

**Non-Exempt Minutes of the Meeting of  
Shropshire and Wrekin Fire Authority  
Strategy and Resources Committee  
held at Brigade Headquarters, Shrewsbury,  
on Thursday, 21 September 2006 at 2.00 pm**

**Present:** Councillors Box, Eade, Hartin, Holyoak, Hussey, Morgan and West

**1 Election of Chair**

It was proposed by Councillor Hartin and seconded by Councillor Box:

That Councillor Morgan be elected Chair of the Strategy and Resources Committee.

There being no other nominations, Councillor Morgan was duly elected Chair to hold office until the meeting of the Committee immediately following the Annual Meeting of the Fire Authority.

**2 Appointment of Vice-Chair**

It was proposed by Councillor West and seconded by Councillor Mrs Holyoak:

That Councillor Eade be appointed Vice-Chair of the Strategy and Resources Committee.

It was proposed by Councillor Box and seconded by Councillor Morgan:

That Councillor Hartin be appointed Vice-Chair of the Strategy and Resources Committee.

On a vote, with three Members voting for Councillor Eade and four Members voting for Councillor Hartin, Councillor Hartin was appointed Vice-Chair to hold office until the meeting of the Committee immediately following the Annual Meeting of the Fire Authority.

**3 Apologies for Absence**

There were no apologies for absence.

**4 Declarations of Interest**

There were no declarations of interest.



## 5 Minutes

Members received the minutes of the Strategy and Resources Committee, held on 25 May 2006.

**Resolved** that the minutes of the Strategy and Resources Committee meeting, held on 25 May 2006, be agreed and signed by the Chair as a correct record.

## 6 Public Questions

No questions, statements or petitions had been received from members of the public.

## 7 Service and Budget Planning 2007/08 – 2009/10

This report informed Members of the progress so far in developing the financial plan, as approved by the Fire Authority in July.

The Treasurer advised that it would be necessary to hold a meeting of the Budget Working Group to move the financial plan forward. He recommended that a date be fixed after the Fire Authority meeting on 18 October and in time for officers to write reports for the next meeting of the Strategy and Resources, which would take place on 16 November.

Following a question from a Member it was agreed that the reference in Specific Reserves to 'bad weather' should be amended to 'extreme weather' to make it clear that it included hot, dry spells.

The Treasurer drew Members' attention to Appendix A to his report. The Revenue Budget had been structured in this way for the first time to reflect the five service areas within the Fire Authority. He asked Members to inform him at this point, if they required any more detail than that given in the report. The Committee agreed that they preferred this new approach and no further detail was required.

**Resolved** that the Fire Authority be recommended to:

- a) *Endorse a thorough review of its base plus committed growth budget, and agree to developing a budget built up on business plan lines, as set out in Appendix A;*
- b) *Reserve its position on pay and prices assumptions until later in the process;*
- c) *Set a target of £252,000 for efficiencies;*
- d) *Continue to develop proposals for growth, notably through the Integrated Risk Management Planning Action Plan, and to match these to efficiencies;*
- e) *Produce a zero-based capital programme, with all projects subject to an individual project appraisal;*
- f) *Review thoroughly all of its reserves, provisions and balances, particularly linking the capital reserve to the capital programme; and*
- g) *Hold a meeting of the Budget Working Group at 2.00 pm on Monday, 6 November.*

## 8 Revenue and Capital Monitoring 2006/07

This report informed Members of the budget monitoring position to July 2006.



Following a question about the £25,000 underspend on Retained Support Officers the Principal Accountant confirmed that the underspend this financial year would go to the general reserve but that £25,000 would be taken out of future years' budgets. Councillor Box felt that some of this money should be kept in the budget to cover the cost of training the Retained Support Officers to become National Vocational Qualification (NVQ) assessors. It was noted that the NVQ assessments were not likely to take place until 2008/09 because of the amount of time required to train assessors.

Councillor Eade asked how the performance of the Small Fires Unit would be monitored. The Chief Fire Officer replied that the Unit would be run as a pilot for one year by modifying the existing Land Rover. The pilot would be progressed through the Integrated Risk Management Planning process and would, therefore, be monitored as a Prince 2 project. The results would then be brought back to Members in a year's time.

