



HEREFORD & WORCESTER Fire and Rescue Authority

AGENDA

10.30 am Friday 17 December 2010

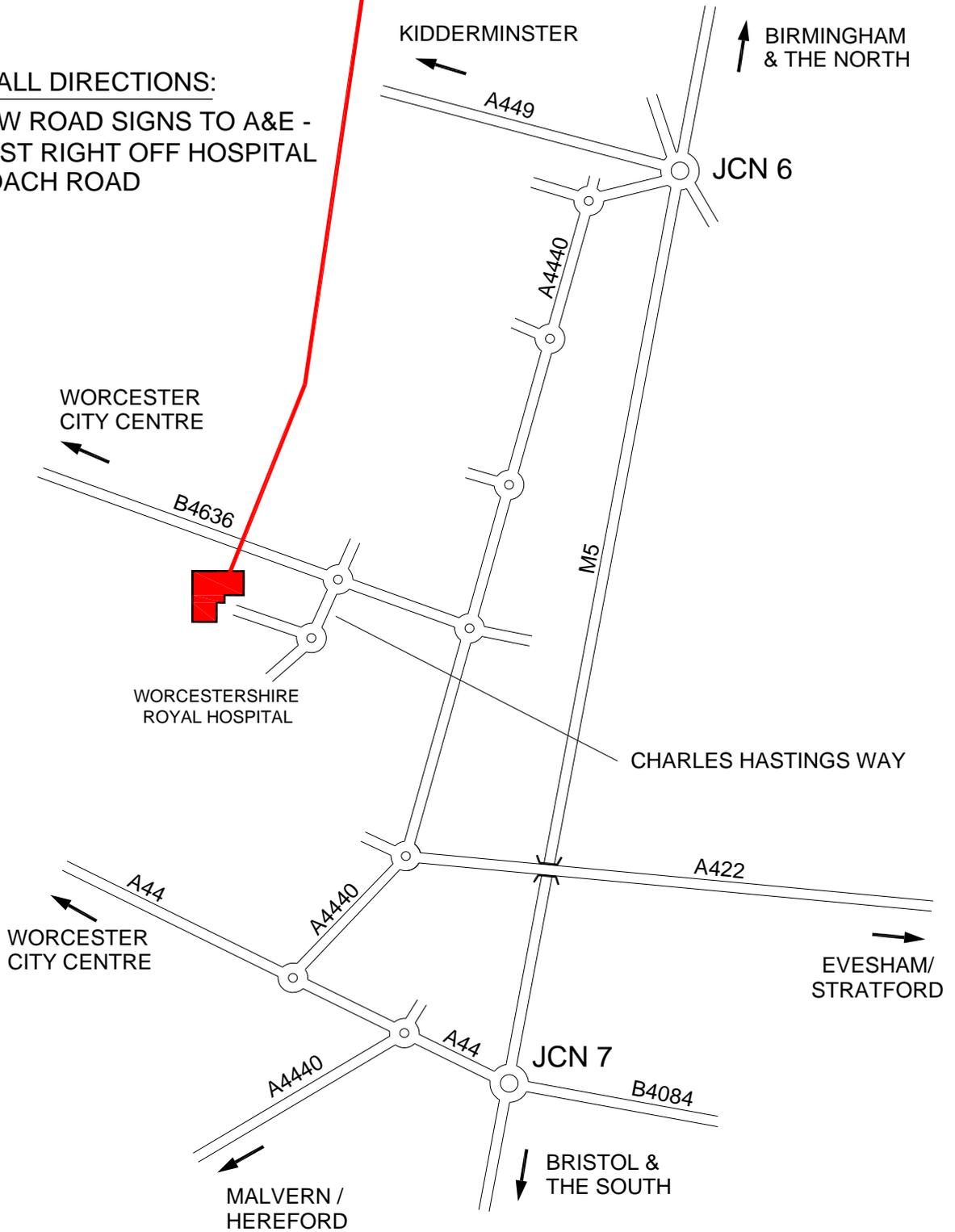
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR



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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE
 HEADQUARTERS
 2 KINGS COURT
 CHARLES HASTINGS WAY
 WORCESTER. WR5 1JR
 TEL: 0845 12 24454

FROM ALL DIRECTIONS:
 FOLLOW ROAD SIGNS TO A&E -
 HQ FIRST RIGHT OFF HOSPITAL
 APPROACH ROAD



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ACTION ON DISCOVERING A FIRE

- 1 Break the glass at the nearest **FIRE ALARM POINT**.
(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 –

CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Committee Services on 0845 12 244554 or by email at committeeservices@hwfire.org.uk.

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.

Agenda

Members

Herefordshire:

Mrs. P A Andrews, Mr. J H R Goodwin, Brigadier P Jones CBE (Chair),
Mr. D Greenow, Mr. D C Taylor, Mr. P J Watts.

Worcestershire:

Mr. T J Bean, Mrs. M Bunker, Mr. J Campion, Mr. J Cairns, Mr. S J Clee (Vice Chair),
Mrs. L Duffy, Mrs. L Eyre, Mr. A I Hardman, Mrs. L Hodgson, Mrs. G Hopkins,
Mrs. F Oborski, Mrs. J Potter, Mr. D W Prodger MBE, Mr. C T Smith, Mr. T Spencer,
Mr. K Taylor, Mr. J Thomas, Mr. R M Udall and Mr. G C Yarranton.

1. Apologies for Absence

To receive any apologies for absence.

2. Declaration of Interests (if any)

The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.

This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.

3. Chairman's Announcements

4. Confirmation of Minutes

4.1 To confirm the minutes of the meeting of the Fire and Rescue Authority held on 28 September 2010 (copy attached).

4.2 To confirm the minutes of the meeting of the Best value, Policy and Performance Committee held on 8 September 2010 (copy attached).

4.3 To confirm the minutes of the meeting of the Budget Committee held on 29 July 2010 (copy attached).

5. Questions from Members of the Public

To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.

Pages

1 – 12

6.	The Chief Fire Officer's Service Report	
	To inform the Authority of recent key developments and activities together with performance information for the period 1 July to 30 September 2010.	13 - 26
7.	Financial Prospects and Future Planning	
	To inform Members of future financial prospects.	27 - 33
8.	Fees and Charges	
	To consider options for charging for special services.	34 - 37
9.	IRMP Consultation and Approval of Annual Action Plan 2011/12	
	1. To provide the Authority with details of the consultation process for the 2011/12 IRMP Action Plan.	
	2. To provide a summary of the key themes from the feedback received.	38 - 56
	3. To consider and approve the amended draft Action Plan 2011/12 as recommended to the Authority by the Policy and Resources Committee.	
10.	Strategic Risk Register	
	To consider and approve the revised Strategic Risk Register.	57 - 91
11.	Appointment of Clerk/Monitoring Officer	
	To confirm the appointment of a Clerk/Monitoring Officer to the Authority.	92 - 94
12.	The Information Commissioner's Office Model Publication Scheme Review	
	To approve the revised Publication Scheme for the Authority in line with the Service's Governance arrangements.	95 - 108
13.	Policy and Resources Committee Report	
	To inform the Authority of the proceedings of the Policy and Resources Committee Meetings held on 1 November and 8 December 2010.	109 - 110
14.	Audit Committee Report	
	To inform the Authority of the proceedings of the Audit Committee Meeting held on 7 October 2010.	111 - 112
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Please note that these minutes will remain as a draft until formally confirmed as a correct record at the next meeting and signed by the Chairman.

Hereford & Worcester Fire and Rescue Authority
28 September 2010

Minutes

Members Present:

Brigadier P Jones CBE (Chair), Mr. S J Clee (Vice Chair), Mrs. P A Andrews, Mr. T J Bean, Mrs. M Bunker, Mr. J Champion, Mr. J H R Goodwin, Mr. D Greenow, Mrs. L Hodgson, Mrs. F Oborski, Mrs. J Potter, Mr. D W Prodder MBE, Mr. C T Smith, Mr. T Spencer, Mr. D C Taylor, Mr. K Taylor, Mr. J Thomas, Mr. R M Udall, Mr. P J Watts and Mr. G C Yarranton.

At the outset of the Meeting, the Members observed a minute's silence in memory of Gary Williams, Dave Taylor and Brian Thompson, all Service personnel who had passed away since the last Meeting of the Authority.

