



# **HEREFORD & WORCESTER Fire and Rescue Authority**

## **Budget Committee**

# **AGENDA**

Wednesday 26 November 2008

10.30am

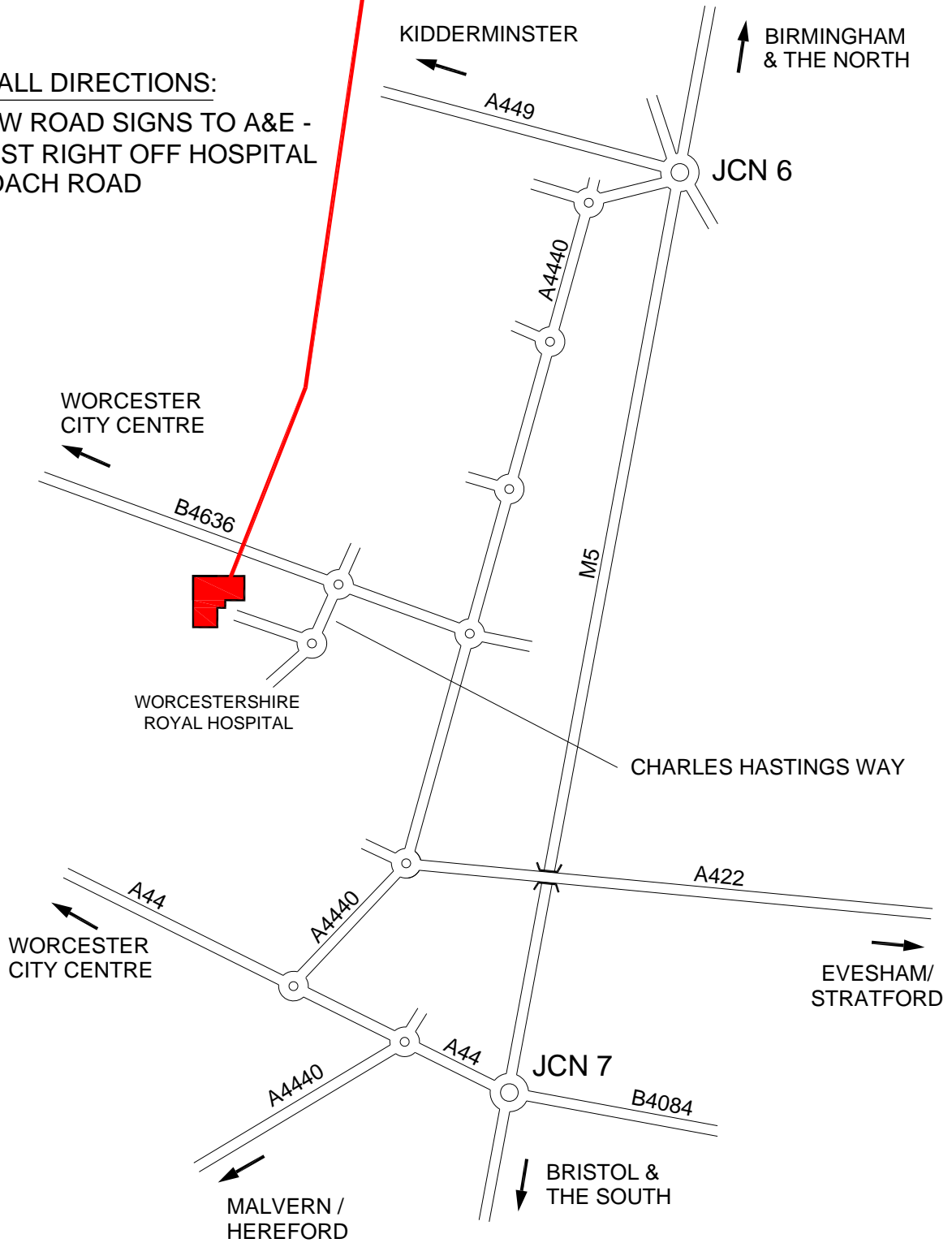
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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE  
 HEADQUARTERS  
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FROM ALL DIRECTIONS:  
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 APPROACH ROAD



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## **ACTION ON DISCOVERING A FIRE**

- 1 Break the glass at the nearest **FIRE ALARM POINT**.  
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –  
**CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 4 Never re-enter the building – **GET OUT STAY OUT**.

