



Hereford & Worcester Fire Authority

Efficiency and Productivity Plan

2023/24



Hereford & Worcester
Fire Authority



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Hereford & Worcester Fire Authority
Efficiency & Productivity Plan 2023/24

Background	Page 2
Budget & Medium Term Financial Plan	Page 2
Reserves	Page 3
Precept	Page 6
Collaboration	Page 7
Investment in Technology	Page 8
Resourcing	Page 8
Efficiency	Page 8
Productivity	Page 9

Appendix 1:	Medium Term Financial Forecasts
Appendix 2:	2023/24 Budget
Appendix 3:	Reserves Strategy



Background

This Productivity and Efficiency Plan sets out the ongoing financial challenge currently faced by the Authority and illustrates the recent transformation savings that have been delivered by the Service.

The Fire and Rescue National Framework sets a requirement that Fire and Rescue Authorities (FRAs) produce and publish annual efficiency plans. There is a specific requirement from the Minister of State for Crime, Policing and Fire that in 2023/24, FRAs produce plans that not only cover planned efficiencies, but also their plans for increasing productivity.

As part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to increase productivity by 3% by 2024/25. This 2023/24 Productivity and Efficiency Plans will help the NFCC, LGA and Home Office to collate evidence and to assess likely progress at national level against the agreed Spending Review Goals.

This plan is an amalgam of information already provided in the public domain and brings these together to meet the specific requirements of the National Fire Framework.

It sets out the appropriate information as requested, puts this into the local context and sets out the Authorities approach to efficiency and productivity.

Budget & Medium Term Financial Plan

In February 2023 the Fire Authority approved the MTFP as set out in Appendix 1, but was mindful of the potential for additional costs arising from the pending Grey book (uniformed staff) pay settlement. In addition, there were also changes to the final distribution of grants and late adjustments to retained business rate information This changed position now forms the Budget and will be reported to the next appropriate committee in May 2023. The impact is summarised below:

	2023/24 Budget £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £
EXPENDITURE per MTFP	39,396,800	40,713,800	41,705,000	42,744,700
Grey Book Award	485,000	583,000	583,000	583,000
Green Book Offer	90,000	91,800	93,600	95,500
	39,971,800	41,388,600	42,381,600	43,423,200
FUNDING per MTFP	(40,114,700)	(40,500,700)	(41,577,600)	(42,688,000)
New Dimensions Grant	(4,200)			
Business Rate Changes	19,500	10,800	11,000	11,200
	(40,099,400)	(40,489,900)	(41,566,600)	(42,676,800)
Tax Income Guarantee	(46,000)			
Capital Projects Reserve	289,900			
	243,900			
Deficit	116,300	898,700	815,000	746,400



The detail budget, as approved by the Fire Authority is set out in Appendix 2, with an additional column showing the impact of the subsequent changes.

The Authority's strategy for dealing with the budget deficit in the short to medium term is outlined further in the following sections regarding reserves.

NFCC guidance suggests a template that could be used to identify budget movements over the period however, it is not a format used by the Authority in carrying out its governance duties and contains information already set out in Appendix 1, albeit in a different format. For that reason the template has not been used.

Reserves

The Authority holds reserves for a number of reasons and these can be summarised as:

Future Expenditure Reserves: Monies set aside to fund long life equipment (e.g. cutting gear, breathing apparatus, fire control etc.) which negates the need for capital financing costs in the medium term.

Other Specific Reserves: Held to cover the costs of known events where timing is uncertain.

Budget Reduction Reserves: Monies to be used to smooth the transition of significant efficiency measures.

General Reserve: unallocated and held to meet the "unknown unknowns".

Future Expenditure Reserves will be spent as necessary to meet the costs of the agreed items as they are procured and an anticipated expenditure profile is included in the relevant budget appendices. It should be noted however, that ESMCP project is a centrally managed project covering all Emergency Services and has been subject to a number of programme delays and uncertainty regarding what additional elements individual Authorities may need to fund. It has recently been subject to a further two-year delay.

Funding these projects from reserves saves the equivalent of £0.9m in annual capital financing charges which would otherwise have to be added to the expenditure requirement and hence to the structural budget gap.

In approving the strategy in relation to reserves in February 2017, the Authority has confirmed that the Budget Reduction Reserve is used to close the budget gaps in the MTFP period, until major efficiencies come fully on-line. This strategy was re-approved in February 2022 and is proposed to be extended and modified to the extent that any unallocated part of the reserves will be held until there is some certainty over future funding.

