

REPORT TO THE FIRE AUTHORITY

DATE: 14th December 2009

REFERENCE:

SUBJECT: JOINT REPORT OF THE CHIEF FIRE OFFICER AND DIRECTOR OF RESOURCES ON THE BUDGET REQUIREMENT FOR 2010/11

SUMMARY:

OBJECTIVES		IMPLICATIONS	
Trusted & Respect	/	Operational Risk Management	/
More than Emergencies	/	Community Risk Reduction	/
Saving Lives, Protecting Communities	/	Training & Development	/
Managing within Budget	/	Civil Contingencies	/
Improving Efficiency	/	Finance & Procurement	/
Resources to Priorities	/	H.R.	/
Alternative Resources	/	ICT	/
Managing People	/	Corporate Services	/
Integrated Management Planning	/	Transport	/
Partnership Working	/	Health & Safety	/
Effective & Empowered People	/	Premises	/
Sustainability & the Environment	/	Welsh Language	/
Governance	/	Legal	/

COMMENTS/OBSERVATIONS:

The budget affects all areas of the authority's work

The Authority is obliged, in accordance with the requirements of the Combination Scheme Order, to submit an estimate of its net expenses for the following year to its constituent Unitary Authorities by the 31st December annually, before determining the final budget by 15th February prior to the relevant financial year.

It can also issue a request to the Constituent Authorities for supplementary contributions during the year, following consultation.

RECOMMENDATIONS:

That the Resources Committee recommends to the Fire and Rescue Authority the following for approval:-

- 1) That for 2009/10, the amount of the contribution to be paid by the Constituent Authorities be revised upwards by £4.57m following consultation, being the transferring of reserves back into the FRA accounts. This is a non cash requirement.
- 2) That for 2010/11, the net budget requirement at £44,398,689 (+1.73%) be approved (Appendix A)
- 3) That the budget of £44,398,689 for 2010/11 be part funded by £580k of the above reserves
- 4) That the Constituent Authorities be requested for the balance of £43,818,689 as their contribution for the 2010/11 year.(Increase of 1.99% on their revenue account)

- 5) That the Capital Programme attached at Appendix B be approved, leading to the capital financing charges shown as additional in Appendix A.
- 6) That members re-affirm the vehicle replacement programme attached at Appendix D, leading to the additional leasing charges in Appendix A.
- 7) Whilst it has been assumed that the majority of vehicles will be leased in the budget build up, it is recommended that the Director of Resources is authorised to decide on the appropriate method of financing of vehicles (be it leasing or otherwise) at the time of procurement.

BACKGROUND PAPERS USED IN PREPARATION OF THIS REPORT:

Provisional Settlement papers
 2009/2010 Approved Revenue Budget
 Pay settlements
 MAWWFRA Risk Reduction Plan 2007-10, Action Plan 2010/11, Corporate Strategy 2010-15
 Statement of Accounts 2008/09

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FIRE AUTHORITY COMMITTEE – 14TH DECEMBER 2009

JOINT REPORT OF THE CHIEF FIRE OFFICER AND THE DIRECTOR OF RESOURCES ON THE BUDGET REQUIREMENT FOR THE FINANCIAL YEAR 2010/2011

Introduction

The Fire and Rescue Authority (FRA) continues to make good progress against its stated objectives, delivering a high performing service with efficiency and effectiveness and providing the citizens of Mid and West Wales with demonstrable value for money. The FRA is maintaining and building upon the advancements achieved over previous years; making and keeping our communities even safer.

The Authority has recently agreed its Risk Reduction Action Plan for 2010/2011, drawing on the first year of its five year strategic plan for Service delivery (2010 to 2015). As this action plan is the first year's translation of the five year plan into achievable actions, it forms the basis of work in 2010/2011 to continue to drive service improvement whilst delivering value for money.

In addition, significant progress has been made in implementing key actions in 2009/2010, with prime examples being the continuing work to implement the Safer Valleys project in the upper Swansea and Amman valleys and concluding as well as implementing recommendations from the reviews of the duty systems for firefighters. This year's tight budget settlement, although better than expected, combined with the lack of funding provision to meet the key pressures identified below necessitates a continuation of our strategy to explore every avenue for efficiencies within the service with every spend challenged by budget holders.