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**CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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## **WELCOME AND GUIDE TO TODAY’S MEETING**

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

### **Agenda Papers**

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

### **Chairman**

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

### **Officers**

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

### **The Business**

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

### **Decisions**

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

## Agenda

### Councillors:

#### Herefordshire:

Brigadier P Jones, Mr J Goodwin, Mr D C Taylor

#### Worcestershire:

Mr T Bean (Vice Chairman), Mr A I Hardman (Chairman), Mr J Holden, Mr P Mould, Mr D Prodger, Mr R Udall, Mr C Smith, Mr G Yarranton

	Pages
<b>1. Apologies for Absence</b> To receive any apologies for absence.	
<b>2. Named Substitutes</b> To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
<b>3. Declaration of Interests (if any)</b> The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
<b>4. Confirmation of Minutes</b> To confirm the minutes of the meeting held on 9 October 2008 (copy attached).	
<b>5. Revenue and Capital Budget Monitoring Report 2008/09</b> To inform Members of the current position on Revenue and Capital budgets for 2008/09.	
<b>6. Treasury Activities 2008/09 Half Yearly Report</b> To review Treasury Activities for the first half of 2008/09.	
<b>7. Accounting Policies</b> To note the proposed change to current accounting policies in respect of vehicle financing.	
<b>8. Fleet Strategy Revision.</b> To request that the Budget Committee notes an amendment to the approved Fleet Strategy to allow for the provision of necessary special emergency response vehicles, within the limits of the approved 2008/09 Capital Budget	

## Budget Committee

9 October 2008

Headquarters, 2 Kings Court, Charles Hastings Way, Worcester WR5 1JR



**Present:**           **Herefordshire:**  
Mr J H R Goodwin, Mr D C Taylor.

**Worcestershire:**  
Mr A I Hardman (Chairman), Mr P A Mould, Mr R M Udall, Mr G C Yarranton.

### 28.    **APOLOGIES FOR ABSENCE**

Apologies were received from Brigadier P Jones and Mr C T Smith.

### 29.    **NAMED SUBSTITUTES**

None.

### 30.    **DECLARATION OF INTERESTS**

Mr P A Mould advised the Committee that if the Firefighters' Pension Scheme was discussed in such detail that it affected his personal position, he would declare a personal and prejudicial interest. (That proving not to be the case, there was no need for Mr Mould to leave the room during the meeting.)

### 31.    **CONFIRMATION OF MINUTES**

**Resolved that the Minutes of the meeting held on 30 July 2008, be confirmed as a correct record and signed by the Chairman.**

### 32.    **REVENUE AND CAPITAL BUDGET MONITORING REPORT**

The Treasurer informed the Committee of the current position on revenue and capital budgets for 2008/09. The overall position with regards to the revenue budget forecast a small overspend of £0.064m, largely in relation to pay awards in excess of budget.

The Treasurer reported that the net slippage on 2007/08 capital budgets of £2.574m had been added to 2008/09, as agreed by the Fire and Rescue Authority.

In the ensuing discussion the following points were raised:

- the capital budget monitoring report defined the actual position rather than future objectives, therefore it would be useful to develop a Capital Strategy to capture aspiration;
- following the consideration of individual business cases by the Committee, the capital monitoring report could be used as a tool to monitor projects once underway;

- there was a need to ensure that any future Capital Strategy sat alongside the Asset Management Plan and Integrated Risk Management Plan.

The Chairman proposed that officers investigate the development of a Capital Strategy for future consideration by the Committee and the full Authority.

**Resolved that:**

- i) a report setting out the feasibility of developing a Capital Strategy for the Authority be submitted to a future meeting of this Committee for consideration;**
- ii) the Revenue Budget Monitoring Report 2008-09 be noted;**
- iii) the current position in relation to Integrated Risk Management Plan schemes as outlined in paragraph 18 of the report be noted; and**
- iv) the current position on expenditure as outlined in paragraph 20 of the report be noted.**

The meeting ended at 11.50am

Chairman.....

Following the formal closure of meeting, the Treasurer announced that in light of the current banking crisis, neither the Authority nor Worcestershire County Council had funds deposited with Icelandic banks.

