2	7	4	11	0	35	0.32%
Calderdale District												
Brighouse	552								3		3	0.54%
Elland	555							1			1	0.18%
Halifax	1477				1	2	2			2	7	0.47%
Ilkley	517				1	1	1	2	2		7	1.35%
Mytholmroyd	112										nil	
Todmorden	185										nil	
District Total	3398	0	0	0	2	3	3	3	5	2	18	0.53%
Kirklees District												
Huddersfield	2570			1	2				3		6	0.23%
Batley	885				1						1	
Cleckheaton	735							2			2	0.27%
Dewsbury	1205						1				1	
Holmfirth	219										nil	
Kirklees CFS								1			1	
Marsden	73										nil	
Meltham	151										nil	
Mirfield	244										nil	
Skelmanthorpe	170										nil	
Slaithwaite	178							1			1	0.56%
District Total	6430	0	0	1	3	0	1	4	3	0	12	0.19%
Leeds District												
Leeds	3267	1									1	0.03%
Cookridge	637								1		1	0.16%
Garforth	349										nil	
Gipton	2763						2	1	1		4	0.14%
Hunslet	2184			1	1						2	0.09%
Moortown	1271				2						2	0.16%
Morley	661										nil	
Otley	229										nil	
Rawdon	576						1				1	0.17%
Rothwell	407										nil	
Stanks	735						3			1	4	
Stanningley	1544						1		1		2	0.13%
Wetherby	229										nil	
District Total	14852	1	0	1	3	0	7	1	3	1	17	0.11%
Wakefield District												
Wakefield	1729				2		1		1		4	0.23%
Castleford	747							1	1		2	0.27%
Featherstone	357							1			1	0.28%
Hemsworth	282										nil	
Knottingley	466				1		4	1			6	1.29%
Normanton	274										nil	
Ossett	608										nil	
Pontefract	840					1		1			2	0.42%
South Elmsall	481				1				1		2	0.42%
District Total	5784	0	0	0	4	1	5	4	3	0	17	0.29%
OSU Attendances	170											
Totals	41678	1	2	3	20	6	23	16	25	3	99	0.24%

District / CFS	Physical Attack with Weapon	Weapon Brandished	Physical Assault	Missile Thrown	Firework thrown or projected	Stoning	Aggressive Behaviour	Verbal Abuse	Racist Abuse	Total
Bradford District										
Bradford CFS				1				1		2
Calderdale District										
Calderdale CFS										0
Kirklees District										
Kirklees CFS							1			1
Leeds District										
Leeds CFS										0
Wakefield District										
Wakefield CFS										0
Totals	0	0	0	1	0	0	1	1	0	3

The table summarises the events reported by firefighters and CFS staff. For clarification, 'stoning' covers any thrown object identified as a stone; 'firework' covers fireworks thrown or launched; and 'missile' covers any other object used as a projectile.

In the first nine months of 2008/9, there have been 99 incidents of violence reported by West Yorkshire FRS staff, which is an average of 11 per month, indicating a reduction of approximately 21½% on the number of incidents reported for 2007/8 (166 for the full year, at an average of approximately 14 per month).

To put the figures into perspective, the previous table shows the number of incidents in which firefighters were subject to violence as a percentage of attendances, by station and by district. Some smaller stations appear to suffer a relatively high percentage of attacks, but this is largely due to the smaller number of incidents attended from such stations.

However, there is a danger that the frequency and severity of the 99 attacks out of 41,678 attendances may seem insignificant when considering these very small percentages (0.24% overall).

Although the number of attacks on firefighters has reduced considerably, the Chief Fire Officer has re-emphasised that one attack is one too many and that every assistance and encouragement will be given to the police to bring offenders to court. Work is continuing with a variety of agencies from the police and district councils to community groups and youth leaders to address these issues.

District Actions to Address Violence

Districts are taking the following actions:

Bradford – Excellent community engagement has been ongoing within the Bradford District., and strong links have been forged with the Neighbourhood Policing Teams (NPT's). Of particular note has been the recent, multi-agency bonfire initiative within the BD3 area. This led to a significant reduction in both deliberate fires and attacks on firefighters. Fire crews and CFS staff continue to communicate with youths in the local mosques, and also attend community events in the area. Further initiatives have included a BD3 community day held at Bradford Fire Station, organised football tournaments and a recruitment awareness day. All have proved to be a great success and have undoubtedly assisted in the District's attempts to drive down occurrences of violence to staff.

Calderdale – Calderdale -Staff and our Arson Task force team work with police to reduce the number of incidents of fire and possible confrontation; Assistant District Manager for Operations and Training attends a fortnightly meeting chaired by a Superintendent at Halifax Police Station, which is also attended by Inspectors from the four Neighbourhood Policing Teams (NPTs). Any incidents of violence to staff are discussed at this meeting; it is also raised as a standing agenda item at district management meetings; introduced daily electronic recording system which is monitored by district personnel. All watches have also had the procedure (in relation to recording such incidents) confirmed whilst attending watch input days at Halifax Station.

Kirklees – Youth Firefighter Scheme is being established at Huddersfield. Ongoing engagement of the public through community work. Working closely at local level with NPTs and Neighbourhood Management Groups. Specific agenda item for monthly District Meetings with follow up actions. Partner agency with the Police ASBO Challenge initiative, supporting the police by providing education and awareness, and working closely with other agencies pre-planning for the bonfire period.

Leeds - Engaging with the public through community work; good links with the police and Youth Offending Teams; Young Firefighter courses at Gipton and Rothwell; encouraging the reporting of incidents and vigilant use of 'silent witness' cameras; now forging closer links with Neighbourhood Policing Teams (NPTs) and looking to provide 'hot desks' for them at Rawdon, Cookridge and Stanningley to improve communication between locally-based staff from both organisations.

Additional links have been made with CCTV operators for the district. When mobilised to incidents certain stations can now contact CCTV operators directly and request the appliances to be monitored in and around known "hot spots". This initiative has been publicised in the local press to warn offenders that they are likely to be caught on camera and subsequently prosecuted.

Wakefield - Reporting directly to the council through the Strategic Intelligence Report and liaising with the police through the weekly tasking meeting and Neighbourhood Policing Teams (NPTs); raised as a standing agenda item at district management meetings with specific action plan to follow-up. A recent increase in the number of attacks in the Knottingley area has been brought to the attention of the local NPT, and a police operation in the area to tackle a number of anti-social behaviour issues is taking place in October. This has had an impact in stopping a run of attacks in the area. Over the bonfire period, following local planning the police had additional resources available to deal with bonfire related incidents and any attacks on fire fighters.

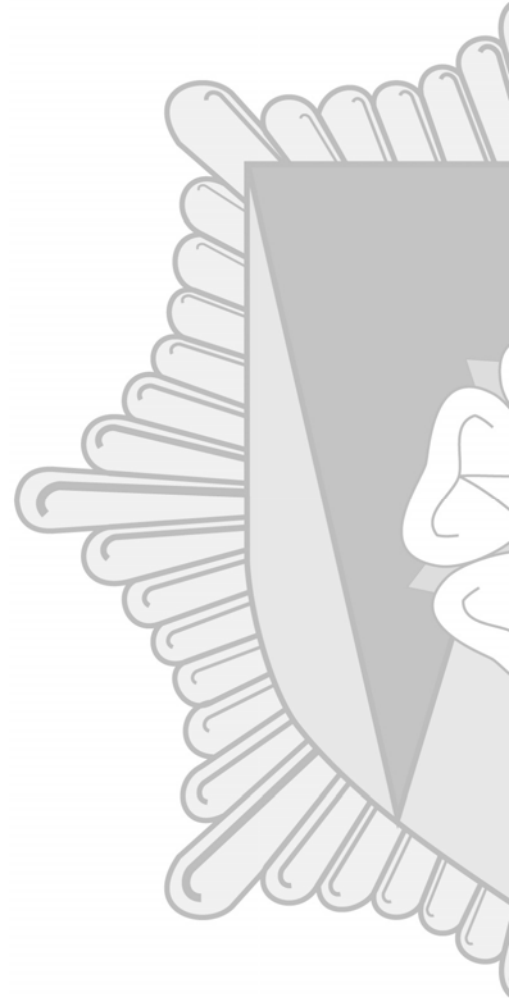
Could I bring to your attention the excellent work that Donna Wagner is doing in the district. Most recently she has been responsible for following up an attack on fire crews in the Portobello area of Wakefield. As such in working with the police NPT inspector she has had covert cameras placed in property near the area and liaising with the police to take statements from our crews. We now have two individuals arrested after a number of police raids in the area. In discussion with police we are likely to be looking at more arrests in the area with additional enforcement measures. This should have a real impact on the safety of crews and the number of incidents in the area.

At the same time to coordinate the approach in this hotspot area, Donna and Sukbinder have organised a multi agency action day in the area which was a great hit with both residents and other partner agencies.

Despite some resistance from fire crews with respect to their role in working with the police, Donna in particular has lead by example and is working very well at building and improving our relationship in the district with the NPT's and is one that I believe should be applauded.

I can only advise that if we have opportunities in the future to recruit the right type of ex police officer it would be of great benefit for us in our ARTs.

PREVENTING PROTECTING RESPONDING



West Yorkshire Fire and Rescue Service
Oakroyd Hall
Birkenshaw
BD11 2DY

www.westyorksfire.gov.uk

www.westyorksfire.gov.uk

WYFRA	AUTHORITY	13 FEBRUARY 2009	ITEM No
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REPORT OF: CHIEF EXECUTIVE/CHIEF FIRE OFFICER, THE DIRECTOR OF CORPORATE RESOURCES AND THE CHIEF FINANCE OFFICER

PURPOSE OF REPORT: THE PURPOSE OF THIS REPORT IS TO PRESENT A DRAFT CAPITAL INVESTMENT PLAN, A DRAFT REVENUE BUDGET AND A TREASURY MANAGEMENT STRATEGY FOR THE THREE YEARS 2009/2010 TO 2011/2012

RECOMMENDATION: IT IS RECOMMENDED THAT MEMBERS APPROVE THE RESOLUTION SET OUT IN SECTION 11 OF THIS REPORT.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS

EXEMPTION CATEGORY: NONE

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BACKGROUND TO PAPERS OPEN TO INSPECTION: BUDGET WORKING PAPERS LOCAL GOVERNMENT FINANCE SETTLEMENT.

CIPFA'S CODE OF PRACTICE ON TREASURY MANAGEMENT IN THE PUBLIC SERVICES; CIPFA'S PRODNENTIAL CODE FOR CAPITAL FINANCE IN LOCAL AUTHORITIES; LOCAL GOVERNMENT ACT 2003.

1. INTRODUCTION

This is a consolidated report which will present the Management Board's proposals for:-

- (i) a Capital Investment Plan for the three years 2009/2010 to 2011/2012,
- (ii) to present the prudential indicators to support the financing of the capital plan.
- (iii) a Revenue Budget for the same period; and
- (iv) a Treasury Management Strategy to fund the Capital Investment Plan and the cash flow implications of the 3 year Revenue Budget.

The consolidation is intended to show how all four elements are very closely related.

2 PROPOSED CAPITAL INVESTMENT

- 2.1 The Management Board is proposing a level of new investment over the period 2009/10 to 2011/12 amounting to **£37.5m**. The three-year plan is significantly higher than in previous years which is accounted for by the proposed investment of £11m in North Wakefield to deliver the 2007/2008 IRMP. The detailed plans are attached at Appendix 5 with the summary at programme level as follows:-

Overall Summary of Capital Investment Plan

	2009/10	2010/11	2011/12
	£m	£m	£m
Human Resources	0.160	0	0
Fire Safety & Community Relations	1.044	0.900	0.900
Operations	2.244	0.933	0.043
Corporate Resources	10.543	11.881	8.841
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Planned Investment	13.991	13.714	9.784
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- 2.2 The costs of funding the proposed capital programme have been included within the draft revenue budget.

2.3 It is proposed that the investment is funded principally by borrowing. The overall summary of the funding is shown in the table in paragraph 3.2 below.

3. WYFRA – PRUDENTIAL INDICATORS

3.1 The CIPFA Prudential Code requires that local authorities produce a number of prudential indicators before the beginning of each financial year and have them approved by the same executive body that approves the budget. The purpose of the indicators is to provide a framework for capital expenditure decision making, highlighting the level of capital expenditure, the impact on borrowing levels, and the overall controls in place to ensure the activity remains affordable, prudent and sustainable.

Some of the indicators are specific to the Authority's treasury management activity and are set out in the treasury management section of this report. The rest of the indicators are set out below.

3.2 Capital Expenditure, Capital Financing Requirement and External Debt

The Authority's capital expenditure projections, detailed elsewhere in this report, are summarised below. Capital expenditure impacts directly on the Capital Financing Requirement (CFR) and the Authority's debt position. The CFR reflects the Authority's underlying need to borrow for a capital purpose. Any difference between the CFR and external borrowing reveals that the Authority is using some internal balances, such as reserves/creditors, to temporarily finance capital expenditure.

	Actual 2007/08 £000s	Estimate 2008/09 £000s	Estimate 2009/10 £000s	Estimate 2010/11 £000s	Estimate 2011/12 £000s
Capital Expenditure	6,823	10,000	10,000	10,000	10,000
Financed by -					
Supported Borrowing	4,166	4,946	4,946	4,946	4,946
Unsupported Borrowing	1,524	5,054	4,066	3,641	5,054
Capital grants	568	0	988	1,413	0
Capital receipts	565	0	0	0	0
Anticipated Slippage	0	0	0	0	0
CFR as at 31 March	41,263	48,715	54,865	60,403	67,216
External debt 31 March -					
Borrowing	38,183	48,282	54,532	60,175	67,098
Other LT liabilities	528	433	333	228	118
Total debt	38,711	48,715	54,865	60,403	67,216

3.3 Limits to Borrowing Activity

The first key control over the Authority's borrowing activity is a Prudential Indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short-term, exceed the total Capital Financing Requirement in the preceding year plus the estimates of

any additional capital financing requirement for 2008/09 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

The Authority comfortably complied within requirement to keep net borrowing below the relevant Capital Financing Requirement in 2007/08, and no difficulties are envisaged for the current or future years.

- 3.4 A further two Prudential Indicators control the overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The operational boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

The Authority is asked to approve the following limits for its total external debt, gross of any investments. These limits separately identify borrowing from other long term liabilities such as finance leases.

Table 2	2008/09	2009/10	2010/11	2011/12
	£m	£m	£m	£m
<u>Authorised limit for external debt</u>				
Borrowing	55.5	62.7	69.2	77.2
Other long term liabilities	0.4	0.3	0.2	0.1
Total	55.9	63.0	69.4	77.3
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<u>Operational boundary for external debt</u>				
Borrowing	48.3	54.5	60.2	67.1
Other long term liabilities	0.5	0.4	0.3	0.2
Total	48.8	54.9	60.5	67.3

3.5 **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. The following two indicators provide an indication of the capital investment plans on the overall finances of the Authority:

3.5.1 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing costs net of investment income) against the net revenue stream (amounts met from Revenue Support Grant, local taxpayers and balances):

	Actual 2007/08	Rev Est 2008/09	Estimate 2009/10	Estimate 2010/11	Estimate 2011/12
Ratio of financing costs to net revenue stream	4.85%	5.00%	5.49%	5.85%	6.41%

3.5.2 Effect on the Precept

This indicator estimates the incremental impact of capital investment decisions proposed in the budget report, over and above capital investment decisions that have been previously taken by the Authority:

	Proposed Budget 2009/10	Forward Projections	
		2010/11	2011/12
Decrease(-) in expenditure net of Central Government Support (£000s)	-135	-407	-340
Decrease(-) in Precept (Band D)	-0.31	-0.79	-0.38

The negative effect on the precept is a result of reduced capital investment compared with previous decisions, the receipt of £2.4 million capital grant combined with significantly lower forecast interest rates over the 3 year period.

