



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

PROPOSED CAPITAL AND REVENUE BUDGETS 2010/11 TO 2012/13

Report of the Chief Fire Officer

Agenda Item No: 4

Date: 08 January 2010

Purpose of Report:

To report back to Members on the development of the Revenue and Capital Budgets 2010/11 to 2012/13 and to seek the approval of the Finance and Resources Committee to these being recommended as the budget proposals to the Fire Authority.

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1. BACKGROUND

- 1.1 The Fire Authority meeting on 4th September 2009 set out a series of budget guidelines to inform the budget development process. These were:
- i) Continue to maintain a Capital Programme of approximately £5m on average in accordance with the sustainable capital plan.
 - ii) Council Tax increases to be in the range 0% to 3% for 2010/11 to 2012/13.
 - iii) Any use of balances to be matched by planned reductions to take place in later years.
 - iv) Existing budgets to be re-engineered where possible to take account of inflationary pressure.
 - v) Estimates of costs for Firelink and Regional Fire Control to be produced as soon as possible and incorporated into budgets.
 - vi) Finance and Resources Committee identify and monitor opportunities for efficiency savings.

The priorities for budget development will be:-

- i) IRMP Outcomes
 - ii) Financial Stability
 - iii) Partnership Working
 - iv) Equalities
- 1.2 This paper reports back to the Committee on the development of budget proposals for 2010/2011 as well as looking forward to 2011/2012 and 2012/2013.

2. REPORT

The Financial Context

- 2.1 This year has been another year of global financial turmoil, which has impacted to some extent on the Authority's finances. The trend of inflation has largely been downward and fears of deflation have only recently been alleviated. Bank base rates have collapsed making the prospect of earning interest on deposits more unlikely.
- 2.2 The global banking crisis has seen a number of Local Authorities get into difficulty with the collapse of Icelandic banks, however this Authority was unaffected due to having an extremely cautious Treasury Management Strategy. CIPFA have recently issued a new code of practice which supports the cautious position that Members have already adopted.
- 2.3 In the current financial year (2009/2010), the revenue budget is projected to underspend. It is proposed elsewhere on this agenda that part of this revenue underspend is used to accelerate some initiatives from 2010/2011 to minimise the effect on Council Tax rather than increase the levels of

reserves. There is no requirement for the levels of reserves to increase in 2010/2011.

- 2.4 The Authority is in the third year of a 3 year settlement, which means that the amount of RSG for 2010/2011 is known. A new settlement will be in place for 2011/12 and beyond following the next Comprehensive Spending Review (CSR09).

Look Forward for 2011/2012 and 2012/2013

- 2.5 The recession has left the public finances in the UK in a parlous state with falling tax revenues, the international banking crisis, and increasing demand for public services contributing to this. It is clear that whatever happens following the General Election in 2010 any incoming government is going to need to rein back on public expenditure significantly.
- 2.6 Predictions therefore for Revenue Support Grant increases are pessimistic going forward and a decision has been taken therefore to try to avoid building into the 2010/2011 budget any unavoidable items which will generate ongoing commitments. This gives the budget a somewhat temporary feel for 2010/2011 but the problems begin to arrive in 2011/12 and beyond.
- 2.7 If, as predicted, grant increases are zero in 2011/12 and 2012/13 (they may in fact be worse) then there are significant problems with the revenue budgets for those years and budget shortfalls for each of those years have yet to be resolved. The preparation therefore of a balanced three year budget which will stand any test of reasonableness is impossible unless it is assumed that there will be support from balances which at this stage seems both unlikely and undesirable.
- 2.8 What is clear however is that during the early part of 2010 management will need to develop plans to secure budget reductions to bring the revenue budgets for 2011/12 and 2012/13 into balance.

Relationship to other plans and strategies

- 2.9 The development of plans for Revenue and Capital budgets cannot take place in isolation and clearly the key driver for the costs of the organisation is the Integrated Risk Management Plan (IRMP). The budget development process has been carried out in parallel with the development of the IRMP to ensure that resource allocation matches, as far as possible, the ambitions of the Authority expressed within the IRMP.