## 5. Revenue and Capital Budget Monitoring Report 2008/09

### Purpose of report

1. To inform Members of the current position on Revenue and Capital Budgets for 2008/09.
- 

### Revenue Budget

2. In February 2008 the Fire and Rescue Authority (FRA) set a budget requirement for 2008-09 of £29.311m made up as below :

	£m
<b>Net Expenditure on Services</b>	<b>30.523</b>
Special Grants	(0.995)
Transfers from Ear-marked Reserves	(0.217)
	<b>29.311</b>

3. This monitoring report represents actual expenditure after 6 months to end of September 2008. At Period 06 the forecast out-turn is for a marginal overspend of £0.039m. This is an improvement over the previous month as a result of revisions to the capital financing projections.
4. At the end of the 6 months there are no significant variations forecast by budget – holders, other than those key variations reported below. Details of these variances are as per the previous report considered by the Committee on 9 October, but Members’ attention is again drawn to the following points:
  - As Members are aware the Uniform staff pay award has been settled at 2.4%, which compares adversely to the 2% provided in the base budget. It is estimated that that the additional cost of this is £0.070m. This issue has been previously flagged up to Members as a budget risk for 2008-09 as in the previous year that might require a draw on balances.
  - There are additional projected costs in respect of Uniform pay where to date strength has been at establishment for the whole period to date. This means that the budgeted turnover has not happened leading to a potential overspend. This is however offset by vacancies in support staff being at a higher rate than budgeted.
  - RDS pay, whilst exhibiting a marginal over-spend to date is not significantly over to suggest that out-turn will differ from budget.
  - The Control pay underspend reflects the decision made early in 2008 to amend the establishment to a level one below that provided in the budget.
  - The Control pay budget does not yet reflect the monies to be received from the regional RCC-New Burdens pot, in respect of the Initial Staff Pool. This is understood to be for 2 posts.

- Members will also be aware that the Support pay award has not yet been fully settled with the last Employer side offer being 2.45%. An interim settlement has been agreed by the NJC of 2.4% and adds £0.015m to the forecast out-turn. As the full award has yet to be finalised only the interim element has been included in the out-turn forecast.
- Areas of non-pay overspend to date are timing issues where profiled budgets do not match exactly current expenditure levels but cause no concern.
- Finally, Capital Financing costs have now been reviewed and now show a net underspend, mainly arising from 2007/08 underspending, net of reduced investment income. This does not impact on the ability to fund the 2008/09 programme (including 2007/08 slippage).

## **Capital Budget**

5. Following discussion on presentation of the Capital Budget at the last Budget Committee meeting, the capital appendices has been split into 2 parts.
6. Appendix 2 shows the Capital Strategy; the financing costs of which are provided for within the revenue budget; and schemes allocation to the Capital Budget when there has been approval to commit expenditure.
7. This is currently based on the approval of a business case by the committee or FRA in those cases where one is required. Essentially this relates to specialist vehicles and IRMP building works.
8. Appendix 3 now shows expenditure progress against the allocated budgets on a scheme by scheme basis.
9. Of the £6.231m strategy £3.965m has been allocated to the Budget for which expenditure of £2.450m (61%) has been incurred.

The Capital Strategy figure has been increased by £0.025m from the last report because the figure for Vehicles-Specialist Replacement-IRU was incorrectly shown net of Environment Agency Grant. This is presentational only and does not effect the revenue budget.

## **Recommendation**

**The Treasurer recommends that:**

- **the Committee confirms the revised presentation of the capital strategy and budget**
- **the Committee notes the current position of Revenue and Capital Budgets.**

## **Appendices**

Appendix 1 – Revenue Budget

Appendix 2 – Capital Strategy

Appendix 3 – Capital Budget

**Hereford & Worcester Fire and Rescue Authority****Budget Committee****2008/09 Revenue Monitoring Report to : end of September 2008**