No. Item

1. Apologies for Absence

The Meeting noted apologies for absence from Mr. J Cairns, Mrs. L Duffy, Mrs. L Eyre, Mr. A I Hardman and Mrs. G Hopkins.

2. Declarations of Interests (if any)

The Chairman invited any Member to declare any interest in any of the items on this Agenda; no Member declared any such interests.

3. Chairman's Announcements

3.1 The Chairman told the Meeting that the Service's Annual Awards Ceremony now took place in both Worcester and Hereford; the Worcester event was in the Guildhall on Friday 3 September and there would be a similar event on Friday 15 October in the Town Hall in Hereford. Having officiated at the Worcester event, the Chairman felt that the new format was better and allowed the recipients, their families and friends a better opportunity to celebrate their achievements.

3.2 The Chairman told the Meeting that the Chief Fire Officer would make his first annual appearance at Worcestershire County Council on 18 November.

4. Confirmation of Minutes

RESOLVED that the Minutes of the meeting held on 25 June 2010 be confirmed as a correct record and signed by the Chairman

5. Questions from Members of the Public

The Meeting noted that no questions had been received from members of the public.

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6. Appointment of Treasurer

The Chief Fire Officer told the Meeting that Mr Mike Weaver had resigned his position as Treasurer for the Authority in August and that under Section 151 of the Local Government Act 1972, the Authority was required "...to make arrangements for the proper administration of their financial affairs and secure that one of their officers has responsibility for the administration of those affairs."

Since August the Director of Finance (Deputy Treasurer) had carried out the section 151 duties for the Authority and fulfilled the role of Treasurer.

The Chief Fire Officer had consulted with the Chairman and Group Leaders regarding the position of Treasurer and there was agreement that Mr Tony Wood should be appointed on an interim basis for 6 months during which period the Authority would carry out a review of the Section 151 role.

Mr Tony Wood previously worked in an interim Principal Management position in the Service assisting the Director of Finance in administering the financial affairs of the organisation. It was considered that Mr Wood was ideally placed to act as Treasurer, due to his previous experience in Local Government generally and this Authority in particular.

The CFO proposed an interim contract for a six month period with a maximum of 25 days over the six months and additional days for exceptional items at the discretion of the Chief Fire Officer in consultation with the Chair of the Authority. This arrangement would enable the Authority to contain the expenditure on the Treasurer's post within existing Service budgets. He told the meeting that the interim arrangement and the review of the Section 151 role would be considered by the Authority at its meeting in February 2011

Resolved that the Authority confirm the appointment of Mr Tony Wood as an interim Treasurer to the Authority with immediate effect.

7. Chief Fire Officer's Service Report

The Chief Fire Officer informed Members of recent key developments and activities, together with performance information for the period 1 April 2010 to 30 June 2010. The Meeting noted that the total incident numbers for Quarter 1 2010-11 showed the best quarterly performance over the same period in the last five years

The Chief Fire Officer also updated the Authority on the revised proposals for the Warwickshire Improvement Plan/IRMP that were published in July 2010. It was noted that the revised Warwickshire Plan contained proposals to reduce the number of stations from 19 to 16, reduce the number of pumping appliances from 26 to 22 appliances, in addition to one 'small fires unit', and to upgrade Alcester from retained status to wholetime.

The Chief Fire Officer explained that following analysis of fire cover in the affected area and the number of incidents in the Studley/Alcester area that attracted attendances from both Services, the proposals were likely to have little detrimental impact on the operations of HWFRS.

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Following discussion, the Vice-Chair moved the following recommendation which was subsequently agreed:

RESOLVED that:

- i. this Authority notes Warwickshire County Council's final proposals in relation to fire cover along the border area of Worcestershire/Warwickshire;*
- ii. following consultation with the Chair, Vice-Chair and Group Leaders this Authority does not have any concerns regarding the implementation of Warwickshire County Council's "Option B" for fire cover, and*
- iii. the Chief Fire Officer monitor the provision of fire cover along the Worcestershire/Warwickshire border once the Warwickshire County Council Improvement Plan is implemented and, in consultation with the Chair, Vice-Chair and Group Leaders, report back to the Authority any changes resulting from the same.*

The Chief Fire Officer also informed the Meeting that:

- The Service had completed the roll out and familiarisation training of the new Water Rescue Vehicles (WRVs) at Hereford, Worcester and Evesham Fire Stations with each station 'going live' during July and now being fully operational
- The Service was rolling out new uniform (workwear) to all relevant staff which, when coupled together with the new firefighting uniform expected to arrive in the Service early next Spring, would give firefighting staff the most up-to-date protection and workwear available to UK firefighters. This was expected to "go live" during October 2010
- All uniformed roles in the Service would change from the term "Manager" to "Commander" i.e. Watch Manager to Watch Commander, Station Manager to Station Commander, etc. The Chief Fire Officer and staff (that had been consulted) agreed that this was a subtle but important change to reflect that both firefighting and firefighter safety were of the highest priority. A Member expressed concern regarding the public perception of the proposed name change and after some discussion it was proposed by the Chairman, seconded by the Vice-Chairman:

that all uniformed roles in the Service would change from the term "Manager" to "Commander" in accordance with the content of the Chief Fire Officer's Service Report.

18 Members voted for the proposal, with 1 against and one abstention.

- Freedom of Information requests and complaints about the Service had all fallen during the period 1 April 2010 to 30 June 2010
- The new station at Pebworth was under construction and was expected to be operational early in 2011

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- In early July, Peterchurch Fire Station hosted the joint emergency services Dying to Drive event, an initiative aimed at reducing the number of young fatalities on the county's roads, which had also been held in Worcestershire. A Member requested that the Service explore options for campaigns to reduce the number of accidents in the agricultural sector and the CFO replied that the Member would be contacted regarding this matter.
- There was a serious industrial fire at Kidderminster on Monday 23 August and the Meeting complimented the Service on the manner in which the fire was dealt with and the rapid communication with local communities to ensure their well being.
- The Service's Community Safety Volunteer Programme had been extended to Herefordshire

RESOLVED *that the Report be noted.*

8. Review of Committee Structure

The Authority had agreed at its Annual General Meeting on 25 June 2010 to defer the appointments of Chairs and Vice-Chairs of Committees until this Meeting, pending the review of the Committee Structure, as part of the overall review of the Authority's governance arrangements. The review was carried out by the Governance Review Working Group, chaired by Mr. D. Prodger, MBE. The Working Group had consulted Group Leaders and Principal Management as well as various other Officers as part of the review. The external auditors had also been consulted in relation to the Terms of Reference of the Audit Committee.

Feedback from the consultation highlighted two main concerns:

- The current Committee Structure separated policy consideration (the Best Value, Policy and Performance Committee) from financial strategy (Budget Committee); it was proposed that a single Policy and Resources Committee be formed to ensure an integrated approach between finance and policy which will be critical during the coming months and years as the Authority faced a worsening budgetary situation
- The second area where improvement was sought related to Committees' decision-making powers.

The Working Group also considered the following matters:

- Forming a joint Standards Committee; however, further discussion on this issue was shelved pending the Government's announcement on the abolition of Standards for England
- Amendments to the Appointment Committee's terms of reference to include the Section 151 Officer and The Monitoring Officer's appointments, terms and conditions and dismissals, as well as further duties in relation to grievances and appraisals.

Following consultation with Group Leaders it was proposed that the Urgent Decisions Committee be disbanded and that decisions be delegated to the Chief Fire Officer in consultation with Group Leaders, where the Monitoring Officer, in consultation with the Chairman, agreed that the decision was urgent and that it would be impractical to call a meeting of the Authority.

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These proposals were supported at an Extraordinary Meeting of the Audit Committee on 7 September and by the Standards Committee on 21 September. The Audit Committee felt that the restructure should give each Member of the Authority the opportunity to participate at Committee level and, in order to accommodate this, the proposal before the Authority was to appoint 15 Members to the Policy and Resources Committee and 10 Members to the Audit Committee.

Concern was expressed that the proposals shifted some decision-making functions from Members of the Authority to Officers and to address this it was proposed that there should be Member involvement in approving a work programme for each Committee and that use of the proposed Urgent Decision procedure should be reported to the full Authority meeting.