2.10 Other plans and strategies and the issues arising from them which directly inform the budget process are:

- Transport Strategy
 - Size of fleet*
 - Replacement policy*
 - Maintenance*
- Property Strategy
 - Condition Surveys*
 - Equalities objectives*
 - Sustainable Capital plans*
 - Environmental Impacts*
- Workforce Plan
 - Retirement profiles*
 - Recruitment*
- ICT Strategy
 - Replacement policy*
- Medium Term Financial Strategy
 - Financial Stability*
 - Sustainability*
 - Balances and Reserves*
 - Treasury*
 - Risk*

Consultation

- 2.11 The Authority set out budget proposals within the IRMP consultation which was far wider reaching than any consultation that has been carried out previously. Staff were positioned on shoppers car parks, markets etc. and responses were also received via the internet and from external stakeholders.
- 2.12 In terms of Council Tax increases figures of between 2.5% and 4.5% were consulted on as it was believed at the time that this would be the level required to run the service. Subsequent discussions and calculations in fact show that this can be done for significantly less than this due to falling inflation etc. Nevertheless even at these high levels the level of agreement with the proposals was exceptionally high with over 85% of respondents supporting this proposal. There were 226 responses received to the finance question on the consultation.
- 2.13 Comments against the proposal ranged from those who simply did not agree that Council Tax should be used to fund the fire service to those who wanted to see rises closer to the rate of inflation. Those in favour on the other hand ranged from those who thought that an annual rise in bills of about £2.50 was negligible to those who thought that the investment in property and equipment is there for all to see and represents money well spent.

- 2.14 Overall it can be concluded that respondents were happy to see their Council Tax rise by a reasonable amount provided that value for money is being secured.

Budget Options 2010/2011

- 2.15 Although initially Members will be concerned with the setting of council Tax for 2010/2011 and given the financial context of this budget will be aware of the uncertainties around later years it is considered important that the “knock on” effects of decisions in the 2010/2011 budget are taken into account for future years. For this reason reference will be made to future years budgets within this section.
- 2.16 In developing the budget, three options have been considered in terms of their impact on Council Tax, although it must be appreciated at this point that the taxbase for 2010/2011 has not yet been notified. A 1% shift in taxbase will have the effect of a £226,000 increase or decrease in available resources.
- 2.17 Nevertheless options for increases in Council Tax have been estimated at 0%, 1.5%, 2.0% and 3%. This means a Council Tax at Band D of:

0.0%	67.73
1.5%	68.75
2.0%	69.09
3.0%	69.76

All of the above figures are per year which shows that the difference between 0% and 3% is £2.03 per annum at Band D.

- 2.18 The majority of Council Taxpayers in the City and County are in bands A and B which would imply Council Tax payments as follows:

	Band A	Band B
0.0%	45.15	52.68
1.5%	45.83	53.47
2.0%	46.05	53.73
3.0%	46.50	54.26

This again implies increases at worst of £1.58 per annum and a service which still costs just over £1 per week.

- 2.19 In budgetary terms of course these increases are quite different with an increase of £1,326,830 at 1.5% and an increase of £1,661,514 at 3.0%.
- 2.20 The construction of the budget has been a protracted process for finance officers and the management team which has also fully involved all budget holders.

Capital Plans 2010/2011

- 2.21 Capital Plans for 2010/2011 have had to be rescheduled to take account of reduced revenue budget availability and the declared target capital expenditure sum of approximately £5m but at the same time have needed to take account of the condition of buildings and the outcomes of the IRMP. The proposed capital programme for 2010/2011 is therefore:

	£
Transport	2,112,870
Property	2,292,763
IT and Comms	<u>288,000</u>
	4,693,633

- 2.22 The transport programme contains the replacement of four older Dennis appliances with new Scania vehicles at a cost of £1,103,980. In addition a number of specialist vehicles including two Rescue Tenders and a water rescue unit are to be purchased within the sum of £795,000.
- 2.23 The programme for light vehicles totals some £213,890 and includes the replacement of a number of light vehicles as well as vehicles for community safety and the Princes Trust. This is a budget that has been greatly reduced in an effort to reduce costs.
- 2.24 This budget does not include any amounts for the purchase of cars for officers under the provided car scheme. The costs of these vehicles will be directly met from savings in the revenue budget and therefore will have no effect on the budget.
- 2.25 The property programme includes the cost of major projects at Carlton (£1.7m), Tuxford (£465k) as well as a number of smaller items. This is part of the ongoing programme of upgrading, refurbishing and rebuilding the property portfolio in accordance with the sustainable capital plan. Members will be aware that there are amounts within the 2009/2010 programme that related to these larger projects which will need to be slipped forward in order for them to be completed.
- 2.26 The IT Capital programme is somewhat smaller than that for transport or Property, reflecting to some degree both the limited capacity of the department and the fact that resources need to be available for the implementation of Firelink and the Regional Fire Control System. The most significant areas of expenditure are:

	£
Regional Finance System	49,000
Business process automation	25,000
Business Continuity	30,000
New Equipment	40,000
Replacement Equipment	90,000

- 2.27 It should be remembered that in terms of the revenue base, only those items which are new (rather than replacement) have any significant impact on the budget.
- 2.28 As mentioned above there are a number of property items that have been slipped into later years to “smooth out” the effects on the revenue budget. These include:

	£
Ashfield Fire Station Refurbishment	167,000
Worksop Fire Station (external works)	66,000
Worksop Fire Station (refurbishment)	550,000
Retford Fire Station (external works)	57,500
Bingham Barn refurbishment	169,000

Revenue Budget Proposals 2010/2011

- 2.29 As part of the IRMP process the Authority consulted widely on proposals for Council Tax increases of up to 4.5%. These were generally regarded favourably, as set out above, although consideration must still be given to those people on fixed incomes. The Minister has recently written to the Chair of the Fire Authority issuing a warning that increases regarded as excessive will be subject to capping. Early indications are that 3% may be regarded as the ceiling although it is already known that a number of Authorities are planning to exceed this.
- 2.30 Initial budget workings showed that even with a target of 3.0% there were some demands that could not be accommodated nevertheless balanced budgets can be achieved at between 1.5% and 3.0% without the need for cuts in services to be considered. Increases at less than 1.5% were considered to be more challenging but nevertheless the whole range is presented for consideration by Members.
- 2.31 The base budget for 2009/2010 is £46,329,813 and increasing this by £1,661,514 to £47,991,327 would require a Council Tax increase of approximately 3%.

2.32 The breakdown of this budget increase is as follows:

Narrative	Value £'s
Opening Base Budget	46,329,813
Admin and Support Staff Pay	23,074
Operational Pay	19,096
Pensions	50,921
Capital Financing	664,972
Car Allowances	-11,000
Community Safety Equipment	-12,205
Contingency	388,828
Members	4,417
Staff Other	155,974
Reduced Income	70,383
Reduced Insurance Premiums	-13,303
Operational Equipment	133,250
Premises	140,123
Retained Review	-54,445
Supplies and Services	200,870
Transport	-28,377
Other	-127,152
Prince's Trust	-10,339
Trading Services	14,427
Community Safety	52,000
Total	47,991,327

A full breakdown of these figures is given at Appendix A

Admin and Support Staff Pay

2.33 This figure is made up of the deletion of a post of healthcare assistant within Occupational Health which has been in the budget for a number of years. In addition there is a contingency sum for new posts that benefit the Service, subject to business proposal approval.

Operational Pay

2.34 This budget takes account of the conversion of a Station Manager role within Health and Safety to a non-uniformed post. In addition there is a contingency sum for new posts that benefit the Service, subject to business proposal approval.

Pensions

2.35 The largest part of this budget change relates to the reduction in the provision for ill health retirements however, this is offset by the correction of a budget assumption from 2009/2010 relating to migrations from the old pension scheme to the new scheme. Transferees invariably transfer in with their old scheme pensions intact.

Capital Financing

- 2.36 This is by far the largest element within the budget and is due almost entirely to the new requirements for the calculation of Minimum Revenue Provision (MRP). This is now set at 12 years for large vehicles, 5 years for ICT, 6 years for light vehicles and 50 years for property. As time goes on of course and the Authority becomes more mature in terms of the capital asset base this demand for MRP will gradually fall. Mindful of the impact of MRP on the revenue budget, the capital programme has been trimmed back as much as possible with non-essential projects being put off to future years. It is considered imperative however to maintain an active programme to ensure that the asset base does not deteriorate.

Car Allowances/Community Safety Equipment

- 2.37 The reductions in these budgets relate to a review of base budgets in these areas.

Contingency

- 2.38 Contingencies are maintained primarily for pay awards which have been provided for at 1% of the pay bill across both uniformed and non-uniformed staff.

