

FOR DECISION

4 Whether the following items set out in Appendix C be agreed, subject in the case of (c) and (d) to further reports following staff side consultation and detail of the actual staff changes proposed –

	Page Reference
(a) Wellbeing initiatives totalling £50,000 to be included in the RNDF for 2007-08 and future years	12 - 13
(b) the required 12 months' notice before 31 March 2007 be given (to expire on 31 March 2008) to withdraw from membership of the Local Government Association, noting that this should enable a reduction of some £37,814 (based on the current subscription rate) in the 2008-09 base revenue budget	15
(c) an efficiency saving totalling £93,750 be achieved by the merger of the City of London borough team with the City of Westminster borough team, resulting in a joint team (as described for other boroughs in FEP 192) for example by the deletion of 1 x Group Manager post (which should save some £75,000) and 1 x MG10 post (which would save some £18,750 in 2007-08 based on six months' savings in that year but which will be offset by any compensation/redundancy costs) together with savings in other ancillary and accommodation costs, etc. but excluding any provision which is solely needed for regulatory fire safety work	16 - 18
(d) 3 posts be deleted from the Communications Department, including that of the PO3 Public Affairs Manager and for example 2 posts at MG11, noting that this should enable a reduction of £66,550 in the base revenue budget based on six months savings in 2007-8, but will be offset by any compensation/redundancy costs	19
(e) additional terminals at stations totalling £70,000 in 2007-08 and £3,500 in future years to be included in the Reserve for New Developments	20
(g) Car parking at New HQ totalling £60,000 for 2007-08 be included in the Reserve for New developments	21

INTRODUCTION

1. This report sets out the proposed 2007-08 revenue budget and capital programme for the Authority.

THE 2007-08 BUDGET PROCESS

2. Members of the Finance, Procurement and Property Committee began a detailed review of the 2007-08 budget in September 2006. This provided the basis for the indicative 2007-08 estimates provided to the GLA in September, including estimated savings of £9m. Further Budget Review meetings took place in October which identified additional savings of £1.8m. On 7 November 2006 the Mayor wrote to the Chair advising that he proposed to prepare a draft component budget for LFEPA of £393.5 million. On 23 November 2006 (FEP 931) the Authority agreed a draft net revenue budget of £417.982m, noting the need to apply reserves of £24.482m to balance the revenue budget (at £393.5m).
3. At the January Authority meeting (FEP 956), in the light of the then current level of underspend and additional income from interest receipts and insurance companies, the Head of Finance was instructed to respond to the Mayor's consultation on the GLA Group budget proposals and precepts for 2007-8 based on an assumed budget requirement of £391.5m (a reduction of £2m on the proposals set out in FEP 931). The Authority also instructed the Finance, Procurement and Property Committee to establish a further Budget Review Process to review the proposals agreed in FEP 931 including the RNDF items to enable officers to report to the next Authority meeting on 22 March 2007 on a budget which met this expenditure requirement. The amendments moved but subsequently withdrawn by the Conservative and Liberal Democrat Groups were referred for consideration as part of this process.
4. As members are aware, it is for the Mayor, subject to Assembly scrutiny and decision, to determine LFEPA's budget requirement, but it is for LFEPA to agree its final spending plans in the light of that requirement. The £2m target reduction is reflected in the Mayor's component budget for LFEPA at £391.5m.
5. It was also agreed at the January Authority meeting that the required 6 months notice period, expiring at the end of a financial year, be given to withdraw from contributing to London House Brussels (FEP 492), noting that this should enable a reduction of some £10,000 (based on the current contribution) in the 2008-09 base revenue budget.
6. The further Budget Review Meeting took place on 19 February at the rising of the Finance, Procurement and Property Committee. Members considered a paper proposing a further budget reduction of £2.795m. The paper also highlighted that it would be possible to reduce the budget by the additional income proposed in the withdrawn amendments from both insurance companies and interest receipts, thus bringing the total saving to £3.445m as set out below:

Reductions Proposed to the Meeting

	£000
Pensions	2,200
Trainee Intakes	540
Single Non Emergency Number	55
Total	2,795
Additional Income	
Interest Receipts	250
Insurance Companies	400
Total	650
Cumulative Total	3,445

7. The pensions reduction is a sustainable efficiency saving which is achievable as a result of the Authority's success in reducing the number of ill health retirements. These have reduced from something over 150 a year to just 20 in the current year. Next year's budget, if revised to take on board the reduction proposed here, will cater for 25 ill health retirements.

Anything in excess of this will be managed through the pensions reserve. The total reduction in the pensions budget for 2007/08 including this reduction will be £5.7m.

8. This reduction represents a saving in the cost of running the Fire Brigade. Pensions costs are a service cost which the Authority has managed to reduce as a result of careful management of ill health and in recognition of changes in the fire fighter pension scheme and laws in relation to both employment and disability. The cost savings are significant but it should be recognised that these reductions are not achieved without some impact on the service. The consequence of careful ill health management is that a much larger number of fire fighters who are not able to undertake full operational duties are retained for much longer periods. This has an impact on the front line and needs to be managed carefully.
9. The expected number of trainee intakes for next year has been reduced by four (two in 2006/07; two in 2007/08) as a result of the lower than expected number of leavers. This means that a budget saving of £540k is possible. This is proposed as a one year only saving at this time but the requirement for intakes in future years is of course always subject to revision on the basis of close monitoring of the changing profile of staff turn over.
10. The RNDF growth (included in the withdrawn amendments moved by both the Liberal Democrat and Conservative Groups) in respect of the single non emergency number is as no longer required. The Home Office have deferred a decision on Wave 2 and the roll out of the National 101 Programme until the autumn 2007, pending a fuller evaluation of Wave 1 to assess the benefits and lessons learnt. Members are asked to note that this bid may need to be reinstated for 2008/09 depending upon the results of this evaluation.
11. The September estimates included additional income in 2007-08 of £900,000 from Insurance Company Contributions and additional interest receipts of £480,000 (FEP 917). The continuing increase in property prices and the recent interest rate rises mean that it is possible to increase the budget for 2007-08 by a further £400,000 for Insurance Company Contributions and an additional £250,000 for Interest on Balances.
12. Members agreed to take these savings and agreed a further saving of £280k as a result of a review of each item included in the withdrawn amendments. This is made up as follows:

Reductions Agreed at the Meeting

	£000
Building Maintenance	200
New Business Cards etc following relocation to Union Street	50
Transfer/Placement management system	30
Total	280
Cumulative Total	3,725

13. The total saving agreed as a result of the additional Budget Review Meeting is £3.725m. These reductions are reflected in this report with a corresponding reduction in planned reserve use.
14. The recommendations made by Members of the Budget Review Group on the remaining items included in the withdrawn amendments are set out in Appendix C. Some of these items were remitted to this Authority meeting for determination (as set out in decision 4 above), and information to assist this is included in Appendix C. Members are asked to note that the RNDF bid in respect of portable data capture devices for fire safety inspecting officers has been withdrawn since the Budget Review Meeting. Details on this are also set out in Appendix C.

Revised Revenue Budget

15. The proposed budget is set out in Appendix A, with changes from the November budget submission shown in Appendix B. Further details on specific elements of the budget are set out in the following paragraphs. In order to compare the 2007-08 proposals with the 2006-07 budget, detailed base income and expenditure estimates are set out in Appendix D and are presented in the form of a subjective analysis showing the movement relative to 2006-07 in terms of inflation, approved growth/savings and net other changes in relation to approved policies.

Staff Costs

16. Staff estimates are based on the existing establishment numbers plus changes proposed here, updated for known pay awards, and adjusted by a staff turnover margin on known and expected movements during the financial year. However, whilst this is reflected in the summary estimate (Appendix D), it has not been reflected in individual departmental estimates at this stage (Appendix J).

Savings and Efficiencies

17. The budget as put forward includes the efficiency savings of £14.194m as set out in Appendix E, which includes those identified at the February Budget Review Meeting.
18. The table below sets out the savings identified by the budget review process since September 2006.

September Budget Review Meetings		9,017,600
October Budget Review Meetings		
Firefighters Pension Scheme	1,000,000	
ORCS	780,000	
OSU	6,000	
Total Savings Identified		<u>1,786,000</u>
November Report FEP 931		10,803,600
February Budget Review Meetings		
Firefighters Pension Scheme	2,200,000	
Trainee Salaries	540,000	
Insurance Company Income	400,000	
Interest Receipts	250,000	
Total Savings Identified		<u>3,390,000</u>
22 March 2007		<u>14,193,600</u>

Central Risk Adjustment

19. The 2007-08 budget also includes a negative adjustment of £2,000,000 in relation to organisation-wide savings (i.e. not attached to specific budget targets). This is in addition to the savings identified above and brings the total saving for 2007/08 to £16,193,600.

Growth and Reserve for New Developments Foreseen

20. Detailed information on the items included in the Reserve for New Developments Foreseen (RNDF) of £1.151m (as updated following the Budget Review Meeting in February) are set out in Appendix E.

Officers will present detailed justifications to the Finance, Procurement and Property Committee in order to seek approval to draw down individual items.

Use of Reserves, Financing and Future Prospects

21. It is proposed to support the budget set out above by use of some £22.6 million of reserves. The effect of this on the Authority's reserves is set out in Appendix G. The figures reflect the forecast outturn at 9 months. This takes account of the projected increase in reserves reported to the Finance, Procurement and Property Committee on 19 February 2007. The figures also reflect the impact of the additional reductions identified at the Budget Review Meeting which have reduced the call on reserves for next year.
22. The closing balance at the end of 2007-08 is now projected to be £43.8 million. This could be used to support the budget in 2008-09 and would be an important factor in discussions with the GLA over achieving a sustainable budget over the longer term. As previously reported, the Mayor's letter to the Chair of 7 November 2006 noted *"It is recognised that if no additional grant funding were secured for the costs of London Resilience then your Authority could face a sharp increase in the budget requirement in future years if useable reserves cannot be replenished. From a GLA Group perspective this should be manageable, and I would like our officers to continue to work together to examine the scope for using reserves to smooth future increases."*

2006-07 Budget Position and 2007/08 Budget Monitoring

23. The budget proposed in this report is consistent with the outturn projections contained in the 9 month financial monitoring included in the Service and Financial Performance report for the period to end December 2006 provided to the FPP Committee in February 2007 (FEP 976). Regular monitoring reports will be given to the FPP Committee on 2007-08 spending and the means of achieving the £2m central risk adjustment. As required by the Local Government Act 2003, this monitoring will include periodic review of the adequacy of the Authority's budget requirement (that the GLA have determined for LFEPa) and whether any deterioration has occurred in the Authority's position – which would require the Authority to report to the GLA.

Annual Efficiency Statement

24. On 13 July 2005, the ODPM issued its consultation document on proposed AES for English Fire and Rescue Authorities (FRAs). The consultation document sets out one efficiency target for English FRAs, which is to achieve £105m gross cashable efficiency savings in 2007/08. This is estimated as just over 5% of 2004-05 net outturn expenditure. LFEPa 2004/05 net outturn expenditure, and therefore baseline for efficiency savings was £390.4m. The 5% cumulative target has been set by milestones so that FRAs should achieve savings relative to their 2004-05 baseline as follows (LFEPa's equivalent targets are in brackets):

Target	Actual
2005-06: 1.2% (£4,684,843)	£17,109,700 (including recurring gains from 2004/05)
2006-07: 3.6% (£14,054,528)	£21,469,100
2007-08: 5.0% (£19,520,178)	£33,456,700

25. A forward looking statement setting out the cashable efficiency gains that are expected to result in 2007/08, which is to be submitted to the DCLG by 12 April 2007 is provided in Appendix I. As this summary shows the Authority has significantly exceeded its efficiency target for both 2005/06 and 2006/07 and the forward plans show that it is expected that it will also be well exceeded in the coming year.