4. REVENUE BUDGET AND MEDIUM TERM FINANCIAL PLAN

- 4.1 It is proposed that the Authority should, in line with good practice, produce a three year Revenue Budget. This will accommodate not only the Prudential Guidelines but help to reflect the longer term implications of the Integrated Risk Management Plan (IRMP), which is a key component of the Corporate Plan.
- 4.2 Clearly the Authority will only be asked to approve a precept for the first year, thereby fixing only the first year of the three year plan.
- 4.3 This section of the report will set the scene for the appropriate consideration of the Revenue Budget for the three-year period. The report will:-
- (i) review the level of balances likely to be available at the start of the new financial year;
 - (ii) evaluate the cost of providing the current level of service in 2009/2010– a Service Standstill;
 - (iii) review the Local Government Finance Settlement for 2009/2010-2011/2012

Review of 2008/2009

- 4.4 The 2008/2009 budget was the first year of the three year settlement announced by CLG which included an increase in grant of 3.2% in 2008/2009 and provisional increases of 2% per annum in subsequent years.
- 4.5 The approved budget included service developments of £1.1m which were partly funded by efficiency savings. The original budget used £0.91m of balances plus £0.19m of collection fund surplus to deliver a precept increase of 3.94%. This formed part of a three year strategy to deliver increases below 4% for the spending review period.
- 4.6 Detailed monitoring reports have been presented throughout the year forecasting an underspending of £1.25m which will leave the Authority with balances of £6.7m at 1 April 2009.

Revenue Balances

Minimum Revenue Balances

- 4.7 The Authority needs to maintain a level of General Fund Balances as safety net to meet any unforeseen and unplanned expenditure, this would include changes in interest rates, greater than budgeted pay awards, legal challenges and increases in activity.

- 4.8 The minimum level of balances required is calculated using the Authorities corporate risk register. This document identifies all the major risks to business continuity the Authority may face, evaluates the potential cost and looks at measures to control or limit the risk. The risk register is maintained by the Risk Management Group, which is chaired by the Authority chair and reports regularly to the Audit Committee. The current risk matrix was approved by the Audit Committee in November 2008.
- 4.9 The current register identifies a requirement to maintain a minimum revenue balance of £1.8m which is a small increase on the 2008/2009 figure to reflect the changing economic climate. This leaves £4.9m of available balances.

Strategy for Use of Balances

- 4.10 Over recent years the Authority has been unable fund the full cost of the service through government grants and precept and has supported it by using revenue balances. The use of revenue balances to fund ongoing expenditure is not sustainable and the strategy for the use of balances must reflect this.
- 4.11 The strategy has been to remove the dependence on balances gradually without having a significant impact on the precept. This is done by reducing the amount of balances used each year gradually to avoid a cliff edge between financial years. The amount of balances available provides the Authority with the ability to phase them out over a five year period. The under spending in the current financial year means that greater balances are available to support the revenue budget and this is reflected below.
- 4.12 It is therefore recommended that balances are released :-

2009/2010	£1.2m
2010/2011	£1.0m
2011/2012	£0.8m

This reflects not only the phasing out of balances but also reserves balances for the spending review commencing 2010/2011 where there is uncertainty over the level of central government funding. The amount of collection fund surplus detailed in paragraph 4.13 is equivalent to the use of balances which means that in total £1.25m will be funded by balances.

Collection Fund

- 4.13 The five West Yorkshire district councils have advised the Authority that there will be a surplus of £55,209 on the collection fund available for 2009/2010 which will be used to reduce the precept. .

5 REVENUE SUPPORT GRANT SETTLEMENT

- 5.1 The provisional revenue support grant announced by government for 2009/2010 announced on 26 November 2008 showed no change from the provisional figure announced as part of the three year settlement for 2008/2009 with total grant of £56.368m.
- 5.2 The formula continues to be based on four blocks :-
- Relative needs amount - which reflects the cost of the service
 - Relative Resources block – which reflects the ability to raise council tax
 - Central allocation – which is based on the population of the area
 - Floor damping - which acts as a safety net and guarantees that all authorities receive minimum cash increase in grant. This has been set at 1%, 0.5% and 0.5% for the three years of the settlement respectively.
- 5.3 A summary of three year settlement for West Yorkshire which shows no change from the provisional settlement is :-

	Grant £m	Increase
2008/2009	55.267	3.2%
2009/2010	56.368	1.99%
2010/2011	57.490	2.0%

The settlement for 2009/10 of £56,367,574 was confirmed on 21 January 2009. The government have indicated that they do not currently intend to revise the third year of the settlement although the current economic situation may well have an impact in 2010/2011. However early indications are that the next Comprehensive Spending Review commencing in 2011/2012 will be very tight. This will have an impact on the final year of the current medium term financial plan

6. POSITIVE ASSURANCE STATEMENT

- 6.1 Under Section 25 of the Local Government Act (2003) the statutory Chief Financial Officer is required to give positive assurance statements in the robustness of budget estimates and the adequacy of reserves and balances
- 6.2 If members approve the recommendations in this report on the level of specific reserves and the strategy for use of balances I can give the Authority positive assurance on the adequacy of reserves and balances. This assurance is given having considered the following matters:-

- a) This Authority has robust risk management arrangements and the Chief Finance Officer uses a Risk Management Matrix to calculate the minimum level of balances.
- b) The Authority is single purpose and does not face as full a range of risks to manage as a multi-purpose authority.
- c) The Authority's revenue reserves have not generally been consumed during the year by overspendings but have been maintained throughout the year.

6.3 I can also give you positive assurance on the accuracy and robustness of all the forecasts and estimates in the budget proposals.

In giving these assurances I have considered the following matters:-

- (i) The internal control environment and in particular the checks and balances within our budget process and our arrangements for budgetary control. In addition, I am satisfied that the Authorities financial systems provide a sound basis for accurate financial information.
- (ii) The detailed work on risk assessments.
- (iii) The long-term tradition and track record of the Authority in managing its overall budget;

7. A STANDSTILL BUDGET - MAINTAINING THE CURRENT LEVEL OF SERVICE

- 7.1 A standstill budget has been prepared for 2009/2010, for the purposes of providing a base line from which to measure change in the proposed budget. This is calculated by updating the 2008/2009 Budget for increases in pay, prices, new financing charges and other technical adjustments. **A standstill budget for 2009/2010 would amount to £92,211m.** The changes from the 2008/2009 budget are explained in the table below:-

Table 7. Calculation of Standstill Budget 2009/2010

	£m	£m
2008/2009 Revenue Budget		89.599
<u>Adjust for inflation</u>		
Pay awards	1.834	
Price increase	0.552	2.386
	—————	
Increase in the cost of firefighter pensions		0.050
Changes in level of government funding		0.134
Full year effect of 2008/2009 approvals		0.220
Efficiency savings		-0.178
2009/2010 standstill Budget		92.211
		—————

- 7.2 Details of the standstill budget is provided in Appendix 4. This includes the draft budget for the Yorkshire & Humberside Regional Control Company. This budget is not included within the overall figures and is provided for information only as it will be managed by this Authority.

8. SERVICE DEVELOPMENT

The Management Board have prepared a series of service development bids which have been presented to the political groups as part of their consideration of budget options. The total value of these bids is £1.6m in 2009/2010 of which £0.488m are considered priority 1 for inclusion within the 2009/2010 budget. Details of the priority 1 bids are included in appendix 6.

9. PROPOSED REVENUE BUDGET 2009/2010

- 9.1 The Management Board has been asked by members to produce a draft budget incorporating the priority 1 service development bids whilst delivering a precept increase below 3%. The Management Board's proposals to meet this target are set out in the draft revenue budget at appendix 4 and are summarised below.

		£m
2009/2010 standstill budget		92.211
Add service development bids		+0.488
Energy efficiency measures	-0.080	
Reduction in provision for price inflation	-0.080	
Savings through delays in appointment	-0.100	
Continued low level of ill health retirement	-0.050	
Reduction in overtime budgets	-0.080	
Savings through 2009/1020 IRMP	-0.168	-0.558
2009/2010 revenue budget		92.141

MEDIUM TERM FINANCIAL PLAN

- 9.2 The full year effect of these changes along with estimated increases in pay and prices and the cost of funding the capital plan is shown in the draft revenue budget.
- 9.3 Taking account of the provisional revenue support grant settlement for 2010/2011 and assuming a similar increase in 2011/2012 coupled with the strategy for the use of balances these draft budgets would deliver precept increases of 2.9% in each of the subsequent years.

10. WYFRA TREASURY MANAGEMENT STRATEGY

10.1 Background

- 10.1.1 The Local Government Act 2003 gave statutory backing to CIPFA's Prudential Code for Capital Finance in Local Authorities. This Code sets out certain requirements for the manner in which capital spending plans are to be considered and approved, and in conjunction with this, the development of an integrated treasury management strategy.
- 10.1.2 The treasury management strategy needs to outline future borrowing policy, set down an investment strategy outlining policies for managing investments in terms of risk, liquidity and yield, and lay down a policy for the repayment of debt.
- 10.1.3 The Code also requires the Authority to set a number of Prudential Indicators, certain of which are concerned with capital expenditure totals and affordability, and are more appropriately set out elsewhere in this report, and certain of which are reported here as they are relevant to the consideration of the Council's treasury management strategy.
- 10.1.4 The authoritative setting and revising of prudential indicators and treasury management strategies must be carried out by the same body that takes the decisions on the authority's budget. The Chief Finance Officer is responsible for establishing monitoring procedures.

10.2 Outlook for the economy and interest rates

- 10.2.1 Whilst 2007/08 had seen the onset of the credit crunch and banking liquidity problems, by April 2008 these areas were starting to be overshadowed by increasing fears regarding inflation. Rapidly rising food and energy prices meant the Bank of England were minded to keep Base Rate static for six months despite the growing risk of recession. By the second quarter of 2008/09, the banking crisis was deepening with a number of banking failures, both here and abroad. This resulted in various forms of central government intervention with cash injections in return for equity stakes, deposit guarantees, and even nationalisation.
- 10.2.2 Recent Bank of England publications have painted a fairly distressing picture for the UK economy in 2009. Household spending will fall as unemployment rises, while restricted credit conditions will remain, causing further reductions in house prices and business investment. Inflation rates should fall well below the Bank of England's target level of 2% which will give them further room to cut interest rates to help stimulate demand in the economy.
- 10.2.3 Base Rate was 5% in April and then cut to 4.5% in October, 3% in November, 2% in December, and 1.5% in January. Our advisors are of the opinion that short-term rates will remain low until mid 2010. If the economy shows signs of recovery by then, rates may start to steadily increase to combat re-emerging inflationary pressures. The margin between Money Market wholesale interest

rates (investment rates) and Base Rates, which has been at times over 1% during the credit crunch, is expected to close to more normal levels (0.25%) as confidence returns to the banking sector. Long-term borrowing rates are forecast to be around 4.5% in 2009/10, but may increase to higher levels as Government borrowing increases.

10.3. Borrowing and Investment Strategy

10.3.1 The Authority primarily borrows to finance capital expenditure, although it also needs to facilitate day-to-day cash-flow variations. The Authority's underlying need to borrow for capital purposes is known as the Capital Financing Requirement (CFR). Although the Authority does not need to borrow externally at this level as it could use internal balances (such as revenue balances, net creditors) to offset borrowing, it has in the past chosen to invest balances externally and borrow to a level as near to the CFR as possible.

10.3.2 It has done this for the following reasons –

- Under the prudential borrowing regulations, the Government have the right to impose restrictions on overall local authority borrowing, if it is felt to be in national economic interests. Although the method of control has never been clarified, it is quite possible that limits may be placed on external borrowing levels. If this is the case, authorities with low amounts of borrowing in relation to their CFR may be in a disadvantageous position.

If the Government were to set limits on new external borrowing, the Authority may be restricted as to its use of its "internal funds", including revenue balances and reserves, because their use would compel the Authority to replace them with additional borrowing. By externally investing "internal funds", the Authority increases its external borrowing and thus safeguards its position if the Government introduces a policy of borrowing restrictions.

- The investment of monies externally earned a marginally better return for the Authority than could be achieved by minimising its borrowing.

10.3.3 Although the Authority has always adopted a prudent investment policy, paying particular attention to risk and liquidity, in light of the current weakness and recent failures in the banking sector, it is recommended to take this prudence further and adopt a policy of keeping investment balances to a minimum, holding them primarily for liquidity purposes to aid the balancing of the day to day cash flow requirements of the Authority.

10.3.4 This policy will still mean however that the Authority is still borrowing close to its CFR. This is because the amount of "internal funds" the Authority has available to invest has fallen significantly over the last twelve months (mainly due to a change in the net creditors' position). Any budgetary effect of reducing the level of investment balances is expected to be marginal.

Borrowing Strategy

10.3.5 After taking account of the effects of the proposed capital programme and long-term loan repayments and the recommendations above, it is forecast that the Authority will have a requirement for new external borrowing of £7.8 million, £6.8

million and £8.1 million in 2009/10, 2010/11 and 2011/12 respectively. How this borrowing requirement is fulfilled is dependent on the outlook for interest rates as reported above and also the Authority's current borrowing structure.

- 10.3.6 It is predicted that as at 31 March 2009, the Authority will have £45.6 million long-term and up to £2.6 million short-term borrowing. Long-term borrowing is expected to be made up of £40.8 million at fixed rates and £4.8m at variable rates. The debt maturity profile is shown in Appendix 1.
- 10.3.7 Most long-term loans are with the Public Works Loan Board. However, the Authority does have one LOBO (Lender's Option, Borrower's Option) Loan of £2 million. The way this loan works is that the Authority pays interest at a fixed rate for an initial period and then the lender has the option in the secondary period to increase the rate. If the option is exercised, the Authority can either accept the new rate or repay the loan. The Authority's loan is fixed at 3.58% until May 2011 and the option applies on that date and every five years after until May 2061.
- 10.3.8 It is proposed to take a pragmatic approach to how capital expenditure might be financed. The Chief Finance Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time. However, if Base Rates stay low as forecast then new borrowing will be kept to shorter periods at variable or fixed rates.
- 10.3.9 When taking new borrowing, due attention will be paid to the Authority's debt maturity profile. It is good practice to have a maturity profile for long-term debt which does not expose the Authority to a substantial borrowing requirement in years when interest rates might be at a relatively high level. In accordance with the Prudential Code, the Authority sets out limits with respect to the maturity structure of its borrowing later in this report.
- 10.3.10 It is not expected to take any further LOBOs in 2009/10 but if this position changes, it is recommended that LOBO borrowing is limited to 10% of total long-term debt. This is because of uncertainties built into LOBOs in terms of future rate increases and maturity.
- 10.3.11 The Chief Finance Officer will also look for opportunities to restructure the Authority's debt portfolio. The main objectives of this will be:
- To create medium term savings (up to 10 years)
 - To limit refinancing risk
 - To reduce the average rate of the debt portfolio
- 10.3.12 Borrowing performance will be monitored continuously throughout the year and will be reported to Members as part of the annual report on Treasury Management.

Investment Strategy

- 10.3.13 Investment guidance issued by the ODPM under the 2003 Act states that an investment strategy, outlining the Authority's policies for managing its investments in terms of risk, liquidity and yield, should be approved by full

Authority before the start of the financial year. This strategy can then only be varied during the year by the same executive body.

10.3.14 The ODPM guidance splits investments into two types – specified and non-specified:

- (i) Specified investments are those offering high security and liquidity. All such investments should be in sterling with a maturity of no more than a year. Investments made with the Government (DMADF) or a local authority automatically count as specified investments, as do investments with bodies with “high credit ratings”. It is for individual authorities to determine what they regard as a “high credit rating”.
- (ii) Non-specified investments have greater potential risk, being investments with bodies that are not highly credit rated or credit rated at all, and investments over a year.

10.3.15 In line with paragraph 3.3, it is recommended that the Authority should keep investment balances to minimum, holding them primarily for liquidity purposes to aid the balancing of the day to day cash flow requirements of the Authority. This balance would normally be around £2 million, but may be higher in July to September, due to a large advance receipt of pension grant in July.

10.3.16 To keep risk to a minimum, instant access deposits accounts with the likes of the Bank of Scotland, Alliance and Leicester, Nat West and Money Market Funds will be used. The latter are top rated deposit facilities which pool investors’ funds and spread investments over many highly rated financial institutions, thus minimising risk. Typical returns on all these deposit facilities are Base Rate or a small margin above Base Rate.