Members

- 2.39 This very modest budget change relates to the increase in the number of Members on the standards Committee plus minor adjustments for inflation.

Staff Other

- 2.40 By far the largest element of this budget increase relates to the provision of staff training at the Fire Service College at Moreton-in-Marsh. Courses at the College are very expensive because they are residential but the rapid increase in the numbers of new station managers and the influx of new staff has necessitated an increase in this budget of over £150,000. Some economies have been made elsewhere but the level of this increase cannot be contained within existing budgets.

Income

- 2.41 The most significant reduction in income has been from the reduction in interest receivable (£170,000) due in part to the cautious approach adopted for Treasury Management but mainly to falling interest rates. This is offset in the budget at least by a similar amount being received in "New Burdens" grant from government (136,000). There have been other small reductions such as the income received from cross border charging, which has never been achieved, and income from Fire Reports which has dwindled to nothing. Small increases have also been made for HQ catering, fire alarm collector agreements and enforcement cost recovery.

Insurances

- 2.42 Some small reductions in insurance premiums have been achieved which simply reflects additional market pressure.

Operational Equipment

- 2.43 Operational equipment includes the following items of essential equipment:

Replacement thermal image cameras	£20,000
Inner Cordon Equipment	£20,000
Improved respiratory protection	£20,000
Phase 1 BA cylinder replacement	£30,000
Equipment for Specialist Rescue	£15,000
Other PPE	£70,000
Video Cameras for evidence	£ 2,500
Equipment for RTC Training	£20,000
PPE Additional New Recruits	£ 3,750
Transfer from earmarked reserve	-£68,000

Premises

- 2.44 The budget increase of £140,123 relates almost entirely to the cost of rating revaluations across the estate and increased energy cost recharges for Central Fire Station. There is also £15,000 included for the costs of major drainage work to comply with new environmental standards at Central.

Retained Review

- 2.45 Members will be aware of the outcomes of the review of the Retained service. This has resulted in many changes in the way that the service is run but overall there is a resultant saving of £54,445.

Supplies and Services

- 2.46 This is a major heading which covers a wide range of items. The largest of these is the non-pay costs of Firelink for which S31 grant has been received (see above). There is a £50,000 budget for the costs of continued partnership working with the City Council and a further £20,000 to cover additional legal fees as a result of enforcement action. There are a large number of smaller items of expenditure and savings which make up the balance on this heading

Transport

- 2.47 There is an overall reduction in this budget although this hides an increase in maintenance costs of over £62,000. Reductions in vehicle modifications and accident damage repairs contribute towards the resultant budget reduction.

Other

- 2.48 This budget head really deals with two items, one being the accumulation of efficiency savings of £65,000 which is being applied to support eth budget generally and £62,000 of previous collection fund surpluses.

Princes Trust and Trading Accounts

- 2.49 There is a small budget reduction in respect of the Prince's Trust which no longer requires budget support from revenue. Funds for the trust have been earmarked in the accounts in order that they are ringfenced for use by the trust. There is a small budget increase for the Trading Company but this is reflected elsewhere in respect of additional income.

Community Safety

- 2.50 Bids have been received for an anti social behaviour project costing £50,000 and a small bid for some fire safety leaflets to be distributed.

Reducing the Council Tax increase to 1.5%

- 2.51 Senior Managers have considered carefully how the Council Tax requirement might be reduced to 1.5% from the 3% presented above and have concluded that the following actions might be taken by Members to achieve this:

Bids which would need to be rejected

	£
Change in budget profile	
for 12 posts	85,296
ASB Project	50,000
Scrap Cars	<u>20,000</u>
	155,296

Item which could be funded from 2009/2010 underspend as there is no ongoing commitment:

	£
Thermal Image Cameras	20,000
SRT Equipment	15,000
Inner Cordon Equipment	20,000
BA Cylinders	30,000
Respiratory Protection	20,000
Other PPE	70,000
Video Cameras	2,500
Safety Leaflets	2,000
Adjustment	<u>-112</u>
	179,388

- 2.52 If the above actions are taken the overall budget requirement will reduce by £334,684 which will in turn reduce the Council Tax increase to

approximately 1.5%. This approach will undoubtedly work for 2010/2011 however problems will need to be solved in 2011/2012 and 2012/2013 if settlements are tightened significantly. This will be discussed later in this report.