The Meeting considered the proposed Committee Structure as set out in appendix 2 and the amended terms of reference for the Committees and unanimously:

RESOLVED that:

- i) the proposed revised Committee Structure, amended Terms of Reference of Committees and delegations to the Chief Fire Officer, as set out in the report, be approved;***
- ii) Members approve the work programme for each Committee; and***
- iii) The use of the proposed Urgent Decision procedure is reported at full Authority meetings***

9. Allocation of Seats to Political Groups and Appointments to Committees

Following the Authority's approval of the proposed changes to the Committee structure the Meeting considered appointments to the offices of Chair and Vice-Chair of the Authority's Committees and to the allocation of seats on Committees to political groups.

RESOLVED that:

- i) appointments be made to the offices of Chair and Vice-Chair of the Authority's Committees as follows:***

Appointments Committee

Chair: Brigadier P Jones CBE

Vice-Chair: Mr Stephen Clee

Audit Committee

Chairman: Mr Derek Prodger, MBE

Vice-Chair: Mrs Lynne Duffy

Policy & Resources Committee

Chair: Mr Adrian Hardman

Vice-Chair: Mr Kit Taylor

- ii) Mr. John Goodwin and Mrs. Gay Hopkins be appointed the Authority's representatives on the Standards Committee;***
- iii) the Clerk be authorised, following consultation with the respective Group Leaders, to take any necessary action to give effect to***

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proportionality requirements, determine the numbers of seats on Committees and make appointments to those Committees and other bodies in accordance with the wishes of the Group Leaders;

iv) *appointments be made to the following Member Champion roles:*

Asset Management Champion - Mr. Gordon Yarranton

Equality & Diversity Champion - Mr. Richard Udall

Risk Management Champion - Mr. Peter Watts

10. Amendment to Principal Officer Structure

At the meeting of the Authority on the 25 June 2010 it was agreed that the Chief Fire Officer carry out a 12 months' rolling review of the organisational structures of the Service and present a paper(s) to the Authority containing any major proposed structural changes and, once they had been through the appropriate consultation, to seek Authority permission to implement.

The Chief Fire Officer had commenced this review and the process of taking appropriate actions to ensure the Authority could properly deal with the anticipated budget pressures as it was facing an uncertain financial future. Discussions had taken place between all members of the current Principal Officer team and it was agreed that a reduction of one Principal Officer post was feasible. The Chief Fire Officer believed that it was probable that savings would have to be achieved throughout the structure and within all departments should the Chancellor's anticipated reduction in public sector financing transfer to the Authority's grant settlement. The Chief Fire Officer also believed that it was right and proper for any reductions to commence at the top tier of management and these proposals demonstrated that belief.

The reduction of an Assistant Chief Fire Officer (ACFO) would mean additional responsibilities falling on an already fully committed Principal Officer team. However, with the commitment already demonstrated by these Officers, the Chief Fire Officer was confident that the changes could be made without any adverse affect on the smooth running of the Service. He told the meeting that the proposals could realise total savings of £149,100 per annum, (maximum) and that these savings would be considered when preparing the budget for 2011/12.

The full year savings would have to be offset against the need to upgrade one Area Manager to full "Operational Commander" status - to ensure operational command resilience and the full year cost (including on costs) of this upgrade would be £12,200.

The Chief Fire Officer told Members that a consequence of the removal of an ACFO post from the Service's structure would be to commence consultation on a review of the Principal Officer Secretariat which could result in a redundancy of a Personal Assistant.

The Service's Head of Human Resources would ensure all appropriate processes were followed so that this review would be in accordance with current employment law and good practice.

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The Authority unanimously **RESOLVED**:

- (i) to approve the removal of one Assistant Chief Fire Officer (ACFO) post from the Service's structure;**
- (ii) that the timing of the implementation of the removal of the ACFO post is determined by the Chief Fire Officer, in consultation with Group Leaders but in any case before the financial year 2011/12;**
- (iii) that the Chief Fire Officer may implement any minor structural changes that result from the removal of an ACFO post;**
- (iv) that the savings from the removal of the ACFO post be considered within the budget setting process for 2011/12; and**
- (v) that the Authority recognises the additional responsibility and operational requirements placed on the Principal Officers in the proposed new structure.**

11. Members' Allowances Scheme

Members considered the level of Members' Allowances in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 (the Regulations) and noted that the relevant CPI index for the period would increase the rates by 4.2%. However, it was agreed unanimously that it would be inappropriate to raise rates at this time, given the current financial climate.

RESOLVED that:

- i) the level of Members' Allowances applicable from 1 April 2009 is retained for the period 1 April 2010 to 31 March 2011**
- ii) the level of Members' Allowances is reviewed by June 2011.**

12. Formula Grant Consultation

The Director of Finance told the Meeting that formula grant allocation was last reviewed for the 2008/09 to 2010/11 grant settlements under the current Comprehensive Spending Review (CSR) round and, that in accordance with normal practice, would be reviewed for the next grant round.

The Government was consulting on the formula grant review and this provided an opportunity for the Authority to raise its concern over the low level of grant it received. A draft response to the consultation had been considered by the Group Leaders, prior to consideration by the Authority.

The Chief Fire Officer told the Members that he and the Principal Officers would be encouraging Members of Parliament and local political leaders to support their views in this matter in order to seek the best possible outcome for the Authority.

RESOLVED that the Authority responds to the Government's consultation on formula grant settlement in line with the draft letter attached at Appendix 2 to the report.

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13. Future of West Midlands Regional Management Board

The Chief Fire Officer outlined the history of the establishment of the West Midlands Regional Management Board and its role.

The Meeting heard that the Board had received the recent announcement from the Fire Minister which would allow the dissolution of Regional management Boards at its annual meeting on 25 August 2010. The Board resolved to recommend to the 5 constituent Fire and Rescue Authorities that they agree to dissolve the West Midlands Regional Management Board at the earliest practical date, subject to the approval of the Secretary of State.

The approval of the Secretary of State was received by the Clerk to the WMRMB on 14 September and the Authority unanimously:

RESOLVED that:

- i) the Authority agrees to dissolve the West Midlands Regional Management Board; and***
- ii) delegated authority be granted to the Chief Fire Officer, in consultation with the Chair of the Authority, to take all necessary steps to achieve the dissolution of the West Midlands Regional Management Board at the earliest practical date.***

14. Audit Committee Report

Mr D Prodger MBE, Chair of the Audit Committee, reported on the proceedings of the Audit Committee meeting on 30 June 2010. He told the Authority that the Committee considered the Annual Governance Report from the Audit Commission which had been circulated to all Members of the Authority and that the Committee approved the Annual Statement of Accounts and the Authority's Annual Governance Statement 2009/10 for publication.

RESOLVED that the Authority notes the proceedings of the Audit Committee meeting held on 30 June 2010.

15. Budget Committee Report

The Meeting received a report on the proceedings of the Budget Committee meeting on 29 July 2010.

RESOLVED that the Authority notes the proceedings of the Budget Committee meeting held on 29 July 2010.

16. Best Value, Planning and Performance Committee Report.

The Meeting received a report on the proceedings of the Best Value, Planning and Performance Committee held on 8 September 2010.

RESOLVED that the Authority notes the proceedings of the Best Value, Planning and Performance Committee meeting held on 29 July 2010.

The Meeting finished at 12.15 pm

Signed: _____
Chairman

Date: _____

Minutes

Members Present:

Mr J Champion (Chair), Mrs L Duffy, Mr J Goodwin, Mrs F Oborski, Mr K Taylor, and Mr G Yarranton (Vice-Chair).

1. Apologies for Absence

Mr R Udall

2. Named Substitutes

None.

3. Declaration of Interests (if any)

The Chairman invited any Member to declare an interest in any of the items on this Agenda and no interests were declared.

4. Confirmation of Minutes

RESOLVED that the Minutes of the Meeting of the Best Value, Policy and Performance Committee held on 3 June 2010 be confirmed as a correct record and signed by the Chairman.

5. Performance 2010/11 Quarter 1 Analysis

The Deputy Chief Fire Officer told the Committee that the analysis showed the lowest number of incidents attended over the same quarter for the last 5 years. The total number of incidents attended decreased from 2064 in Quarter 1 2009-10 to 1970 in Quarter 1 2010-11, down almost 5%.

This was due to decreases in the number of special service incidents and false alarms attended. The number of fires attended increased from 707 in Quarter 1 2009-10 to 736 in Quarter 1 2010-11, (+4.1%) due to an increase in accidental secondary fires, which probably arose from the hot and dry conditions which prevailed from April to June.

