



HEREFORD & WORCESTER Fire and Rescue Authority

AGENDA

Policy and Resources Committee

Wednesday 5 September 2012
10.30 am

Conference Suites 1, 2 & 3
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR

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(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –

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- 4 Never re-enter the building – **GET OUT STAY OUT**.

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- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
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WELCOME AND GUIDE TO TODAY’S MEETING. These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers

Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

Chairman

The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

Officers

Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

The Business

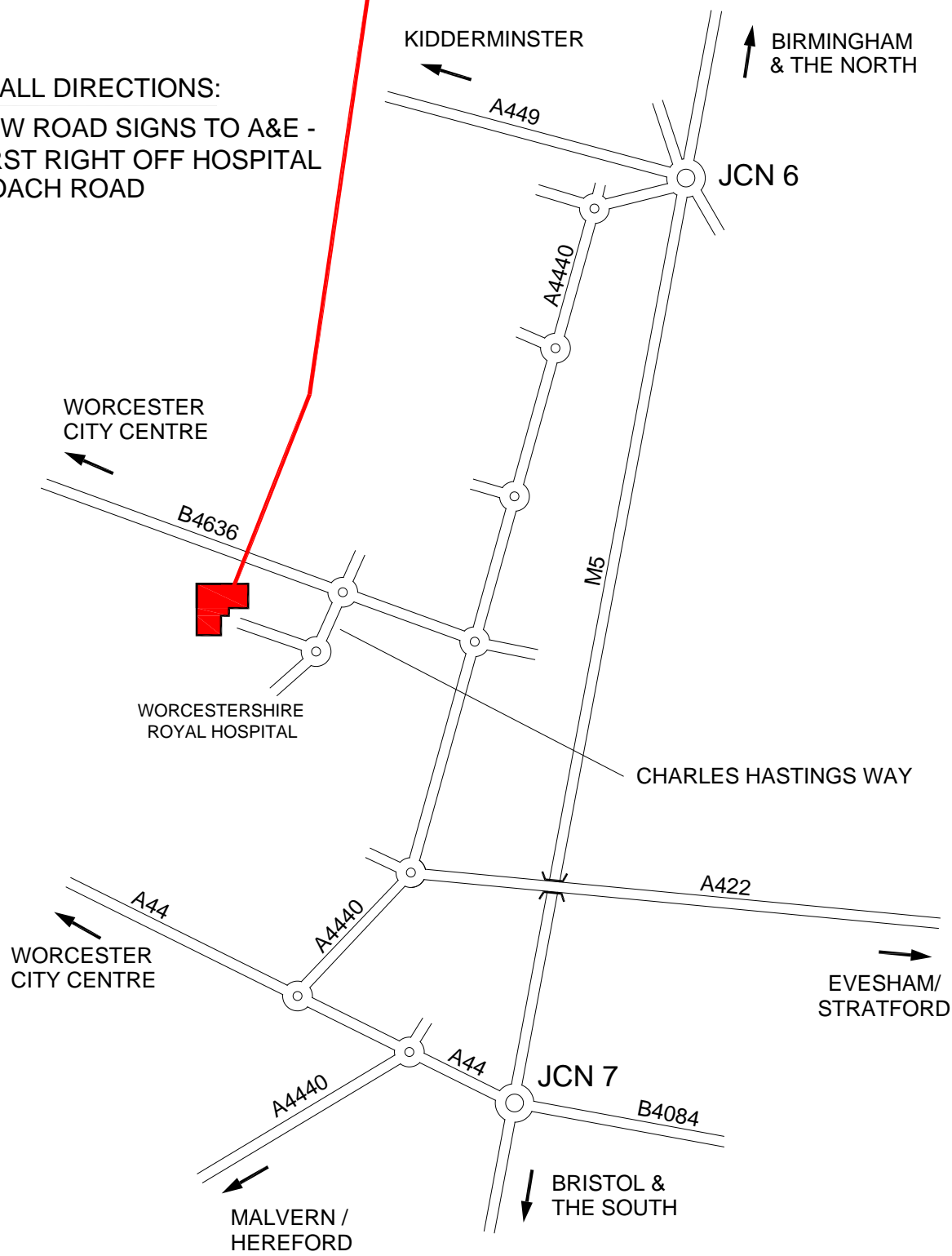
The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

Decisions

At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

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Agenda

Members

Mr K Taylor (Chair), Mr G Yarranton (Vice-Chair), Mr T Bean, Mr B Bullock, Mrs M Bunker, Mr J Campion, Mrs L Eyre , Mr A Hardman, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs J Potter, Mr D Prodger MBE, Mr C Smith, Mr D Taylor, and Mr R Udall.

1. Apologies for Absence

To receive any apologies for absence.

2. Named Substitutes

To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.

3. Declaration of Interests (if any)

The Members' Code of Conduct adopted by the Authority requires Councillors to declare any interests against an Agenda Item. These may be a Disclosable Personal Interest (DPI) or an Other Disclosable Interest (ODI). If you have a DPI (as defined in the Code) in a matter being considered at a meeting of the Authority, you are required to leave the room where the meeting is held, for the duration of any discussion or voting on that matter. Alternatively, if you have an ODI (as defined in the Code) you will need to consider whether you need to leave the room during consideration of the matter.

4. Confirmation of Minutes

To confirm the minutes of the meeting held on 7 June 2012.

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5. Fire and Rescue National Framework for England

To provide a briefing on the new Fire and Rescue National Framework for England, published on 11 July 2012.

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6. Budget Monitoring Report 2012-13	19 - 24
To inform Members of the current position on budgets and expenditure for 2012-13.	
7. Fire and Rescue Authority Plan 2012-13 Quarter 1 Performance Analysis	25 - 44
To provide the Policy and Resources Committee with a summary of Quarter 1 performance against the Fire and Rescue Authority Plan 2012-13.	
8. Treasury Management Activities 2011/12	45 - 54
To review the Treasury Management activities for 2011/12.	
9. Financial Prospects 2013/14	55 - 60
To provide the Policy and Resources Committee with an update on developments on the funding position for 2013/14 and beyond.	
10. Employment Monitoring 2011/12	61 – 76
To provide the Policy and Resources Committee with the annual Employment Monitoring report for the year ended 31 March 2012.	
11. Progress of the Retained Duty System (RDS) Implementation Plan	77 – 82
To provide the Policy and Resources Committee with a report on the progress of the Retained Duty System (RDS) Implementation Plan.	
12. Wet Weather Conditions June/July 2012	83 – 91
To provide the Policy and Resources Committee with a briefing on the effect of the wet weather conditions on the Service in the period 21 June 2012 to 20 July 2012.	
13. IRMP Recommendation 3 Fire Cover Review 2012-13	92 – 94
To inform the Policy and Resources Committee of the proposed Terms of Reference for the IRMP Action Plan, Recommendation 3 Fire Cover Review 2012-13.	
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14. Equality and Diversity Advisory Group Update	
To inform the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting in July 2012.	
15. Joint Consultative Committee Update	99 - 100
To inform the Policy and Resources Committee of the activities of the Joint Consultative Committee (JCC) since June 2012.	
16. Health and Safety Liaison Panel Update	101 - 102
To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Liaison Panel.	
Glossary	



Minutes

Members Present

Mr K Taylor (Chairman), Mr G Yarranton (Vice-Chairman)
Mr T Bean, Mr B Bullock, Mrs M Bunker, Mr J P Campion, Mrs E Eyre, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs J Potter, Mr D W Prodger MBE, Mr C Smith, Mr D Taylor.

No	Item
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1.	Apologies for Absence
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Apologies were noted from: Mr A Hardman and Mr C Smith.

2.	Named Substitutes
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No substitutes were appointed.

3.	Declaration of Interests (if any)
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The Chairman invited Members to declare any personal or prejudicial interests against any of the Agenda items. Brigadier P Jones CBE, declared a personal interest in agenda item number 6 IRMP 2011/12 Fire Cover: Proposals and Results of Consultation as his stepson is a firefighter at Bromsgrove Fire Station.

4.	Confirmation of Minutes
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RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 7 March 2012 be confirmed as a correct record and signed by the Chairman.

5.	Provisional Financial Results 2011/12
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A report was considered that briefed the Policy and Resources Committee on the provisional financial results for the year ended 31 March 2012.

The Treasurer presented the report and drew Members' attention to the fact that there was likely to be a projected underspend of approximately £280,000. Furthermore, Members were advised that spending had been held in check, particularly as the Authority was not sure if it would be awarded the Fire Control Grant. However, Members had previously been advised that this Grant had now been received. Members were informed that further monies had been set aside to cover the national claim of unfair treatment of the Retained Duty System (RDS) staff and unlawful exclusion of RDS firefighters from the Firefighters Pension Scheme.

Councillor J P Campion joined the meeting at 10.32 am.

It was proposed to re-phase the budget for minor schemes and to carry forward the unallocated Buildings and Minor Works allocations. It was also proposed that the Audit Committee would not be asked to approve the Statement of Accounts until the audit had been completed in September 2012.

RESOLVED: that the Committee:

- i. notes the provisional financial results for 2011-12;***
- ii. recommends that the Authority approves the re-phasing of capital budgets from 2011-2012 to 2012-13 (as set out in paragraphs 17 to 25 of the report to the Policy and Resources Committee on 7 June 2012).***
- iii. recommends that the Authority approves the use of revenue resources as suggested in the report as set out in paragraphs 4 to 16 of the report to the Policy and Resources Committee on 7 June 2012); and***
- iv. notes that the Audit Committee will consider the Annual Statement of Accounts in detail.***

Councillor M Lloyd-Hayes joined the meeting at 10.36 am.

6. IRMP 2011/12 Fire Cover : Proposals and Results of Consultation

A report was considered that informed the Policy and Resources Committee of the outcomes of the recent consultation programme.

The Chief Fire Officer presented the report and advised Members that the proposals contained in the report would save the Authority approximately one million a year but as a consequence of the proposals there would be no change to the amount of fire engines, or the amount of firefighters on engines nor would it be necessary to make any personnel redundant.

With regard to the consultation, Members were advised that a significant proportion of the responses had been positive. Negative comments had centred on the length of working hours at Bromsgrove and whether the proposals would compromise ability to take leave.

Councillor B Bullock joined the meeting at 10.50 am.

In response to a request from Members, the Chief Fire Officer agreed to bring to the Committee a further report on how the new proposals were being implemented.

A Member congratulated officers on the way the consultation had been conducted and also on the transparency of the process.

RESOLVED:

- i. the 2011/12 IRMP Recommendation 4 Fire Cover Review and feedback from consultation be noted; and*
- ii. the following recommendations be approved by the Authority:*
 - to reduce the number of firefighting staff on each watch at the three existing day crewed fire stations (Malvern, Evesham and Droitwich) from 8 to 7;*
 - to reduce the number of firefighting staff on each watch at Hereford and Worcester Fire Stations from 14 to 12.5 (average between the two stations);*
 - to implement a new crewing pattern (Day Crewing Plus) at Bromsgrove leading to a reduction in the establishment from 28 to 14; and*
 - there are no changes to the provision of the third Retained Duty System (RDS) appliance at Hereford, Worcester and Redditch.*

7. The Fire and Rescue Authority's Annual Plan 2012/13

The Committee considered the draft Fire and Rescue Authority Plan 2012/13.

The Chief Fire Officer presented the report and advised Members of the three key areas of the Fire and Rescue Authority Plan namely:

- Core Purpose
- We Will Deliver Through
- Our Foundations

Members were advised that the plan was currently in its narrative version and that it would be further embellished with photographs and graphics before it was finalised.

A Member suggested that reference to partnership working should be more pronounced and it was suggested that this could be included within the finalised Plan.

RESOLVED: that the Policy and Resources Committee recommend the draft Fire and Rescue Authority Plan 2012/13 be approved by the Authority.

8. IRMP 2011/12 Environmental Management

A report was considered that updated the Committee on actions and direction to support IRMP Recommendation 7 relating to environmental management.

The Chief Fire Officer presented the report and reiterated Objective 7 of the IRMP

Action Plan which stated: *“We will review our approach to environmental issues to ensure that we are maximising the potential partnership working in this area, reducing our energy usage and identifying opportunities for cost efficiency.”*

Members were advised of areas where the Authority had striven to meet Objective 7 with regard to its properties and these included the use of solar photovoltaic panels, lighting timers, solar water heating, ground sourced heat pumps and rainwater harvesting.

With regard to the Authority’s fleet it was more difficult to achieve energy saving but cost savings had been made by using Land Rovers as officer response cars. Also it was noted that Land Rover provided a carbon offset programme which invested in global projects to offset the carbon used in manufacturing the vehicle and exhaust emissions created during the vehicle’s asset life. Furthermore, Members were advised that the joint police and fire station in Bromsgrove would reduce the size of public estate in Worcestershire and would provide significant energy usage savings.

A discussion ensued on other ways the Authority could improve its environmental footprint. It was suggested that Members could receive further information and agendas from the Authority electronically. The Corporate Support Manager advised that some Members already received their papers electronically and she agreed to write to Members asking them if they wanted to opt for electronic correspondence and committee papers.

RESOLVED:

- i. the content of the report be noted; and***
- ii. the IRMP Action Plan 2011/12 Objective 7 be considered complete.***

9. Update on Delivery of the 2011/12 IRMP Action Plan

The Committee considered a report that outlined the outcomes and progress against seven recommendations from the 2011/12 IRMP Action Plan.

RESOLVED that the Policy and Resources Committee note the contents of this report and approves its submission to the Fire and Rescue Authority.

10. Performance Management Indicators for 2012/13

A report was considered that proposed the alignment of the 2012/13 performance measures to Our Strategy and requested approval for the basis for reporting these measures.

The Chief Fire Officer presented the report and advised Members that the Authority was striving to become more efficient and produce information that was more focussed. Thus it was proposed that following a review of the current suite of performance indicators, reporting would be presented on an accumulative basis through the year with each quarter contributing to the overall performance of the next within each year rather than each quarter in isolation as was the

current practice.

RESOLVED that the Policy and Resources Committee approve the reporting criteria on the proposed key performance indicators.

11. Work Programme

The Committee considered a draft Work Programme for the ensuing year.

The Corporate Support Manager advised Members that whilst the Work Programme was a dynamic document it was not prescriptive and an element of flexibility could be retained to accommodate additional items as issues arose through the year.

RESOLVED that the Policy and Resources Committee approves the Work Programme for 2012/13.

12. Fire and Rescue Authority Plan 2011-2012 Consolidated Report Quarter 4 and End of Year Performance Analysis

A report was considered that provided the Policy and Resources Committee with a summary of Quarter 4 and End of Year Performance against the Fire and Rescue Authority Plan 2011-12.

The following points from the report were highlighted:

- Overall total incident numbers remained approximately the same as last year.
- Overall numbers of fires had increased this year caused by a large increase in secondary fires.
- Overall numbers of fires in commercial premises remained consistent with previous years.
- Chimney fires had increased marginally.
- Total Special Service numbers were down to their lowest for 5 years with Road Traffic Collision (RTC) numbers comparable to last year.
- Flooding incidents showed a significant reduction.

RESOLVED that the Policy and Resources Committee note the content of this report.

13. Changes to the Equality and Diversity Steering Group

A report was considered that updated the Policy and Resources Committee on changes to the Equality and Diversity Steering Group.

The Chief Fire Officer presented the report and highlighted the proposed changes namely:

- Revised Terms of Reference which included a change in the name to

Equality and Diversity Advisory Group.

- The Group would be chaired by the Chief Fire Officer.
- The Group would act in an advisory capacity and feedback quarterly to both the Senior Management Board and the Policy and Resources Committee.
- Membership of the Group would be adjusted to ensure that each functional unit of the Service that may have a role in delivering equalities was represented.

RESOLVED that the Policy and Resources Committee note the content of this report.

14. Joint Consultative Committee Update

A report was considered that outlined the activities of the Joint Consultative Committee since the Committee had last met.

RESOLVED that the Policy and Resources Committee note the content of this report.

15. Health and Safety Liaison Panel Update

A report was considered that provided the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Liaison Panel.

RESOLVED that the Policy and Resources Committee note the content of this report.

The meeting concluded at 12.04 pm

Signed: _____
Chairman

Date: _____

5. Fire and Rescue National Framework for England

Purpose of report

1. To provide a briefing on the new Fire and Rescue National Framework for England, published on 11 July 2012.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee notes the content of this report.

Introduction and Background

2. Following a 14 week consultation period earlier this year, the new Fire and Rescue National Framework for England was published on 11 July 2012. The Framework sets out the Government's high-level expectations for Fire and Rescue Authorities. It is largely unchanged following the consultation, though there are a number of clarifications and some tempering of the wording of certain requirements. The Framework was accompanied by a 'Summary of Responses' document, which sets out the Government's comments on the 93 responses to the consultation. The Authority's response is summarised in Appendix 1.
3. The National Framework 2008-11 covered a broad range of activities and responsibilities for Fire and Rescue Authorities including resilience and prevention, protection and response. The revised Framework places an emphasis on local accountability and continues to provide an overall strategic direction for Fire and Rescue Authorities. It has an open-ended duration aimed at giving Fire and Rescue Authorities more certainty for the medium to long term. A summary is attached at Appendix 2.

Requirements for Fire and Rescue Authorities

4. The layout of the Framework is the same as in the consultation draft. Following an introduction, which sets out three key priorities for Fire and Rescue Authorities, there are three chapters covering safer communities, accountability to communities and assurance followed by a chapter covering the legislative context, and finally an annex listing the complete IRMP requirements.
5. The three priorities set the ground for the Government's expectations of Fire and Rescue Authorities. In full, the priorities are for Fire and Rescue Authorities to:

- **identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;**
 - **work in partnership with their communities and a wide range of partners locally and nationally to deliver their service; and**
 - **be accountable to communities for the service they provide.**
6. The main provisions in the Framework are summarised below in relation to four key areas: the IRMP, Assurance, National Resilience and Accountability.

IRMP – risk assessment, prevent, protect and response measures

7. Fire and Rescue Authorities are expected to deliver the three priorities primarily through their Integrated Risk Management Plans, which the Framework states *“provides an opportunity to demonstrate how it will discharge its responsibilities in a way that is open and transparent to its community and others with an interest.”*
8. The IRMP plays a key role in identifying, assessing and mitigating fire and rescue related risks. The requirements will be incorporated into the Service’s IRMP planning process for 2013-14, and can be summarised as set out in the following table attached at Appendix 3.
9. In terms of ensuring an effective response to incidents, the Framework also requires Fire and Rescue Authorities to have effective Business Continuity Plans in place and they must collaborate with other Fire and Rescue Authorities to deliver intraoperability, and interoperability with other Fire and Rescue Authorities, other emergency services, Category 1 and 2 responders and Local Resilience Forums.
10. Through its measures to identify and assess risk and its prevent, protect and response arrangements, individually or in collaboration with others, the Fire and Rescue Authority will need to have the necessary capability in place to manage the majority of risks in its area.

Annual Statement of Assurance

11. Alongside the IRMP, the Fire and Rescue Authority must publish an annual statement of assurance on financial, governance and operational matters, showing how they have had due regard to their IRMP expectations and the requirements of the Framework. Fire and Rescue Authorities will be expected to sign off the statements and ensure that they are subject to the authority’s scrutiny arrangements. Further *light touch guidance* on what the statement should cover is being considered by Government, but already the Chairman of the LGA’s Fire Services Management Committee has labelled this as an *“extra burden...without any perceivable benefit.”*

12. The Government has suggested that the contents of the statement will already exist within other information published by Fire and Rescue Authorities, and that the assurance statement will bring the information together into a single user-friendly document. The statement will be in addition to accountability, scrutiny and transparency requirements, which also require performance data to be made easily available.
13. The preparation of the statement will be coordinated by the Service's Corporate Services department.

National Resilience

14. The Framework defines national resilience as *"the capacity and capability of Fire and Rescue Authorities to work together and with other Category 1 and 2 responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as (but not limited to) those identified in the National Risk Assessment. It refers to risks that need to be planned for on a strategic, national basis because their impacts and consequences would be of such scale and/or complexity that local resources would be insufficient, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action."*
15. Alongside the Government's provision of specialist capability through the national resilience programme, the Framework expects Fire and Rescue Authorities to work in partnership to agree whether and/or how potential gaps in capability may be met.
16. To this end, the Government has established the Fire and Rescue Strategic Resilience Board as a forum for Fire and Rescue Authorities to collectively engage with Government on national resilience issues. Where there are gaps in capability, they will need to be reported to Government or the Strategic Resilience Board, and Fire and Rescue Authorities will need to work collectively to agree with Government whether and/or how to address the gaps. Where the Board agrees that a gap needs to be filled, and following ministerial approval, new national resilience capabilities will be funded by Government. If the Government commissions Fire and Rescue Authorities to deliver a new capability, it will expect them to work together collectively to procure, maintain and manage the new capability.
17. Fire and Rescue Authorities will be required to work collectively and with the Strategic Resilience Board, to provide national resilience assurance to Government that risks are assessed, plans are in place and any gaps are identified, that specialist national resilience capabilities are fit-for-purpose and resilient, and that any new capabilities commissioned are managed in the most cost-effective manner that delivers value for money.
18. Fire and Rescue Authorities are represented on the Strategic Resilience Board through the Local Government Association's Fire Services Management Committee, while Fire and Rescue Services are represented through the Chief Fire Officers' Association.

Accountability to Communities

19. The Framework makes it clear that Fire and Rescue Authorities are accountable to their communities. Fire and Rescue Authorities need to have *“transparent processes in place to deliver this and engage with their communities to provide them with the opportunity to influence their local service.”* The preparation of the IRMP is highlighted as a key opportunity for community engagement.
20. The Framework adds that Fire and Rescue Authorities must hold the Chief Fire Officer/Chief Executive to account for the delivery of the Fire and Rescue Service, and that they must also have arrangements in place to ensure that their own decisions are open to scrutiny.
21. To enable communities to hold Fire and Rescue Authorities to account, the Framework requires that Fire and Rescue Authorities make communities aware of how they can access data and information on their performance. In this way, communities can compare the performance of the Fire and Rescue Authority with others. A number of ways of meeting this requirement are highlighted and include meeting the code of conduct of recommended practice for local authorities on data transparency, publishing pay policy statements, raising awareness of sources of comparable data and how to access these, linking to tools and best practice guidance and publishing action plans arising from peer reviews and self-assessments. The Government will also make data available within the bounds of data protection and security.

Conclusion/Summary

22. While acknowledging the consultation responses and concerns, the Framework is largely unchanged, though the Government has provided additional clarification in a number of areas, and made some textual changes where considered appropriate.
23. The Framework has been broadly, though cautiously, welcomed. It is much shorter than the previous document, cutting out layers of national guidance in favour of local determination by Fire and Rescue Authorities. It is also much clearer about the strategic relationship between the Government and Fire and Rescue Authorities, and confirms accountability to local communities not central government.
24. It is clear that the expectations set out in the Framework must be delivered. These are presented as requirements that Fire and Rescue Authorities must undertake – they do not appear to be optional or negotiable. At the same time, it should be noted that the Framework does not cover all the duties and functions that need to be delivered by Fire and Rescue Authorities, both as a public service provider and as an employer.
25. There is still some concern and uncertainty about the extent of information required to ensure transparency to communities and Government as required through annual Assurance Statements and access to performance data and information, though further guidance is promised in due course.