As ever, there are a number of pressures on the Authority budget arising from internal expectations and aspirations and external pressures. A brief commentary on each follows;

People and People Development

2009/10 saw the Service receive its first Operational Assurance Report delivered by the Peer Assessment Teams (PAT) operating within Wales under the auspices of the Welsh Assembly Government's WPI process and supervised by the Fire and Rescue Adviser for Wales. The PAT concluded that;

'Mid and West Wales Fire and Rescue Authority's arrangements for meeting its responsibilities in relation to health, safety and welfare and for training, development and assessment corresponded to all the 'established' descriptors in the relevant sections of the OASD (Operational Assurance of Service Delivery) guidance',

However, the PAT have also made recommendations around critical training for firefighters, specifically around incident command and breathing apparatus training that will need to be addressed.

'It was not clear, however, whether the Service-wide training programme could be delivered within the current training capacity, and the Service would benefit from undertaking a detailed analysis of training requirements to identify the scale of any backlog in risk-critical training'.

Clearly this analysis of risk-critical training will be a priority for the Service in what remains of 2009/10 but implementation of remedial actions following analysis will form the basis of a prioritised approach to training and development for 2010/11.

As with previous years, the current system for remunerating and deploying RDS fire-fighters still present difficulties that require addressing. The Fire Authority rely heavily on Retained Duty System firefighters to provide core intervention services to three quarters of the land mass of Wales and it is becoming more and more a priority that we address the fundamental problems with the current system. The National Framework for Wales articulates WAG's aspirations for RDS firefighters in Wales by specifically referring to this issue, stating that FRAs need to establish a sustainable RDS that rewards individuals sufficiently. A national review is underway which will report to Ministers at the end of 2009/10.

Community Safety

HFSCs

The Service's main vehicle for reducing risk in the community is through delivery of community safety activity. The reduction in fires and injuries over the last six years, further evidenced by this year's figures, fully justifies this approach and the Service will continue its efforts in this regard through targeted Home Fire Safety Checks, building upon and continuing our success during 2010/11.

Children and Young People

Other elements of activity in the community safety field is our work with children and young people (CYP) through such activities as Young Fire-fighters, Phoenix courses, Princes Trust engagement etc. The involvement of the Fire and Rescue Service with the youth within our communities has demonstrable benefits to the community safety agenda and we will wish to continue and enhance the excellent work that we do as a Service through our children and young people strategies in 2010/2011.

Road Traffic Safety

As reported in our paper to Resources Committee last year, the implementation of the all Wales Road Traffic Collision strategy was a key feature in our work this year and the Service is keen to build upon this excellent start and play its part in reducing the levels of deaths and injuries on our roads. The implementation of

this strategy will again be a key feature for us during 2010/11 as we take forward this element of our risk reduction strategies

Arson Reduction

Our activities within the community also encompass work around arson reduction and we will continue to deliver on the all Wales arson reduction strategy (WARS) throughout 2010/11, building upon the excellent progress to date.

Protection Prevention and Response

Grassland and Forestry Fires

Deliberate grassland and forestry fires are a drain on our resources, a danger to our firefighters and damaging to the environment. We already work with communities and other agencies in reducing the incidents of deliberate grassland fires but we would like to do more. The targeting of these types of deliberate fires will be a priority area for the Service in 2010/11.

Flooding Incidents

Despite the recommendation within the Pitt review on flooding, no statutory duty to respond and deal with flooding incidents has yet been made for the FRS. In spite of this, it is still the FRS that provides first response emergency services for flooding incidents and the implications for this for the provision of proper personal protective equipment (PPE) and training to deal effectively and safely with these types of incidents will still be a priority area as we establish our strategies for dealing with these types of incidents in line with WAG's response to the Pitt review.