Capital Programme

26. The Authority's capital programme has been developed to support achievement of its overall objective of making London a safer city. The capital programme proposed for 2007-08 as set out in Appendix H shows a proposed capital programme for future years. The capital programme as put before Authority in November showed gross expenditure £47.5m. The updated programme set out in Appendix H is £48.6m, some £1.1m more gross expenditure than shown in the November budget submission offset by additional funding to maintain the net total shown in November. This requires borrowing of £41.4m. The borrowing limits and prudential indicators set by the Mayor are being finalised. It is expected that these will reflect the draft indicators set out in the November budget submission and reproduced in Appendix H. These limits will not be exceeded.
27. A significant part of the capital programme is the cost of the relocation away from the current Headquarters building. Current indications are the cost of refurbishing the new Headquarters building in Union Street will be lower than expected. There are of course significant risks attached to a project of this nature and progress and costs will be monitored carefully during the year to ensure that these are appropriately managed. Regular updates will be provided to FPP Committee.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents	
◆	Greater London Authority Act 1999
◆	Local Government Act 2003
◆	Indicative Budget Estimates September 2006 FEP 917
◆	Draft Budget Submission 2007-07 to the Mayor FEP 931 November 2006
◆	Budget Update FEP 816 January 2006
◆	Mayor's report to London Assembly on Consolidated GLA Budget, 14 February 2006
Proper Officer:	Sue Budden, Head of Finance
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Base Revenue Budget Comparison 2007/08	2007-08 Budget (FEP 931) 23/11/2006	2007-08 Budget (FEP xxx) 22/03/2007	Note
Base Revenue Estimates	391,374,852	393,262,952	
Plus Enhanced Operational Training Requirements		1,753,000	
Plus Driver Training Update		316,000	
Revised Base Revenue Estimates	391,374,852	395,331,952	1
Projected Core Resilience *	20,802,900	20,802,900	
Additional Resilience	6,910,848	6,910,848	
Debt Charge Changes	995,000	995,000	
Olympic Planning costs	456,900	456,900	
Interest on Balances	(4,000,000)	(4,000,000)	
Central Risk	(2,000,000)	(2,000,000)	
Pay Reserve	8,181,400	7,029,000	2
Flexible Crewing	(3,200,000)	(3,200,000)	
Pay & Grading Review	1,000,000	1,000,000	
Interest Allocations	800,000	800,000	
Continuing Professional Development	3,191,800	3,191,800	
PFI Grant Future Years	(1,274,700)	(1,274,700)	
Expected Grant to cover Olympic planning costs	(456,900)	(456,900)	
Contribution to PFI Reserve	1,274,700	1,274,700	
Contribution to General Reserve	68,000	68,000	
RNDF 2006-07	638,300	34,800	3
RNDF 2007-08	4,022,500	1,151,300	4
RNDF 2007-08 Supplementary	0	180,000	5
Savings	(10,803,600)	(14,193,600)	6
Net Base Budget	417,982,000	414,102,000	
Contributions from Reserves			
Contribution From:			
Use of PFI Reserve	(1,618,000)	(1,618,000)	
LGPS Reserve	(1,485,000)	(1,485,000)	
Building Maintenance & Minor Works	(700,000)	(500,000)	7
Use of LR Reserve	(2,036,500)	(2,036,500)	
Use of General Reserve	(18,642,500)	(16,962,500)	8
Total Contributions from Reserves	(24,482,000)	(22,602,000)	
Budget Requirement	393,500,000	391,500,000	

* Shown before savings of £1.6m on Operational Resource Centres (FEP 931) – included in the savings total in Appendix E

Note 1 - Base Revenue Estimates**Change
reported
to Authority :-****Base Revenue Estimates at 21/09/2006 391,374,852****Plus:**

Drawing on the 2006-07 Revenue Reserve for New Developments Foreseen	483,500	FEP 930 (20 November 2006)
Immediate Emergency Care – Introducing Automated External Defibrillators and Enhanced First Aid	252,200	FEP 936 (20 November 2006)
Plus Driver Training Update	316,000	FEP 912 (21 September 2006)
Plus Enhanced Operational Training Requirements	1,753,000	FEP 911 (21 September 2006)
Control Officers July 2006 Award	157,000	Today
July 2006 London Weighting Award	888,600	Today
Senior officers January 2007 Award	106,800	Today

Revised Base Revenue Estimates 395,331,952**Note 2 - Pay Reserve****Total Pay Reserve 23/11/2006 8,181,400**

Control Officers July 2006 Award	(157,000)	Today
July 2006 London Weighting Award	(888,600)	Today
Senior officers January 2007 Award	(106,800)	Today

Revised Pay Reserve 7,029,000**Note 3 - RNDF 2006-07 as at 23/11/2006 638,300**

Drawing on the 2006-07 Revenue Reserve for New Developments Foreseen	(483,500)	FEP 930 (20 November 2006)
Immediate Emergency Care – Introducing Automated External Defibrillators and Enhanced First Aid	(120,000)	FEP 936 (20 November 2006)

Revised RNDF 2006-07 34,800**Note 4 - RNDF 2007-08 as at 23/11/2006 4,022,500**

Immediate Emergency Care – Introducing Automated External Defibrillators and Enhanced First Aid	(132,200)	FEP 936 (20 November 2006)
Plus Driver Training Update	(316,000)	FEP 912 (21 September 2006)

Note 1 - Base Revenue Estimates		Change reported to Authority :-
Plus Enhanced Operational Training Requirements	(1,753,000)	FEP 911 (21 September 2006)
Bid for Single non-emergency-number-training withdrawn	(55,000)	Today
Bid for Transfer & placement management system reduced	(30,000)	Today
Bid for Building Maintenance reduced	(200,000)	Today
Bid for printing new business cards, compliments slips & replacing all pre-printed forms following relocation to 169 Union St removed.	(50,000)	Today
Withdrawal of bid for Portable data Capture Devices	(65,000)	Today
Transfer of Bids to Supplementary schedule	(270,000)	Today
Revised RNDF 2007-08		1,151,300
Note 5 - RNDF 2007-08 Supplementary as at 23/11/2006		0
Well Being	50,000	Today
Additional Terminals	70,000	Today
Car Parking	150,000	
Car Parking Bid Reduced	(90,000)	Today
Revised RNDF 2007-08 Supplementary		180,000
Note 6 - Savings as at 23/11/2006		(10,803,600)
Further reduction on Firefighter Pension Scheme expenditure	(2,200,000)	Today
Further reduction in Trainee Firefighter Salaries	(540,000)	Today
Additional Income – MFB Act	(400,000)	Today
Additional Interest Receipts	(250,000)	Today
Revised Savings		(14,193,600)
Note 7 - Drawing from Building Maintenance & Minor Works Reserve as at 23/11/2006		(700,000)
Bid for Building Maintenance reduced	200,000	Today
Revised Drawing from Building Maintenance & Minor Works Reserve		(500,000)
Note 8 - Drawing from General Reserve as at 23/11/2006		(18,642,500)
Effect of Additional Savings	1,680,000	Today
Revised Drawing from General Reserve		(16,962,500)

Amendment	Action at February Budget Review meeting	Information for Today's meeting
<p>C a (i) reduce RNDF by £55,000 in respect of 101/SNEN Single non emergency number training for operators</p> <p>LD (a) (i) reduce RNDF by £55,000 in respect of 101/SNEN Single non emergency number training for operators</p>	<p>Growth Bid withdrawn by Officers</p>	
<p>C a (ii) reduce RNDF by £65,000 in respect of portable data capture devices for fire safety inspecting officers</p>	<p>Remit for Authority determination (Bid now withdrawn)</p>	<p>Since submission of the bid for a pilot study on Portable Digital Assistants (PDAs) for Fire safety Inspecting Officers, officers have been made aware that the Department of Trade and Industry's (DTI) Retail Enforcement Pilot, in which we are involved, will provide us with the opportunity to use DTI supplied equipment which will allow us to test many of the features originally expected to come from the proposed pilot. We would also be able to more thoroughly investigate other Fire Brigades experience of this type of device. While the DTI equipment would not allow us to test integration with the Farynor system we would still gain valuable information regarding the suitability of devices with regard to their ergonomics, robustness and compatibility before any further decisions are made. The RNDF bid for the PDA pilot has therefore been withdrawn from the 2007/8 budget pending the outcome of the work outlined above.</p>
<p>C a (iii) reduce RNDF by £50,000 in respect of the provision of a training solution to produce an IT based interactive training tool for BA telemetry</p>	<p>Include in RNDF</p>	

<p>C a (iv) reduce RNDF by £50,000 in respect of stress management initiatives</p>	<p>Remit for Authority determination</p>	<p>Bid - £50,000 for Wellbeing Initiatives</p> <p>In November 2005 the Authority's conducted an organisation-wide stress audit, the final report of which was reported to the Authority in September 2006. As a key response to the issues raised in the Audit (and in particular the issue that staff feel that they are committed to the organisation but the organisation is not committed to them) budget has been set aside for a Wellbeing programme which forms a significant element of the Authority's stress audit action plan.</p> <p>The programme will be specifically aimed at increasing staff awareness of issues that affect their health and Wellbeing and promoting a healthier, fitter and more productive workforce. There are a wide range of interventions that can form part of such a programme and these will be tailored to the precise needs of our workforce. The following can be expected to feature in the programme at an appropriate stage:</p> <ul style="list-style-type: none"> ▪ stress awareness and management guidance campaign ▪ personal resilience training ▪ on-line registration with personal health assessments and improvement guidance and targets ▪ hydration campaign ▪ healthy eating campaign ▪ 'step out' programme ▪ awareness campaigns around smoking, testicular & bowel cancer; heart disease ▪ good nutrition guides (including weight, waist measurement, BMI, blood pressure, cholesterol)
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		<p>The benefits of such a programme are:</p> <ul style="list-style-type: none"> ▪ to reduce absence from Stress, anxiety and depression which generally remain in the top 3 reasons for absence across the Authority. Specifically, the number of days lost to stress related absence has not reduced in line with the general reductions in sickness observed across the Authority. A reduction of 9% in sickness absence (the consistent outcome of such campaigns) would be worth c£500k in increased productivity ▪ to maintain and improve the good position the Authority has achieved in respect of HSE and Mayoral objectives for staff health and well being by progress to date on stress policy and audit ▪ to deliver positive actions following the audit which demonstrate our commitment to the health and well being of our staff. <p>Research has shown that 'less healthy' staff are on average 20% less productive than 'healthy' staff and organisations that have invested in Health and Wellbeing programmes show a return of £3 for every £1 invested in reduced absence and improved productivity. Organisations who conduct structured Wellness programmes with an expert provider consistently achieve around 9.00% reduction in sickness absence and c25% reduction in staff turnover. For example:</p> <p>Prudential – investment yielded savings of £300k in reduced absence and greater productivity Royal Mail – reduced sickness absence by 25% Tameside Metropolitan Council – saved £300k over 3 years on reduced sickness absence alone</p> <p>The increase in Wellness programmes is a reflection not only of the spread of best practice following the 2004 White Paper 'Securing Good Health for the Whole Population' but also the changing nature of the workforce. In 2006, 30% of the workforce was over 45; by 2015, 40% will be over 60, making overall health and wellbeing increasingly crucial to lowering absence rates and high staff productivity.</p> <p>It is proposed that an external provider be engaged to run an initial programme for selected Departments within the Authority.</p>
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<p>C a (v) reduce RNDF by £316,000 in respect of additional staff and vehicular resourcing to meet the requirement of the Road Safety Act 2006 and ERCO Training coupled with the introduction of 8 new aerial appliances as agreed by the Authority on 21 September 2006 (FEP 912)</p>	<p>Bid to stand</p>	
<p>C a (vi) reduce RNDF by £200,000 in respect of a reduction in the provision included for building maintenance (i.e. £700,000 to £500,000)</p> <p>LD a (iv) reduce RNDF by £700,000 in respect of Building Maintenance</p>	<p>Reduce bid by £200,000</p>	
<p>Ca (vii) reduce RNDF by £125,000 in respect of the Property PFI Team</p>	<p>Include in RNDF</p>	
<p>Ca (viii) reduce RNDF by £50,000 in respect of printing new business cards, compliment slips and replacing all pre printed forms following relocation to 169 Union Street</p> <p>LD a (vii) reduce RNDF by £50,000 in respect of printing new business cards, compliment slips and replacing all pre printed forms following relocation to 169 Union Street</p>	<p>Remove from RNDF</p>	
<p>C b (i) the closure of the Brigade Museum, noting that this should enable a reduction of £26,700 in the base revenue budget for 2007/08 based on six months' savings in that year but will be offset by any compensation/redundancy costs</p>	<p>Reduction not taken. Officers to report to Chair's Co-Ordinating Group</p>	