26. The expectations and provisions set out in the Framework have an impact on all Directorates of the Fire and Rescue Service. The Senior Management Board will work collectively to ensure that all requirements are met.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Whole document, in particular Appendix 1 Para 2, Appendix 2 paras 4, 11 and 21.

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Whole document, in particular Para 4 Appendix 2, and paras 6, 11 – 12, 17 and 19 – 21.

Additional Considerations

27. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Whole document, in particular paras. 7 - 10
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 – Consultation Response
Appendix 2 – The Revised Framework - Summary
Appendix 3 – Summary of Requirements

Background papers (hyperlinks)

[Fire and rescue national framework for England, DCLG, July 2012](#)

[Fire and rescue national framework for England – Summary of responses, DCLG, July 2012](#)

[Response to Consultation on the Draft National Framework for England – agenda item 6, Policy and Resources Committee, 7 March 2012](#)

Contact Officer

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Consultation Response

1. The Government's response to comments suggests that most were generally supportive of the draft Framework, though with no overall consensus apart from continued support for the requirement that Fire and Rescue Authorities should continue to produce Integrated Risk Management Plans (IRMPs).
2. Hereford & Worcester Fire and Rescue Authority was one of 42 Fire and Rescue Authorities, which responded to the consultation. The following table notes the Authority's chief concerns along with the general response from Government:

HWFRA concerns	General response from Government
The revised Framework was overly prescriptive with too many absolute duties, including that of preparing an Integrated Risk Management Plan.	Government responded that the Framework will continue to use the term 'must' rather than 'should' to be clear about their priorities and objectives for Fire and Rescue Authorities. The response states that most fire and rescue services supported the need to produce IRMPs.
There was little recognition of the resource limitations facing Fire and Rescue Authorities.	Government responded that the Framework clarifies the roles of Fire and Rescue Authorities and the Government, and imposes no new functions or duties on Fire and Rescue Authorities.
There was potential for the requirements to become overly detailed, onerous and bureaucratic.	Some textual changes have been made to temper the requirements – for instance ' <i>all risks</i> ' has become ' <i>foreseeable risks</i> ', ' <i>deliver prevention and protection activities</i> ' has become ' <i>deliver effective and proportionate prevention and protection activities.</i> ' The need to prepare an annual statement of assurance remains, but Government has added that they will provide ' <i>light touch guidance</i> ' on the required contents.
There was a lack of detail in certain key areas such as national resilience and assurance measures.	Further detail has been included in the Resilience section of the report to reflect the establishment of the Fire and Rescue Strategic Resilience Board. Additional detail has also been added in relation to the Government's role in delivering interoperability.

3. Further details of the Fire and Rescue Authority's consideration and consultation submission can be found in the minutes of the Policy and Resources Committee held on 7 March 2012, agenda item 6 – 'Response to Consultation on the Draft National Framework for England'. That report and the Government's 'Summary of responses' document can be found in the background papers of this report.

The revised Framework - Summary

1. In his introduction to the revised National Framework, the Minister for the Fire and Rescue Service set out his appreciation of the proficiency and experience of Fire and Rescue Authorities, and his aim to allow them the freedom and flexibility to deliver their services *‘without being hampered by Whitehall bureaucracy and red tape.’* While the Framework is designed to provide an overall strategic direction to Fire and Rescue Authorities, it *‘will not seek to tell them how they should serve their communities.’*
2. The introduction also makes the purpose clear: the Framework *“sets out the Government’s priorities and objectives for Fire and Rescue Authorities in England. The Framework sets out high level expectations. It does not prescribe operational matters”* which are best determined locally.
3. Having said that, the document still contains no less than eighteen ‘musts’ among their expectations. In the accompanying ‘Summary of responses’ the Government explains that it *“has used ‘musts’ rather than ‘shoulds’ in the Framework to be clear about the Government’s key priorities and objectives for Fire and Rescue Authorities.”* To reinforce this point, it also notes the potential implications should a Fire and Rescue Authority not wish to follow their expectations: *“Unlike most guidance issued by Government, the requirements of the Framework can be enforced through section 22 of the Fire and Rescue Services Act 2004 (although the Government does not intend to use this power except as a last resort). The Government considers that in this context it is appropriate to use ‘musts’ to highlight those key aspects of the Framework.”*
4. The Government was also keen to stress that the revised Framework does not set out any new roles or requirements that are not already stated in the Fire and Rescue Services Act 2004, the Emergencies Order 2007 and the Civil Contingencies Act 2004. In its response to comments on the difficulties of the current funding environment, the Government added that *“Where new burdens arise, for example as part of building new national resilience capabilities, the Framework is clear that Government will pay if Fire and Rescue Authorities are expected to meet these – in line with the new burdens doctrine.”*
5. In line with the Government’s approach to localism, the Framework makes it clear that *“Fire and Rescue Authorities are accountable to their communities for their actions and decision making.”* The ‘Summary of Responses’ notes that *“The Framework reinforces the Government’s vision for resetting the relationship to put power back to communities and the locally elected councillors who represent them. Ultimately it is local communities, not Government, that Fire and Rescue Authorities are accountable for the service they provide to keep communities safe.”*

6. Some parts of the Framework have been updated to provide more detail. For instance, the recent establishment of the Fire and Rescue Strategic Resilience Board has helped to clarify the strategic governance arrangements for national resilience. The Framework still requires all Fire and Rescue Authorities to prepare an annual statement of assurance on financial, governance and operational matters, and explains that the Government will be providing further *“light touch guidance”* on what this should look like.
7. In response to a general concern that Fire and Rescue Authorities could not possibly identify *all* risks in preparing their Integrated Risk Management Plans, the revised Framework text has been amended to make it clear that Fire and Rescue Authorities need to identify and assess the full range of *foreseeable* fire and rescue related risks in their areas. It also adds that authorities should deliver *effective and proportionate* prevention and protection activities.
8. The Framework is considerably shorter than the 2008-11 Framework, which is to be welcomed. The Chair of the Local Government Association’s Fire Services Management Committee has commented that *“this will allow Fire Chiefs and local politicians more freedom to concentrate their efforts on protecting communities and responding to incidents.”*

The IRMP must:	Notes
<ul style="list-style-type: none"> • identify and assess all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature • have regard to Community Risk Registers produced by the Local Resilience Forum and any other risk analyses as appropriate • include an analysis of any gaps between existing capability and that needed to ensure national resilience 	<p><i>Government will also expect IRMPs to have regard to the National Risk Register, the National Risk Assessment and the National Resilience Planning Assumptions as led and monitored by the Cabinet Office. Any capability gaps that cannot be met through local arrangements will need to be highlighted to the Department for Communities and Local Government or the recently established Fire and Rescue Strategic Resilience Board (see further details under National Resilience below)</i></p>
<ul style="list-style-type: none"> • demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities in a cost effective way • set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 	<p><i>The valuable role of Fire and Rescue Authorities in creating a safer society is recognised, particularly through their strong links with communities and work with individuals and local agencies and businesses. The Framework comments that this will allow better focusing and targeting of resources on areas where the risk from fire is greatest</i></p>
<ul style="list-style-type: none"> • reflect the provisions to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements 	<p><i>The Framework considers that reinforcement schemes or mutual aid agreements with other Fire and Rescue Authorities are important tools for Fire and Rescue Authorities to be prepared to respond to incidents</i></p>
<ul style="list-style-type: none"> • be easily accessible and publicly available • reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and 	<p><i>The IRMP planning process is seen as an opportunity to engage local communities and inform them through up to date, accessible data on risk. This transparent approach should enable communities to better influence local planning and how risks are being met (see</i></p>

partners	<i>Accountability to communities below)</i>
<ul style="list-style-type: none">• cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that the requirements of the Framework are delivered• reflect up to date risk analyses and the evaluation of service delivery outcomes	

6. Budget Monitoring Report 2012-13

Purpose of report

1. To inform Members of the current position on budgets and expenditure for 2012-13.
-

Recommendation

The Chief Fire Officer and Treasurer recommend that the report be noted.

Introduction and Background

2. This is a routine review of the position on Revenue and Capital budgets, and follows on from the monthly review cycle undertaken by the Service's Senior Management Board.

Revenue Budget

3. In February 2012 the Fire and Rescue Authority (FRA) set a net revenue budget for 2012-13 of £33.821m.
4. This budget was initially allocated to budget heads as shown in column 1 of Appendix 1. The allocations have subsequently been amended; due to responsibility changes arising from the senior management restructure, budget-holder savings identified in year and allocation of ear-marked reserves. These adjustments are shown in columns 2 to 6. The current allocation is shown in column 7 of Appendix 1.
5. The other adjustment in column 6 relates to the changed arrangements for the statutory officers (Treasurer and Monitoring Officer) who are both now directly employed.
6. Appendix 2 shows details of the annual budget and projected year end expenditure. At this point in the year (after only the first quarter) the only significant variations are:
 - Wholetime Uniform Pay: showing a projected underspend as a consequence of the implementation of crewing changes following the review of fire cover in the 2011/12 Integrated Risk Management Plan.
 - Redundancy Cost Provision: reflecting the fact that these costs be actually charged to 2011/12. Although it should be noted that there is a £0.050m overall saving.

- 2012/13 Savings: this reflects a reduced requirement as budgets continue to be scrutinised. This saving to the base will reduce the future budget gap.
 - Retained Duty System (RDS) Settlement: Members will be aware of the late change to the details of this payment and the inclusion of Tax and National Insurance (NI). An initial estimate of £0.100m was made and transferred to an ear-marked reserve in 2011/12. The first of the detailed payments were made in July and the revised estimate of the tax/NI position is £0.020m higher.
7. At this point a net underspending of £0.569m is forecast, which will have an impact on future savings' requirements.

Capital Programme

8. The current capital budget (including approved re-phasing from 2011/12) is £10.287m and is divided into 3 blocks:
- Vehicle Replacement
 - Major Buildings
9. The budget allocations are shown in detail in Appendix 3; although for commercial reasons (contracts still subject to tender or acceptance) the FRA approved allocations for individual Major Building schemes are not shown.
10. Of the £10.287m budget only £0.995m (10%) has been incurred with a further £0.851m (8%) committed by way of order. Since the end of the first quarter, further orders of approximately £1m (10%) have been placed in respect of major buildings.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	Yes	Whole report considers financial position

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

Additional Considerations

11. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 : 2011-12 Revenue Budget Allocation
Appendix 2 : 2011-12 Revenue Budget Monitoring
Appendix 3 : 2011-12 Capital Budget Monitoring

Background papers

None

Contact Officer

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Hereford & Worcester Fire and Rescue Authority :
Policy and Resources Committee
Revenue Budget Allocation 2012-13

		FRA Allocation (1) £m	CHANGE OF RESP. (2) £m	BUDGET HOLDER BIDS (3) £m	ALLOC DEVP RESERVE (4) £m	EXT AUDIT SAVINGS (5) £m	OTHER ADJUST (6) £m	Current Budget (7) £m
1	Wholetime Firefighter Pay	13.874						13.874
2	RDS Firefighter Pay	3.185						3.185
3	USAR Pay	0.725						0.725
4	Control Pay	0.798						0.798
5	Support Pay	3.708			0.021		0.049	3.778
6	Other Employee Costs	0.038						0.038
7	Unfunded Pensions	0.753						0.753
8		23.081	0.000	0.000	0.021	0.000	0.049	23.151
9	Strategic Management	0.029	0.018	0.007			0.004	0.058
10		0.029	0.018	0.007	0.000	0.000	0.004	0.058
11	New Dimensions	0.162	(0.034)	(0.014)				0.114
12	Technical Fire Safety	0.141	(0.093)	(0.038)			0.015	0.025
13	Community Safety	0.000	0.094					0.094
14	Approved Centre	0.009	(0.009)					0.000
15	Training Dept	0.692	0.029	(0.003)			0.006	0.724
16		1.004	(0.013)	(0.055)	0.000	0.000	0.021	0.957
17	P & I	0.302	(0.028)	(0.037)				0.237
18	Ops Policy	0.067	0.016	(0.002)			(0.006)	0.075
19	Personnel	0.290	0.008	(0.024)				0.274
20	Ops Logistics	1.566		0.001		0.011		1.578
21	Fleet	0.591		0.067				0.658
22	PPP - FRA Costs	0.136		(0.011)			(0.024)	0.101
23		2.952	(0.004)	(0.006)	0.000	0.011	(0.030)	2.923
24	ICT	1.057	(0.008)	(0.025)	0.012			1.036
25	Facilities Mngt	1.939			0.007			1.946
27	Insurances	0.301						0.301
28	Finance	0.304				(0.029)		0.275
29	Capital Financing	2.629					0.007	2.636
30		6.230	(0.008)	(0.025)	0.019	(0.029)	0.007	6.194
31	Legal Services	0.061					(0.025)	0.036
32		0.061	0.000	0.000	0.000	0.000	(0.025)	0.036
33	Core Budget	33.357	(0.007)	(0.079)	0.040	(0.018)	0.026	33.319
34	Inflation Provision	0.180						0.180
35	Redundancy Costs Provision	0.284						0.284
36	2012/13 Savings	0.000	0.007	0.079		0.018	(0.004)	0.100
37	RDS Settlement	0.000						0.000
38		0.464	0.007	0.079	0.000	0.018	(0.004)	0.564
39	Core Budget	33.821	(0.000)	0.000	0.040	0.000	0.022	33.883
40	Use of Dev Reserve	0.000			(0.040)			(0.040)
41	Other Earmarked Reserves	0.000					(0.022)	(0.022)
42		0.000	0.000	0.000	(0.040)	0.000	(0.022)	(0.062)
43	Net Budget Requirement	33.821	(0.000)	0.000	0.000	0.000	0.000	33.821

Hereford & Worcester Fire and Rescue Authority :
Policy & Resources Committee
Revenue Budget Monitoring 2012-13 : 1st Quarter

		Annual Budget (1) £m	Forecast Annual Expd (2) £m	Forecast Annual Variance (3) £m
1	WT FF Pay	13.874	13.624	(0.250)
2	RDS FF Pay	3.185	3.185	
3	USAR Pay	0.725	0.725	
4	Control Pay	0.798	0.798	
5	Support Pay	3.778	3.778	
6	Other Employee Costs	0.038	0.038	
7	Unfunded Pensions	0.753	0.753	
8		23.151	22.901	(0.250)
9	Strategic Management	0.058	0.058	
10		0.058	0.058	0.000
11	New Dimensions	0.114	0.114	
12	Technical Fire Safety	0.025	0.025	
13	Community Safety	0.094	0.094	
14	Approved Centre	0.000	0.000	
15	Training Dept	0.724	0.724	
16		0.957	0.957	0.000
17	P & I	0.237	0.237	
18	Ops Policy	0.075	0.075	
19	Personnel	0.274	0.274	
20	Ops Logistics	1.578	1.578	
21	Fleet	0.658	0.658	
22	PPP - FRA Costs	0.101	0.101	
23		2.923	2.923	0.000
24	ICT	1.036	1.036	
25	Facilities Mngt	1.946	1.946	
27	Insurances	0.301	0.301	
28	Finance (FRS)	0.124	0.124	
29	Finance SLA	0.151	0.151	
30	Capital Financing	2.636	2.636	
31		6.194	6.194	0.000
32	Legal Services	0.036	0.036	
33		0.036	0.036	0.000
34	Core Budget	33.319	33.069	(0.250)
35	Inflation Provision	0.180	0.180	
36	Redundancy Costs Provision	0.284	0.045	(0.239)
37	2012/13 Savings	0.100	0.000	(0.100)
38	RDS Settlement	0.000	0.020	0.020
39		0.564	0.245	(0.319)
40	Core Budget	33.883	33.314	(0.569)
41	Use of Dev Reserve	(0.040)	(0.040)	
42	Other Earmarked Reserves	(0.022)	(0.022)	
43		(0.062)	(0.062)	0.000
44	Net Budget Requirement	33.821	33.252	(0.569)

Hereford & Worcester Fire and Rescue Authority :
Policy & Resources Committee
Capital Budget 2012-13 : 1st Quarter

Scheme	Budget	Actual	Commitments	Total	Remainder
Vehicles					
091 - Pinzgauer Routine Replacement 4WD	33,233		34,827	34,827	(1,594)
092 - Argocat Routine Replacement Off Road	4,137		680	680	3,457
105 - Routine Pump Replacement 2011/12	359,184	345,542	7,876	353,418	5,766
115 - Specialist Replacement Incident Support Vehicle	73,848			0	73,848
116 - Line Rescue Vehicle Fit Out	25,266	24,926	202	25,128	138
117 - Routine Pump Replacement 2012/13	451,999	104,000	351,780	455,781	(3,782)
128 - Bulk Foam Capability 2012/13	67,000			0	67,000
129 - Pinzgauer Routine Replacement 4WD 2012/13	52,000			0	52,000
Total	1,066,667	474,468	395,366	869,834	196,833
Major Building					
Total	6,776,711	20,515	131,306	151,822	6,624,889
Minor Schemes - Property					
023 - Legionella Engineering Works	9,235			0	9,235
068 - Evesham Flat Roof	640			0	640
069 - Stourport Flat Roof	550			0	550
072 - Ewyas Harold Resurface Yard	2,241			0	2,241
083 - SRT Storage	4,010			0	4,010
084 - RPE Cylinder Strategy	22,195	10,271	762	11,034	11,161
095 - Diversity Compliant Rest Facilities Kidderminster- Hereford	58,880			0	58,880
096 - Property Work from Health and Safety Audit	744			0	744
097 - Air Conditioning ICT Work	2,606			0	2,606
100 - Evesham Refurbishment	8,061			0	8,061
110 - Upgrade to Lifts to Comply with Legislation	4,902			0	4,902
113 - Replacement Windows	3,692	115		115	3,577
119 - Evesham Houses Refurbishment	1,548		638	638	910
Sub-Total	119,304	10,386	1,401	11,787	107,517
Minor Schemes - IT					
004 - Comp Systems Computer Purchases	177		145	145	32
005 - Comp Systems Computer Software	4,116			0	4,116
034 - Developments	940		430	430	510
063 - PBX Digital Telephony	2,497			0	2,497
074 - Command and Control Assurance	4,384	4,280		4,280	104
106 - Business Continuity (ITC)	2,531			0	2,531
107 - Citrix Farm Updates	15,000			0	15,000
109 - Network Quality of Service Enablement	423			0	423
127 - Internet Improvement	25,000			0	25,000
Totals	55,068	4,280	575	4,855	50,213
Minor Schemes - Other					
001 - IT VDMS	2,117	80		80	2,037
011 - Finance System	219	242		242	(23)
051 - Human Resource Information System	12,555	9,143		9,143	3,413
078 - Respiratory Protective Equipment	1,089			0	1,089
093 - CFRMIS 5 Web based package	850		850	850	0
101 - Intel Application	13,700			0	13,700
103 - Fire Control Replacement	1,299,767	471,159	276,204	747,363	552,404
123 - Transfer Crawling Rig From Betony Road To Redditch	824			0	824
125 - USAR Flood Rescue Boats	50,000	5,040	44,960	50,000	0
130 - E-Hydraulic Equip	40,000			0	40,000
Sub-Total	1,421,121	485,664	322,014	807,677	613,444
Total Minor Schemes - Allocated	1,595,493	500,330	323,990	824,320	771,173
Capital Budget	9,438,871	995,314	850,662	1,845,976	7,592,895
Minor Schemes - Unallocated					
999 - Unallocated	848,086			0	848,086
Total Minor Schemes - Allocated	848,086	0	0	0	848,086
Capital Strategy	10,286,957	995,314	850,662	1,845,976	8,440,981

7. Fire and Rescue Authority Plan 2012-2013 Quarter 1 Performance Analysis

Purpose of report

1. To provide the Policy and Resources Committee with a summary of Quarter 1 performance against the Fire and Rescue Authority Plan 2012-13.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee note the contents of this report.

Introduction

2. This report aims to provide an update on Quarter 1 performance against the Service's performance against the 2012-13 Fire and Rescue Authority Plan.

Background

3. A proposal for a revised method of performance reporting was approved by the Policy and Resources Committee. This new method was based upon plus and minus 10% tolerance levels against a three year average for performance. The proposal also recommended a reduction in the number of performance indicators in the suite of measures recorded by the Service.

New Suite of Indicators

4. A subsequent paper was brought before the Policy and Resources Committee recommending that areas of the new performance measures be aligned to Our Strategy and in particular the Service's three main deliverables (Appendix 1).

Quarter 1 Performance

5. Quarter 1 saw a comparable number of incidents compared to Quarter 1 last year. Although Special Service incidents have increased due in part to the flooding at the end of June, the overall numbers of fires have reduced as the expected seasonal increase in secondary fires has been negated by the predominantly wet weather conditions during the Quarter. False alarms have remained consistent with previous Quarter 1 levels.
6. Each of the individual performance indicators was tested against the tolerance levels expected for the Quarter and only one performance indicator was out of tolerance at the end of Quarter 1 which was the number of days lost to non-uniform staff sickness per head. This is analysed in Appendix 2 to this item together with an overview of overall operational activity, a summary of information requests received by the Service and an analysis of retained appliance availability which was proposed as being a standard item for future quarterly reporting.

Notable performance

- 2011-12 saw the Service record the lowest uniformed sickness levels of the 17 Services that contribute to the Family Group 4 membership group. As a result staff from Hereford & Worcester Fire and Rescue Service (HWFRS) were invited to present the Service's strategy in this area at the annual FG4 forum.

Looking Ahead

- A further recommendation to the method of performance reporting was to make quarterly performance reporting cumulative rather than focusing on the individual quarter in isolation. With this in mind, the future Quarter 2 report will now be a six month summary performance rather than a second quarter perspective.
- A performance indicator under review this year will be the Service's attendance standard. An opportunity now presents itself to assess this indicator in detail with the development of the Service's new Integrated Risk Management Plan which is scheduled to be delivered in 2013.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are no legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

Additional Considerations

- The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	FRA Plan
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Conclusion/Summary

11. The Policy and Resources Committee will continue to receive reports based on the new method of performance reporting based on the measures that the Service is taking to stay within tolerance levels and to highlight interventions where improvements are required.