Critical Incident Training

As predicted in our report to Committee last year following the tragic events in Warwickshire in November 2008, the spotlight has been shone on the adequacy of training for firefighters and, in particular, those firefighters on the Retained Duty System (RDS). This was a focus area for the Peer Assessment Team's review which has been previously referred to. This has also been an on-going issue for some time and could be addressed through the provision of a new system for retained firefighters whereby a new remuneration system could adequately provide for the provision of training (a replacement for the current two hours per week) as well as overcoming issues of recruitment and retention. The Service will be re-focusing on its training requirements for staff on the Retained Duty System in 2010/11, which will have revenue implications - in particular for fire behaviour training, incident command training and for flooding incidents as referred to previously.

Resilience

As reported last year, the Authority did not pursue the national provision for contingency arrangements for large scale staff absences (Fireguard) but there is an ongoing need to consider resilience arrangements in the event of large scale

staff absences. This work will be progressed in 2010/2011 and may have revenue implications for next year.

Sustainability

The environmental and sustainability agenda is high on the Service's priority list as we seek to implement the second year of our five year plan to achieve Green Dragon level five. As predicted, initial start-up costs continue to be recouped through savings in year one and there will be implications in 2010/11 in this area. Members will be receiving regular progress reports throughout the life of this strategy.

Financial Background 2010/11

The Provisional Settlement announcement for 2010/11 at 2.1% on average was better than anticipated in recent months, although is the worst settlement since devolution of the Assembly. With a background of the worst recession in living memory, the resource implication for the next few years will be dramatic, with some commentators suggesting the need to examine options for a 20% reduction in budgets over 5 years. With this in mind, the 2010/11 settlement should be utilized effectively in readiness for the demanding times ahead.

The budget being put forward for consideration therefore attempts to address as far as possible within reasonable increased budget levels, the key additional pressures outlined above regarding training as well as other operational requirements. Operational efficiencies have also been planned amounting to £570k or 1.3% of the budget, which have greatly assisted in allowing re-investment in priorities.

This year officers have worked together with the Welsh Assembly Government (WAG), the Welsh Local Government Association (WLGA) and the Wales Audit Office (WAO) to establish a solution to the reserves issue and we are pleased to say that Fire and Rescue Authorities (FRAs) are anticipating legislation to come into effect on 1st Dec 2009, which will allow them to maintain reserves. This means that this FRA will need to ask Constituent Authorities for an additional contribution for 2009/10, being the level of reserves held by the Constituent Authorities in their accounts on behalf of the FRA at the end of March 2009. This will merely be an accounting entry in the Constituent Authority accounts and will not be a cash requirement. This amounts to £4.57 million. Whilst it is recognized that there is currently an underspend projected in the 2009/10 revenue budget monitoring report, because there is always the risk of a potential call on this resource before the year end, at this point in the year it is considered prudent to ask for the return of the entire level of reserves held by the Constituent Authorities on our behalf.

Members will recall that in agreement with the Constituent Authority Treasurers, the cash call on the revenue account of Constituent Authorities in 2009/10 was significantly reduced by a contribution (£680k) from the Reserves held by them on behalf of the FRA. This was a reduction on the call on the reserve in the previous year. It is the intention to gradually reduce the call on this reserve (albeit in future these will be in the Fire Authority's accounts) over the next few years. Accordingly it is proposed that the 2010/11 budget is supported by £580k from reserves, a reduction of £100k. The effect of reducing the reliance on reserves is to add 0.26% to the FRA's real like for like budget increase agreed by this authority.

Provisional Settlement

The Provisional Settlement allowed for a general increase in Aggregate External Funding (AEF) of 2.1% on a like for like basis, 0.8% less than originally outlined in WAG's 3 year budget which resulted from the 3 year Comprehensive Spending Review (CSR). This percentage is net of expected efficiencies. Originally it was anticipated that there would be a further CSR in the summer of 2009, however this has now been postponed until after the anticipated election in 2010. It is this CSR that commentators are expecting to be severe in terms of financial reductions.