The Committee heard that overall the Service was performing well in relation to its performance indicators, corporate objectives and corporate projects. The Meeting considered the exceptions over the Quarter which the analysis identified, including the following:

- There was 1 death in an accidental dwelling fire in the Quarter; the Members noted that the Service carried out a thorough investigation of all fire deaths.
- There were 7 injuries resulting from accidental dwelling fires and 4 of these injuries happened at one incident – the Meeting heard that the Service also proposed to investigate all incidents attended where injuries resulted from fire.

- There was a high concentration of incidents in the Redditch area and the Service is working with its Partners in the area and the Crime and Disorder Reduction Partnership to address these issues. It was expected that this work would be reflected in future analysis.
- There was a welcome decrease in the number of callouts to false alarms from automated fire alarms.
- Reduced recruitment rates were curbing the ability of the service to reach targets for the number of women firefighters and recruitment from black and ethnic minority communities.
- The Service was responsible for 18,000 fire hydrants and was experiencing delays in testing and inspecting them; due to budgetary concerns, a cost-effective solution was being sought.

RESOLVED *that the report be noted.*

The Meeting ended at 11.56 am.

Signed:.....

Date:.....

Chairman

Please note that these minutes will remain as a draft until formally confirmed as a correct record at the next meeting and signed by the Chairman.

Budget Committee
10.30 am Thursday 29 July 2010

**Headquarters, 2 Kings Court, Charles Hastings Way,
Worcester WR5 1JR**



Present: Mr A I Hardman (Chairman),

Mr T Bean (Vice Chairman), Mrs L Eyre, Mr. J Goodwin, Mrs L Hodgson,
Mrs F Oborski, Mrs J Potter, Mr D Prodger MBE, Mr D C Taylor and
Mr G Yarranton

13. Apologies for Absence

Brigadier P Jones CBE.

14. Named Substitutes

None

15. Declaration of Interests

None

16. Confirmation of Minutes

RESOLVED that the Minutes of the meeting held on 28 January 2010 be confirmed as a correct record and signed by the Chairman.

17. Budget Monitoring Report 2010-11

The Deputy Treasurer informed the Committee on the current position on Budgets for 2010-11 and reported that to date both revenue and capital were on track.

On the revenue Budget he said that he expected a saving on pay awards and that overall, very tight controls were in place. Of the £7.067m approved for the Capital Strategy, £2.933m had been allocated to the budget and £1.394m (48%) has been spent or committed.

RESOLVED that the Report be noted.

18. Treasury Activities 2009-10

The Deputy Treasurer reviewed Treasury activities for the financial year 2009-10 and reported on the Prudential Code Indicators for the year. He told the Committee that Treasury Management for the Authority was carried out by Worcestershire County Council under a Service Level Agreement with that body. The County Council operated a prudent policy of low risk which resulted in low returns; however, it was felt that the small improvements in returns that might result from other investments would not justify the associated risk. In response to a Member, he said that the Authority's level of borrowings were acceptable, having regard to the asset base and the revenue stream.

The Deputy Treasurer told the Committee that in 2009-10 the Authority performed well against all of the Prudential Code Indicators.

RESOLVED *that the Report be noted.*

The meeting ended at 10.55 am

Signed:.....
Chairman

Date:.....

6. Chief Fire Officer's Service Report

Purpose of Report

- To inform The Authority of recent key developments and activities together with performance information for the period 1 July to 30 September 2010.

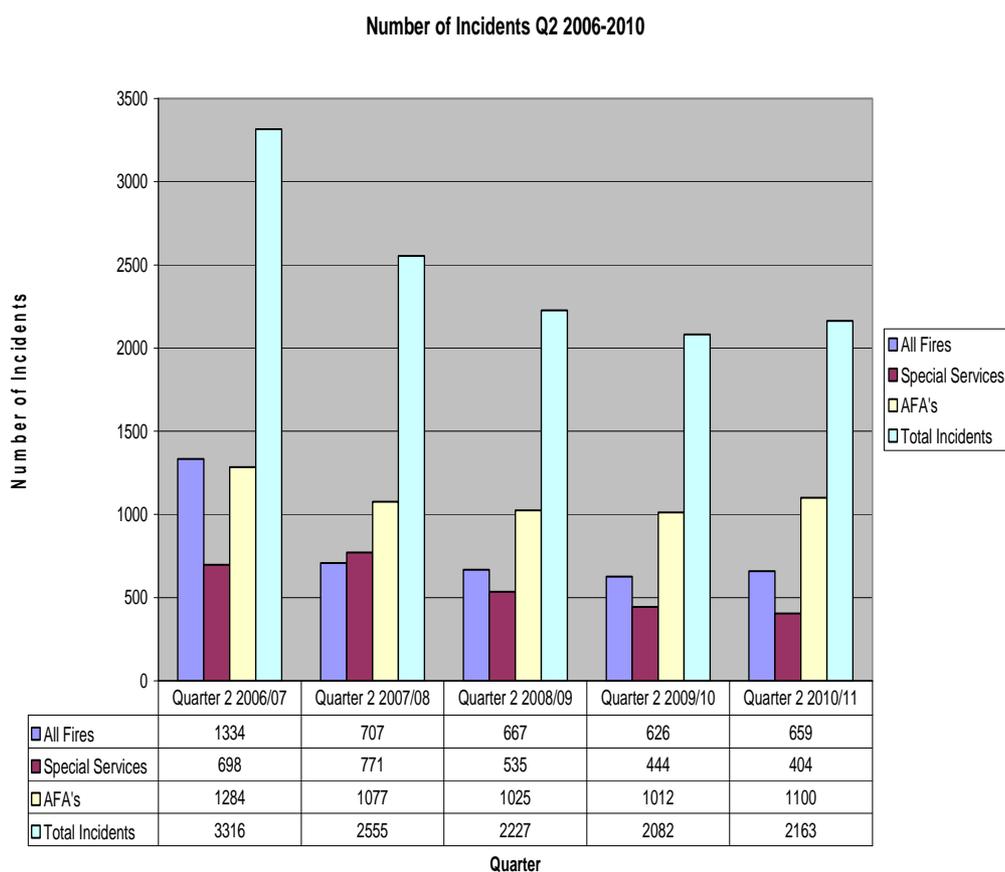
Recommendation

The Chief Fire Officer recommends that the report be noted.

Performance

Operational Performance Update Quarter 2 2010-11

- Figure 1 below demonstrates overall operational activity during Quarter 2 2010-2011 compared with the second quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q2 2006-2010)

- Total incident numbers for Quarter 2 2010-2011 show a slight increase on the same quarter last year. This is due to increases in the number of fires and false alarms attended. The total number of incidents has increased from 2082 in Quarter 2 2009-2010 to 2163 in Quarter 2 2010-2011, (+3.9%).

4. The number of fires has increased from 626 in Quarter 2 2009-2010 to 659 in Quarter 2 2010-2011 (+5.3%).

	Quarter 2 2009-10	Quarter 2 2010-11	Percentage change
Primary Fires	311	324	4.2%
Secondary Fires	307	318	3.6%
Chimney Fires	8	17	112.5%
Total Fires	626	659	5.3%

(Table 1 – Total Fires Q2 09-10 and Q2 10-11)

5. Table 1 above demonstrates that the increase in total fires is due to increases in primary, secondary and chimney fires which have all increased in Quarter 2 2010-2011 compared with Quarter 2 2009-2010. Further analysis of the stop messages for Chimney Fires indicates that 9 out of the 14 incidents in September 2010 were from Agas or wood burning stoves and the remaining 5 were fireplace chimney fires. There were no peak periods when the incidents occurred throughout the month.
6. These increases are mainly due to an increase in primary and secondary fire activity in July 2010 compared with the same month last year:

	July	Aug	Sept	Quarterly Total
Primary Fires Q2 09-10	88	105	118	311
Primary Fires Q2 10-11	117	110	97	324
Percentage Change	33.0%	4.8%	-17.8%	4.2%

(Table 2 – Primary Fires per month Q2 09-10 and Q2 10-11)

	July	Aug	Sept	Quarterly Total
Secondary Fires Q2 09-10	66	108	113	307
Secondary Fires Q2 10-11	147	115	56	318
Percentage Change	122.7%	6.5%	-57.9%	3.6%

(Table 3 – Secondary Fires per month Q2 09-10 and Q2 10-11)

7. Tables 2 and 3 illustrate a large increase in activity in July 2010 compared with the same month last year for both primary and secondary fires which were compensated by improved monthly performance in September 2010 in comparison with September 2009. The average number of secondary fires incidents attended in July over the past five years has been 175 incidents so it should be noted that last July 2009 was a very low month in terms of activity with only 66 secondary fires attended.
8. The number of chimney fires has also increased in Quarter 2 2010-2011 compared with the same quarter last year with 14 chimney fires attended in September 2010 compared with only 4 in September 2009. Chimney fires are subject to seasonal variation and it seems that the autumn-winter increase has started earlier than in previous years. A media release warning people against dangers of chimney fires was issued by our press office on 8 September 2010 and the narrative logs state that fire safety leaflets were provided to the occupants at these incidents.