Supporting Information

Appendix 1 Suite of new Performance Indicators for 2012-13
Appendix 2 Quarter 1 2012-13 Performance Analysis

Contact Officer

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Performance Indicators 2012-13

Our Strategy

1. The Service's 'Our Strategy' is a new approach which sets out a single clear core purpose, built on strong foundations and linked by three driving principles.
2. In delivering the core purpose, we have adopted three firm principles against which everything we do will be measured and judged:
 - Ensuring Firefighter Safety
 - Ensuring Community Safety
 - Ensuring the delivery of Quality Services



Performance Reporting

3. The Service has ensured that the reporting of performance is both efficient and aligned to the above priorities by agreeing the performance areas below:

FF SAFETY	COMMUNITY SAFETY	DELIVERY OF QUALITY SERVICES
INJURIES TO FIREFIGHTERS	ACCIDENTAL DWELLING FIRES	ATTEND STANDARD FIRST APPLIANCE
PHYSICAL VERBAL ASSAULTS	COMMERCIAL FIRES	ATTEND SECOND APPLIANCE
TRAINING COMPETENCE LEVELS	INJURIES ASSOCIATED WITH FIRE	CALL CHALLENGE / MANAGEMENT (including AFAs and malicious calls)
	ROAD SAFETY INCIDENTS	RDS AVAILBILTY
	OVERALL INCIDENT NUMBERS	6 MINUTE MOBILE TARGET (RDS)
	FIRE BY TYPE	SICKNESS RECORDING
	FATALITY FIGURES	
	ARSON FIGURES	

Performance Indicators

4. Following agreement of the areas of performance, further discussions with department heads then produced the following suite of Key Performance Indicators that have been adopted for 2012-13 onwards:

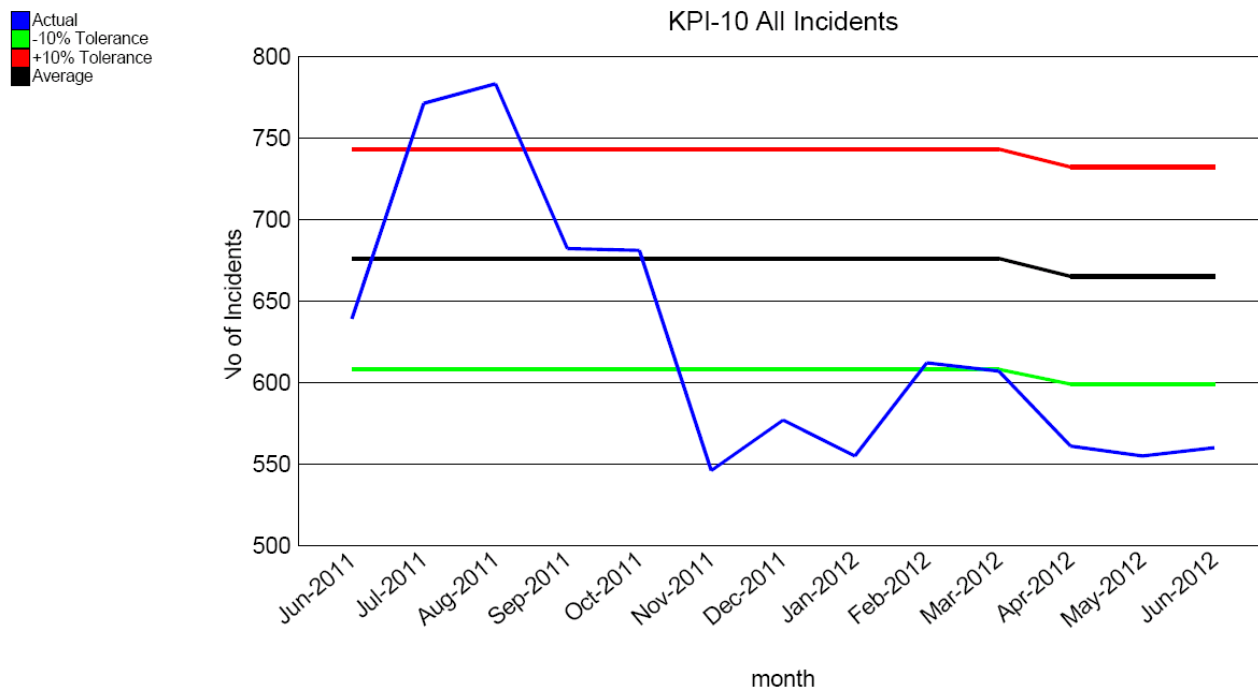
Our Strategy Deliverable	Performance Indicator
Firefighter Safety	KPI-1 Injuries to Firefighters
Firefighter Safety	KPI-2 Physical or Verbal Assaults on Firefighters
Firefighter Safety	KPI-3 Training Competence Levels - BA Refresher Training
Firefighter Safety	KPI-4 Training Competence Levels - Compartment Fire Behaviour Training
Firefighter Safety	KPI-5 Training Competence Levels - RTC Refresher Training
Community Safety	KPI-6 Accidental Dwelling Fires
Community Safety	KPI-7 Commercial Fires
Community Safety	KPI-8 Injuries from Primary Fires
Community Safety	KPI-9 Injuries from Accidental Dwelling Fires
Community Safety	KPI-10 All Incidents
Community Safety	KPI-11 Total Fires
Community Safety	KPI-12 Special Services
Community Safety	KPI-13 False Alarms
Community Safety	KPI-14 Primary Fires
Community Safety	KPI-15 Secondary Fires
Community Safety	KPI-16 Chimney Fires
Community Safety	KPI-17 Fatalities from Primary Fires
Community Safety	KPI-18 Fatalities from Accidental Dwelling Fires
Community Safety	KPI-19 Deliberate Primary Fires
Community Safety	KPI-20 Deliberate Secondary Fires
Community Safety	KPI-21 Number of RTC's attended
Community Safety	KPI-22 Number of KSI's from RTC attended
Quality Services	KPI-23 1st Appliance at Building Fires within 10 mins
Quality Services	KPI-24 2nd Appliance at Building Fires within 5 mins of 1st
Quality Services	KPI-25 Malicious Calls
Quality Services	KPI-26 Retained Availability
Quality Services	KPI-27 Mobile within 6 mins
Quality Services	KPI-28 Dispatch messages sent to resources within 90 secs of initial call
Quality Services	KPI-29 Percentage of emergency calls answered/received within not more than 7 seconds
Quality Services	KPI-30 All Staff Sickness Absence per head
Quality Services	KPI-31 Wholetime Staff Sickness
Quality Services	KPI-32 Non-Uniformed Staff Sickness

Fire & Rescue Authority Plan 2012-13

Quarter 1 Performance

1. Operational Activity –Total and Fire Incidents

1.1. Quarter 1 Total Incidents Attended



(Figure 1 – Total Incidents per month June 2011 to June 2012)

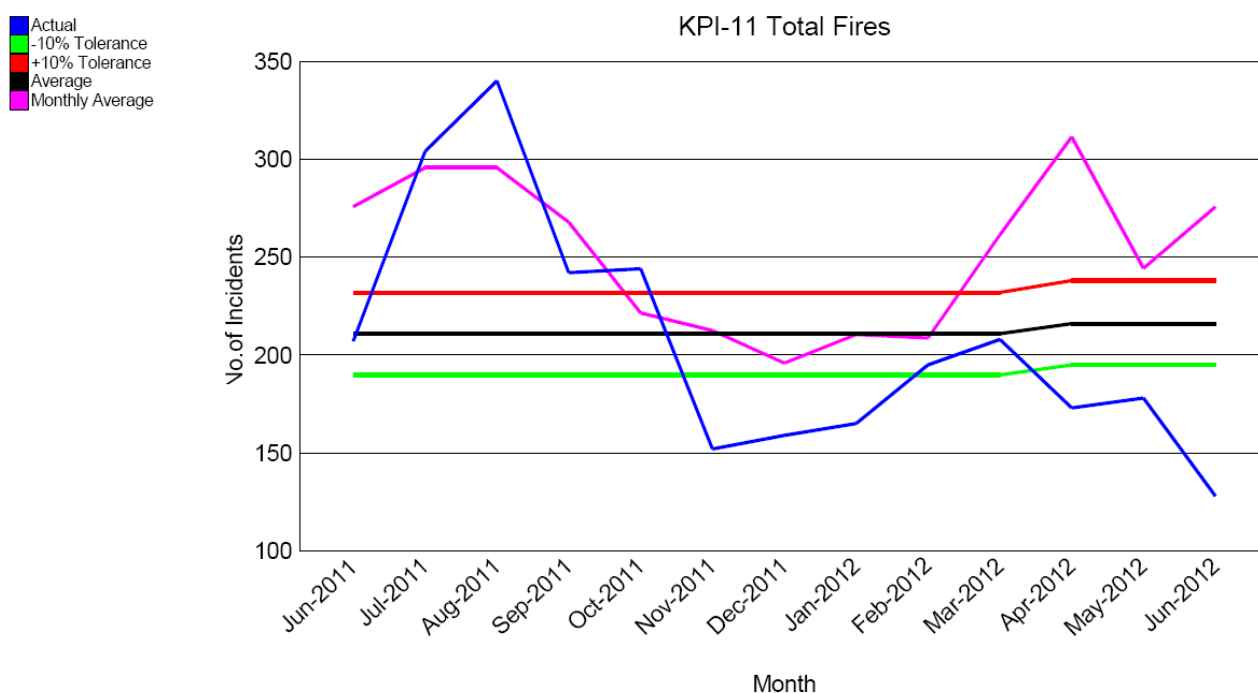
Summary Total incident operational activity levels show a decrease on the same quarter last year.

Total Incidents	Quarter 1 2011-12	Quarter 1 2012-13	Percentage change
All Fires	840	479	-43.0%
Special Services	403	434	7.7%
False Alarms	800	761	-4.9%
Total Incidents	2043	1674	-40.2%

(Table 1 –Total Incidents Q1 2011-12 and Q1 2012-13)

- A large reduction in the total number of fires attended has led to the overall decrease in total incidents when compared with the same quarter last year
- This has led to the lowest Quarter 1 total number of incidents attended in the last five years

1.2. Quarter 1 Total Number of Fires



(Figure 2 – Total Incidents per month June 2011 to June 2012)

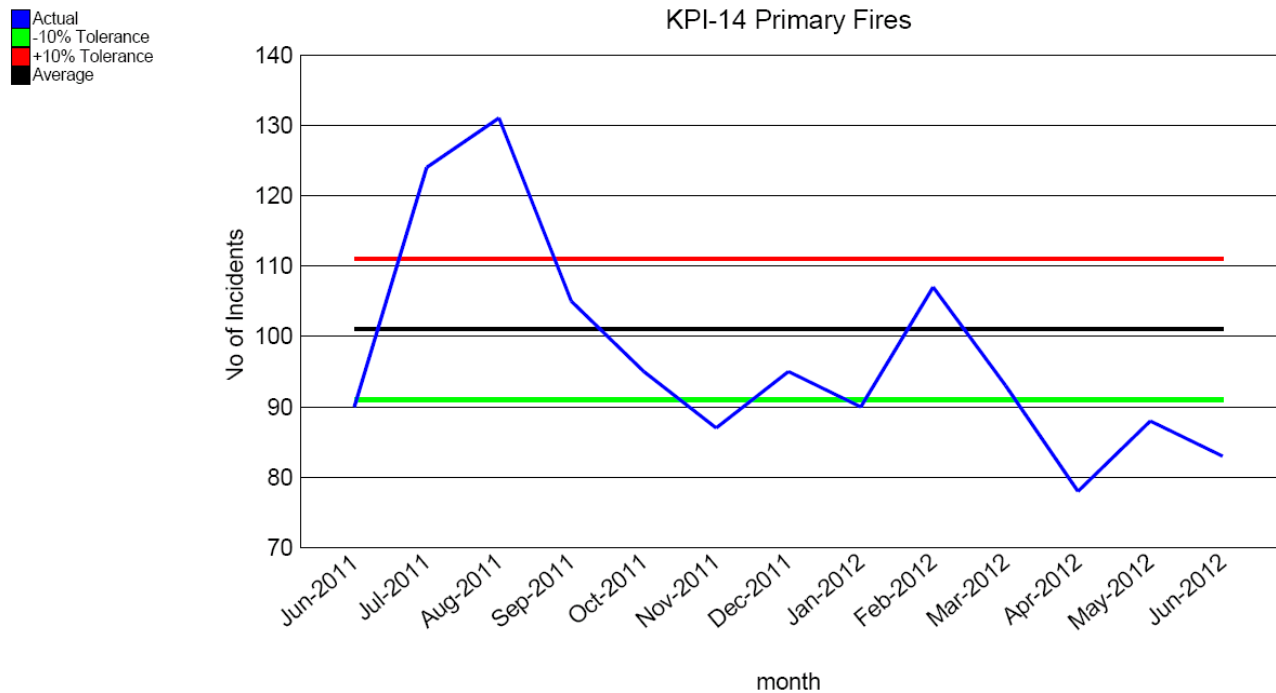
Summary A significant reduction in Secondary Fires attended in Q1 compared with the same quarter last year has led to an overall reduction in the number of total fires attended

Total Fires	Quarter 1 2011-12	Quarter 1 2012-13	Percentage change
Primary Fires	310	249	-19.7%
Secondary Fires	509	194	-61.9%
Chimney Fires	21	36	71.4%
Total Fires	840	479	-43.0%

(Table 2 – Total Fires Q1 2011-12 and Q1 2012-13)

- Primary fires down 17% from last 3 years' Quarter 1 average
- Secondary fires down 54.9% from last 3 years' Quarter 1 average
- Chimney fires increased from same quarter last year and also up 16% on last 3 year's Quarter 1 average

1.3. Quarter 1 Primary Fires



(Figure 3 – Total Primary Fire Incidents per month June 2011 to June 2012)

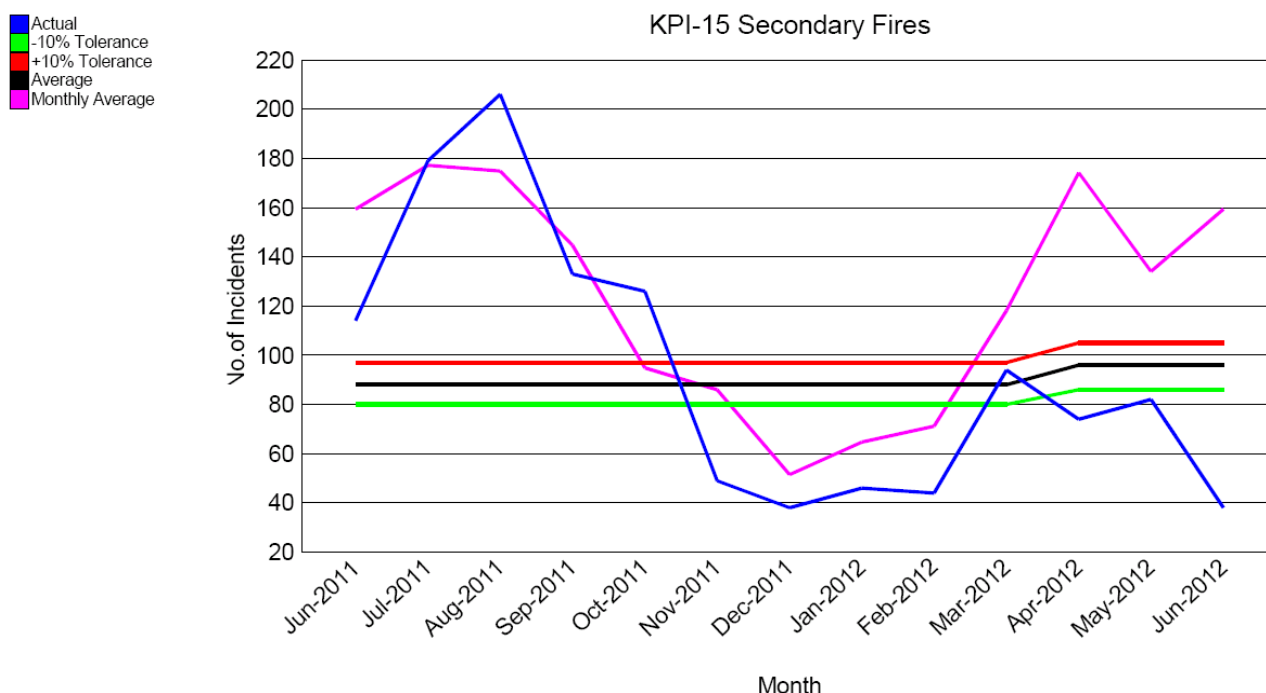
Summary Primary fires numbers in Q1 reduced compared with same quarter last year

Primary Fires	Quarter 1 2011-12	Quarter 1 2012-13	Percentage change
Building Fires	187	165	-11.8%
Vehicle& Transport Fires	82	71	-13.4%
Outdoor Fires	41	13	-68.3%
Total Fires	310	249	-19.7%

(Table 3 –Primary Fires Q1 2011-12 and Q1 2012-13)

- There have been year on year reduction in the three main categories of primary fires
- Although small in context, the number of outdoor fires has decreased from 41 in Quarter 1 2011-12 to 13 in Quarter 1 2012-13. This is mainly due to the predominantly wet weather conditions which have also affected the number of secondary fires attended

1.4. Quarter 1 Secondary Fires



(Figure 4 – Total Secondary Fire Incidents per month June 2011 to June 2012)

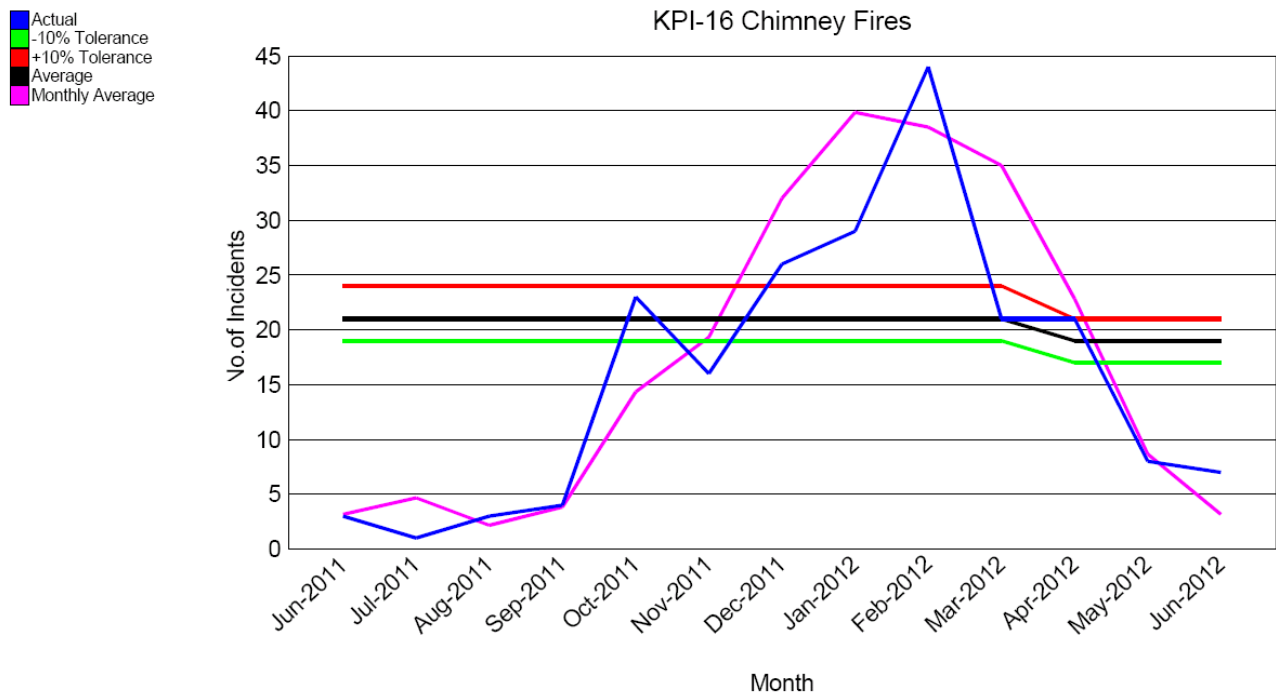
Summary Secondary fire numbers have decreased significantly compared with the same quarter last year due to the predominantly wet weather conditions in Q1

Secondary Fires	Apr	May	Jun	Quarterly Total
Quarter 1 2011-12	227	168	114	509
Quarter 1 2012-13	74	82	38	194
Percentage Change	-67.4%	-51.2%	-66.7%	-61.9%

(Table 4 –Secondary Fires Q1 2011-12 and Q1 2012-13)

- The majority of secondary fires in Quarter 1 2012-13 were located in grassland woodland and crops (69 out of 194 fires or 35% of all secondary fires in 2012-13). This is compared with 254 grassland woodland and crop fires in Quarter 1 2011-12 (49.9% of all secondary fires in Q1 2011-12)
- There have been similar reductions in the number of secondary fires in other outdoor locations and outdoor equipment which together with grassland woodland and crop fires make up the majority of all secondary fires

1.5.Quarter 1 Chimney Fires



(Figure 5 – Total Chimney Fire Incidents per month June 2011 to June 2012)

Summary Chimney fire occurrences are consistent with the monthly average number of incidents (see yellow line in the graph above).

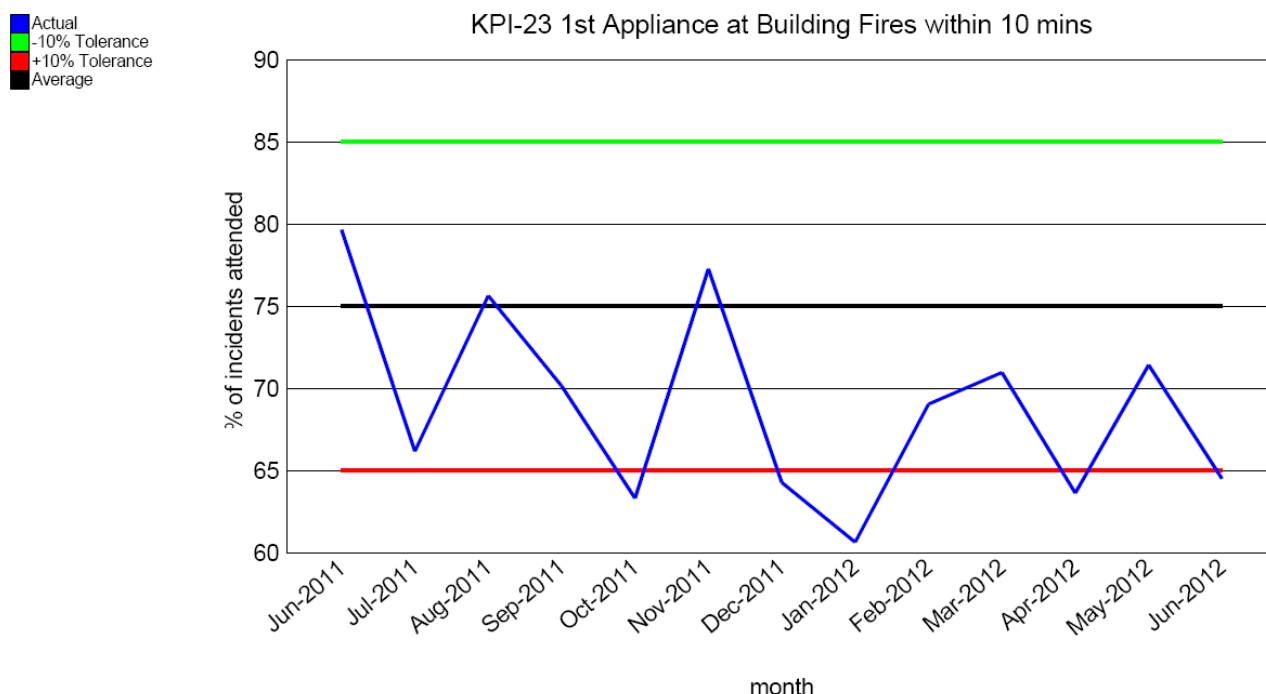
Chimney Fires	Apr	May	Jun	Quarterly Total
Quarter 1 2011-12	12	6	3	21
Quarter 1 2012-13	21	8	7	36
Percentage Change	75.0%	33.3%	133.3%	71.4%

(Table 5 –Chimney Fires Q1 2011-12 and Q1 2012-13)

- Chimney fires have increased from the same quarter last year, with 71% more than in the same quarter last year, this may also be due to the cooler, wetter weather conditions in Quarter 1 2012-13

1.6.Quarter 1 Attendance Standards – Fires in Buildings

Although not out of tolerance at the end of Quarter 1 using the 10% above and below average model, a tighter tolerance level may be required in this indicator in view of its importance to the Service. *The current attendance standard will be reviewed as part of the development of the Service's new Integrated Risk Management Plan which will be delivered in 2013.*



(Figure 6 – 1st Appliance at Building Fires within 10 mins –June 11 to June 12)

Summary In Q1 the Service saw a reduction in the number of attendances at building fires that met the attendance standard compared to last year. Travel distance accounted for 50% of these failures. Of the remainder, 19% were attended in a time of between 10 and 11 minutes.