Additional Pensions liabilities from the new Pensions Funding Arrangements

From April 2006, retained employees have been eligible to enter the New Fire-fighters Pension Scheme (NFPS). For employees who enter the scheme, the Fire Authority pays employers contributions at a rate of 14.2%. The Authority has already budgeted for a cost of £350k with a potential, should all retained personnel enter the scheme, of an employer liability of over £700,000 p.a. Based on experience during 2008/09 and 2009/10 however, it seems that the £350k will be sufficient for 2010./11, therefore no further budget has been included.

Following the changes in the funding arrangements for pensions, the costs of ill health retirements (based on a formula) and injury awards fall on the Fire Service Revenue Account. The budget now provides for a very low level of ill health retirements.

Representations have been made to the Assembly regarding these additional burdens imposed on the Fire Service and which have not to date been funded through the SSA formula. It has been reported previously that the Minister for Social Justice and Local Government would be examining the operation of pensions financing from 2010/11 onwards and that as part of that examination would be asking for a review of the effects of the changes in pensions funding on the FRAs in order to establish if the methodology was correct. This exercise has now been concluded and the Minister has informed FRA's that there is no prospect of further funding to compensate FRA's for their additional costs.

There are additional concerns regarding backdated costs as a result of the court case which gave equal status to RDS personnel in term of pensions arrangements. The Minister has written stating that the Treasury is still considering the options on this issue and it is therefore not clear what percentage of backdated contributions/pensions payments the FRA will be expected to cover. It is also impossible to know how many RDS staff will decide to take up the option of backdating their contributions. These costs are not included in this budget exercise.

Firelink

We are pleased to inform Members that the Minister has confirmed in writing that the additional costs of Firelink will be fully funded for a period of 6 years. The mechanism for this has not yet been established although it will be outside the Rate Support Grant (RSG) settlement. Currently the costs are not known, but could amount to £millions. 2010/11 costs are not included in this budget exercise.

Long Term Capability Management (LTCM)

Assurance has been given by the Assembly that the additional costs likely to emanate from this new arrangement for New Dimensions work will be met by the Assembly, at least in the initial years. Work is ongoing to establish with the Assembly whether or not a separate arrangement will be agreed in Wales or if it will follow the English model. 2010/11 additional costs are not included in this budget exercise.

Other issues highlighted above

No specific additional provision has been made in this budget exercise for flooding, new RDS remuneration scheme or additional resilience. Any grants and associated expenditure that are not absolutely confirmed at the time of writing have also been excluded. (Most of these grants would be funding additional expenditure at 100% and would therefore have a net NIL effect on the budget requirement).

PROVISIONAL BUDGET REQUIREMENT 2010/11 – VALIDATION OF THE 2009/10 BUDGET

The 2010/11 budget requirement is shown in Appendix A.

Assumptions for the validation of the 2009/10 budget into 2010/11 are :-

The validation of 2009 pay awards (uniformed 1.25% (Principal Officers 1%) and non uniformed 1%) and increments for non uniformed staff. These pay awards are lower than provided for in the 2009/10 budget (provided at 2.5%) and the budget has been reduced accordingly.

Assumed pay awards for 2010 as 0.5% from July 2010 for uniformed staff and 0.5% from April 2010 for non uniformed staff.

Increase of 1.3% (from 15.4% to 16.7%) in the employers contribution to the Local Government Pension Fund in line with the valuation of the Fund in March 2007. Similar increases have been built in to the next 2 years (2012/13 more of an estimate as we are awaiting the next valuation of the pension fund).

No inflation on any budget head.

The continuation of the vehicle replacement programme, updated and attached at appendix D. This programme has been reviewed for efficiencies and the programme reduced by £700k over 2 years. In conjunction with the enhanced specification for all new-build appliances, this will provide one upgraded vehicle per fire station.

The ongoing effect of capital financing charges from schemes already committed by the Authority prior to 2010/11 and also resulting from the attached capital programme at Appendix B.

Using the above factors, together with the Pensions issues, to produce a validated budget for 2010/11, gives rise to an increase of 1.46% over the 2009/10 budget. .