Although there is no guidance as to the exact level of balances that an Authority should hold, the Home Office has now asked Authorities to explain any general balances



above 5% of budget. At the end of 2022/23 general balances are expected to stand at £1.538m or 3.9% of the 2023/24 Core Budget.

The Authority has to be mindful of the opportunity to quickly replenish balances if they are called upon and this becomes much harder in a financial regime where central government controls grants, business rate levels and council tax levels.

Whilst this level of balances is desirable, there is an opportunity to cost of holding balances. They could be used to finance one off expenditure or temporarily reduce the Council Tax precept, which itself will have an impact on the long term financial position. The risk of using up balances is, however, that any unforeseen expenditure could not be met.

A brief explanation of each reserve is given below:

- **C&C Reserve** – to fund the cyclical upgrade/replacement of the mobilising system. The current system was largely funded by specific government grant.
- **ICT Replacements Reserve** – to fund replacement of key ICT systems principally equipment, safety monitoring and tracking, Intel (Intelligence on Operational Risks) and station end equipment for alerting.
- **ESMCP Reserve** – to fund the as yet unknown, costs associated with the implementation of the Emergency Services Mobile Communications Project (ESMCP), the new national radio/communications system, as and when the significantly delayed project requires.
- **Organisational Excellence Reserve** – to embed National Operational Guidance (NOG), enhance Command Training and achieve statutory accreditation of the Fire Investigation function.
- **On Call Recruitment Reserve** – to provide an in-depth sustained and targeted approach to On-Call recruitment over the next four years.
- **RPE Reserve** – to fund the future costs of replacing Respiratory Protective Equipment (RPE).
- **Broadway Reserve** – to fund the replacement of the Fire Station at Broadway.
- **Capital Projects Reserve** – to provide funds to complete the North Herefordshire Training Facility and continue to move training facilities from the cramped site at Droitwich.
- **Property Maintenance Reserve** – to be utilised in future years to ensure the completion of planned station maintenance.
- **Pension Tribunal Reserve** – to meet the potential costs of HMRC challenge relating to employment of Fire fighters on the retained fire fighter duty system who had retired from whole time posts before reaching the age of 55.
- **Development Reserve** – to provide funding for capacity building or “invest to save” type initiatives to prepare for future grant reductions.
- **Sustainability Reserve** – for targeted actions with the Environmental Sustainability Plan
- **Fire Prevention Reserve** – monies set aside for targeted increases in prevention activities.



- **Pensions Reserve** – to meet the potential back cost of any matters arising from pensions including grant given at the end of 2020/21 for 2021/22 administration costs.
- **Protection Grants Reserve** – specific government grant to improve protection arrangements, being used over next two years to embed and extend capabilities.
- **Equipment Reserve** – to fund additional equipment required within the service, when it falls due, (including the remaining costs of mobile data terminals and fire-ground radios) as well as allowing investment in new equipment on an “invest to save” basis.
- **Safety Initiatives Reserve** – monies set aside for targeted increases in protection activities.
- **Budget Reduction Reserve** – this reserve is held as part of the MTFP in response to the extreme uncertainty about future funding. It can meet short term costs as necessary or be released for future investment if future funding becomes sustainable.
- **Tax Income Guarantee Reserve** – Government grant to support tax losses over next three years (and included in the Medium Term Financial Plan).
- **Operational Activity Reserve** – to fund exceptional activity costs arising from spate conditions e.g. prolonged fires in the Malvern Hills or flooding.
- **Insurance Reserve** – this reserve is created to fund the excess on any long-tail claims

The planned use of ear-marked balances in the MTFP period is set out in a summary of the Reserves Strategy in Appendix 3.

In respect of the budget reduction reserve the strategy is outlined above and arises from two factors

- The Authority has always been at the forefront of cost savings and there is no remaining “low-hanging” fruit, thus savings have to come from more radical reductions which take much longer to deliver.
- The Authority’s experience in 2013/14 when grant cuts forced service reductions that the Authority would not have been able to meet in sufficient time without the opportunity to second staff to other services. An option no longer available.

The planned use of the Budget reduction reserve is given in more detail below and shows that a short-fall of £169,000 remains in 2025/26, rising to a structural figure of £746,000 from 2026/27.