10.3.17 In addition, it is recommended that fixed term deposits up to 3 months be used on occasion with other local authorities, the DMDAF, high rated banks, and building societies with assets over £2 billion. Many building societies are able to raise sufficient funds on wholesale money markets without having credit ratings, and therefore do not go through the expensive process of acquiring and maintaining them. The building society movement as a whole has a very secure history and remains strong from both a financial and regulatory viewpoint. Returns on fixed term investments are slightly higher than on deposit accounts with the exception of DMDAF investments. The DMDAF is the Government run deposit scheme which generally offers relatively poor returns but obviously offers high security. In view of the latter, it is recommended that the DMDAF has a higher credit limit in order to give more flexibility if required.

10.3.18 The proposed investment criteria is detailed in the Appendix 2. In terms of specified investments, it is proposed that:

- The Authority is able to invest up to £5 million and up to 3 months with the DMADF.
- The Authority is able to invest up to £1.5 million and up 3 months with individual local authorities and Money Market Funds/banks/ building

societies with a high short-term credit rating given by at least one of the main credit rating agencies (Fitch and Moody's).

- 10.3.19 As far as non-specified investments are concerned, it is proposed that:
- The Authority is able to invest up to £500,000 for up to 3 months with individual building societies that are lesser rated or are not credit-rated but that have assets over £2 billion.
 - The Authority adopts an overall limit of £1 million at any one time for all non-specified investments.
 - The Authority makes no investments longer than one year.
- 10.3.20 Credit ratings will be monitored continuously and market intelligence applied to assess the suitability of counterparties as appropriate.
- 10.3.21 Investment performance will be monitored continuously throughout the year and will be reported to Members as part of the annual report on Treasury Management.

10.4. Treasury Management Prudential Indicators

- 10.4.1 There are four treasury prudential indicators. The first prudential indicator is that the authority has adopted the CIPFA Code of Practice for Treasury Management in Public Services. The Authority adopted the Code at its meeting on 15 February 2002.
- 10.4.2 The purpose of the other indicators is to contain the activity of the treasury function within certain limits, thereby reducing the risk or likelihood of an adverse movement in interest rates or borrowing decisions impacting negatively on the Authority's overall financial position. However, if these are set to be too restrictive they will impair the opportunities to reduce costs.

Interest Rate Exposures

- 10.4.3 While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure.
- 10.4.4 It is recommended that the Authority sets an upper limit on its fixed interest rate exposures for 2009/10, 2010/11 and 2011/12 of 100% of its net interest payments. It is further recommended that the Authority sets an upper limit on its variable interest rate exposures for 2009/10, 2010/11 and 2011/12 of 40% of its net interest payments.
- 10.4.5 This means that fixed interest rate exposures will be managed within the range 60% to 100%, and variable interest rate exposures within the range 0% to 40%.

Maturity Structure of Borrowing

- 10.4.6 This indicator is designed to prevent the Authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. It is recommended that the Authority sets upper and lower limits for the maturity structure of its borrowings as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate		
	Upper limit	Lower limit
	%	%
under 12 months	20	0
between 1 and 2 years	20	0
between 2 and 5 years	50	0
between 5 and 10 years	80	0
more than 10 years	100	20

Total principal sums invested for periods longer than 364 days

- 10.4.7 There is no proposal for the Authority to invest sums for periods longer than 364 days.

10.5. Statement of Policy on the Minimum Revenue Provision

- 10.5.1 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2008, which came into force on 31 March 2008, replaced the former statutory rules for calculating MRP with a requirement for each local authority to determine a “prudent” provision. The regulations require authorities to draw up a statement of their policy on the calculation of MRP which requires approval by the Full Authority in advance of the year to which it applies. The recommended policy statement is contained in Appendix 3.

11. RECOMMENDATIONS

It is recommended:-

11.1 that, having considered the Prudential Indicators relating to the revenue costs of funding capital investment, members approve the proposed three-year Capital Investment Plan, set out in Appendix 5.

11.2 that members approve the Prudential Indicators in respect of:-

- (a) the Capital Financing Requirement as set out in Table 1 in para 3.2
- (b) the level of External Debt also set out in Table 1;
- (c) the Authorised Limit for external debt as set out in Table 2; para 3.4
- (d) the Operational Boundary for external debt also set out in Table 2; para 3.4
- (e) the upper limits on its fixed and variable interest rate exposures as set out in paragraph 10.4.4

and (f) the limits for the maturity structure of its borrowings as set out in the table in paragraph 10.4.6 of the report;

11.3 that members approve the proposed borrowing strategy as set out in paragraphs 10.3.5 to 10.3.12 of the report;

11.4 that members approve the proposed changes to the investment strategy as consolidated in paragraph 10.3 and Appendix 2 to the report;

11.5 That the Authority should be advised to adopt the Budget set out in paragraph 9 of the officers' report. This would lead to the precept being £51.38 at Band D, an increase of 2.9478%.

11.6 (i) that the Revenue Budget for 2009-10, net of the use of balances, be set at £90.941m, and that the precept be agreed as follows:-

	£
Budget Requirement	90,941,000
Less Revenue Support Grant	-10,570,545
Less Non-Domestic Rates	-45,797,029
Less Proportion of Collection Fund Surpluses	-55,209
	<hr/>
Precept 2009-2010	34,518,217

- (ii) that it be noted that the constituent District Councils have formally set their Council Tax bases for the year 2009-2010 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992 as follows:-

	<u>Tax Base</u> £
Bradford	144,610.00
Calderdale	64,878.28
Kirklees	126,941.80
Leeds	235,314.00
Wakefield	100,040.00
	<hr/> 671,784.08 <hr/>

- (iii) that the following amounts be now calculated by the Authority for the year 2009-2010 in accordance with Sections 43 to 48 of the Local Government Finance Act 1992:-

- (a) £95,379,000 being the aggregate of the amounts which the Authority estimates for the items set out in Section 43(2)(a) to (d) of the Act.
- (b) £4,438,000 being the aggregate of the amounts which the Authority estimates for the items set out in Section 43(3)(a) to (b) of the Act.
- (c) £90,941,000 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above calculated by the Authority in accordance with Section 43(4) of the Act as its budget requirements for the year.
- (d) £56,422,783 being the aggregate of the sums which the Authority estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, Revenue Support Grant and sums to be transferred from billing authorities Collection Funds.
- (e) £51.382904 being the amount at (c) above less the amount at (d) above divided by the total amount at (ii) above, calculated by the Authority in accordance with Section 44(1) of the Act as the

basic amount of its Council Tax for the year.

(f) Valuation Bands

	£
A	34.255269
B	39.964481
C	45.673693
D	51.382904
E	62.801327
F	74.219750
G	85.638174
H	102.765808

being the amounts given by multiplying the amount at (e) above by the number which in the proportion set out in Section 5(1) of the Act is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band 'D', calculated by the Authority in accordance with Section 47(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(g) Resultant Precepts

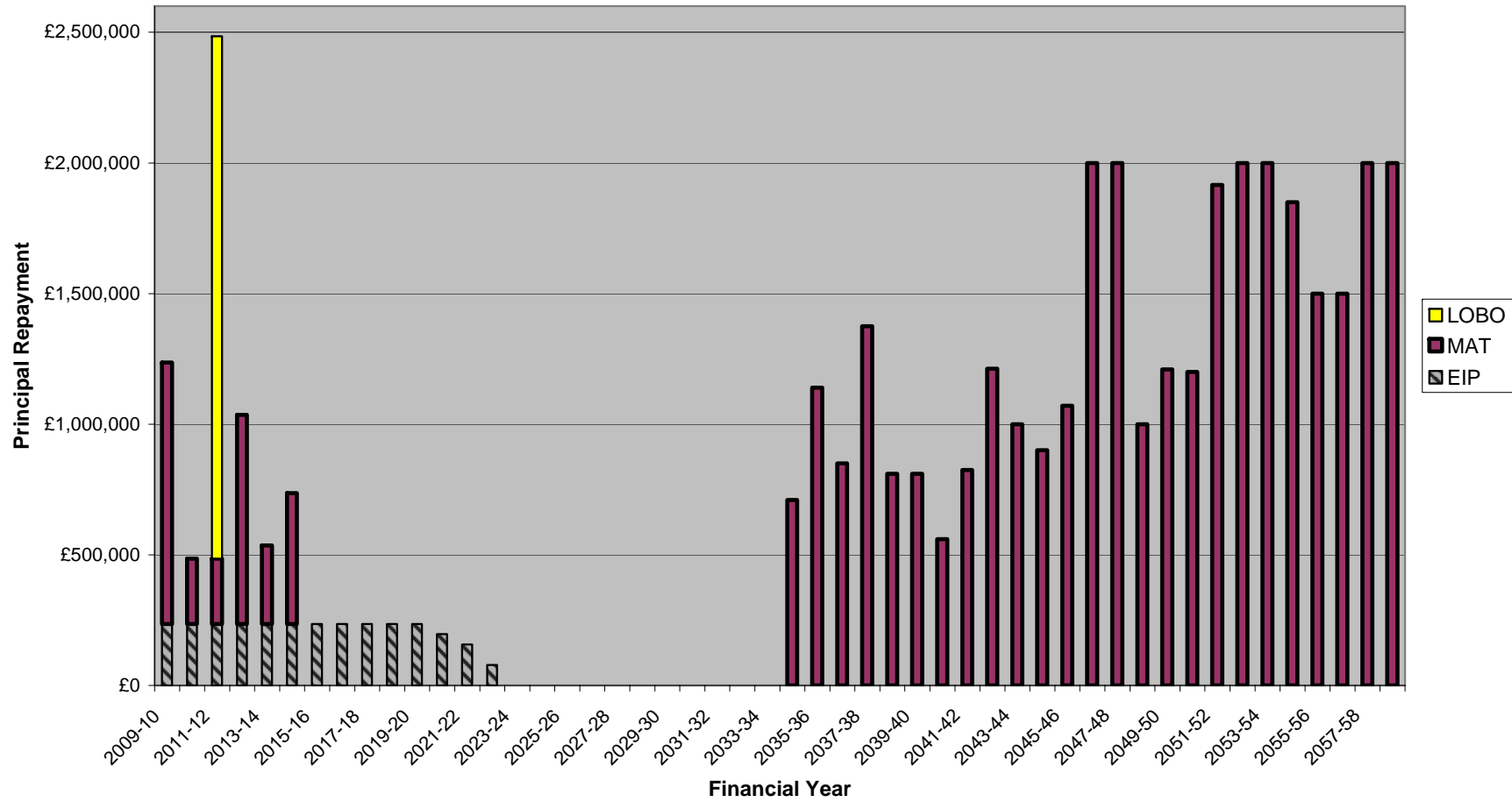
	£
Bradford	7,430,482
Calderdale	3,333,634
Kirklees	6,522,638
Leeds	12,091,117
Wakefield	<u>5,140,346</u>
	<u>34,518,217</u>

being the amounts given by multiplying the amount at (e) above by the appropriate tax base at (ii) above in accordance with Section 48(2) of the Act, as the amount of precept payable by each

constituent District Council; and

- (iv) that the precept for each District Council as calculated above be issued in accordance with Section 40 of Local Government Finance Act 1992.

WYFRA Long-Term Debt Maturity Structure - Appendix 1



WEST YORKSHIRE FIRE AND RESCUE AUTHORITY - INVESTMENT CRITERIA

	Short-Term Credit Ratings		Investment Limits per Counterparty	
	Fitch	Moody's	£m	Period (5)
Specified				
Bank (1)/ Building Soc	F1+	P-1	1.5	<3mth
MMF (2)	AAA	AAA	1.5	n/a
Local Auths	-	-	1.5	<3mth
DMADF (3)	-	-	5.0	<3mth
Non-Specified (4)				
Unrated or lesser rated Building Society with assets >£2bn	-	-	.5	<3mth

- (1) For banks within a banking group, a limit of £1.5 million will apply to the group rather than the individual banks.
- (2) Money Market Funds are not invested with for a fixed period of time. Rather, clients use them to manage short term cash flow requirements.
- (3) The DMADF facility is the Government's deposit taking facility.
- (4) Overall limit of £1 million at any point in time.
- (5) The investment period begins from the date of the commitment to invest, rather than the date on which funds are paid over.

Statement of Policy on the Minimum Revenue Provision (MRP)

1. Introduction

- 1.1 Until recently, the amount of MRP to be charged was determined by regulation (equivalent to 4% of the capital borrowing considered to be outstanding at the beginning of the financial year), although authorities were allowed to make an additional “voluntary” charge to the revenue account.
- 1.2 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2008 which came into force on 31 March 2008, replaced the detailed statutory rules for calculating MRP with a requirement to make an amount of MRP which the authority considers “prudent”.

2. Prudent Provision

- 2.1 The regulation does not itself define “prudent provision”. However, guidance issued alongside the regulations makes recommendations on the interpretation of that term.

The guidance gives provides two basic criteria for prudent provision:

- Borrowing not supported by government grant (prudential borrowing) - the provision for repayment of debt should be linked to the life of the asset.
- Borrowing supported by government grant (supported borrowing) the provision should be in line with the period implicit within the grant determination (which is normally 25 years).

- 2.2 The guidance then suggests four options for repayment of debt, but also acknowledges that other approaches can be used, provided they are fully consistent with the statutory duty to make prudent revenue provision. The suggested options are:

- a) Options 1 and 2 – largely follow the current practice of making a provision (MRP) of 4% of debt outstanding. The difference between 1 & 2 being the method of calculating debt outstanding.
- b) Option 3 – determines MRP by reference to the life of the asset. This can be done either by using an equal instalment method or an annuity method (where the amount increases each year).
- c) Option 4 – is similar to Option 3 but links MRP with the standard rules for depreciation accounting.

- 2.3 The guidance makes it clear that Options 1 and 2 should normally be used only for Government supported borrowing, whereas there are no restrictions on the use of Options 3 and 4.

3. Proposed policy for 2009/10

- 3.1 The Authority has always been prudent when making provision for the repayment of debt. In addition to the minimum provision of 4% of debt outstanding previously required, the Authority has made additional voluntary contributions. These voluntary contributions have been calculated to reflect asset life. Thus, for example, debt used to finance vehicles and many types of operational equipment has been fully provided for over a ten year period, and new buildings over fifty years. These additional voluntary contributions covered all debt, not just unsupported, and have been calculated using an annuity method with reference to asset lives.
- 3.2 It is recommended that this policy is continued for 2009/10. The features of the policy can be summarised as follows:
- Provision to be made over the estimated life of the asset for which borrowing is undertaken
 - To be applied to supported and unsupported borrowing
 - Provision will increase over the asset life using sinking fund tables
 - Provision will commence in the financial year following the one in which the expenditure is incurred
- 3.3 The continuation of the existing policy will mean that there is no budgetary effect.