	2008/09 Budget to date £m	2008/09 Actual to date £m	2008/09 Variance to date £m	2008/09 Annual Budget £m	2008/09 Forecast Out-turn £m	2008/09 Forecast Variance £m
Wholetime Pay	6.094	6.177	0.083	14.078	14.192	0.114
Retained Duty Staff Pay	1.270	1.298	0.028	3.035	3.035	0.000
Control Pay	0.325	0.310	(0.015)	0.750	0.725	(0.025)
Support Pay	1.746	1.814	0.068	3.548	3.538	(0.010)
Other Employee Costs	0.009	0.000	(0.009)	0.036	0.036	0.000
	<b>9.444</b>	<b>9.600</b>	<b>0.156</b>	<b>21.447</b>	<b>21.526</b>	<b>0.079</b>
FF Pensions - Non Funded Costs	0.336	0.352	0.016	0.672	0.672	0.000
<b>SUB-TOTAL : Employee Costs</b>	<b>9.780</b>	<b>9.952</b>	<b>0.172</b>	<b>22.119</b>	<b>22.198</b>	<b>0.079</b>
Urban Search & Rescue (USAR) - total cost	0.373	0.298	(0.075)	0.846	0.846	0.000
<b>SUB-TOTAL : USAR</b>	<b>0.373</b>	<b>0.298</b>	<b>(0.075)</b>	<b>0.846</b>	<b>0.846</b>	<b>0.000</b>
Policy, Planning & Performance	0.085	0.041	(0.044)	0.169	0.169	0.000
Risk & Business Continuity	0.008	0.004	(0.004)	0.015	0.015	0.000
Committee Services	0.069	0.051	(0.018)	0.138	0.138	0.000
Legal Services	0.030	0.008	(0.022)	0.060	0.060	0.000
FRA Costs	0.067	0.040	(0.027)	0.185	0.185	0.000
Health & Safety	0.016	0.011	(0.005)	0.031	0.031	0.000
Insurances	0.000	0.000	0.000	0.305	0.305	0.000
	<b>0.275</b>	<b>0.155</b>	<b>(0.120)</b>	<b>0.903</b>	<b>0.903</b>	<b>0.000</b>
Community Safety - Prevention	0.146	0.040	(0.106)	0.292	0.292	0.000
Community Safety - Intervention Policy	0.027	0.036	0.009	0.053	0.053	0.000
	<b>0.173</b>	<b>0.076</b>	<b>(0.097)</b>	<b>0.345</b>	<b>0.345</b>	<b>0.000</b>
Personnel	0.127	0.105	(0.022)	0.253	0.253	0.000
Approved Centre	0.007	0.002	(0.005)	0.014	0.014	0.000
Training	0.275	0.277	0.002	0.550	0.550	0.000
	<b>0.409</b>	<b>0.384</b>	<b>(0.025)</b>	<b>0.817</b>	<b>0.817</b>	<b>0.000</b>
Equipment Support	0.453	0.493	0.040	0.905	0.905	0.000
Fleet	0.257	0.258	0.001	0.514	0.514	0.000
IT	0.239	0.210	(0.029)	0.478	0.478	0.000
Comms	0.194	0.242	0.048	0.387	0.387	0.000
Facilities Management	0.896	0.923	0.027	1.233	1.233	0.000
HQ Catering	0.000	(0.017)	(0.017)	0.000	0.000	0.000
	<b>2.039</b>	<b>2.109</b>	<b>0.070</b>	<b>3.517</b>	<b>3.517</b>	<b>0.000</b>
Finance	0.035	0.025	(0.010)	0.234	0.234	0.000
Capital Financing	0.173	0.193	0.020	1.686	1.646	(0.040)
Firelink Contingency/Fire Control	0.209	0.209	0.000	0.056	0.056	0.000
	<b>0.417</b>	<b>0.427</b>	<b>0.010</b>	<b>1.976</b>	<b>1.936</b>	<b>(0.040)</b>
<b>SUB-TOTAL : Other Running Costs</b>	<b>3.313</b>	<b>3.151</b>	<b>(0.162)</b>	<b>7.558</b>	<b>7.518</b>	<b>(0.040)</b>
Special Grants	0.000	0.000	0.000	(0.995)	(0.995)	0.000
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.995)</b>	<b>(0.995)</b>	<b>0.000</b>
<b>SUB-TOTAL :</b>	<b>13.466</b>	<b>13.401</b>	<b>(0.065)</b>	<b>29.528</b>	<b>29,567</b>	<b>0.039</b>
Use of Earmarked Reserves	(0.153)	(0.153)	0.000	(0.217)	(0.217)	0.000
	<b>(0.153)</b>	<b>(0.153)</b>	<b>0.000</b>	<b>(0.217)</b>	<b>(0.217)</b>	<b>0.000</b>
<b>NET BUDGET REQUIREMENT</b>	<b>13.313</b>	<b>13.248</b>	<b>(0.065)</b>	<b>29.311</b>	<b>29.350</b>	<b>0.039</b>
Possible Transfer To/(From) General Balances				0.000	(0.039)	(0.039)
				<b>29.311</b>	<b>29.311</b>	<b>0.000</b>