	£
Balance at 31-Mar-2022	1,836,000
anticipated use 2022/23	(175,000)
Expected at 31-Mar-2022	1,661,000
Planned use 2023/24	(116,300)
Planned use 2024/25	(898,700)
Expected at 31-Mar-2025	646,000



Precept

The Authority's approach to precept flexibility was outlined in the requested letter to the Minister, which is quoted below.

The, much welcomed, precept flexibility offered by the £5 referendum limit gave, for the first time in many years, a real choice to the Authority (albeit only about the size of potential service reductions) and it was only after debate at the Authority meeting on 13th February that a clear direction was agreed. Hence the lateness of this response.

The decision needs to be taken in context of the overall balance of funding for the Authority where over 70% of funding comes from the local council tax-payer. Although the significant net increase in grant was very welcome it was less than a third of overall funding. The £5 increase in precept equates to 5.69% which is significantly less than the prevailing rates of inflation. In making the decision the Authority also has to have mind to the future budget and is well aware of its future option to freeze or reduce Council tax if conditions improve.

In respect of efficiency there is no doubt that the sector can achieve further efficiencies, but the degree to which this can be delivered at individual Services varies. There is no doubt that Hereford & Worcester is already an efficient Service. Financial pressures, beginning way before "Austerity" have meant that many things have been done here way before they were done elsewhere. For example:

- 82% of operational appliances are crewed by on-call staff – only paid when they are required
- No special appliances are primary crewed
- All whole-time appliances are based on watches of 5 to provide 4 personnel
- In the last twenty years whole-time uniform numbers have reduced by 38%.

Our recent HMICFRS inspection identified that we did not spend sufficient resources on prevention, but did not identify over provision in any other areas.

In 2021/22 the Service undertook a study of the activities of whole-time operational staff and identified an average of 23% of time that could be re-directed to prevention and protection activities. For 2022/23 this was targeted at specific objectives deriving from the Core Service Strategies and is now subject to review to take forward into 2023/24.

Without the flexibility of the £5 increase the Authority would be looking at a budget gap of around £1.3m and no amount of efficiency is going to close this gap without service reductions, and the flexibility reduces this to a more manageable £0.6m.

The Authority was already exploring further changes to Service provision to release resources to improve investment in prevention and protective activities but these released resources will not necessarily now be used to balance the budget. At the recent Authority meeting the Chief Fire Officer/Chief Executive undertook to provide a full plan to the Authority by the end of the calendar year



Collaboration

The Authority has always actively engaged in collaboration, where it serves the needs of our communities, primary partners being West Mercia Police and Shropshire & Wrekin Fire Authority. West Midlands Ambulance Service is a much more difficult partner. Many of these collaborations have been in place for some time and they are therefore not available for future efficiencies.

Some examples of this are given below:

- Joint Fire/Police station at Bromsgrove
- Construction starting on joint Fire/Police station at Redditch
- Fire HQ moved to Police HQ site in 2018 – saving £0.3m p.a. in capital financing costs
- Fire Control has been located with Police Control in same period.
- Fire operational policy/planning and emergency planning functions are co-located with police and work together to protect our communities
- Police share Peterchurch and Tenbury Wells fire stations
- North Herefordshire Strategic Training facility is being built on vacant land at Leominster police station and converting a dis-used custody facility.
- British Transport Police share Worcester Fire station
- Wyre Forest Hub is shared with West Mercia Police and Severn Area Rescue Association (*a skilled voluntary body providing water rescue*)
- Fire provide drone cover to police and also assist with missing persons and gaining entry
- A number of PCSO have been recruited who also provide on-call cover in rural areas
- Until April 2022 the Authority was part of a joint property and facilities management arrangement with West Mercia Police, Worcestershire County Council, Worcester City Council and Redditch Borough Council. Withdrawal of the County Council made this un-viable so the function is now carried out jointly with the Police & Crime Commissioner.
- The Authority is a full member of the Worcestershire Internal Audit Shared Service

The Authority embedded approach to procurement is that wherever it is possible (and practical) it will procure with partners in a national/regional/local triage approach. Some examples of this are:

- Replacement BA with 3 of the other 4 services in the region
- Replacement fire control with 3 other services



- Routine appliances replacement and other vehicles procured from national frameworks
- Recent collaboration with Shropshire Fire to procure three identical and interchangeable Command Support Unit, appropriate to our risks.