WEST YORKSHIRE FIRE AUTHORITY
REVENUE BUDGET 2008/2009 TO 2011/2012
AUTHORITY SUMMARY

appendix 4

2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
		£000	£000	£000	£000
£5,390	Fire safety	£5,899	£5,899	£6,170	£6,303
£64,523	Operations	£66,127	£66,127	£68,818	£70,516
£7,719	Human resources	£7,675	£7,675	£8,116	£8,415
£10,169	Corporate services	£10,619	£10,619	£11,060	£11,461
£1,798	Contingency for pay and prices	£1,891	£1,891	£601	£716
£89,599	NET EXPENDITURE	£92,211	£92,211	£94,765	£97,411
£6,754	Revenue support grant				
£48,513	National non domestic rates				
£193	Surplus on collection fund				
£910	Revenue balances				
£33,229	Precept on council tax				
£89,599	TOTAL FUNDING		£0	£0	£0
£49.91	Precept at band d Increase Percentage increase				

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 AUTHORITY SUMMARY					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£64,677	Uniformed staff	£66,071	£66,071	£68,613	£69,988
£1,470	Firefighters pensions	£1,520	£1,520	£1,724	£1,866
£9,246	Support staff	£10,033	£10,033	£10,519	£10,735
£762	Training expenses	£751	£751	£773	£796
£541	Other employee expenses	£346	£346	£346	£346
£2,567	Premises costs	£2,990	£2,990	£3,051	£3,112
£2,320	Transport costs	£2,434	£2,434	£2,486	£2,540
£3,936	Supplies and services	£3,957	£3,957	£4,069	£4,148
£297	Lead authority charges	£288	£288	£295	£302
£5,168	Capital charges	£5,168	£5,168	£5,526	£6,100
£1,798	Contingency for pay and prices	£1,891	£1,891	£601	£716
£92,780	GROSS EXPENDITURE	£95,449	£95,449	£98,003	£100,649
	INCOME				
£1,745	Government grants	£1,616	£1,616	£1,616	£1,616
£0	Pensions income	£0	£0	£0	£0
£53	Licence income	£53	£53	£53	£53
£139	Training income	£142	£142	£142	£142
£1,244	Other income	£1,427	£1,427	£1,427	£1,427
£3,181	TOTAL INCOME	£3,238	£3,238	£3,238	£3,238
£89,599	NET EXPENDITURE	£92,211	£92,211	£94,765	£97,411

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 FIRE SAFETY					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£1,937	Uniformed staff	£1,730	£1,730	£1,797	£1,833
£0	Firefighters pensions	£0	£0	£0	£0
£3,469	Support staff	£3,994	£3,994	£4,185	£4,271
£0	Training expenses	£0	£0	£0	£0
£0	Other employee expenses	£0	£0	£0	£0
£10	Premises costs	£95	£95	£97	£99
£132	Transport costs	£135	£135	£138	£141
£244	Supplies and services	£253	£253	£260	£265
£0	Lead authority charges	£0	£0	£0	£0
£9	Capital charges	£9	£9	£10	£11
£0	Contingency for pay and prices	£0	£0	£0	£0
£5,800	GROSS EXPENDITURE	£6,216	£6,216	£6,487	£6,620
	INCOME				
£255	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£53	Licence income	£53	£53	£53	£53
£0	Training income	£0	£0	£0	£0
£102	Other income	£264	£264	£264	£264
£410	TOTAL INCOME	£317	£317	£317	£317
£5,390	NET EXPENDITURE	£5,899	£5,899	£6,170	£6,303

WEST YORKSHIRE FIRE AUTHORITY					
REVENUE BUDGET 2008/2009 TO 2011/2012					
OPERATIONS					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£59,344	Uniformed staff	£60,867	£60,867	£63,209	£64,476
£0	Firefighters pensions	£0	£0	£0	£0
£1,144	Support staff	£1,061	£1,061	£1,113	£1,136
£33	Training expenses	£33	£33	£34	£35
£0	Other employee expenses	£0	£0	£0	£0
£1,364	Premises costs	£1,667	£1,667	£1,701	£1,735
£347	Transport costs	£353	£353	£361	£369
£1,678	Supplies and services	£1,673	£1,673	£1,720	£1,753
£0	Lead authority charges	£0	£0	£0	£0
£2,993	Capital charges	£2,993	£2,993	£3,200	£3,532
£0	Contingency for pay and prices	£0	£0	£0	£0
£66,901	GROSS EXPENDITURE	£68,647	£68,647	£71,338	£73,036
	INCOME				
£1,490	Government grants	£1,616	£1,616	£1,616	£1,616
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£0	Training income	£0	£0	£0	£0
£888	Other income	£904	£904	£904	£904
£2,378	TOTAL INCOME	£2,520	£2,520	£2,520	£2,520
£64,523	NET EXPENDITURE	£66,127	£66,127	£68,818	£70,516

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 HUMAN RESOURCES					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£3,146	Uniformed staff	£3,222	£3,222	£3,346	£3,413
£1,470	Firefighters pensions	£1,520	£1,520	£1,724	£1,866
£1,152	Support staff	£1,178	£1,178	£1,235	£1,260
£716	Training expenses	£704	£704	£725	£747
£541	Other employee expenses	£346	£346	£346	£346
£29	Premises costs	£33	£33	£34	£35
£224	Transport costs	£228	£228	£233	£238
£421	Supplies and services	£429	£429	£441	£450
£0	Lead authority charges	£0	£0	£0	£0
£252	Capital charges	£252	£252	£269	£297
£0	Contingency for pay and prices	£0	£0	£0	£0
£7,951	GROSS EXPENDITURE	£7,912	£7,912	£8,353	£8,652
	INCOME				
£0	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£139	Training income	£142	£142	£142	£142
£93	Other income	£95	£95	£95	£95
£232	TOTAL INCOME	£237	£237	£237	£237
£7,719	NET EXPENDITURE	£7,675	£7,675	£8,116	£8,415

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 CORPORATE SERVICES					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£251	Uniformed staff	£252	£252	£262	£267
£0	Firefighters pensions	£0	£0	£0	£0
£3,482	Support staff	£3,800	£3,800	£3,985	£4,067
£13	Training expenses	£14	£14	£14	£14
£0	Other employee expenses	£0	£0	£0	£0
£1,164	Premises costs	£1,195	£1,195	£1,219	£1,243
£1,617	Transport costs	£1,718	£1,718	£1,755	£1,793
£1,593	Supplies and services	£1,602	£1,602	£1,647	£1,679
£297	Lead authority charges	£288	£288	£295	£302
£1,914	Capital charges	£1,914	£1,914	£2,047	£2,260
£0	Contingency for pay and prices	£0	£0	£0	£0
£10,330	GROSS EXPENDITURE	£10,783	£10,783	£11,224	£11,625
	INCOME				
£0	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£0	Training income	£0	£0	£0	£0
£161	Other income	£164	£164	£164	£164
£161	TOTAL INCOME	£164	£164	£164	£164
£10,169	NET EXPENDITURE	£10,619	£10,619	£11,060	£11,461

WEST YORKSHIRE FIRE AUTHORITY					
REVENUE BUDGET 2008/2009 TO 2011/2012					
YORKSHIRE AND HUMBERSIDE REGIONAL CONTROL					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£300	Uniformed staff Firefighters pensions Support staff Training expenses Other employee expenses	£363	£363	£363	£363
£62	Premises costs Transport costs Supplies and services Lead authority charges Capital charges Contingency for pay and prices	£1,134	£1,134	£1,118	£1,118
		£90	£90	£90	£90
£362	GROSS EXPENDITURE	£1,587	£1,587	£1,571	£1,571
	INCOME				
£362	Government grants Pensions income Licence income Training income Other income	£1,587	£1,587	£1,571	£1,571
£362	TOTAL INCOME	£1,587	£1,587	£1,571	£1,571
£0	NET EXPENDITURE	£0	£0	£0	£0

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY				
DRAFT CAPITAL PLAN				
Capital Bids				
Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Corporate services	£10,543,500	£11,881,000	£8,841,000	£31,265,500
Fire safety & cr	£1,044,000	£900,000	£900,000	£2,844,000
HR and Training	£160,000	£0	£0	£160,000
Operations	£2,244,300	£933,800	£43,000	£3,221,100
	£13,991,800	£13,714,800	£9,784,000	£37,490,600

CORPORATE RESOURCES

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Gazetteer software	£65,000	0	0	£65,000
Fire Safety software	£70,000	£0	£0	£70,000
Web Development Programme	£122,500	£0	£0	£122,500
Property capital schemes	£7,910,000	£9,545,000	£6,530,000	£23,985,000
Vehicle Replacements	£1,705,000	£1,680,000	£1,655,000	£5,040,000
Ladder Replacements	£16,000	£16,000	£16,000	£48,000
Replacment PC's	£100,000	£100,000	£100,000	£300,000
Replacment Printers	£10,000	£10,000	£10,000	£30,000
Software licenses	£250,000	£250,000	£250,000	£750,000
Wireless networks	£40,000	£40,000	£40,000	£120,000
Replacement file servers	£100,000	£100,000	£100,000	£300,000
Networking hardware	£50,000	£50,000	£50,000	£150,000
Test equipment	£15,000	£0	£0	£15,000
Business continuity	£50,000	£50,000	£50,000	£150,000
Mobile computing	£40,000	£40,000	£40,000	£120,000
	£10,543,500	£11,881,000	£8,841,000	£31,265,500

FIRE SAFETY AND COMMUNITY RELATIONS

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
AUDIT DATA RECORDING	£30,000	£0	£0	£30,000
FI TRAINING EQUIPMENT	£12,000	£0	£0	£12,000
DIGITAL RECORDING & SECURITY	£10,000	£0	£0	£10,000
CFS Equipment and Fleet Replacement	£72,000	£0	£0	£72,000
Delivery of Home Fire Safety Checks for Risk reduction	£900,000	£900,000	£900,000	£2,700,000
Safe & Healthy Cooking - Phase II	£20,000	£0	£0	£20,000
	£1,044,000	£900,000	£900,000	£2,844,000

HUMAN RESOURCES AND TRAINING

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Standardisation of PT equipment	£60,000			£60,000
Replacement Accident Database	£50,000			£50,000
OHU database and associated equipment	£50,000			£50,000
	£160,000	£0	£0	£160,000

OPERATIONS

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Command Rooms	£50,800	£50,800	£0	£101,600
Incident Liaison Officer's Equipment	£43,900	£0	£0	£43,900
USAR Accommodation Adaption	£30,000	£0	£0	£30,000
Technical Rescue Vehicle	£0	£217,000	£0	£217,000
Provision of Flood Fighting Equipment	£57,900	£0	£0	£57,900
Thermal Imaging Cameras	£60,000	£60,000	£0	£120,000
Rescue Pumps	£20,000	£0	£0	£20,000
Hydraulic Rescue Equipment	£420,000	£0	£0	£420,000
Battery Powered Reciprocating Saws	£21,000	£31,000	£0	£52,000
Water Office Budget	£325,000	£0	£0	£325,000
Lay Flat Hose	£30,000	£0	£0	£30,000
BA Cylinders	£245,000	£0	£0	£245,000
Personal Knives	£16,000	£0	£0	£16,000
PPV Fans	£30,000	£0	£0	£30,000
Radiation Equipment	£20,000	£0	£0	£20,000
Personnel Welfare Unit	£72,000	£0	£0	£72,000
Firelink Call-Off Items	£51,400	£0	£0	£51,400
MDT Software and Gateway	£232,300	£0	£0	£232,300
Command Units ICT Provision and Upgrade	£419,000	£575,000	£43,000	£1,037,000
Bolts on training towers	£100,000	£0	£0	£100,000
	£2,244,300	£933,800	£43,000	£3,221,100

WEST YORKSHIRE FIRE AUTHORITY
REVENUE BUDGET 2008/2009 TO 2011/2012
AUTHORITY SUMMARY

appendix 4

2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
		£000	£000	£000	£000
£4,923	Fire safety	£5,432	£5,446	£5,751	£5,884
£64,649	Operations	£66,253	£65,990	£68,361	£69,727
£7,983	Human resources	£7,939	£8,111	£8,410	£8,659
£10,246	Corporate services	£10,696	£10,807	£11,263	£11,664
£1,798	Contingency for pay and prices	£1,891	£1,787	£441	£476
£89,599	NET EXPENDITURE	£92,211	£92,141	£94,226	£96,410
£6,754	Revenue support grant		£10,571		
£48,513	National non domestic rates		£45,797	£57,489	£58,639
£193	Surplus on collection fund		£55	£0	£0
£910	Revenue balances		£1,200	£1,000	£800
£33,229	Precept on council tax		£34,518	£35,737	£36,971
£89,599	TOTAL FUNDING		£92,141	£94,226	£96,410
£49.91	Precept at band d Increase Percentage increase		£51.38 £1.47 2.94%	£52.89 £1.51 2.9%	£54.45 £1.56 2.9%

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 AUTHORITY SUMMARY					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£64,677	Uniformed staff	£66,071	£65,849	£68,066	£69,110
£1,470	Firefighters pensions	£1,520	£1,470	£1,674	£1,816
£9,246	Support staff	£10,033	£9,942	£10,437	£10,653
£762	Training expenses	£751	£989	£865	£837
£541	Other employee expenses	£346	£346	£346	£346
£2,567	Premises costs	£2,990	£3,008	£3,089	£3,150
£2,320	Transport costs	£2,434	£2,467	£2,519	£2,573
£3,936	Supplies and services	£3,957	£4,065	£4,206	£4,285
£297	Lead authority charges	£288	£288	£295	£302
£5,168	Capital charges	£5,168	£5,168	£5,526	£6,100
£1,798	Contingency for pay and prices	£1,891	£1,787	£441	£476
£92,780	GROSS EXPENDITURE	£95,449	£95,379	£97,464	£99,648
	INCOME				
£1,745	Government grants	£1,616	£1,616	£1,616	£1,616
£0	Pensions income	£0	£0	£0	£0
£53	Licence income	£53	£53	£53	£53
£139	Training income	£142	£142	£142	£142
£1,244	Other income	£1,427	£1,427	£1,427	£1,427
£3,181	TOTAL INCOME	£3,238	£3,238	£3,238	£3,238
£89,599	NET EXPENDITURE	£92,211	£92,141	£94,226	£96,410

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 FIRE SAFETY					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£1,470	Uniformed staff	£1,263	£1,263	£1,330	£1,366
£0	Firefighters pensions	£0	£0	£0	£0
£3,469	Support staff	£3,994	£3,963	£4,163	£4,249
£0	Training expenses	£0	£0	£0	£0
£0	Other employee expenses	£0	£0	£0	£0
£10	Premises costs	£95	£95	£97	£99
£132	Transport costs	£135	£135	£138	£141
£244	Supplies and services	£253	£298	£330	£335
£0	Lead authority charges	£0	£0	£0	£0
£9	Capital charges	£9	£9	£10	£11
£0	Contingency for pay and prices	£0	£0	£0	£0
£5,333	GROSS EXPENDITURE	£5,749	£5,763	£6,068	£6,201
	INCOME				
£255	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£53	Licence income	£53	£53	£53	£53
£0	Training income	£0	£0	£0	£0
£102	Other income	£264	£264	£264	£264
£410	TOTAL INCOME	£317	£317	£317	£317
£4,923	NET EXPENDITURE	£5,432	£5,446	£5,751	£5,884

WEST YORKSHIRE FIRE AUTHORITY					
REVENUE BUDGET 2008/2009 TO 2011/2012					
OPERATIONS					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£59,470	Uniformed staff	£60,993	£60,772	£62,790	£63,725
£0	Firefighters pensions	£0	£0	£0	£0
£1,144	Support staff	£1,061	£1,051	£1,103	£1,126
£33	Training expenses	£33	£38	£34	£35
£0	Other employee expenses	£0	£0	£0	£0
£1,364	Premises costs	£1,667	£1,585	£1,619	£1,653
£347	Transport costs	£353	£353	£361	£369
£1,678	Supplies and services	£1,673	£1,718	£1,774	£1,807
£0	Lead authority charges	£0	£0	£0	£0
£2,993	Capital charges	£2,993	£2,993	£3,200	£3,532
£0	Contingency for pay and prices	£0	£0	£0	£0
£67,027	GROSS EXPENDITURE	£68,773	£68,510	£70,881	£72,247
	INCOME				
£1,490	Government grants	£1,616	£1,616	£1,616	£1,616
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£0	Training income	£0	£0	£0	£0
£888	Other income	£904	£904	£904	£904
£2,378	TOTAL INCOME	£2,520	£2,520	£2,520	£2,520
£64,649	NET EXPENDITURE	£66,253	£65,990	£68,361	£69,727

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 HUMAN RESOURCES					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£3,410	Uniformed staff	£3,486	£3,486	£3,610	£3,677
£1,470	Firefighters pensions	£1,520	£1,470	£1,674	£1,816
£1,152	Support staff	£1,178	£1,167	£1,224	£1,249
£716	Training expenses	£704	£937	£816	£788
£541	Other employee expenses	£346	£346	£346	£346
£29	Premises costs	£33	£33	£34	£35
£224	Transport costs	£228	£228	£233	£238
£421	Supplies and services	£429	£429	£441	£450
£0	Lead authority charges	£0	£0	£0	£0
£252	Capital charges	£252	£252	£269	£297
£0	Contingency for pay and prices	£0	£0	£0	£0
£8,215	GROSS EXPENDITURE	£8,176	£8,348	£8,647	£8,896
	INCOME				
£0	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£139	Training income	£142	£142	£142	£142
£93	Other income	£95	£95	£95	£95
£232	TOTAL INCOME	£237	£237	£237	£237
£7,983	NET EXPENDITURE	£7,939	£8,111	£8,410	£8,659