<p>C b (ii) the giving of the required 12 months' notice before 31 March 2007 (to expire on 31 March 2008) to withdraw from membership of the Local Government Association, noting that this should enable a reduction of some £37,814 (based on the current subscription rate) in the 2008- 9 base revenue budget</p>	<p>Remit to Authority for Determination</p>	<p>Withdrawing from membership of the LGA would mean that the potential ability to impact on national fire service issues would be reduced, and possible representation of National Committee and Negotiating Bodies will be lost at both member and officer level. The LGA also is a useful source of information and influence on general local government issues/consultation arrangements and this source of knowledge and/or sphere of influence would also be lost.</p>
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<p>C b (iii) an efficiency saving totalling £93,750 to be achieved by the merger of the City of London borough team with the City of Westminster borough team, resulting in a joint team (as described for other boroughs in FEP 192) for example by the deletion of 1 x Group Manager post (which should save some £75,000) and 1 x MG10 post (which would save some £18,750 in 2007 08 based on six months' savings in that year but which will be offset by any compensation/redundancy costs) together with savings in other ancillary and accommodation costs, etc. but excluding any provision which is solely needed for regulatory fire safety work;</p>	<p>Remit to Authority for Determination</p>	<p>As indicated in FEP 620 (BVR of the Borough Structure), there are clear advantages to a number of small teams working together in one location in terms of resilience and the available range of knowledge, skills and experience. As agreed in the action plan to the report, a number of pilots were undertaken over the following year to examine how different organisational structures and managerial relationships could improve ways of working and to identify the optimum size and location of borough teams.</p> <p>One of the pilots, based at East Ham, trialled the amalgamation of the administrative and fire safety functions of six boroughs under the Area Manager. This format for local service delivery has continued pending the outcome of the Fundamental Review undertaken by Price Waterhouse Coopers (PWC) because it was providing improvements on the devolved system in terms of workload management and performance. PWC has used data coming from this structure to inform their recommendations. Officers consider that it would be premature to make this structural change in advance of the outcomes of the PWC review which has looked at the borough arrangements in total and will undoubtedly identify some efficiency savings.</p> <p>Neither team could, however be regarded as small in terms of regulatory fire safety workload and the deletion of an MG 10 post is likely to have a significant detrimental impact on efficiency and effectiveness. The Westminster borough commander has the largest composite borough team with 9 SMs, 50 fire safety inspecting officers and 23 administrative staff. The regulatory fire safety workload in the City is such that this borough commander has dedicated resources of 1 SM and 10 fire safety inspecting officers. Both boroughs have a high concentration of large and complex buildings which require significant input from the Authority in terms of regulatory fire safety work. In addition, the City of Westminster has the highest concentration of entertainments premises in the country and this too represents a major regulatory fire safety workload. The following table details the regulatory fire safety work in each Borough</p>
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2003	Westminster % of total	City % of total
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Inspections	16	5
Hours recorded	22	6
Jobs received	14	5
Fire certificates in force	18	7

2004	Westminster % of total	City % of total
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Inspections	16	4
Hours recorded	23	4
Jobs received	15	4
Fire certificates in force	18	6

In addition, a significant proportion of a Borough Commander's time and workload is focused on contact and liaison with partner agencies within their borough, particularly the local authority. A major benefit of the Borough structure has been this partnership working which enables our preventative work, in particular, to be tailored and structured to meet the needs of each borough individually. In the case of the Cities of London and Westminster, the risks and internal structures and mechanisms within the local authority and other partner agencies are very different and are unlikely to be well served by a single approach across both.

(continued over)

		<p>The Regulatory Reform (Fire Safety) Order (RRO) came into effect in October 2006. It has considerably increased the number of premises for which the Authority has a detailed enforcement responsibility and presents a significant opportunity to target our Regulatory Fire Safety resources more effectively to higher risk premises. . As proposed in the LSP2 Action Plan for 2007/8, the operation of the RRO will be reviewed in the light of actual working experience to ensure that resources are being used effectively to deal with the increased number of premises covered by the Order That review would also take into account organisational arrangements to ensure the function is effectively delivered and properly managed to target and reduce risk. Thus given the work undertaken by PWC review which has looked at the borough arrangements in total and will undoubtedly identify some efficiently savings, officers consider that it would be premature to make this structural change at this stage.</p>
<p>C b (iv) the removal of the role of Area Manager, noting that this should enable a reduction of £1,557,800 in future years' budgets</p>	<p>Defer pending information on Fundamental Review</p>	

<p>C b (v) the deletion of 3 posts from the Communications Department, including that of the PO3 Public Affairs Manager and for example 2 posts at MG11, noting that this should enable a reduction of £66,550 in the base revenue budget based on six months savings in 2007-8, but will be offset by any compensation/redundancy costs</p>	<p>Remit to the Authority for determination</p>	<p>The Public Affairs Manager is a new post created as part of the Best Value Review of Communications which was reported to the Authority in July 2005. It was agreed to establish a public affairs function in the Communications Department to lead on engagement with key stakeholders as part of the improvement proposals. The post was created at no additional cost to the organisation through a fundamental restructuring of the communications function. If this post is deleted work on the public affairs strategy (agreed by Authority in June 2006) will stop. This work includes the acetylene cylinder campaign for improved government controls over the safe use, signage and storage of acetylene gas cylinders; the campaign to get sprinklers installed in all new and refurbished schools and the series of borough roadshows which have been set up in order to improve the Authority's relationship with our partners in the London boroughs.</p> <p>The Authority needs to have regard to the Government's 'Code of Practice on Publicity ' in making a decision in this matter. The Code says that for publicity, as for all other expenditure, the aim should be to achieve the greatest possible cost effectiveness. The Best Value Review of Communications looked at the cost effectiveness of the Communications Department staffing structure which resulted in a fundamental restructuring of the Department in 2005. This restructuring produced an annual saving of £58,550 on the staffing budget and an overall reduction in the number of posts in the Department. Any further reduction in the establishment, such as the deletion of two MG11 posts, would have a significant impact on the efficiency and effectiveness of the Communications Department.</p>
<p>C c (i) An increase in income receipts of £250,000</p>	<p>Reflect £250,000 increase in budget</p>	
<p>C c (ii) An increase from insurance company income of £400,000</p> <p>LD (b) (i) An increase from insurance company income of £300,000</p>	<p>Reflect £400,000 increase in budget</p>	
<p>LD a (ii) reduce RNDF by £60,000 in respect of transfer and placement management system</p>	<p>Reduce by £30,000</p>	

<p>LD a (iii) reduce RNDF by £35,000 in respect of additional terminals at stations</p>	<p>Remitted for Authority determination</p>	<p>As more applications are deployed for use at stations the number of terminals available is becoming a pinch point. In order to maintain the efficiency of station staff it is now necessary to bring each fire Station up to a minimum of 4 terminals.</p> <p>This has been identified as a corporate need arising from a number of Authority initiatives. IT as central budget holder is making a bid on behalf of the organisation as a whole.</p> <p>The proposal to further reduce the additional terminals on stations could present significant issues to the deployment of new systems. Originally IT bid for 112 terminals – that was reduced to 36 through the bidding process and then down to 18 for the final submission</p> <p>The proposal to half it again leaves us with the ability to deploy only 9 – with new systems coming through like STEP and e-HR this could cause problems with people being unable to get access to a terminal. Terminal costs are 12.5% of the cost of getting a new terminal onto a station. The main cost is in extending the local area network within the station and providing the additional software licenses to allow all our systems to run on it. There are also ongoing support costs and replacement profile costs – costs per terminal break down as hardware multi-session £480, software £470, networking£2,700, annual support £117, renewal provision £72.</p>
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LD a (v) reduce RNDF by £50,000 in respect of car parking rental

Remit to Authority for Determination

Car Parking At Union Street – Numbers of Spaces Required and Costs (Bid reduced by £90,000 to £60,000)
 The current proposed allocation of parking spaces at Union Street is as follows -

Category	Description	Revised Numbers of both on and off site car parking spaces at 02-03-07	Revised Numbers 02-03-07	
			On Site	Pay-as-you-go or Contract or on site if available
1	Disabled staff	7	106	84
2	Disabled visitors	2		
3	Elected Members	3		
4	Commissioner / Deputy / Directors / Heads of Service / Assistant Commissioners	11		
5A	Uniformed / operational officers who are on call whilst at HQ	130 ^{note 1}		
5B	Officers who need a vehicle to carry out Authority business	29		
6	Contractors – to maintain building fabric and services	3		
7	Visitors to Union Street / STC	5		
	Number of Spaces required	190		

21

Note 1 Allows for leave and sickness

		<p>All senior uniformed officers provide operational cover at emergency incidents in a variety of different roles, ranging from incident command to roles of a specialist nature. This is achieved through the use of a flexible duty system, using four separate rotas across the Authority which requires officers to be on duty during either a 9 hr period (08:00 to 17:00 hrs) or a 24 hr period (08:00 to 08:00hrs). Whenever an officer is on duty s/he is available to be mobilised to an emergency incident to support the command structure and establish a safe system of work for firefighters. Brigade Control will always mobilise the nearest officer based on their geographical location, meaning those centrally located within the Authority are potentially more likely to be mobilised to emergency incidents, although there obviously needs to be a spread of officers throughout the Authority to cater for the potential for an incident anywhere in London.</p> <p>In order to ensure attendance at emergency incidents within a satisfactory period of time, officers must have access to a dedicated vehicle with adequate car parking facilities so they may respond immediately. A dedicated vehicle is essential due to the fact that officers will not necessarily be mobilised at the same time (due to the incident escalating) and officers will be leaving the incident at different times and may be returning to different locations (e.g. stand by base) often in the middle of the night when public transport is not available.</p> <p>The number of car parking spaces required at Union Street has reduced from 262 (currently at AE HQ) to 190 and we are endeavouring to reduce this number further. This total is some 84 over and above the provision of 106 that we have at Union Street and STC. The potential cost for a full year to 'buy in' the shortfall of spaces by either contract hire or pay-as-you-go or a combination of both is £180,000, therefore the RNDF bid for 2007/08 should be £60,000.</p> <p>There is £132,000 in the base budget for car parking at 20 and 21 Albert Embankment. This sum will be saved when the lease is given up in March 2008, and therefore the net ongoing increase will be £50,000.</p>
LD a (vi) reduce RNDF by £25,000 in respect of additional mobile data devices (blackberry)	Include in RNDF	

Authority Wide Base Revenue Estimates

Appendix D

<i>Service Expenditure</i>	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	206,591,658	4,562,213	3,392,673	680,956	215,227,500
Non-Operational Staff	2,064,763	113,821	(155,784)	12,000	2,034,800
Control Staff	4,906,200	308,300	0	0	5,214,500
MG & PO Staff	40,250,092	3,066,674	2,176,835	70,399	45,564,000
Manual/Craft Staff	1,929,000	102,441	(137,541)	3,000	1,896,900
Staff Vacancy Margin	(1,425,000)	0	0	0	(1,425,000)
Total Staff	254,316,713	8,153,449	5,276,183	766,355	268,512,700
Other Pension Payments	935,000	30,900	0	0	965,900
Severance Payments	249,000	0	0	0	249,000
Training	2,200,857	76,103	1,170,540	56,500	3,504,000
Recruitment	478,900	20,600	0	0	499,500
Employee Related Insurance	200,000	0	0	0	200,000
Medical & Welfare Expenses	2,062,100	49,100	(45,500)	(20,500)	2,045,200
Compensation	1,481,700	43,000	0	0	1,524,700
Capitalised Staff Costs	(1,085,400)	0	0	0	(1,085,400)
Total Staff Related	6,522,157	219,703	1,125,040	36,000	7,902,900
Building Maintenance	6,844,800	349,100	180,000	0	7,373,900
Grounds	133,000	4,000	0	0	137,000
Premises Security	337,800	10,100	0	50,000	397,900
Energy Costs	2,768,900	213,366	0	(315,266)	2,667,000
Rents	4,872,200	0	400,100	10,400	5,282,700
Property Rates	6,383,700	248,400	0	120,000	6,752,100
Water Services	225,700	2,758	0	(3,858)	224,600
Fixtures & Fittings	301,400	9,100	0	0	310,500
Cleaning & Domestic Supplies	1,912,400	148,350	18,000	25,050	2,103,800

Premises Insurance	462,000	0	0	0	462,000
Other Property Services	949,000	20,500	450,000	30,000	1,449,500
Total Premises	25,190,900	1,005,674	1,048,100	(83,674)	27,161,000
Purchase/Maintenance	1,700	0	0	0	1,700
Running Costs	1,365,200	70,700	0	0	1,435,900
Vehicle Insurance	1,047,500	0	0	(62,400)	985,100
Unitary Payment - PFI	14,000,700	390,100	1,902,300	7,200	16,300,300
Contract Hire/Leasing	1,406,900	0	(73,800)	6,000	1,339,100
Travel	1,810,925	138,965	143,500	(12,690)	2,080,700
Total Transport	19,632,925	599,765	1,972,000	(61,890)	22,142,800

Service Expenditure	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Hydrants	597,900	0	0	0	597,900
Operational Equipment	957,750	28,314	344,266	(54,930)	1,275,400
Operational Equipment - PFI	129,000	5,200	0	0	134,200
Equipment, Furniture & Materials	1,091,950	600	45,000	45,050	1,182,600
Catering	138,600	0	0	0	138,600
Clothing & Laundry	3,242,700	100	76,800	96,700	3,416,300
General Office Expenses	1,146,900	4,100	934	1,866	1,153,800
Professional Services	3,046,010	47,400	27,400	131,190	3,252,000
Postal Services	145,700	0	0	7,500	153,200
Telecommunications & Radio	2,809,300	0	102,000	0	2,911,300
Computing	2,919,400	90,500	58,800	79,000	3,147,700
Staff Reimbursements	1,173,850	13,400	10,060	22,290	1,219,600
Grants & Subscriptions	148,370	3,100	0	630	152,100
Other Insurance	190,000	0	0	0	190,000
Advertising	567,500	0	(229,800)	0	337,700
Other	218,500	3,900	0	(500)	221,900
Total Supplies & Services	18,523,430	196,614	435,460	328,796	19,484,300
Other Agencies	350,100	11,600	0	0	361,700
Other Local Authorities	1,200	0	0	0	1,200
Audit & Bank Charges	154,600	3,500	18,500	0	176,600
Total Third Party Payments	505,900	15,100	18,500	0	539,500
Provision for Debt Repayment	3,400,000	0	0	0	3,400,000
External Interest	5,600,000	0	0	0	5,600,000
Total Capital Financing Costs	9,000,000	0	0	0	9,000,000
Total Gross Expenditure	333,692,025	10,190,305	9,875,283	985,587	354,743,200