1 st Appliance attendance at Building Fires within 10 minutes	Q1 11-12	Q1 12-13
Number of building fires attended within 10 minutes	151	115
Total Number of building fires attended	200	173
% attended within 10 minutes	75.5%	66.5%

(Table 6 –1st Appliance attendance Q1 2011-12 and Q1 2012-13)

- 11 out of the 58 fires which were not attended within 10 minutes were attended within 11 minutes
- The overall average time taken to attend all types of incidents in Quarter 1 2012-13 was 9 minutes 9 seconds (excluding six late fire calls)

Travel distance to the incident	29	Difficulty in locating incident address	1
Late Fire Call	6	Incorrect or insufficient information passed to control on initial call	1
Turn in time (Retained and Day Crew only)	4	Mobilised from other location (not on home station)	1
Responding not normal road speed, i.e. AFA's	3	Mobilised to incorrect address	1
Weather conditions/ Road conditions	3	Mobilising error	1
Communication Equipment Fault	2	Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	1
Traffic conditions causing delayed turn in time to stations (Retained and Day Crewed only)	2	Simultaneous Incident	1
Appliance not booked in attendance	1	Training event delaying turn out i.e. drilling	1
		Total	58

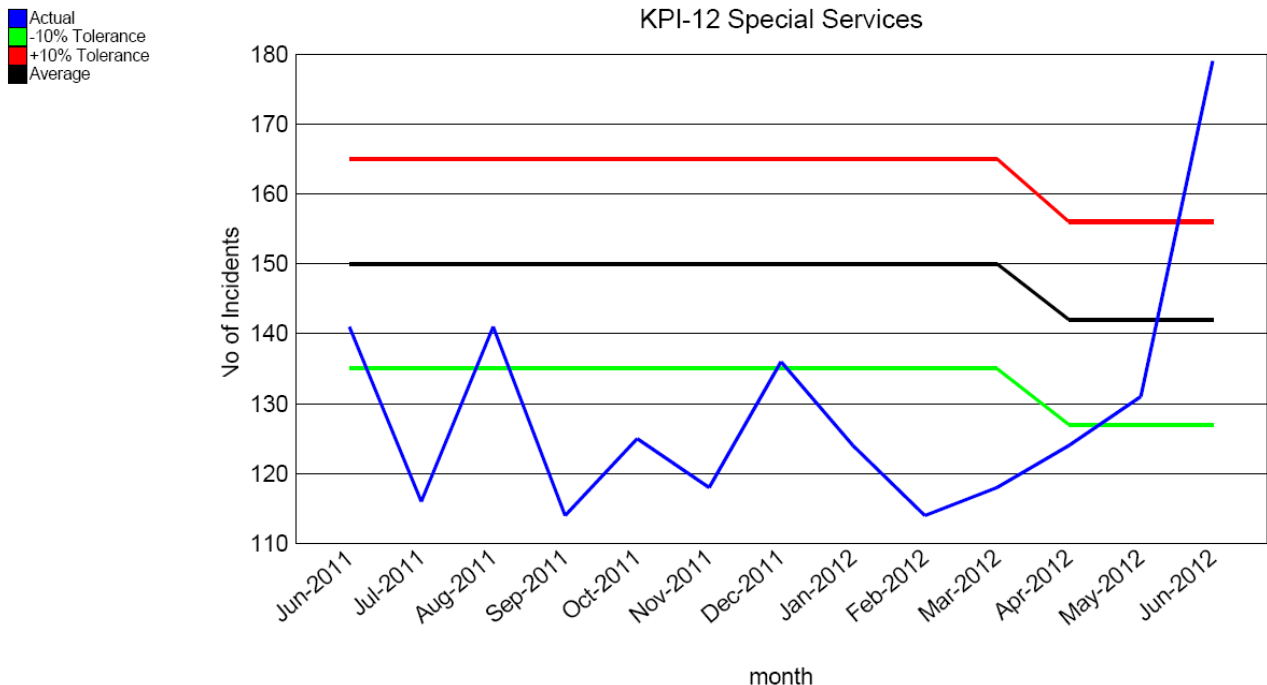
(Table 22 – Fire in Buildings Reasons for standard not met Q1 2012-13)

- The above table illustrates in breakdown of reasons for the 58 incidents where the standard was not met in Quarter 1. Travel distance accounted for 50% of the failures
- 11 out of the 58 fires which were not attended within 10 minutes were attended within 11 minutes
- The overall average time taken to attend all types of incidents in Quarter 1 2012-13 was 9 minutes 9 seconds (excluding six late fire calls)

2. Other Non-Fire Incidents

The second section of this report focuses on operational activity in terms of other non-fire incidents attended in terms of operational activity.

2.1. Quarter 1 Special Service Incidents



(Figure 7 –Special Services Incidents per month June 2011 to June 2012)

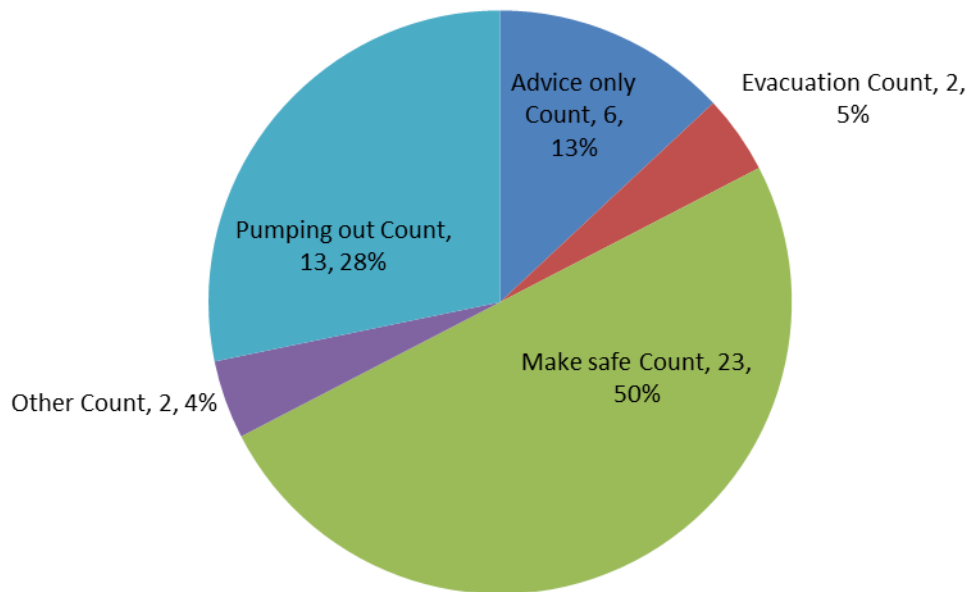
Summary The Special Service incidents totals have been adversely affected by an increase in flooding and other water related incidents in June. Although the monthly total in June was out of tolerance, the overall Q1 total was within tolerance for the quarter.

All Special Services	Quarter 1 2011-12	Quarter 1 2012-13	Percentage change
RTC Incidents	169	149	-11.8%
Flooding	17	46	170.6%
Other Special Services	217	239	10.1%
Total Incidents	403	434	7.7%

(Table 7 –Special Services Q1 2011-12 and Q1 2012-13)

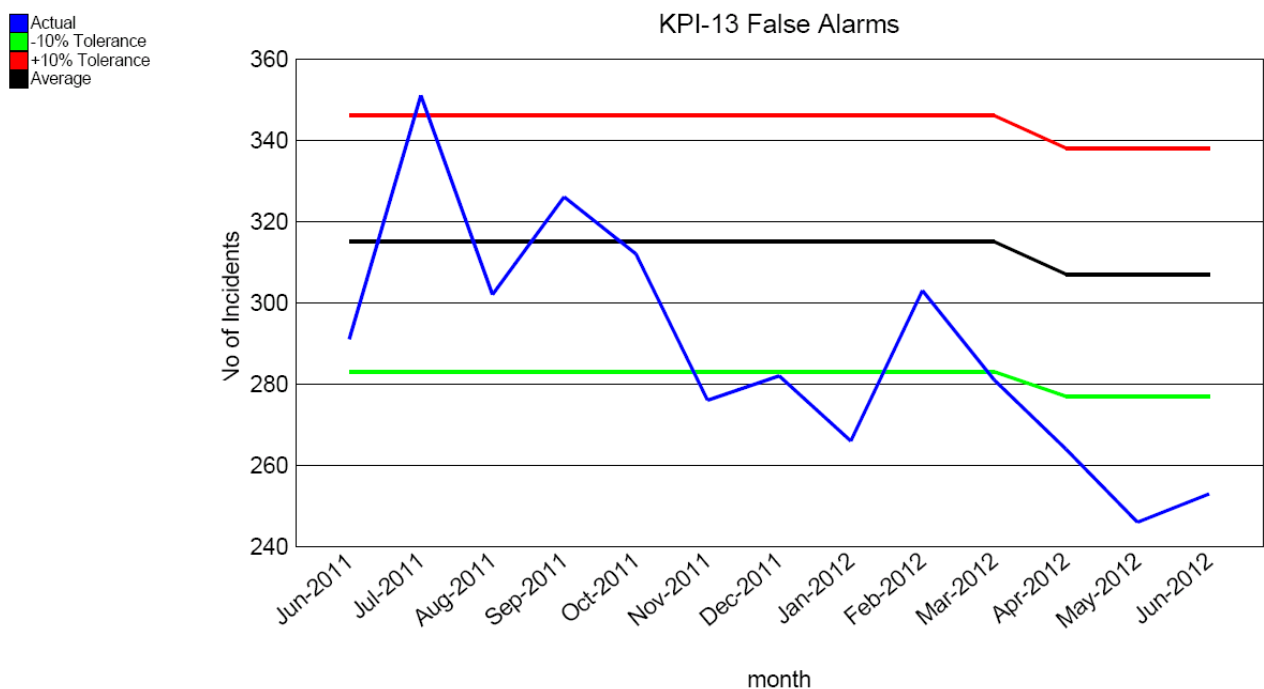
- 46 Flooding incidents in Quarter 1 2012-13 compared with 17 same quarter last year
- 25 out of the 46 flooding incidents occurred in the three day period 28 June to 30 June 2012
- Other Special Services included quarter on quarter increases in making safe (not RTC) and rescues and evacuation from water also linked to the spate conditions

Flooding Incidents Q1 2012-13



(Figure 7 –Flooding Incidents by type Quarter 1 2012-13)

2.2.Quarter 1 False Alarm Incidents



(Figure 8 –False Alarm Incidents per month June 2011 to June 2012)

Summary False alarm numbers have decreased against Q1 last year and also decreased against the last 3 years Quarter 1 average. The introduction of the Service's AFA Reduction Policy (Interim) has seen a cost saving of approximately £3500 this quarter with a reduced number of appliances attending premises.

Total False Alarms	Quarter 1 2011-12	Quarter 1 2012-13	Percentage change
Malicious False Alarms	20	12	-40.0%
False Alarm Good Intent	184	151	-17.9%
Automatic False Alarms	596	598	0.3%
Total False Alarms	800	761	-4.8%

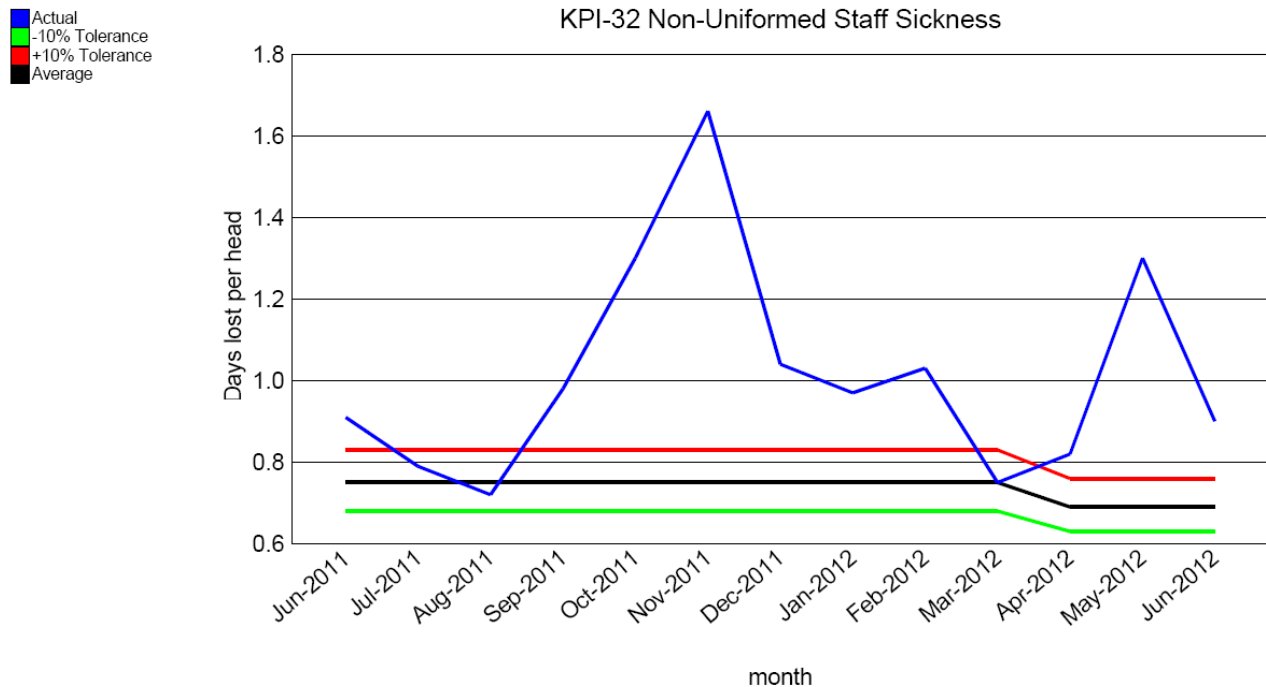
(Table 8 – False Alarms Q1 2011-12 and Q1 2012-13)

- Marginal increase in the number of Automatic False Alarms in Quarter 1 2012-13 compared with same quarter last year
- Decreases in the other categories of false alarms compared with the same quarter last year
- As a result of the recently introduced Interim AFA policy, although the number of automatic false alarms attended increased slightly when compared with the same quarter last year, the total number of mobilisations (pumps and rescue pumps) to AFAs actually reduced from 811 in Quarter 1 2011-12 to 689 in Quarter 12-13. There have been a total of 122 less mobilisations as a result of the application of the interim policy
- 34 of these 122 were retained mobilisations, this would represent a approximate retained cost saving of £3,514.92

3. Performance Indicators Out of Tolerance

At the end of Quarter 1 all performance indicators were within the 10% tolerance levels except for the indicator regarding non-uniform sickness.

3.1. KPI-33 Non-Uniform Sickness



(Figure 9 –Non-Uniform Staff Sickness June 2011 to June 2012)

Summary Non-uniform staff sickness was above the 10% tolerance levels for the months of April, May and June and as a result was over the 10% tolerance level for the Quarter. The main reason for this was an increase in long term sickness for non-uniform staff sickness.

	Apr	May	Jun	Quarterly Total
Non-Uniform Sickness days lost per head Q1 2011-12 (days)	0.45 (54.74)	0.46 (55.72)	0.91 (108.43)	1.8 (218.89)
Non-Uniform Sickness days lost per head Q1 2012-13 (days)	0.82 (98.78)	1.3 (154.08)	0.9 (107.97)	3.0 (360.83)
Percentage Change	82.2%	182.6%	-1.0%	66.7%

(Table 9 –Non-Uniform Staff Sickness per month Q1 2011-12 and 2012-13)

	Apr	May	Jun	Quarterly Total
Short Term Non-Uniformed Staff Sickness per head Q1 2012-13 (<i>days lost</i>)	0.22 (26)	0.47 (55.68)	0.31 (37)	0.98 (118.68)
Long Term Non-Uniformed Staff Sickness per head Q1 2012-13 (<i>days lost</i>)	0.61 (72.78)	0.83 (98.4)	0.59 (70.97)	2.0 (242.15)
Non-Uniformed Staff Sickness per head Q1 2012-13 (<i>days lost</i>)	0.82 (98.78)	1.3 (154.08)	0.9 (107.97)	3.0 (360.83)

(Table 10 –Non-Uniform Staff Sickness per month Q1 2012-13)

- The largest monthly total of non-uniform sickness was in May which also had the largest monthly total of long-term non-uniform sickness
- Long term non-uniform staff sickness represented 67% of all non-uniform staff sickness in Quarter 1 2012-13. This can be compared with wholetime staff sickness where long term staff sickness represented 64% of all wholetime staff sickness
- 2.0 days were lost to long term non-uniform staff sickness in Quarter 1 2011-12 compared with only 0.99 days lost to long term non-uniform staff sickness in same quarter last year
- The non–uniform long term sickness relates to 5 employees
- Following the recent implementation of the Attendance Management Policy and toolkit the HR team have completed training for wholetime Station and Watch Commanders and all non-uniformed managers. Training for Crew Commanders is on-going
- The Senior HR Advisors are providing on-going proactive support to enable all managers to manage sickness absence and to keep sickness levels to a minimum. In order to address increases such as the non-uniform sickness absence in this Quarter, Senior HR Advisors are supporting managers by:
 - Ensuring rapid occupational health, counselling and physiotherapy referrals are made, as and when required
 - Having regular detailed case updates with key departmental managers and employees
 - Implementing a structured and timed return for employees in relation to modified duties
 - Implementing fortnightly HR case review meetings to discuss actions and proactive interventions

4. Retained Availability

A Retained Availability summary was presented to SMB in June 2012 comparing performance under the old MIS system and the new Gartan Retained Availability software. At that meeting it was requested that alongside reporting retained availability as a performance indicator (KPI-26), a similar retained availability summary using data from Gartan should be prepared on a quarterly basis.

Summary *There was an overall drop in availability of 2.7% of all retained pumps across the Service when compared with the same Quarter last year. [For reference percentage availability is aggregated across the quarter and is not individual appliance based \(2 pump stations\).](#)*

Retained Availability	Apr	May	Jun	Quarterly Total
Quarter 1 2011-12	93.9%	94.1%	91.7%	93.2%
Quarter 1 2012-13	91.8%	89.9%	89.9%	90.5%
Percentage Change	-2.1%	-4.2%	-1.8%	-2.7%

(Table 11 –Retained Availability Q1 2011-12 and Q1 2012-13)

- Stations which have experienced the biggest drop in performance from Q1 2011-12 to Q1 2012-13:
 - Hereford (down 28.1% on Q1 2011-12 availability)
 - Bromsgrove (down 19.5% on Q1 2011-12 availability)
 - Bromyard (down 7.7% on Q1 2011-12 availability)
- Hereford was the lowest performing station in Q1 2012-13 with a retained availability of 67.1%
- Three stations have shown significant improvement from Q1 2011-12 to Q1 2012-13 :
 - Bewdley (up 23.0% on Q1 2011-12 availability)
 - Evesham (up 11.0% on Q1 2011-12 availability)
 - Pebworth (up 7.6% on Q1 2011-12 availability)
- Kingsland was the highest performing station in Q1 2012-13 with a retained availability of 99.9%

Reasons for pumps being off the run Q1 2012-13	% of time pumps unavailable
Didn't meet minimum crewing requirement	7.87%
No BA wearers	4.75%
No Officer in Charge	6.02%
No driver	2.91%
Total impact on pump availability	9.46%

(Table 12-Retained availability by factor – Quarter 1 2012-13)

- Overall availability is dependent on a number of factors and an appliance can be not available due to a combination of factors. The lack of sufficient crew is the largest reason for unavailability

Station	Availability Q1 11-12	OTR Mechanical Q1 11-12	Station	Availability Q1 12-13	OTR Mechanical Q1 12-13	Better/ Worse
21 Worcester	95.94%	26	21 Worcester	96.21%	22	0.28%
22 Stourport	99.94%	7	22 Stourport	97.08%	7	-2.86%
23 Bewdley	77.72%	28	23 Bewdley	95.63%	9	23.04%
24 Kidderminster	99.91%	2	24 Kidderminster	99.13%	28	-0.78%
25 Bromsgrove	91.29%	24	25 Bromsgrove	73.45%	13	-19.54%
26 Droitwich	86.32%	0	26 Droitwich	79.26%	22	-8.18%
27 Redditch	96.64%	22	27 Redditch	93.86%	22	-2.88%
28 Evesham	62.75%	1	28 Evesham	69.67%	6	11.03%
29 Pebworth	82.44%	3	29 Pebworth	88.68%	20	7.57%
30 Broadway	79.12%	2	30 Broadway	84.56%	2	6.88%
31 Pershore	96.93%	5	31 Pershore	94.39%	5	-2.62%
32 Upton	93.75%	4	32 Upton	90.22%	0	-3.77%
41 Malvern	99.16%	6	41 Malvern	99.81%	3	0.66%
42 Ledbury	95.78%	12	42 Ledbury	91.09%	6	-4.90%
43 Fownhope	96.81%	0	43 Fownhope	97.50%	4	0.71%
44 Ross on Wye	99.83%	9	44 Ross on Wye	98.37%	13	-1.46%
45 Whitchurch	92.08%	0	45 Whitchurch	90.91%	6	-1.27%
46 Hereford	93.40%	0	46 Hereford	67.15%	5	-28.10%
47 Ewyas Harold	99.05%	3	47 Ewyas Harold	99.22%	10	0.17%
48 Eardisley	99.98%	6	48 Eardisley	99.85%	7	-0.13%
49 Kington	97.73%	3	49 Kington	90.49%	3	-7.41%
50 Leintwardine	89.54%	1	50 Leintwardine	86.08%	0	-3.86%
51 Kingsland	99.94%	35	51 Kingsland	99.89%	13	-0.05%
52 Leominster	95.64%	4	52 Leominster	91.17%	18	-4.67%
53 Tenbury	94.09%	15	53 Tenbury	90.31%	9	-4.02%
54 Bromyard	90.05%	5	54 Bromyard	82.35%	17	-8.55%
55 Peterchurch	99.13%	2	55 Peterchurch	94.24%	2	-4.93%
Total Q1 11-12	93.2%	236	Total Q1 12-13	90.5%	284	

(Table 13 –% availability by station, comparing Q1 2011-12 with Q1 2012-13)

5. Information Requests

5.1 Information Requests – Quarter 1 2012-13

Q1 2012-13	FOIA Requests received and completed	DPA Requests received and completed	EIR Requests received and completed
April 2012	11	1	0
May 2012	14	0	0
June 2012	15	1	0
Total	40	2	0

(Table 14- Information Requests Q1 2012-13)

- The Service collects and maintains information and data to enable the organisation to undertake our statutory duties
- In Quarter 1, FOI subject request areas have included Incidents Reports (now chargeable £52 per item), enquires regarding attendance to False Alarms, the number of Smoke Alarms fitted by the Service and the time spent investigating deliberate fires
- The overall number of information requests received has decreased from 52 in Quarter 1 2012-13 to 42 in Quarter 1 2011-12. FOIA requests have reduced from 50 to 40 and DPA requests have remained constant at 2. There have been no EIR requests in Quarter 1 2012-13 or the same quarter last year

8. Treasury Management Activities 2011/12

Purpose of report

1. To review Treasury Management Activities for 2011/12.
-

Recommendation

The Treasurer recommends that the report be noted.