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 CORPORATE SERVICES					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£328	Uniformed staff	£329	£329	£339	£344
£0	Firefighters pensions	£0	£0	£0	£0
£3,482	Support staff	£3,800	£3,760	£3,945	£4,027
£13	Training expenses	£14	£14	£14	£14
£0	Other employee expenses	£0	£0	£0	£0
£1,164	Premises costs	£1,195	£1,295	£1,339	£1,363
£1,617	Transport costs	£1,718	£1,751	£1,788	£1,826
£1,593	Supplies and services	£1,602	£1,620	£1,660	£1,692
£297	Lead authority charges	£288	£288	£295	£302
£1,914	Capital charges	£1,914	£1,914	£2,047	£2,260
£0	Contingency for pay and prices	£0	£0	£0	£0
£10,407	GROSS EXPENDITURE	£10,860	£10,971	£11,427	£11,828
	INCOME				
£0	Government grants	£0	£0	£0	£0
£0	Pensions income	£0	£0	£0	£0
£0	Licence income	£0	£0	£0	£0
£0	Training income	£0	£0	£0	£0
£161	Other income	£164	£164	£164	£164
£161	TOTAL INCOME	£164	£164	£164	£164
£10,246	NET EXPENDITURE	£10,696	£10,807	£11,263	£11,664

WEST YORKSHIRE FIRE AUTHORITY REVENUE BUDGET 2008/2009 TO 2011/2012 YORKSHIRE AND HUMBERSIDE REGIONAL CONTROL					
2008/2009 Revenue Budget		2009/2010 Standstill Budget	2009/2010 Revenue Budget	2010/2011 Revenue Budget	2011/2012 Revenue Budget
£300	Uniformed staff Firefighters pensions Support staff	£363	£363	£363	£363
	Training expenses Other employee expenses				
	Premises costs	£1,134	£1,134	£1,118	£1,118
£62	Transport costs Supplies and services Lead authority charges Capital charges Contingency for pay and prices	£90	£90	£90	£90
£362	GROSS EXPENDITURE	£1,587	£1,587	£1,571	£1,571
	INCOME				
£362	Government grants Pensions income Licence income Training income Other income	£1,587	£1,587	£1,571	£1,571
£362	TOTAL INCOME	£1,587	£1,587	£1,571	£1,571
£0	NET EXPENDITURE	£0	£0	£0	£0

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY				
DRAFT CAPITAL PLAN				
Capital Bids				
Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Corporate services	£10,543,500	£11,881,000	£8,841,000	£31,265,500
Fire safety & cr	£1,044,000	£900,000	£900,000	£2,844,000
HR and Training	£160,000	£0	£0	£160,000
Operations	£2,244,300	£933,800	£43,000	£3,221,100
	£13,991,800	£13,714,800	£9,784,000	£37,490,600

CORPORATE RESOURCES

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Gazetteer software	£65,000	0	0	£65,000
Fire Safety software	£70,000	£0	£0	£70,000
Web Development Programme	£122,500	£0	£0	£122,500
Property capital schemes (detail attached)	£7,910,000	£9,545,000	£6,530,000	£23,985,000
Vehicle Replacements	£1,705,000	£1,680,000	£1,655,000	£5,040,000
Ladder Replacements	£16,000	£16,000	£16,000	£48,000
Replacment PC's	£100,000	£100,000	£100,000	£300,000
Replacment Printers	£10,000	£10,000	£10,000	£30,000
Software licenses	£250,000	£250,000	£250,000	£750,000
Wireless networks	£40,000	£40,000	£40,000	£120,000
Replacement file servers	£100,000	£100,000	£100,000	£300,000
Networking hardware	£50,000	£50,000	£50,000	£150,000
Test equipment	£15,000	£0	£0	£15,000
Business continuity	£50,000	£50,000	£50,000	£150,000
Mobile computing	£40,000	£40,000	£40,000	£120,000
	£10,543,500	£11,881,000	£8,841,000	£31,265,500

FIRE SAFETY AND COMMUNITY RELATIONS

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Audit data recording equipment	£30,000	£0	£0	£30,000
Fire investigation training equipment	£12,000	£0	£0	£12,000
Digital data recording and security	£10,000	£0	£0	£10,000
CFS Equipment and Fleet Replacement	£72,000	£0	£0	£72,000
Delivery of Home Fire Safety Checks for Risk reduction	£900,000	£900,000	£900,000	£2,700,000
Safe & Healthy Cooking - Phase II	£20,000	£0	£0	£20,000
	£1,044,000	£900,000	£900,000	£2,844,000

HUMAN RESOURCES AND TRAINING

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Standardisation of PT equipment	£60,000			£60,000
Replacement Accident Database	£50,000			£50,000
OHU database and associated equipment	£50,000			£50,000
	£160,000	£0	£0	£160,000

OPERATIONS

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Command Rooms	£50,800	£50,800	£0	£101,600
Incident Liaison Officer's Equipment	£43,900	£0	£0	£43,900
USAR Accommodation Adaption	£30,000	£0	£0	£30,000
Technical Rescue Vehicle	£0	£217,000	£0	£217,000
Provision of Flood Fighting Equipment	£57,900	£0	£0	£57,900
Thermal Imaging Cameras	£60,000	£60,000	£0	£120,000
Rescue Pumps	£20,000	£0	£0	£20,000
Hydraulic Rescue Equipment	£420,000	£0	£0	£420,000
Battery Powered Reciprocating Saws	£21,000	£31,000	£0	£52,000
Water Office Budget	£325,000	£0	£0	£325,000
Lay Flat Hose	£30,000	£0	£0	£30,000
BA Cylinders	£245,000	£0	£0	£245,000
Personal Knives	£16,000	£0	£0	£16,000
PPV Fans	£30,000	£0	£0	£30,000
Radiation Equipment	£20,000	£0	£0	£20,000
Personnel Welfare Unit	£72,000	£0	£0	£72,000
Firelink Call-Off Items	£51,400	£0	£0	£51,400
MDT Software and Gateway	£232,300	£0	£0	£232,300
Command Units ICT Provision and Upgrade	£419,000	£575,000	£43,000	£1,037,000
Bolts on training towers	£100,000	£0	£0	£100,000
	£2,244,300	£933,800	£43,000	£3,221,100

DRAFT CAPITAL PLAN PROPERTY MANAGEMENT

Description	2009/10	2010/11	2011/12	Total
	£	£	£	£
Major construction schemes				
Safety Central	£2,100,000	£100,000		£2,200,000
FSHQ Whitehall Road access, USAR	£1,400,000	£100,000		£1,500,000
IRMP 4, 5 Towns land purchase and construction	£1,500,000	£7,000,000	£2,500,000	£11,000,000
Revelopment of former fleetcare site	£100,000	£200,000	£2,000,000	£2,300,000
Training centre redevelopment				
Environmental improvements	£100,000			£100,000
Breathing Apparatus building extension for kit storage, change & shower facilities	£450,000	£70,000		£520,000
Driving School, Training Centre, FSHQ, alterations & refurbishment	£160,000	£10,000		£170,000
Reception replacement	£150,000			£150,000
Re-Development Planning including improved DDA access arrangements		£30,000	£100,000	£130,000
Installation of external passenger lift system to the accommodation block	£130,000			£130,000
Other major capital works				
Oakroyd Hall FSHQ major refurbishment and alterations including conference room, access routes & services.	£100,000	£50,000	£250,000	£400,000
Featherstone Fire Station, Extension, upgrading of office, meeting & welfare facilities & Building Refurbishment	£200,000	£150,000		£350,000
Sustainability, energy efficiency and environmental improvements.	£80,000	£80,000	£80,000	£240,000
Major strategic refurbishment	£1,240,000	£1,455,000	£1,320,000	£4,015,000
Access Control & Security Improvements including new CCTV Installations.	£120,000	£120,000	£120,000	£360,000
				£0
Provision for future land purchases, feasibility studies & re-development programmes to meet IRMP & other corporate development requirements.	£80,000	£180,000	£160,000	£420,000
TOTAL CAPITAL BIDS	£7,910,000	£9,545,000	£6,530,000	£23,985,000

Service Planning Bids 2009/2010 - 2011/2012

PRIORITY 1 BIDS

	2009/10	2010/11	2011/12
Corporate services			
Increase in internet band width	£12,000	£12,000	£12,000
ISO27001 accreditation	£6,000	£1,000	£1,000
Increased costs of feasibility studies and other works previously charged to capital.	£70,000	£80,000	£80,000
Revenue budget increase to cover increased cost of security and general maintenance	£30,000	£40,000	£40,000
Vehicle Replacements	£33,000	£33,000	£33,000
Fire safety			
Caretaker for Safety Central	£9,000	£18,400	£18,800
Operation and running costs Safety Central	£45,000	£70,000	£70,000
Human resources			
HR Staffing Restructure	£30,000	£41,000	£41,000
Coaching and mentoring	£8,000	£0	£0
Risk Assessment training	£7,000	£0	£0
Fire safety training	£6,000	£0	£0
Child awareness training	£22,000	£0	£0
Safety central staff training	£20,000	£0	£0
USAR training	£45,000	£51,000	£0
ILO training	£78,000	£0	£0
WILDFIRE training	£17,000	£0	£0
Operations			
Command Support System	£5,000	£12,200	£12,200
DIM Unit Staffing	£4,800	£0	£0
West Yorkshire Local Resilience Forum	£22,800	£22,800	£22,800
Water and Line Rescue Equipment	£5,000	£5,000	£5,000
Gas Tight Chemical Protection Suits	£5,000	£5,000	£5,000
BA Protection Suits	£2,500	£0	£0
Command Units ICT Provision and Upgrade	£4,600	£9,200	£9,200
Total priority one bids	£487,700	£400,600	£350,000

WYFRA	FULL AUTHORITY	13 FEBRUARY 2009	ITEM No
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REPORT OF: DIRECTOR OF CORPORATE RESOURCES

PURPOSE OF REPORT: TO UPDATE MEMBERS ON THE AUDIT COMMISSION'S NATIONAL REPORT "RISING TO THE CHALLENGE - IMPROVING FIRE SERVICE EFFICIENCY" AND WYFRA'S RESPONSE TO THE QUESTIONS POSED IN THE REPORT

RECOMMENDATION: THAT MEMBERS NOTE THE REPORT

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS

Exemption Category: NONE

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Background Papers: NONE

1 BACKGROUND

- 1.1 The Audit Commission published the national report “Rising to the Challenge - improving fire service efficiency” in December 2008. The full report is available to Members via the Audit Commission website www.audit-commission.gov.uk, hard copies are also available for Members wishing to receive the report in a printed version.
- 1.2 The report focuses on the £2 billion of public money spent on the Fire Services in England and which also employees around 55,500 staff in total, comprising of 30,800 Wholetime Firefighters, 14,200 Firefighters in the Retained Duty System, 1,600 Control staff and 9,000 Fire Service staff.
- 1.3 It follows on from the previous 1995 Audit Commission national report “In the Line of Fire” which identified a number of areas where the Fire Service could improve efficiency and effectiveness; these included the following:
 - A) Maximising the use of duty time within the existing shift system
 - B) Managing absences more effectively
 - C) Reducing early retirements
 - D) Extending the use of non-firefighting staff
- 1.4 It also references the Bain Review issued in 2002 and the National Pay Agreement negotiated following the 2002 National Strike.
- 1.5 WYFRA has responded to both “In the Line of Fire” and the Bain Review previously.
- 1.6 The report shows that “the best Fire Services have shown how efficiency saving worth up to £200 million can be achieved”. Most of the gains in efficiency and performance to date have been made by a few fire services with four Fire Services accounting for nearly half of all the efficiency saving achieved. West Yorkshire Fire and Rescue being one of the four.
- 1.7 The report also acknowledges that Fire Services have contributed to a declining risk of fire giving the following examples:
 - A) Accidental fires in the home have fallen by a fifth in the last decade
 - B) Fewer than 200 people died in accidental fires in the home in England in 2006/07 compared to nearly 400 a decade ago
 - C) Deliberate vehicle fire have almost halved since 2000/01
- 1.8 The report goes on to summarise the four main areas that the Fire Service needs to focus on, which are:-
 - 1 The Fire Service’s role is now about much more than putting out fires
 - 2 The Fire Service could be more efficient and effective if it improved regional and local collaboration
 - 3 Fire Services need a more diverse workforce
 - 4 Fire Services need to continue to adapt to changing circumstances

These are shown in more detail in Appendix A.
- 1.9 It reinforces the above by detailing 24 recommendations broken down into four categories aligning the responsibility for action and implementation to the FRA’s

CFO's, Central Government and the Audit Commission. These are shown in Appendix A.

- 1.10 The national report then goes on to pose 15 questions for fire services to ask. These questions along with the response to each from WYFRA are shown in Appendix A.

2 FINANCIAL IMPLICATIONS

The statistics included within the report are based on ongoing cashable efficiency savings of which the Authority has achieved £7.97m. However in addition the Authority has achieved a further £5.5m of non recurring cashable efficiency savings bringing the total to efficiency savings to date to £13.57m.

3 EQUALITY AND FAIRNESS ISSUES

Equality and Fairness issues are covered in the Audit Commission Report and these issues feature heavily in the main report hopefully acting as a main driver for change in Equality and Diversity matters.

4 RECOMMENDATIONS

That Members note the report.

Rising to the challenge

Improving fire service efficiency

Summary

We spent over £2 billion on the 46 fire services in England in 2007/8

- The total cost of fire to the economy was estimated at over £7 billion in 2004.
 - Fire service funding has risen from £1.3 billion to £2.1 billion in the last decade; a 25 per cent increase in real terms.
 - Most fire services will see much smaller increases in funding in the next three years; some will experience real terms reductions.
 - Fire services have achieved £185 million in annual efficiency savings since 2004.
-

The best fire services have shown how efficiency savings worth up to £200 million can be achieved

- Fire services have a target to save £110 million by 2011. This is equivalent to 5 per cent of their 2007/08 expenditure.
 - But they could save up to £200 million a year if all fire services adopted good practice from pioneering fire services.
 - Eight fire services have achieved above average reductions in the number of fires with below average increases in expenditure.
 - Most of the savings have come from making changes to crewing and shift arrangements, often in the face of local resistance, but without compromising public or firefighter safety.
 - Good examples include making better use of the retained duty system (RDS), and reviewing crewing arrangements where risks are low.
-

Most of the gains in efficiency and performance to date have been made by a few fire services

- Four fire services account for nearly half of all the efficiency savings achieved.
 - Five fire services have made efficiency savings in excess of 15 per cent of their spend; but ten have found savings worth less than 5 per cent.
 - While five fire services have saved over £4,000 per wholetime firefighter from shift and crewing improvements since 2004, ten have saved less than £1,000, including three that have saved nothing at all.
 - Audit Commission assessments show that the best fire services are improving at the fastest rate.
-

Fire services have contributed to a declining risk of fire

- Accidental fires in the home have fallen by a fifth in the last decade.
 - Fewer than 200 people died in accidental fires in the home in England in 2006/07, compared to nearly 400 a decade ago.
 - Deliberate vehicle fires have almost halved since 2000/01.
-

The fire service's role is now about much more than just putting out fires

- Successive reports have encouraged the fire service to focus more on community fire safety (CFS), leading to a 50 per cent expenditure increase since 2004/05.
 - Fire services have conducted 2 million home fire safety checks (HFSCs) since 2004 and fitted 2.4 million smoke alarms; both help to reduce deaths and serious injuries in fires.
 - Fire services contribute to a variety of projects in their communities, for example improving road safety and reducing anti-social behaviour, their contribution and can-do attitude is widely praised.
 - But better strategy and evaluation are required to ensure that fire services are getting value for money from their community work.
-

The fire service could be more efficient and effective if it improved regional and local collaboration

- Fire services already support one another across borders.
 - They could save more by sharing good practice and collaborating on training, procurement and other back office services.
 - National and regional governance arrangements have at times inhibited local collaboration and need to be reconsidered.
 - Formal regional management boards (RMBs) have not driven effective regional collaboration; government and fire and rescue authorities (FRAs) need to reform them or abandon them.
-

Fire services need a more diverse workforce

- To play fire and community safety roles well, fire services need to reflect the communities they serve.
 - Fire services aspire to improving diversity in the workforce and some have recruited more women and people from minority ethnic groups.
 - But it will take a long time and changes in culture before the fire service workforce is representative of the communities it serves.
-

Fire services need to continue to adapt to changing circumstances

- The context in which fire services operate and their roles and responsibilities have changed dramatically over the last 40 years.
- Successive reviews of the fire service in that time have encouraged an increased emphasis on prevention, changes in duty systems and standards of fire cover in the interests of efficiency.
- While some fire services have led the way in modernising and improving efficiency, not all have followed.
- Strong leadership from FRA members and chief fire officers (CFOs) is needed to overcome resistance to change.