Government Grants	3,478,900	0	1,213,100	0	4,692,000
Insurance Companies	10,700,000	0	0	0	10,700,000
Customer & Client Receipts	3,271,626	13,690	128,400	606,984	4,020,700
Total Income	17,450,526	13,690	1,341,500	606,984	19,412,700
Total Net Expenditure	316,241,499	10,176,615	8,533,783	378,603	335,330,500
FireFighters' Pension	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Expenditure	64,277,210	0	566,090	0	64,843,300
Net Expenditure	64,277,210	0	566,090	0	64,843,300
Authority	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Total Net Expenditure	380,518,709	10,176,615	9,099,873	378,603	400,173,800

National and LFEPA Framework	£	LFEPA Strategic Aims	Lead Department
Risk Management and Prevention			
Renewal of insurance contracts	12,000	3	Finance
Reduce Compensation budget	20,000	3	HR
Retendering of Insurance for Leased Cars	45,100	3	Procurement
Resilience and New Dimension			
Operational Resource Centres - review of proposed arrangements	1,580,000	4	Ops Planning
Effective Response			
Operational Support Units - implementation of revised arrangements for delivery of operational support equipment to incidents	1,706,000	5	Ops Planning
Co-Operation and Joint Working			
No Savings			
Diversity			
No Savings			
Staff and Workforce Development			
Reduce OHS budget because of fewer medical appeals	50,000	10	HR
Merger of Legal & Democratic Services	80,000	11	Democratic Services / Legal
Discipline Team staff changes	53,000	11	HR
Expenses Team staff changes	51,000	11	HR
Industrial Relations staff changes	43,000	11	HR
Training and Conferences efficiency savings	5,000	11	Procurement
Other Property Services - Consultants, to extend for a further one year period the 2006/07 reduced funding requirement of £450,000 plus an additional £40,000, against the Firehouse Facilities Management Contract while the facility is not operational	490,000	11	Property
Supplies & Services - Operational Equipment, to extend for a further one year period the 2006/07 reduced funding requirement of £100k plus an additional £10k, against Operational Equipment budget for consumables requirements at the Firehouse (assumes the facility does not reopen during 07/08)	110,000	11	Property
Fire Safety staff changes	204,000	11	Service Delivery

National and LFEPA Framework	£	LFEPA Strategic Aims	Lead Department
Reduction in Trainee Firefighter Salaries - intake to be reduced due to reduced leaver rate	1,466,000	11	Training
Reduction in Training & Conference budget	350,000	11	Training
Training staff changes	22,500	11	Training
Reduction in training course fees - IT team now has capacity to deliver MS Office courses internally	6,200	11	Training
Reduce external training venues budget to account for increased room availability at new temporary lease	5,000	11	Training
Increased efficiency of training delivery - increased number of delegates per course	4,300	11	Training
Rationalise internal course provision based on supply and demand for 2006/07	3,000	11	Training
Finance and Resources			
Introduction of new Firefighter Pension Scheme in April 2006, and reduced number of ill health retirements (savings are net of £30k requirement for work by pension administrators LPFA)	5,731,300	12	Finance
Additional Income - MFB Act, increasing level of reported property values	1,300,000	12	Finance
Reduce Subsistence budget due to Receipted Expenditure policy	300,000	12	HR
Interest Receipts	250,000	12	Finance
Reduction in HR Consultancy for new initiatives	25,000	12	HR
Contract Cost on Circuits	75,000	12	IT
Call charges	70,000	12	IT
Replacement Batteries for Radios	22,000	12	IT
Expenses	4,900	12	IT
Operational Equipment Purchase efficiency savings	25,000	12	Procurement
Contract Hire efficiency savings	5,000	12	Procurement
R&D Operational Equipment	1,000	12	Procurement
Specialist Equipment	1,000	12	Procurement
Reduced requirement for replacement catering equipment	2,500	12	Training
Reduced requirement for Private Telephones	1,300	12	Training
Reduced requirement for the hygiene budget provision	500	12	Training
Governance & Performance Management			
No savings			
Communications			
Reduce the Authority Print Budget	43,000	14	Communications
Stop annual advertising in London wide telephone directories	16,000	14	Communications

National and LFEPA Framework	£	LFEPA Strategic Aims	Lead Department
Advertising	11,000	14	Democratic Services
Reduce Media & Research budget for one year	3,000	14	HR
Total Savings 2007-08	14,193,600		
Projected Savings 2008-09	13,468,600		
Projected Savings 2009-10	13,666,600		

Number	Department	Fire Service Framework and Description	2007-08	2008-09	2009-10
		EFFECTIVE RESPONSE			
1	OP	To provide a training solution to produce an IT based interactive training tool for BA telemetry	50,000	0	0
2	OP	Enhanced first aid training & defibrillators additional to funding previously agreed in FEP 936	75,800	130,000	130,000
3	OP	200 Dual Purpose Facemasks	60,000	0	0
4	OR	IT Support for Command Support System to cover enhanced Command Support for proposed fleet	50,000	50,000	50,000
		STAFF AND WORKFORCE DEVELOPMENT			
5	SD	Transfer and placement management system	30,000	10,800	10,800
6	HR	Criminal Records Bureau Searches	25,000	0	0
7	T	Development of querying tool for STEP to support PRD system (National Assessment and Development Centres)	60,000	30,000	30,000
		FINANCE AND RESOURCES			
8	Prop	Building Maintenance (drawn from Building Maintenance Reserve)	500,000	0	0
9	Prop	Property PFI Team	125,000	125,000	125,000
10	IT	Storage Area Network (SAN) Backup Solution	80,000	80,000	80,000
11	IT	Additional mobile data devices (Blackberry)	50,000	37,600	37,600
12	IT	Lone Workers - Mobile Phone Costs	45,500	34,500	34,500
Total			1,151,300	497,900	497,900

Item 1 £50,000 IT Training – Telemetry

To provide an IT-based interactive training tool for the implementation of Breathing Apparatus Telemetry.

Air consumption rates for Breathing Apparatus have recently increased following the findings of DCLG Physiological Trials. In order to ensure safety but maximise working durations it is essential to introduce a system for the 'live' monitoring and reporting of breathing rates. BA Telemetry is such a system which allows information to be passed by radio waves between BA sets and the entry control boards, including how much air the wearer has left and how much time they can remain in the incident.

The system also enables evacuation signals to be sent and acknowledged between the entry control board and the BA wearers in the event of an emergency, as well as making it easier to pinpoint any BA wearers in distress. It is clearly a significant step forward in Firefighter safety. The BA Telemetry equipment for EDBA has been purchased but cannot be implemented until a suitable and sufficient training method has been established.

Recent experiences in implementing the Bodyguard pressure gauge system have highlighted the difficulties in training staff to use electronic equipment. Traditional approaches to training BA Entry Control Officers (ECO) are extremely labour/resource intensive and would require up to 10 BA Wearers plus 4 training staff to effectively train one ECO.

An IT-based system would enable up to 10 ECOs to be trained using 1 trainer. The Telemetry training solution will be a laptop based interactive package that will enable the training to be setup at any venue. The Brigades' network will not currently support a networked solution. The package will allow the trainee ECO to operate a Telemetry board in real time and manage an Entry Control board full of wearers dealing with a variety of emergency issues such as an Automatic Distress Signal Unit actuating or BA wearers failing to return.

Taking account of the complicated nature of the telemetry board and the logistics and financial burden imposed in creating scenarios to enable the training of ECOs, it is essential to have a training solution available for not only initial candidates/trainees, but also for continuation training.

The training package will allow trainers to use the package to deliver the training efficiently as, when and where required, reducing the potential disruption to front-line services.

Item 2 £76,000 Enhanced First Aid Training and Defibrillators

FEP 936 sought approval to draw on this reserve and advised of a revised spend profile. An earmarked fund will be created within the LR reserve to ensure that funding is available to match the profile of expenditure

Item 3 £60,000 Purchase of 200 Dual Purpose Facemasks

Replacement of 200 Drager BA facemasks and Lung Demand Valves which are nearing the end of their operational life and are becoming increasingly more expensive to maintain with Drager. The FPS 7000 facemask can be purchased in a range of sizes which are not available with the existing facemask.

The purchase of 200 masks would deliver a significant improvement on the Authority's current difficulties in accepting trainees of smaller stature because of the inability to provide correctly fitting RPE. The FPS 7000 facemask in combination with an ESA Lung Demand Valve provides the functionality of a Positive Pressure BA facemask and a Negative Pressure Respirator into a single unit. Work is in hand to explore whether the purchase of this unit could also provide an option for wearers to utilise a Respirator for the first time. Purchase of the facemask would also allow the removal from service of approximately 100 Silicon based personal issue BA facemasks due to their incompatibility with some aspects of CBRN challenges.

Item 4 £50,000 Support for the Command Support System

Based on the experience of the Scientific Support Units, additional support costs of £50,000 per annum can be expected in order to maintain the currency of the system, the data links and compatibility with the Authority's core systems.

The Best Value Review into incident command has also identified shortfalls in Command Support at incidents at all Levels. The project has secured Authority approval (FEP 786) and is now in progress with implementation planned for July 2007.

This project will meet the requirements of FSC 13/2002 and resultant gap analysis with current practices, has identified that alterations to the existing functions of command support at incidents are necessary.

Due to the potential for an increase in terrorism New Dimension also undertook a gap analysis specifically to identify the requirements necessary to deal with catastrophic incidents. These requirements involve a number of improvements being made to the existing Command support at incidents.

As a result, this project is securing greater levels of Command Support at incidents, ensuring safe systems of work and supporting the Mayor's aim to respond to major catastrophic events.

The Authority has already committed large scale funding in to the CSS project and failure to secure this further funding for IT support will severely compromise our ability to deliver the requirements of FEP786 and specifically the new Command Support System would be unable to run as an Authority wide system, reducing functionality for monitoring and strategic planning.

Item 5 £30,000 (reduced bid by £30,000) Transfer and placement management system

The ability to manage the placement, deployment, promotion and transfer of all Operational Staff in LFEPa has been a core activity of the Modernisation Implementation Team since inception.

This System would create resilience and provide more effective management of the administration and recording of transfers and placement and is an essential component of tracking and managing the Authority's establishment.

Further enhancements are vital due to the increasing number of personnel movements caused by the introduction of rank to role, LSP2 moves, FRU Implementation and future planned establishment and work shift pattern changes as well as balancing skills and experienced personnel across the Authority.

Due to increasing complexity required of this system, greater management and maintenance is required on existing system. Currently this requires ½ x Station Manager post. As outlined in Appendix E, FEP 931, the current, locally developed MS Access database falls outside existing support arrangements, is no longer fit for purpose, has little auditing and tracking facility and is dependent on the expertise of just this one person.

When the current transfer system is unavailable it seriously affects the MIT team's ability to carry out normal day to day business. The current system has already enabled the reduction of 2 x MG 12 temp posts with associated cost savings.

Item 6 £25,000 Criminal Records Bureau searches

In addition to the undertaking of police checks on specific posts such as life trainers, schools officers etc. the use of checks has been extended to cover new entrants to the service. This is both a safeguard in terms of the requirement not to have had a custodial conviction to become a fire-fighter, but is also increasingly important because of the closer contact with vulnerable members of the community in terms of CFS work. In 2006/07 HR was able to agree to absorb the additional costs associated with the extension of police check, however this was not sustainable on a long term basis.

Item 7 £60,000 Development of STEP

STEP (system for training, evaluation and performance) will go live on Stations in April 07. There are five areas of further enhancement identified for 2007/08 -

1. From user feedback it is anticipated that there will be a need to make some system changes.
2. the Performance Review and Development System (Appraisal) outcomes will be recorded using STEP, it is known that further changes will need to be made from the original system specification.
3. Development of a resource management module to allow Fire Stations to book training resources when planning their training in relation to Developing and Maintaining Operational Professionalism (DMOP) and to make effective use of the limited training resources available.
4. Changes to ensure integration with Incident Monitoring Process when redeveloped under Incident Information Management System
- 5 The development of a querying tool for those elements of STEP, that supports the PRD system.