**Resolved** that the Fire Authority be recommended to:

- a) Note the position of the revenue budget and approve the necessary changes to budgets;
- b) Note the virements that have been approved by officers; and
- c) Note the current position on capital schemes.

## 9 Annual Treasury Report 2005/06

This report informed Members of the treasury activities for 2005/06, as required by the Code of Practice on Treasury Management.

A reference was made to the borrowing rate and officers were asked whether it would be possible to produce graphs, which showed when fluctuations in interest rates occurred and when the Fire Authority took its borrowing. The Treasurer confirmed that officers could provide this information and Members agreed that it should be included in future annual treasury reports.

**Resolved** that Members note the report.

## 10 Asset Stewardship Report

This report advised Members of the current condition of assets owned by the Fire Authority and changes, which had occurred in the financial year 2005/06. It was a summary of information previously provided in the form of budget working papers, capital appraisals and capital budget reports, together with additional information. It was noted that on page two of the report in the second paragraph, under the heading Non-Operational, 'light goods vehicle' should have read 'large goods vehicle'.

The Head of Resources advised that asset stewardship was now included in the terms of reference of the Committee. He, therefore, wished to bring to the attention of Members the current position on all major assets.

Councillor Hartin said that he was aware of the unreliability of the Service's R registration appliances and asked whether they should be disposed of. The Head of Resources responded that officers were currently reviewing the position with those three appliances and with one in particular, which was creating problems. It was likely that just that one would be considered for disposal. The Chief Fire Officer



added that, since the issue had been raised with Members at one of the Integrated Risk Management Planning (IRMP) consultations, the maintenance record of the one appliance had been looked at and, as a result, the station had been given a more reliable vehicle.

Councillor Box referred to the recommendations made through the IRMP process and asked, if they were implemented, whether a K registration vehicle would be allocated to Tweedale. He also wished to know whether a revaluation of Wellington Station would be carried out. The Chief Fire Officer responded that, if an appliance were to be moved to Tweedale, then officers would need to reallocate existing vehicles. The Head of Resources explained the basis of the three types of valuations carried out for Fire Authority properties, adding that a greater demand for a particular property did not affect these valuations.

When asked about the disposal process for Fire Authority assets, such as appliances, the Head of Resources responded that they currently go to auction, before which they are decommissioned. Officers are, however, exploring with a government agency how assets might be disposed of in future.

Having considered the information provided, Members

**Resolved that:**

- a) *The information provided was sufficient for the Committee to fulfil its role in relation to asset management; and*
- b) *The current asset position be noted.*

## **11 Audit Commission Value for Money and Direction of Travel Profile Tools**

This report was provided in response to a request by Members (at a Fire Authority meeting on 14 June 2006) that a detailed analysis should be conducted into areas where, using Chartered Institute of Public Finance and Accountancy (CIPFA) statistics for 2005/06, the Fire Authority had previously been identified as spending above the average for Combined Fire Authorities. Although the updated statistics from CIPFA, required for this work, had not yet been received, this report instead used 'value for money' and 'direction of travel' profile tools, recently provided by the Audit Commission for the purpose of their forthcoming assessments of the Fire Authority.

A graph containing revised information about training expenses was tabled (a copy of which is attached to the signed minutes).

The Chief Fire Officer went through the comparative information, contained in the various appendices to the report. He advised Members that the graph in the tabled document showed this Fire Authority's position if employee costs were included and if they were excluded. This Authority had followed CIPFA guidance, which stated that employee costs should be included. Subsequent enquiries made to Fire and Rescue Services in West Midlands had, however, revealed that Hereford and Worcester, Warwickshire and Staffordshire did not include them. Members were, therefore, concerned about the integrity of the CIPFA statistics and felt that this should be flagged up now with both CIPFA and the Audit Commission, particularly as the statistics would form the basis of the Audit Commission's forthcoming assessments.



The Treasurer added that officers within this Fire Authority had questioned the reliability of the statistics with CIPFA on a number of occasions but CIPFA had not responded.

