



Report title

Review of Financial Outturn for 2014/15

Meeting

Resources Committee

Date

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Report by

Director of Finance and Contractual Services

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Summary

This report reviews the financial outturn for the 2014/15 financial year and sets out the position on the financial reserves.

Recommendation

That the Committee:

1. Notes the report;
2. Notes the revised capital programme for 2015/16; and
3. Approves the cost of the intranet development of £185k charged from capital to revenue in year (the reasons for this change in classification of the cost are explained in paragraphs 32 and 53).

Introduction / Background

1. This report reviews the financial outturn for the 2014/15 financial year and sets out the position on the financial reserves. The financial position is the subject of regular quarterly monitoring to the Resources Committee and is also provided to the GLA.

Background to 2014/15 Budget

2. The 2014/15 budget report (FEP 2225) reflected the Mayor's agreed budget. This budget was agreed by the Authority at its meeting on 27 March 2014, and included £900k funding from the earmarked reserves and total savings of £35,205k.
3. The final outturn for 2014/15 is an overspend of £939k (0.2%), against the approved budget of £389,175k. The Authority has been forecast to overspend throughout the year, however the amount of the forecast overspend has reduced over the year, through management action to limit the impact of overspending areas, as well as taking a prudent approach to forecasting.

Revenue

4. This report sets out a summary position on both revenue and capital, and then provides more detailed explanations. The outturn overspend consists of overspends of £5,303k on the cost of industrial action (after taking account of deductions made to staff pay of £5,254k), £1,564k on compensation expenditure and £1,063k on operational staff budgets, with the cost of managing the LSP5 reductions being above the additional funding of £6,135k provided by the GLA. These overspends are partly offset by additional income received of £1,352k from insurance companies under the Metropolitan Fire Brigade (MFB) Act 1865, as well as underspends on operational staff overtime, allowances and direct standby budgets (£1,031k) and on operational staff pensions due to lower average employer pension contribution rates for operational staff (£770k). The 2015/16 budget (FEP 2410) included a budget saving of £800k on pensions.
5. The outturn overspend also consists of a net forecast overspend of £329k on Property PFI. This is made up of a reduction of £1,473k in PFI grant credit due to delays in the programme of works for the Phase 1 PFI stations which is offset by a reduction in unitary charge payments and underspend on other property PFI areas such as consultancy and property rates as previously reported to the Resources Committee in March (FEP 2411). These variances are explained in more detail from paragraph 9 below.
6. The financial position was last reported to the Resources Committee in March 2015 (FEP 2411). The actual outturn overspend has decreased against the position previously forecast by £831k, mainly due to reduced spend on transport costs (£524k), with other significant changes relating to reduced spend on the training contract and departmental training budgets (£689k), building maintenance and other property services (£230k). This is offset by further spend on compensation payments (£584k).

Capital

7. The capital programme for 2014/15, reported to Resources Committee in July 2014 (FEP2282), has a budget of £61,922k. The programme includes a contingency of £1,360k and a finance lease liability for the PFI property schemes of £24,542k, leaving a net capital programme of £36,020k. The actual capital outturn for 2014/15 is £28,480k, which is £7,540k less than budget largely due to the re-phasing of project budgets where the projects span more than one year. The actual outturn has decreased against the last reported forecast at quarter three (FEP 2411) by £1,405k. The reasons for the

movement and the financial position on the capital programme are considered in more detail from paragraph 41 of this report.

Tables and Appendices to this report

8. A summary of the financial position for the revenue budget is provided in Table 1. The latest position on reserves is set out in Table 2. Appendix 1 contains additional detail on the financial position and sets out the position against all budgets as at the end of March 2015. Appendix 2 reports on the progress against the capital programme for 2014/15. Appendix 3 provides an analysis of outstanding debt relating to charges for Shut in Lift and Automatic Fire Alarm attendances. Appendix 4 meets the requirement to disclose all budget virements within the quarter under financial regulation 9.

Table 1. Summary Financial Position

	As at 31-Mar-15			Previous Forecast Outturn Variance	Movement between variance figures
	Revised Budget	Outturn	Outturn Variance		
	£000s	£000s	£000s	£000s	£000s
Operational staff	241,289	246,760	5,471	5,530	(59)
Deductions for Strike Action	0	(5,254)	(5,254)	(5,224)	(30)
Funding for additional staff	6,135	0	(6,135)	(6,135)	0
Firefighter Trainees	0	174	174	177	(3)
Other staff	48,906	48,462	(444)	(375)	(69)
Employee related	22,807	23,991	1,184	1,036	149
Pensions	21,701	21,143	(558)	(500)	(58)
PFI contract	937	340	(597)	(599)	3
Premises	29,215	27,833	(1,381)	(1,309)	(73)
Transport	20,082	18,863	(1,219)	(695)	(524)
Supplies and services	23,334	22,990	(345)	(293)	(52)
Third party payments	1,912	1,895	(17)	(2)	(14)
Capital financing costs	10,633	10,377	(256)	(337)	81
Central contingency against inflation	960	237	(724)	(721)	(3)
Business Continuity	0	10,557	10,557	10,562	(6)
Total revenue expenditure	427,911	428,370	459	1,116	(657)
Other income	(29,869)	(30,861)	(993)	(871)	(122)
Net revenue expenditure	398,042	397,508	(534)	245	(779)
Use of general reserves	3,940	3,940	0	0	0
Use of earmarked reserves	(3,272)	(3,272)	0	0	0
Financing Requirement	398,711	398,176	(534)	245	(779)
Financed by:					
Specific grants	(9,536)	(8,063)	1,473	1,525	(52)
GLA funding	(389,175)	(389,175)	0	0	0
Net Financial Position	0	939	939	1,770	(831)

Reasons for the Revenue Position

Staff

9. The budget for operational staff has an overspend of £5,471k. The reason for this overspend is due to managing the staff reductions in LSP5 through natural wastage, offset by underspends on overtime, allowances and direct standbys (£1,031k) mainly due to the effect of the additional staff at stations. The cost of managing the reduction through natural wastage has increased to £7,198k, against the GLA funding of £6,135k. This represents an increase of £101k since last reported. Actual leavers numbers in 2014/15 were 208, compared to the Q3 forecast of 211. This is underpinned by an average of 138 staff over the establishment during the year, compared to the original estimate of 104 staff. The overspend is also offset by an underspend due to lower than average employer pension contribution rates for operational staff (£770k). The 2015/16 budget includes savings of £410k on overtime budgets.
10. The overspend on operational staff also includes £74k for a provision for holiday pay following the decision of an Employment Appeals Tribunal in November 2014, that confirmed that all elements of a worker's normal remuneration must be taken into account when calculating holiday pay. Although the judgment limited the scope for retrospective holiday pay claims, it has been estimated that this decision could result in additional cost for operational, control and FRS staff in total of £96k in 2014/15, with the costs included against the budgets for the respective staff groups in this report. The financial impact of this decision in future years will be included as part of the 2016/17 budget process.
11. As previously reported to the Resources Committee in March (FEP 2411), the staffing outturn also includes an overspend of £174k on firefighter trainees, to reflect the trainee requirement in 2014/15. The outturn also includes an underspend on the FRS staff budget of £461k due to vacancies, a slight increase of £22k since last reported, with staff levels having remained below establishment throughout the year with an average of 50 vacant posts.

Business Continuity

12. There is an overspend of £10,557k on spend on business continuity for industrial action in 2014/15. The outturn includes expenditure of £8,837k on actual days of industrial action and spend on preparation costs of £1,720k. Deductions made from operational staff pay for strikes held in 2014/15 total £5,254k. The net cost of strike action in 2014/15 was £5,303k.
13. The total gross cost of industrial action, from September 2013 to March 2015, is £14,516k, with total deductions from staff pay of £5,997k and a net cost of £8,519k. The Commissioner will continue to report in weekly briefing notes to leading Members on the estimated expenditure commitments being made whilst taking action in preparation for the national strike action by the Fire Brigades Union (FBU).

Employee Related

14. There is an overspend of £548k on severance, an increase of £241k since previously reported in March (FEP 2411) due to the additional costs of severance included in the Top Management Review (FEP 2382).
15. There is an underspend of £687k on the training contract due to £213k deductions against the payment to the contractor as a result of KPIs not met and £474k due to a reduced amount of training units being designated for training courses for 2014/15. The training schedule was compiled to provide contingency in the fourth quarter to address any shortfall in training delivery, against the initial training requirements from Heads of Service. Going forward the number of unused training units, and

the associated budget, will be reviewed on a monthly, rather than quarterly, basis. Following changes to the way the schedule is being developed in 2015/16, the need to backload in the fourth quarter will also be minimised.

16. There is an underspend of £120k on departmental budgets for staff professional development due to a reduction in the use of paid external training and conferences. Savings of £21k are included in the 2015/16 budget (FEP 2410).
17. There is an overspend of £1,564k on compensation budgets, which includes an additional overspend of £584k since the last reported as a result of developing evidence and advice from Counsel on a range of cases. This includes a number of large value personal injury and mesothelioma claims and also the estimated cost of the outcome of the Employment Tribunal decision discussed in FEP 2372. The overspend is based on expenditure of £1,990k against a budget of £277k, less use of the earmarked compensation reserve of £150k. A budget of £279k and an earmarked reserve of £1,000k are included in the 2015/16 budget (FEP 2410).
18. Medical and welfare budgets have underspent by £67k due to less medical appeals occurring than budgeted.

Firefighter Pensions

19. As previously reported to the Resources Committee in March (FEP 2411), there is an underspend on firefighter pensions (now £558k) due to pensions inflation being lower than anticipated.

Premises

20. As previously reported to the Resources Committee in March (FEP 2411), there is an underspend on premises costs (£1,381k, a slight increase of £73k since last reported).
21. This underspend is largely due to underspends on building maintenance budgets due to delays in the redecoration and other work programmes (£396k), savings achieved on property rates (£145k) and savings on energy budgets due to lower prices following the contract review and a reduction in consumption following completion of energy efficiency projects (£310k). Savings of £100k on energy budgets and £300k on property rates were included in the 2015/16 budget (FEP 2410). These underspends are partly offset by additional security costs (£229k) at LSP5 sites whilst they remain vacant awaiting final disposal.
22. The provision held for possible dilapidations work at the former control centre (£425k) has now been released because time has run out for any possible claim.

Property PFI Contract

23. As previously reported to the Resources Committee in March (FEP 2411), there is a net overspend of £329k on the PFI contract, a slight reduction of £24k since last reported. This is after absorbing the compensation costs of £245k that were previously reported to be funded from reserves. This is due to additional underspends of £132k on unitary charge and £109k on professional services caused by delays in the programme of works for the Phase 1 PFI stations (FEP 2416).

Transport

24. There is an underspend of £675k on vehicle running costs. As previously reported to the Resources Committee in March (FEP 2411), this related to the settlement of insurance claims and fuel costs. There

is a one-off underspend of £240k due to funds previously set aside for insurance claims being in excess of the final settlements agreed. There is also an underspend on fuel costs at stations which reflects the average cost of fuel being lower than budgeted, which has increased by £116k since the last report. Savings of £81k on fuel budgets were included in the 2015/16 budget (FEP 2410).

25. The vehicle and equipment contract has underspent against the budget by £232k and pass-through budgets related to this contract have underspent by £158k. The new Vehicles and Equipment contract, which began in November 2014, contains more KPIs than the previous contract and the underspend relates to deductions against the payment to the contractor. In addition, there have been fewer accident repairs and not-fair-wear-and-tear replacements required than budgeted. Savings of £325k on the contract and pass-through budgets were included in the 2015/16 budget (FEP 2410).
26. Contract hire and operating leases budgets have underspent by £85k due to less vehicles being required than budgeted due to some of these costs being covered by the new Vehicle and Equipment contract that started in November 2014.
27. Travel budgets have underspent by £69k due to underspends on the casual and essential car user schemes. Savings of £28k were included in the 2015/16 budget (FEP 2410).