This information will inform future planning decisions at a variety of levels across the Authority. It is key to the effective functioning of the (PRD) system and is the key link between individuals objectives and the Authority Performance Management framework. The information drawn by this software development will help to shape future system information and ensure it is fit for purpose.

It will help to give a clear picture of Training and Development needs for all of the staff involved.

It will provide the opportunity for review of training needs across departments with the information being fed in to the overall Group Service Plans.

Failure to deliver on this project could leave the Authority at odds with the Audit Commissions findings from the Interim Performance Assessment recommendations (2004). It will mean we will be unable to make sense of the data collected, and will to a degree, negate the advantage of holding the information electronically.

Ultimately, we will lose the ability to feed information into the overall Authority Planning process and Performance Management Framework (As there needs to be a two way flow of information.)

The development of this software is anticipated to deliver future years saving currently estimated at a minimum of 2 MG11 positions from 2008/09.

Item 8 £500,000 (reduction of £200,000 in February 2007, reduction of £700,000 in November 2006) Building Maintenance to be drawn from Building Maintenance Reserve

Strategic – Cyclical

(A). There is a known backlog of planned maintenance of over £6m in the Authority and this is likely to rise after the next round of condition surveys. The maintenance budgets (tactical; strategic cyclical and strategic non cyclical) are consistently stretched. Our approach to managing maintenance was confirmed as best practice during the Best Value Review of Property but we continue to review the way it is delivered and seek improvements that will be of benefit to the Authority. Members acknowledged this problem by creating the £2m Maintenance and Minor Works reserve.

An increased budget provision is sought to fund the significant growth in the amount and hence value of work that has to be undertaken against cyclical maintenance contracts due to:

- (1) having to comply with new legislation eg working at height; legionella

- (2) increase in the number of installed services requiring maintenance.
- (5) the complexity of some of the new equipment
- (6) A large proportion of the existing installation nearing its design life cycle and it has not been possible to replace with new
- (7) the Authority's fire stations are 24/7 operational so putting extra strain on equipment and requiring a 'failsafe' policy for cyclical maintenance and
- (8) the fact that it has not been possible to carry out the redecorations to adhere with the Authority policy (once every 6 years)

The new and increased work includes Boilers & Controls; a range of increased testing eg Hot & Cold water Emergency Lighting and Fire Alarms; and maintenance for new Combined Heat & Power, Solar Panel & Wind Turbine Systems and for dual running Union Street and HQ in 2007/08 only.

Strategic (non cyclical)

The Fire Risk Assessments of Authority Premises have been updated by officers in the Fire Safety Dept in accordance with current legislation. The results are a list of works needed to be carried out, at an estimated total cost of £3.5m.

These works are due to be funded from the newly created maintenance reserve. If the funds are not available there will be further deterioration in the condition of the estate, less money available for discretionary spend on minor works at stations and an increase in the backlog of maintenance work.

Item 9 £125,000 Property PFI Team

The Authority has been successful in attracting £52m of PFI funding for 10 new stations. This growth bid represents officers initial estimates of the additional resources needed to manage the project, should it be successful, and will be subject to refinement. This project cannot be supported from within existing Property Department resources so if the work is to go ahead other projects will be delayed

Item 10 £80,000 Storage Area Network (SAN) Backup Solution

This bid is Business driven based on the needs for resilience. Increased data storage requirements have made this further development of the SAN an essential component of the overall IT infrastructure. This proposal puts in place appropriate network and device support to ensure the integrity of the Authority's data.

Item 11 £50,000 Additional mobile data devices (Blackberry)

The overall numbers have grown from the initial 20 used for the initial trial to 105 current devices. As the use of these devices spreads it is becoming increasingly essential that senior officers can maintain communications and as such there is a requirement for an expansion of the user group for these devices. This has been identified as a corporate need and IT as central budget holder is making a bid on behalf of the organisation as a whole.

Item 12 £45,500 Lone workers – mobile phones

In support of the 'lone worker' policy being developed to support inspecting officers and a growth in peripatetic workers within Service Delivery there is a need to provide approximately 250 extra mobile phones for these workers.
250 Lone Workers - Mobile Phone Costs:

Purchase £ 7,500

Accessories £ 3,500

Access Fee £ 12,000

Call Charges £ 22,500

Recurring Costs £ 34,500

Reserves

Appendix G

	Firefighters' Pension	PFI	HQ'S Rental	LGPS Contributions	Maintenance + Minor Works	Sustain ability	Pay & Grading	Contingency	London Resilience	Budget Support	Pay	General	Total
	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's
Balance @ 31/03/06	1.92	15.46	3.40	3.00	0.00	3.00	1.00	0.19	4.69	12.20	0.46	26.08	71.40
Approved Financing		-0.42	-2.00	-1.52			-1.00	-0.19	-2.59	-7.20	-0.43	-9.17	-24.52
Excess PFI grant 2006-07		1.45											1.45
Interest Allocations	0.10	0.74								0.41			1.25
Proposed Transfers		0.31	-1.40		2.00	1.40			-0.43	-5.41	-0.03	3.56	0.00
Provisional drawings						-1.30						-0.50	-1.80
Balance of undrawn RNDP									0.10			0.23	0.33
Forecast Outturn Variance @ 9 Months		0.28							1.16			11.51	12.95
Anticipated Balance @ 31/03/07	2.02	17.82	0.00	1.49	2.00	3.10	0.00	0.00	2.93	0.00	0.00	31.71	61.07
Provisional Financing				-1.49	-0.50				-2.04			-16.89	-20.92
Pumping Improvement Programme		-1.62											-1.62
Provisional drawings						-1.30							-1.30
Excess PFI grant 2007-08		1.27											1.27
Union Street Lease - Change in Treatment July 06												4.55	4.55
Interest Allocations		0.80											0.80
Anticipated Balance @ 31/03/08	2.02	18.27	0.00	0.00	1.50	1.80	0.00	0.00	0.90	0.00	0.00	19.37	43.86

CAPITAL PROGRAMME

Appendix H

CAPITAL PROGRAMME	2006-07	2007-08	2008-09	2009-10	Further Spend in Future Years
	£'000s	£'000s	£'000s	£'000s	£'000s
ICT PROJECTS	3,465	2,794	1,325	350	0
Computer Operating System Upgrade	128	0	0	0	0
IT Operating System Upgrade	0	0	1,250	350	0
Building Maintenance & Property Data Base	100	142	0	0	0
Incident Management & Monitoring IT system	2	180	0	0	0
Software Redevelopment (using Net Architecture)	207	360	0	0	0
Network Storage Solution (NAS/SAN)	634	0	0	0	0
Broadband WAN Solution	9	0	0	0	0
Replace Incident Ground Radios - FEP 859	1,224	0	0	0	0
Command Support System - IT FEP 786	375	447	75	0	0
Telephone System (2+8) replacement @ FS's	0	550	0	0	0
Changes to Authority's Computer Network - FEP 934	785	565	0	0	0
Upgrade SQL & integrate into SAN	0	500	0	0	0
Redesign of Website	0	50	0	0	0
CONTROL & COMMUNICATIONS PROJECT	2,025	4,075	2,400	0	0
Second Generation Mobilising Project	245	222	0	0	0
Property Element	13	0	0	0	0
Staff Charges	767	586	0	0	0
Firelink	1,000	3,267	2,400	0	0
COMMUNITY FIRE SAFETY	1,336	2,640	1,171	0	0
Home Fire Safety	1,336	2,640	1,171	0	0
FUNDED BY CAPITAL GRANT	(1,336)	(2,640)	(1,171)	0	0
PROCUREMENT PROJECTS	0	0	3,294	2,055	0
Replacement of BA Sets	0	0	2,775	0	0
Procurement of Telemetry	0	0	0	1,536	0
Shadow Workshop/Training/Implementation Team	0	0	519	519	0

CAPITAL PROGRAMME	2006-07	2007-08	2008-09	2009-10	Further Spend in Future Years
	£'000s	£'000s	£'000s	£'000s	£'000s
HEADQUARTERS	2,533	19,470	300	0	0
DISPOSAL OF 8 AE	100	100	0	0	0
FIRE HOUSE	1,446	*	*	*	*
RESILIENCE	1,895	6,149	2,468	2,500	100
London Resilience & Borough Station Projects	1,109	5,060	332	0	0
Paddington Fire & Community Centre	4	0	0	0	0
Croydon Fire Station FEP 572	175	6	0	0	0
Bexley Fire Station FEP 572	240	1,049	25	0	0
Hornchurch Fire Station FEP 572/851	216	1,355	22	0	0
Wembley FS - New FRU Location - FEP 661	474	2,650	285	0	0
London Resilience - Other Projects	323	288	16	0	0
New Dimension Property Costs FEP 776	463	216	0	0	0
FUNDING SOUGHT FROM DCLG	(463)	(216)	0	0	0
LR Vehicles - Property Implications (Yards/Forecourts)	0	585	2,120	2,500	100
NEW DIMENSIONS STAGE C FUNDING SOUGHT FROM DCLG	0	(320)	(1,280)	(1,600)	0
FIRE STATIONS	4,390	7,814	11,137	5,610	2,903
Refurbishment of Fire Stations	2,695	3,981	5,054	1,830	2,618
West Norwood Fire Station - Rebuild	78	500	2,180	1,700	178
Kensington Fire Station - Refurbishment	1,864	702	0	0	0
Wallington Fire Station - Flat conversion Refurbishment	137	629	0	0	0
Knightsbridge Fire Station - Refurbishment	50	200	2,500	130	0
Refurbishment of Rear yard/Forecourts @ Stations	50	0	0	0	2,440
Plumstead FS - Refurbishment	9	0	0	0	0
Richmond Fire Station - Renew Waterproofing/Voltaic Cells	8	0	0	0	0

CAPITAL PROGRAMME	2006-07	2007-08	2008-09	2009-10	Further Spend in Future Years
	£'000s	£'000s	£'000s	£'000s	£'000s
STC Package of Works - FEP 954	0	425	0	0	0
Hammersmith FS Accommodation Moves	131	0	0	0	0
Mitcham Fire Station - Appliance bay Improvements	174	274	0	0	0
Clapham FS & Cottages - Window Replacement	0	375	10	0	0
Hornsey FS - Various Works	0	312	8	0	0
Wandsworth FS - Re-roofing & Window Replacement	0	300	0	0	0
Silvertown FS - Refurbishment of Washroom Facilities	0	244	6	0	0
West Hampstead Fire Station - Refurbishment of cottages	0	10	350	0	0
Paddington FS - Westminster Borough Team - Community FS	7	0	0	0	0
Ilford Fire Station - Community FS	160	10	0	0	0
Hillingdon FS - Community FS	11	0	0	0	0
Kingston FS - Community FS	15	0	0	0	0
Extensions of Fire Stations	1,129	35	20	330	0
Norbury Fire Station - Extension	464	20	0	0	0
Tottenham Fire Station - Extension	620	15	0	0	0
Biggin Hill Fire Station - Structural Alterations	5	0	20	330	0
Acton Fire Station - Marble Close FEP 821	40	0	0	0	0
New/Replacement Fire Stations	19	2,200	3,100	1,100	85
Millwall/Isle of Dogs Fire Station - Replacement	4	0	0	0	0
Havering FS - New	15	2,100	1,800	1,000	85
Dagenham Fire Station - Refurbishment/Extension	0	100	1,300	100	0
London Safety Plan (2)	547	1,598	2,963	2,350	200
Addington FS - Internal Alterations	1	0	0	0	0
Chingford FS - Washroom facilities/Building Works - FEP 792	230	6	0	0	0
Heston FS - Extension Works - FEP 792	195	292	13	0	0
Sidcup FS - Alterations/Works FPP 263	73	1,200	950	50	0
Walthamstow FS - Alterations/Works FPP 263	49	100	2,000	2,300	200
OTHER PROPERTY PROJECTS	737	1,328	670	1,160	290
Corporate Property Project (CPP)	75	100	100	75	0
Training Dept. - Rationalisation (Croydon BA)	152	4	0	0	0