The 3 year figures attached at Appendix A are the 2010/11 figures validated and projected forward for a further 2 years. These are therefore still subject to change. It is anticipated that there will be additional investments required and further efficiencies emanating from the RRP over the period, however the phasing and magnitude of these are uncertain. Because of the potential long lead in time for implementation of the sort of large scale changes likely to be necessary in view of the financial forecast, planning has already commenced.

PROVISIONAL BUDGET REQUIREMENT 2010/11 – NEW PRESSURES AND EFFICIENCIES

The Authority has made substantial real cash efficiencies over the last few years from a combination of operational and corporate initiatives. Over the last 2 years there has been a thorough efficiencies exercise undertaken with the assistance of Members of this Authority, scrutinizing every line of the budget in liaison with every budget holder, justifying the level and existence of each budget and examining alternative ways of providing for the requirement. This year the majority of the efficiencies have emanated from a change in the way a part of the operational service is provided.

RRP – The introduction of the Self Rostered Day Crewing system at Pontardawe provides the majority of the efficiency savings due to the reduction in staffing required to provide the same level of service. Some of this saving has been re-invested into the proposed new station at the Upper Amman Valley as was always intended, packaging these 2 proposals together in the Safer Valleys Initiative. The net efficiency from these is £330k per annum. Additional investigations emanating from the RRP action plans will be examined over the next 3 years and any further efficiencies taken from the validated percentage increases shown in Appendix A and C.

Further efficiencies have been obtained from the adjustment of the budget in the ICT department after an appointment overlap period came to an end (-£15k), projected reductions in the utilities contract costs (-£65k) and also from increased rental income (-£40k). Total gross efficiencies amount to £570k, 1.3% of the budget.

Reinvestment of these efficiencies is critical to the operation of the service. Additional pressures far outweigh the resources available and there are a number of pressures that have been limited in this report because of the financial restrictions. Some of these will have to be absorbed as well as can be managed, and others will have to be delayed. However additional investment in training is considered to be a key priority, and this and further operational investments are listed on Appendix C, totalling £568k (excluding the costs of the Upper Amman Valley).

Summary of budget requirement 2010/11

From the above figures and Appendix C, members will see that the net investment is £118k. Once these investments are added to the validated budget, the resulting budget figure recommended for approval is £44,398,689, an increase of 1.73%. (Please see Appendix A)

It is recommended that £580k of the above approved budget is funded from reserves, therefore the amount falling on the constituent authorities is £43,818,689. As indicated previously, there is an impact on the Constituent Authorities' revenue accounts of reducing the amount taken from reserves to fund the budget by a further £100k (reduction from £680k to £580k). The increase on the Constituent Authorities revenue budget will therefore be 1.99%. This statement is predicated on the fact that the constituent authorities all took their share of the £680k from the FRA reserves in their accounts to fund the 9/10 FRA budget.

Budget requirement 2009/10

As outlined above, the Authority currently has no reserves in its accounts. The majority of constituent authorities have set up the FRA reserves in their accounts. With the prospective legislation coming into force by Dec 1st 2009, the Resources Committee needs to recommend to the Fire and Rescue Authority

that the reserves are brought back into the FRA accounts. This means that a request has to be made to the Constituent Authorities for a supplementary contribution in 2009/10 of £4.57 m. This would allow the FRA to use some of these reserves to support the 2010/11 budget, as indicated above. It would also allow the gradual reduction in budget support from reserves over the next few years, allow some contingency, and also some specific reserves to be set aside. It is certain that some of these specific reserves will be called upon in the current year. Because of the uncertainty of the timing of the spend, it is considered prudent to request a return of all of the specific reserves, as well as the amount which will be used to support the budget on a reducing basis over the next few years.. If some of this is not spent, or is not required for either specific or contingency purposes, then the position will be reviewed at the end of the financial year.