Introduction and Background

2. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.
3. The revised guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield and that authorities should not rely solely on credit ratings, but consider other information on risk.
4. In accordance with both the Chartered Institute of Public Finance and Accountancy's Treasury Management Code of Practice, and current Fire and Rescue Authority (FRA) Financial Regulations the Treasury Management Activities are reviewed by Members twice a year.

Treasury Management Activities

5. Treasury Management is about managing the FRA's cash flow and investments to support its finances for the benefit of the Public and the Services that it provides. These activities are structured to manage risk foremost, and then optimise performance.
6. The Treasury Management function strives to ensure the stability of the FRA's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the treasury management objectives.
7. Banking arrangements and the Treasury Management functions for the FRA, in respect of lending and borrowing, are carried out by Worcestershire County Council (WCC) under a Service Level Agreement (SLA). All FRA funds are invested or borrowed by the County Council in accordance with their Treasury

Management Strategy, this means that the FRA is subjected to the same levels of risk and return as the County Council. A copy of the current Treasury Management Strategy is included at Appendix 2.

8. At 31 March 2011 the FRA had long-term debt totalling £14.438m, of which £1.467m was repayable within 2011/12. The £1.467m has been repaid and additional borrowing of £2m entered into, increasing the balance outstanding at the end of March 2012 to £14.971m.
9. Surplus cash is invested on a day-to-day basis under a Service Level Agreement with Worcestershire County Council. The average interest rate achieved for the second half of the period was 0.26%.
10. As part of the defined investment risk strategy FRA funds are currently deposited with the Bank of England, and Worcestershire County Council (WCC) Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England.
11. Historically performance has been measured against the "7-Day London Inter-bank Bid Rate" (LIBID) as a benchmark. However, the very low risk strategy evolved for FRA investment means that at present this measure is less meaningful. The relevant figure for the second half of 2011/12 was an average of 0.41%.
12. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

Prudential Indicators

13. In considering the budget and precept for the year the FRA approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.
14. These are set by the FRA, as part of the overall budget setting process, in February prior to the start of the financial year.
15. Appendix 1 sets out the relevant indicators as approved and as they out-turn, and demonstrates that they are within the limits of the Medium Term Financial Plan.

Conclusion/Summary

16. The SLA with the County Council and the implied use of its Strategy Statement ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment. The monitoring of the Prudential Indicators has demonstrated that the Authority has complied with its Treasury Management targets.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	No	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

Additional Considerations

17. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 – Prudential Indicators 2011/12 Outturn

Appendix 2 – Treasury Management Strategy 2012/13 – Worcestershire County Council

Background papers

None

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Prudential Indicators 2011/12 Out-turn

Introduction

The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide a code of practice to underpin the new system of capital finance embodied in Part 1 of the Local Government Act 2003.

The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable.

The Prudential Code supports a system of self-regulation that is achieved by the setting and monitoring of a suite of Prudential Indicators that directly relate to each other. The indicators establish parameters within which the Fire and Rescue Authority (FRA) should operate to ensure the objectives of the Prudential Code are met.

Prudential Indicators

The Prudential Indicators for which the FRA is required to set limits are as follows:

1. Capital Expenditure

The actual amount of capital expenditure that was incurred during 2011/12 was as follows:

	2011/12 Original Feb 2011 £m	2011/12 Forecast Feb 2012 £m	2011/12 Actual £m
Capital Expenditure	8.938	4.611	2.782
Operationally Leased Assets	0.303	0.000	0.156
	9.241	4.611	2.938

2. Ratio of Financing Costs to Net Revenue Stream

Financing Costs include the amount of interest payable in respect of borrowing or other long term liabilities and the amount the FRA is required to set aside to repay debt, less interest and investments income.

The actual Net Revenue Stream is the 'amount to be met from government grants and local taxation' taken from the annual Statement of Accounts, and the estimated figure is the FRA's budget net of any transfers to or from the balances.

The indicator only requires that the costs associated with capital expenditure are measured in this way. However the FRA has used, and may continue to use, Operational Leasing as a cost effective method of acquiring vehicles. In the spirit of the Prudential Code these costs are included for comparative purposes.

	2011/12 Original Feb 2011 £m	2011/12 Forecast Feb 2012 £m	2011/12 Actual £m
Financing Costs	2.406	2.200	2.219
Net Revenue Stream	31.195	31.714	31.195
Ratio	7.71%	6.94%	7.11%

3. Capital Financing Requirement

The capital financing requirement is a measure of the extent to which the FRA needs to borrow to support capital expenditure. It does not necessarily relate to the actual amount of borrowing at any one point in time. The FRA arranges its treasury management activity via a Service Level Agreement (SLA) with Worcestershire County Council (WCC) which has an integrated treasury management strategy where there is no distinction between revenue and capital cash flow, and the day to day position of external borrowing and investments can change constantly.

The capital financing requirement concerns only those transactions arising from capital spending, whereas the amount of external borrowing is a consequence of all revenue and capital cash transactions combined together following recommended treasury management practice.

	Original Feb 2011 £m	Forecast Feb 2012 £m	Actual £m
Capital Financing Requirement (CFR) 31 March 2012	23.406	17.031	15.958

4. Authorised Limit

The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable.

5. Operational Boundary

The Operational Boundary represents an estimate of the most likely, prudent, but not worst case scenario and provides a parameter against which day to day treasury management activity can be monitored.

The limits for these indicators set for 2011/12 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised limit was not exceeded.

	2011/12 £m
Authorised Limit	29.000
Operational Boundary	26.000
Actual Borrowing 31 March 2012	14.971

6. Fixed Interest Rate Exposures

The FRA set an upper limit on its fixed interest rate exposures as follows:

<u>Fixed Interest Rate Exposure</u>	2011/12 £m
Upper Limit	29.000
Actual Borrowing 31 March 2011	14.971

7. Variable Interest Rate Exposures

The FRA set an upper limit on its variable interest rate exposures, however all current borrowing is at fixed rates.

8. Maturity Structure of Borrowing

The upper and lower limits for the maturity structure of borrowings are as follows:

<u>Period of Maturity</u>	Lower Limit	Upper Limit	Actual
Under 12 months	0.000	3.743	0.000
12 months and within 24 months	0.000	3.743	0.500
24 months and within 5 years	0.000	7.486	1.834
5 years and within 10 years	0.000	11.228	5.226
10 years and above	3.743	14.222	7.411

Treasury Management Strategy 2012/13

Background

In accordance with the Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2012/13. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Director of Resources concerning the 2012/13 budget calculations.

Treasury Management is undertaken by a team of professionally qualified staff within the Resources Directorate.

In addition the Council employs Treasury Management advisors, Sector, who provide information and advice on interest rate movements which is used to inform borrowing and investment decisions. The advisors are engaged on a fixed term basis after a tendering procedure.

Relevant information is also obtained from other financial commentators, the press and seminars arranged by other organisations, for example CIPFA and the Local Government Association.

Information received from these different sources is compared in order to ensure all views are considered and there are no significant differences or omissions from information given by the Council's advisors.

All Treasury Management employees take part in the Council's Staff Review and Development scheme where specific individual training needs are highlighted. Training in Treasury Management activities and networking opportunities provided by both professional and commercial organisations are taken up where appropriate.

During 2011/12 to date the County Council has invested its surplus cash with the UK Debt Management Office and with other local authorities. In December 2011 £20million was borrowed from the Public Works Loans Board to support capital expenditure.

Economic Commentary

During the year uncertainty within financial markets has continued to be present particularly in relation to the euro area sovereign debt crisis. The situation in Europe is likely to depress growth in the UK's biggest export market and together with the plan to reduce the annual fiscal deficit any growth in the economy is likely to be weak in the next two years and there is a risk of a return to recession.

The bank rate has remained at the historically low level of 0.5% throughout the year. Most forecasters suggest that the bank rate will stay at its current level for the time being and start to increase towards the middle of next financial year 2012/13. However there are risks to these forecasts. If economic recovery is slower than

expected then any increase may be delayed. Equally concerns over increases in inflation may cause the rates to increase more quickly.

In October 2010, as part of the Comprehensive Spending review announcement, the Chancellor announced that PWLB borrowing rates would be set at 1% above the gilt yield. In practice this resulted in an immediate increase of about 0.9% in borrowing rates in all maturity periods while rates applicable to early repayment of debt remained the same. The difference between these two sets of rates has resulted in the opportunities to reschedule debt being considerably restricted.

Treasury Management Strategy

The Prudential Code for Capital Finance requires the Council to set a number of Prudential Indicators (see Appendix 10 to the Cabinet Report). The Treasury Management Strategy has been developed in accordance with these indicators.

Borrowing Strategy

The outlook for borrowing rates is currently difficult to predict. Fixed interest borrowing rates are based on UK gilt yields and since national debt is forecast to continue to increase until 2015/16, so in turn are gilt yields and therefore borrowing rates. However gilt yields are currently at historically low levels due to continued investor concerns over the euro area sovereign debt crisis.

The County Council's Treasury Management advisors have produced forecasts which suggest that rates over all periods of borrowing will start to increase steadily in 2012/13. Rates on loans of 5 years are forecast to be around 2.5% while rates on longer term loans are expected to be around 4.5% by the end of 2012/13.

The County Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure.

The strategy will be to borrow in order to replenish a proportion of the reserves and cash balances used to support capital expenditure since October 2008. This will mitigate any interest rate risk because borrowing will be taken before borrowing rates increase significantly. The timing of the borrowing will depend on cash flow requirements, on interest rate movements and the forecast for those future movements. A mixture of shorter and longer-term loans will be taken in order to fit with the County Council's debt maturity profile.

In addition to this, the gross capital borrowing requirement for the 2012/13 financial year is estimated to be £29.4million. After the use of the minimum revenue provision to repay debt of £15.7million, the net capital borrowing requirement is estimated to be £13.7million.

Interest rates will be monitored but as forecasts stand it is likely that borrowing will be undertaken towards the middle of the financial year.

The management of the County Council's debt portfolio will be exercised in the most efficient manner taking into account when existing debt matures. The opportunity will be taken to reschedule any outstanding debt if rates are favourable, and make savings in the revenue budget. The cost of external interest of maintaining the County Council's debt is estimated to be £16.2 million in 2012/13.

Annual Investments Strategy

The Council's Investment Strategy has been drawn up having regard to both the Communities and Local Government's Guidance on Local Authorities Investments and the CIPFA Treasury Management in Public Services Code of Practice and CIPFA Cross-Sectoral Guidance Notes. This strategy will be revised and presented to Council if changes occur outside those envisaged within this Strategy.

The policy objective for the Council is the prudent investment of its cash balances. The investment priorities are firstly the security of capital (protecting sums from capital loss) and secondly the liquidity of investments (ensuring cash is available when required). Only when these two priorities are met will the third, of achieving the optimum return on investments, be taken into account.

The Council will not borrow money purely to invest. The Council will only borrow up to 12 months in advance of cash being required to fund its capital expenditure.

The investments, which the Council are able to use for the prudent management of cash balances are categorised as 'Specified Investments' and 'Non-Specified Investments'.

A Specified Investment offers high security and high liquidity, must be in sterling and have a maturity date of less than a year. Any Specified Investment must be with the United Kingdom Government, a local authority in England or Wales or a similar body in Scotland or Northern Ireland, a parish or community council or with a body of high credit quality. The Council defines a body of high credit quality as counterparties who achieve ratings with all three rating agencies as described in the table below.

Agency:	Long-Term:	Short Term:
Fitch	AA	F1+
Moodys	Aa2	P-1
Standard and Poors	AA	A-1+

Non Specified Investments have a range of vehicles not covered by the definition of Specified Investments and generally carry more risk. Only investments where there is no contractual risk to the capital invested and where the rate of return justifies their use will be entered into. The only category of Non Specified investment identified for use for the coming financial year is a routine term investment with a counter party as described above for Specified Investments, for a period of more than one year. This type of investment will be considered when rates are favourable and cash balances allow. The County Council's prudential indicators allow no more than £5 million to be invested in this category.

The credit ratings of Fitch, Moodys and Standard and Poors are monitored at least weekly, ratings watches and downgrades are acted upon immediately. Any other information that is deemed relevant to the creditworthiness of any Counterparty will be acted upon.

The Council will aim to have not less than 50% of its investments returnable within 30 days with at least 20% within 7 days.

West Mercia Supplies

With regard to the joint ownership of West Mercia Supplies, the County Council may, if deemed in the best interest of prudent management of the West Mercia business, undertake transactions pertaining to foreign currencies, such as foreign exchange deals and investments. Such dealings must have relevance to the course of business of West Mercia Supplies. These dealings will be classified as Non-specified Investments as they are not sterling denominated.

9. Financial Prospects 2013-14

Purpose of report

1. To provide the Policy and Resources Committee with an update on developments on the funding position for 2013/14 and beyond.
-

Recommendation

The Chief Fire Officer and Treasurer recommend that the report be noted.

Introduction and Background

2. In setting the current Medium Term Financial Plan (MTFP), assumptions were made about future funding sources. These were based on a best estimate of the limited information available at the time. Since then further information has become available, but this is still not definitive. Details are attached in Appendix 1.
3. At this stage there is no more certainty over future funding for this Authority, than there was in February when the MTFP was approved by the Fire and Rescue Authority.
4. This certainty (at least for 2013/14) is unlikely to emerge until early December 2013 when Government grants to Fire and Rescue Authority's (FRA's) are announced by Government officials and may be subject to change.
5. There are 5 key areas of funding change, which are being reviewed:
 - Base-lining of current expenditure and grant (for setting the future business rate retention arrangements).
 - The size of the fire "grant" pot.
 - Business Rate Retention scheme.
 - Localisation of Council Tax Support arrangements.
 - Council Tax policy and the implications of the 2012/13 freeze grant.

Base-lining Expenditure and Grant

6. On 17 July the Department for Communities and Local Government (DCLG) issued a 251 page consultation document on the factors to be included in the baseline assessment, the revised grant control totals and the proposed arrangements for working the business rate retention scheme. As part of this

there are 83 separate consultation questions requiring a response by 24 September. Due to the size of this document a weblink to the DCLG site is provided as a background paper.

7. In establishing the base level for the future finance arrangements DCLG had indicated that there would be no fundamental change to the existing grant distribution formula except for 3 potential issues:
 - Potential inclusion of a fire sparsity indicator.
 - Re-setting of the Relative Needs element back to the level used in the 2008/09 to 2010/11 period.
 - Updating of the population data from 2008 estimates to revised estimates based on the 2011 census data.
8. The impact of the first 2 items is included in this consultation document and the effect for Hereford & Worcester Fire and Rescue Authority is laid out in the table below. It should be noted however, that the damping arrangements are indicative only, and the final arrangements (subject to Ministerial judgement) will not be known until the publication of the draft settlement in early December.

	£m before damping	£m after damping
2012/13 Formula Grant		10.6
2011/12 Freeze Grant		0.5
		11.1
Fire Sparsity	0.5	0.3
Relative Needs	-0.5	-0.3
	0.0	11.1

9. The Fire Sparsity element, which has support from rural Fire and Rescue Authorities, has the effect of moving more resources from the metropolitan areas to the shires. The Relative Needs Adjustment would impact on all types of local authority and only 10 of the 30 stand-alone Fire and Rescue Authorities would lose out if this were implemented, with only Buckinghamshire and Dorset Fire and Rescue Authorities being proportionately worse hit than Hereford & Worcester Fire and Rescue Authority.
10. At this point it is not possible to confirm which, if any, of these adjustments will be made and for planning purposes no change is planned to the current assumptions.
11. DCLG have indicated that the population updates will be included in the base-lining, but will not be announced until the settlement is made in December and there will be no pre-announcement of the damping arrangements.
12. However, the consultation document does provide comparative data on the 2008 population estimates and 2011 census data. This shows that whilst the overall population is around 0.8% higher than the 2008 forecast, there are some

significant movements, e.g. London +3.7%, Avon -4.6%. This will have an impact on the distribution of the fixed fire grant pot.

13. Hereford & Worcester Fire and Rescue Authority data shows that the population of the 2 counties remains at 1.43% of the total population, which should result in no grant change from this element.
14. Movement from a difference of 1.1%, which is close to the average change and all other things being equal, should not impact on the relative allocation.

The Future Grant “Pot”

15. Members will recall that the Medium Term Financial Plan (MTFP) is based on the indicative fire grant control totals (then available) adjusted for an estimate of the impact of the changes to the totals as a result of Treasury assumptions on future public sector pay.
16. The actual impact of this change was announced by the Minister, and the grant reductions were slightly higher than had been forecast. The consultation document also makes reference to the Fire grant control totals, and these differ again.
17. The different figures are shown in the table below:

	2013/14	2014/15
Control Totals - Feb 2012	-8.50%	-5.00%
MTFP Assumption	-9.06%	-5.83%
Ministerial Announcement	-10.50%	-6.00%
Consultation Document	-9.10%	-5.42%

18. The “worst case” scenario moving from the MTFP figure to the Ministerial figures would reduce Hereford & Worcester Fire and Rescue Authority grant by £0.150m.

Business Rate Retention

19. Proposals are that standalone Fire and Rescue Authorities will retain 1% of the business rate income for their areas. The difference between this figure and the amount previously paid as formula grant will be paid as a new Business Rate Top Up Grant.
20. Based on the MTFP assumption around grant cuts and information currently available in respect of Business Rates, it is estimated that £3m of funding will be from retained business rates and around £7m from top up grant.
21. This top up grant will be reduced to ensure that the pre-determined central grant cuts are implemented after localisation. It should be noted that after 2013/14 this grant is not directly linked to a formula and therefore distribution can be amended for any purpose.

Localisation of Council Tax Support

22. The MTFP included an estimate (£0.300m) of the potential cost of the move from a nationally managed and funded Benefit system to a locally based system of discounts with only 90% of the previous funding available.
23. Indicative information has now been provided which suggest that the original estimate; based on locally adopted schemes mirroring the existing national one; was still reasonable.
24. Over the same period, in conjunction with the County Council, there has been extensive consultation with the Worcestershire Billing Authorities about the design of their local schemes and the potential reduction in this cost. This would suggest that perhaps £0.040m to £0.050m might be shaved off this cost in 2013/14.
25. In respect of Herefordshire Billing Authority, as yet there has been no consultation on their plans.

Council Tax Policy

26. Although there have been no further announcements on council tax levels, any increase above a threshold level will be subject to compulsory referendum. Members are reminded that the cost of running a referendum is estimated as the equivalent of a 1.2% increase in Band D in its own right.
27. Although this trigger point has not been set for 2013/14; and past figures are not an absolute guide to the future; the 2012/13 figure was 4%. The MTFP assumes future precept increases of 3.5%.
28. Members will recall the debate regarding the decision to accept a second year of council tax freeze in exchange for a one-off Freeze Grant in 2012/13.
29. A number of local authorities (including 9 (30%) of standalone Fire and Rescue Authorities) decided to increase council tax rather than accepting the freeze grant. Although Ministers have made statements that these authorities will not be in a better position than those who complied with government policy, there is no evidence yet of how this is to be implemented. It is possible it will be a factor in the final grant damping decisions referred to in paragraph 8 above.

Conclusion

30. Although there has been a significant amount of new information, it is indicative only and insufficiently detailed to be more accurate than the current MTFP assumptions.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	Yes	Whole report considers financial position

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

Additional Considerations

31. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 – Budget Projections

Background papers

DCLG : Business Rates Retention Technical Consultation

<http://www.local.communities.gov.uk/finance/brr/sumcon/index.htm>

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FRA020/12

Hereford & Worcester Fire and Rescue Authority

Budget Projections

	2013/14 Budget £m	2014/15 Forecast £m	2015/16 Forecast £m	2016/17 Forecast £m
2011/12 Core Budget	33.821	33.821	33.821	33.821
Base changes				
Less one-off 2011/12 & 2012/13 Public Holiday	(0.020)	(0.020)	(0.020)	(0.020)
Pay Award Contingency	0.220	0.620	1.300	1.700
General Inflation Contingency	0.300	0.600	0.860	1.160
LGPS - increased contribution rate	0.020	0.040	0.060	0.080
	0.520	1.240	2.200	2.920
Capital Programme				
Impact of Asset Management Plan & Fleet Strategy	0.250	0.500	0.750	1.000
	0.250	0.500	0.750	1.000
Other Pressures				
Fire Fighter Pension Scheme - Employers Contribution	0.000	0.000	0.350	0.350
	0.000	0.000	0.350	0.350
Cost Savings (Net)				
Control Resilience - running costs	(0.067)	(0.067)	(0.067)	(0.067)
One Off Property/Operational Logistics Costs	(0.460)	(0.460)	(0.460)	(0.460)
Redundancy/Pension Strain Costs	(0.284)	(0.284)	(0.284)	(0.284)
Operational Logistics				
	(0.811)	(0.811)	(0.811)	(0.811)
PROJECTED NET BUDGET NEED	33.780	34.750	36.310	37.280
	2013/14 Budget £m	2014/15 Forecast £m	2015/16 Forecast £m	2016/17 Forecast £m
Council Tax				
Precept	(18.309)	(18.309)	(18.309)	(18.309)
Precept Increase	(0.632)	(1.285)	(1.961)	(2.660)
	(18.941)	(19.594)	(20.270)	(20.969)
Grant				
LCTS Grant	(2.257)	(2.313)	(2.371)	(2.431)
Council Tax Freeze Grant	(0.519)	(0.519)	(0.519)	(0.454)
Fire Revenue Grant	(1.169)	(1.169)	(1.001)	(1.001)
	(3.945)	(4.001)	(3.891)	(3.886)
Business Rates				
Business Rate Top Up Grant	(6.896)	(6.375)	(5.535)	(5.089)
Share of Business Rates	(2.726)	(2.726)	(2.795)	(2.865)
	(9.622)	(9.101)	(8.330)	(7.954)
Gross Resources	(32.508)	(32.696)	(32.491)	(32.809)
BUDGET GAP	1.272	2.054	3.819	4.471

10. Employment Monitoring 2011/12

Purpose of report

1. To provide the Policy and Resources Committee with the annual Employment Monitoring report for year ended 31 March 2012.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee note this report.

Background

2. The Equality Act requires the Service to publish information relating to the protected characteristics i.e. race, gender, age, disability, religion/belief, sexual orientation, gender reassignment, pregnancy and maternity.
3. This report provides data in relation to the Service's employment profile and monitoring data from 1 April 2011 to 31 March 2012 which is detailed in Appendix 1.

Key Trend Information

Staff in Post

4. Overall the Service has a Black and Minority Ethnic (BME) workforce of 2.8% which is an increase of 0.3% based on 2010/11 staffing levels. During this period the Service has recruited three Retained Duty System (RDS) Firefighters who have a BME background. Future annual reports will reflect the BME composition of our local communities.
5. It should be noted that the Black and Minority Ethnic (BME) total working age population is based on the most recent available census data as follows:
 - Herefordshire 2.9%
 - Worcestershire 5.9%
6. Whilst the overall number of female staff remains the same as last year there has been one female Retained Duty System (RDS) Firefighter recruited (plus an additional one who commenced in June 2012).
7. There has been an increase of 4 members of staff (2 wholetime, 2RDS), who class themselves as disabled i.e. 1.1% to 1.5%.
8. There has been an increase of 7 members of support staff who are aged over 55 i.e. 21.6% to 27.1%.