CAPITAL PROGRAMME	2006-07	2007-08	2008-09	2009-10	Further Spend in Future Years
	£'000s	£'000s	£'000s	£'000s	£'000s
Training Dept. - Rationalisation (STC Canteen)	24	2	0	0	0
All Stations - Upgrading Security	50	50	100	0	0
Command Support System - Property FEP 786	183	273	0	0	0
Croydon FS - Replacement Windows & Heating Systems	0	300	0	0	0
Bethnal Green FS - Works for FRU FEP 928	20	160	0	0	0
Appliance Bay Door Replacement Programme Phase 3	150	160	160	170	170
Wimbledon FS - Accommodation Improvements - FEP 903	84	49	0	0	0
Appliance Bay Floors Resurfacing Programme	0	130	110	115	120
Outcome of BV review of Borough Stations	0	0	200	800	0
SUSTAINABILITY PROJECTS	781	2,215	865	765	700
Invest to Save	516	2,000	700	700	700
TO BE FUNDED FROM RESERVE	(516)	(2,000)	(700)	(700)	(700)
Energy Conservation Projects	265	215	165	65	0
MINOR IMPROVEMENT PROGRAMME	1,301	1,450	1,800	1,850	3,850
OTHERS	1,383	530	343	310	521
Brigade wide Survey for Asbestos & Removal	428	362	343	310	521
STC - BA Maintenance	11	0	0	0	0
Measured Surveys	47	145	0	0	0
Diesel Provision & Storage - FEP 847	898	23	0	0	0
* To be determined					
TOTAL PROGRAMME	21,392	48,565	25,773	14,600	8,364
FUNDED BY					
Sustainability Reserve	(516)	(2,000)	(700)	(700)	(700)
Capital Grant - Smoke Alarm Fitting	(1,336)	(2,640)	(1,171)	0	0
Funding Sought From DCLG - New Dimensions FEP 776	(463)	(216)	0	0	0
Funding Sought From DCLG - Rear Yards and Forecourts	0	(320)	(1,280)	(1,600)	0
Capital Receipts	(7,514)	(2,000)	(21,000)	0	0
Prudential Borrowing	(11,563)	(41,389)	(1,622)	(12,300)	(7,664)
TOTAL FUNDING	(21,392)	(48,565)	(25,773)	(14,600)	(8,364)

1. The following sets out the indicators that were included in the November budget submission. The Mayor's prudential indicators are being finalised, and are expected to reflect these. These are in line with the borrowing levels set out in the Mayor's 2007-08 Capital Spending Plan and reflect expenditure estimates in the capital programme above.
2. The actual capital expenditure that was incurred by the Authority in 2005-06 and the estimates of capital expenditure to be incurred for the current and future years are:

2005-06	2006-07	2007-08	2008-09	2009-10
Actual	Estimate	Estimate	Estimate	Estimate
£m	£m	£m	£m	£m
6.3	21.4	48.6	25.7	14.6

3. Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2005-06 are:

2005-06	2006-07	2007-08	2008-09	2009-10
Actual	Estimate	Estimate	Estimate	Estimate
2.0%	2.3%	2.5%	2.7%	2.6%

4. Estimates of the end of year capital financing requirement for the current and future years together with the actual capital financing requirement at 31 March are:

2005-06	2006-07	2007-08	2008-09	2009-10
Actual	Estimate	Estimate	Estimate	Estimate
£m	£m	£m	£m	£m
91.9	129.6	126.1	134.6	137.9

5. The capital financing requirement measures the Authority's underlying need to borrow for a capital purpose. In accordance with best professional practice, the Authority does not associate borrowing with particular items or types of expenditure. The Authority has an integrated treasury management strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The Authority has, at any point in time, a number of cash flows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be made between revenue cash and capital cash. External borrowing may arise as a consequence of all the financial transactions of the Authority and not simply those arising from capital spending. By contrast, the capital financing requirement reflects the Authority's underlying need to borrow for a capital purpose.

6. CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years."

7. The Head of Finance reports that the Authority had no difficulty meeting this requirement in 2005-06, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Borrowing Limits

8. The current authorised limits for external debt and long term liabilities are shown below, together with an indicative estimate for 2009-10, which, as noted, will be subject to change.

	2006-07	2007-08	2008-09	2009-10
	£m	£m	£m	Indicative
Borrowing	123.6	149.2	156.8	151.8
Other Long Term Liabilities	36.5	35	33.6	35.7

9. The Head of Finance confirms that they are based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account; as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.
10. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly the Head of Finance's estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in year monitoring by the Head of Finance. Within the operational boundary, figures for borrowing and other long term liabilities are separately identified. In a similar fashion to the authorised limit, any changes to the operational boundary will be reported to the Finance, Property and Procurement Committee at its next meeting following the change in accordance with Financial Regulation 22(h).
11. The approved limits and indicative estimates are set out below. The provision for long term liabilities reflects an earlier expectation about the nature of leasing arrangements for new HQ. It is suggested that this provision be removed from the operational boundary, on the current expectation that this will be an operational lease, but include a revised estimate in the authorised boundary above to provide a contingency against technical lease conditions.

	2006-07	2007-08	2008-09	2009-10
	£m	£m	£m	Indicative
Borrowing	113.3	138.6	145.9	140.3
Other Long Term Liabilities	36.5	35.0	33.6	35.7

12. The Authority's actual external debt at 31 March 2006 was £80.3m. Actual external debt is not directly comparable to the authorised limit and operational boundary, since the actual external debt reflects the position at one point in time.
13. In taking its decisions on this budget report, the Authority is asked to note that the authorised limit determined for 2007-08 will be provided to the Mayor, as the statutory limit for him to determine under Section 3(2) of the Local Government Act 2003, fixing "how much money the authority can afford to borrow."
14. The full year cost change in the Authority's component of Band D Council Tax in 2007-08 as a result of the totality of the capital budget recommended in this report is £0.11p taking into account increased financing charges only.
15. Forward estimates for the Band D Council Tax component increases for 2008-09 and 2009-10 in respect of the totality of the capital plans recommended in this report are £0.17p and £0.18p respectively. These forward estimates are not fixed and do not commit the Authority. They are based on the Authority's existing commitments and current plans. There are no known significant variations beyond this timeframe that would result from past events and decisions or the proposals in this budget report.

Strategic Aim

1. Efficiency is one of LFEPa's strategic aims - "To be efficient and to achieve best value in all our activities. We will re-invest and use under-used resources more efficiently to improve community safety and reduce risk." (Corporate Plan, Aim 12)

Methods

2. The Authority has undertaken numerous efficiency reviews across the whole organisation and is committed to monitoring and continually improving performance.

3. Some recent reviews include –

Converting operational posts to non-uniformed posts to access a wider skills base and reduce operational on-costs (community safety work)

Streamlining working practices for a range of support services

Implementation of revised arrangements for delivery of operational support

Measurement against National Targets

4. At the moment, our Gershon target is based on a national amount of cashable savings for the fire service in England.
5. The projected budget savings in 2007-08 attached shown below cover a wide range of interlinking services across the Authority.

DCLG CATEGORY	2007/08 Recurring	2007/08 One-offs	2007/08 TOTAL
Other IRMP	3,056,000	230,000	3,286,000
Reduced Ill-health Retirements	5,731,300	0	5,731,300
HR Other	2,110,300	200,000	2,310,300
Better Procurement	227,100	22,000	249,100
Corporate Services	793,900	273,000	1,066,900
TOTAL	11,918,600	725,000	12,643,600*

(*this figure is not the same as total budgeted savings because some items are not counted towards the target)

6. As part of our Annual Efficiency Returns we provide to DCLG, we have to nominate quality cross check indicators. Our view is that no one individual performance indicator can adequately measure, on its own, the impact on the effectiveness of the service provided and we consider that a suite of performance indicators is needed to more accurately reflect performance. To support this approach the performance indicators used are high level indicators reflecting many areas of the Authority's work.
7. Performance against all the indicators can be found in the Authority's Corporate Plan for 2007-11, available on www.london-fire.gov.uk.

8. The Authority has made good progress in achieving its headline targets to reduce the number of fires, the deaths and injuries they cause, and the number of false alarms at the same time as cashable savings totalling £33.45 million have been delivered in 2004-05 through to 2007-08 as shown in the table below.

DCLG Category	One-off or Recurring	2007/08 Annual Cashable Efficiency Gain	2007/08 Cumulative Cashable Efficiency Gain (including recurring gains 04-05 to 06-07)	2007/08 Annual Non-Cashable Efficiency Gain	2007/08 Cumulative Non-Cashable Efficiency Gain
		£	£		
Crewing Arrangements	Recurring		6,900,000		
Other IRMP Gains	Recurring	3,056,000	9,968,256		
	One-off	230,000	230,000		
Reduced ill-health Retirements	Recurring	5,731,300	5,731,300		
Sickness Reduction				1,353,974	5,465,753
HR Other	Recurring	2,110,300	3,423,554		
	One-off	200,000	200,000		
Better Procurement	Recurring	227,100	1,435,804		
	One-off	22,000	22,000		
Corporate Services	Recurring	793,900	5,272,786		
	One-off	273,000	273,000		
TOTAL		12,643,600	33,456,700	1,353,974	5,465,753

Progress against Targets

9. Given the efficiency gains achieved in recent years LFEPAs considers that it will contribute more than proportionally (by scale of expenditure) towards achievement of the national targets. The Authority is ahead of the reduction profile needed to meet the 2007/08 efficiency target, with cumulative efficiencies of £17.1m, £21.5m and £33.5m delivered in 2005/06 through to 2007/08 against the respective cumulative target profile of £4.7m, £14.1m and £19.5m.
10. These efficiency gains have been achieved through a wide range of modernisation approaches, such as the introduction of flexible crewing, new crewing arrangements for USAR vehicles including recall arrangements to make the best use of resources, adjustment of ridership on multi appliance stations and changes in fire cover, closure of one station. Savings have also been made through changes to catering on fire stations and securing efficiencies in the supply chain, for example through a renegotiated clothing contract.
11. This has been done whilst achieving performance improvements in front line services and corporate health indicators.

12. In terms of non-cashable savings, the Authority has saved a total of £4.1m from 2004-05 through to 2006-07 through a rigorous programme of absence management and further target reductions of £1.35m are planned for 2007/08.
13. We have also delivered major improvements to our resilience capacity, and continue to enhance this. There remains a significant budget gap between the long term costs of the London resilience programme and the funding available. Meeting this ongoing gap remains one of our budget challenges for future years.

Financial and Efficiency Plans for 2007-08

14. As noted, the Authority plans a significant enhancement to its resilience capacity, whilst improving on service delivery. For the financial year 2007-08, it is planned to invest a further £6.9 million on increasing resilience. We continue to press DCLG to assist LFEPA with the costs of London Resilience.

Quality Cross-Check

15. The following is a list of the local indicators used for the AES quality cross-check:

LFPI 143i	Deaths arising from accidental fires in dwellings – rolling annual performance
LFPI 206	Deliberate primary – total
LFPI 127	Average time taken (in days) from the receipt of an application for a new/amended petroleum licence
LFPI148i	Workplace fire safety inspections
LFPI 148ii	Fire precautions (workplace) regulations 1997 - previously unknown premises identified and inspected
LFPI 203/204	Average time to answer an emergency (999) telephone call and percentage of calls answered within 7, 8-10, 11-20 and over 20 seconds.
LFPI 301i	Attendance standards: arrival of 1 st appliance in 5 minutes
LFPI 301ii	Attendance standards: arrival of 1 st appliance in 8 minutes
LFPI 302i	Attendance standards: arrival of 2 nd appliance in 8 minutes
LFPI 302ii	Attendance standards: arrival of 2 nd appliance in 10 minutes
LFPI 12i to v	Working days lost to sickness (by LFEPA employment group) (complements BVPI 12)
LFPI 20	Complaints upheld
LFPI 130i	Working days lost due to work related injuries
BVPI 150	Expenditure per head of population on the provision of fire and rescue services

LFPI 124	Front line appliances off the run
LFPI 180	Energy consumption in LFEPA buildings – gas, electricity and water
LFP123	Proportion of time spent by station based staff on community safety activity
LFP 125	Home fire risk visits carried out by LFEPA staff
LIB/P5	Percentage of corporate spend procured in collaboration with other public sector organisations

Commissioner & 7th Floor Directorate	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	406,500	10,500	0	0	417,000
MG & PO Staff	518,900	30,500	0	0	549,400
Total Staff	925,400	41,000	0	0	966,400
Training	7,500	0	0	0	7,500
Medical & Welfare Expenses	2,900	0	0	0	2,900
Total Staff Related	10,400	0	0	0	10,400
Travel	5,500	0	0	0	5,500
Total Transport	5,500	0	0	0	5,500
Equipment, Furniture & Materials	6,100	0	0	0	6,100
Catering	600	0	0	0	600
Clothing & Laundry	1,300	0	0	400	1,700
General Office Expenses	4,600	0	0	0	4,600
Telecommunications & Radio	900	0	0	0	900
Staff Reimbursements	4,000	0	0	0	4,000
Grants & Subscriptions	3,000	0	0	0	3,000
Other	2,900	0	0	0	2,900
Total Supplies & Services	23,400	0	0	400	23,800
Total Gross Expenditure	964,700	41,000	0	400	1,006,100
Total Net Expenditure	964,700	41,000	0	400	1,006,100