**2008/09 CAPITAL STRATEGY : Budget Committee**

	<b>CAPITAL STRATEGY 2008/09 £</b>	<b>APPROVED FOR EXPD 16-Oct-08 £</b>	<b>BALANCE £</b>
<b>Vehicle Programme</b>			
Routine Replacement - Pumps	916,000	916,000	0
Routine Replacement - 07/08 4WD	60,000	0	60,000
4WD CAF Equipped - balance	68,666	0	68,666
Water Rescue Boats	0	0	0
Specialist Replacements - Water Carrier	90,000	0	90,000
Specialist Replacements - EPU	50,000	0	50,000
Specialist Replacements - ISU	250,000	0	250,000
Specialist Replacements - CARP	550,000	550,000	0
	<b>1,984,666</b>	<b>1,466,000</b>	<b>518,666</b>
<b>Workshops Project</b>			
Workshop	824,317	824,317	0
	<b>824,317</b>	<b>824,317</b>	<b>0</b>
<b>IRMP Schemes</b>			
Pebworth	543,000	0	543,000
Redditch	500,000	0	500,000
Malvern	500,000	0	500,000
District Training	180,000	0	180,000
	<b>1,723,000</b>	<b>0</b>	<b>1,723,000</b>
<b>Other Schemes</b>			
Property, Information Technology, Communications etc	1,033,249	1,033,249	0
	<b>1,033,249</b>	<b>1,033,249</b>	<b>0</b>
<b>TOTAL</b>	<b>5,565,232</b>	<b>3,323,566</b>	<b>2,241,666</b>
<b>Special Funding Arrangements</b>			
USAR Works (1)	641,033	641,033	0
			0
			0
<b>TOTAL</b>	<b>641,033</b>	<b>641,033</b>	<b>0</b>
<b>TOTAL ALL SCHEMES</b>	<b>6,206,265</b>	<b>3,964,599</b>	<b>2,241,666</b>
less specific grant funded (EPU)	(25,000)	0	(25,000)
less accumulated revenue and capital grant funded (USAR)	(571,033)	(571,033)	0
			0
<b>Balance</b>	<b>5,610,232</b>	<b>3,393,566</b>	<b>2,216,666</b>

**Capital Strategy** : as approved by FRA as part of 2008/09 budget. Revenue Costs provided within approved Revenue Budget

**Approved for Expenditure** : Budget Committee and/or FRA approved business case as appropriate

**2008/09 CAPITAL BUDGET MONITORING : Budget Committee**

	<b>APPROVED BUDGET 2008/09 £</b>	<b>EXPENDITURE TO DATE 16-Oct-08 £</b>	<b>BALANCE £</b>
<b>Vehicle Programme</b>			
Routine Replacement - Pumps	916,000	919,150	(3,150)
Specialist Replacements - CARP	550,000	178,597	371,403
	<b>1,466,000</b>	<b>1,097,747</b>	<b>368,253</b>
<b>Workshops Project</b>			
Workshop	824,317	777,795	46,522
	<b>824,317</b>	<b>777,795</b>	<b>46,522</b>
<b>Other Schemes</b>			
Property, Information Technology, Communications etc	1,033,249	243,870	789,379
	<b>1,033,249</b>	<b>243,870</b>	<b>789,379</b>
<b>TOTAL</b>	<b>3,323,566</b>	<b>2,121,332</b>	<b>1,202,234</b>
<b>Special Funding Arrangements</b>			
USAR Works (1)	641,033	329,014	312,019
			0
			0
<b>TOTAL</b>	<b>641,033</b>	<b>329,014</b>	<b>312,019</b>
<b>TOTAL ALL SCHEMES</b>	<b>3,964,599</b>	<b>2,450,346</b>	<b>1,514,253</b>
less specific grant funded (EPU)	0	0	0
less accumulated revenue and capital grant funded (USAR)	(571,033)	(329,014)	(242,019)
			0
<b>Balance</b>	<b>3,393,566</b>	<b>2,121,332</b>	<b>1,272,234</b>

## **6. TREASURY ACTIVITIES 2008/09 HALF YEARLY REPORT**

### **Purpose of report**

1. To review Treasury Activities for the first half of 2008/09.
- 
2. Current Fire and Rescue Authority Financial Regulations require that Treasury Activities are reviewed by Members twice a year.
  3. Banking arrangements for the Fire and Rescue Authority (FRA) , in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement (SLA).
  4. Under the SLA the investment risk to the FRA is shared with the County Council proportionate to the relative values of the total investments.