More details of these and other collaborations can be found in our Collaboration Brochure 2022 at:

[22062-collaboration-brochure-2022-final.pdf \(hwfire.org.uk\)](https://www.hwfire.org.uk/22062-collaboration-brochure-2022-final.pdf)

Asset Management & Investment in Technology

As would be expected staff test and check safety critical operational equipment on an appropriately regular basis. The time this takes varies from station to station dependent on the distribution of special appliances and the number of On-call appliances (there are On-call units at every station).

The Authority has already made efficiencies in On-call pay by having these checks carried out by WT personnel on those stations and the employment of mobile On-Call technicians for On-Call only stations.

As part of the initial “time and motion” study prior to 2022/23 it was identified that on average 11% of WT station personnel time was spent on equipment and inventory checks. There is a current project underway to introduce replace the life expired equipment recording system with a new IT based equipment tracking system. This will reduce time spent on this process (and the project will quantify the expected gain) but it should be recognized that this system will not remove the need for safety critical testing and will only ease the administrative burden.

Resourcing

The Authority has always been a largely On-Call (*Retained*) service and 82% of appliances are crewed by this method. This is very efficient but the changing socio-demographics of communities mean that this is becoming less cost effective than previously.

Wholetime appliances are crewed with watches of 5 to provide 4 riders at any one time. The Authority uses a Resilience Register to allow WT and On-Call personnel to provide additional shifts to fill any unexpected gaps e.g. arising from sickness. This Register has been in place for many years.

The Authority made a determined attempt to introduce new shift patterns and went through the whole national negotiation mechanism all the way to approval by the Technical Advisory Panel (TAP), however the current national position allowed the FBU to veto this. The proposed 10-hour shift would have been more effective and efficient than the 12-hour shift that was finally agreed.

Efficiency

The efficiency target as set out in the sector CSR submission was 2% of non-pay budgets, and based on the information in Appendix 2, these can be summarized as:



	2023/24	2024/25
	Budget	Forecast
	£	£
Running Costs 2023/24	9,270,600	9,270,600
Capital Financing Costs	2,833,000	2,833,000
Inflation provision 2023/24	320,000	320,000
Inflation provision 2024/25		298,800
Capital Financing 24/25		181,000
	12,423,600	12,903,400
2% Target	248,500	258,100

Potential efficiencies identified to date are shown in the table below, with some details yet to be identified. But, for example, if the Fire Control collaboration includes all four Authorities, further savings of around £45,000, could be realised.

	2023/24	2024/25
	£	£
Rationalizing Software Licences	50,000	50,000
Collaborative Change Management	40,000	40,000
Collaborative Estates - Leominster	11,000	11,000
Collaborative Estates - Redditch		137,500
Collaborative Fire Control		67,500
to be identified	147,500	200,600
	248,500	506,600
less prior year		-248,500
	248,500	258,100

Productivity

The Authority had begun to look at wholetime productivity prior to the Spending Review target being established and will be pursuing the national target with the caveat that any prior gains may not be counted against this future target.

The adopted approach has several stages:

- Prior to the start of 2022/23 a study was undertaken to estimate what time was spent on a number of categories of activity to identify what time should be available to undertake Prevention (HFSC) and Protection (BFSC) activities. This time was to provide individual targeted actions for each station to improve outcomes.
- Actual activity in 2023/24 (and continually) will be monitored against the initial estimates to ensure productivity is maintained as expected. Or to recognise the impact of increased operational activity or training requirements.
- A review of station routines to ensure time allocated to various activities is used effectively and efficiently.



- Investment in technology to reduce administrative time of equipment checking.
- A review of the Authority approach to Unwanted Fire Signals is being undertaken to try to reduce attendance and increase time available for prevention and protection activities. The review will factor in
 - Current directions from the Fire Authority about what premises it wishes to provide an attendance
 - The increasing number of such installations
 - There is no “repeat offender” problem.

The Authority will be able to provide data for the forthcoming sector wide utilisation survey.