Supplies and Services

28. As previously reported to the Resources Committee in March (FEP 2411), there are underspends on equipment, furniture and materials budgets, now £174k, and on catering equipment, of £59k, following management action to make better use of existing stocks to reduce expenditure. Savings of £104k on these budgets were included in the 2015/16 budget (FEP 2410).
29. Clothing budgets have underspent by £73k. This is due to lower than budgeted requirements due to tighter controls on purchasing new workwear and a reduction to the annual charge. Savings of £40k were included in the 2015/16 budget (FEP 2410).
30. General office expenses budgets have underspent by £53k due to lower spend on stationery and consumables at stations, in part due to management action to control spend on discretionary items, as well as the recycling of items from closed stations. Savings of £16k were included in the 2015/16 budget (FEP 2410).
31. There is an underspend on professional services budgets of £76k due to reduced spend in relation to the review of Asset Management Plan, which was postponed to align with the LSP6 schedule, and less market research and development costs being incurred on the LIFE project than in recent years. Savings of £72k on the LIFE budget were included in the 2015/16 budget (FEP 2410).
32. Computing budgets have overspent by £282k due to the development of the new intranet and costs of the integration of the new Learning Management System, as well as other software developments in year. The increase in the overspend is due to the cost of the new intranet being charged to revenue rather than capital expenditure. As mentioned in paragraph 53 below, the criteria to classify expenditure relating to internal websites and intranet developments as capital are quite strict, and it is an area that is examined by external auditors. Whilst the majority of the project objectives have been delivered, the development has not met the specific criteria in terms of service enhancement necessary for it to qualify as capital expenditure. It has therefore been concluded that the costs for the intranet development should be charged to revenue. This reclassification means that the cost of the project falls outside the current delegation to officers in respect of revenue expenditure. The approval of the intranet project was provided by the Authority as part of the capital programme, and so approval is

now sought from this Committee to classify the costs as revenue, and therefore comply with standing orders

33. As previously reported, there is also an underspend of £83k on staff reimbursement budgets, including members allowances (£30k), subsistence and other reimbursements at stations (£40k) and on refreshments for LIFE courses (£14k). Savings of £75k were included in the 2015/16 budget (FEP 2410).

Capital Financing Costs

34. As previously reported to the Resources Committee in March (FEP 2411), there is an underspend on interest payable of £301k as borrowing in year has been secured at a lower rate than was anticipated, partly due to borrowing for a shorter term in anticipation of capital receipts. Savings of £200k were included in the 2015/16 budget (FEP 2410).

Central Contingency against Inflation

35. As previously reported to the Resources Committee in November (FEP 2338), there is an underspend on the central contingency of £724k following a general review of this contingency in light of the pay awards made this year, actual inflation requirements and salary progression increases. Savings of £253k were included in the 2015/16 budget (FEP 2410).

Income

36. Income budgets have recovered £993k more than budgeted. As previously reported to the Resources Committee in November (FEP 2338), this is due to an increase in income from insurance companies through charges under the Metropolitan Fire Brigade (MFB) Act 1865, offset by a reduction in interest receivable and an increase to the provision for bad debts. The increase in bad debts is largely due to an increase to the amount of outstanding Automatic Fire Alarm and Shut in Lift charges, as discussed from paragraph 63. Customer and client receipts budgets have recovered £92k more than previously reported due to additional income received for short term rent income, offset by a reduction in telecom charges. The premium payment for telecom charges has been equally split over the 10 year period of the licence instead of the full value of the premium being realised in the year received, on which the budget in 2014/15 was originally based. Additional income budgets of £250k on MFB income budgets and £164k on customer and client receipts were included in the 2015/16 budget (FEP 2410).

Position on Reserves

37. The latest position on reserves is set out in Table 2 below. This reflects the movements agreed as part of the 2014/15 budget process, and the overspend being met from the general reserve. The balance on the general reserve is £12,652k at the end of 2014/15, which is above the stated minimum general reserve position of £9,951k (calculated as 2.5% of the revised net revenue budget of £398.0m).

Table 2. LFEPA Reserves for the 2014/15 Financial Year

£000s	Opening Balance at 01/04/14	Payments into Reserve (FEP 2225)	Transfer between Reserves (FEP 2337)	Underspend/ (Overspend) in 2014/15	Use of Reserves in 2014/15	Anticipated Balance at 31/03/15
Compensation	150		1,000		(150)	1,000
Firefighters' Pension	652					652
Hazardous Material Protection	435				(7)	428
Hydrants	337				(74)	263
London Resilience	1,496					1,496
National Operational Guidance Programme	3,376		(813)		(1,518)	1,045
Pension Early Release Costs	0		400			400
Property PFI	245				(26)	219
Review of Property Services	260				(39)	221
Review of Workwear	128					128
Salix	195				(195)	0
Sustainability	235					235
Vehicle & Equipment Contract	1,723				(1,262)	461
General	10,238	3,940	(587)	(939)		12,652
Total	19,470	3,940	0	(939)	(3,271)	19,200

38. Movements on reserves in 2014/15 included a payment into the general reserve of £3.9m approved in the 2013/14 Budget (FEP 2225), and transfers between reserves approved in the Budget Update in November 2014 (FEP 2337).
39. The drawing from earmarked reserves includes £1,518k to support the National Operational Guidance project. The existing earmarked reserve will be closed from 1 April 2015. This will release the remaining funds originally put forward by LFEPA to support the general reserve.
40. Other drawings from earmarked reserves include £1,262k for the vehicle and equipment programme, £195k for SALIX, £150k to support expenditure on legal compensation, £74k from the hydrants reserve to fund the backlog in hydrant maintenance by the water companies, £39k for the market testing of Property Services project, £26k to fund the property PFI project and £7k to fund the Hazmat project.

Capital

41. The capital programme can span a number of financial years with projects taking from one to four years to complete. Budgets are approved on a project by project basis. Projects often require re-phasing and any underspending in one financial year can be carried across into the following financial year if the overall projected spend is within the approved budget limit for the project.
42. The budget for the 2014/15 capital programme is £61,922k, as reported to Resources Committee in July 2014 (FEP2282). The programme includes a contingency of £1,360k and PFI Property schemes with a value of £24,542, which are externally delivered and reported separately, leaving a net capital programme, excluding PFI and contingency for 2014/15 of £36,020k.
43. The final capital spend for 2014/15 is £28,480k, which is £7,540k less than the revised budget. The last reported forecast at quarter 3 was £29,885k (FEP2411) and the reduction of £1,405k relates to the following items, which are discussed in more detail below.
 - Budget adjustments - A new budget £300k replacement of the gym equipment
 - Re-phasing to 2015/16 of £286k for Union St alterations
 - Re-phasing to 2015/16 of £107k for minor works at Stratford Fire Station
 - Re-phasing to 2015/16 of £72k for minor works at Wembley Fire Station
 - Re-phasing to 2015/16 of £578k for the Control and Mobilising (CAMS) project
 - Re-phasing to 2017/18 of £50k for the refurbishment of Plumstead Fire Station
 - Re-phasing to 2017/18 of £30k for the refurbishment of Acton Fire Station
 - Saving of £32k obtained for the replacement heating system at Southgate Fire Station
 - Saving of £94k on the PFI Phase 3 and 4 business continuity
 - Reduction of £153k costs incurred during 2014/15 as a result of the reclassification of the Intranet Development project
 - Saving of £127k on the development budget
 - Various other savings of £176k

Budget Adjustments

44. £300k has been approved under delegated authority to replace the old multi gyms, where applicable, with new equipment to ensure that every fire station gym is up to the modern standards set out in the fire station 'Standard Station Design Brief' (SSDB).

Rephasing of Approved Capital Budgets

45. Approval was given to spend an additional £300k at Union Street (FEP 2377) for works required in order to accommodate a fourth tenant. The timing of the works/spend was subject to securing the fourth tenant and £286k has now been re-phased to 2015/16. Negotiations are now finalised with the fourth tenant and the new tenancy has now commenced.
46. The project to carry out cooling works at Stratford fire station (minor works), is progressing on site however the contract was awarded later than originally programmed, due to the requirement to re-tender the works following nil responses to the initial tender invitation. Works commenced on 2 March 2015 and were completed in early 2015/16. Accordingly, £107k is to be carried forward to 2015/16.
47. The adaptation works at Wembley fire station for a women's rest area is under consideration and the budget of £72k has been re-phased to 2015/16 for these works.

48. The timing of the CAMS project budget has been revised. Since the last report, further re-profiling (£578k) has taken place on the ICT and Data Preparation budgets. This is due to works and related purchase of goods being required later than expected. The current projected overall spend is still within the approved budget of £10,650k (FEP 1896).
49. The Plumstead fire station refurbishment project was deferred pending a consultant's report which was to consider whether it would be better to relocate to a new site and build a new fire station rather than refurbish the existing fire station. To date a suitable alternative site has not been identified. Efforts are now also being focused to find a suitable temporary site should a refurbishment be necessary. The results of the study will be subject to a report at the September 2015 Resources Committee. Accordingly, £50k has now been re-phased to 2017/18.
50. A review of the planned refurbishment of Acton Fire Station is currently being undertaken. There are various issues to be considered, such as the layout of the building and condition of the mechanical and electrical services. The initial feasibility costs will be charged to 2015/16 and accordingly, £30k has been re-phased.
51. The final cost for the Southgate fire station heating project is lower than forecast, resulting in a £32k saving.
52. The ICT resource costs for installing new mobilising equipment at the new PFI fire stations at Mitcham and Old Kent Road were less than budgeted as these works were eventually undertaken internally, resulting in a £38k saving. Similarly, the new ICT hardware installation was undertaken by LFB staff which has resulted in a saving of £56k against the project budget.
53. The new intranet went live on 6 May 2015. The approved capital budget for the scheme was £250k and by utilizing in-house resources and expertise it has been possible to deliver the project £65k under budget at a cost of £185k. As mentioned in paragraph 32, the project has been assessed against the capital expenditure requirements and these strict requirements have not been met, so the cost of the project (£185k) has been charged to revenue in the current year.
54. The development budget is a 'revolving fund' of £250k which is used for feasibility studies for potential future works. Costs have therefore been charged to approved capital project budgets. Abortive costs have also been recharged to the revenue budget for projects which have not resulted in capital works undertaken. This has resulted in a saving in the capital budget requirement for 2014/15 of £127k.

Changes to the 2015/16 Capital Programme

55. Other than the re-phasing detailed above, there has been two other changes to the 2015/16 capital programme.
56. £25k has been approved under delegated authority to purchase the land fronting the former Mitcham fire station. The station closed on 23rd February 2015, following the opening of the new PFI fire station. At the March 2015 Resources Committee (FEP 2416), the former fire station was declared surplus and authorisation given to dispose of the site in accordance with the LFEPA Code of Practice on the Disposal of Land. Dron and Wright has advised that the purchase of the forecourt land will aid the sale of the former fire station and increase the value of the site by at least £25k.
57. ICT Project – Wide Area Network (WAN) and ISP - This project (£3m) was agreed by Members (FEP 2313) at the September Resources Committee. The budget for the WAN was set at a level that would allow for a new provider to supply the network connectivity in its entirety, or to accommodate new technologies that may have provided the Authority with a significant advantage. This therefore

represented the worst case scenario for the implementation costs and this was highlighted in the report seeking the funding. The tender was however won by a supplier who is able to supply the increased bandwidth we require without the need for a wholesale change to our current set up. This has resulted in a much lower cost of implementation (£700k) and therefore a significant reduction in the budget requirement for this project.

Continuing Potential Risks and Changes to the Capital Programme

58. The capital budget is an evolving entity which is subject to change throughout the year. Initial project specification is key as it is important to keep variations to projects to a minimum, as change, once a project has been agreed and commenced will invariably result in additional costs. However even the best managed projects can be subject to re-phasing or deferral due to a number of unforeseen issues, such as contractor capacity/failure, bad weather and revised operational need. This can also impact on funding requirements that in turn have a debt charge (cost of borrowing) revenue impact.
59. All capital projects will require third party collaboration to varying degrees over the project life. The following major projects that make up 76% of the programme depend heavily on external parties actions and therefore can be subject to variation with the potential for delays in project delivery and revised cash flow requirements.
60. Vehicle Replacement Programme - The design and specification of the replacement vehicles and equipment is now underway following the commencement of the new contract in November 2014. Key risks relate to the contractor sourcing appropriate vehicle build options within a timeframe that meet fleet replacement requirements and which may in turn impact the Authority's cash flow.
61. Control and Mobilising Solution (CAMS) - Supplier performance is always a key risk to the delivery of any project, this is particularly so when engaged on complex and specialist technical projects. As the contract financial model requires updating due to the amendment in the go-live date, there is a risk that capital monies will be re-profiled, although this risk is low due to the revised milestone dates being agreed between both parties. At present this risk will not change the overall project spend. This project has a 'Green Status' as reported to the January 2015 Strategy Committee (FEP 2403).
62. The table below shows a summary of the movements since the Quarter 3 report and the impact on the capital budget in future years. Full details of all the movements since the 2014/15 capital programme was agreed in July 2014 are shown in Appendix 2 together with the PFI property and contingency budgets.