Rising to the challenge

Improving fire service efficiency

Recommendations

Fire and rescue authorities should:

- Challenge themselves and their CFOs to improve efficiency as well as performance;
 - Lead their communities by taking hard decisions affecting staffing levels and deployment in the interests of efficiency;
 - Ensure that they have the right information to justify those decisions;
 - Defend decisions publicly once they have been made;
 - Challenge their CFOs to improve the diversity of their workforce;
 - Define their objectives for RMBs and participate beyond where required to in RMBs only where there is a good business case for doing so; and
 - Provide leadership on equality and diversity issues, supporting and encouraging effective culture change within the fire service.
-

Chief fire officers should:

- Aim to meet or beat government savings targets by improving operational efficiency;
 - Continue to use those savings to invest in CFS;
 - Identify the benefits of initiatives for the wider community and invest in them in proportion to their value;
 - Adopt good ideas for improving efficiency from other fire services, or adapt them to their own circumstances;
 - Systematically explore the available options for working with neighbouring fire services and pursue those that deliver the biggest efficiency savings;
 - Improve strategic planning and performance management of partnership working;
 - Improve the ability of managers at all levels to manage change; and
 - Provide leadership on equality and diversity issues, taking a lead in challenging behaviour that does not promote equality and diversity.
-

Central government should:

- Actively publicise those fire services delivering all elements of modernisation, including efficiency and encourage those with the furthest to travel;
 - Implement agreed proposals for developing operational guidance with the Chief Fire and Rescue Adviser (CFRA) and other stakeholders;
 - Review the role of RMBs and their place in the improvement infrastructure; then define and communicate its expectations of them and their potential value to FRAs;
 - Advocate the role the fire service can play in achieving broader community outcomes to other public services;
 - Publish data on efficiency savings by fire services; and
 - Provide leadership and guidance on equality and diversity issues and the development of an organisational culture that embraces equality and diversity.
-

The Audit Commission will:

- Continue to challenge fire services to deliver value for money as part of the new use of resources assessment;
- Ensure that Comprehensive Area Assessment (CAA) assesses fire services' performance across their expanding portfolio of activities; and
- Provide a tool to allow fire services to use the data in this report to benchmark their own performance.

Rising to the challenge

Improving fire service efficiency

Questions for fire services to ask

- **How well are we performing? How do we compare with similar fire services? Do we know why? How far have we reduced the risk to our communities?**

The Authority has a strong record of monitoring performance management. Members of the Authority are provided with details of the Authority's performance against Metropolitan family group and we also now include our performance against the new National Indicators (NI 33, NI 49). West Yorkshire's performance against the specific performance indicators contained in the National Report are shown in Appendix B. In the Fire and Rescue Performance Framework 2008 report West Yorkshire Fire and Rescue Authority (WYFRA) is highlighted as performing well and the Direction of Travel Report narrative states 'Community Fire Safety work has resulted in 75% of key indicators improving including primary fires, accidental dwelling fires, deliberate primary fires, injuries, deaths and false alarms'. This reduction is benefiting communities.

- **What has worked in improving our performance? What can we learn from what others have done?**

Regular monitoring against benchmarks has resulted in the Authority reviewing and re-training staff on completion of fire reports and improved data quality arrangements. This includes the formation of a new data team to provide a central resource to the organisation. The Authority is currently undertaking five major reviews which are:

- *Review of the current roles, expectations and capabilities of Retained Duty System (RDS) staff.*
- *Review of the duty systems and implementation of alternative systems.*
- *Review of emergency response provision for the populated areas of the county to assess measures that will assist in maintaining average attendance times.*
- *Review the provision of specialist appliances and specialist rescue resources.*
- *Review managerial and command capacity of the organisation.*

As part of the review process, best practice initiatives in other Fire and Rescue Authorities (FRAs) are being considered with a view to finding the most appropriate and cost effective systems for the Authority.

- **What impact has our CFS work had so far? Should we devote more resources to this work?**

In the Fire and Rescue Performance Framework 2008 report West Yorkshire Fire and Rescue Authority (WYFRA) is highlighted as performing well and the Direction of Travel Report narrative states 'Community Fire Safety work has resulted in 75% of key indicators improving including primary fires, accidental dwelling fires, deliberate primary fires, injuries, deaths and false alarms'. This reduction is benefiting communities. The initiatives within Community Fire Safety (CFS) are working and to further enhance the impact of CFS work the Authority will be introducing a major CFS initiative in the form of 'Safety Central'.

Safety Central is key to delivering improved community safety and aims to achieve excellence in the development and delivery of community safety and wellbeing interventions across West Yorkshire. The Safety Central team already provides high quality education, training and information to support WYFRA in developing initiatives that target the most at risk groups and individuals.

Safety Central focuses upon ensuring that its activity is needs led, is based upon accurate information, and is subject to systematic review and evaluation.

The objectives of Safety Central are aligned to WYFRA's core aims and to the delivery of the five West Yorkshire Districts' Local Area Agreement priorities. Safety Central staff undertake the research to ensure that Community Safety work is evidence based and targeted at those communities and individuals most in need. In addition, the Centre actively works with CFS delivery staff and partners to identify those areas where maximum benefit can be achieved through collaboration.

Depending upon the nature of the intervention, Centre staff then develop and deliver appropriate training and education packages, consulting and working with partners and community members to ensure that interventions are appropriate and effective.

Once the Safety Central building is completed in May 2009 it is envisaged that it will be used to promote continuous improvement in the delivery of community safety by offering the opportunity for partners and communities to use the facilities available to share learning and good practice on a wide range of safety related issues.

The Safety Central website will also be used to share good practice in community safety with the widest possible audience.

Significant resources have been input into the CFS department and the review of Managerial and Command Capacity will look at CFS resources and whether this is sufficient for the needs of the Authority. A structural review of the Fire Safety Directorate was carried out during 2004/5, which shifted the staff provision from a wholly uniformed Grey book provision to a wholly green book structure. This has been implemented incrementally since 2005 along with two revisions to target resources at identified need, and has allowed the creation of a CFS delivery structure of almost 100 staff, from savings in different staff provision. This is in addition to risk reduction activity carried out by operational crews. Additionally this has improved the diversity of the directorate from one which was wholly white male, to a service delivery structure that is made up of 12% BME and 28% female staff, CFS being 23% & 35% respectively.

With a target of delivering 450,000 Home Fire Safety Checks (HFSCs) by 2013, WYFRA is on schedule and the work of the High Risk Team and High Risk Strategy will focus on delivery of HFSCs to those at most risk. WYFRA is one of the highest performing FRAs in the UK in carrying out HFSCs.

Arson reduction initiatives established in Leeds, Bradford and Wakefield have been successful and mainstreaming of this activity across West Yorkshire will be completed by 1 April 2009 with the introduction of a revised Arson Reduction Strategy.

The Road Safety Strategy will contribute to a reduction in the number of killed and seriously injured across the county and it is intended to develop road safety as a priority area in each district, develop closer working relationships with road safety partnerships, strategically, at district and local level to ensure joined up activity continues and develops. Work continues with developing relationships with LA, LEA and other key road safety partners to ensure all areas of work are deliverable.

- **How are we targeting our prevention, protection and community safety work? Has it reduced the risk in the target areas? If so, have we reflected that in our planning?**

The Authority faces a growing challenge continuing to invest in CFS whilst at the same time addressing increased expectations to be able to respond to terrorist attack and natural disasters with a diminishing budget.

WYFRA BVPI statistics show a reduction in primary fires of 41.54% and reduction in injuries of 34.64%, however a review of the IRMP process is being undertaken to better integrate Prevention, Protection and Response elements to ensure overall risk to the community is reduced. This will entail revisions to current processes and structures with dedicated resources.

WYFRA has, in response to the modernisation programme, embraced new dimension assets into mainstream activity, embraced the move to Firelink radio system and made representations to provide mobile data terminals (mdts) early, facilitated the move to the Regional Control Centre, IRMP process embedded with a move to risk based response standard, re-categorisation of five stations, provided state of the art cutting equipment on all appliances, engaged with partners to reduce incidence of Road Traffic Collisions (RTCs), engaged fully with the Local Resilience Forum (LRF) and chairs the training and exercise sub group. Further work is ongoing in all these areas.

IRMPs 1 to 5 have made efficiency savings via removal of 2nd pumps at Batley and Shipley, changed the shift system at Todmorden and Wetherby to day crewed and Slaithwaite, Holmfirth and Skelmanthorpe to retained duty system and the aerial review has reduced from seven to five with only three primary crewed and the staff transferred initially to CFS and then posts converted to non operational posts. The IRMP process is mature and fully embedded and IRMP 6 is a three year plan to shape the FRA for the next ten years.

WYFRA has reduced its firefighter establishment by 14.3% and the review of the duty system will deliver more efficient crewing arrangements instigated in IRMP 4.

Efficiencies have been made in adjusting response standards in respect of Automatic Fire Apparatus actuations with day and night standards. In addition, some Special Service Calls are attended by non blue light mobilisations and use of FDS officers. Further analysis is required into average attendance time for each category of call to produce life and non life threatening response standards and determine speed and weight of response for all incident types.

All stations currently engage in CFS activity as part of the working day and the Authority has introduced a Strategic Standby Policy to provide a more flexible duty system to free up resource for CFS activity.

There is significant variation in station and appliance utilisation showing WYFRA as the least utilised of Metropolitan FRAs. There is an average of 479 incidents per station and average of 284 incidents per appliance attended in West Yorkshire and there may be scope for further efficiency savings by reducing the number of two pump stations or by crewing appliances more flexibly.

WYFRA participates fully in the West Yorkshire Local Resilience Forum and contributes to associated sub working groups with the Deputy Chief Fire Officer attending the West Yorkshire Resilience Forum. Through the Risk and Capability sub group WYFRA contributes to the development and maintenance of the West Yorkshire Community Risk Register. All relevant sub groups are attended with WYFRA chairing the Training and Exercise sub group.

The Authority has seconded an officer to the CTU in Leeds and is developing ILO cadre of officers.

Working within National Guidance where available the Authority has developed plans and agreements with other agencies to deal with major emergencies.

Working in partnership with other agencies and through the Local Area Agreements WYFRA can focus resources on productive and impact initiatives for the benefit of the communities.

The Authority is carrying out a restructure of its protection role which has resulted in significant cost and efficiency savings being made and opportunities to increase the number of female and BME inspectors. There are clear policies for the Fire Safety Order and other legislation enforced by the Authority and all policies are available to other agencies. Inspectors seek to reduce the social and economic cost of fire to the business community of West Yorkshire and performance indicators suggest that WYFRA has the lowest number of non-domestic fires in any metropolitan area.

WYFRA's fire investigation provision within the region provides an example for others and the Authority has agreed Memoranda of Understanding, protocols etc for fire protection consultation requirements.

The Authority continues to embed a risk-based, proportionate and targeted approach to regulatory inspection and enforcement of commercial and industrial premises within West Yorkshire. WYFRA uses resources in a way that gets the most value out of the effort made, whilst delivering significant benefits to low-risk and compliant businesses through better focussed inspection activity, increased use of advice for businesses, and lower compliance costs.

- **Where have we made the majority of our savings so far? How do we compare to similar fire services?**

The Authority is proud of its record of providing a high quality low cost service and consequently strives to provide excellent value for money. For the three years ending 31 March 2008 the Authority contributed £13.5m of cashable efficiencies and a further £1m of non cashable efficiency savings to the fire service's national target. These savings have enabled the Authority to invest in under resourced areas of the service as well as meeting the ever increasing demands on the service as a whole. The Authority is already looking forward to 2008/9 and is on target to achieve a further £2.6m of efficiency savings.

The Authority along with the other metropolitan fire and rescue authorities commissioned Cipa to prepare a comprehensive benchmarking report. This report has been received and will be used as a baseline for in depth reviews of different areas of the service.

Once again in 2007/8 the Authority was able to deliver a low single figure precept increase whilst being able to deliver £1.2m of essential service developments. The Authority remains one of the most economical in the country being well within the lower quartile for both expenditure per head of population and band D council tax.

WYFRA is in the top quartile for cumulative savings 2007/8 in fourth place following London, Greater Manchester and Merseyside. The majority of the FRAs who are higher placed than WYFRA have introduced different shift patterns which WYFRA are looking at in the review.

As a percentage of spending WYFRA are third best performing of all FRAs.

Savings have been made in the shift review as part of IRMP 4 which resulted in more productive hours, sickness absence reduced to eight days per employee (all staff), ill-health retirements reduced to 0% and 51.4% increase in front line non operational staff in addition to changes to diversity of these staff between 2000 and 2008. WYFRA has achieved a saving of £4,252.68 per Firefighter and IRMP 6 will involve a review of the scope to introduce flexible crewing arrangements to provide further efficiency savings.

WYFRA has already made massive savings after the report "In the Line of Fire" where other FRAs, including most of the top performers we are compared with in the latest National Study had not. Our performance in the latest National Study is therefore even more remarkable as our starting point was already challenging.

- **How will we meet our share of the £110 million efficiency savings required? Can we beat our target? What priorities would the savings allow us to resource?**

Currently undertaking a fundamental review of the entire organisation which will give a clear indication of where we need to improve. Areas for improvement identified in the reviews will enable WYFRA to move resources to meet demand.

- **Can we save money by changing crewing or shift arrangements?**

- **Can shift arrangements be changed?**
- **Can any wholtime stations be converted to day crewed?**

- **Can some cover currently provided by wholetime crews be covered by crews on the RDS?**
- **Can smaller vehicles and crews be deployed to deal with smaller incidents?**
- **What have other fire services like ours done?**

All these issues are being addressed in the five fundamental reviews currently being carried out will take account of all of these questions.

WYFRA has achieved the move from wholetime to day crewed staffing without the increase in pay which Cheshire FRA, who is sited in the document, has implemented.

- **Do we match cover and resources to risks?**

- Do we know which areas have highest and lowest risk?
- Can cover be safely reduced in low risk areas, for example during off-peak periods?
- What have other fire services done in similar areas?

The Authority has very comprehensive risk management and business continuity planning arrangements which have been sited by the Audit Commission as 'best practice'.

Performance indicators suggest that actions currently being undertaken by WYFRA are appropriate, however, further review is being carried out in the fundamental reviews.

WYFRA has through IRMP taken steps to deploy resources based on management of risk for example, additional resources placed in busiest areas, staff moved from nucleus to retained at two stations, Flexible Duty System Review, removal of second pump, strategic standby introduced at three stations, one station changed from wholetime to retained and one changed from wholetime to day crewed, combining two retained stations into one, duty system review, introduction of USAR on day crewed basis. In addition IRMP has introduced the five fundamental reviews of the organisation.

- **How well do we engage with the public?**

- How well do we make the case for efficiencies?
- How well do we explain the wider roles of the fire service?

WYFRA engages with the public in a variety of ways for example questionnaires are sent to 10% of all incidents attended and in 2007/8 the feedback from these demonstrated a 98% satisfaction overall with the service received. For the last 3 years, a survey of users of Fire Protection services has been carried out. Approximately 95% of those responding stated that the advice provided by the Inspector was helpful and was considered beneficial to the customer and their business.

Contact was made with the Federation of Small Businesses (FSB) in 2008 and we were invited to attend each of the five West Yorkshire FSB Branch meetings. During these meetings we informed members that we wanted to improve relations with the FSB and commence constructive dialogue on how we could improve our services. A full report, including recommendations to improve our services has been produced.

The Corporate Communications department was restructured in October 2006 which has resulted in improved media and public relations activity and media training being given to staff required to deal with the media in their day to day activities. Improvements have also been made to the Authority's website and a web-based consultation exercise is currently being carried out to ascertain the views of users on the accessibility and design of the website.

The Comprehensive Area Assessment (CAA) process will act as a catalyst for further and more detailed engagement with the public. This is a resource issue to be considered as part of the Managerial and Command Review.

- **Can we work better with our neighbours?**

- What options for working together have we considered?
- What benefits could we secure from each of these?
- Do we share our good practice with other fire services?
- When have we borrowed good ideas from others?
- How can the RMBs help us deliver better collaboration?