Recommendations

That the Resources Committee recommends to the Fire and Rescue Authority the following for approval:-

- 1) That for 2009/10, the amount of the contribution to be paid by the Constituent Authorities be revised upwards by £4.57m following consultation, being the transferring of reserves back into the FRA accounts, This is a non cash requirement.
- 2) That for 2010/11, the net budget requirement at £44,398,689 (+1.73%) be approved (Appendix A)
- 3) That the budget of £44,398,689 for 2010/11 be part funded by £580k of the above reserves
- 4) That the Constituent Authorities be requested for the balance of £43,818,689 as their contribution for the 2010/11 year.(Increase of 1.99% on their revenue account)
- 5) That the Capital Programme attached at Appendix B be approved, leading to the capital financing charges shown as additional in Appendix A.
- 6) That members re-affirm the vehicle replacement programme attached at Appendix D, leading to the additional leasing charges in Appendix A.
- 7) Whilst it has been assumed that the majority of vehicles will be leased in the budget build up, it is recommended that the Director of Resources is authorised to decide on the appropriate method of financing of vehicles (be it leasing or otherwise) at the time of procurement.

MID AND WEST WALES FIRE AND RESCUE AUTHORITY		Appendix A		
2010/11 BUDGET REQUIREMENT, VALIDATED FOR A FURTHER 2 YEARS				
	% Increase	2010/11	2011/12	2012/13
1) PREVIOUS YEAR ORIGINAL BUDGET		43,644,053	44,398,689	45,056,577
Adj for 2009 pay award overprovision(2.5% budgeted, actual 1.25%)		-313,000		
2) 2009/2010 PAY AWARD VALIDATION - FULL YEAR EFFECT				
WHOLE-TIME FIREFIGHTERS 1.25% [11/12, 12/13, 0.5%]		67,336	27,271	27,407
RETAINED FIREFIGHTERS 1.25% [11/12, 12/13, 0.5%]		17,167	6,953	6,988
CONTROL 1.25% [11/12, 12/13, 0.5%]		4,342	1,759	1,768
3) ANNUAL INCREMENTS				
APT&C		30,000	30,000	
4) VEHICLE REPLACEMENT PROGRAMME/APPLIANCE UPGRADES*		250,361	229,844	250,000
5) 2010/2011 BUDGET AT NOVEMBER 2009 PRICES		43,700,259	44,694,516	45,342,740
6) 2010/2011 INFLATION ASSUMPTIONS				
WHOLE-TIME FIREFIGHTERS 0.5% JUL 10 [11/12, 12/13, 0.5%]		81,814	82,223	82,634
RETAINED FIREFIGHTERS 0.5% JUL 10 [11/12, 12/13, 0.5%]		20,859	20,963	21,068
CONTROL 0.5% JUL 10 [11/12, 12/13, 0.5%]		5,277	5,303	5,330
APT&C 0.5% APR 10 [11/12, 12/13, 0.5%]		15,235	15,311	15,388
MANUALS, MECHANICS 0.5% APR 10 [11/12, 12/13, 0.5%]		3,245	3,261	3,277
LG PENSIONS: EMPLOYER'S CONTRIBUTION RATE INCREASE (14.2% 8/9, 15.4% 9/10, 16.7% 10/11, 18.2% 11/12, Est 12/13)		64,000	75,000	50,000
REDUCTION IN NDR TAX RATE		-98,000		
CPD		200,000		
		43,992,689	44,896,577	45,520,437
7) CAPITAL FINANCING CAP PROGRAMME ATTACHED (App B)		288,000	160,000	145,000
	1.46	44,280,689	45,056,577	45,665,437
8) EFFICIENCIES + INVESTMENTS (see Appendix C) (Excludes Firelink new costs)		118,000		
	1.73	44,398,689	45,056,577	45,665,437
9) INDICATIVE BUDGET REQUIREMENT	1.73	44,398,689	45,056,577	45,665,437
PERCENTAGE INCREASE ON PREVIOUS YEAR BUDGET		1.73	1.48	1.35
2009/10 budget financed by :- Constituent Auths £42,964,053		43,818,689	44,576,577	45,285,437
Reserve £680,000		580,000	480,000	380,000
PERCENTAGE INCREASE ON CONSTITUENT AUTHORITIES		1.99	1.73	1.59
* Vehicle lease figures for 2012/13 estimate subject to RRP				