**Resolved that Members:**

- a) *Note the performance of the Service against Best Value Performance Indicators, as identified by use of the 'direction of travel' profile tool.*
- b) *Note the benchmarking results achieved by use of the 'value for money' profile tool. Also, to note that these results confirm the findings reported previously to the Fire Authority, following a preliminary analysis of CIPFA statistics;*
- c) *Require officers, upon receipt of updated CIPFA statistics, to carry out further analysis as previously instructed and to report the findings to either the Fire Authority or this Committee, dependent upon the date of release of the CIPFA statistics; and*
- d) *Require the Chief Fire Officer to write to CIPFA and the Audit Commission to draw their attention to the inconsistencies in the information, which is to be used in the forthcoming assessments of Fire Authorities.*

## 12 Efficiencies – Analysis of Notable Practice Guide

This report provided information concerning an analysis of notable practice case studies from other Fire and Rescue Authorities, as compiled by the Department for Communities and Local Government, the Local Government Association and the Chief Fire Officers Association. It also sought Members' guidance on which of the case studies they felt warranted further examination in the interest of identifying additional efficiency savings to fund Service improvements.

Referring to the provision of National Vocational Qualifications to Retained firefighters, Councillor Box voiced his concern that this Fire Authority would not start the process until 2008/09. He asked whether a pilot scheme could take place. The Assistant Chief Officer responded that officers could consider a pilot scheme but it would not be possible across all stations, because of the time required to train assessors. Officers were, however, currently considering different standards of assessor.

Officers were asked whether equality and diversity measures, which had worked in large cities, were transferable to rural areas. The Assistant Chief Officer replied that officers would consider the case studies in detail. This Fire Authority needed to improve its performance in relation to ethnic minorities and women, so anything which would help in this area would be useful.

**Resolved that Members:**

- a) *Note and confirm the findings of the analysis to date;*
- b) *Agree the proposals as to which case studies require further exploration; and*
- c) *Agree that the method of analysis conducted in this case is suitable for use with further examples of notable practice.*

## 13 Corporate Risk Management Summary

This was the latest of the regular Risk Summary Reports to the Strategy and Resources Committee. As previously, these reports are intended to enable Members



to meet the requirements of the Committee's Terms of Reference as they relate to the Fire Authority's management of corporate risk.

It was noted that in the final paragraph of the report it should have read 'four new threats' not 'six new threats'.

**Resolved:** *that Members note the contents of the report*

## **14 Local Government Act 1972**

**Resolved:** *that in accordance with section 100A(4) of the Local Government Act the public be excluded from the meeting for the consideration of item 15 on the grounds that it involved the likely disclosure of exempt information as defined by the provisions of Part I of Schedule 12A to the Act, by virtue of paragraphs 3 and 4.*

## **15 Corporate Risk Management – Exempted Information (Paragraphs 3 and 4)**

The Committee had previously received an open session report (at item 13 on the agenda), which summarised the Fire Authority's current exposure to corporate risk. This report supplemented Report 13 but was to be considered in closed session, as it contained information, which was exempt from publication by virtue of paragraphs 3 and 4 of the Local Government Act 1972, Schedule 12(A).

Having considered the contents of this report in conjunction with the Corporate Risk Management Summary contained within Report 13, Members

**Resolved:** that the exempt report be noted.

The meeting closed at 3.30 pm.

**CHAIR:**.....

**DATE:**.....



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Shropshire and Wrekin Fire Authority  
Strategy and Resources Committee  
21 September 2006

## REPORT OF THE TREASURER

# SERVICE AND BUDGET PLANNING 2007/08 – 2009/10

### 1 Purpose of Report

This report informs Members of the progress so far in developing the financial plan, as approved by the Fire Authority in July.

### 2 Recommendations

The Committee is asked to recommend the Authority to:

- a) Endorse a thorough review of its base plus committed growth budget, and agree to developing a budget built up on business plan lines, as set out in Appendix A;
- b) Reserve its position on pay and prices assumptions until later in the process;
- c) Set a target of £252,000 for efficiencies;
- d) Continue to develop proposals for growth, notably through the Integrated Risk Management Planning (IRMP) Action Plan, and to match these to efficiencies;
- e) Produce a zero-based capital programme, with all projects subject to an individual project appraisal; and
- f) Review thoroughly all of its reserves, provisions and balances, particularly linking the capital reserve to the capital programme.

### 3 Background

The Fire Authority agreed in July to a strategy towards producing its financial plan and linking its development to the Performance Plan, Medium Term Financial Plan, Integrated Risk Management Plan and the Retained Service Implementation Plan.