9. Whilst the Sexual Orientation figures for members of staff who are Gay/Lesbian/Bisexual have remained the same there has been an increase in the numbers of staff who have updated their details relating to their sexual orientation.
10. There has been an increase of 5 members of staff reporting a religion or belief other than Christian.
11. We have no employees who have undergone gender reassignment.
12. This year we have had 5 pregnant employees (2 wholetime, 3 support staff).

Applications for Employment

13. We have seen an increase of 1 BME applicant for RDS each year during the last three years. Last year there were 7 BME candidates who applied for an RDS firefighter post of which 3 were successful. 3 were unsuccessful at the psychometrics and 1 candidate was not appointed following the process.
14. We are currently reviewing our recruitment processes to enable us to increase our attraction rates from underrepresented groups. In the last year we changed the requirement around psychometric tests which has enabled candidates who have achieved GCSE A* - C or equivalent in English Language and Maths to be exempt from this element of the selection tests.
15. The overall percentage of female applicants for RDS has increased this year, we received 13 applications from female of which two were successful compared to one last year. It should be noted that one female commenced in June 2012.
16. Two female RDS candidates withdrew their applications (1 before starting the process, 1 after the psychometrics) and the others were unsuccessful at the following stages; 4 at psychometrics and 5 at physical tests.

Applications for Promotion

17. This year there have been 86 applications for promotion compared to 10 applications last year. 52 wholetime, 32 RDS and 2 support staff.
18. 1 applicant was White Irish and 1 BME, 5 applicants were female and 1 applicant was disabled.
19. None of the applicants had a sexual orientation other than heterosexual or a religion/belief other than Christian.

Leavers

20. During the year there were 68 employees who left the Service compared to 83 leavers last year. There were 3 BME, 9 female and 3 disabled (note: this was 1 person who was re-employed on 3 separate temporary contracts). No leaver had a sexual orientation other than heterosexual or a religion/belief other than Christian.
21. Out of the 68 leavers this year, 10 retired (8 uniformed, 2 support), 43 resigned (2 wholetime, 30 RDS, 11 support), 7 had their contract terminated (2

wholetime, 1 RDS, 4 support), 6 were made redundant (6 support staff) and 2 RDS staff left due to other reasons.

22. The main reason for RDS employees resigning was for personal reasons and/or they were relocating. The main reason for support staff leaving was to take up another post with another organisation.
23. Out of the 68 leavers, 5 have completed exit questionnaires and attended exit interviews. Every employee who leaves the Service, (other than those that are dismissed) are offered an exit interview. This practice will be reviewed to ensure effective monitoring is in place.

Disciplinaries

24. There were 8 formal disciplinaries which is an increase of 3 compared to last year.

Grievances

25. The Service received 9 formal grievances which is a reduction of 5 compared to last year.

Bullying and Harassment complaints

26. There were four complaints received of a bullying and harassment nature, which is an additional 1 complaint compared to last year.

Conclusion/Summary

27. The report provides commentary to identify trends and any relevant actions that are required.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	No	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

Additional Considerations

28. The table below sets out any additional issues contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Paragraph 2
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1: Employment Monitoring Data 2011/12

Background papers

None

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Employment Monitoring Data 2011/12



Appendix 1

Introduction

Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to challenging discriminatory behaviour or practices. We are committed to creating an environment where our staff feel safe, secure, valued, motivated and developed so that they have the skills, knowledge and abilities to confidently flourish; enabling them to provide the highest quality service to the communities we serve. We want to ensure that our staff complement is reflective of our diverse communities and that we are recognised as an employer of choice.

We recognise that equality and diversity must be at the heart of our day-to-day activity, it must be embraced with integrity and fairness underpinning all that we do. We recognise that our people management policies, procedures, recruitment and retention of staff are key aspects of mainstreaming equality and diversity across the organisation.

The Equality Act 2010 requires the Service to publish information relating to 8 of the protected characteristics i.e. race, gender, age, disability, religion/belief and sexual orientation, gender reassignment, pregnancy and maternity. There is no requirement to monitor marriage and civil partnership. The Executive Summary provides an overview of the monitoring information and the attachments provide detailed information relating to gender, race, disability, age, sexual orientation and religion/belief in relation to the following categories:

- Staff in post
- Applications for employment
- Applications for promotion
- Staff leaving the Service
- Staff subject to disciplinary procedures
- Staff who are involved in grievance procedures
- The number and nature of harassment and bullying

It is important to view the numbers behind the percentage figures in conjunction with the commentary to ensure that the full context is appreciated.

Population

Hereford & Worcester Fire and Rescue Service is located in the Heart of England and extend from the metropolitan borders of the West Midlands to the rural southern borderland between England and Wales.

The geographical area amounts to some 390,000 hectares and has a total population of around 749,700. It covers two counties, Worcestershire in the east with a population of 566,200 and Herefordshire to the west with 183,500. Both counties are largely rural, however, Worcestershire's population mainly reside in the towns of Worcester, Bromsgrove, Droitwich, Evesham, Kidderminster, Malvern and Redditch.

The breakdown of the total working age population of the Herefordshire and Worcestershire area is shown in the table opposite (figures shown are in '000s').

Population			
	Total Population	BME	Female
	000's	000's	000's
Herefordshire	183.5	5.3 (2.9%)	93.2 (50.8%)
Worcestershire	566.2	33.1 (5.9%)	287.4 (50.8%)

Source: Census 2011 (first release of data) for total population and females

Source: ONS Mid Year Population 2010 for BME

Executive Summary

The chart opposite shows an overview of staff information. Further detail is provided in the attached appendices. Key areas to note are as follows:

There has been an increase of 3 BME staff i.e. 2.5% to 2.8% since last year. We have seen an increase of 1 BME applicant for RDS each year during the last 3 years. Last year there were 7 BME candidates who applied for an RDS firefighter post of which 3 were successful. 3 were unsuccessful at the psychometrics and 1 candidate was not appointed following the process.

The percentage of female applicants for RDS has increased since last year and 2 were successful compared to 1 last year. It should be noted that one female commenced in June 2012.

Two female RDS candidates withdrew their applications (1 before starting the process, 1 after the psychometrics) and the others were unsuccessful at the following stages; 4 at psychometrics and 5 at physical tests. 1 RDS female firefighter transferred from RDS to wholetime.

We are currently reviewing our recruitment processes to enable us to increase our attraction rates. In the last year we have reviewed our psychometric testing enabling candidates who have achieved the required level of English Language and Maths to be exempt from this element as they have already shown key skills in these areas.

Disability reporting has shown an increase of 4 members of staff who class themselves as disabled i.e. 1.1% to 1.5% since last year.

There has been an increase of 7 support staff aged over 55 i.e. 21.6% to 27.1% since last year.

The Sexual Orientation figures for Gay/Lesbian/Bisexual have remained the same. 62.5% of staff compared to 72% last year are not willing to state their sexual orientation.

There has been an increase of 5 staff reporting a religion or belief other than Christian.

Of the 68 leavers 3 were BME, 9 were female and 3 classed themselves as disabled (1 person was re-employed on 3 separate temporary contracts).

Compared to the last annual report there has been an additional 3 formal disciplinaries, 5 fewer formal grievances and 1 additional complaint of bullying and harassment.

This year we have had 5 pregnant employees (2 wholetime, 3 support staff).

We have no employees who have undergone gender reassignment.

Executive Summary 1 April 2011 to 31 March 2012

	Total	%BME	% Female	% Disability	% LGB
Staff in post as at 31 March 2011	863	2.8	14.9	1.5	0.5
Applications for Employment	389	8.2	28.8	2.1	2.0
Applications for Promotion	86	1.2	5.8	1.2	0.0
Leavers	68	4.4	13.2	4.4	0.0
Discipline Cases	8	0.0	25.0	0.0	0.0
Grievance Cases	9	0.0	44.4	0.0	0.0
Harassment and Bullying Cases	4	0.0	50.0	0.0	0.0

Staffing Levels

The chart opposite shows the numbers and percentages of wholetime and retained firefighters, fire control and support staff in post as at 31 March each year over the past 3 years.

There was a reduction in wholetime staff in 2010/11 due to natural wastage of leavers, however, it was agreed in 2011 to take on a number of firefighters and a number of RDS have transferred to wholetime at Crew Commander and Watch Commander level. The number of BME staff has steadily increased by 1 each year over the last 3 years. There has been an increase of 1 female last year through a retained to wholetime transfer.

The number of BME staff on the RDS increased this year by 3 to 2.6% and the number of female staff on the RDS have remained the same as last year.

Support staff numbers have slightly reduced during the last 3 years due to natural wastage and redundancies and each year there has been a reduction of 1 BME member of support staff.

Staffing Levels

	31-Mar-10	31-Mar-11	31-Mar-12
Wholetime	326	312	322
BME	6 (1.8%)	7 (2.2%)	8 (2.5%)
Female	17 (5.2%)	17 (5.4%)	18 (5.6%)
Retained	369	385	383
BME	8 (2.2%)	7 (1.8%)	10 (2.6%)
Female	18 (4.9%)	18 (4.7%)	18 (4.7%)
Fire Control	26	25	25
BME	1 (3.8%)	0 (0.0%)	0 (0.0%)
Female	21 (80.8)	19 (76.0)	19 (76.0)
Support Staff	140	134	133
BME	8 (5.7%)	7 (5.2%)	6 (4.5%)
Female	80 (57.1%)	75 (56.0%)	74 (55.6%)
Total	861	856	863

1. No. of staff in post as at 31 March 2012

1.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	322	37.3	304	94.4	18	5.6	312	96.9	0	0.0	8	2.5	2	0.6	6	1.9	316	98.1	0	0.0
Retained	383	44.4	365	95.3	18	4.7	372	97.1	0	0.0	10	2.6	1	0.3	3	0.8	380	99.2	0	0.0
Fire Control	25	2.9	6	24.0	19	76.0	24	96.0	1	4.0	0	0.0	0	0.0	0	0.0	25	100.0	0	0.0
Support	133	15.4	59	44.4	74	55.6	126	94.7	0	0.0	6	4.5	1	0.8	4	3.0	129	97.0	0	0.0
	863	100.0	734	85.1	129	14.9	834	96.6	1	0.1	24	2.8	4	0.5	13	1.5	850	98.5	0	0.0

Staff in Post

As at 31 March 2012 there was a total of 863 staff in post 322 (37.3%) wholetime, 383 (44.4%) RDS, 25 (2.9%) Fire Control and 133 (15.4%) support staff. Compared to the last annual report there are 7 more staff in total i.e.10 wholetime (8 employees transferred from RDS to WT), 2 less RDS and 1 less support member of staff.

Whilst the overall number of female staff remain the same as last year there has been 1 RDS recruit (plus an additional 1 who commenced in June 2012) and 1 RDS transfer to Wholetime.

2.8% of staff are from BME groups, which is an increase of 3 staff since the last annual report - 1 additional wholetime, 3 additional RDS and 1 less support staff.

1.5 % of staff consider themselves to be disabled which is an increase of 4 since last year (0.4% increase) - 2 more for wholetime and 2 more for RDS.

1.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	322	37.3	4	1.2	67	20.8	155	48.1	93	28.9	3	0.9	0	0.0
Retained	383	44.4	36	9.4	116	30.3	120	31.3	89	23.2	22	5.7	0	0.0
Fire Control	25	2.9	1	4.0	5	20.0	7	28.0	9	36.0	3	12.0	0	0.0
Support	133	15.4	1	0.8	21	15.8	38	28.6	37	27.8	35	26.3	1	0.8
	863	100.0	42	4.9	209	24.2	320	37.1	228	26.4	63	7.3	1	0.1

There are 4 less staff aged between 17 - 24 and 8 additional staff aged over 55 compared to last year.

1.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
863	100.0	2	0.2	3	0.3	319	37.0	539	62.5

Whilst we have encouraged staff to update their personal information on HR Connect, the number of staff with a sexual orientation other than heterosexual remains low and further work is required in this area. There has been no change in the number of staff with a sexual orientation other than heterosexual since 2011, although there have been 77 members of staff who have updated their details during the last year.

1.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
863	100.0	196	22.7	1	0.1	0	0.0	1	0.1	2	0.2	1	0.1	8	0.9	118	13.7	536	62.1

We have encouraged staff to update their personal information on HR Connect and 65 members of staff have updated their religion / belief details, which has identified an additional 5 staff who consider themselves to have a religion/belief other than Christian which is a 0.5% increase since 2011.

2. No. of applications for employment between 1 April 2011 to 31 March 2012

2.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	21	5.4	21	100.0	0	0.0	20	95.2	0	0.0	1	4.8	0	0.0	0	0.0	21	100.0	0	0.0
Retained	90	23.1	77	85.6	13	14.4	80	88.9	1	1.1	7	7.8	2	2.2	1	1.1	85	94.4	4	4.4
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	278	71.5	157	56.5	99	35.6	230	82.7	0	0.0	24	8.6	24	8.6	7	2.5	245	88.1	26	9.4
	389	100.0	255	65.6	112	28.8	330	84.8	1	0.3	32	8.2	26	6.7	8	2.1	351	90.2	30	7.7

During this year there has been a total of 389 applications for employment compared to 185 applications last year. 22 applicants did not state their gender. It should be noted that recruitment activity in relation to support posts was low last year, compared to this year.

In total this year, 18 appointments were made into RDS posts (3 BME, 1 female), 15 into support roles and 22 in wholetime which included 1 female appointed RDS to wholetime.

In addition, 10 members of support staff were redeployed following a redundancy process. Of these 7 were female, 2 BME and 1 disabled.

2.2 AGE

Duty System	Total	%	AGE BRACKET													
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%	N/S	%
Wholetime	21	5.4	2	9.5	8	38.1	4	19.0	6	28.6	1	4.8	0	0.0	0	0.0
Retained	90	23.1	31	34.4	37	41.1	19	21.1	1	1.1	0	0.0	0	0.0	2	2.2
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	278	71.5	36	12.9	59	21.2	54	19.4	66	23.7	40	14.4	0	0.0	23	8.3
	389	100.0	69	17.7	104	26.7	77	19.8	73	18.8	41	10.5	0	0.0	25	6.4

In this year there has been an increase in applicants aged between 56-65 (10.5% of the total applications received). In comparison to last year when there were 5 applications from candidates aged between 56-65 (2.7 % of the total applications received).

In this year we have seen a reduction in the number of applications from 17-24 year olds (79 last year to 69 this year).

2.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
389	100.0	4	1.0	4	1.0	336	86.4	45	11.6

In this year there were 8 applicants compared to 5 last year who declared their sexual orientation to be other than heterosexual, which is 2.0% of the total applications received.

2.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
389	100.0	216	55.5	1	0.3	1	0.3	0	0.0	7	1.8	2	0.5	5	1.3	109	28.0	48	12.3

In this year there were 16 applicants compared to 12 last year who declared their religion/belief to be other than Christian which is 4.2% of the total applications received.

Applications for employment			
	31-Mar-10	31-Mar-11	31-Mar-12
Wholetime	0	7	21
BME	0 (0.0%)	0 (0.0%)	1 (4.8%)
Female	0 (0.0%)	0 (0.0%)	0 (0.0%)
Retained	96	146	90
BME	5 (5.2%)	6 (4.1%)	7 (7.8%)
Female	10 (10.4%)	14 (9.6%)	13 (14.4%)
Fire Control	0	0	0
BME	0 (0.0%)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)	0 (0.0%)
Support Staff	502	32	278
BME	34 (6.7%)	2 (6.3%)	24 (8.6%)
Female	264 (52.6%)	5 (15.6%)	99 (35.6%)
Total	598	185	389
BME	39 (6.5%)	8 (4.3%)	24 (6.2%)

During the last year there have been 32 BME applicants overall of which 7 were for RDS posts.

Last year we received a higher percentage of applications from female candidates for RDS posts.

During the last 3 years there have been 1172 applications in total of which:

- 71 (6.1%) were from BME candidates - note - 4 in total were successful for operational posts - 1 wholetime, 3 RDS.
- 392 (33.5%) were from female candidates - note - 2 were successful for operational posts, 1 wholetime, 1 RDS.

We have received an increase of 1 BME applicant for RDS each year during the last 3 years.

3. Number of applications for promotion between 1 April 2011 to 31 March 2012

3.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	52	60.5	51	98.1	1	1.9	50	96.2	1	1.9	1	1.9	0	0.0	1	1.9	49	94.2	2	3.8
Retained	32	37.2	30	93.8	2	6.3	29	90.6	0	0.0	0	0.0	3	9.4	0	0.0	31	96.9	1	3.1
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	2	2.3	0	0.0	2	100.0	1	50.0	0	0.0	0	0.0	1	50.0	0	0.0	2	100.0	0	0.0
	86	100.0	81	94.2	5	5.8	80	93.0	1	1.2	1	1.2	4	4.7	1	1.2	82	95.3	3	3.5

3.2 AGE

Duty System	Total	%	AGE BRACKET													
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%	N/S	%
Wholetime	52	60.5	0	0.0	11	21.2	25	48.1	15	28.8	0	0.0	1	1.9	0	0.0
Retained	32	37.2	3	9.4	13	40.6	7	21.9	6	18.8	1	3.1	0	0.0	2	6.3
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	2	2.3	0	0.0	1	50.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
	86	100.0	3	3.5	25	29.1	32	37.2	21	24.4	2	2.3	1	1.2	2	2.3

3.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
86	100.0	0	0.0	0	0.0	77	89.5	9	10.5

3.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
86	100.0	59	68.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	16	18.6	11	12.8

Promotions		
	31-Mar-11	31-Mar-12
Wholetime	9	52
BME	0 (0.0%)	1 (1.9%)
Female	0 (0.0%)	1 (1.9%)

Retained	0	32
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	2 (6.3%)

Fire Control	0	0
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)

Support Staff	1	2
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	2 (100.0%)

Total	10	86
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Applications for Promotion

This year there have been 86 applications for promotion compared to 10 applications last year.

52 wholetime, 32 RDS and 2 support staff.

One applicant was White Irish and one BME, 5 applicants were female and one applicant was disabled.

None of the applicants had a sexual orientation other than heterosexual or a religion/belief other than Christian.

4. Number of staff leaving the Service between 1 April 2011 to 31 March 2012

4.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	12	17.6	12	100.0	0	0.0	12	100.0	0	0.0	0	0.0	0	0.0	1	8.3	6	50.0	5	41.7
Retained	33	48.5	32	97.0	1	3.0	32	97.0	0	0.0	1	3.0	0	0.0	0	0.0	25	75.8	8	24.2
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	23	33.8	15	65.2	8	34.8	19	82.6	1	4.3	2	8.7	1	4.3	2	8.7	17	73.9	4	17.4
	68	100.0	59	86.8	9	13.2	63	92.6	1	1.5	3	4.4	1	1.5	3	4.4	48	70.6	17	25.0

4.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	12	17.6	0	0.0	2	16.7	0	0.0	6	50.0	4	33.3	0	0.0
Retained	33	48.5	5	15.2	7	21.2	9	27.3	10	30.3	2	6.1	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	23	33.8	1	4.3	3	13.0	4	17.4	9	39.1	6	26.1	0	0.0
	68	100.0	6	8.8	12	17.6	13	19.1	25	36.8	12	17.6	0	0.0

4.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
68	100.0	0	0.0	0	0.0	22	32.4	46	67.6

4.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
68	100.0	18	26.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	4	5.9	46	67.6

Leavers		
	31-Mar-11	31-Mar-12
Wholetime	26	12
BME	1 (3.8%)	0 (0.0%)
Female	1 (3.8%)	0 (0.0%)
Retained	42	33
BME	0 (0.0%)	1 (3.0%)
Female	2 (4.8%)	1 (3.0%)
Fire Control	2	0
BME	0 (0.0%)	0 (0.0%)
Female	2 (100.0%)	0 (0.0%)
Support Staff	13	23
BME	1 (7.7%)	2 (8.7%)
Female	6 (46.2%)	8 (34.8%)
Total	83	68

Staff leaving the Service

This year there has been a reduction in the number of staff leaving the Service (68 compared to 83 last year). 12 (17.6%) were wholetime, 33 (48.5%) were RDS and 23 (33.8%) were support members of staff which is 15% of the total number of support staff.

Of the staff who left the Service, 9 were female (1 RDS and 8 support), 3 were BME and 3 were those who classed themselves as disabled. It should be noted that there was one person who was employed on three separate occasions during this period. 36.8% of staff leaving the Service were aged between 46-55.

No leaver had a sexual orientation other than heterosexual or a religion/belief other than Christian.

Out of the 68 leavers this year, 10 retired (8 uniformed, 2 support), 43 resigned (2 wholetime, 30 RDS, 11 support), 7 had their contract terminated (2 wholetime, 1 RDS, 4 support), 6 were made redundant (6 support staff) and 2 RDS staff left due to other reasons.

The main reason for RDS employees resigning was for personal reasons and/or they were relocating. For support staff, the main reason for leaving was that they had resigned to take up another post with another organisation.

Out of the 68 leavers, 5 have completed exit questionnaires and attended exit interviews. Every employee who leaves the Service, (other than those that are dismissed) are offered an exit interview. This practice will be reviewed to ensure effective monitoring is in place.

4.5 Reasons for staff leaving the Service

Reason for Leaving	Total	Wholetime	Retained	Fire Control	Support
Retirement	10	8	0	0	2
Resignation	43	2	30	0	11
Termination of contract	7	2	1	0	4
Redundancy	6	0	0	0	6
Not indicated	0	0	0	0	0
Other	2	0	2	0	0
TOTAL	68	12	33	0	23

Disabled staff - 1 person who classed themselves as disabled was employed on 3 separate occasions due to the end of temporary roles. The end of the temporary roles were not related to their protected characteristic.

3 BME staff (1 RDS and 2 support staff) left - the reasons for leaving were not related to their protected characteristic.

9 females left - the reasons for leaving were not related to their protected characteristic.

5. Number of formal disciplinarys between 1 April 2011 to 31 March 2012

5.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	1	12.5	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
Retained	7	87.5	5	71.4	2	28.6	7	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	7	100.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	8	100.0	6	75.0	2	25.0	8	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	8	100.0

5.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	1	12.5	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Retained	7	87.5	0	0.0	2	28.6	2	28.6	3	42.9	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	8	100.0	0	0.0	3	37.5	2	25.0	3	37.5	0	0.0	0	0.0

5.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
8	100.0	0	0.0	0	0.0	0	0.0	8	100.0

5.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
8	100.0	1	12.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	7	87.5

Formal disciplines		
	31-Mar-11	31-Mar-12
Wholetime	2	1
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Retained	3	7
BME	1 (33.3%)	0 (0.0%)
Female	1 (33.3%)	2 (28.6%)
Fire Control	0	0
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Support Staff	0	0
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Total	5	8

Overall there has been an increase of 3 formal disciplinarys this year compared to last year.

During this year there were 7 staff subject to formal disciplinary procedures (recorded as the date the discipline was received) - 1 wholetime and 6 RDS.

One female member of staff had two formal disciplines during this time and so is counted twice in the figures above.

There were no members of staff, subject to disciplinary procedures, who were classed as BME, disabled or had a sexual orientation other than heterosexual or who had a religion/belief other than Christian.