Operational Response	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	5,373,100	125,312	300,288	0	5,798,700
Non-Operational Staff	318,300	11,400	0	0	329,700
Control Staff	4,906,200	308,300	0	0	5,214,500
MG & PO Staff	858,000	202,259	(705)	8,646	1,068,200
Manual/Craft Staff	50,400	2,000	0	0	52,400
Total Staff	11,506,000	649,271	299,583	8,646	12,463,500
Training	11,500	0	0	6,700	18,200
Medical & Welfare Expenses	8,200	0	0	0	8,200
Total Staff Related	19,700	0	0	6,700	26,400
Running Costs	30,100	1,500	0	0	31,600
Travel	97,700	5,190	0	(6,490)	96,400
Total Transport	127,800	6,690	0	(6,490)	128,000
Operational Equipment	13,500	400	0	0	13,900
Equipment, Furniture & Materials	26,200	0	0	0	26,200
Catering	2,300	0	0	0	2,300
Clothing & Laundry	41,400	0	0	9,500	50,900
General Office Expenses	26,400	0	0	0	26,400
Professional Services	7,000	0	0	0	7,000
Telecommunications & Radio	300	0	0	0	300
Staff Reimbursements	41,400	200	0	0	41,600
Total Supplies & Services	158,800	600	0	9,500	168,900
Other Local Authorities	1,200	0	0	0	1,200
Total Third Party Payments	1,200	0	0	0	1,200
Total Gross Expenditure	11,813,500	656,561	299,583	18,356	12,788,000

Operational Response	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Customer & Client Receipts	100	0	0	0	100
Total Income	100	0	0	0	100
Total Net Expenditure	11,813,400	656,561	299,583	18,356	12,787,900

Community Safety	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	2,458,100	41,384	(53,984)	0	2,445,500
MG & PO Staff	1,894,781	132,902	274,142	7,875	2,309,700
Total Staff	4,352,881	174,286	220,158	7,875	4,755,200
Training	10,700	0	0	7,000	17,700
Medical & Welfare Expenses	5,400	0	0	0	5,400
Total Staff Related	16,100	0	0	7,000	23,100
Running Costs	7,500	300	0	0	7,800
Travel	100,100	7,800	0	0	107,900
Total Transport	107,600	8,100	0	0	115,700
Operational Equipment	2,400	80	0	2,020	4,500
Equipment, Furniture & Materials	22,900	0	0	0	22,900
Clothing & Laundry	22,300	0	0	3,000	25,300
General Office Expenses	20,400	0	0	0	20,400
Professional Services	40,000	0	0	(17,200)	22,800
Telecommunications & Radio	1,100	0	0	0	1,100
Staff Reimbursements	33,600	60	0	1,040	34,700
Grants & Subscriptions	1,200	0	0	0	1,200
Advertising	534,800	0	(229,800)	0	305,000
Other	500	0	0	0	500
Total Supplies & Services	679,200	140	(229,800)	(11,140)	438,400
Total Gross Expenditure	5,155,781	182,526	(9,642)	3,735	5,332,400
Customer & Client Receipts	185,500	0	0	115,000	300,500
Total Income	185,500	0	0	115,000	300,500
Total Net Expenditure	4,970,281	182,526	(9,642)	(111,265)	5,031,900

Service Delivery	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
Operational Staff	185,195,000	4,013,828	(177,428)	450,000	189,481,400
Non-Operational Staff	136,600	2,778	(103,778)	0	35,600
MG & PO Staff	8,690,663	475,799	1,499,357	(15,819)	10,650,000
Manual/Craft Staff	1,487,500	78,141	(137,541)	0	1,428,100
Total Staff	195,509,763	4,570,546	1,080,610	434,181	201,595,100
Training	71,800	0	0	0	71,800
Medical & Welfare Expenses	330,200	0	(30,000)	0	300,200
Compensation	2,300	0	0	0	2,300
Total Staff Related	404,300	0	(30,000)	0	374,300
Running Costs	1,277,200	64,000	0	0	1,341,200
Contract Hire/Leasing	0	0	20,000	0	20,000
Travel	1,147,600	102,500	10,000	0	1,260,100
Total Transport	2,424,800	166,500	30,000	0	2,621,300
Operational Equipment	301,800	15,734	52,766	0	370,300
Equipment, Furniture & Materials	605,000	0	0	0	605,000
Catering	124,900	0	0	0	124,900
Clothing & Laundry	799,700	0	0	81,300	881,000
General Office Expenses	325,400	0	(2,166)	(34)	323,200
Postal Services	51,300	0	0	0	51,300
Telecommunications & Radio	32,900	0	0	0	32,900
Staff Reimbursements	665,800	5,940	10,060	0	681,800
Other	111,000	3,600	0	0	114,600
Total Supplies & Services	3,017,800	25,274	60,660	81,266	3,185,000
Total Gross Expenditure	201,356,663	4,762,320	1,141,270	515,447	207,775,700

<i>Service Delivery</i>	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Government Grants	0	0	1,213,100	0	1,213,100
Customer & Client Receipts	105,016	400	11,400	(16)	116,800
<i>Total Income</i>	105,016	400	1,224,500	(16)	1,329,900
<i>Total Net Expenditure</i>	201,251,647	4,761,920	(83,230)	515,463	206,445,800

Operational Planning	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	1,898,648	34,666	(40,914)	0	1,892,400
Non-Operational Staff	83,000	3,100	0	0	86,100
MG & PO Staff	1,993,927	87,941	39,482	48,150	2,169,500
Total Staff	3,975,575	125,707	(1,432)	48,150	4,148,000
Training	38,400	0	0	(5,200)	33,200
Medical & Welfare Expenses	4,600	0	0	(800)	3,800
Total Staff Related	43,000	0	0	(6,000)	37,000
Contract Hire/Leasing	0	0	0	6,000	6,000
Travel	61,600	4,100	0	0	65,700
Total Transport	61,600	4,100	0	6,000	71,700
Hydrants	597,900	0	0	0	597,900
Operational Equipment	2,000	100	0	0	2,100
Equipment, Furniture & Materials	42,400	0	0	0	42,400
Clothing & Laundry	10,500	0	0	400	10,900
General Office Expenses	21,200	0	0	0	21,200
Professional Services	32,500	0	0	0	32,500
Staff Reimbursements	10,900	100	0	0	11,000
Grants & Subscriptions	13,800	400	0	0	14,200
Other	300	0	0	0	300
Total Supplies & Services	731,800	600	0	400	732,800
Audit & Bank Charges	2,000	0	0	0	2,000
Total Third Party Payments	2,000	0	0	0	2,000
Total Gross Expenditure	4,813,975	130,407	(1,432)	48,550	4,991,500
Government Grants	606,000	0	0	0	606,000
Customer & Client Receipts	85,400	0	0	(40,000)	45,400

Operational Planning	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Total Income	691,400	0	0	(40,000)	651,400
Total Net Expenditure	4,122,575	130,407	(1,432)	88,550	4,340,100

Equalities	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
MG & PO Staff	368,800	26,745	(260)	(7,985)	387,300
Total Staff	368,800	26,745	(260)	(7,985)	387,300
Training	5,000	0	0	0	5,000
Total Staff Related	5,000	0	0	0	5,000
Travel	2,000	200	0	0	2,200
Total Transport	2,000	200	0	0	2,200
Equipment, Furniture & Materials	2,300	0	10,000	0	12,300
Catering	0	0	0	0	0
Clothing & Laundry	0	0	0	0	0
General Office Expenses	2,100	0	0	0	2,100
Professional Services	5,000	0	10,000	0	15,000
Staff Reimbursements	1,350	0	0	(50)	1,300
Grants & Subscriptions	300	0	0	0	300
Other	6,700	200	0	0	6,900
Total Supplies & Services	17,750	200	20,000	(50)	37,900
Total Gross Expenditure	393,550	27,145	19,740	(8,035)	432,400
Total Net Expenditure	393,550	27,145	19,740	(8,035)	432,400

Deputy Commissioner's Office	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
Operational Staff	352,500	10,700	0	0	363,200
MG & PO Staff	429,400	22,703	(107,403)	0	344,700
Total Staff	781,900	33,403	(107,403)	0	707,900
Training	1,650	50	0	0	1,700
Medical & Welfare Expenses	500	0	0	0	500
Total Staff Related	2,150	50	0	0	2,200
Running Costs	500	0	0	0	500
Travel	5,150	350	0	0	5,500
Total Transport	5,650	350	0	0	6,000
Equipment, Furniture & Materials	1,350	0	0	50	1,400
Catering	100	0	0	0	100
Clothing & Laundry	1,200	0	0	100	1,300
General Office Expenses	2,000	0	0	0	2,000
Telecommunications & Radio	800	0	0	0	800
Staff Reimbursements	2,200	0	0	0	2,200
Grants & Subscriptions	18,670	0	0	30	18,700
Other	500	0	0	0	500
Total Supplies & Services	26,820	0	0	180	27,000
Total Gross Expenditure	816,520	33,803	(107,403)	180	743,100
Total Net Expenditure	816,520	33,803	(107,403)	180	743,100

<i>CBRN RRT</i>	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
Operational Staff	0	24,728	1,087,472	0	1,112,200
<i>Total Staff</i>	0	24,728	1,087,472	0	1,112,200
Clothing & Laundry	0	0	3,300	0	3,300
<i>Total Supplies & Services</i>	0	0	3,300	0	3,300
<i>Total Gross Expenditure</i>	0	24,728	1,090,772	0	1,115,500
<i>Total Net Expenditure</i>	0	24,728	1,090,772	0	1,115,500

<i>Head of Finance</i>	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
MG & PO Staff	2,333,500	202,710	(1,710)	0	2,534,500
Total Staff	2,333,500	202,710	(1,710)	0	2,534,500
Fire Service Pensions	64,277,210	0	566,090	0	64,843,300
Other Pension Payments	935,000	30,900	0	0	965,900
Training	20,000	0	0	0	20,000
Employee Related Insurance	200,000	0	0	0	200,000
Medical & Welfare Expenses	800	0	0	0	800
Capitalised Staff Costs	(1,085,400)	0	0	0	(1,085,400)
Total Staff Related	64,347,610	30,900	566,090	0	64,944,600
Cleaning & Domestic Supplies	100	0	0	0	100
Premises Insurance	462,000	0	0	0	462,000
Total Premises	462,100	0	0	0	462,100
Travel	1,775	25	0	0	1,800
Total Transport	1,775	25	0	0	1,800
Equipment, Furniture & Materials	7,000	200	0	0	7,200
Catering	100	0	0	0	100
General Office Expenses	14,600	100	0	500	15,200
Professional Services	67,000	2,000	0	0	69,000
Telecommunications & Radio	300	0	0	0	300
Staff Reimbursements	1,500	0	0	0	1,500
Grants & Subscriptions	22,300	600	0	0	22,900
Other Insurance	190,000	0	0	0	190,000
Other	2,300	0	0	(500)	1,800
Total Supplies & Services	305,100	2,900	0	0	308,000
Other Agencies	350,100	11,600	0	0	361,700

<i>Head of Finance</i>	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Audit & Bank Charges	152,000	3,500	18,500	0	174,000
Total Third Party Payments	502,100	15,100	18,500	0	535,700
Provision for Debt Repayment	3,400,000	0	0	0	3,400,000
External Interest	5,600,000	0	0	0	5,600,000
Total Capital Financing Costs	9,000,000	0	0	0	9,000,000
Total Gross Expenditure	76,952,185	251,635	582,880	0	77,786,700
Insurance Companies	10,700,000	0	0	0	10,700,000
Customer & Client Receipts	2,000	0	0	0	2,000
Total Income	10,702,000	0	0	0	10,702,000
Total Net Expenditure	66,250,185	251,635	582,880	0	67,084,700

<i>Head of Human Resources</i>	2006- 2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	919,700	24,044	0	230,956	1,174,700
MG & PO Staff	4,359,679	358,364	230,857	(5,000)	4,943,900
Total Staff	5,279,379	382,408	230,857	225,956	6,118,600
Severance Payments	249,000	0	0	0	249,000
Training	77,100	3,700	0	0	80,800
Recruitment	478,900	20,600	0	0	499,500
Medical & Welfare Expenses	1,685,100	49,100	(15,500)	(25,000)	1,693,700
Compensation	44,700	0	0	0	44,700
Total Staff Related	2,534,800	73,400	(15,500)	(25,000)	2,567,700
Travel	50,600	0	50,000	0	100,600
Total Transport	50,600	0	50,000	0	100,600
Equipment, Furniture & Materials	21,500	0	0	0	21,500
Catering	2,000	0	0	0	2,000
Clothing & Laundry	2,800	0	0	2,700	5,500
General Office Expenses	27,000	0	0	(600)	26,400
Professional Services	109,300	0	6,400	0	115,700
Telecommunications & Radio	500	0	0	0	500
Staff Reimbursements	18,200	0	0	0	18,200
Grants & Subscriptions	7,100	0	0	600	7,700
Other	300	0	0	0	300
Total Supplies & Services	188,700	0	6,400	2,700	197,800
Total Gross Expenditure	8,053,479	455,808	271,757	203,656	8,984,700
Customer & Client Receipts	504,100	13,200	0	438,900	956,200
Total Income	504,100	13,200	0	438,900	956,200