Hereford & Worcester Fire Authority: Feb 2023 Medium Term Financial Forecasts

Col Row	(2) 2023/24 Budget	(3) 2024/25 Forecast	(4) 2025/26 Forecast	(5) 2026/27 Forecast
1		2.00%	2.00%	2.00%
2		3.00%	2.00%	2.00%
3	0.80%	1.20%	1.20%	1.20%
4	5.59%	2.99%	1.99%	1.99%
	£	£	£	£
5	39,396,800	39,396,800	39,396,800	39,396,800
6		200,700	200,700	200,700
7		102,100	102,100	102,100
8		313,200	417,600	417,600
9			104,100	104,100
10			319,400	425,900
11				106,200
12				325,800
13		298,800	602,100	903,300
14		400,000	400,000	400,000
15		60,000	60,000	60,000
16		(238,800)	(238,800)	(238,800)
17		0	(40,000)	(40,000)
18		181,000	381,000	581,000
19	39,396,800	40,713,800	41,705,000	42,744,700
	Funding			
20	(2,361,600)	(2,432,400)	(2,481,100)	(2,530,700)
21	(3,401,700)	(3,503,800)	(3,573,900)	(3,645,400)
22	(1,005,100)	(1,035,300)	(1,056,000)	(1,077,100)
23	(220,900)	(227,600)	(232,100)	(236,800)
24	(114,000)	(117,400)	(119,800)	(122,100)
25	(114,500)	(117,900)	(120,300)	(122,700)
26	(820,000)			
27	(136,500)	(91,000)	(46,000)	
28	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)
29	(27,216,300)	(28,365,400)	(29,276,800)	(30,218,500)
30	(29,700)	0	0	0
31	(2,498,800)	(2,550,600)	(2,603,400)	(2,657,400)
32	101,700	105,600	109,500	113,600
33	(634,100)	(646,900)	(659,700)	(672,900)
34	(95,200)	50,000	50,000	50,000
35	(40,114,700)	(40,500,700)	(41,577,600)	(42,688,000)
36	(717,900)	213,100	127,400	56,700
37	(46,000)			
38	289,900			
39	(474,000)	213,100	127,400	56,700
40	474,000	(213,100)	(127,400)	(56,700)
41	0	0	0	0



Hereford & Worcester Fire Authority: Feb 2023
Revenue Budget Allocation 2023/24

Col. Line	(4) 2022/23 Base Allocation £	(5) 2023/24 Funding Changes £	(6) 2023/24 Appendix 2 Changes £	(7) 2023/24 Total Allocation £	(3) 2021/22 Approved Rellocation £	(4) 2022/23 Base Allocation £
1	14,148,600		(92,100)	14,056,500		14,056,500
2	4,180,000		(34,100)	4,145,900		4,145,900
3	922,300		(6,800)	915,700		915,700
4	4,613,400		315,600	4,929,000		4,929,000
5	90,000			90,000		90,000
6	1,035,000			1,035,000		1,035,000
7	24,989,300	0	182,800	25,172,100	0	25,172,100
8	107,600			107,600		107,600
9	55,300			55,300		55,300
10	41,100			41,100		41,100
11	47,000			47,000		47,000
12	289,700			289,700		289,700
13	679,800			679,800		679,800
14	1,149,300			1,149,300		1,149,300
15	575,600		75,000	650,600		650,600
16	1,939,100		440,000	2,379,100		2,379,100
17	461,500			461,500		461,500
18	(99,700)			(99,700)		(99,700)
19	2,091,900			2,091,900		2,091,900
20	81,600			81,600		81,600
21	48,200			48,200		48,200
22	513,400			513,400		513,400
23	59,200			59,200		59,200
24	0			0		0
25	39,000			39,000		39,000
26	447,100			447,100		447,100
27	140,700			140,700		140,700
28	88,200			88,200		88,200
29	0			0		0
29	8,755,600	0	515,000	9,270,600	0	9,270,600
30	2,827,000		6,000	2,833,000		2,833,000
31	2,827,000	0	6,000	2,833,000	0	2,833,000
32	0			0		0
33	0			0		0
34	281,100			281,100		281,100
35	0			0		0
36	0		674,800	674,800	485,000	1,159,800
37	0		243,000	243,000	90,000	333,000
38	0		602,200	602,200		602,200
39	0		320,000	320,000		320,000
40	281,100	0	1,840,000	2,121,100	575,000	2,696,100
41	36,653,000	0	2,543,800	39,396,800	575,000	39,971,800
42	(2,144,100)	(217,500)		(2,361,600)		(2,361,600)
43	(3,372,300)	(29,400)		(3,401,700)		(3,401,700)
44	(562,300)	(442,800)		(1,005,100)		(1,005,100)
45	(392,100)	171,200		(220,900)	(9,100)	(230,000)
46	0	(114,000)		(114,000)	22,800	(91,400)
47	(114,500)	0		(114,500)	(13,500)	(128,000)
48	(820,000)	0		(820,000)	(4,200)	(824,200)
49	(182,000)	45,500		(136,500)		(136,500)
50	(1,568,000)	0		(1,568,000)		(1,568,000)
51	(25,568,100)	(1,648,200)		(27,216,300)		(27,216,300)
52	(253,500)	223,800		(29,700)		(29,700)
53	(2,315,400)	(183,400)		(2,498,800)		(2,498,800)
54	185,800	(84,100)		101,700	19,700	121,400
55	(554,500)	(79,600)		(634,100)	(9,100)	(643,200)
56	648,600	(743,800)		(95,200)	8,900	(86,300)
57	(37,012,400)	(3,102,300)	0	(40,114,700)	15,300	(40,099,400)
61	(159,400)	(3,102,300)	2,543,800	(717,900)	590,300	(127,600)
62	(49,000)	3,000		(46,000)		(46,000)
63	208,400		81,500	289,900		289,900
64	(159,400)	0	81,500	474,000	(590,300)	(116,300)
65	(159,400)	(3,099,300)	2,625,300	0	0	0