It was envisaged that, during the current period, work would commence on service changes, capital, inflation and reserves. In addition, the current budget would be



scrutinised. Set out below is the present position, there having been an initial meeting of the Budget Working Group.

#### 4 Base Budget plus Committed Change

The Fire Authority has not had a thorough-going zero base budget since its inception in 1998-99 and it would be difficult to undertake one within current resources. It is, however, planned to undertake the usual comprehensive review of 2006/07 budgets between budget holders and finance staff, based on the new Business Plans established in the current year. In addition, Members will be aware of:

- Ongoing variations already being investigated as a result of closing the final accounts;
- Variations already identified during 2006/07 in monitoring reports on the budget (see later agenda item 8); and
- Progress with the Retained Service Implementation Plan.

Work is also underway on examining Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking statistics.

In addition there are a number of changes “committed” by earlier decisions of the Fire Authority. The current position is set out below:

	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	£ 000	£ 000	£ 000	£ 000
<b>a) 2006/07 Budget</b>	18,296	18,296	18,296	18,296
<b>b) Committed Change</b>				
Firefighters Pensions		155	340	400
Retained Review Initiatives		95	193	284
Local Government Pensions		20	20	20
Leasing		63 -	113 -	113 -
Other		10	10	10
<b>c) Reserves</b>				
One-off contribution to capital reserve in 2006/07		32 -	68	68
Grant Amending Orders 2004/05 – 2005/06 retrospective adjustments treated as expenditure		170 -	170 -	170 -
	<b>18,296</b>	<b>18,311</b>	<b>18,644</b>	<b>18,795</b>

The new Business Plan budgets are set out in Appendix A.

#### 5 Pay and Price Assumptions

These make a significant difference to the budget, adding between £400,000 and £500,000 a year using the present assumptions of 3.5% for pay awards and 2.5% for price rises. A key assumption will be the national settlement for firefighters each





July. Although too early to revise predictions, it will be important to find out what the consensus is between other fire authorities. The Government target for public sector pay of no more than 2% should also be noted, especially for its impact on grant settlements.

## 6 Efficiencies

At present £252,000 of efficiencies would need to be found in order to achieve the Fire Authority's share of the national target by 2007/08. There is varying capacity to find further efficiencies for authorities like ourselves with a good record of achievement in the past, compared with some larger brigades. Nevertheless, it is proposed that the Fire Authority should continue to aim to meet the target, but not regard it as an end in itself. Equally, future national targets of about 2.5% a year could also be adopted.

## 7 Growth in Expenditure

The Fire Authority's policy is to fund new growth from efficiencies. At present potential growth items for the Road Safety Strategy (subject to an Authority report in October for potential start this year) and for the IRMP action plan have been identified.

For future years, the main potential variation will be the implementation of Firelink and Regional Control Centres. It is too early to introduce quantified net costs or savings, and for the present it is assumed that there will be a neutral effect on budgets.

## 8 Capital Programme

The current three-year capital programme produces revenue implications as follows:

	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Year of Scheme Start</b>			
2006/07 Programme	96	209	209
2007/08 Programme	-	36	153
2008/09 Programme	-	-	65
	<hr/>	<hr/>	<hr/>
	96	245	427
	<hr/>	<hr/>	<hr/>

This clearly shows the significant build-up of revenue commitments into future years. There is also concern, however, that schemes often start later than planned, disguising the build-up and creating initial revenue underspends.

It is, therefore, recommended to implement project appraisals for schemes, in all years, paying particular attention to the realism of their payment profiles. All schemes in the present three-year programme will be reviewed and not automatically retained in the Programme.



## 9 Reserves, Provisions and Balances

A report on the current policy for, and levels of, reserves, provisions and balances was presented to the Audit and Performance Management Committee on 7 September and is attached at Appendix B. Views from that Committee will be fed into the financial planning process.

There is a general agreement that current policies are still appropriate subject to:

- i A full re-appraisal of the risks covered by the general reserve;
- ii Monitoring other reserves and provisions;
- iii Closely linking the capital reserve to the outcome of the review of the capital programme, particularly in view of the relatively large element of borrowing not supported by Government grant, and of the potentially significant cost of managing relocation from St Michael's Street in future years; and
- iv Reviewing the total level of funds held and the opportunity costs for the Fire Authority and Council Tax payer of holding these sums.