### **Review of First Half Year**

5. At 31 March 2008 the Fire and Rescue Authority had long-term debt totalling £13.053m, in accordance with the Medium Term Financial Strategy and the approved borrowing limits.
6. During the first half of 2008/09 no further long-term borrowing has been undertaken. This is due to the fact that significant capital expenditure has not yet taken place and relevant interest rates have not been favourable enough to warrant early borrowing.
7. Surplus cash is invested on a day-to-day basis, and the average interest rate achieved in the first 6 months of 2008//09 was 5.36%. The benchmark rate, chosen by the Fire and Rescue Authority for performance comparison purposes; the "7-Day London Inter-bank Bid Rate" (LIBID), was 5.04% for the same period.

### **Prospects for Second Half Year**

8. As a consequence of the changes to the global financial markets a number of changes have taken place in respect of day to day Treasury Management.
9. Given the continuing uncertainty over liquidity, all new cash investments are now being made with the Bank of England only. It is considered that the consequential reduction in interest receivable more than offsets the reduction in risk to the cash sum invested.
10. Additionally the continuing uncertainty in the inter-bank lending market means that the "7-Day London Inter-bank Bid Rate" is exceptionally high and out of step with Base Rate. As a consequence it is highly likely that investment rates achieved in the next half year will be below the LIBID rate.

11. In present market conditions, although PWLB rates are at historically low levels it may be more prudent for the Authority to dis-invest rather than incurring additional borrowing. This will be kept under review and a final decision made as and when borrowing would normally take place
12. A recent review of the current PWLB loans portfolio has not identified any benefit in rescheduling or repaying existing loans

### **Recommendation**

#### **Members are asked to:**

- **Note the contents of this report on the first half year**
- **Note the actions taken and proposed to minimize financial risk to the FRA**

### **Background papers**

None

## **7. CHANGE TO ACCOUNTING POLICY**

### **Purpose of report**

1. To note the proposed change to current accounting policies in respect of vehicle financing.
- 
2. The present accounting policy in respect of vehicles is that all vehicle purchases below £0.020m are treated as revenue.
  3. Historically this has been satisfactory as it has proven cost effective to lease cars and other smaller vehicles, whereas the larger operational vehicles are significantly above this limit.
  4. It is possible that the FRA existing preference for leasing smaller vehicles may have to change this year as a result of changes to the global financial markets. It may be that the cost and availability of funds to Leasing companies may result in a rise in lease costs, such that leasing is no longer the most viable option
  5. In these circumstances it would be sensible to resort to financing through borrowing, (on the basis that prudent revenue costs can be contained within the relevant lease budget) however the existing accounting policy would prevent this.
  6. It is proposed therefore to reduce the de-minimis limit for vehicle capital expenditure to £5,000, which is below the value of all individual purchases.
  7. There is no need to make comparative changes to the prior year accounts because no such purchases were made in the 2007/08 financial year. The issue has been informally raised with the External Auditors who see it as a sensible change in the prevailing economic climate.
  8. This change enables the FRA to consider a wider range of financing options, it does not rule out leasing if it should prove to be more suitable.
  9. Paragraph 2.15 of the FRA Financial Regulations state "The Treasurer is responsible for selecting and consistently applying accounting policies".

### **Recommendation**

**Members are asked to note the proposed change to Accounting Policy.**

### **Background papers**

None

## 8. FLEET STRATEGY REVISION – SPECIAL APPLIANCES

### Purpose of report

1. To request that the Budget Committee notes an amendment to the approved Fleet Strategy to allow for the provision of necessary special emergency response vehicles within the limits of the approved 2008/09 Capital Budget.
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### Background

2. The approved Fleet Strategy provides for the replacement of special appliances in 2008/09 as set out below:

		<b>£m</b>
ISU	1	0.250
EPU	2	0.075 (one part funded by EA grant)
Boat Towing 4x4	2	0.040
Other 4x4	1	<u>0.020</u>
		<b>0.385</b>

These sums are provided within the approved 2008/09 Capital Budget.