The Fire and rescue Services Act 2004 Sections 13 and 16 agreements have been signed with all neighbouring FRAs and WYFRA is a member of the Regional operations Collaboration Group and sub groups and a member of YHRORG. Priorities for 2008/9 include cross border training and exercising as part of the Operations Learning Group remit and commitment of the Regional Collaboration Group to share risk information across borders.

WYFRA collaborates with other agencies, for example, attending Blue Light Meetings, being a member of the LRF and associated sub groups, Memorandum of Understanding Mass Decontamination signed regionally with Yorkshire Ambulance Service (YAS), Memorandum of Understanding with South Yorkshire to deliver water rescue, regional Fire Investigation Memorandum of Understanding and co-location of emergency planners is being scoped. The Authority continues to seek opportunities for collaborative working.

WYFRA has good working relationships with neighbouring brigades in terms of procurement and by February 2009 we will have a new national contract for the provision of personal protective equipment including items such as helmets, over trousers, gloves etc. which is open to all brigades and the contract is administered by Yorkshire Purchasing Organisation. The Authority continues to use framework contracts including Firebuy where these contracts represent value for money.

The work of the RMB is currently being reviewed by the Chief Fire Officer of North Yorkshire FRA. The outcomes of this review will either recommend restructuring the RMB or abandoning them.

Where good practice is identified these are taken up by the region and many changes which other FRAs have introduced and being considered within the five fundamental reviews.

Collaboration has taken place with strategic Assessment and Development Centres and a development course has been used by South Yorkshire FRA at WYFRAs Training Centre.

- **What activities are we engaged in with local partners? Which provide good value to the community for the time and money we spend? Have we prioritised those that support our objectives cost-effectively?**

The Authority has a comprehensive and well embedded partnership register. All partnerships are reviewed in line with the Partnership Policy on a regular basis. The Authority is represented on the Local Area Agreement partnerships in each of the five Districts, being named in each as delivery partners for a number of priority indicators that demonstrate a link to improving NI 49 and NI 33. One district, Wakefield has included NI 33 as an LAA priority.

- **How will we increase the numbers of women and people from minority ethnic communities in our workforce? How are we increasing the representatives of senior management? What have we learned from other fire services or other public services? How are we monitoring progress on the requirements set out in the equality and diversity strategy?**

Recruitment of women and BME into the Retained Duty System (RDS) is low and the demography of RDS areas shows there are very few BME in the retained catchment areas, however awareness days and targeted recruitment campaigns will be carried out to address this.

The Equality and Diversity department have been working effectively attracting women and BME community members to join the Fire and Rescue Service. In the 2007 recruitment campaign we increased the number of BME people asking for application forms by 66% from 171 in 2005 to 284.

Of application forms submitted 11.9% were BME and 9.9% women. Final results are not yet available but to date we have employed 7 BME and 12 women firefighters. Actions taken to improve progression of women and BME staff include the development of a high potential scheme, coaching and mentoring and targeted promotion seminars.

- **Is our fire service an organisation women and people from minority ethnic communities want to work for? What could we do to achieve that?**

An improvement has achieved in attraction rates of women and people from minority ethnic communities to WYFRA as a result of Awareness Days and good partnerships.

WYFRA has moved from an all white male service to the service it is today where women and people from minority ethnic communities are represented including Community Fire Safety where 35% are women and 23% are BME, and will continue to recruit from, and raise awareness of, these underrepresented groups.

A programme of works is underway to remove shared facilities and increase facilities which respect dignity on fire stations.

- **What is our level of sickness absence? How does that compare with other fire services? How are we planning to reduce it even further?**

WYFRA achieved a significant reduction in sickness absence due to the introduction of revised policies and procedures, and whilst we remain one of the highest performing FRAs in the UK we will be refocusing our efforts into attendance management during the next twelve months with the aim of being the best. To continue to improve in this area other initiatives are being pursued including training taking place for Station Managers in managing sickness and sickness being linked to CPD payments.

From June all staff will have to book sick via the new central staffing team who will challenge all sickness and it is expected that this will further reduce sickness absence.

- **What is our level of ill health retirements? How does that compare with other fire services? How are we planning to reduce it even further?**

WYFRA has already achieved great success in reducing early retirements to zero or almost zero each year and this is reported within the Personnel and Training Activity Report. Redeployment is used in many cases and pay protection options are also being considered.

WYFRA	FULL AUTHORITY	13 FEBRUARY 2009	ITEM NO
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REPORT OF: CHIEF EXECUTIVE/CHIEF FIRE OFFICER AND
DEPUTY CHIEF FIRE OFFICER, DIRECTOR OF
OPERATIONS

PURPOSE OF REPORT: THIS REPORT ADVISES MEMBERS OF THE
LATEST PROPOSALS FOR PEER REVIEW AND
OPERATIONAL ASSESSMENT AS PART OF
THE AUDIT COMMISSION COMPREHENSIVE
AREA ASSESSMENT PROCESS

RECOMMENDATIONS: IT IS RECOMMENDED THAT THE FIRE AND
RESCUE AUTHORITY ADOPTS A SUPPORTIVE
POSITION IN RELATION TO THE PROPOSALS
AND AUTHORISES THE CHIEF FIRE OFFICER
TO ALLOCATE WYFRA RESOURCES TO
SUPPORT THE PEER REVIEW PROCESS.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS

EXEMPTION CATEGORY: NONE

CONTACT OFFICER: DEPUTY CHIEF FIRE OFFICER,
DIRECTOR OF OPERATIONS
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01274655702

**BACKGROUND PAPERS
OPEN TO INSPECTION:** NONE

COMPREHENSIVE AREA ASSESSMENT

OPERATIONAL ASSESSMENT AND PEER REVIEW

1. BACKGROUND

- 1.1. Members have previously been provided with information in relation to the establishment of a revised national performance assessment process for all local authorities and fire and rescue authorities. The new process, known as Comprehensive Area Assessment (CAA), replaces the previous Comprehensive Performance Assessment (CPA).
- 1.2. One key element of the CPA process was the Operational Assessment of Service Delivery (OASD), where a team including seconded officers from the Fire and Rescue Service and Elected Members examined the performance of individual Fire and Rescue Authorities (FRA's) and the resultant findings formed part of the overall judgment for CPA purposes. This process was controlled and funded by the Audit Commission
- 1.3. The new CAA regime being developed by the Audit Commission is designed to provide a robust external assessment and improvement process. Key stakeholders including the Local Government Association (LGA), Chief Fire Officers Association (CFOA), Chief Fire and Rescue Advisors Unit (CFRAU) and Communities and Local Government (CLG) have been supporting the Audit Commission in the development of the process.
- 1.4. The CAA process includes proposals for much stronger, sector led, support and challenge to drive improvement in services. The whole process is being supported by the Improvement and Development Agency for local government (IDeA) and Regional Improvement and Efficiency Partnerships (RIEP's).
- 1.5. Judgments on the future performance of FRA's will be made by the Audit Commission using the new CAA process which will consist of:
 - An **Organisational Assessment**, including how well resources are being managed, how the Authority undertakes improvement and planning and how it delivers value for money.
 - An **Area Assessment**, including how well engaged the Authority is in the local "Place Shaping" agenda.
 - An **Operational Assessment** (OpA), including how well the technical and service specific aspects of each Authority are being delivered.

1.6. In the latest proposals, the Audit Commission will manage the Organisational Assessment and Area Assessment, which are well developed, and the OpA will be sector led. The next section provides information on the latest proposals for OpA.

2. PROPOSALS FOR FUTURE OPERATIONAL ASSESSMENT

2.1. In December 2008 CFRAU produced proposals for the new OpA process, including a supporting Toolkit and Guidance. This Toolkit was developed by CFRAU in liaison with the Audit Commission and Health and Safety Executive. Fire and Rescue Authorities have been asked to provide comment on the proposals by 6th March 2009. The draft response from WYFRA (authorised by the Management Board on 26th January 2009), is attached (Appendix A). In general, the WYFRA draft response is positive although there are significant concerns in relation to the apparent absence of any risk based approach to the process and the potential for duplication and unnecessary burden.

2.2. In addition to the OpA Toolkit and Guidance, CFOA have been developing a sector led Assessment and Improvement process, with a single suite of “best practice” performance indicators to assist Fire and Rescue Authorities in demonstrating their performance to themselves and to external assessors.

2.3. Whilst the nationally developed indicators are not compulsory and FRA's are free to develop their own performance systems that suit their local needs, they would need to be justified to external auditors as part of the CAA process.

2.4. CFOA, in conjunction with other key stakeholders referred to above, are developing a sector led process whereby individual FRA's will undertake a fundamental self assessment using the National OpA Toolkit and Guidance. This self assessment will then be subject to peer review.

2.5. Not only will peer reviewers be required as part of the OpA process but the Audit Commission would also like to call on accredited peer reviewers for the Organisational Assessment element of CAA. There are currently only about 40 accredited peer reviewers available to the Audit Commission and IDeA and it is necessary to significantly increase this number. This will require all FRA's to commit to releasing officers to become peer reviewers. These officers would first need to be trained and accredited by the IDeA. The President of CFOA has already written to Chief Fire Officers in December 2008 with a request to increase the national peer review capacity within the Fire and Rescue Service in order to support the new CAA process.

2.6. It is anticipated that, by working with the IDeA, each region will establish an accreditation centre to provide, in the short term, approximately 14 peers, with funding for this being sought locally, either through the RIEP's or other regional collaboration.

2.7. CFOA Board is currently considering how best to deliver the peer review for the OpA element of the CAA process and initial proposals are for a "standard" peer review team to be established consisting of:

- One IDeA manager to assist with administration and report writing.
- One elected Member
- Two FRS specific officers, both of whom would need to have specific operational technical knowledge to inform the review team and one with sufficient seniority and credibility to lead the team.
- One none FRS sector specific person.

2.8. The peer review process would be administered by the IDeA and the size of the "standard" team may vary depending on the expected workload. The size and composition of the team would be agreed between the FRA, the IDeA and the team leader. The Audit Commission, IDeA and CFOA have all agreed that the peer reviewers should come from outside the region of the FRS being reviewed.

3. FINANCIAL IMPLICATIONS

3.1. The CFOA proposals require that each FRA funds its own peer review process and some initial indications of the costs have been provided by the IDeA based on a four day review.

- The FRS peer reviewers would be provided free of charge although this clearly has significant cost/resource implications for individual FRS who will supply the peer reviewers.
- The elected Member peer reviewer would be sourced through the IDeA Peer Review Clearing House and the fee payable to each elected Member would be £400 per day (for five days).
- The IDeA Review Manager would cost £8,800 to include a scoping visit, briefings for the team, organising the review programme, document reviews etc.
- General administration costs would be approximately £400
- Travel and accommodation costs would be extra.

3.2. This gives a total cost of the review process of £11,200 plus travel and expenses. There is currently no provision in the WYFRA revenue budget for the costs associated with this process. At this moment in time there is no indication of the levels of financial support (if any) that are available through the RIEP or other collaborative sources although obviously officers will be exploring all opportunities.

3.3. There are also resource implications associated with the release of key officers for training as peer assessors and the time they would be away from WYFRS undertaking reviews. Whilst it is not totally clear what the commitment would be, if WYFRS were prepared to authorise one Principal Officer, one Area Manager and four Group Managers as our share for the region, it is estimated that the salary cost would be equivalent to £40,000. This is based on a commitment of four days peer review training for each officer and two peer reviews each involving a minimum of five days of work for each review.

4. EQUALITIES AND FAIRNESS IMPLICATIONS

4.1. There are no direct equality and fairness implication arising from the proposals although the peer review process and associated OpA Toolkit and Guidance includes a number of specific areas of focus and key lines of enquiry associated with Equality and Fairness.

5. CONCLUSIONS

5.1. As part of the national external assessment and improvement process, the Audit Commission will seek to be reassured that each individual FRA has in place a robust process for self assessment and evaluation, incorporating an element of independence. The proposals for Peer Review, developed by CFOA in conjunction with the IDeA and other key stakeholders, seeks to provide such a process. The National OpA Toolkit and Guidance, if adopted, will provide a standard benchmark of performance indicators against which the performance of WYFRA can be measured and Members should be supportive in principle of the proposals.

5.2. There are, however, a number of concerns that will need to be fully evaluated before total support can be given. First of all, there are concerns in relation to the capacity of the FRS to release officers to become accredited and then undertake the peer review process as part of a review team. This is a new burden and appears, in part, to replace previous processes funded by the Audit Commission (albeit it could be argued some of this was recharged through audit fees) and prior to this central government through the Fire Service Inspectorate.

5.3. In addition, it is still unclear exactly how and when the peer review process would fit into the CAA judgments and the level of additional burden that this will place on individual FRA's, with potential duplication and overlap between the individual elements of CAA.

5.4. Finally, the process does not appear to take account of the current performance of a FRA in determining the frequency and intensity of the peer review process, with no apparent difference between those performing well (e.g. WYFRA) and those performing poorly.

6. RECOMMENDATIONS

- 6.1. It is recommended that the WYFRA endorses the generally positive response to the CFRAU consultation on the National OpA Toolkit and Guidance, with the caveat that there are concerns associated with the potential for duplication and lack of a risk based approach.
- 6.2. It is also recommended that WYFRA adopts a supportive position in relation to the peer review process and supports the nomination of officers to become peer reviewers but that the Chief Fire Officer/Chief Executive ensures that the contribution of WYFRA resources to the national External Assessment and Improvement process remains proportionate to the benefit and is in the best interests of WYFRA.
- 6.3. It is recommended that initially, a sum of £15,000 be included within the 2009/10 revenue budget to cover the potential cost of the Peer Review process subject to confirmation of the final proposals and costs.
- 6.4. Members may also wish to consider how they may individually contribute to the process by becoming Member peer reviewers.

DRAFT RESPONSE OF WYFRA

OPERATIONAL ASSESSMENT CONSULTATION RESPONSE

As part of the redevelopment of the Operational Assessment process and toolkit, FRAs are invited to provide comments. A questionnaire is included below, and FRAs are welcome and encouraged to provide additional comments as part of the consultation process.

Operational Assessment Process

1. Do you agree that the Operational Assessment process offers the opportunity for the sector to become more independent and drive improvement from within?

Yes x No

2. Do you support the approach to remove regulatory burden (e.g. Organisational Assessment) through a sector lead approach to Operational Assessment?

Yes x No

3. Do you agree with the use of Peer review teams from outside the region of the FRA in order to provide a more robust scrutiny to the Self assessment process?

Yes x No

4. Would more guidance on developing and maintaining FRS improvement plans be useful?

Yes x No

Additional comments on the process:

In order to ensure that a fair and equitable approach is adopted, an element of scrutiny will be required in relation to both consistency and fairness.

The preferred methodology of peer provision is by FRS previously within “family group” whilst at the same time from differing regions.

We believe that there is a real risk that, through duplication with other elements of the CAA process, that the OpA may become unnecessarily burdensome on FRA's. It is therefore vital that this is avoided through detailed co-ordination between the relevant auditors/inspectors/peer reviewers.

Operational Assessment Toolkit

5. Do you agree with the move away from the HS(G)65 model to provide 3 or 4 key areas for each KLOE?

Yes x No

6. Do you consider that the seven components of the Toolkit cover service delivery performance areas sufficiently?

Yes No X

If you answer no to this question, please provide a more detailed reply.

On balance the seven areas cover both service delivery functions and functions that provide support to service delivery. In considering this it is not necessarily the case that all seven areas are or should therefore be of an equal weighting.

Moreover, it is the considered view that whilst the previous application of HS(G)65 gave rise to a series of duplications, that the main ethos may be appropriate should such repetition be removed.

7. Do you agree with the use of Descriptors (Developing, Established or Advanced) to provide a broader, more strategic, outcome based focus in order to judge performance?

Yes x No

8. Would you prefer the Descriptors (Developing, Established or Advanced) to be termed Red, Amber or Green (respectively) to flag up areas for improvement?