9. The number of Special Service incidents has reduced with 404 incidents attended in Quarter 2 2010-2011 compared with 444 in Quarter 2 2009-2010 (-9.0%).
10. The number of False Alarm incidents has increased with 1110 incidents attended in Quarter 2 2010-2011 compared with 1012 in Quarter 2 2009-2010, an increase of 8.7%:

	Quarter 2 2009-10	Quarter 2 2010-11	Percentage change
Malicious False Alarms	31	22	-29.0%
False Alarm Good Intent	227	240	5.7%
Automatic False Alarms	754	838	11.1%
Total False Alarms	1012	1110	8.7%

(Table 4 – False Alarms Q2 09-10 and Q2 10-11)

11. The overall increase in total false alarms is mainly due to an 11.1% increase in the number of automatic false alarms attended compared with Quarter 2 2009-2010 as these make up the largest part of the total alarms' figure.

	July	Aug	Sept	Quarterly Total
Auto False Alarms Q2 09-10	246	263	245	754
Auto False Alarms Q2 10-11	257	292	289	838
Percentage Change	4.5%	11.0%	18.0%	11.1%

(Table 5 – Automatic False Alarms per month Q2 09-10 and Q2 10-11)

12. Table 5 illustrates that this increase in automatic false alarms was due to increases in the number of automatic false alarms attended in July, August and especially September where the number increased from 245 incidents attended in September 2009 to 289 incidents attended in September 2010 (an increase of 18.0%). The increase in AFAs from the same quarter last year is partially due to an increase in AFAs at domestic properties as opposed to non-domestic properties. Domestic AFAs accounted for 41.6% of all AFAs (349 out of 838) in Quarter 2 2010-11 compared with 28.8% of all AFAs (217 out of 754) in Quarter 2 2009-10.

Health and Safety

Incidents and Injuries

	Total Incidents*	RIDDOR Reportable
July – Sept 2009	46	4
October – December 2009	72	6
January – March 2010	103	11
April – June 2010	88	4
July – Sept 2010	53	5

*includes all H & S Incidents (injuries, fleet H & S incidents, near hits, etc)

Analysis

13. The number of reported Health and Safety incidents/injuries this quarter has decreased significantly when compared with the previous quarter – from 88 down to 53 – but has increased when compared with the same period last year – up from 46.

14. The number of incidents reportable under RIDDOR has increased slightly when compared with both the previous quarter and the same period last year – from 4 to 5. All of these incidents were reportable as the person was unable to work for more than 3 days, though one was the subject of a specialist investigation as a member of the Retained Duty System was involved in an RTC whilst responding to their pager from their home address.
15. Of the numbers of reported incidents this quarter, only 10 were injuries. The remaining 33 incidents comprised of low level incidents of verbal abuse against staff, potential exposure to substances, fleet incidents, near hits and causes for concern.
16. As identified in previous periods the significant number of all Health and Safety incidents continue to involve Operational personnel.

Health and Safety Training

17. Control of Substances Hazardous to Health (COSHH), Risk Assessment and Institute of Occupational Safety and Health (IOSH) courses were programmed for October and November. This provides the underpinning skills and knowledge required and forms part of the Service's commitment to promote the training and safety of all our personnel.

Items of Interest

Fire in Hereford City Centre

18. In the early hours of Thursday 21 October 2010, fire crews from across Herefordshire and Worcestershire attended a serious fire in Hereford City Centre. The fire was particularly difficult and resource intensive to deal with due to it being fully developed on arrival and also the tightly packed and complicated building structures encountered by the initial crews attending.

19. The fire, although serious, was contained within a relatively small section of the City Centre and was resolved without injury to firefighters or members of the public.



20. Following the initial firefighting actions and the fire being brought under control, the focus of the incident moved towards returning the City Centre to normality and mitigating the already extensive structural and potentially economic damage.



21. In this phase of the incident Hereford & Worcester Fire and Rescue Service crews worked extensively with partners, including Herefordshire Council Building Control Officers, to ensure public safety whilst parts of buildings were demolished and/or made safe.

22. The fire is being described in the media as: 'the largest fire in Hereford in a generation' and was resolved in safety by all responding agencies having appropriate plans and training in place. The Chief Fire Officer, who at the height of the fire was in charge of the incident, believes a safe resolution was brought about because of the professionalism and skills of all concerned, both firefighting staff and partner agencies including the Police, Ambulance, Herefordshire Council and voluntary organisations. Fire and Rescue Service crews finally left the scene on the afternoon of Sunday 24 October, some three and a half days after the Service's initial attendance.
23. H&WFRS received a number of messages after the fire including:
24. Luke Conod, one of the Business owners wrote: *"Just to reiterate that I have been speaking to my colleagues in both retail and other business in the City and we were very impressed with the professional and courteous manner that you and the police dealt with a very difficult situation, by not only kept us informed but also got things back to normal for most of us by 11am the same morning. Once again thanks very much..."*
25. Councillor Roger Phillips, Leader of Herefordshire Council wrote: *"On behalf of Hereford Council, its partners and other organizations in the City, I wanted to write to you to place on record our thanks for the professionalism and successful handling of the recent fire in Hereford High Town. Obviously, but for the work of our emergency services, this incident as it was could have been far worse. While the initial fire is obviously a focus of people's attention, the support and work of other agencies and individuals is important to ensuring that the communications and impact of the incident are managed successfully. In Herefordshire we have many examples of good partnership working but it is important to properly record thanks and appreciation to all those individuals and agencies who have been involved in this emergency."*
26. The Countess of Darnley, Lord Lieutenant of Herefordshire wrote: *"Your fire crews did a wonderful job of containment; it looks as if the buildings were almost built into each other. Please pass on my thanks and congratulations on another professional job done to protect the people of Herefordshire."*

Young Firefighters' Association (YFA) Scheme

27. The Service has been operating a Young Firefighters' Association (YFA) scheme for nearly 10 years and although Members will be aware of the scheme's existence the detail may not be so well known. As the tenth anniversary approaches, the Service is about to move from a set of broad guidelines for the scheme to a fully consulted policy which lays out the various aspects of the scheme as well as containing the expectations for the scheme and the young people involved. The YFA is governed by the Executive Committee which is Chaired by Councillor Lucy Hodgson and has representatives from the Service including the Chief Fire Officer.
28. The YFA commenced its first training course at Droitwich in January 2001 with the instructors having used almost all of 2000 to make the preparations for such a significant undertaking. Pat and Monty Wild (retired Watch Manager) along with Sue and Watch Manager Ade Taylor played the lead role in the setting up of the group on a voluntary basis and although Monty retired from the YFA as an instructor in 2005 he still helps out when needed. Ade Taylor remains as the branch coordinator with plenty of invaluable support from Sue, his wife, who is

also the branch event planner, promotion officer, administrator and marketing manager. Throughout 2009 Sue and Ade helped and advised Redditch to set up a further branch, with Firefighter Peter Hope as branch coordinator, and continue to support this group to ensure their many years' of experience benefit both the instructors and young people of that fledgling group. Both groups could not function without the help and support of the team of instructors who are all voluntary. These instructors have varying backgrounds: operational, (retained and wholetime), community safety, support services and some that have no link with the Service at all.