Hereford & Worcester Fire Authority: Feb 2023 Reserves Strategy

Col Row	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
		Actual at 31-Mar-22 £m	Probable 2022/23 £m	Budget 2023/24 £m	MTFP 2024/25 £m	MTFP 2025/26 £m	MTFP 2026/27 £m	Estimate at 31-Mar-27 £m
<u>Future Expenditure Reserves</u>								
1	Capital Projects Reserve	2.015		(0.600)	(1.415)			0.000
2	C&C Reserve	1.527	(0.050)	(0.777)	(0.700)			0.000
3	Broadway Reserve	1.402		(1.050)	(0.352)			0.000
4	ICT Replacements Reserve	1.315	(0.115)	(0.700)	(0.500)			0.000
5	ESMCP Reserve	1.032					(1.032)	0.000
6	RPE Reserve	1.000		(0.150)	(0.850)			0.000
7	On Call Recruitment Reserve	0.995	(0.362)	(0.611)	(0.022)			0.000
8	Organisational Excellence Reserve	0.908	(0.141)	(0.291)	(0.398)	(0.046)		0.032
9	Property Maintenance Reserve	0.534	(0.240)	(0.150)	(0.144)			0.000
10	Pension Tribunal Reserve	0.400						0.400
11	Development Reserve	0.310	(0.040)	(0.155)				0.115
12	Sustainability Reserve	0.310		(0.310)				0.000
13	Pensions Reserve	0.260						0.260
14	Protection Grants Reserve	0.249	(0.147)	(0.102)				0.000
15	Fire Prevention Reserve	0.230	(0.160)	(0.070)				0.000
16	Equipment Reserve	0.190						0.190
17	Safety Initiatives Reserve	0.138	(0.030)	(0.027)	(0.027)	(0.027)	(0.027)	0.000
18		12.815	(1.285)	(4.993)	(4.408)	(0.073)	(1.059)	0.997
<u>Other Specific Reserves</u>								
19	Operational Activity Reserve	0.600						0.600
20	Insurance Excess Reserve	0.130						0.130
21		0.730	0.000	0.000	0.000	0.000	0.000	0.730
<u>Budget Reduction Reserves</u>								
22	Budget Reduction Reserve	1.836	(0.175)	(0.116)	(0.898)	(0.647)		0.000
23	TIG Reserve	0.095	(0.049)	(0.046)				0.000
24		1.931	(0.224)	(0.162)	(0.898)	(0.647)	0.000	0.000
25	Total Earmarked Reserves	15.476	(1.509)	(5.155)	(5.306)	(0.720)	(1.059)	1.727
26	General (Un-earmarked) Reserves	1.538						1.538
27	Total Reserves	17.014	(1.509)	(5.155)	(5.306)	(0.720)	(1.059)	3.265
<u>Earmarked Reserves</u>								
28	This MTFP	15.476	13.967	8.812	3.506	2.786	1.727	
29	MTFP - Feb 2022	13.742	9.768	4.395	3.538	n/a	n/a	
30	MRFP - Jun 2021	12.314	7.474	3.256	1.841	n/a	n/a	







HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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