Yes No x

9. Would you prefer a more formal mechanism of scoring to be reintroduced into the Toolkit?
Yes No
10. Do you support the principles of moving away from scoring to the use of descriptors which allow judgements to be made to identify priority areas for improvement?
Yes No
11. Do you consider that the inclusion of notable practice exemplars will assist teams in making judgements and provide the opportunity to highlight areas of notable practice which can be shared with other authorities?
Yes No
12. Do you agree with the overall format of the toolkit?
Yes No
13. Do you agree with the use of Briefing sheets to assist the assessment teams in focusing on the key areas for assessment?
Yes No
14. Do you consider that the Guidance Note and Toolkit provide sufficient information for you to carry out a self assessment?
Yes No

If you answer no to this question, please indicate where you think more detailed guidance would be helpful.

As yet the Guidance Note is incomplete as it lacks the required detail. The descriptors remain vague with only limited clarity in definition.

A "critical friend" approach is preferred which limits the requirement for the use of scoring

15. Do you consider the process of Operational Assessment should be completed (reviewed) annually?

Yes No

Additional Comments on the Toolkit:

The toolkit itself will need to be regularly reviewed in order to ensure currency.

Likewise the need for assessment should be defined in a risk based way, whereby the assessment frequency and intensity is determined by the outcomes of a previous assessment and performance rating.

The assessment regime needs to concentrate on those FRAs who are considered not to be performing rather than being a blanket approach for all Authorities. The original philosophy of the local government performance improvement programme was that it should risk based and proportionate in much the same way as the Governments own "Better Regulation" agenda where local authorities must not unduly place a burden on business. We believe there is limited evidence that the new CAA process, incorporating OpA is following this philosophy.

If you are willing to be contacted further with regard to your responses please provide contact details:

Name: _____

Tel. No: _____

E-mail: _____

Thank you for completing this questionnaire. Please return it to Howard Jones by **6 March 2009** by e-mail to howard.jones@communities.gsi.gov.uk or by post to:

Howard Jones
Office of the Chief Fire and Rescue Adviser
Communities and Local Government
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123 Victoria Street
London, SW1E 6DE

WYFRA	FULL AUTHORITY	13 FEBRUARY 2009	ITEM No
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REPORT OF: CHIEF FINANCE OFFICER
AND DEPUTY CHIEF FIRE OFFICER

PURPOSE OF REPORT: RESPONSE TO FIRECONTROL BUSINESS
CASE PART 2

RECOMMENDATION: THAT MEMBERS NOTE THE CONTENTS OF
THE REPORT AS THE BASIS OF THE
RESPONSE TO THE REPORT

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS

Exemption Category: Nil

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Background Papers:

REGIONAL CONTROL ROOMS BUSINESS CASE 2

Following the publication of the Regional Business Case Part 1 in July 2008 CLG issued Part 2 on 26th November 2008 which deals with the strategic national issues.

In responding to the document Authorities asked to consider the three specific questions:-

- 1 Should the business case cover any additional issues or material, and if so what
- 2 Does any of the content of the business case require revision or updating
- 3 Is the business case clearly communicated and easily understandable.

The document breaks down the business case into 5 areas :-

Strategic Case
Economic case
Commercial Case
Financial Case
Project Management Case.

Comments on each of these are provided below

Strategic case

This section of the report highlights the elements of improved resilience and response to national and local emergencies that will be provided by the introduction of Regional Control Centres (RCC).

The vision is to provide: an integrated fire control service, which improves England's resilience against major incidents and helps Fire and Rescue Services to save lives.

It is part of the planning assumptions that national processes for call handling and mobilisation will allow increased flexibility in terms of the transfer of calls between RCCs in order to form a national infrastructure with a capacity far in excess of a single RCC or that level of service met by current control rooms.

In principle it would appear that clear benefits are to be provided in terms of resilience, flexibility and capacity, however, this will rely upon the development of sound and robust technological and process systems.

Economic case

This section of the report compares the regional control solution with the alternative of returning to the 2004 position i.e. 46 control centres which it concludes from the start is not viable.

In general it concentrates on the technical and operational benefits of the regional solution as well as arguing that there will be greater efficiency through the economies of scale. Clearly this is the National position as Yorkshire and Humberside will not see any financial savings. ***In order to assess whether there are any true economies of scale it would be necessary to identify the actual cost of***

national resilience. If this information were included within the final document it would be possible to identify the true economies of scale.

This section also addresses the impact of inflation on the scheme and argues that the current long term contract for accommodation will show a positive economic benefit when compared to current discount rate. ***In view of the current general economic downturn this assumption should be recalculated using revised estimates for future inflation.***

In addition the current business case does not currently reflect the true cost of LGPS pension costs. ***These issues should be resolved and the true costs included within the Final business case.***

The most significant paragraph identifies the cost of cancellation of the existing contracts at £320m which when added to current spend would total £0.5bn which means that it would not be economic to cancel the scheme.

Commercial Case

This section of the report deals with the overview of the procurement process and what value this generated and deals with the transfer of risk to the private sector and the competitive approach taken. It is not possible to comment on this element of the case.

Financial case

The purpose of this section is to address three issues:-

- Has CLG secured adequate funding for the scheme ?
- How have fire control stakeholders informed the assumptions that support the business case
- Will it cost more or less to operate the new Regional Control Centre network than current arrangements – and are there funding implications.

In respect of total funding the report identifies the total implementation cost of £380m and details the source of funding that have been identified to fund this.

In terms of the second two points there are a number of comments. Firstly the cost of operating the RCCs will exceed the cost of the current provision by £3.4m and CLG will have to provide resilience grant of £5.4m to support those Authorities that are incurring additional cost. ***The business case p offers only a review of these payments at the end of three years and provides no guarantee they will continue where necessary. Certainly for Yorkshire and Humberside this provides a potential deficit of £1.1m***

The paper explains that it is necessary to adjust the cost of current control centres to reflect both IT refresh and any costs that will not be saved in the future which I assume relates to out of scope activity. ***The business case again ignores the cost of national resilience which if provided would show the true efficiencies due to each region from moving to the Regional Control Centres. Certainly in Yorkshire and Humberside it can be argued that the Authorities will not enjoy the long term benefits from any efficiencies they introduced prior to the commencement of this project.*** In relation to this the business case relates future

savings to size rather than acknowledging that the FRAs that were previously the most efficient are likely to be the ones that do not benefit from future savings.

The Project management case

This part of the report is largely descriptive and explains the systems that are in place to ensure the aims of the project are achievable.

Recommendation

That Members note the report as the basis of the response to the business case.

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

MINUTES OF A MEETING HELD AT FIRE SERVICE HEADQUARTERS, BIRKENSHAW, ON FRIDAY 13 FEBRUARY 2009

Present: Councillors P Booth (in the Chair); S Armitage, V Binney, A Castle, M Coulson, D Ginley, J Godward (for agenda item nos. 1 – 15 only, Min nos, 61 – 75 refer), D Gray, P M Harrand, D Hollingsworth, N Ikram (for agenda items 3 – 16 only, Min nos. 63 – 76 refer), K Iqbal, M Jamil, M Khan (with the exception of agenda item nos. 14 and 15 Min nos 74 and 75 refer), G Kirkland, R Light (with the exception of agenda item nos 14 and 15 Min nos 74 and 75 refer), A McKenna, M Rafique, D Ridgway, B Smith and T Wallis

Apologies : Councillor T Hardwick

61 CHAIR'S ANNOUNCEMENTS

Lockwood incident

The Chair commented on the recent incident at Lockwood where a pedestrian had suffered fatal injuries. He wished to offer and record condolences of the Fire Authority to the family of Robert Senior.

Australian Bush Fires

It was agreed that a letter be forwarded to the people and the fire service of New South Wales expressing the Authority's sorrow at the recent devastating loss of life as a result of bush fires in Australia.

62 ADMISSION OF THE PUBLIC

The meeting determined that there were no items which necessitated the exclusion of the public.

63 URGENT ITEMS

None.

64 DECLARATIONS OF INTEREST

There were no declarations of interest made in any matter under consideration at the meeting.

65 MINUTES OF THE LAST MEETING

RESOLVED

That the Minutes of the last meeting held on 19 December 2008 be signed as a correct record.

66 MINUTES OF THE EXECUTIVE COMMITTEE

RESOLVED

That the Minutes of the Executive Committee at meetings held on 19 December 2008 and 30 January 2009 be received.

67 MINUTES OF THE AUDIT COMMITTEE

RESOLVED

That the Minutes of Audit Committee at a meeting held on 23 January 2009 be received.

68 MINUTES OF THE FINANCE AND RESOURCES COMMITTEE

RESOLVED

That the Minutes of the Finance and Resources Committee at a meeting held on 30 January 2009 be received.

69 LOCAL GOVERNMENT ASSOCIATION – MINUTES

RESOLVED

That the Minutes of the Fire Services Management Committee at a meeting held on 19 January 2009 be received.

70 MINUTES OF THE YORKSHIRE AND HUMBERSIDE FIRE AUTHORITIES' REGIONAL MANAGEMENT BOARD

RESOLVED

That the Minutes of a meeting held on 8 January 2009 be received.

71 PERFORMANCE MANAGEMENT REPORT

The Chief Fire Officer / Chief Executive submitted a report which outlined the activities of the Brigade in the areas of Operations and technical matters for the period 1 April 2008 – 31 December 2008.

RESOLVED

That the report be noted.

72 MEDIUM TERM FINANCIAL STRATEGY 2009 – 2010/11 (INCORPORATING REVENUE BUDGET, CAPITAL PLAN AND TREASURY MANAGEMENT)

Members considered a joint report of the Chief Fire Officer and Chief Executive, the Chief Finance Officer and the Director of Corporate Resources which presented an overview of the financial position for together with the draft revenue budget and capital plan for 2009/10 and three-year financial strategy.

The report also sought approval for the Treasury Management Strategy and advised of the prudential indicators.

The detail of the report advised Members of:

- (i) a forecast of the revenue outturn for 2008 / 2009 and its impact on the revenue balances available at 1 April 2009;
- (ii) a strategy for the use of revenue balances to support the revenue budget;
- (iii) the cost of providing the current level of service in 2009 / 10 (a standstill budget)
- (iv) the review of announcements contained within the 2008 Comprehensive Spending Review and the Local Government Finance Settlement for 2009 / 2010 – 2010 / 2011;
- (v) the Management Board budget proposals to deliver a precept increase below 3% including essential service development bids totalling £0.488m; and
- (vi) positive assurance from the Chief Finance Officer under section 25 of the Local Government Act 2003 of the adequacy of balances and the robustness of the budget estimates.

An amendment to the proposed budget as set out in the report was moved by Councillor Khan and seconded by Councillor Coulson – it was moved that the Authority should approve a 3.9469% increase in the 2009 / 2010 precept.

On being put to the vote the amendment was lost.

The substantive motion was put to the vote and it was,

RESOLVED

- 1 (i) That, having considered the Prudential Indicators relating to the revenue costs of funding capital investment, approval be given to the proposed three-year Capital Investment Plan, set out in Appendix 5.
- (ii) That approval be given to the Prudential Indicators in respect of:-
- (a) the Capital Financing Requirement as set out in Table 1 in para 3.2
 - (b) the level of External Debt also set out in Table 1;
 - (c) the Authorised Limit for external debt as set out in Table 2; para 3.4
 - (d) the Operational Boundary for external debt also set out in Table 2; para 3.4
 - (e) the upper limits on its fixed and variable interest rate exposures as set out in paragraph 10.4.4, and
 - (f) the limits for the maturity structure of its borrowings as set out in the table in paragraph 10.4.6 of the report;
- (iii) That approval be given to the proposed borrowing strategy as set out in paragraphs 10.3.5 to 10.3.12 of the report;
- (iv) That approval be given to the proposed changes to the investment strategy as consolidated in paragraph 10.3 and Appendix 2 to the report;
- (v) That the Authority adopts the Budget set out in paragraph 9 of the report now submitted and a precept of £51.38 at Band D, an increase of 2.9478%.
- 2 (i) That the Revenue Budget for 2009-10, net of the use of balances, be set at £90.941m, and that the precept be agreed as follows:-

	£
Budget Requirement	90,941,000
Less Revenue Support Grant	-10,570,545
Less Non-Domestic Rates	-45,797,029
Less Proportion of Collection Fund Surpluses	-55,209
Precept 2009-2010	<u>34,518,217</u>

(ii) That it be noted that the constituent District Councils have formally set their Council Tax bases for the year 2009-2010 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992 as follows:-

	<u>Tax Base</u> £
Bradford	144,610.00
Calderdale	64,878.28
Kirklees	126,941.80
Leeds	235,314.00
Wakefield	100,040.00
	<hr/> 671,784.08 <hr/>

(iii) That the following amounts be now calculated by the Authority for the year 2009-2010 in accordance with Sections 43 to 48 of the Local Government Finance Act 1992:-

- (a) £95,379,000 being the aggregate of the amounts which the Authority estimates for the items set out in Section 43(2)(a) to (d) of the Act.
- (b) £4,438,000 being the aggregate of the amounts which the Authority estimates for the items set out in Section 43(3)(a) to (b) of the Act.
- (c) £90,941,000 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above calculated by the Authority in accordance with Section 43(4) of the Act as its budget requirements for the year.
- (d) £56,422,783 being the aggregate of the sums which the Authority estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, Revenue Support Grant and sums to be transferred from billing authorities' Collection Funds.
- (e) £51.382904 being the amount at (c) above less the amount at (d) above divided by the total amount at (ii) above, calculated by the Authority in accordance with Section 44(1) of the Act as the basic amount of its Council Tax for the year

(f) Valuation Bands

£

A	34.255269
B	39.964481
C	45.673693
D	51.382904
E	62.801327
F	74.219750
G	85.638174
H	102.765808

being the amounts given by multiplying the amount at (e) above by the number which in the proportion set out in Section 5(1) of the Act is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band 'D', calculated by the Authority in accordance with Section 47(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(g) Resultant Precepts

£

Bradford	7,430,482
Calderdale	3,333,634
Kirklees	6,522,638
Leeds	12,091,117
Wakefield	5,140,346
	<hr/>
	34,518,217
	<hr/>

being the amounts given by multiplying the amount at (e) above by the appropriate tax base at (ii) above in accordance with Section 48(2) of the Act, as the amount of precept payable by each constituent District Council; and

- (iv) that the precept for each District Council as calculated above be issued in accordance with Section 40 of Local Government Finance Act 1992.

73 AUDIT COMMISSION PERFORMANCE ASSESSMENT 2008 - RESULTS

The Director of Corporate Resources submitted a report which informed Members of the results of the Audit Commission's Performance Assessment of the Authority during 2008.

It was reported that the Authority had attained the following;

Level 3 (performing well – consistently above minimum requirements)

Performance Information assessment
Direction of Travel

Level 4 (performing strongly – well above minimum requirements)

Operational assessment of service delivery
Use of Resources

Members were advised that the Audit Commission had awarded an overall score for the Authority of Level 4 for 2008.

RESOLVED

- (i) That the report be noted; and
- (ii) That officers be congratulated on their continuing efforts to raise standards in the West Yorkshire Fire and Rescue Service.

74 AUDIT COMMISSION – RISING TO THE CHALLENGE

Consideration was given to a report of the Director of Corporate Resources which updated Members on the Audit Commission's national report "Rising to the Challenge – Improving Fire Service efficiency" and the Authority's response to the questions posed in the report.

RESOLVED

That the report be noted.

75 OPERATIONAL ASSESSMENT – COMPREHENSIVE AREA ASSESSMENT PROCESS

The Chief Executive / Chief Fire Officer and Deputy Chief Fire Officer and Director of Operations submitted a report which advised Members of the latest proposals for peer review and operational assessment as part of the Audit Commission comprehensive area assessment process.

It was reported that the guide figures related to the peer review process (anticipated to equate to £11,200 plus travel and expenses for this Authority) had not been provided for within the revenue budget although it was anticipated that some financial support may become available through the Regional Improvement and Efficiency Partnership (RIEP) or other collaborative source.

RESOLVED

- (i) That the Authority supports the peer review and operational assessment process;
- (ii) That the Chief Fire Officer be authorised to allocate West Yorkshire resources to support the processes at (i) above; and
- (iii) That a report be submitted to the Authority 12 months after implementation of the system advising of detailed costs for the process.

76 FIRECONTROL

The Chief Finance Officer and Deputy Chief Fire Officer submitted a report which advised of comments on the Regional Business Case Parts 1 and 2 which were proposed as a basis of the formal response.

RESOLVED

That the proposed comments drafted in response to the business case be endorsed.

Chair