6. Number of formal grievances between 1 April 2011 to 31 March 2012

6.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY								DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime*	3	33.3	2	66.7	1	33.3	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	3	100.0
Retained	1	11.1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
Fire Control	1	11.1	0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
Support	4	44.4	2	50.0	2	50.0	4	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	25.0	3	75.0
	9	100.0	5	55.6	4	44.4	9	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	11.1	8	88.9

6.2 AGE

			AGE BRACKET											
Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	3	33.3	0	0.0	2	66.7	1	33.3	0	0.0	0	0.0	0	0.0
Retained	1	11.1	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0
Fire Control	1	11.1	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	4	44.4	0	0.0	0	0.0	2	50.0	1	25.0	1	25.0	0	0.0
	9	100.0	0	0.0	3	33.3	4	44.4	1	11.1	1	11.1	0	0.0

6.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
9	100.0	0	0.0	0	0.0	2	22.2	7	77.8

6.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
9	100.0	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	8	88.9

Grievances		
	31-Mar-11	31-Mar-12
Wholetime	11	3
BME	0 (0.0%)	0 (0.0%)
Female	1 (9.1%)	1 (33.3%)
Retained	0	1
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Fire Control	0	1
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	1 (100.0%)
Support Staff	3	4
BME	0 (0.0%)	0 (0.0%)
Female	3 (100.0%)	2 (50.0%)
Total	14	9

Overall there has been a reduction in the number of formal grievances submitted this year compared to last year.

During this year there were 9 staff (3 wholetime, 1 RDS, 1 FC and 4 support staff) who submitted formal grievance complaints (recorded as the date the grievance was received). 4 were female.

There were no formal grievances submitted by staff classed as BME, disabled or who had a sexual orientation other than heterosexual or a religion/belief other than Christian.

7. The number and nature of harassment and bullying complaints between 1 April 2011 to 31 March 2012

7.1 GENDER, ETHNICITY & DISABILITY

			GENDER				ETHNICITY								DISABILITY					
Duty System	Total	%	Male	%	Female	%	White British	%	White Irish	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	2	50.0	2	100.0	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0
Retained	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	2	50.0	0	0.0	2	100.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	1	50.0
	4	100.0	2	50.0	2	50.0	4	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	25.0	3	75.0

7.2 AGE

			AGE BRACKET											
Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	2	50.0	0	0.0	1	50.0	1	50.0	0	0.0	0	0.0	0	0.0
Retained	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	2	50.0	0	0.0	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0
	4	100.0	0	0.0	1	25.0	3	75.0	0	0.0	0	0.0	0	0.0

7.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
4	100.0	0	0.0	0	0.0	2	50.0	2	50.0

7.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
4	100.0	1	25.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	3	75.0

Harassment + Bullying		
	31-Mar-11	31-Mar-12
Wholetime	2	2
BME	0 (0.0%)	0 (0.0%)
Female	1 (50.0%)	0 (0.0%)
Retained	0	0
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Fire Control	0	0
BME	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Support Staff	1	2
BME	0 (0.0%)	0 (0.0%)
Female	1 (100.0%)	2 (100.0%)
Total	3	4

During this year there were 4 complaints of a bullying and harassment nature (the 2 support staff were both female).

There were no complaints submitted by staff classed as BME, disabled or who had a sexual orientation other than heterosexual or who had a religion/belief other than Christian.

11. Progress of the Retained Duty System (RDS) Implementation Plan

Purpose of report

1. To provide the Policy and Resources Committee with a report on the progress of the Retained Duty System (RDS) Implementation Plan.
-

Recommendation

The Chief Fire Officer recommends that this report is noted by the Policy and Resources Committee.

Introduction and Background

2. A dedicated team was established to review the existing Retained Duty System (RDS) management and working practices in 2008. This team carried out an in-depth examination of such areas as availability of staff and appliances, work-life balance, resilience, recruitment, training, development and management.
3. The review team engaged extensively with every RDS station and a significant number of RDS Firefighters and managers. The team comprised a lead officer with considerable RDS experience and two RDS staff seconded on a full-time basis.
4. The team highlighted a number of key issues such as how the basis for an RDS service reliant on “traditional” communities and lifestyles did not always fit with the modern working and lifestyles of modern society. The team also considered the demographics of our local communities, which have altered significantly in recent years, as well as the ability for people to balance their work and life commitments with the requirements of an RDS Fire and Rescue Service career.
5. A three year RDS Implementation Plan consisting of 24 objectives was produced based upon the evidence provided in the review and in consultation with Officers, RDS staff and representative bodies. The plan was then refined further, and progress on delivering the Year Two objectives is outlined below.

Delivery of Year Two Objectives

6. Year Two commenced in April 2011, and the objectives are now substantially complete or in progress. A short summary of progress follows, and full details of the achievement of each objective are set out in the Appendix.
7. A major achievement was the integration of RDS objectives with the training review. In liaison with the Service Training and Development Centre, there have been numerous improvements, including enhanced opportunities for delivering

training locally including core skills modules, a redesign of the RDS promotion process, new supervisory level development opportunities, and more training flexibility. Additional levels of resilience and consistent levels of officer support have also been achieved, supported by the restructure of the Service Delivery directorate.

8. Two related objectives to create a database of employers and develop strong partnership arrangements with employers are still in progress, as they depend on the completion of HR Connect training within the RDS. This is due to be achieved during Year Three, and will be included as part of the RDS recruitment strategy. Work also continues to ensure that diversity in our workforce is encouraged through RDS recruitment.
9. Work towards delivering Year Three objectives has also commenced from April 2012, and an overview of progress to date is included in the Appendix. This will include providing a new Service Policy and Instruction (SPI) for RDS recruitment and an overall review of the RDS Implementation Plan.

Conclusion/Summary

10. Year Two of the Implementation Plan has been successful, with all of the objectives substantially completed. There has been a significant workload undertaken by the Service Training and Development Centre as well as the Human Resources Department to ensure that the objectives have been achieved.
11. As a result, the Retained Duty System staff should now begin to see the benefits of new processes that will assist them with training and development. The support structures which are now being implemented within the Districts will also enable Stations to concentrate their limited time on training.
12. Overall, this will provide the Service with a workforce, which is better qualified with improved safety, competence and operational efficiency.
13. As well as the benefits described above, the Service will now also have a more structured support network in place for the RDS which is both consistent and cost efficient.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	No	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are no legal issues e.g. contractual and procurement, reputational issues that require consideration	No	Non Applicable

Additional Considerations

14. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	Non Applicable
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	Non Applicable
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	Non Applicable
Consultation with Representative Bodies	No	Non Applicable

Supporting Information

Appendix 1 Table outlining progress in delivering Year Two Objectives of the RDS Implementation Plan.

Background papers

None

Contact Officer

Jon Pryce, Area Commander
(01905 368237)
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Retained Duty System (RDS) Implementation Plan progress report

The following table outlines progress in delivering Year Two objectives of the RDS Implementation Plan.

Year Two Objectives	
1	<p><i>To create and maintain a database of employers from within the RDS which is reviewed annually.</i></p> <hr/> <p>This has been held over from Year Two. This objective will form part of the recruitment strategy and come online when all HR Connect training is complete within the RDS. Following this, all RDS employers will be recorded on HR Connect (software used by Human Resources Department) and will be updated accordingly when employees move to other primary employers.</p>
2	<p><i>To provide regular contact with potential RDS employers, via the local manager, throughout the recruitment process. This contact will aim to create a partnership arrangement between the local manager, RDS employer and applicant.</i></p> <hr/> <p>This is linked to the above deferred objective. Once the Service has an up to date database, the newly appointed RDS Support Watch Commanders will be utilised to forge stronger links with the existing employers' business community and strive to 'recruit' new potential employers that may be receptive towards releasing staff for RDS duties.</p>
3	<p><i>To continue to work towards the challenging diversity targets to ensure that both Black Minority and Ethnic (BME) and females are attracted to the RDS.</i></p> <hr/> <p>This work still continues as part of the four RDS recruitment campaigns per year. This work will still be undertaken by the RDS Support Watch Commanders working closely with the newly formed Recruitment Officer role within the Human Resources department.</p>
4	<p><i>To liaise with the Service Training and Development Centre (STDC) and the Approved Centre to provide support, feedback and assistance in relation to the shared objectives forming part of the training review.</i></p> <hr/> <p>Overall, this objective is complete; please see below for the specifics.</p> <ul style="list-style-type: none"> <i>To explore the potential for creating opportunities for the STDC to deliver training locally within the Districts to support the RDS with suitable resources and staff.</i> <p>This has been delivered by STDC by the use of instructors going out into Districts to deliver specific training locally, and will also be supported in more detail when the Strategic Training Facilities (STFs) are online.</p>

<ul style="list-style-type: none"> <i>To review the core skills module, and subsequent training modules, to identify what content can be delivered locally within the District structure to reduce the initial impact on RDS applicants.</i> <p>The modules have been reviewed and it is expected that once the STFs are online, initial training courses and modules will be discharged locally.</p>
<ul style="list-style-type: none"> <i>Explore options for additional support to both candidates and assessors in the RDS to reduce the numbers of Firefighters in development to a more manageable number.</i> <p>With the removal of the NVQ system and the introduction of the development workbook, there has been a reduction in the number of Firefighters in development. Also, with a more structured approach using the workbook and more interaction from STDC and the Development Department, the burden of the development process has eased at Station level.</p>
<ul style="list-style-type: none"> <i>To review the role of the Assessment and Development Centre (ADC) process in selecting, assessing and training RDS Supervisory Managers to ensure a safe level of operational response and appropriate supervisory managerial skills.</i> <p>This has been completed by the redesign of the promotion process for RDS and the removal of the Assessment & Development Centre (ADC) element from it.</p>
<ul style="list-style-type: none"> <i>To conduct a skills-gap analysis to identify training requirements for Supervisory Managers to fulfil the requirement of the role map and to maintain competence whilst filling any potential skills gaps.</i> <p>This is complete following the redesign and development of a Supervisory Incident Command Course and the introduction of incident command assessments using the vector system.</p>
<ul style="list-style-type: none"> <i>To develop a structured approach to ensure that all interested RDS staff are made aware of the career progression process. Districts should be encouraged to take "ownership" provide initial awareness and the Service to facilitate a series of week-end seminars covering all aspects of the process.</i> <p>There is now a series of awareness sessions undertaken prior to RDS promotion processes, undertaken by the Development Department.</p>
<ul style="list-style-type: none"> <i>To support succession planning within RDS units and consider the introduction of temporary development posts.</i> <p>This complete and development posts have been introduced.</p>

	<ul style="list-style-type: none"> <i>To provide a more flexible and RDS friendly method of delivering the Supervisory Managers Programme.</i> <p>This is completed, with a full range of days offered including weekends, further work to provide flexibility is being considered.</p>
	<ul style="list-style-type: none"> <i>To review the frequency rates of the training recording system on an annual basis to ensure that they accurately reflect competency standards and risk based training.</i> <p>This is now complete due to the extensive review undertaken by STDC into the frequency rates of the Individual Development Record (IDR) system and the introduction of the new Competency & Training Record (CTR) recording system which takes into account the types of risk within a Station area and suggests training accordingly. The training is now more centred around the risk profile rather than the frequency and repetition of training.</p>
	<ul style="list-style-type: none"> <i>The Service to adopt a transparent method of assessing Acquired Prior Learning (APL) and Acquired Prior Experiential Learning (APEL) for staff undertaking development, recognising skills, experience and knowledge.</i> <p>Complete, as APL is now fully considered</p>
5	<p><i>To explore options to provide or develop additional levels of resilience and consistent levels of officer support.</i></p> <p>This is now complete.</p>

The following table provides an update on Year Three objectives of the RDS Implementation Plan.

Year Three Objectives	
1	<p><i>To consider further exploration of "front loaded" salary based schemes or similar in future years if recruitment initiatives are successful.</i></p> <p>This objective on hold for the foreseeable future and is no longer believed to be viable or necessary.</p>
2	<p><i>To create an SPI to provide clear guidance and structure to the recruitment process for all staff and managers which will be reviewed and updated at regular intervals.</i></p> <p>The RDS Manager is working closely with the newly appointed Recruitment Officer within the HR department to develop a recruitment strategy for the RDS, which will be then be included in a new Recruitment SPI (Service Policy and Instruction) later in the year.</p>
3	<p><i>To undertake a full review of the Implementation Plan</i></p> <p>This is planned for Quarter 4 of the business planning year.</p>

12. Wet Weather Conditions June/July 2012

Purpose of report

1. To provide the Policy and Resources Committee with a briefing on the effect of the wet weather conditions on the Service in the period 21 June 2012 to 20 July 2012.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee notes the content of this report.

Introduction

2. The Service was made aware that there was potential for a number of flooding incidents following Met Office warnings published in the week before 21 June 2012. Although not as severe as the flooding incidents experienced in June 2007, this still led to disruption throughout the two counties, in particular on 28 June and 6 July 2012.
3. In responding to these wet weather conditions the Service invoked established business continuity measures that included:
 - Confirming the availability of Service and Voluntary organisation boat and first responder assets;
 - Providing staffing resilience for both control room and officer numbers throughout both counties;
 - Establishing the Service's command room for more effective co-ordination of wide area flooding events should they occur; and
 - Promulgating community media releases regarding water and flood safety.

Call Summary

4. Fire Control received 1103 calls in the period 21 June 2012 to 20 July 2012. Although this is not significantly more than in similar periods in previous years, there were times of peak activity where multiple calls were fielded by Control staff. Effective call filtering was applied, allowing the more serious incidents to be prioritised and in instances where an attendance by the Fire and Rescue Service (FRS) was not warranted, advice was given to the caller.
5. As can be seen in Table 1 below, the largest number of daily calls taken was on Thursday 28 June where 190 calls were taken by Fire Control.

6. The next highest number of daily calls taken was on Friday 6 July where 81 calls were taken by Fire Control. These two periods were the main focus of the incidents caused by the wet weather.

Date	Calls Received by Fire Control	Date	Calls Received by Fire Control
21/06/2012	18	06/07/2012	81
22/06/2012	17	07/07/2012	34
23/06/2012	14	08/07/2012	33
24/06/2012	18	09/07/2012	22
25/06/2012	32	10/07/2012	32
26/06/2012	28	11/07/2012	25
27/06/2012	44	12/07/2012	40
28/06/2012	190	13/07/2012	38
29/06/2012	36	14/07/2012	43
30/06/2012	25	15/07/2012	25
01/07/2012	24	16/07/2012	28
02/07/2012	24	17/07/2012	39
03/07/2012	28	18/07/2012	30
04/07/2012	33	19/07/2012	31
05/07/2012	31	20/07/2012	40

(Table 1 – Number of Calls taken by Fire Control 21/06/2012 to 20/07/12)

An incident summary is attached at Appendix 1.

Rescues and Evacuations

7. There were 17 incidents classed as rescues or evacuation from water in the period 21 June to 20 July 2012. A total of 30 people were rescued from these incidents. The table below shows the type of rescue incidents undertaken in that period.

Type of Rescue	No Of Incidents
Person in or on top of vehicle that is surrounded by moving or rising water greater than (2) foot deep	7
From widespread flooding, e.g. flooded street or field	4
Person assisted from dwelling surrounded by water	3
Other - Person in risk of entering water	1
Person assisted through or across public highway covered by water	1
Person in river, canal, loch (open to the sea), sea or estuary or other waterway (moving water)	1
Grand Total	17

(Table 3 – Rescues at Incidents 21/06/11 to 20/07/11 and 21/06/12 to 20/07/12)

8. A total of 24 people were also rescued in other types of Special Service incident making a total of 54 rescues altogether in the period 21 June to 20 July 2012.
9. Newly trained First Water Responders helped the Service to respond to a variety of flood related incidents, the first phase of Water First Responders from Kidderminster, Upton, Ross and Tenbury together with the second phase of Responders from Malvern, Bromyard, Pershore and Leintwardine, delivered an increased and enhanced level of response to Water rescue and flooding incidents throughout the Service area.

RDS Cost Implications

10. Retained Duty System crews were an essential component in the Service's response to the spate conditions and attended 130 out of the 230 Special Service incidents from 21 June to 20 July 2012. Some of the incidents required more than one appliance in attendance and as a result a total of 181 RDS mobilisations were made to the 130 Special Service incidents.
11. There is an average cost for RDS of £103.38 per pump mobilisation to an incident. Using these figures, it can be calculated that there was a cost of using RDS resources of approximately £18,711.78 in the period 21 June to 20 July 2012.

Conclusion

12. A Fire and Rescue Service is required to review risks in their local area through their IRMP, and make whatever local provisions they deem necessary. In Hereford and Worcester, the FRA has already recognised the risks to local communities from flooding in its IRMP and has made a significant investment in specialist training and equipment. Whilst we are committed to learning from this and previous events and striving to do even better in the future, there is no doubt that our effective response is a direct result of the FRA's decision and local investment.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	whole document, in particular paras. 18-22

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	whole document

Additional Considerations

13. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	whole document
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 Incident Summary

Background papers

None

Contact Officer

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FRA023/12

Incident Summary

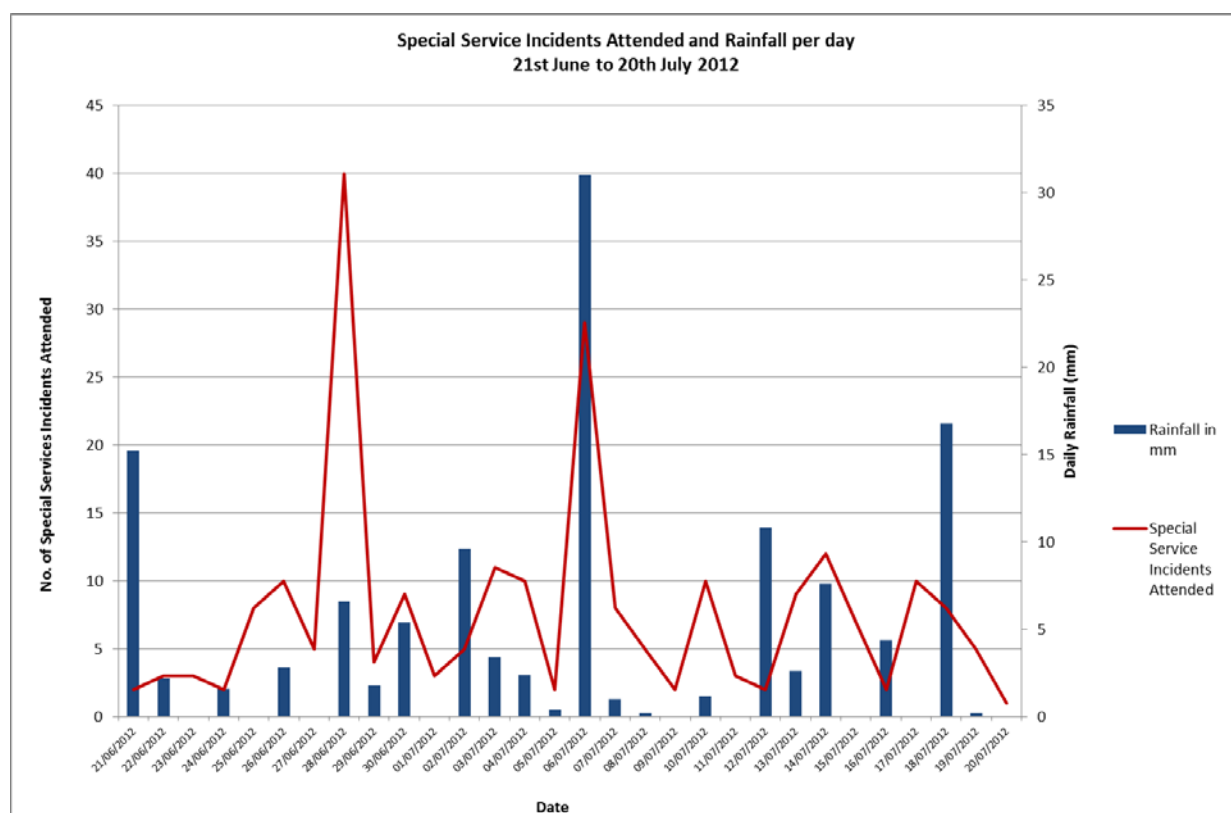
1. In total, 230 out of 613 incidents attended in the period 21 June 2012 to 20 July 2012 were Special Services.
2. Although not all of the Special Service incidents were related to wet weather, there was a significant increase compared with the number of Special Service incidents attended in the same period in 2011.
3. Of particular note during this period was an incident in Yarpole, North Herefordshire, where large levels of rainfall had caused the minor breaching of a series of lakes. The Service requested regional and national support in developing a comprehensive plan of action that would help minimise the effects of a full breach should that occur.

Special Service Incident	21/06/11-20/07/11	21/06/12-20/07/12
Advice only	1	0
Animal assistance incidents	7	12
Assist other agencies	10	5
Effecting entry/exit	6	6
Evacuation (no fire)	2	2
Flooding	9	57
Lift Release	3	5
Making Safe (not RTC)	1	1
Medical Incident - First responder	1	1
No action (not false alarm)	13	32
Other rescue/release of persons	11	4
Other Transport incident	1	2
Removal of objects from people	8	2
Removal of people from objects	0	4
Rescue or evacuation from water	2	17
RTC	44	68
Spills and Leaks (not RTC)	8	7
Suicide/attempts	0	3
Blanks	0	2
Grand Total	127	230

(Table 2 – Special Service Incidents 21/06/11 to 20/07/11 and 21/06/12 to 20/07/12)

4. Table 2 above illustrates a large year on year increase in Special Service animal assistance, flooding, no action (not false alarm), and rescue or evacuation from water incidents in 2012 compared to 2011, all of which would have been exacerbated by the wet weather conditions in the period 21 June to 20 July 2012. In addition, there was also a year on year increase in Road Traffic Collisions (RTCs) which may also have been affected by the wet weather conditions.

5. Flooding incidents increased from 9 in 2011 to 57 in the period in question in 2012. Out of the 57 incidents, 20 were making safe, 16 were advice only, 16 were pumping out, 3 were evacuations, and there was one standby incident and one other flooding incident which was unblocking a culvert.