Budget Year	2014-15	2015-16	2016-17	Notes
Forecast capital spend Qtr 3	29,885	27,996	18,492	
Gym Equipment	300			New budget requirement
Union Street Alterations	(286)	286		Re-phased to 2015/16
Minor works – Stratford FS	(107)	107		Re-phased to 2015/16
Minor works – Wembley FS	(72)	72		Re-phased to 2015/16
ICT - CAMS	(578)	578		Re-phased to 2015/16
ICT – Intranet Development	(153)			Re-phased to 2015/16
Station Refurbishment		(1,750)	1,750	Re-phased to 2016/17
Plumstead FS Refurbishment	(50)			Re-phased to 2017/18
Acton FS Refurbishment	(30)			Re-phased to 2017/18

Budget Year	2014-15	2015-16	2016-17	Notes
Southgate FS heating works	(32)			Budget Saving
PFI Phase 2 ICT installations	(94)	(75)	75	Budget Saving & re-phasing
Development Budget	(127)			Budget Saving
Various	(176)	63		Budget Savings & re-phased to 2015/16
Land at the former Mitcham fire station		25		New budget requirement
ICT - WAN Replacement		(2,300)		Budget Saving
Revised TOTAL/Final Outturn	28,480	25,002	20,317	
Contingency	0	500	1,000	
PFI Project	10,635	42,094	0	
Capital Programme	39,115	67,596	19,567	

Debtors

63. An analysis of debtors relating to Shut in Lift (SiL) and Automatic Fire Alarm (AFA) charges is provided in Appendix 3. This includes a graph showing the value of outstanding debt, with movement over the last 12 months. It also includes the top (highest) five organisations by SiL and AFA, with the number and value of outstanding charges, as well as the average age of the debt.
64. Since last reported to Resources Committee (FEP 2411), London Borough of Lambeth have come out of the top five organisation under SiL and St Georges Healthcare under AFAs due to receipt of payments. We have also received payments from London Borough of Tower Hamlets £5,220 and London Borough of Camden £3,846, although they remain in the top five.
65. The collection of SiL and AFA charges continues to be challenging. This is often due to the fact that the organisation being charged has not directly requested the service. Some significant progress has been made internally to collect better information from crews that attend incidents, such as recording lift numbers for SiL charges. However some significant challenges remain in collecting payment, ranging from organisations refusing to pay invoices without a purchase order, to disputes on the liability for paying the charge. Work continues to develop the arrangements for managing SiLs and AFAs with regular meetings chaired by senior officers .
66. However, there has been significant income collected from these charges in 2014/15, with SiL income at £301k and AFA income at £405k. There has also been a 12% drop in LIFT releases i.e. a reduction from 5,385 in 2013/14 to 4,715 in 2014/15 and 11% reduction in AFA attendance i.e. a reduction from 23,261 in 2013/14 to 20,660 in 2014/15.

Head of Legal and Democratic Services comments

67. The Head of Legal and Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

68. This report is presented by the Director of Finance and Contractual Services and there are no further comments.

Sustainable Development Implications

69. There are no direct sustainable development implications.

Staff Side Consultations Undertaken

70. No staff-side consultations have been undertaken on this report.

Equalities Implications

71. This report has no equality implications.

List of Appendices to this report:

1. Financial Position 2014/15 Outturn
2. Capital Programme 2014/15
3. Outstanding Shut in Lift and Automatic Fire Alarms
4. Financial Regulation 9: Budget Virements

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents	
<ol style="list-style-type: none">1. FEP 2225 2014/15 Budget2. FEP 2282 Review of Financial Outturn for 2013/143. FEP 2310 Financial Position as at the end of June 2014 (Quarter 1)4. FEP 2338 Financial Position as at the end of September 2014 (Quarter 2)5. FEP 2410 2015/16 Budget6. FEP 2411 Financial Position as at the end of December 2014 (Quarter 3)	
Proper officer	Director of Finance and Contractual Services
Contact officer	Adrian Bloomfield
Telephone	020 8555 1200 x31351
Email	Adrian.Bloomfield@london-fire.gov.uk

Financial Position, 2014/15 Outturn
Appendix 1

	As at 31 March 2015					Previous Forecast Outturn Variance	Movement between variance figures
	Original Budget	Revised Budget	Outturn	Outturn Variance			
	£	£	£	£	%		
Operational Firefighters	241,213,047	241,289,260	246,760,239	5,470,978	2.3%	5,530,064	(59,085)
Deductions for strike action	0	0	(5,254,105)	(5,254,105)	0.0%	(5,223,648)	(30,457)
Funding for additional staff	6,135,000	6,135,000	0	(6,135,000)	(100%)	(6,135,000)	0
Firefighter Trainees	0	0	174,305	174,305	0%	177,393	(3,088)
Operational Firefighters	247,348,047	247,424,260	241,680,438	(5,743,822)	(2.3%)	(5,651,191)	(92,631)
FRS Staff	41,113,013	43,360,130	42,898,951	(461,179)	(1.1%)	(438,788)	(22,391)
Control Staff	5,894,745	5,545,826	5,563,492	17,667	0.3%	64,139	(46,472)
Total Other Staff	47,007,758	48,905,956	48,462,443	(443,512)	(0.9%)	(374,649)	(68,864)
Severance	200,000	200,000	747,689	547,689	273.8%	306,677	241,012
Other Pensions Payment	990,000	990,000	1,024,319	34,319	3.5%	30,000	4,319
Training Contract	18,862,410	18,832,681	18,145,904	(686,778)	(3.6%)	(93,209)	(593,569)
Staff Professional Development	454,146	465,241	345,588	(119,653)	(25.7%)	(24,636)	(95,017)
Recruitment	152,800	184,399	146,065	(38,334)	(20.8%)	(32,265)	(6,069)
Employee Related Insurance	190,000	160,000	148,502	(11,498)	(7.2%)	0	(11,498)
Compensation	276,813	426,813	1,990,480	1,563,666	366.4%	980,023	583,644
Medical & Welfare Expense	1,793,161	1,793,161	1,725,843	(67,318)	(3.8%)	(71,937)	4,619
Capitalised Staff Charges	(245,400)	(245,400)	(233,022)	12,378	(5.0%)	0	12,378
Employee Provisions	0	0	(50,142)	(50,142)	0.0%	(59,000)	8,858
Total Employee Related	22,673,930	22,806,896	23,991,226	1,184,329	5.2%	1,035,653	148,677
Firefighter Pension Scheme	21,700,880	21,700,880	21,143,160	(557,720)	(2.6%)	(500,000)	(57,720)
Property PFI Contract	0	936,849	340,327	(596,522)	(63.7%)	(599,063)	2,541
Building Maintenance	7,441,224	7,117,088	6,720,625	(396,462)	(5.6%)	(292,505)	(103,958)
Grounds Maintenance	114,813	114,813	115,747	934	0.8%	(0)	934
Security	801,752	797,942	1,026,684	228,742	28.7%	232,149	(3,407)
Energy Costs	2,552,205	2,482,655	2,173,015	(309,640)	(12.5%)	(454,000)	144,360
Rents	6,521,216	5,918,526	5,941,423	22,897	0.4%	1,695	21,202
Property Rates	8,855,076	8,855,076	8,497,293	(357,783)	(4.0%)	(330,000)	(27,783)

Financial Position, 2014/15 Outturn
Appendix 1

	As at 31 March 2015					Previous Forecast Outturn Variance	Movement between variance figures
	Original Budget	Revised Budget	Outturn	Outturn Variance			
	£	£	£	£	%		
Water Services	238,515	238,515	299,079	60,564	25.4%	20,000	40,564
Fixtures & Fittings	310,271	352,076	350,663	(1,412)	(0.4%)	3,831	(5,244)
Cleaning and Domestic Supplies	2,151,311	2,095,320	2,132,933	37,613	1.8%	30,856	6,757
Premises Insurance	432,000	392,000	371,984	(20,016)	(5.1%)	0	(20,016)
Other Property Services	935,107	850,669	628,769	(221,900)	(26.1%)	(95,892)	(126,008)
Premises Provisions	0	0	(425,000)	(425,000)	0.0%	(425,000)	0
Total Premises	30,353,489	29,214,679	27,833,215	(1,381,464)	(4.7%)	(1,308,865)	(72,599)
Running Costs	2,731,384	2,727,851	2,052,470	(675,381)	(24.8%)	(559,240)	(116,141)
Vehicle and Equipment Contract	18,643,943	14,136,742	13,905,123	(231,619)	(1.6%)	(3,853)	(227,766)
Passthroughs	660,246	669,543	511,797	(157,746)	(23.6%)	(4,290)	(153,456)
Contract Hire & Operating Leases	1,294,300	1,321,680	1,236,307	(85,373)	(6.5%)	(58,490)	(26,883)
Travel	1,263,766	1,226,119	1,157,062	(69,057)	(5.6%)	(69,438)	381
Total Transport	24,593,639	20,081,935	18,862,757	(1,219,177)	(6.1%)	(695,311)	(523,867)
Hydrants	511,400	562,689	571,428	8,739	1.6%	13,003	(4,264)
Operational Equipment	1,209,479	1,253,026	1,212,914	(40,112)	(3.2%)	36,339	(76,452)
Smoke Alarms	703,000	701,867	674,488	(27,379)	(3.9%)	(81,617)	54,238
Equipment. Furniture & Materials	677,790	669,307	494,849	(174,458)	(26.1%)	(102,792)	(71,666)
Lost & NFWT Operational Equipment	115,406	100,557	143,819	43,262	43.0%	(8,069)	51,331
Catering Equipment	140,354	142,282	83,370	(58,912)	(41.4%)	(61,893)	2,981
Clothing & Laundry	3,310,343	3,302,151	3,228,825	(73,327)	(2.2%)	(21,681)	(51,646)
General Office Expenses	425,021	429,529	376,398	(53,131)	(12.4%)	(28,096)	(25,035)
Professional Services	5,267,887	6,792,479	6,716,291	(76,188)	(1.1%)	(3,185)	(73,002)
Postal Services	93,230	92,855	56,232	(36,623)	(39.4%)	(22,525)	(14,098)
Telecommunications & Radio	3,257,684	3,352,018	3,333,675	(18,343)	(0.5%)	42,059	(60,402)
Computing	4,727,566	4,630,854	4,912,827	281,973	6.1%	50,391	231,582
Staff Reimbursements	687,420	673,313	589,995	(83,318)	(12.4%)	(85,324)	2,006
Grants and Subscriptions	178,565	182,365	176,646	(5,719)	(3.1%)	4,556	(10,275)
Other Insurance	195,000	225,000	219,558	(5,442)	(2.4%)	0	(5,442)
Advertising	50,205	123,232	133,293	10,061	8.2%	12,802	(2,741)