## 10 Precept Outlook

The foregoing figures will be worked up to show potential expenditure plans for 2007/08 to 2009/10. It is too early to predict the implications for the precept, as figures for grant and council tax base will not be known until late November/December. The figure for grant in 2007/08 is, however, not likely to vary greatly from that announced last January. If it is assumed that grant will increase by 2.5% each year thereafter (plus removal of transitional funding claw back), then the following summary can be produced.

	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Expenditure</b>			
Base plus Committed Growth	18,311	18,644	18,795
Inflation	500	1,000	1,500
Efficiencies/Growth	-	-	-
Capital	149	331	500
Reserves	-	-	-
<b>Expenditure</b>	<b>18,960</b>	<b>19,975</b>	<b>20,795</b>
% increase	+3.6%	+5.4%	+4.1%
<b>Grant</b>			
	7,195	7,477	7,664
Net expenditure from Council Tax and Collection Fund	11,765	12,498	13,131
% increase	+3.6%	+6.2%	+5.1%



The table does **not** predict what the precept, or its increase, is likely to be. This will depend on the change in the base of Band D equivalent properties. It does, however, show that there is a relatively large increase in 2008/09, although this may well change once the new three year grant settlement is agreed in November/December 2007.

## 11 Financial Implications

There are no financial implications other than those outlined in this report.

## 12 Legal Comment

There are no legal implications arising directly from this report.

## 13 Appendices

**Appendix A** Allocation of Revenue Budget to Service Areas 2006/07

**Appendix B** Policy for Reserves, Provisions and Balances

## 14 Background Papers

There are no background papers associated with this report.

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balance Score Card		Integrated Risk Management Planning	*
Business Continuity Planning		Legal	
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Equality and Diversity		Retained	*
Efficiency Savings	*	Risk and Insurance	
Environmental		Staff	
Financial	*	Strategic Planning	*
Fire Control/Fire Link		West Midlands Regional Management Board	

For further information about this report please contact Keith Dixon, Treasurer, 01743 260202.



# 8

Shropshire and Wrekin Fire Authority  
Strategy and Resources Committee  
21 September 2006

## REPORT OF THE TREASURER

# REVENUE AND CAPITAL MONITORING 2006/07

### 1 Purpose of Report

This report informs Members of the budget monitoring position to July 2006.

### 2 Recommendations

Members are asked to recommend that the Fire Authority note:

- a) The position of the revenue budget and approve the necessary changes to budgets;
- b) The virements that have been approved by officers; and
- c) The current position on capital schemes.

### 3 Background

The Fire Authority's Performance Plan for 2006-2008 was published in June and, in order to demonstrate a clear link between strategic and planning processes, the Plan allocated a proportion of the Authority's revenue budget to its five identified service areas:

- Executive
- Service Delivery
- Strategy and Performance
- Human Resources and Development
- Resources

In addition, business plans have been produced for each of the five service areas, which demonstrate the financial responsibilities of managers within each area.

The budget monitoring process for Policy Group (the Service's Management Team), and ultimately for the Fire Authority for 2006/07, is also based on the budgets allocated to each service area in the Performance Plan and the business plans. This will demonstrate consistency throughout each stage of the Authority's reporting processes, from strategic planning to day-to-day budget management.



## 4 Revenue Budget

Exceptional variances within the revenue budget are shown below. It is proposed that these balances will be moved to the General Reserve, to enable realistic monitoring to continue in the revenue budget.

	<b>2006/07 Over/ (Underspend) £'000</b>	<b>2007/08 Over/ (Underspend) £'000</b>
<b>Executive</b>		
<b>Interest on Investments</b>		
Due to the level of cash and balances currently held by the Authority, Treasury Services predict that this budget will be exceeded.	(68)	(68)
<b>Service Delivery</b>		
<b>District Performance</b>		
Vacancies on watches until the end of July have resulted in an underspend. This will diminish due to the arrival of four transferees into the Brigade. It is proposed that this is transferred to the General Reserve, and is used during 2007/08 to even out costs of recruiting over the next two years.	(60)	-
<b>Firefighters' Overtime</b>		
Low numbers of overtime levels claimed have resulted in an underspend.	(20)	-
<b>Retaining Fees</b>		
Although recruitment is ongoing at retained stations, this budget is unlikely to be fully spent by the end of the year.	(50)	
<b>Retained Support Officers</b>		
These new posts were originally budgeted at leading firefighter level, but are actually firefighter equivalent. A reduction to this budget is, therefore, required.	(25)	(25)
<b>Fire Control Convergence</b>		
The overtime budget to date has been exceeded due to staff training and long term sickness cover.	11	-
<b>Human Resources and Development</b>		
<b>Pension Scheme: Transfers Out</b>		
The amount paid for firefighters transferring out of the Brigade was lower than anticipated at year end 2005/06	(40)	-
<b>Pension Scheme: Transfers In</b>		
The net amount received for firefighters and officers transferring into the Brigade was higher than anticipated at year end.	(35)	-