29. From the very start of the Service's YFA scheme it was agreed that the instructors must have aims and objectives for the groups and needed to keep these in sight at all times. These were agreed as follows.
- **To develop young people to their full potential as individuals, as team members and as part of their local communities.**
 - **To provide young people with the opportunity of joining a uniformed, disciplined, organisation affiliated to a statutory body.**
 - **To support the members' development, both mentally and physically, whilst promoting self discipline, social consciousness and community awareness.**
 - **To foster a spirit of adventure and develop qualities of leadership, team building and promote active participation amongst the members.**
 - **To positively promote HWFRS and contribute to its objectives relating to the promotion of Community Safety.**
30. The young people attend a large amount of social and charity events around both Herefordshire and Worcestershire on behalf of the Service, our partner agencies and other organisations. These events can broadly be divided between 'Service events' such as the Three Counties Show, Awards Evenings, Carol Service, Community Safety Days, etc. and 'local events' such as car washes, bag packs, fire station open days, school and village fetes, etc. Many of these events help to raise funds for other charities with a percentage of the funds raised being donated to the YFA to help fund their annual camp (camping equipment, team building days and the cost of external outward bound instructors). The annual camp, which is held over one week in the summer in the Forest of Dean, is funded in its entirety by fundraising by the YFA and is considered to be an important part of the YFA's calendar. The camp is designed to assist in the development of the young people and also as a thank you for all the hard work the young people have carried out throughout the year.
31. This year (2010) alone the YFA has attended over 50 events, many of these events would not have been as successful as they were had the YFA not attended. Becky Valendar, Community Safety Advisor South District, commented recently "at more than one event this year the young firefighters proved invaluable as I would not have managed without them, they attract the younger people of our community to these events and can communicate with them at the same level".
32. Evesham has recently expressed an interest in having a branch of the YFA and two people have signalled their intention to help set up a group. Once again Sue and Ade Taylor are willing to act in an advisory capacity to help with this. The Chief Fire Officer is keen to expand the YFA but as all instructors are appointed

on a voluntary basis this is only possible when staff come forward. He would certainly like to see the expansion of the YFA into Herefordshire and volunteers are sought!

33. The YFA has become an integral part of the Service and a valuable resource to all departments. From the inception of the scheme until now the YFA has followed guide lines from a set of draft policies and it is now time to fully embed the YFA and its activities into the Service by bringing their guidelines into the Service's policy framework. The full policy (31 pages) is available upon request.

Senior Management Board (SMB)

34. On 1 January 2011, the Principal Management Meeting will be re-constituted as the Senior Management Board (SMB) with clear terms of reference and the expectation that strategic decision making and unity at the very top of the Service reflects the expectations of the Service. The new SMB, which will have one less Assistant Chief Fire Officer than we currently have, will include all Area Commanders and support staff equivalents alongside Principal Officers, to ensure that the decisions made and strategies taken are fully informed. This change is recognition that with one less Principal Officer, the Area Commander level is fundamental to the strategic running of the Service and needs to be more involved at the highest level of the organisation. The Area Commander level should also be more in tune with the day-to-day running of the Service so this level is key to ensuring messages to and from SMB are sent and received without distortion

Fire Service launches new Environmental Protection Unit

35. The official launch took place at 2.00pm on Wednesday 8 December at Stourport-on-Severn Fire Station in Foundry Street, Stourport-on-Severn. The new EPU carries a specially trained crew of four and provides specialist equipment to contain spillages of chemicals that might harm the environment and wildlife. This is in addition to first line response of using environmental grab bags, which are carried as standard on all fire appliances.
36. The unit replaces the original trailers which were supplied by the Environment Agency to the Fire Service as part of a national initiative that recognised that Fire Services can provide a quick response to environmental incidents. These trailers, which have been in use for over 10 years, will be taken out of service following delivery of the new EPU vehicle.
37. This new unit has been part funded by the Environment Agency and is specially designed with enhanced stowage facilities and the welfare of the crew taken into account. It will be based permanently at Stourport Fire Station, and will be called to respond to any incidents across the two counties of Herefordshire and Worcestershire involving chemicals or hazardous substances. This could include any incident where there was a risk of fire or spillage into waterways, where there was a road incident involving a tanker or a confirmed carrier of hazardous waste, or any other specific request from the incident commander for the EPU to attend.

Chief Fire Officer and local MPs meet Fire Minister

38. Chief Fire Officer Mark Yates, accompanied by Martin Rehorn, Director of Finance with H&WFRS, met with Fire Minister Bob Neill MP and Members of Parliament from Herefordshire and Worcestershire on 11 November to discuss the impact of the potential cuts the Service may be facing as a result of the recently announced Comprehensive Spending Review. Also at the

meeting were Sajid Javid MP (Bromsgrove), Karen Lumley MP (Redditch), Robin Walker MP (Worcester), Harriet Baldwin MP (West Worcestershire), Mark Garnier MP (Wyre Forest) and Bill Wiggins MP (North Herefordshire)

39. CFO Yates briefed the Minister on the historical imbalance within the grant funding from government to H&WFRS and explained the potential impact that the reductions in grant might have on the Service, especially considering the particular challenges associated with more rural areas.
40. Chief Fire Officer Mark Yates said: "The Minister listened intently to what we had to say, and while no promises were made, he certainly seemed to have a good understanding of the difficulties we face in providing fire and rescue cover across our rural communities.
41. I appreciate the support we have received from our local MPs regarding this matter and feel reassured that the Minister has listened to and understands the challenges that a Fire Service like Hereford & Worcester faces with its predominantly rural geography."

Fire Service launches Christmas safety campaign

42. Hereford & Worcester Fire and Rescue Service (H&WFRS) launched its annual Christmas safety campaign in November. The campaign features a range of safety advice relevant to the winter months and Christmas and Community Safety Officers from the Fire Service highlighted key fire safety messages at some of the Christmas light switch on events around the two counties. These included Christmas Light switch-on events at:
 - The Kingfisher Shopping Centre in Redditch (Thursday 18 November);
 - Broad Street, Worcester (Thursday 18 November);
 - Stourport town centre (Friday 19 November);
 - Market Square, Ross-on-Wye (Friday 19 November);
 - Kidderminster town centre (Saturday 20 November);
 - High Town in Hereford (Sunday 21 November);
 - Evesham town centre (Sunday 21 November);
 - Bewdley town centre (Saturday 27 November); and
 - Corn Square, Leominster (Saturday 27 November).
43. Community Safety Officers were joined by Young Firefighters and Community Safety Volunteers at the events to hand out a range of safety advice leaflets, including 'Good feeling gone' flyers, to remind residents how dangerous unattended candles, wrappings and overloaded sockets can be. The leaflets also highlight the important of testing smoke alarms every week.
44. Posters featuring the same message will also be displayed in schools, libraries and hospital and doctor's waiting rooms in the run up to Christmas, in a bid to reach as many people in the community as possible. The Community Safety Team will also be in supermarkets across the two counties during December to promote the Christmas safety message to shoppers.

Worcestershire Partnership Board

45. Following consultation on proposals for a restructure, the Worcestershire Partnership Board has now agreed to streamline the Partnership structure and reduce the resources required to support it. The previous Partnership Board dissolved itself with effect from 27 October and subsequently the new Board assumed responsibility for the Partnership. The new Partnership Board now includes the Chair or Vice Chair of other public sector bodies, including the Fire & Rescue Authority as non-executive members. The Authority Vice-Chair, Cllr Stephen Clee will now represent the FRA on the Worcestershire Partnership Board.
46. The first meeting of the new Board took place on 3 December to:
- Appoint a Chair;
 - Agree Terms of reference/governance arrangements for new partnership structure;
 - Finalise the Public Sector membership;
 - Agree Voluntary and Business Sector representation;
 - Consider and consult on Worcestershire Forum;
 - Decide on consultation on Theme Groups
 - Consider the role of District Local Strategic Partnerships

Information for Members

47. **Requests for Information
Freedom of Information Act (FOIA)/ Data Protection Act (DPA)/
Environmental Information Regulations (EIR)**

Q2	FOI Requests received and completed	DPA Requests received and completed	EIR Requests received and completed	Total
July 2010	15	0	0	15
August 2010	15	1	0	16
September 2010	21	2	0	23
TOTALS	51	3	0	54
Requests received January – September 2010			181	

Freedom of Information Act Compliance

48. The Information Commissioner (ICO) is now publishing a list of public authorities that are being monitored for freedom of information compliance on a quarterly basis. The list will contain the details of those authorities that repeatedly or seriously fail to respond to freedom of information requests within the appropriate timescales.
49. The current list of authorities being monitored can be found at: [List of ICO monitoring](#).

50. In putting the list together the ICO looked at the number of complaints received and data that showed less than 85% of requests had received a response within appropriate timescales. They also considered occasions where authorities had exceeded time limits by a significant margin.
51. Since FOIA was introduced in 2005, HWFRS has effectively answered 1043 requests for information and has missed only 1 response deadline.