Achieving a zero percent increase in Council Tax for 2010/2011

- 2.53 To achieve a zero percentage rise in Council Tax will prove much more difficult and presents more risks to the future. To achieve this, further reductions of £334,684 would need to be achieved and it is difficult to see how this can be achieved without putting some element of the operational service at risk. The sort of options that Members may need to choose would include:

	£
Disestablish an Area Manager role	84,389
Disestablish 3 x Watch Manager	124,404
Organisational Development Post	51,111
Voluntary Redundancies	88,792
Adjustment to Contingency	<u>-14,012</u>
	334,684

- 2.54 The disestablishment of an Area Manager role would require the service to reduce from 5 established posts to 4 which would immediately put pressure on the remaining individuals in terms of covering the rota. It is considered unlikely that this could be achieved without some additional shift payments or without changing the Incident command structure in some way.
- 2.55 Disestablishing the 3 Watch Manager roles which have only just been created by the HR Committee would jeopardise the implementation of the findings of the Retained Duty System review as these posts are seen as key to its success. Nevertheless they are currently vacant and therefore no redundancy would be required.
- 2.56 Similarly the Organisational Development Officer post is also vacant at present and could also be deleted without any redundancy costs. This post has been useful to the service in the past and the post has been held open whilst consideration of the next steps has been taking place. It would be a great pity to lose this post as it has the potential to contribute significantly to both service development and policy making.
- 2.57 Voluntary redundancy is a significant issue for the service and would require consultation with representative bodies and employees. Prior to such consultation the Corporate Management Board would with careful consideration and an appropriate risk assessment, identify areas of the Service that, if redundancies occur, would have less of an impact to the provision of services to our community.
- 2.58 There are of course much more radical options available to Members but these would require very careful consideration and management. Such options include the closure of Fire Stations or the removal of retained or wholetime appliances. In order for such moves to take place it would be vital

that proper consultation takes place and that any changes are the result of proper consideration and are not wholly driven by cost considerations. Nevertheless it cannot be ignored that if savings on a large scale are required then this type of option might need to be considered.

Beyond 2010/2011

- 2.59 The problems that emerge as the budget rolls forward beyond 2010/2011 depend to some extent on decisions made now and also on levels of Council Tax and grant that are expected in future years. The budget workings carried out so far in the projected look forward include no development or service expansion at all. Pay awards are assumed to be at the government announced “capped” level of 1% however this would still leave a budget shortfall if government grant is capped at 0% which seems likely.
- 2.60 One of the issues which will definitely fall to be addressed in some way is the actuarial shortfall in the firefighter’s pension scheme. Despite assurances to the contrary the Government Actuaries Department (GAD) have recently issued a report which shows that Nottinghamshire’s contribution to the scheme may need to rise by over £400,000 in 2011/2012.
- 2.61 The problems which arise in 2011/2012 depend to some extent on the assumptions that are made about 2010/2011. The following table shows estimates of the shortfalls (assuming grant increase of 0%) at all options under consideration for 2010/2011 and 2011/2012 tax rises. Interestingly there is no combination that does not require cuts.

Tax Rise 2010/2011	Tax Rise 2011/2012	Shortfall 2011/2012 £'s
0%	0%	1,748,251
0%	1.5%	1,411,894
0%	2.0%	1,299,774
0%	3.0%	1,075,536
1.5%	0%	1,411,894
1.5%	1.5%	1,070,491
1.5%	2.0%	956,690
1.5%	3.0%	729,088
2.0%	0%	1,299,774
2.0%	1.5%	956,690
2.0%	2.0%	842,348
2.0%	3.0%	613,605
3.0%	0%	1,075,536
3.0%	1.5%	729,088
3.0%	2.0%	613,605
3.0%	3.0%	382,639

- 2.62 If left unattended the problem increases in 2012/2013 by up to £500,000 even again using only very modest assumptions in terms of budget growth.

- 2.63 It is clear therefore that no matter what the budget decision is for 2010/2011 the position in 2011/2012 and beyond is very serious indeed. Cuts of up to £1.7m cannot be achieved without reductions in front line services, a severe curtailment of community safety activity or both. Back office services can only contribute a small proportion to these cuts as they simply are not big enough to take large cuts.
- 2.64 It is suggested on the basis of the above estimates that in making their choices about options to recommend to the Fire Authority, Members may wish to consider one of the 1.5%-3.0% or 3.0%-1.5% options as these minimise the cuts which may be required in later years.