Financial Position, 2014/15 Outturn

Appendix 1

	As at 31 March 2015					Previous Forecast Outturn Variance	Movement between variance figures
	Original Budget	Revised Budget	Outturn	Outturn Variance			
	£	£	£	£	%		
Other	193,118	100,888	65,131	(35,757)	(35.4%)	(36,869)	1,112
Total Supplies and Services	21,743,468	23,334,413	22,989,739	(344,674)	(1.5%)	(292,901)	(51,773)
Other Agencies	276,700	426,700	458,503	31,803	7.5%	0	31,803
Other Local Authorities	884,600	1,366,497	1,346,101	(20,396)	(1.5%)	(2,298)	(18,098)
Audit & Bank Charges	118,600	118,600	90,650	(27,950)	(23.6%)	0	(27,950)
Total Third Party Payments	1,279,900	1,911,797	1,895,254	(16,543)	(0.9%)	(2,298)	(14,245)
Debt Repayment	5,836,500	5,836,500	5,882,004	45,504	0.8%	0	45,504
External Interest	4,796,358	4,796,358	4,495,329	(301,029)	(6.3%)	(336,882)	35,853
Total Capital Financing Costs	10,632,858	10,632,858	10,377,334	(255,524)	(2.4%)	(336,882)	81,358
Central Contingency	3,032,487	960,471	236,544	(723,927)	(75%)	(721,208)	(2,719)
Business Continuity	0	0	10,556,954	10,556,954	0.0%	10,562,479	(5,524)
Total revenue expenditure	430,366,456	427,910,994	428,369,392	458,397	0.1%	1,115,764	(657,367)
MFB Act Income	(21,375,000)	(21,375,000)	(22,726,662)	(1,351,662)	6.3%	(1,352,000)	338
Customer & Client Receipts	(8,420,443)	(7,992,904)	(8,012,962)	(20,058)	0.3%	71,507	(91,565)
Interest	(500,600)	(500,600)	(374,175)	126,425	(25.3%)	152,100	(25,675)
Bad Debts	0	0	252,559	252,559	0.0%	257,726	(5,167)
Total Other Income	(30,296,043)	(29,868,504)	(30,861,240)	(992,736)	3.3%	(870,667)	(122,069)
Net revenue expenditure	400,070,412	398,042,490	397,508,152	(534,339)	(0.1%)	245,097	(779,436)
Contributions to/ (from) General Reserves	3,940,000	3,940,000	3,940,000	0	0.0%	0	0
Contributions to/ (from) Earmarked Reserves							
Compensation Reserve	0	(150,000)	(150,000)	0	0.0%	0	0
Hazardous Materials Reserve	0	(7,345)	(7,345)	0	0.0%	0	0

Financial Position, 2014/15 Outturn

Appendix 1

	As at 31 March 2015					Previous Forecast Outturn Variance	Movement between variance figures
	Original Budget	Revised Budget	Outturn	Outturn Variance			
	£	£	£	£	%		
Hydrants Reserve	0	(73,989)	(73,989)	0	0.0%	0	0
National Operational Guidance Project Reserve	(851,569)	(1,518,237)	(1,518,237)	0	0.0%	0	0
Property PFI Reserve	0	(26,045)	(26,045)	0	0.0%	0	0
Review of Property Services	0	(38,881)	(38,881)	0	0.0%	0	0
Salix Reserve	0	(195,022)	(195,022)	0	0.0%	0	0
Vehicle & Equipment Contract Reserve	0	(1,262,244)	(1,262,244)	0	0.0%	0	0
Financing Requirement	403,158,844	398,710,727	398,176,388	(534,339)	(0.1%)	245,097	(779,436)
Financed by:							
Specific grants	(13,983,844)	(9,535,727)	(8,062,509)	1,473,218	0.0%	1,525,124	(51,906)
GLA funding	(389,175,000)	(389,175,000)	(389,175,000)	0	0.0%	0	0
Net Financial Position	0	0	938,879	938,880	0.0%	1,770,221	(831,342)

Capital Programme 2014/15

Appendix 2

CAPITAL PROGRAMME	2014/15 Budget (FEP2282) £'000s	Outturn £'000s	Outturn Variance £'000s	Forecast Outturn Qtr3 £'000s	Movement from Q3 Forecast £'000s
ICT Projects					
Upgrade Operating System	132	111	(21)	132	(21)
Firelink project	19	0	(19)	19	(19)
Telephone System (2+8) replacement at Fire Stations	40	0	(40)	0	0
ICT Data Warehouse	600	0	(600)	0	0
Redevelopment of the Intranet	153	0	(153)	153	(153)
Control & Mobilisation System Replacement (CAMS)	4,688	3,658	(1,030)	4,236	(578)
Building Control ICT Project	80	0	(80)	0	0
Mobile Data Terminals Replacement	250	0	(250)	0	0
Personal Radio Replacement	200	0	(200)	0	0
New WAN & ISP (FEP2313)	0	0	0	0	0
Home Fire Safety Database	0	0	0	0	0
Replacement of laptops	0	0	0	0	0
Replacement of screen monitors at fire stations	0	0	0	0	0
ICT – Blade Farm Server Infrastructure	0	0	0	0	0
ICT PROJECTS	6,162	3,769	(2,393)	4,540	(771)
ESTATE PROJECTS					
Rebuild or Refurbishment at West Norwood Fire Station	2,206	2,491	285	2,530	(39)
Refurbishment of East Ham Fire Station (To be reallocated for 2015/16)	400	0	(400)	0	0

2015/16 Budget £'000s	B/fwd 2014/15 £'000s	C/fwd to later years £'000s	Revised 2015/16 Budget £'000s
0	21	0	21
0	19	0	19
40	0	0	40
600	0	0	600
0	0	0	0
3,195	578	0	3,773
0	0	0	0
2,250	0	0	2,250
0	0	0	0
3,000	0	(2,300) saving	700
50	0	0	50
450	0	0	450
250	0	0	250
500	0	0	500
10,335	618	(2,300)	8,653
0	0	0	0
2,000	0	(1,750)	250

Capital Programme 2014/15

Appendix 2

	2014/15 Budget (FEP2282) £'000s	Outturn £'000s	Outturn Variance £'000s	Forecast Outturn Qtr3 £'000s	Movement from Q3 Forecast £'000s	2015/16 Budget £'000s	B/fwd 2014/15 £'000s	C/fwd to later years £'000s	Revised 2015/16 Budget £'000s
CAPITAL PROGRAMME									
Alteration works to Union St HQ	0	414	414	700	(286)	0	286	0	286
Refurbishment of Plumstead Fire Station	1,432	0	(1,432)	50	(50)	600	50	(50)	600
Refurbishment of Acton Fire Station	150	0	(150)	30	(30)	900	30	(30)	900
Business Continuity for PFI Projects (Phase 1)	30	76	46	78	(2)	0	0	0	0
Business Continuity for PFI Projects – Purchase of Mobilising Equipment	40	2	(38)	40	(38)	50	0	0	50
Business Continuity for PFI Projects – Installation of ICT hardware at Orpington temporary station and new stations	188	63	(125)	119	(56)	304	0	(75)	229
Heating at various stations	900	828	(72)	860	(32)	600	0	0	600
Window replacement at various stations	200	3	(197)	3	0	632	0	0	632
Rewiring replacement at various stations	103	(13)	(116)	0	(13)	353	0	0	353
London Resilience Yards and Forecourts Project	31	8	(23)	20	(12)	0	0	0	0
Walthamstow Fire Station	92	78	(14)	92	(14)	0	0	0	0
Sustainability Projects									
Energy Conservation/ Invest to Save Projects	883	426	(457)	452	(26)	635	0	0	635
Building Energy Efficiency Programme 2 (BEEP2)	875	332	(543)	355	(23)	900	23	0	923
Minor Improvement Programme	769	730	(39)	609	121	910	179	0	1,089
Corporate Property Project	50	8	(42)	23	(15)	50	0	0	50
Appliance Bay Floors Resurfacing Programme (Phase3)	200	81	(119)	91	(10)	0	0	0	0
Replacement of Appliance Bay Doors (Phase 3)	200	25	(175)	40	(15)	360	0	0	360
Brigade wide Survey for Asbestos & Removal	50	90	40	50	40	50	0	0	50

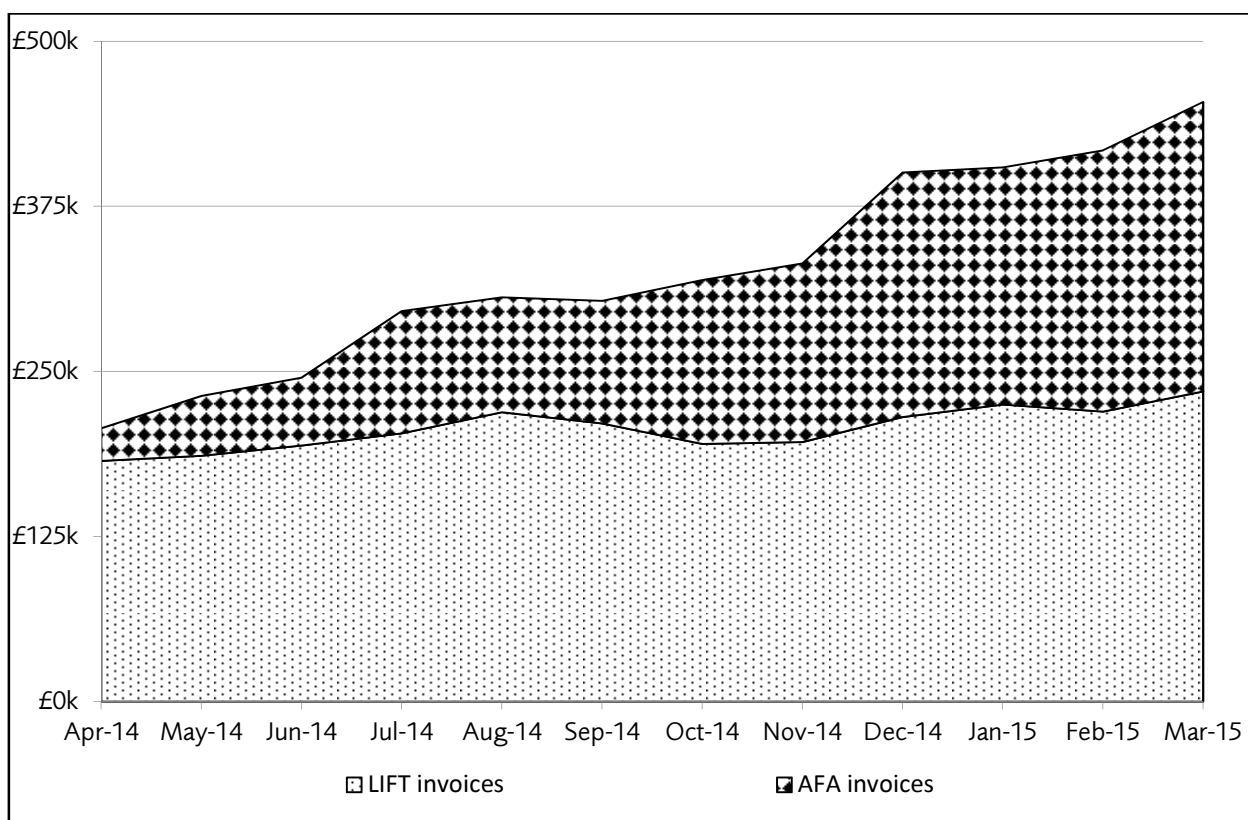
Capital Programme 2014/15

Appendix 2

	2014/15 Budget (FEP2282) £'000s	Outturn £'000s	Outturn Variance £'000s	Forecast Outturn Qtr3 £'000s	Movement from Q3 Forecast £'000s	2015/16 Budget £'000s	B/fwd 2014/15 £'000s	C/fwd to later years £'000s	Revised 2015/16 Budget £'000s
CAPITAL PROGRAMME									
Fire Safety Works at Fire Stations	1,111	848	(263)	861	(13)	750	0	0	750
Refurbishment of Rear yards & Forecourts at Fire Stations	42	15	(27)	15	0	0	0	0	0
Purchase land at former Mitcham Fire Station	0	0	0	0	0	0	25	0	25
Development costs	250	4	(246)	131	(127)	250	0	0	250
ESTATE PROJECTS	10,202	6,509	(3,693)	7,149	(640)	9,344	593	(1,905)	8,032
OTHER									
Replacement of Fleet and Operational Equipment (FEP2103)	19,656	17,426	(2,230)	17,434	(8)	8,317	0	0	8,317
Electric Vehicle Charging Points (FEP2288)	0	776	776	762	14	0	0	0	0
OTHER TOTAL	19,656	18,202	(1,454)	18,196	6	8,317	0	0	8,317
CAPITAL EXPENDITURE EXCL CONTINGENCY	36,020	28,480	(7,540)	29,885	(1,405)	27,996	1,211	(4,205)	25,002
Contingency	1,360	0	(1,360)	0	0	500	0	0	500
CONTINGENCY	1,360	0	(1,360)	0	0	500	0	0	500
CAPITAL EXPENDITURE TOTAL	37,380	28,480	(8,900)	29,885	(1,405)	28,496	1,211	(4,205)	25,502
Long-term Liabilities	24,542	10,635	(13,907)	24,542	(13,907)	28,187	13,907	0	42,094
TOTAL CAPITAL PROGRAMME	61,922	39,115	(22,807)	54,427	(15,312)	56,683	15,118	(4,205)	67,596

Appendix 3. Outstanding Shut in Lift and Automatic Fire Alarms

At the end of March 2015, there is income outstanding for more than 30 days of £235k for shut in lift charges and £219k for automatic fire alarms charges. The graph below shows the changes in the amounts outstanding for these two categories of income over the last 12 months.