Mid and West Wales Fire and Rescue Authority
Proposed Capital Programme 2010/11- 2012/13

Appendix B

	Scheme Description	Additional Narrative	Scheme Cost £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
1	Minor Works	Improvements to buildings, including upgrading electrical and mechanical installations		400	400	400
2	Llandrindod Wells Emergency Services - SLIPPAGE IN THE TIMETABLE	Joint facility with Police, Mag Courts and possibly others - gross costs excludes potential grants, could be £6.6m, net costs to Fire Service shown here,	2,800 net costs	1,500	1,000	0
3	Pontardawe	Upper and lower floors	880	680	0	0
4	Capital Equipment - IT			125	125	125
5	Command and Control	Mobilising equipment at stations	350	350	0	0
6	New Fire Station - Amman Valley		800	550	0	0
7	Hydrant Installations	New schemes		35	35	35
	Total Capital Expenditure			3,640	1,560	560

To be financed by loan		3,640	1,560	560
To be financed by revenue		0	0	0
		3,640	1,560	560

Revenue Budget - Additional requirements/savings 2010/11 and ongoing revenue implications

NB - All costs shown as increases or decreases over each consecutive financial year

APPENDIX C

Policy Issue	2010/11 £ 000's	2011/12 £ 000's	2012/13 £ 000's
RRP Efficiencies			
Safer Valleys Initiative net efficiencies	-330	0	0
Other efficiencies			
Firelink/comms officer 1 year overlap	-15	0	0
Utilities contract reductions	-65	0	0
Increased rental income	-40	0	0
Total Efficiencies	-450	0	0
Additional investments			
Mobile data software licences	30	0	0
CRB check replacements	20	0	0
PDA replacements	6	0	0
Clinical Governance	8	0	0
Disposal Agency	5	0	0
JESG joint admin	10	0	0
OS mapping	10	0	0
Driving Licence Checks	10	0	0
NDR Revaluation	100	0	0
Various smaller requirements	11	0	0
Savings anticipated but not delivered 9/10	55	0	0
Additional Investments			
People and Organisational Development			
Risk Critical Training	90	0	0
ICS training	80	0	0
RDS -Additional hours for operational assurance	133	0	0
Total Investments	568	0	0
Net Efficiencies/Investments	118	0	0

MID AND WEST WALES FIRE AND RESCUE AUTHORITY											Appendix D	
REVISED 4 YEAR VEHICLE REPLACEMENT PROGRAMME												
	2008/09			2009/10			2010/11			2011/12		
	NOS	CAPITAL	COMMENTS	NOS	CAPITAL	COMMENTS	NOS	CAPITAL	COMMENTS	NOS	CAPITAL	COMMENTS
	REQ	COSTS		REQ	COSTS		REQ	COSTS		REQ	COSTS	
WATER TENDER APPLIANCE	6	1,470,000.00		3	750,000.00		5	1,250,000.00		4	1,000,000.00	
APPLIANCE UPGRADES	8	320,000.00		8	320,000.00							
LIGHT 4WD PUMPS												
T4P/L4P				1	75,000.00					4	320,000.00	
RESCUE TENDER							1	450,000.00		1	450,000.00	
CARS	10	100,000.00					10	100,000.00				
VANS	7	100,000.00		6	90,000.00					4	80,000.00	
CO-RESPONDER VEHICLES	1	20,000.00										
MINI BUS				1	24,000.00					1	25,000.00	
LANDROVERS	2	50,000.00										
WATER CARRIER							1	200,000.00				
FOAM TANKER				1	200,000.00							
HOT FIRE POD - TRAINING	1	125,000.00										
WELFARE POD (CHANGE FROM CANTEEN POD)				1	100,000.00							
BA POD				1	180,000.00							
FIRE PREVENTION UNIT	1	185,000.00										
BOATS							3	30,000.00				
DRIVER TRAINING VEHICLE												
	36	2,370,000.00		22	1,739,000.00		20	2,030,000.00		14	1,875,000.00	