3. FINANCIAL IMPLICATIONS

The financial implications are set out in the main body of this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are a number of issues relating to HR and learning and development not least of which are including the increase in pension payments and the increase in learning and development budgets. Any proposal to delete posts will also be subject to negotiation with the representative bodies.

5. EQUALITY IMPACT ASSESSMENT

An equality impact assessment has not been undertaken specifically in respect of this report. There are not thought to be any issues for equality however these are being considered, and a full impact assessment is to be prepared for the final budget paper.

6. CRIME AND DISORDER IMPLICATIONS

There are no implications for Crime and Disorder in this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 There are a number of risks associated with this paper. Any budget settlement is based on a series of predictions and assumptions any of which could prove to be incorrect. Nevertheless the largest area of risk, being the

Revenue Support Grant, is secure. Other risks include the risk of a falling or static taxbase as well as the threat of non collection of tax during 2009/2010.

- 8.2 In addition to this there are risks associated with predicting pay awards where a 1% variance can lead to increased costs of £150,000. It is considered however that the estimate that has been made is sensible and this is borne out by comparison with other services throughout the UK.
- 8.3 The management of such risks, once satisfied that the best estimates have been applied, relies on the cover provided by balances.
- 8.4 Risks going forward into 2011/2012 are significant both in terms of being able to make the budget cuts required and the potential impact on the operational service. Only detailed analysis during 2011/2011 will manage these risks effectively.

9. RECOMMENDATIONS

That Members approve the proposed capital budgets for the period 2010/2011 to 2012/2013 and determine an appropriate level of Council tax that they are prepared to recommend to the Fire Authority in respect of 2010/2011.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Frank Swann
CHIEF FIRE OFFICER

APPENDIX A

<u>Detailed Revenue Budget Changes for 2010/2011</u>			
<u>General Heading</u>	<u>Detail</u>	<u>Amount</u>	<u>Summary</u>
Admin and Support Pay	Healthcare Assistant	-22,845	
	Misc	2,091	
	New posts	43828	23,074
Operational Pay	Post conversion in H&S	-23,470	
	NI	1,098	
	New posts	41,468	19,096
Pensions	Savings re revised assumptions on ill health etc.	-102,666	
	Superannuation - GAD report on employers' contribs	151,793	
	RDS Superannuation	1,794	50,921
Capital Financing	Capital	664,972	664,972
Car Allowances	Trainee Tavelling	-11,000	-11,000
Community Safety Equipment	Schools	-12,000	
	General	-1,205	
	Museum	1,000	-12,205
Contingencies	Admin & Support pay	144,519	
	JE Contingency	10,000	
	Control Pay	-12,099	
	Nonpay inflation contingency	-32	
	RDS Pay	34,438	
	Wholetime Pay	212,114	
	Contingency Adjustment	-112	388,828
Members	Allowances and Expenses	4,417	4,417
Employees Other	Staff Suggestion Scheme	10,000	
	Employee Benefits Scheme	-8,000	
	Training	137,950	
	Prof subscriptions	1,351	
	Other	-5,327	
	L&D Scrap car additional budget	20,000	155,974