The table below shows the five organisations with the largest value of outstanding invoices for shut in lift and automatic fire alarms.

	Amount Outstanding (£)	No of Outstanding Invoices	Average Age of Debt (days)
Shut in Lift			
London Borough of Tower Hamlets	11,940	34	228
London Borough of Greenwich	9,786	28	264
London Borough of Ealing	7,134	22	449
London Borough of Camden	5,616	18	107
Peabody Trust	4,440	14	757
Total (17% of outstanding LIFT income)	38,916	116	333
Automatic Fire Alarms			
University College London Hospital (UCLH)	26,274	75	206
University College London (UCL)	21,078	60	182
Epsom and St Helier University Hospital	13,014	37	159
Barnet, Enfield and Haringey	12,000	34	132
London Borough of Camden	10,164	29	186
Total (38% of outstanding AFAs income)	21,078	60	182

Appendix 3. Outstanding Shut in Lift and Automatic Fire Alarms

Shut in lifts

Since last reported to the Resources Committee in November (FEP2411), payments have been received from the following organisations:

London Borough of Tower Hamlets £5,220

London Borough of Lambeth £11,922

London Borough of Camden £3,846

The London Boroughs of Tower Hamlets and Camden are regular payers of these invoices, and work continues to obtain payments more promptly.

Automatic Fire Alarms

Improvements have been made to assist the process of invoicing and collecting payment. After five AFA attendances, a Liaison Officer will contact the organisation involved to obtain information on who would be responsible for any future charges, including address details. An AFA charge is triggered after ten AFA attendances.

Since last reported to the Resources Committee in November (FEP2411), payments have been received from the following organisations:

St George's Hospital £8,862

Barnet, Enfield and Haringey NHS Trust £5,934

London Borough of Camden £6,012

There are a number of organisations that have made no payment for AFA charges since the charging regime was introduced in January 2014 as part of LSP5. Officers have decided to seek advice from a recognised professional on how we have interpreted the legislation laid by DCLG. This decision is supported by advice from Counsel that it would be advantageous to have this if any of the charges were disputed in court.

Appendix 4. Financial Regulation 9: Budget Virements

Financial Regulation 9:

"(f) With the agreement of the Director of Finance and Contractual Services, a head of department may transfer up to £50,000 from a budget head within that department's approved budget to a budget head within another department's approved budget, but if those budget heads are in different Directorates the agreement of the appropriate Directors is also required.

(g) With the agreement of the Director of Finance and Contractual Services, the Commissioner, the Deputy Commissioner, the Directors and the Head of Legal and Democratic Services may transfer up to £125,000 from a budget head within that department's approved budget to a budget head within another department's approved budget.

(h) The Director of Finance and Contractual Services shall report all transfers under (f) and (g) to the relevant committee as part of the quarterly monitoring reports."

The following virements have been actioned under Delegated Authority in Quarter 4 of 2014/15:

From Department/ (Directorate)	To Department/ (Directorate)	Amount	Description
Operational Procedures (Operational Policy and Training)	Procurement (Financial and Contractual Services)	£11k	One off purchase to replace existing drills and purchasing anchor bolts. This a temporary transfer of budget.
Human Resources and Development (Operational Policy and Training)	Technical and Service Support (Financial and Contractual Services)	£5k	Transfer of budget to cover the additional maintenance of equipment for use in training exercises..

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Report title

End of Year Monitoring of Performance Indicators in the London Safety Plan for 2014/15 (for People, Resources and Principles)

Meeting

Resources Committee

Date

16 July 2015

Report by

Head of Strategy and Performance

Document Number

FEP 2457

Public

Summary

This is the end of year monitoring report for the 2014/15 (with data for the 12 months to the end of March 2015). It contains key performance for indicators in the Fifth London Safety Plan (LSP5), related to Authority Aims 4-6 (People, Resources and Principles). The report also provides the opportunity for the Committee to review the indicators and targets for 2015/16, including recommendations for adjusted targets for some indicators.

Recommendations

That the Committee:

1. Notes the report; and
2. Agrees the changes for some indicator targets for 2015/16, as set out from paragraph 7 of the report.

Introduction

1. This is the end of year monitoring report for 2014/15 covering the Authority's activities around People, Resources and Principles (aims 4, 5 and 6).
2. A copy of the corporate performance digest, containing the full suite of corporate performance information for 2014/15 has been circulated to all Members of the Committee, along with the papers for this meeting.
3. At the meeting in March 2015 (FEP 2414), the Committee agreed to change the frequency of this report to half yearly with reports for the end of quarter 2 and end of year to provide a timely overview of performance for Members whilst keeping reporting processes proportionate. The next report will be for the period ending Q2 (end September 2015) to the Committee meeting in November 2015.

Performance targets and monitoring

4. Performance for 2014/15 for key performance indicators is summarised in table 1, with comparative data for two previous years. The five year trend indicator reflects the change in performance since 2010/11. Full details of performance for each indicator, together with comments from the lead officer concerned, are set out in Appendix 1.
5. Indicators and targets have been set for 2013/14 to 2015/16 as part of the Fifth London Safety Plan (LSP5) which was approved by the Authority on September 2013.

Performance highlights

6. More detailed commentary for the key resources indicators for 2014/15 is set out in Appendix 1, but the performance highlights are as follows:
 - **Invoice payments** for all undisputed invoices continues to represent excellent performance, and has achieved the annual target (99.8 per cent paid within 30 days; target 98 per cent). Payment of undisputed invoices received from Small and Medium Enterprises (SMEs), has also shown significant improvement, with annual performance now exceeding the 95 per cent target (at 98.9 per cent); overall invoice payment performance has improved by over 2.5 per cent over the last five years, and for SME invoices, it has improved by nine per cent over the same period.
 - **Sickness absence** amongst operational staff was 5.1 per cent, compared to the target of 3.65 per cent. Sickness for non-operational (FRS) staff was 3.19 per cent against a target of 2.48 per cent. Control staff sickness was 8.09 per cent against a target of 4.70 per cent.
 - The number of **road traffic accidents involving fire brigade vehicles** continues to improve over the long term. The figure of 481 accidents for the 12 months ending Q4 2014/15 represents an improvement against the same period in 2013/14 (523). A detailed report about health and safety, including performance against targets, is presented to the Committee annually.
 - **Safety events reported under RIDDOR** are those more serious events required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. Those events reportable under these Regulations are listed for reference, in Appendix 2. The figure of 133 RIDDOR reportable injuries for 2014/15 is an increase over the number of incidents as at the end of 2013/14 (101).

Table 1: Performance against key performance indicators, 2014/15

	2012/13 end of year	2013/14 end of year	2014/15 end of year	Target 2014/15	5 year trend
Aim 4: RESOURCES					
LI 16i : Undisputed invoices paid within 30 days	99.05%	99.40%	99.80%	98.00%	▲
LI 16ii : Undisputed SME[1] invoices paid within 10 days	93.43%	95.64%	98.90%	95.00%	▲
Aim 5: PEOPLE					
LI 19i : Sickness – operational staff	4.38%	4.31%	5.10%	3.65%	▲
LI 19ii : Sickness – Control staff	6.87%	5.58%	8.09%	4.70%	▲
LI 19iii : Sickness – FRS staff	2.58%	2.83%	3.19%	2.48%	▼
Aim 6: PRINCIPLES					
LI 23i : Road traffic accidents involving brigade vehicles	496	523	481	536	▼
LI 23ii : Safety events reported under RIDDOR	137	101	133	115	▼

KEY

Performance
 Green – on target
 Amber – within 10 per cent of target
 Red – more than 10 per cent outside target

Trend
 ▲ Numbers increasing, good performance trend
 ▼ Numbers decreasing, good performance trend
 ▲ Numbers increasing, poor performance trend
 ▼ Numbers decreasing, poor performance trend
 ◀ No discernible trend

Confirmation of indicators and targets for 2015/16

7. LSP5 set out the suite of indicators with targets, and service measures, to be used to monitor the performance of the Authority in the delivery of services and other ways, for the three year period (2013/14 to 2015/16) covered by the plan. The end of a year report provides the opportunity for Members to confirm that the indicators and targets (as set out in the Plan) remain relevant and appropriate going forward, and to consider any officer recommendations for change.
8. This report focuses on performance against a selection of key indicators. The full set of current indicators aligned against aims 4, 5 and 6 are set out in appendix three for the convenience of the Committee along with the targets for 2015/16. Performance against the full set of indicators is available in the accompanying corporate digest.
9. Officers are proposing adjustments to the 2015/16 targets for sickness (LI19):
 - **LI19i-iii - Sickness:** Sickness targets have not been met across employment groups. Given current performance, the Head of Human Resources and Management is proposing that the target should remain the same as for 2014/15 instead of reducing the target further as originally proposed in LSP5.

	Indicators	Actual 2014/15	Target 2014/15	Target 2015/16
LI 19i	Working days lost as a result of sickness - operational staff	5.10%	3.65%	3.65% <i>(was 3.35%)</i>
LI 19ii	Working days lost as a result of sickness - control staff	8.09%	4.70%	4.70% <i>(was 4.30%)</i>
LI 19iii	Working days lost as a result of sickness - FRS staff	3.19%	2.48%	2.48% <i>(was 2.38%)</i>

10. The indicator targets for CO₂ emissions (LI22i) and total waste recycled (LI22ii) for 2015/16 have been updated separately as part of the sustainable development annual report agreed at Resources Committee (FEP2342) in November 2014. These changes are also reflected in appendix three (highlighted in blue).

Head of Legal & Democratic Services comments

11. The Head of Legal & Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

12. The Director of Finance and Contractual Services has reviewed this report and has no comments.

Sustainable development implications

13. The corporate indicators selected for this report represents performance against key aspects of five of the six strands of our Sustainable Development Framework. Corporate indicators that represent performance against the sixth strand of our Sustainable Development Framework are addressed in a separate report to the Governance, Performance and Audit Committee. The six strands of the Sustainable Development Framework are:
 - Equality and Social Inclusion;
 - Climate Change;
 - Environment and its Resources;
 - Health, Safety and Wellbeing;
 - Economic Prosperity; and
 - Community Safety.

Equalities implications

14. Alongside the indicators selected for this report, the full suite of corporate performance indicators has targets to measure how well the Authority is achieving its equality objectives. For 2014/15, indicators and targets continue to be focussed on retention and progression of women and those from BME groups within the workforce.
15. The indicators (with targets) are for:
- the proportion of top earners who are women or from a BME group in the different employment groups in the workforce (LI 20);
 - those voluntarily leaving the Brigade (including retirement) who are women or from a BME group in the different employment groups in the workforce (LI 21).
16. The performance against these indicators are set out in detail in the report *HR digest* on the agenda for the Committee today, as well as in the Corporate Digest circulated to Members of the Committee with the papers for this meeting. At the end of 2014/15, there were 626 BME and 328 women uniformed operational staff in post; that is 12.3 per cent and 6.4 per cent of the workforce (respectively).

Staff Side consultations undertaken

17. There was no specific staff side consultation on this report. Any performance issues which need input from staff side would be dealt with as part of the Brigade's established performance management framework.