## Virements approved by Officers

The following virements have been approved by officers:

	<b>£'000</b>
Computer equipment for the Retained Support Officers has been purchased from salary underspends in this area	4.5
Ladder replacement	5
Hose reel hose replacement (to be funded from Equipment Replacement Provision)	4.5
Repairs to major pump on Shrewsbury appliance ( to be funded from Equipment Replacement Provision)	2.5
Refurbishment of Land Rover to serve as Small Fires Unit (agreed by Chair and Vice-Chair)	15

## 5 Capital Programme

Progress being made on all schemes currently outstanding is shown below.

### Schemes started 2005/06

The Hydraulic Rescue Equipment Upgrade project has been completed, and the unanticipated purchase of further cutting equipment has resulted in an overspend of £12,000.

The scheme for the purchase of two additional vans for the Brigade is also complete.

Progress continues to be made on the schemes for building improvements to retained stations, replacement appliances and new information system for Fire Safety.

### Schemes started 2006/07

Work has yet to begin on the schemes in the 2006/07 programme, some of which will begin following completion of the 2005/06 projects.

The larger schemes, such as Shrewsbury Station and Headquarters improvements and accommodation for the pumping unit, are due to start at the beginning of 2007. This will be taken into account when considering when to borrow funds from the Public Works Loan Board

## 6 Reserves and Provisions

Following approval of the Fire Authority's Statement of Accounts on 14 June, the current position of the Authority's reserves and provisions for 2006/07 is shown on the following page.



	<b>£'000</b>
<b>RESERVES</b>	
<b>General Reserve</b>	
A balance of £215,000 has been transferred to the revenue budget. This represents slipped expenditure brought forward from 2005/06.	911
<b>Efficiency Reserve</b>	
A balance of £5,000 has contributed towards development costs on the Fire Safety information system, which will improve its expected efficiency.	95
<b>Transitional Funding Reserve</b>	
Half of this reserve will be moved to grant income, to offset recovery of the transitional funding within the settlement.	201
<b>Pensions Liabilities Reserve</b>	400
<b>Bad Weather Reserve</b>	273
<b>Capital Reserve</b>	
Payments to be made from this reserve for schemes within the 2006/07 programme	675
<b>PROVISIONS</b>	
<b>Equipment Replacement Provision</b>	
A contribution will be made into the reserve, for this year's replacement programme. Two of the virements reported in paragraph 4 will be funded from this provision.	100

## 7 Efficiencies

Efficiencies are monitored and reported to Policy Group on a monthly basis. Efficiencies of £336,000 include:

- £259,000 for special appliance crewing, which has been achieved;
- £32,000 for risk management posts, which has been achieved and vired into the Geographical Intelligence Unit;
- £25,000 achieved by re-evaluating two Station Officer posts to non-uniformed Fire Safety Inspecting Officers; and
- Miscellaneous savings, which are currently on course to be achieved.

Officers are also encouraged to highlight any other efficiencies as they emerge during the year, in order that they can contribute to the Authority's Annual Efficiency Statement.

## 8 Financial Implications

There are no financial implications other than those outlined in this report.



## 9 Legal Comment

The Fire Authority has the power to act as proposed in this report.

## 10 Appendices

There are no appendices attached to this report.

## 11 Background Papers

There are no background papers associated with this report.

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balance Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Equality and Diversity		Retained	
Efficiency Savings	*	Risk and Insurance	
Environmental		Staff	
Financial	*	Strategic Planning	*
Fire Control/Fire Link		West Midlands Regional Management Board	

For further information about this report please contact Keith Dixon, Treasurer, 01743 260202 or Joanne Coadey, Principal Accountant, on 01743 260215.