Income	Firelink New Burdens grant	-136,000	
	Loss of income re Fire Reports	2,500	
	Eliminate Cross Border income budget	15,000	
	Eliminate Special Service Charges income budget	20,181	
	Eliminate environmental recharge income	16,400	
	Reduce interest receivable budget	170,000	
	Catering income	-1,332	
	Premises income	-4,766	
	Fire Alarm agreement licences	-6,600	
	Recovered costs of enforcement cases	-5,000	70,383
Insurance	Savings on premium	-13,303	-13,303
Operational Equipment	L&D equipment for RTC training	20,000	
	PPE New recruits	3,750	
	Op equipment: earmarked reserves to fund	-68,000	
	Replace Thermal Image cameras	20,000	
	New equipment for SRT, rescue from confined spaces	15,000	
	Inner Cordon Equipment	20,000	
	BA Cylinders 3 year replacement	30,000	
	Improvement of respiratory protection	20,000	
	Other PPE	70,000	
	Video Cameras for court evidence	2,500	133,250
Premises	Business rates revaluation	85,861	
	Revenue impact of capital refurbishment	7,219	
	Increased costs re Central Fire Station recharge (energy)	21,480	
	Various minor amendments	3,232	
	Drainage System improvements (environmental)	15,000	
	Repairs & maintenance	7,331	140,123
RDS Review	Savings in RDS Community Safety work (pay)	-74,852	
	1 CM instead of FF per RDS Station (pay)	20,000	
	Disestablishment of RSOs & RLMs (pay)	-52,513	
	PDR management system	7,920	
	Events for RDS Employers	5,000	
	RDS HSC Operatives (pay)	33,649	
	RDS HSC Operatives (vehicle costs)	6,351	-54,445
Supplies & Services	Firelink Net Costs - nonpay	83,589	
	Communications - licences & purchases	-1,250	
	IT licences general	19,060	
	Ops Intel database CFRMIS ongoing cost	3,200	
	Fixed Asset System ongoing cost	2,000	
	Occupational Health system ongoing cost	3,000	
	Development of fleet management system ongoing cost	6,000	
	PDR Management system for wholetime & admin staff	16,280	
	HSC handheld devices ongoing cost	4,000	

	IT minor purchases	-12,000	
	Skid car frame (L&D)	26,000	
	Increased costs re Highfields Station	6,500	
	Savings re publicity	-11,138	
	Savings on maintenance of fitness equipment	-18,542	
	Contribution to partnership working - Risk response	50,000	
	Net additional costs of POs awaydays	1,449	
	Equalities - Victoria Cup sponsorship	8,500	
	Cross Border Charges (expenditure)	19,000	
	Savings on hydrant maintenance installation	-18,650	
	Procurement of specialist tax advice	5,000	
	Legal fees re Fire Protection enforcement	20,000	
	Treasury Services	-2,094	
	Audit Fees	6,084	
	Catering Charges	2,124	
	Savings on office equipment	-8,000	
	Enhanced CRB checks - legal requirement	7,800	
	Savings in Community Safety	-7,133	
	Equalities subscriptions	1,000	
	Saving in public consultation	-10,000	
	Various Miscellaneous	-909	200,870
Transport			
	CFO European work	2,500	
	Driving Licence checks	7,900	
	Fleet Maintenance	62,450	
	Fuel	9,179	
	Fleet Accidents & repairs	-44,100	
	Fleet modifications	-38,500	
	Purchase of vehicle equipment	-46,775	
	Pos blue light installation	19,705	
	Various Miscellaneous	-736	-28,377
Other	Efficiency Savings	-65,043	
	Surplus on Collection / Govt Grant	-62,109	-127,152
Princes Trust			
	Transport	1,000	
	Transfer to earmarked reserves	59,311	
	Income	-63,150	
	Training Princes trust	-7,500	-10,339
Trading Company			
	Transport	-6,313	
	Supplies & Services	-19,264	
	Premises	76	
	Income	37,098	
	Misc	1,892	
	Car Allowances	938	14,427
Community Safety			
	Anti-social behaviour project funding	50,000	50,000
	Fire protection leaflet initiative	2,000	2,000

Total	Increase in Council Tax 3.0%	1,661,514	1,661,514
Reductions to 1.5%			
	Additional 12 posts budgeted at development pay (one year only)	85,184	
	L&D Scrap car additional budget	20,000	
	Replace Thermal Image cameras	20,000	
	New equipment for SRT, rescue from confined spaces	15,000	
	Inner Cordon Equipment	20,000	
	BA Cylinders 3 year replacement	30,000	
	Improvement of respiratory protection	20,000	
	Other PPE	70,000	
	Video Cameras for court evidence	2,500	
	Anti-social behaviour project funding	50,000	
	Fire protection leaflet initiative	2,000	334,684
Total	Increase in Council Tax @ 1.5%		1,326,830
Reduction to 0%			
	Delete Organisational Development Manager post	51,111	
	Voluntary Redundancies	88,792	
	Remove 3 WMs from establishment	124,404	
	Remove 1 AM from establishment	84,389	
	Contingency Adjustment	-14,012	334,684
Total	Increase in Council Tax @ 0%		992,146