List of Appendices to this report:

- 1 Performance against a number of key indicators for 2014/15
- 2 Description of RIDDOR reportable events
- 3 Indicators and targets for 2015/16

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents	
1. Fifth London Safety Plan 2013 – 2016	
2. Corporate performance digest Q4 2014/15	
Proper officer	Head of Strategy and Performance
Contact officer	David Wyatt
Telephone	020 8555 1200 x30352
Email	david.wyatt@london-fire.gov.uk

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Performance indicators and commentary

Invoice payments	page 8
All undisputed invoices	
All undisputed SME invoices	
Sickness by occupational group	page 10
Operational	
Control	
FRS	
RTAs involving brigade vehicles	page 14
RIDDOR events	page 16

Invoice payments

all undisputed invoices paid within 30 days and within 10 days from SMEs

LI 16i - INVOICE PAYMENTS 30 DAYS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	96.5%	96.3%	96.3%	96.4%	96.4%	96.5%	96.5%	96.4%	96.4%	96.6%	96.8%	97.2%	96%
2011/12	97.3%	97.7%	98.0%	98.1%	98.2%	98.3%	98.4%	98.6%	98.7%	98.9%	99.0%	99.0%	97%
2012/13	99.0%	99.0%	99.1%	99.0%	98.9%	98.9%	98.9%	98.8%	98.8%	98.9%	98.9%	99.1%	97%
2013/14	99.1%	99.1%	99.1%	99.2%	99.3%	99.3%	99.3%	99.3%	99.4%	99.4%	99.4%	99.4%	98%
2014/15	99.5%	99.5%	99.6%	99.6%	99.6%	99.7%	99.7%	99.7%	99.7%	99.8%	99.8%	99.8%	98%

LI 16ii - SME INVOICE PAYMENTS 10 DAYS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	84.8%	85.3%	85.5%	85.5%	85.5%	85.5%	85.3%	85.4%	85.6%	86.2%	88.3%	89.6%	90%
2011/12	90.0%	90.4%	91.3%	91.8%	91.8%	92.3%	92.7%	93.2%	93.3%	92.7%	92.6%	92.6%	92%
2012/13	92.5%	92.6%	92.5%	92.3%	92.8%	93.0%	92.7%	92.2%	92.1%	92.9%	93.2%	93.4%	95%
2013/14	93.5%	93.2%	92.9%	92.7%	92.7%	92.6%	92.9%	93.4%	93.9%	94.1%	94.5%	95.6%	95%
2014/15	96.8%	97.2%	97.6%	98.1%	98.2%	98.5%	98.8%	98.8%	98.8%	98.9%	98.9%	98.9%	95%

chart 1 : rolling 12 months

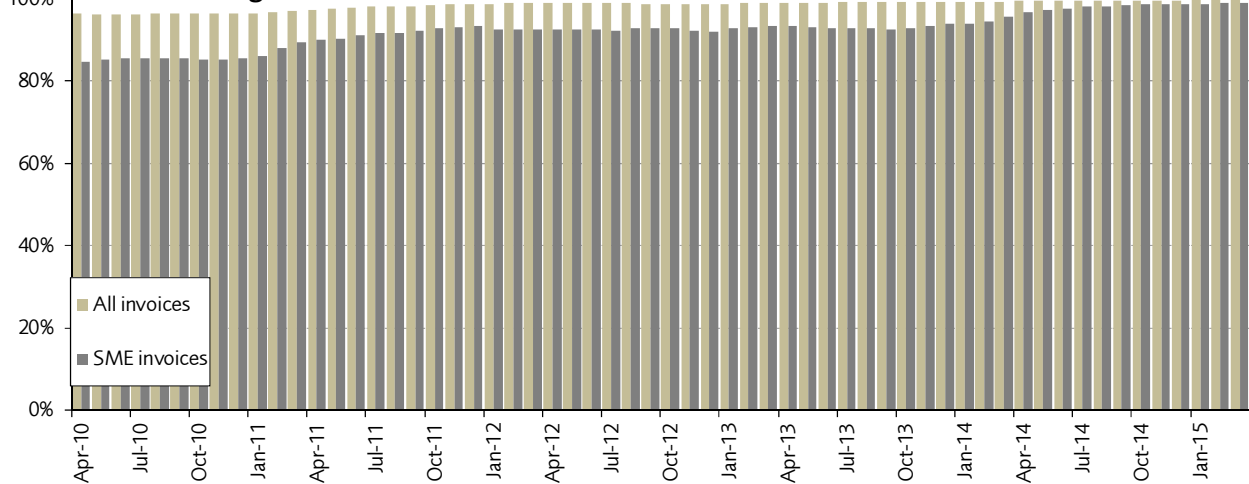
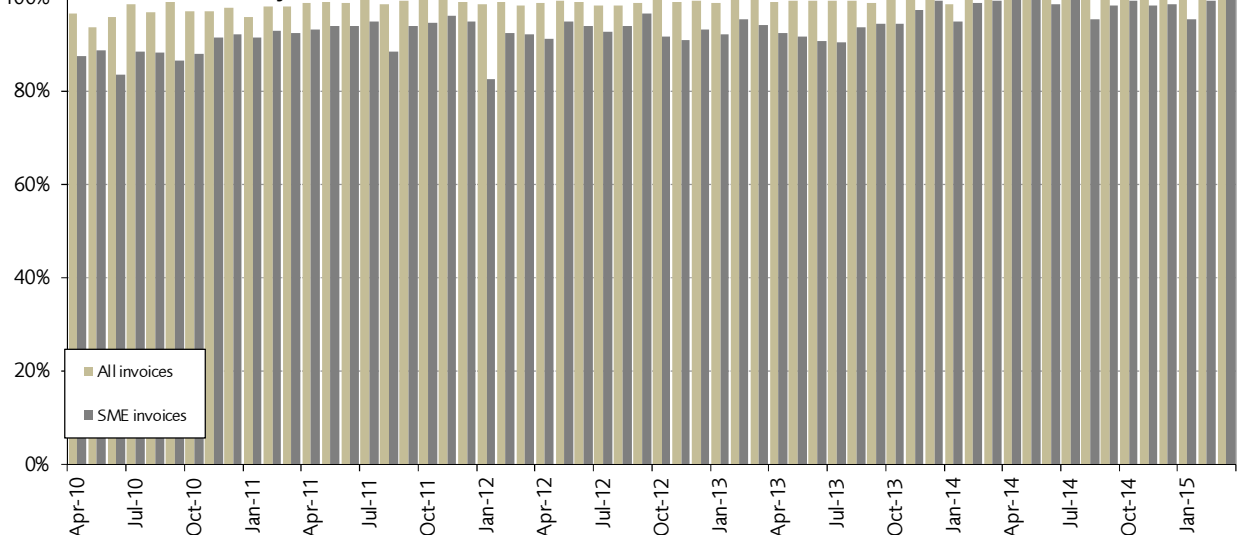


chart 2 : monthly



Indicator Description

This indicator measures how quickly undisputed invoices are paid. LI 16i is for all invoices paid within 30 days and LI 16ii is for payment of invoices from small and medium enterprises (SMEs) within 10 days. The SME target was part of the Mayor of London's economic recovery plan for London.

Performance over the last five years has shown an increasing proportion of invoices paid within 30 days. Performance for 2014/15 continues to be in excess of 99 per cent at 99.8 per cent, and has achieved the set target.

For SME invoices, performance has continued to improve. Performance for 2014/15 has reached 98.9 per cent. This represents better than target performance and continues to be in excess of the higher 95 per cent target set in 2012/13.

Performance Management

The quarter four performance has continued to improve even further for payments to SMEs in 10 days and for the payment of invoices within 30 days. This has ensured that the target has been met for the whole of 2014/15.

Sickness

Operational, Control & FRS staff

LI 19i - SICKNESS - OPERATIONAL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	4.13%	4.12%	4.10%	4.04%	3.98%	3.93%	3.96%	4.16%	4.42%	4.57%	4.63%	4.70%	3.60%
2011/12	4.76%	4.79%	4.87%	4.95%	5.03%	5.07%	5.01%	4.79%	4.55%	4.41%	4.41%	4.38%	3.40%
2012/13	4.32%	4.30%	4.27%	4.24%	4.22%	4.25%	4.28%	4.32%	4.35%	4.45%	4.38%	4.38%	3.05%
2013/14	4.43%	4.45%	4.46%	4.45%	4.39%	4.33%	4.32%	4.32%	4.34%	4.29%	4.27%	4.31%	3.65%
2014/15	4.35%	4.39%	4.43%	4.46%	4.57%	4.64%	4.71%	4.77%	4.88%	4.97%	5.04%	5.10%	3.65%

short term sickness

2013/14	1.67%	1.68%	1.69%	1.72%	1.70%	1.68%	1.69%	1.68%	1.69%	1.68%	1.67%	1.68%
2014/15	1.70%	1.71%	1.71%	1.71%	1.74%	1.76%	1.78%	1.79%	1.80%	1.83%	1.85%	1.87%

LI 19ii - SICKNESS - CONTROL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	4.76%	5.08%	5.01%	4.91%	4.64%	4.34%	4.35%	4.32%	4.39%	4.35%	4.41%	4.42%	4.00%
2011/12	4.30%	4.37%	4.60%	4.80%	4.88%	5.07%	4.93%	4.86%	4.75%	4.66%	4.52%	4.51%	3.75%
2012/13	4.71%	4.78%	4.58%	4.54%	4.70%	4.99%	5.40%	5.79%	6.25%	6.67%	6.94%	6.87%	3.40%
2013/14	6.74%	6.73%	6.70%	6.78%	6.74%	6.42%	6.31%	6.27%	6.06%	5.66%	5.50%	5.58%	4.70%
2014/15	5.82%	5.83%	6.15%	6.36%	6.63%	6.84%	7.00%	7.11%	7.22%	7.57%	7.87%	8.09%	4.70%

short term sickness

2013/14	1.40%	1.37%	1.35%	1.32%	1.32%	1.27%	1.24%	1.25%	1.18%	1.06%	1.03%	1.00%
2014/15	1.03%	1.01%	1.08%	1.17%	1.26%	1.28%	1.34%	1.40%	1.47%	1.59%	1.61%	1.60%

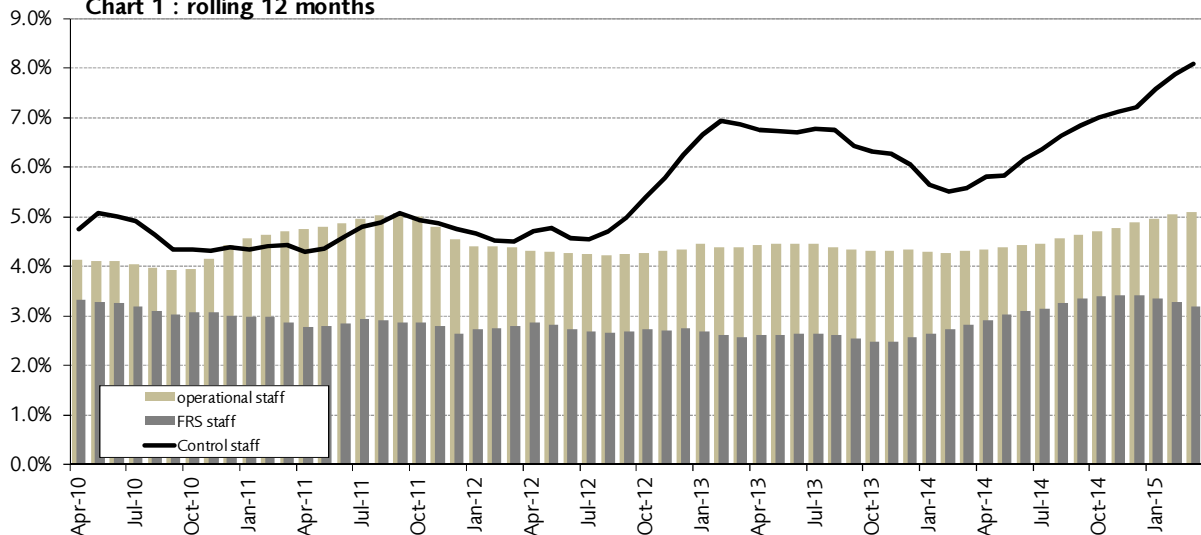
LI 19iii - SICKNESS - FRS STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	3.33%	3.29%	3.27%	3.18%	3.09%	3.02%	3.07%	3.07%	3.00%	2.99%	2.99%	2.86%	3.00%
2011/12	2.77%	2.79%	2.85%	2.93%	2.91%	2.88%	2.87%	2.79%	2.63%	2.73%	2.75%	2.81%	2.50%
2012/13	2.86%	2.83%	2.74%	2.68%	2.67%	2.68%	2.72%	2.70%	2.75%	2.69%	2.62%	2.58%	2.35%
2013/14	2.62%	2.62%	2.65%	2.65%	2.61%	2.54%	2.48%	2.47%	2.57%	2.63%	2.73%	2.83%	2.48%
2014/15	2.91%	3.03%	3.09%	3.14%	3.25%	3.36%	3.40%	3.43%	3.42%	3.36%	3.29%	3.19%	2.48%

short term sickness

2013/14	0.91%	0.92%	0.92%	0.92%	0.91%	0.91%	0.90%	0.88%	0.85%	0.81%	0.79%	0.78%
2014/15	0.78%	0.77%	0.78%	0.76%	0.77%	0.78%	0.76%	0.77%	0.81%	0.83%	0.88%	0.89%

Chart 1 : rolling 12 months



Indicator Description

Sickness across two out of three occupational groups (operational and control staff) has continued to increase throughout 2014/15. Sickness for FRS staff has shown a small improvement in the second half of 2014/15.