Complaints, Concerns, Compliments and Donations

	July-10	Aug-10	Sept-10
Complaints/ Concerns	2	1	4
Compliments	5	6	9
Donations	3	3	1

52. There was an increase in the number of compliments received by the Service in September owing to various community engagement programmes, including attending Age Concern Hereford and Localities' Energy Event and the Urban Search and Rescue team's support of Merseyside Fire and Rescue's recent emergency Exercise.

Corporate Risk

53. At the time of writing there is no known escalation of risks on the National, Local or Strategic Risk registers. However, the outcomes of both the Strategic Defence and Security Review and the Comprehensive Spending Review have implications for the Service which are being assessed and will most likely increase risks in certain areas.
54. The Cabinet Office has recently issued guidance on the role of the Local Resilience Forums. Taken together, there is potential for these changes to affect the Service and its Risk Management (LRF).
55. Exercises to test the preparedness of the Service and its partners to deal with threats and hazards continue. Exercise Watermark is a significant national exercise to be held in March 2011. As previously recorded (June 2010) the Service continues to play its part in preparing for this exercise.

New Draeger PSS 7000 Breathing Apparatus

56. Members will be aware that the Service has been progressing with the introduction of a new breathing apparatus set throughout the Service. This project commenced early in 2010 and was unfortunately delayed through some necessary changes to the cylinder valve configuration and training programme. Officers of the Service have worked very closely with end users and the Trade Unions to ensure the adoption of a thorough training and implementation programme. The Chief Fire Officer is delighted to bring to Members' attention that the new Draeger PSS 7000 breathing apparatus set went on the run during the week of 6 December 2010 and ensures that the firefighters of Hereford & Worcester have the most up-to-date respiratory protection on the market.

Local Incidents and Initiatives to Note

Redditch MP visits Young Firefighters

57. Karen Lumley, Member of Parliament for Redditch, went along to Redditch Fire Station on Thursday 23 September to meet the Young Firefighters at their weekly training session. She was welcomed by Redditch Station Manager Phil Griffiths and then went to watch the group as they started their weekly drill. She heard how each young firefighter learns basic firefighting skills during a 13-week training course and then takes part in a passing out parade in front of senior officers, family and friends. She also heard about the community safety and local fund-raising initiatives the young firefighters get involved with and about the adventure-based activities they can try at summer camp. She spoke individually to each young firefighter and praised the firefighters who run the initiative for giving youngsters the chance to get involved in such a positive scheme.

Roof of manor house damaged in fire

58. Fire crews were called to South Littleton in Evesham on Wednesday 29 September following reports that the roof of a large mansion in Main Street was on fire. Two pumps from Evesham, one from Pebworth and one from Broadway attended along with the aerial ladder platform and support pump from Worcester, and while firefighters in breathing apparatus tackled the fire from inside the house, firefighters also worked at height externally to bring the fire under control. Thankfully the occupants had noticed the fire in its very early stages and although a large area of the wooden roof had to be cut back to ensure the fire was fully extinguished and there was some smoke damage in the top floor area, fire officers at the scene reported that it had the potential to be far more serious. The owners of the property paid tribute to firefighters in the local media following the incident.

Fire at recycling plant in Kidderminster

59. Hereford & Worcester Fire and Rescue Service were called to the site of an industrial waste recycling plant in Kidderminster in the early hours of Tuesday 5 October following reports of an alarm and a smell of smoke coming from the premises. Firefighters from Kidderminster were at the scene within minutes and seeing smoke issuing from the premises, immediately called for an extra four pumps (a further pump from Kidderminster plus pumps from Stourport, Bewdley and Bromsgrove). The Command Support Unit (CSU) and the Environmental Protection Unit (EPU) from Stourport also attended. Three firefighters in breathing apparatus gained access to the building and two covering jets and one high pressure hose reel were also used to help tackle the fire. An effective sprinkler system at the premises and the early actions of fire crews prevented a more serious fire breaking out, and ensured business continuity at the plant.

Fire at Worcester hostel

60. Damage from a fire that broke out in a hostel in Tallow Hill, Worcester on Friday 8 October was limited to just one room, thanks to the prompt intervention of fire crews. Three pumps from Worcester and one from Droitwich attended, with firefighters in breathing apparatus quickly gaining access to the first floor bedroom, where they rescued the occupant and put out the fire. Firefighters also led two other residents from nearby bedrooms to safety. Police also attended the incident, assisting with the evacuation of around 120 people, many of them children who were attending evening prayer lessons at nearby premises.

Herefordshire Awards Ceremony

61. Firefighters and staff were honoured at an Awards Ceremony held at Hereford Town Hall on Friday 15 October. This was the second of two awards ceremonies held by H&WFRS this year, and it followed a similar format to the Worcestershire event held on 3 September at the Guild Hall in Worcester. Station Manager Neil Pigott acted as Master of Ceremonies, and Lady Susan Darnley, the Lord Lieutenant of Herefordshire, joined Chief Fire Officer Mark Yates and Councillor Brigadier Peter Jones CBE, Chairman of Hereford & Worcester Fire Authority, to present the awards. These included seven Long Service Good Conduct Medals for 20 years service with H&WFRS and three Long Service Awards for 30 years service, as well as the presentation of the Ivor Owen Award to this year's top new recruit and the Chief Officer's Letter of Appreciation to Jacqueline O'Mahony from Herefordshire Council for her work with the Service.

Trailer collides with a house in Bosbury

62. Firefighters helped to rescue an elderly couple from their home in Bosbury in Herefordshire on Sunday 17 October after a tractor and trailer collided with their house. Fire crews from Ledbury were assisted by the Urban Search and Rescue (USAR) team, the Incident Support Unit from Droitwich and the Aerial Ladder Platform (ALP) from Hereford, while police and the Highways Agency also attended. The tractor driver and the couple, who were in their sitting room at the time of the incident, were all taken to hospital with minor injuries but were discharged later the same day. The house, meanwhile, suffered major structural damage and may have to be re-built.

Flat fire in Kidderminster

63. Firefighters from Kidderminster and Bewdley extinguished a kitchen fire at a flat in George Street in Kidderminster on Monday 18 October after neighbours were alerted by a smoke alarm. The male living in the flat had left his cooking on a low heat on the stove while he went out and it had caught fire. Following the incident, H&WFRS issued a warning reminding people not to leave cooking unattended, and highlighting the vital role a working smoke alarm had played in this incident.

Royal visit

64. His Royal Highness, The Duke of Gloucester, visited Hereford & Worcester Fire and Rescue Service on Wednesday 20 October as part of a wider look into flood resilience planning in the region. His visit included a demonstration of flood mapping technology used by the Fire Service Control Room staff during the summer floods of 2007 and a brief on the current flood threat to Worcestershire. After a lunch at Fire Service Headquarters, His Royal Highness accompanied CFO Mark Yates to Worcester Fire Station where he met Control Staff and some of the firefighters involved in recent flood rescues. He also looked at water rescue equipment used during the floods and at some more recently acquired rescue equipment, including the new rescue boat recently delivered to Worcester fire station. The Duke then visited a number of sites in Worcester where he met local residents whose homes have been affected by flooding and was given information from The Environment Agency Area about the flood defence project.

Sheep die following trailer collision

65. Twenty-one sheep died after the container they were being transported in came off a trailer and overturned in Bransford in Worcestershire on Thursday 21 October. Crews from Malvern and Droitwich attended along with the Incident Support Unit, and were able to open the rear door of the trailer and guide some of the sheep to safety in a nearby field. They then used cutting equipment to help release other sheep trapped by metalwork inside the container. Around 60 sheep survived and were checked by a vet following their release from the container.

Bonfire Night Assemblies

66. Community Safety Advisors from the Fire Service held a series of assemblies in schools across the two counties in October and early November to highlight bonfire and firework safety to Year 7 students (aged 11 and 12). They reminded youngsters about the Firework Code and explained how much safer it is to attend an organised bonfire and firework display rather than holding a celebration at home.

Electric blanket testing sessions

67. With the onset of winter, the Community Safety Team from H&WFRS took part once again in a number of electric blanket testing sessions across Herefordshire and Worcestershire, often in partnership with Age Concern or other agencies. Around a third of all blankets tested failed the safety checks, with Community Safety Advisors reporting that several of the blankets they saw posed a high risk of fire or electrocution. Free replacement blankets were offered for those failing the safety checks, effectively removing many unsafe blankets from use. The defective blankets then had their electrics and wires removed and were then donated to local dog care charities.