### Current position

3. Detailed analysis of operational requirements now undertaken has now identified that the most appropriate base vehicle for all applications (excepting the “other 4x4”) is the Mercedes Sprinter 4 x 4. In the case of the “other 4x4” a Land Rover 130 better meets the specific need.
4. The base price for the Sprinters vehicles is £0.036m each, with an estimated fit out cost of £0.020m per vehicle. It is proposed that six Mercedes Sprinter 4 x 4 vehicles are purchased, along with one Land Rover 130 as described in paragraph 5 below.
5. This entails a re-alignment of the Fleet Strategy and budget to:

		<b>£m</b>
ISU	(2)	0.112
EPU	(1)	0.056
Water Rescue 4x4	(3)	0.168
Other 4x4	(1)	<u>0.049</u>
		<b>0.385</b>

### **Recommendation**

**It is recommended that Budget Committee notes the amendment to the Fleet Strategy.**

### **Appendices**

None

### **Background papers**

Fleet Strategy – February 2008

## GLOSSARY OF TERMS

<b>ACAS</b>	Advisory Conciliation and Arbitration Service
<b>ACFO</b>	Assistant Chief Fire Officer
<b>AFA</b>	Automatic Fire Alarm
<b>AFD</b>	Automatic Fire Detection
<b>ALP</b>	Aerial Ladder Platform
<b>AM</b>	Area Manager
<b>AMP</b>	Asset Management Plan
<b>ARCC</b>	Aeronautical Rescue Co-ordination Centre
<b>BA</b>	Breathing Apparatus
<b>BCM</b>	Business Continuity Management
<b>BCP</b>	Business Continuity Plan
<b>BME</b>	Black and Minority Ethnic
<b>BVPI</b>	Best Value Performance Indicator
<b>BVPP</b>	Best Value Performance Plan
<b>CAFS</b>	Compressed Air Foam Systems
<b>CARP</b>	Combined Aerial Rescue Pump
<b>CBRN</b>	Chemical Biological Radiological Nuclear
<b>CCA</b>	Civil Contingencies Act
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CERMIG</b>	County Emergency Response to Major Incidents Group
<b>CFO</b>	Chief Fire Officer
<b>CFOA</b>	Chief Fire Officers Association
<b>CFRMIS</b>	Community Fire Risk Management System
<b>CFS</b>	Community Fire Safety
<b>CIMAH</b>	Control of Industrial Major Accident Hazards
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy
<b>CLG</b>	Department for Communities and Local Government
<b>CM</b>	Crew Manager
<b>COSHH</b>	Control of Substances Hazardous to Health
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPS</b>	Chemical Protection Suits
<b>CRE</b>	Commission for Racial Equality
<b>CRR</b>	Community Risk Register
<b>DC</b>	District Commander
<b>DCFO</b>	Deputy Chief Fire Officer
<b>DDA</b>	Disability Discrimination Act
<b>DIM</b>	Detection, Identification and Monitoring
<b>DOF</b>	Director of Finance
<b>DoH</b>	Department of Health
<b>DPA</b>	Data Protection Act
<b>EA</b>	Environment Agency
<b>ECS</b>	Enhanced Command Support
<b>EIR</b>	Environmental Information Regulations
<b>EPU</b>	Environmental Protection Unit
<b>ESLG</b>	Equality Standard for Local Government
<b>FAWAG</b>	Fairness at Work Advisory Group
<b>FBU</b>	Fire Brigades Union
<b>FDR1</b>	Fire Damage Report
<b>FDS</b>	Flexible Duty System
<b>Firelink</b>	The National Project for the introduction of a National Fire Service Radio System
<b>FOIA</b>	Freedom of Information Act
<b>FRA</b>	Fire and Rescue Authority
<b>FRS</b>	Fire and Rescue Service
<b>FRSNCC</b>	Fire and Rescue Service National Co-ordination Centre
<b>FSC</b>	Fire Service College