For operational staff, performance at 5.1 per cent of time lost to sickness is above the annual target for 2014/15, and represents a higher figure than the previous 12 months.

For FRS staff, performance at 3.19 per cent represents an increase compared to 2013/14 as a result of an increase in long-term sickness. Whilst performance in the second half of the year has shown an improvement, overall performance at the end of March remains above target.

For control staff sickness, performance of 8.09 per cent represents an increase compared to 2013/14, primarily due to an increase in long-term sickness, with a slight increase in short term sickness when compared to 2013/14.

Performance Management

For the year ending March 2015, the estimated cost of lost time due to sickness for:

- operational staff was £12.61m, based on 9.31 shifts (5.10 per cent) lost;
- FRS staff was £1.88m, based on 8.36 days (3.19 per cent);
- Control staff was £476k, based on 14.76 shifts (8.09 per cent) lost.

When these figures are adjusted to exclude the sickness of those who have left the Brigade in the previous 12 months, sickness rates reduce to:

- 4.63 per cent for Operational staff;
- 2.32 per cent for FRS staff (which is within target); and
- 7.78 per cent for Control staff.

The estimated cost of the lost time due to sickness for the staff who left the Authority in the year to March 2015 equates to £1.16m for operational staff, £513k for FRS staff, and £18k for Control staff.

Since the last report, analysis of the most recent data (January to March 2015) shows sickness has increased amongst operational and Control staff in the last quarter, but has reduced amongst FRS staff. Sickness remains above target for all three occupational groups, and sickness levels in 2014/15 have been higher across all occupational groups compared to the previous year.

For all staff groups, the majority of sickness in 2014/15 was due to long-term sickness, and this is the reason for the increase in sickness compared to the 2013/14 outturn position. The increase in long-term sickness for operational and control staff was more than three times the increase in short-term sickness, and the increase in long-term sickness for FRS staff was more than twice the increase in short-term sickness. For operational staff, long-term sickness comprised 63.3 per cent of all sickness in 2014/15; for FRS staff the corresponding figure was 72.1 per cent, and for control staff long term sickness was 80.2 per cent.

Control has seen a steady increase in long term sickness cases over the past 12 months, with seven key cases from approximately 100 staff. Two of these seven staff have now left the Authority. Another one is leaving in September and the remaining four have returned to work having earlier suffered either family bereavements or potentially life changing illnesses.

The six monthly Attendance Update report to the Committee in March 2015 (*FEP2419*) included more detailed analysis of sickness patterns and trends, and current and future planned initiatives aimed at reducing sickness absence to target levels. These initiatives include briefings for managers, the functional restoration programme aimed at tackling long-term sickness, improved manual

handling training, and attendance-related enhancements to the Staff Attendance Recording System (StARS).

A programme of workshops is also currently being rolled out in each department to discuss the outcomes of last year's stress survey. The workshops are taking place from June through to October 2014. The survey used an online tool that reflected the Health and Safety Executive Stress Indicator Toolkit (HSE SIT), a 35 item questionnaire that relates to six HSE Primary Stressors in the workplace. The Stressors cover demands, control, support, relationships, role and change. If these key areas of work are not properly managed they are associated with poor health and well-being, lower productivity, and, ultimately, increased sickness absence. The upcoming workshops will investigate staff issues associated with these areas further and focus on developing solutions to the issues raised. The outcomes of the workshops will contribute to departmental stress action plans and a corporate stress action plan, which will be overseen by a board chaired by the Commissioner. It is anticipated this will contribute to a reduction in sickness due to stress, anxiety and depression, which is the main cause of sickness amongst FRS and Control staff.

The suspension of managerial action at Stages 2 and 3 of the discipline (attendance) procedure following the decision to review the Brigade's attendance policy and procedures in September 2014, may have been a contributing factor to the increase in sickness in the second half of 2014-15. The Resources Committee on 17 June 2015 agreed to adopt a new sickness capability process, and this has been implemented with effect from 1 July 2015. This enables managerial action to resume in cases of unsustainable sickness, and in the first instance, the long-term sickness cases are being prioritised. There is a report on the agenda of today's Resources Committee meeting providing an update on the implementation of the supporting attendance policy, which will address how the new process will be applied to short-term sickness cases.

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Health & Safety

RTAs involving LFB vehicles

LI 23i - RTAs INVOLVING FIRE BRIGADE VEHICLES

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	726	727	713	707	707	722	705	702	695	694	673	679	661
2011/12	671	667	659	639	632	624	628	615	604	586	608	598	685
2012/13	594	590	573	570	561	539	530	520	519	519	507	496	672
2013/14	490	484	497	508	516	505	500	519	510	504	520	523	564
2014/15	527	514	510	493	490	513	514	497	500	511	484	481	536

chart 1: rolling 12 months

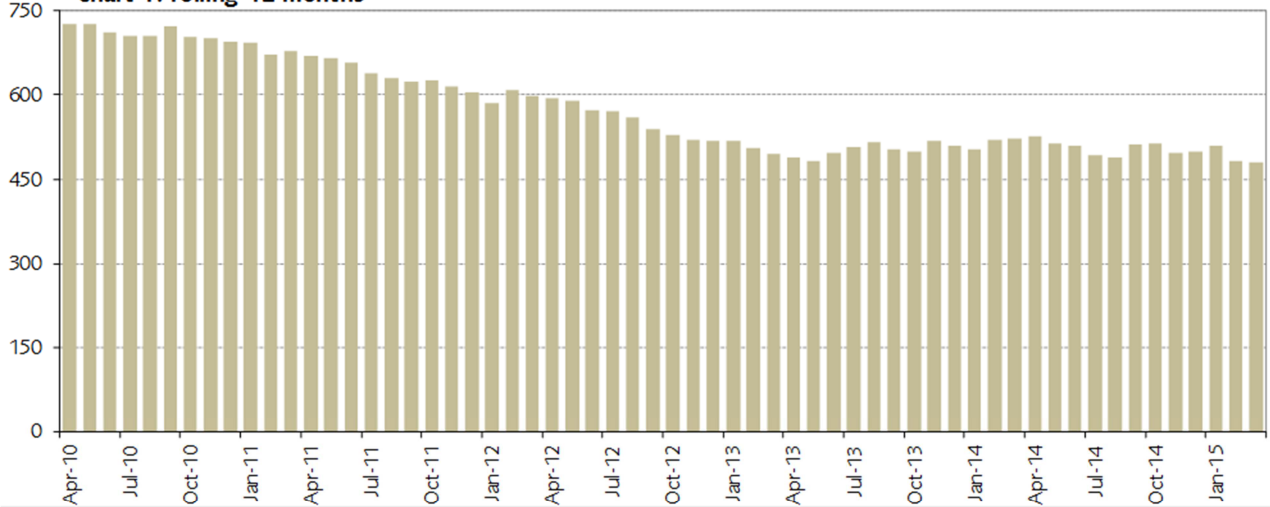
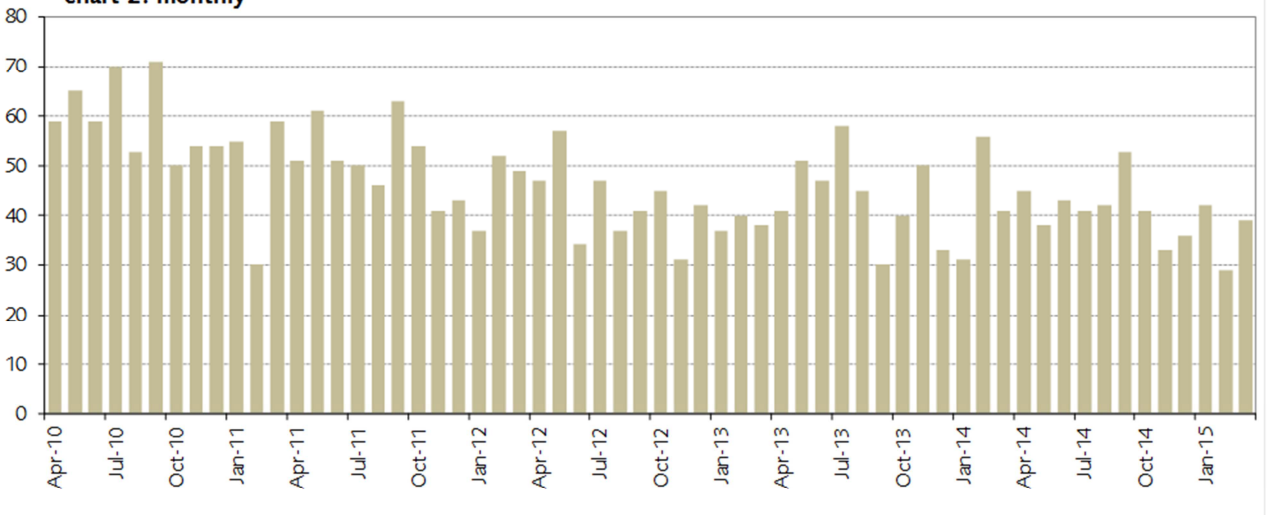


chart 2: monthly



Indicator Description

The tables and graphs display the number of vehicle events (LI23i) recorded across the Brigade. The numbers include all vehicles used by the Brigade, and also include those accidents which were not the fault of a Brigade driver (e.g. where a private vehicle collides with a Brigade vehicle).

Performance for 2014/15 at 481 vehicle events represents a continuing improvement of 30 per cent when compared to March 2011.

The table below shows a long term reduction in vehicle accidents is happening across all vehicle types, but pumping appliance accidents, because of the volumes involved, are the priorities for the bottom line improvement in numbers. The number of events involving pumping appliances for 2014/15 at 374 has reduced by 25 per cent since the year end figure for 2010/11 and by five per cent when compared to the year end figure for 2013/14.

Vehicle type	Number of total accidents 2014/15	Number of total accidents 2013/14	Number of total accidents 2010/11
Pumping appliances	374	395	496
Special appliances	58	68	98
Aerials	13	17	21
Other vehicles (includes vans and officer cars)	36	43	64

Performance Management

Continued efforts are being made to drive down the number of vehicle accidents across the Brigade. To emphasise the importance of reducing vehicle accidents, driving performance will be incorporated into the Service Standards for operational staff.

To maintain strategic focus, this subject is a fixed agenda item at the Director of Operation's senior management team meetings, where there is discussion of vehicle accidents to observe any trends and take necessary action.

This also helps maintain a consistent approach across the four operational areas, and allows for Area DACs to also apply a similar approach when holding 1-2-1 meetings with Borough Commanders. This focus has helped to reduce the number of accidents over the last few years. Managers at stations ensure that there are suitable plans in place to prevent, as far as possible, the occurrence of all types of vehicle accidents. Actions taken include:

- risk assessment of vehicle movements on the station;
- establishing a system of follow up, working with those drivers who have recorded two or more accidents in a year;
- reminding all staff of their responsibilities as set out in the firefighter role map; and
- recording all types of training on staff individual training records (ITR).