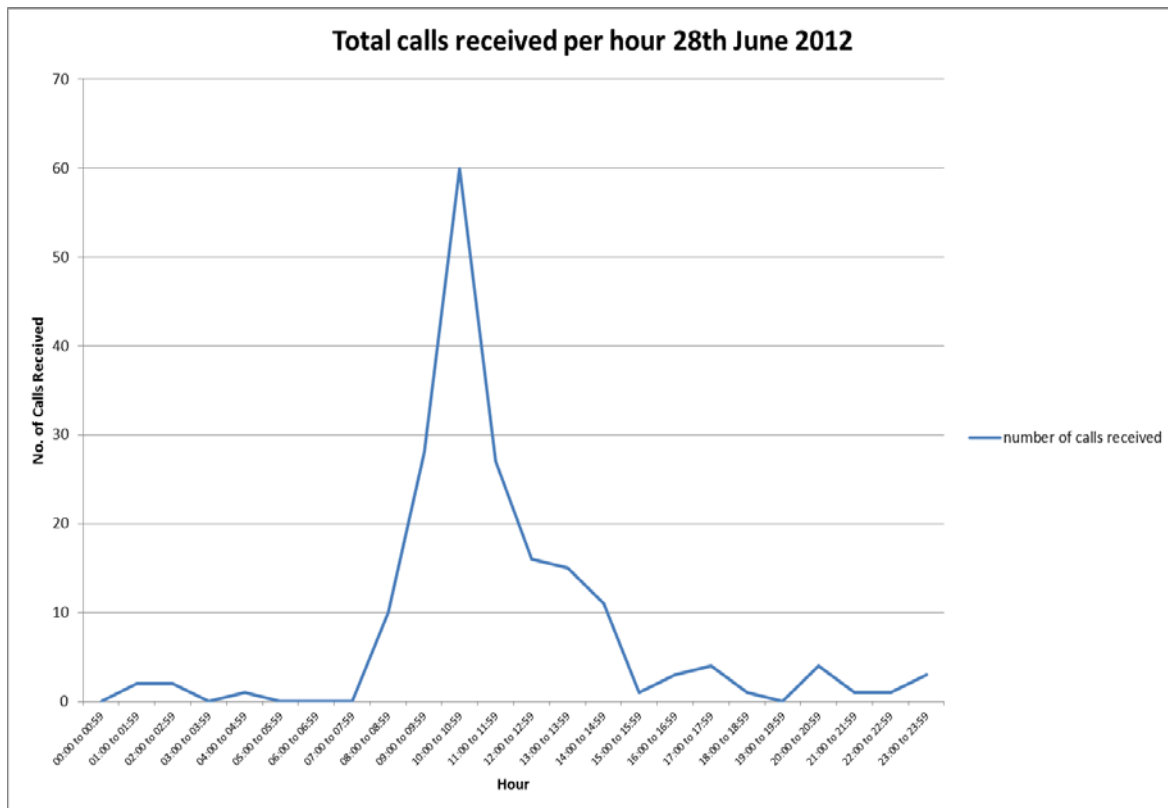


(Graph 1 – Special Service incidents and rainfall per day 21/06/12 to 20/07/12)

6. Graph 1 above illustrates the relationship between rainfall per day and Special Services incidents attended in the period 21 June 2012 to 20 July 2012.
7. Although there was a correlation between the number of Special Service incidents attended and the total daily rainfall amount on 6 July, there was not such a correlation on 28 June. On 28 June the daily rainfall total was not large but was sudden and heavy, which caused pockets of localised flooding on the roads and in properties.

28 June 2012 Activity

8. The number of calls were at their peak on 28 June between 10:00 and 10:59 where there were 60 calls received by Fire Control.



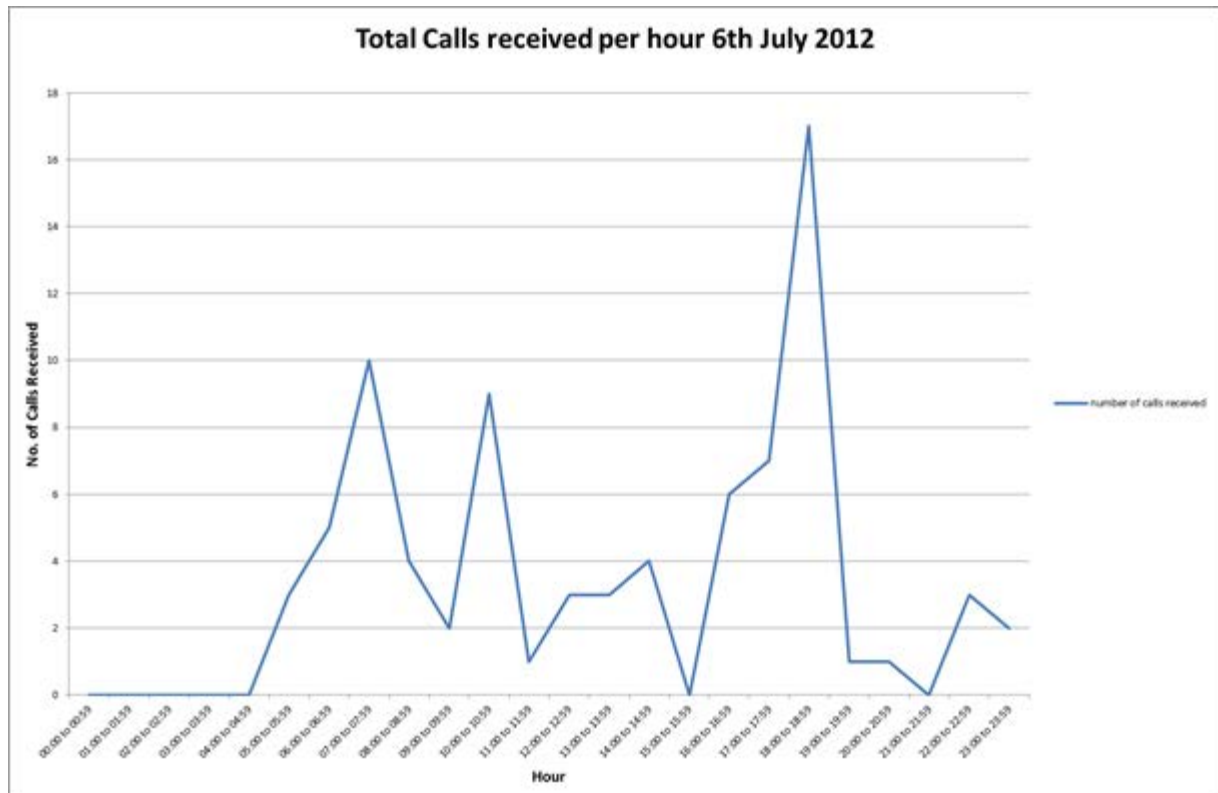
(Graph 2 – Total calls received by hour by Fire Control 28/06/12)

9. A total of 116 out of the 190 calls received on 28th June were duplicate calls about existing incidents or calls where advice was given to the caller from Fire Control staff and the Service not mobilised. There were 74 incidents mobilised to on that day, of which 40 were Special Service incidents. These were mainly flooding, incidents attended but with no action taken on attendance and rescues and evacuations from water incidents.
10. Some of the rescues on 28 June included:
 - A crew from Leominster was called to Shirlheath, near Kingsland, at around 9.15am after water ran off nearby fields and flooded a cottage. A woman was rescued from the property.
 - At around 9.40am, the rescue boats from Hereford and Worcester joined fire crews from Hereford and Ross in Llanwarne where they rescued a woman from the roof of her car after it became stranded in flood water.
 - At around 9.45am, a crew from Leintwardine was called to the A4110 at Baintree Cross where they rescued a motorist from a car stuck in flood water.
 - At around 10.35am, a crew from Bromsgrove rescued the occupants of two vehicles from floodwater near the Morrisons store at Buntsford Park in Bromsgrove.
 - At around 10.40am, a crew from neighbouring West Midlands Fire Service rescued a woman from her car in flood water in Yew Tree Lane in Frankley, North Worcestershire.

- At 1.10pm, a crew from Bromsgrove and Water First Responders from Kidderminster rescued two people (who were waist-height in water) from their van stranded in flood water in Warwick Avenue, Bromsgrove. They also rescued a dog from a nearby house.

6 July 2012 Activity

- There was a similar peak of calls on 6 July between 18:00 and 18:59 where there were 17 calls received by Fire Control.



(Graph 3 – Total calls received by hour by Fire Control 06/07/12)

- A total of 36 out of the 81 calls received on 6 July were duplicate calls about existing incidents or calls where advice was given to the caller from Fire Control staff and the Service not mobilised. There were 45 incidents mobilised to on that day, of which 29 were Special Service incidents.
- The majority of incidents attended on 6 July involved flooding to people's homes, primarily in Herefordshire, while there were also several calls in the Worcestershire area where motorists had become trapped in floodwater in their vehicles. Between 6.45am and 8am on 6 July, crews from Ross-on-Wye, Fownhope, Ledbury and Bromyard were called to 12 flooded properties in the Ross area, while at 2.20pm, crews from Upton and Ledbury were called to help rescue a car and its four occupants trapped in floodwater in Birtsmorton.
- At around 4.30pm on 6 July, crews from Worcester launched an inflatable boat to rescue a car and its three occupants from floodwater at the Church Lane/Woodbury Lane junction in Norton, while just after 10pm that evening, crews from Leominster and Kidderminster were called to a farm at Yarpole

where they pumped water away from turkey sheds which were at risk of flooding after water overflowed from a nearby brook.

13. Integrated Risk Management Plan (IRMP) Recommendation 3 Fire Cover Review 2012–13

Purpose of report

1. To inform the Policy and Resources Committee of the proposed Terms of Reference for the IRMP Action Plan, Recommendation 3 Fire Cover Review 2012-13.

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee agree the Terms of Reference for Recommendation 3 Fire Cover Review 2012 – 13.

Introduction and Background

2. Fire and Rescue Services have a requirement to produce an Integrated Risk Management Plan (IRMP) to demonstrate how they match available resources to risks within the community. In response to this requirement Hereford & Worcester Fire and Rescue Service produces an IRMP (3 yearly), and annual action plan to detail how this will be achieved.
3. The 2012-13 IRMP action plan will include a review of the Service's current fire cover arrangements. The review, termed IRMP Recommendation 3, has already been widely consulted and will consider areas of operational provision that were not included within an IRMP Fire Cover review undertaken within 2011-12.

Terms of Reference

4. Items that are considered to be within scope for the Recommendation 3 2012-13 review are as follows:
 - **Locations:** a review of all Station locations to look at geographical location, activity levels and risk profiles.
 - **Crewing Systems:** a review of all the crewing systems utilised within the Service. This review will build upon the review undertaken in the 2011–12 Fire Cover review (Rec 4), now being implemented. This review will encompass wider research on the impact and viability of alternative crewing arrangements being developed nationally and their relevance to HWFRS.
 - **Appliance Numbers:** an analysis of the number and specifications of appliances at each location (combined with those specifically reviewed in 2011/12 IRMP).

- **Special Appliances:** numbers, locations and mobilising criteria. This element will consider the current utilisation and numbers of Specialist Appliances, their staffing arrangements and geographical location in relation to the Service's risk profile.
- **Review of Borders:** risks that affect the Service at border locations. This element will look at the risk profiles around the Service's borders, potential changes to neighbouring Fire and Rescue Services and to evaluate current potential utilisation of Service assets over the border.
- **Interoperability:** analysis of current working arrangements with Shropshire Fire and Rescue Service to establish whether more efficient ways of working can be established with regards to the utilisation of operational assets. Included within this workstream will be an analysis of attendance standards to determine whether a common attendance standard can be utilised by both Services.

Items Considered Out of Scope

5. Items not considered within the scope of this review are listed below. Each item listed has been subject to a review within the last 3 years and as such the Service retains a currency of information against each area. Additionally National Resilience assets are funded separately and as such will require an independent review.
 - **National Resilience assets and strategy**
 - **Water assets and strategy**
 - **Flexible Duty System**
 - **Animal rescue**
 - **Automatic Fire Alarms (AFA) policy**
 - **Other areas currently under review and pending implementation will not be included**

Conclusion/Summary

6. For efficiency, the delivery of this fire cover review will also be aligned to the development of the Service's future new IRMP, ensuring integration between key documents including the National Framework.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

Additional Considerations

7. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	IRMP. Authority Plan, Partnerships
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	Y	Ongoing

Supporting Information

None

Background papers

None

Contact Officer

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14. Equality and Diversity Advisory Group Update

Purpose of report

1. To inform the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting in July 2012.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.

Update

2. The first meeting of the Equality and Diversity Advisory Group was held on 31 July 2012. The proposed Terms of Reference detailed in Appendix 1 were approved at the meeting.
3. The Group is now chaired by the Chief Fire Officer and represented by all departments across the Service at Group Commander level. Membership also includes the Representative Bodies, the Chaplain and two Members of the Fire and Rescue Authority (including the FRA Equality Champion). A representative from staff groups, particularly in relation to the protected characteristics will remain independent to the group but will be encouraged to attend the meetings when they feel it is appropriate.
4. The Group were informed that:
 - The Service no longer needed a dedicated Equality and Diversity Officer as Equality and Diversity will be mainstreamed across the Service with the Human Resources department providing the specialist support.
 - The Equality Scheme expires in March 2013, and a position statement on the achievement of the associated action plan is currently being developed.
 - In accordance with the Equality Act the Authority will be required to publish at least one objective from April 2013 and every four years thereafter to demonstrate its compliance with the Equality Act. A sub group of the Equality and Diversity Advisory Group is considering suitable objective/s which will be presented at a future Policy and Resources Committee.
 - The Service's Ethical Framework has been updated and will be published as an A5 booklet. It was considered that FRA Members should sign up to the Framework and that this should take place after the May 2013 elections. Training will be rolled out across the Service and will be delivered to Members of the FRA.
 - The Group considered the Employment Monitoring data for 2011-12.

- The Group were informed that the Government Equalities Office (GEO) had commenced consultation on the repeal of third party harassment provisions and the statutory discrimination questionnaire.
5. The Group were informed that the Government Equalities Office had announced that it intends to review the Public Sector Equality Duty to establish if it is working as intended.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	No	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paras 4 and 5

Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1: Terms of Reference

Background papers

None

Contact Officer

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Hereford & Worcester Fire and Rescue Service

Equality and Diversity Advisory Group

Terms of Reference

1. Core Function

The core function of the **Equality and Diversity Advisory Group** will be to promote equality of opportunity and thereby help to eliminate unlawful discrimination within Hereford & Worcester Fire and Rescue Service and to develop a working environment where individual diversity is valued.

2. Main Activities

The Group's main activities will be to:

- a. Act in an advisory capacity to the Fire and Rescue Authority, Senior Management Board and other interested parties and drive the mainstreaming of Equality and Diversity as much as possible, with Human Resources retaining a specialist role.
- b. Support the need for Equality and Diversity to be viewed as a cross-organisational priority to be incorporated into day to day activity as far as possible.
- c. Provide feedback to both the Senior Management Board (SMB) and the Fire and Rescue Authority's (FRA's) Policy and Resources Committee.
- d. Advise SMB and the FRA to ensure that the Authority meets the legal requirements of the Equality Act 2010.
- e. Review the Service's Equality Objectives and Action Plan to ensure they meet organisational needs.
- f. Examine opportunities for development of activity to meet local, regional and national needs.
- g. Respond to local concerns, and ensure systems are in place to allow concerns to be raised by stakeholders. The group will develop and co-ordinate effective and appropriate responses.
- h. Establish sub-groups/working groups on an issue-basis, with a view that they will exist for a finite period, with clear objectives for completion.
- i. Identify and disseminate good practice and organisational learning.

3. Membership

Membership of the Group will ensure that each department of the Service is represented in order to mainstream Equality and Diversity across the whole Service. Attendance will normally be at Group Commander and Area Commander, or equivalent, level. One member will attend the meeting from the following departments:

- Asset Management
- Community Risk
- Corporate Services
- Human Resources
- Operations (Service Delivery)
- Operations Support (Service Support)
- Finance
- Legal
- Representative Bodies (FBU, RFU, GMB, Unison)

One representative from each of the Representative Bodies is invited to attend the meetings although they may elect to nominate one representative to attend on behalf of all the Representative Bodies

Membership will also include the Service Chaplain and two FRA Members, one of whom shall be the FRA Equality Champion.

If a nominated Officer is unable to attend a meeting, they will identify someone else from their area to attend on their behalf.

A representative from staff groups, particularly in relation to any of the protected characteristics (i.e. gender, age, race, disability, gender reassignment, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity), will remain independent from the Group but will be encouraged to attend the meetings when they feel it is appropriate.

4. Format of Meetings

Meetings will normally be chaired by the Chief Fire Officer (CFO).

In the absence of the CFO, meetings will be chaired by an individual nominated by the Chair.

The Group shall meet on a quarterly basis.

The agenda will consist of key subjects for discussion and information.

Agenda items may be added by notifying the Personal Assistant to the Assistant Chief Fire Officer.

Reviewed July 2012

15. Joint Consultative Committee Update

Purpose of report

1. To inform the Policy and Resources Committee of the activities of the Joint Consultative Committee (JCC) since June 2012.

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.

Update

2. The Joint Consultative Committee (JCC) last met on 19 July 2012. This was the first meeting to be chaired by John Hodges since his appointment as temporary Assistant Chief Fire Officer with responsibility for industrial relations.
3. A number of items have been ongoing for some time now. Although progress is being made, they remain open. Key items still under discussion include the following:
 - Review of allowances
 - Use of driver/Officer in Charge (OIC) on appliances
 - Part-time workers' settlement
 - Arrangements for Retained Duty Staff (RDS) working on Bank Holidays
4. Since the Policy and Resources Committee was last updated, a significant number of items have been closed down. Agreement to this was confirmed by all parties and formally signed off and archived in the Consultation Register and Decision Log. Items now closed include:
 - Maternity provisions
 - Four weekly pay
 - Appliance resilience
 - Proposed changes to hours for Fire Control staff relocating to Service Headquarters.
5. New areas brought to JCC for discussion include:
 - Use of the Resilience Register
 - The potential impact of West Midlands Fire Service station closures on Hereford and Worcester Fire and Rescue Services (HWFRS)

- Flexi-duty staff (FDS) rota changes
- Station management arrangements

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Paras 3 & 5

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	Paras 3 & 5

Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Paras 3 & 5
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Paras 3 & 5
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	Y	Paras 3 & 5

Supporting Information

None

Background papers

None

Contact Officer

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16. Health and Safety Liaison Panel Update

Purpose of report

1. To provide the Policy and Resources Committee with an update on the activities, and items of significance, from the Service's Health and Safety Liaison Panel.
-

Recommendation

The Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.

Introduction

2. The Health and Safety Liaison Panel last met on 26 July 2012.

Significant Issues Discussed

3. A summary of the previous quarter's Health and Safety (H&S) performance was discussed in detail, followed by a review of the recent H&S investigations. Councillor Watts attended the meeting and was updated on the detail of this process and the issues that arise from it.
4. The issue of 13.5m ladders reaching the end of their usable life or failing routine servicing was discussed, following a catastrophic failure in another Service last year. It was generally felt that the allocation of these ladders could be reduced across Hereford & Worcester Fire and Rescue Service (HWFRS); a review is being led by Group Commander Prust.
5. An overview of vehicle accidents was given and, whilst levels are minor and low in general terms, the Panel discussed ways in which awareness could be raised in an attempt to reduce these incidents further on the grounds of safety and cost.
6. A further review and update of reported incidents of abuse to staff was held with no significant issues being identified. There has only been one reported incident in the last quarter. Training has been delivered to key staff in conflict resolution.
7. The Health and Safety Working Group has been tasked with various pieces of work including a review of the measures relating to the use of Breathing Apparatus (BA) and cylinder safety following last year's Health and Safety incidents. The group was also tasked with supporting Human Resources (HR) in formulating a policy on the use of drugs and alcohol.
8. Defibrillators are now in place at all locations across the Service and training has been delivered.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

Additional Considerations

9. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Supporting information

None

Background information

None

Contact Officer

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Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
ALP	Aerial Ladder Platform
AC	Area Commander
AMP	Asset Management Plan
ARCC	Aeronautical Rescue Co-ordination Centre
BA	Breathing Apparatus
BACS	Bankers' Automated Clearance System
BCM	Business Continuity Management
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CAA	Combined Area Assessment
CAFS	Compressed Air Foam Systems
CARP	Combined Aerial Rescue Pump
CBRN	Chemical Biological Radiological Nuclear
CCA	Civil Contingencies Act
CDRP	Crime and Disorder Reduction Partnership
CERMIG	County Emergency Response to Major Incidents Group
CFA	Combined Fire Authority
CFO	Chief Fire Officer
CFOA	Chief Fire Officers Association
CFRMIS	Community Fire Risk Management System
CFS	Community Fire Safety
CIMAH	Control of Industrial Major Accident Hazards
CIPFA	The Chartered Institute of Public Finance and Accountancy
CC	Crew Commander
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRR	Community Risk Register
CS	Community Safety
CSR	Comprehensive Spending Review
CSU	Command Support Unit
DC	District Commander
DCFO	Deputy Chief Fire Officer
DCLG	Department for Communities and Local Government
DDA	Disability Discrimination Act
DIM	Detection, Identification and Monitoring
DOFA	Director of Finance and Assets
DoH	Department of Health
DoT	Direction of Travel
DPA	Data Protection Act
EA	Environment Agency

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

EAS	Electronic Availability System
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
FBU	Fire Brigades Union
FDR	Fire Damage Report
FDS	Flexible Duty System
FireLink	The National Fire Service Radio System
FOIA	Freedom of Information Act
FRA	Fire and Rescue Authority
FRD	Fire Resilience Directorate
FRS	Fire and Rescue Service
FRSNCC	Fire and Rescue Service National Co-ordination Centre
FSC	Fire Service College
FSCA	Fire Service Consultation Association
FSEC	Fire Services Emergency Cover
FSPA	Fire Service Procurement Association
GC	Group Commander
HAZMAT	Hazardous Materials
HERMIT	Herefordshire Emergency Response to Major Incidents Team
HFSC	Home Fire Safety Check
HMI	Her Majesty's Inspector or Inspectorate
HPA	Health Protection Agency
HR	Human Resources
HRIS	Human Resources Information System
HSE	Health & Safety Executive
HWFRS	Hereford & Worcester Fire and Rescue Service
ICP	Integrated Clothing Project
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDR	Individual Performance and Development Review
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IRU	Incident Response Unit
ISU	Incident Support Unit
JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry
LASER	Learning about Safety by Experiencing Risk
LEA	Local Education Authority
LGA	Local Government Association

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

LGV	Light Goods Vehicle
LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRF	Local Resilience Forum
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
LTCM	Long Term Capability Management
LTF	Local Training Facilities
MDT	Mobile Data Terminals
MIS	Management Information Systems
MISAR	Mercia Inshore Search and Rescue
MMFE	Management of Major Flood Emergencies
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NEET	Not in Education, Employment or Training
NFST	National Flood Support Team
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
OASD	Operational Assessment of Service Delivery
ODPM	Office of the Deputy Prime Minister
OJEU	Official Journal of the European Union
ORS	Opinion Research Services
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PMSO	Project Management Support Office
PO	Principal Officer
PPE	Personal Protective Equipment
PPP	Policy, Planning and Performance
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWLB	Public Works Loans Board
QSA	Quality Systems Audit
R2R	Rank to Role
RB	Representative Body
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RCCC	Regional Civil Contingencies Committee
RDS	Retained Duty System
RHSCG	Regional Health and Safety Collaboration Group

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RPE	Respiratory Protective Equipment
RRF	Regional Resilience Forum
RRO	Regulatory Reform Order
RRT	Regional Resilience Team
RSIG	Road Safety Implementation Group
RTA	Road Traffic Accident
RTC	Road Traffic Collision
SARA	Severn Area Rescue Association
SBE	Standards Board for England
SCC	Strategic Command Centre
SCE	Supported Capital Expenditure
SCG	Strategic Command Group
SDA	Service Delivery Agreement
SFSO	Senior Fire Safety Officer
SFU	Small Fires Unit
SHA	Strategic Holding Area
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SC	Station Commander
SOLACE	Society of Local Authority Chief Executives
SoRP	Statement of Recommended Practice
SPI	Service Policy Instruction
SRT	Swift Water Rescue Team
SSI	Special Service Incidents
TDC	Training and Development Centre
UoR	Use of Resources
USAR	Urban Search and Rescue
UWFS	Unwanted Fire Signal
VMDS	Vehicle Mounted Data System
WAN	Wide Area Network
WC	Watch Commander
YFA	Young Firefighters' Association