Head of Human Resources	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Total Net Expenditure	7,549,379	442,608	271,757	(235,244)	8,028,500

Head of Training & Development	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	9,202,210	261,651	2,277,239	0	11,741,100
Non-Operational Staff	495,563	54,537	0	5,000	555,100
MG & PO Staff	4,786,905	396,891	250,604	5,100	5,439,500
Total Staff	14,484,678	713,079	2,527,843	10,100	17,735,700
Training	1,761,307	70,053	1,164,540	0	2,995,900
Medical & Welfare Expenses	16,900	0	0	5,000	21,900
Total Staff Related	1,778,207	70,053	1,164,540	5,000	3,017,800
Other Property Services	3,000	0	0	0	3,000
Total Premises	3,000	0	0	0	3,000
Running Costs	33,300	4,400	0	0	37,700
Contract Hire/Leasing	245,700	0	(93,800)	0	151,900
Travel	245,100	17,400	83,500	(5,000)	341,000
Total Transport	524,100	21,800	(10,300)	(5,000)	530,600
Operational Equipment	207,600	12,000	191,500	0	411,100
Equipment, Furniture & Materials	81,600	0	0	(5,000)	76,600
Catering	8,300	0	0	0	8,300
Clothing & Laundry	254,300	0	73,500	(3,200)	324,600
General Office Expenses	50,800	0	3,100	5,000	58,900
Professional Services	3,000	0	0	0	3,000
Telecommunications & Radio	6,000	0	0	0	6,000
Staff Reimbursements	179,300	1,500	0	0	180,800
Grants & Subscriptions	1,000	0	0	0	1,000
Other	300	0	0	0	300
Total Supplies & Services	792,200	13,500	268,100	(3,200)	1,070,600

Head of Training & Development	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Total Gross Expenditure	17,582,185	818,432	3,950,183	6,900	22,357,700
Customer & Client Receipts	293,110	90	0	0	293,200
Total Income	293,110	90	0	0	293,200
Total Net Expenditure	17,289,075	818,342	3,950,183	6,900	22,064,500

Head of Property	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
MG & PO Staff	2,472,700	226,692	(1,933)	6,141	2,703,600
Manual/Craft Staff	116,800	5,100	0	3,000	124,900
Total Staff	2,589,500	231,792	(1,933)	9,141	2,828,500
Training	18,700	600	0	13,000	32,300
Total Staff Related	18,700	600	0	13,000	32,300
Building Maintenance	6,844,800	349,100	180,000	0	7,373,900
Grounds	133,000	4,000	0	0	137,000
Premises Security	335,800	10,100	0	50,000	395,900
Energy Costs	2,768,900	213,366	0	(315,266)	2,667,000
Rents	4,867,000	0	400,100	10,400	5,277,500
Property Rates	6,383,700	248,400	0	120,000	6,752,100
Water Services	225,700	2,758	0	(3,858)	224,600
Fixtures & Fittings	301,400	9,100	0	0	310,500
Cleaning & Domestic Supplies	1,912,300	148,350	18,000	25,050	2,103,700
Other Property Services	945,800	20,500	450,000	30,000	1,446,300
Total Premises	24,718,400	1,005,674	1,049,100	(83,674)	26,688,500
Travel	25,500	800	0	0	26,300
Total Transport	25,500	800	0	0	26,300
Operational Equipment	23,100	0	100,000	0	123,100
Equipment, Furniture & Materials	17,600	400	0	0	18,000
Clothing & Laundry	2,100	100	0	0	2,200
General Office Expenses	24,900	800	0	(3,000)	22,700
Professional Services	182,400	3,400	(70,000)	86,000	201,800
Telecommunications & Radio	1,300	0	0	0	1,300

Head of Property	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Staff Reimbursements	66,800	2,000	0	20,000	88,800
Other	200	0	0	0	200
Total Supplies & Services	318,400	6,700	30,000	103,000	458,100
Total Gross Expenditure	27,670,500	1,245,566	1,077,167	41,467	30,033,700
Customer & Client Receipts	1,247,200	0	0	114,600	1,361,800
Total Income	1,247,200	0	0	114,600	1,361,800
Total Net Expenditure	26,423,300	1,245,566	1,077,1567	(73,133)	28,671,900

Head of Procurement	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
Operational Staff	539,700	9,500	0	0	549,200
Non-Operational Staff	1,031,300	42,006	(52,006)	7,000	1,028,300
MG & PO Staff	1,674,600	119,645	50,786	2,769	1,847,800
Manual/Craft Staff	201,000	14,000	0	0	215,000
Total Staff	3,446,600	185,151	(1,220)	9,769	3,640,300
Training	32,300	0	0	0	32,300
Medical & Welfare Expenses	2,300	0	0	300	2,600
Total Staff Related	34,600	0	0	300	34,900
Running Costs	8,300	100	0	0	8,400
Vehicle Insurance	1,047,500	0	0	(62,400)	985,100
Unitary Payment - PFI	14,000,700	390,100	1,902,300	7,200	16,300,300
Contract Hire/Leasing	1,161,200	0	0	0	1,161,200
Travel	17,400	0	0	0	17,400
Total Transport	16,235,100	390,200	1,902,300	(55,200)	18,472,400
Operational Equipment	407,350	0	0	(56,950)	350,400
Equipment, Furniture & Materials	107,100	0	0	50,000	157,100
Clothing & Laundry	2,103,600	0	0	2,600	2,106,200
General Office Expenses	16,400	0	0	0	16,400
Professional Services	904,510	35,000	0	62,390	1,001,900
Telecommunications & Radio	1,900	0	0	0	1,900
Staff Reimbursements	10,400	0	0	0	10,400
Advertising	500	0	0	0	500
Other	400	0	0	0	400

Head of Procurement	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Total Supplies & Services	3,681,160	40,200	0	58,040	3,779,400
Total Gross Expenditure	23,397,460	615,551	1,901,080	12,909	25,927,000
Government Grants	2,872,900	0	0	0	2,872,900
Customer & Client Receipts	695,500	0	0	0	695,500
Total Income	3,568,400	0	0	0	3,568,400
Total Net Expenditure	19,829,060	615,551	1,901,080	12,909	22,358,600

Head of Strategy Planning & Performance	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	61,900	1,100	0	0	63,000
MG & PO Staff	2,566,660	192,039	(1,875)	9,276	2,766,100
Manual/Craft Staff	73,300	3,200	0	0	76,500
Total Staff	2,701,860	196,339	(1,875)	9,276	2,905,600
Training	22,100	0	6,000	35,000	63,100
Medical & Welfare Expenses	1,200	0	0	0	1,200
Total Staff Related	23,300	0	6,000	35,000	64,300
Travel	2,500	0	0	0	2,500
Total Transport	2,500	0	0	0	2,500
Equipment, Furniture & Materials	39,100	0	0	0	39,100
Catering	100	0	0	0	100
Clothing & Laundry	400	0	0	(100)	300
General Office Expenses	56,700	0	0	0	56,700
Professional Services	571,900	0	99,000	0	670,900
Postal Services	93,500	0	0	7,500	101,000
Telecommunications & Radio	100	0	0	0	100
Staff Reimbursements	2,200	0	0	0	2,200
Grants & Subscriptions	12,000	0	0	0	12,000
Total Supplies & Services	776,000	0	99,000	7,400	882,400
Total Gross Expenditure	3,503,660	196,339	103,125	51,676	3,854,800
Customer & Client Receipts	65,300	0	0	0	65,300
Total Income	65,300	0	0	0	65,300
Total Net Expenditure	3,438,360	196,339	103,125	51,676	3,789,500

Head of Communications	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
MG & PO Staff	1,450,400	144,312	(1,000)	(612)	1,593,100
Total Staff	1,450,400	144,312	(1,000)	(612)	1,593,100
Training	4,800	0	0	0	4,800
Medical & Welfare Expenses	1,000	0	0	0	1,000
Total Staff Related	5,800	0	0	0	5,800
Purchase/Maintenance	1,700	0	0	0	1,700
Travel	1,500	0	0	0	1,500
Total Transport	3,500	0	0	0	3,500
Equipment, Furniture & Materials	78,800	0	35,000	0	113,800
Clothing & Laundry	2,000	0	0	0	2,000
General Office Expenses	472,700	0	0	0	472,700
Professional Services	89,500	0	14,000	0	103,500
Telecommunications & Radio	3,100	0	0	0	3,100
Staff Reimbursements	2,500	0	0	0	2,500
Grants & Subscriptions	400	0	0	0	400
Advertising	16,000	0	0	0	16,000
Other	87,100	0	0	0	87,100
Total Supplies & Services	752,100	0	49,000	0	801,100
Audit & Bank Charges	600	0	0	0	600
Total Third Party Payments	600	0	0	0	600
Total Gross Expenditure	2,212,400	144,312	48,000	(612)	2,404,100
Customer & Client Receipts	38,500	0	117,000	(21,500)	134,000
Total Income	38,500	0	117,000	(21,500)	134,000

Head of Communications	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
Total Net Expenditure	2,173,900	144,312	(69,000)	20,888	2,270,100

Head of Information Technology	2006-2007 Base Budget	Inflation	Approved Growth/ Savings	Net Real Change	Proposed 2007-08 Base Budget
	£	£	£	£	£
MG & PO Staff	3,526,100	282,010	63,845	11,145	3,883,100
Total Staff	3,526,100	282,010	63,845	11,145	3,883,100
Training	56,100	0	0	0	56,100
Medical & Welfare Expenses	1,800	0	0	0	1,800
Total Staff Related	57,900	0	0	0	57,900
Rents	5,200	0	0	0	5,200
Other Property Services	200	0	0	0	200
Total Premises	5,400	0	0	0	5,400
Running Costs	8,000	400	0	0	8,400
Travel	10,400	0	0	(1,200)	9,200
Total Transport	18,400	400	0	(1,200)	17,600
Equipment, Furniture & Materials	13,600	0	0	0	13,600
Clothing & Laundry	300	0	0	0	300
General Office Expenses	30,700	0	0	0	30,700
Professional Services	791,500	0	(8,000)	0	783,500
Telecommunications & Radio	2,759,000	0	102,000	0	2,861,000
Computing	2,919,400	90,500	58,800	79,000	3,147,700
Staff Reimbursements	7,200	0	0	1,300	8,500
Total Supplies & Services	6,521,700	90,500	152,800	80,300	6,845,300
Total Gross Expenditure	10,129,500	372,910	216,645	90,245	10,809,300
Customer & Client Receipts	300	0	0	0	300
Total Income	300	0	0	0	300
Total Net Expenditure	10,129,200	372,910	216,645	90,245	10,809,000

Head of Legal & Democratic Services	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
MG & PO Staff	2,052,577	153,779	(33,469)	713	2,173,600
Total Staff	2,052,577	153,779	(33,469)	713	2,173,600
Training	57,900	1,700	0	0	59,600
Compensation	1,434,700	43,000	0	0	1,477,700
Total Staff Related	1,493,000	44,700	0	0	1,537,700
Travel	22,600	600	0	0	23,200
Total Transport	22,600	600	0	0	23,200
Equipment, Furniture & Materials	18,100	0	0	0	18,100
General Office Expenses	49,100	3,200	0	0	52,300
Professional Services	141,400	4,400	0	0	145,800
Staff Reimbursements	125,000	3,600	0	0	128,600
Other	5,700	100	0	0	5,800
Total Supplies & Services	425,600	13,400	0	0	439,000
Total Gross Expenditure	3,995,777	212,479	(33,469)	713	4,175,500
Customer & Client Receipts	49,600	0	0	0	49,600
Total Income	49,600	0	0	0	49,600
Total Net Expenditure	3,946,177	212,479	(33,469)	713	4,125,900

Head of Risk	2006-2007 Base Budget £	Inflation £	Approved Growth/ Savings £	Net Real Change £	Proposed 2007-08 Base Budget £
Operational Staff	184,300	4,800	0	0	189,100
MG & PO Staff	272,500	11,383	(83,883)	0	200,000
Total Staff	456,800	16,183	(83,883)	0	389,100
Training	4,000	0	0	0	4,000
Medical & Welfare Expenses	800	0	0	0	800
Total Staff Related	4,800	0	0	0	4,800
Travel	13,900	0	0	0	13,900
Total Transport	13,900	0	0	0	13,900
Equipment, Furniture & Materials	1,300	0	0	0	1,300
Clothing & Laundry	800	0	0	0	800
General Office Expenses	1,900	0	0	0	1,900
Professional Services	101,000	2,600	(24,000)	0	79,600
Telecommunications & Radio	400	0	0	0	400
Staff Reimbursements	1,500	0	0	0	1,500
Total Supplies & Services	106,900	2,600	(24,000)	0	85,500
Total Net Expenditure	582,400	18,783	(107,883)	0	493,300