Health & Safety

RIDDOR events

LI 23ii - RIDDOR events

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	153	150	143	148	147	149	146	142	148	160	158	155	-
2011/12	157	159	164	150	147	145	143	140	139	130	141	141	-
2012/13	136	141	135	137	140	139	142	149	148	142	137	137	139
2013/14	136	127	126	124	116	109	108	102	97	99	101	101	137
2014/15	110	113	122	130	131	138	134	142	142	140	131	133	115

chart 1: rolling 12 months

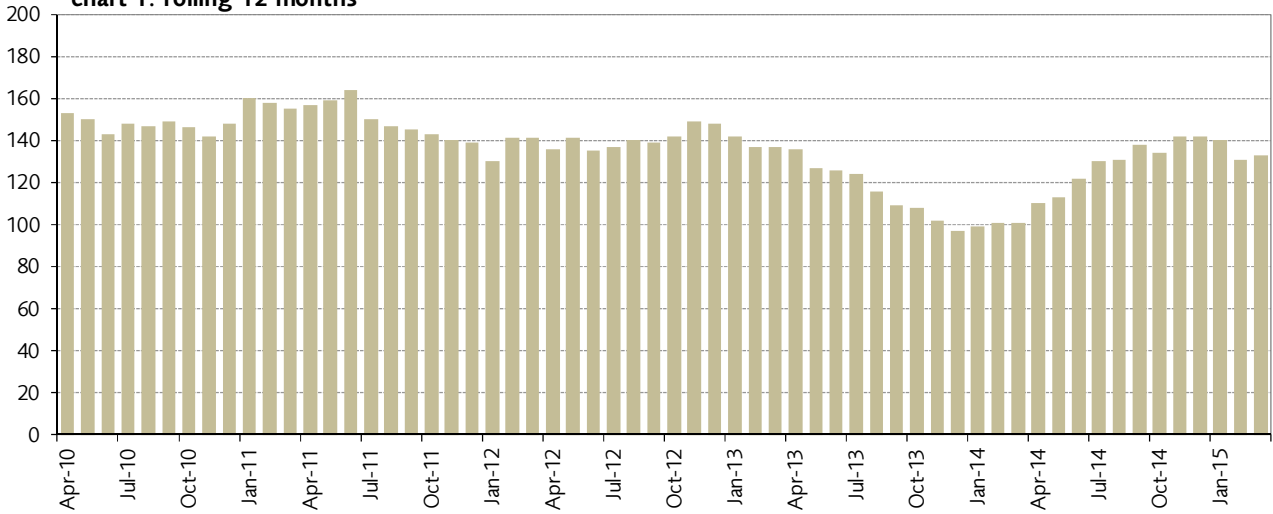
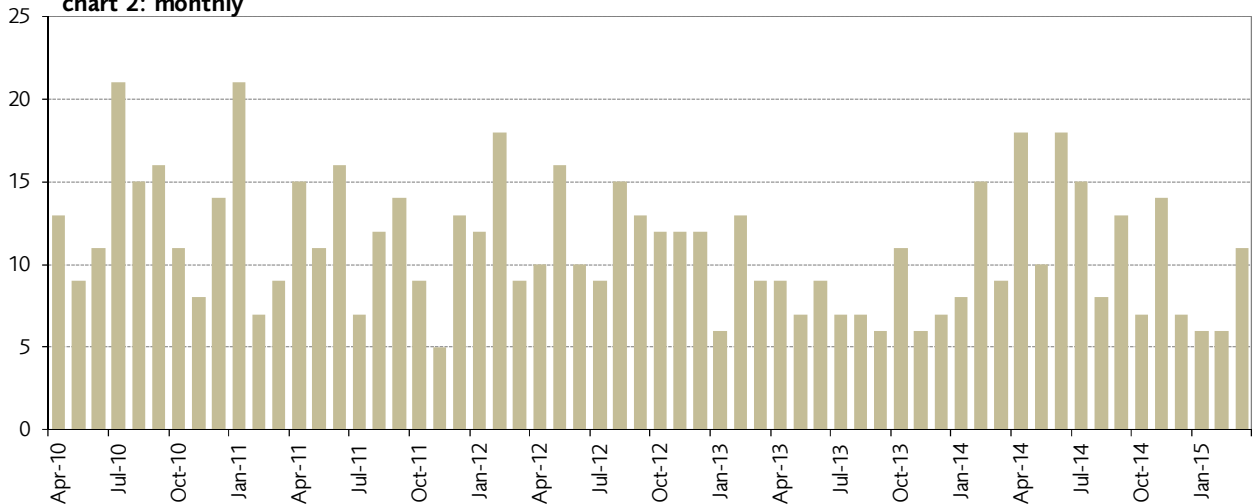


chart 2: monthly



Indicator Description

RIDDOR events are those required to be reported to the Health and Safety Executive (HSE), under the *Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013*. Data shows the majority of RIDDOR injury events fall within the over 'over seven day injury' category, in other words, where an employee has been off sick for more than seven days following a safety event (see appendix 2 for full definitions).

Following the notable *increase* in RIDDOR events in Q1 2014/15 (46 for the quarter), there has been a reduction in RIDDOR injuries in Q2 2014/15 to 36, Q3 2014/15 to 28 and further reduction in Q4 2014/15 to 23. This represents a return to targeted quarterly levels, and whilst a clear improvement over the start of the year, the 2014/15 outturn performance is not yet at target or expected levels.

The figure for 2014/15, at 133, is higher than the performance in 2013/14 (at 101). Overall, however, the five year trend is one of improvement; RIDDOR events have fallen by 12 per cent since April 2010.

The Committee in September 2014 (FEP2312), asked that a distinction be made between RIDDOR injury events involving FRS and operational staff, and a further breakdown of the events for operational staff into categories. Data for the year, additionally broken down by quarter, is shown below:

	Accident type	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Total 2014/15
Operational staff	Operations	23	21	17	13	74
	Training	10	7	4	4	25*
	General	12	8	7	6	33
	Total	45	36	28	23	132
FRS staff	Total	1	0	0	0	1

* ten RIDDOR injuries occurred at Babcock led training sessions including burns (or heat-related injury) during real fire training (4), injuries whilst swimming in swiftwater rescue training (2), handling operational equipment (3) and a trip over railway lines.

Two of the RIDDOR reportable events for the year, included a reportable dangerous occurrence and an injury to a member of the public (both reported to the HSE during Q1 2014/15).

The dangerous occurrence was the failure of a standard duration breathing apparatus cylinder that was dragged under an appliance as it left the fire station.

The injury to a member of the public was to a firefighter who fell off his bicycle injuring his shoulder while entering the fire station through the yard access gate. This event was reported under the "member of the public" category as he was not on duty at the time of the incident but it occurred on Brigade premises.

Performance Management

The number of RIDDOR events in 2014/15 is higher than in 2013/14, which is mainly due to a higher number of RIDDOR events (46) reported during Q1 2014/15. Since Q1, there has been a noticeable reduction in the number of RIDDOR events during Q2 2014/15 (36), Q3 2014/15 (28) and again in Q4 2014/15 (23):

	Q1	Q2	Q3	Q4
2011/12	42	33	27	39
2012/13	36	37	36	28
2013/14	25	20	24	32
2014/15	46	36	28	23

All accidents, including RIDDOR reportable incidents, are investigated and the causes identified. Where an accident occurs that has corporate implications, the Senior Accident Investigation (SAI) team will lead and provide a report for corporate consideration. Where significant risks are identified these may be subject to thematic audit by Health and Safety Services staff.

Analysis of the current incidents shows that slips and trips, and the moving and handling of operational equipment are the major causes of RIDDOR and other injuries. We have introduced a premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on Brigade premises. A communication strategy has been designed to raise awareness of these key issues with staff. It includes the design of several posters and the use of other internal communications media such as Hotwire and Shout. The campaign has so far highlighted hazards to staff including tripping up on the stairs and trip hazards in the gym. Getting on and off appliances safely is the next issue to be addressed and the release of the third phase of the campaign is expected early in 2015/16.

Awareness training in relation to moving and handling risks has been introduced and will shortly be made available via the intranet for all staff. The health and safety team have completed a range of training interventions in 2014/15 that will allow them to competently review moving and handling risks associated with our appliances, equipment and activities in the 2015/16. The health and safety team are working with colleagues in HR and Babcock Training to ensure that moving and handling input is incorporated into all operational training. This should impact on the number of these types of RIDDOR injuries.

More work needs to be done to encourage 'near miss' reporting as identifying the potential for injury early provides an opportunity to prevent RIDDOR injuries occurring. Near miss reporting is important to the Brigade because the sequence of events that lead up to a near miss is usually the same as those which result in an injury. The reporting of near misses allows managers to determine whether there is a trend, a further training need, a required improvement in personal protection, or an equipment deficiency. An increase in near miss reporting is considered as positive, because emerging trends can be identified and managed proactively before they cause an injury or damage.

The Health and Safety team are considering options to promote near miss reporting including introducing a telephone 'near miss' reporting system to the Health and Safety helpdesk.

Description of RIDDOR reportable events

Deaths and injuries

If someone has died or has been injured because of a work related accident this may have to be reported.

(a) Work-related accidents:

The accident that caused the death or injury must be connected to the work activity.

(b) Types of reportable injury:

- deaths;
- specified injuries;
- over-seven-day injuries.

(c) People not at work:

- where a member of the public or person who is not at work has died, or;
- injuries to members of the public or people not at work where they are taken from the scene of an accident to hospital for treatment.

(d) Reportable specified injuries are:

- a fracture, other than to fingers, thumbs and toes;
- amputation of an arm, hand, finger, thumb, leg, foot or toe;
- permanent loss of sight or reduction of sight;
- crush injuries leading to internal organ damage;
- serious burns (covering more than 10 per cent of the body, or damaging the eyes, respiratory system or other vital organs);
- scalping (separation of skin from the head) which require hospital treatment;
- unconsciousness caused by head injury or asphyxia;
- any other injury arising from working in an enclosed space, which leads to hypothermia, heat-induced illness or requires resuscitation or admittance to hospital for more than 24 hours.

(e) Over 7 day injuries:

This is where an employee or self-employed person is away from work or unable to perform their normal work duties for more than seven consecutive days (not counting the day of the accident).

Occupational diseases

Employers and the self-employed must report listed occupational diseases when they receive a written diagnosis from a doctor that they or their employee is suffering from a listed condition **and** the sufferer has been doing the work activities listed.

Dangerous occurrences

Dangerous occurrences are certain specified near-miss events. Not every near-miss event must be reported. The list of reportable dangerous occurrences includes:

- the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment;
- plant or equipment coming into contact with overhead power lines;
- explosions or fires causing work to be stopped for more than 24 hours.

Note: Certain additional categories of dangerous occurrences apply specifically to mines, quarries, offshore workplaces and certain transport systems (railways etc.).

Indicators and targets for 2015/16

AIM 4: Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money

Indicators		Actual 2014/15	Target 2014/15	Target 2015/16
LI 16i	Undisputed invoices paid within 30 days	99.8%	98%	98%
LI 16ii	Undisputed invoices from small to medium enterprises paid within 10 days	98.9%	95%	95%
LI 17i	Requests for information under the DPA, FOIA and EIR fulfilled in full within the statutory time limits	95.9%	100%	100%
LI 17ii	Requests satisfied without a successful appeal	100%	95%	95%
LI 18	Level of the equality standard for fire and rescue services	excellent	excellent	excellent

AIM 5: Working together to deliver high quality services and to create a safe and positive environment for everyone in the organisation

Indicators		Actual 2014/15	Target 2014/15	Target 2015/16
LI 19i	Working days lost as a result of sickness - operational staff	5.10%	3.65%	3.65%
LI 19ii	Working days lost as a result of sickness - control staff	8.09%	4.70%	4.70%
LI 19iii	Working days lost as a result of sickness - FRS staff	3.19%	2.48%	2.48%

AIM 6: Operating in accordance with our values and ensuring that safety, sustainability, partnership and diversity run through all our activities

Indicators		Actual 2014/15	Target 2014/15	Target 2015/16
LI 20	Top earners -			
i	- operational staff - women	7.4%	4.5%	4.5%
ii	- operational staff - BME	10%	10%	10%
iii	- FRS staff - women	40.7%	45%	47%
iv	- FRS staff - BME	8.1%	15%	16%
v	- Control staff – women	44.4%	50%	50%
vi	- Control staff – BME	0%	7%	7%
LI 21	Voluntary leavers			
i	- operational staff - women	3.7%	In line with workforce composition	In line with workforce composition
ii	- operational staff - BME	12.1%		
iii	- FRS staff - women	30.8%		
iv	- FRS staff - BME	15.4%		
LI 22i	Reduction in CO ₂ emissions from buildings from 1990 levels	36.52%	32%	45%
LI 22ii	Total waste recycled	98.2%	60%	98%
LI 22iii	Energy generated through renewable resources	5.01%	6%	6%
LI 23i	Road traffic accidents involving brigade vehicles	481	536	509
LI 23ii	Injuries, deaths and dangerous occurrences reported under RIDDOR	134	115	109