<b>FSCA</b>	Fire Service Consultation Association
<b>FSEC</b>	Fire Services Emergency Cover
<b>FSNBF</b>	Fire Service National Benevolent Fund
<b>FSPA</b>	Fire Service Procurement Association
<b>GM</b>	Group Manager
<b>HAZMAT</b>	Hazardous Materials
<b>HERMIT</b>	Herefordshire Emergency Response to Major Incidents Team
<b>HFSC</b>	Home Fire Safety Check
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<b>HMI</b>	Her Majesty's Inspector or Inspectorate
<b>HPA</b>	Health Protection Agency
<b>HR</b>	Human Resources
<b>HSE</b>	Health & Safety Executive
<b>HWFRS</b>	Hereford & Worcester Fire and Rescue Service
<b>ICS</b>	Incident Command System
<b>ICT</b>	Information and Communications Technology
<b>IEG</b>	Implementing Electronic Government
<b>IIP</b>	Investors in People
<b>IOSH</b>	Institute of Occupation Safety and Health
<b>IPDS</b>	Integrated Personal Development System
<b>IRMP</b>	Integrated Risk Management Plan
<b>IRS</b>	Incident Recording System
<b>IRU</b>	Incident Response Unit
<b>ISU</b>	Incident Support Unit
<b>JERA</b>	Joint Emergency Response Arrangements
<b>JFS</b>	Juvenile Fire-setters Scheme
<b>KLOE</b>	Key Lines of Enquiry
<b>LAA</b>	Local Area Agreements
<b>LEA</b>	Local Education Authority
<b>LFF</b>	Leading Fire Fighter
<b>LGA</b>	Local Government Association
<b>LIBID</b>	London Interbank Bid Rate
<b>LPG</b>	Liquid Petroleum Gas
<b>LPSA</b>	Local Public Service Agreement
<b>LRF</b>	Local Resilience Forum
<b>LRI</b>	Learning Resource International
<b>LSGCM</b>	Long Service and Good Conduct Medal
<b>LSP</b>	Local Strategic Partnership
<b>LTF</b>	Local Training Facilities
<b>MARP</b>	Midlands Area Radio Project
<b>MIS</b>	Management Information Systems
<b>MISAR</b>	Mercia Inshore Search and Rescue
<b>MMFE</b>	Management of Major Flood Emergencies
<b>MoU</b>	Memorandum of Understanding
<b>MTFP</b>	Medium Term Financial Plan
<b>NCFSC</b>	National Community Fire Safety Campaign
<b>NEBOSH</b>	National Examination Board in Occupational Safety and Health
<b>NEET</b>	Not in Education, Employment or Training
<b>NFST</b>	National Flood Support Team
<b>NJC</b>	National Joint Council for Local Authorities' Fire Brigades
<b>NOS</b>	National Occupational Standard
<b>NVQ</b>	National Vocational Qualification
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>OJEU</b>	Official Journal of the European Union
<b>PDR</b>	Personal Development Review
<b>PFI</b>	Private Finance Initiative
<b>PI</b>	Performance Indicator
<b>PMM</b>	Principal Management Members
<b>PO</b>	Principal Officer

<b>PPE</b>	Personal Protective Equipment
<b>PSA</b>	Public Service Agreement
<b>PSHE</b>	Personal, Social, Health Education
<b>PSRP</b>	Public Services Radio Project
<b>PWC</b>	PriceWaterhouseCooper
<b>PWLB</b>	Public Works Loans Board
<b>QSA</b>	Quality Systems Audit
<b>R2R</b>	Rank to Role
<b>RBIP</b>	Risk Based Inspection Programme
<b>RCC</b>	Regional Control Centre
<b>RCCC</b>	Regional Civil Contingencies Committee
<b>RHSCG</b>	Regional Health and Safety Collaboration Group
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
<b>RMB</b>	Regional Management Board
<b>RoSPA</b>	Royal Society for the Prevention of Accidents
<b>RPE</b>	Respiratory Protective Equipment
<b>RRF</b>	Regional Resilience Forum
<b>RRT</b>	Regional Resilience Team
<b>RTA</b>	Road Traffic Accident
<b>RTC</b>	Road Traffic Collision
<b>SARA</b>	Severn Area Rescue Association
<b>SBE</b>	Standards Board for England
<b>SCC</b>	Strategic Command Centre
<b>SCE</b>	Supported Capital Expenditure
<b>SCG</b>	Strategic Command Group
<b>SDA</b>	Service Delivery Agreement
<b>SFSO</b>	Senior Fire Safety Officer
<b>SHA</b>	Strategic Holding Area
<b>SHEBA</b>	Safety in the Home and Electric Under Blanket Assessment
<b>SLA</b>	Service Level Agreement
<b>SM</b>	Station Manager
<b>SOLACE</b>	Society of Local Authority Chief Executives
<b>SORP</b>	Statement of Recommended Practice
<b>SPI</b>	Service Policy Instruction
<b>SRT</b>	Swift Water Rescue Team
<b>SSI</b>	Special Service Incidents
<b>T&amp;DC</b>	Training and Development Centre
<b>USAR</b>	Urban Search and Rescue
<b>UWFS</b>	Unwanted Fire Signal
<b>VMDS</b>	Vehicle Mounted Data System
<b>WAN</b>	Wide Area Network
<b>WM</b>	Watch Manager
<b>WMRMB</b>	West Midlands Regional Management Board
<b>YFA</b>	Young Firefighters' Association