Chimney safety warnings

68. Hereford & Worcester Fire and Rescue Service were called to 14 chimney fire incidents in September this year compared to just 4 in September 2009. While this may be weather related to some extent, the Community Safety Team have highlighted this trend in a bid to encourage residents across the two counties to make sure their chimneys are swept and ready for winter. Explaining that chimney fires can prove very serious, they advised that regular inspection and cleaning of chimney flues will help eliminate the build-up of soot from coal, wood, oil and gas fired systems, while sweeping will also clear obstructions like bird nests, leaves and debris.

Chemical Leak

69. Hereford & Worcester Fire and Rescue Service (H&WFRS) were called to Hopwood Services, off Junction 2 of the M42 motorway on Wednesday 8 December following reports of a chemical leak from a tanker. The call was received at 6.10am and three fire crews from Redditch plus one from Bromsgrove attended along with the Incident Response Unit from Droitwich and the Environmental Protection Unit (EPU) from Stourport. The Command Support Unit (CSU) and supporting appliance from Malvern also attended.

70. On arrival, crews found that a tanker containing around 23,000 litres of hydrochloric acid was leaking, and so they set up a safety cordon and started to put environmental measures in place to contain the leaking acid. Station Manager Phil Griffiths from Redditch explained: "Firefighters in breathing apparatus initially helped to assess the situation and we now have a specialist environmental cleaning company on site working with us to help contain the leak and limit any environmental impact. "We are currently planning for the chemical to be decanted into a second tanker later today and fire crews will remain at the scene until this has been completed." He also confirmed that the lorry driver and three members of the public have been assessed by ambulance staff as a precautionary measure after possible exposure to fumes. None of the four had suffered any ill effects.
71. An estimated 200 litres of acid is believed to have leaked from the tanker. The motorway services have remained open throughout the incident, and while access to fuel was restricted earlier, this is now operating as normal. The acid was safely decanted to an empty tanker (and four plastic barrels) later that day, and that the EPU returned to Stourport in time for its official launch at 2pm.

Contact Officer

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7. Financial Prospects and Future Planning

Purpose of Report

1. To inform the Authority of future financial prospects.
-

Recommendation

The Treasurer recommends that the current revenue expenditure and resource projections be noted.

Background

2. The provisional grant settlement was announced late on 13th December and the draft Financial Prospects report that was issued with the FRA papers is now updated to reflect the latest position.
3. In February 2010 the Fire and Rescue Authority (FRA) agreed a Medium Term Financial Plan (MTFP) for 2010-11 to 2013-14. It was, however, approved prior to the change in government, the October 2010 Comprehensive Spending Review and consequential grant settlement.
4. The Medium Term Financial Plan was based around a set of assumptions which are no longer appropriate, and as a consequence these have been reviewed.
5. The Chief Fire Officer and Director of Finance, along with most of the local MPs, met the Fire Minister on 11 November to present the case for fairness in funding to non-Metropolitan areas and efficiencies already achieved.
6. CFAs have recently formed a group to further the case of fairness in Grant distribution; the Chair and DCFO have represented the Authority on this group.
7. Some clarity has been given about the council tax freeze, which is in accordance with the MTFP assumptions.

Expenditure Requirement

8. These were revised to take account of the public finance announcements made by the Chancellor in June and October 2010 and differs from the original MTFP as follows:
 - Pay freeze for 2010/11 and 2011/12, 1% increases thereafter (previously 2% throughout).
 - Note that an additional 1% in pay would cost £0.224m in a full year.
 - Deferral of changes to Firefighters' Pension Scheme rates to April 2012 (previously April 2011).
 - Assumption that increased NI rates (£0.178m) are offset by banding changes as announced in the June Budget – full details still awaited.

9. In addition there are potential cost pressures in respect of:
 - Additional RDS training
 - Property maintenance
10. The assumptions made for the Policy and Resources (P&R) Committee report have subsequently been amended to take account of further developments, principally:
 - The treatment of Council Tax freeze grant as income and not as grant
 - Additional CLG charges relating to RCC
 - Loss of Firelink Grant
 - Removal of FFPS increase pressure
 - Additional Public Holiday in 2011/12
11. Appendix 1 gives details of the new expenditure requirement projections with the amendments since P&R Committee shown separately. It should be noted that at this stage they are raw projections and do not take account of the cumulative impact of closing annual budget gaps.
12. There is continued uncertainty over the future and timing of RCC go-live and it may be necessary to adjust this projection when more information is known.
13. The table below compares these revised projections to similar figures assumed in the MTFP:

	2011/12	2012/13	2013/14
	£m	£m	£m
MTFP	32.153	33.367	33.805
Revised Projection	31.140	32.263	32.999
Saving	(1.013)	(1.104)	(0.809)

14. In spite of the additional cost pressures the core budget requirement is less than that in the MTFP, although some of this change relates to the inclusion of the £0.516m Council Tax freeze grant as income.

Available Resources

15. When the P&R Committee report was written it was assumed that grant would be cut between 2011/12 and 2014/15 against a profile of 6%, 3%, 5%, and 11%.
16. The grant settlement itself, whilst still challenging, is better than expected with an impact of:
 - 2011/12 : 2.4% cut *(compared to 6% cut forecast)*
 - 2012/13: 1.7% increase *(compared to 3% cut forecast).*
17. H&W has benefited from the implementation of formula changes, exemplified in the October consultation, which were robustly supported in the FRA response, and subsequent discussions between Officers and CLG civil servants. The H&W impact compares favourably to the overall position:
 - 2011/12 : 2.4% cut *(6.7% cut nationally)*
 - 2012/13 : 1.7% increase *(1.0% cut nationally)*

18. There was no indication of grant for 2013/14 and 2014/15 and the working assumption must be that the balance of the 25% cut in grant will be made in these 2 years.
19. The Council Tax freeze arrangements mean that setting a 0% increase in council tax in 2011/12 will provide a grant equal to 2.5% of the precept yield
20. No assumption has been made regarding the increase of Council Tax above the current level, but this is something that Members may wish to consider (see paragraphs 28 & 29 below).
21. Appendix 2 gives details of the potential resources, which are summarised below:

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Formula Grant	10.668	10.409	10.583	10.255	9.310
Precept	20.726	20.643	20.643	20.643	20.643
	31.394	31.052	31.226	30.898	29.953
% Grant	34%	34%	34%	33%	31%

Budget Gap

22. Combination of the expenditure requirement and projected future resources gives a budget gap analysed as follows:

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Raw Budget Requirement	31.140	32.263	32.999	33.652
Forecast Resources	31.052	31.226	30.398	29.953
Budget Gap	0.088	1.037	2.601	3.699

23. The cumulative savings to be identified are:

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
2011/12 on-going savings	0.088	0.088	0.088	0.088
additional and on going 2012/13 savings		0.949	0.949	0.949
additional and on going 2013/14 savings			1.564	1.564
additional and on going 2014/15 savings				1.098
	0.088	1.037	2.601	3.699

24. Whilst the favourable settlement has mitigated the position in the first year, there are still significant potential savings to be made in the latter years. Although there remains some uncertainty about the timing of £0.565m of RCC costs commencing in 2012/13.
25. This projection is made assuming no increase in Council Tax (see paragraphs 28 & 29 below); but it also assumes pay awards of only 1% pa from 2012.

Closing the Budget Gap

26. The Principal management team has been working over the past few months to challenge individual budget lines and areas of spend, identifying options for change and reduction in expenditure. Members, Officers and staff shared initial ideas through the Meeting the Challenge workshops earlier in the year and these have informed both the 2011/12 draft IRMP proposals and other emerging plans to address the financial challenges ahead. £140,000 saving has already been identified through a reduction in the number of Principal Officer posts and the 2011/2012 IRMP being considered today proposes a range of reviews to ensure the Service continues to reduce risk in its communities whilst making the best use of its available resources.
27. Whilst the recent provisional grant settlement is better than anticipated it is important to note that the financial challenges facing the Authority continue to be significant. Hereford and Worcester have suffered from poor grant settlements for several years and have already had to deliver significant efficiencies to ensure that there is a balanced budget. The projected savings required from 2012/13 onwards cannot be met from back office efficiencies alone, and changes to service levels cannot be ruled out. Work to scrutinise all areas of spend and opportunities for change and reductions in expenditure will continue over the coming months.
28. Beyond 2010/11 the FRA will have control of local council tax policy and may choose to use this method to ease the budget gap. For information, an annual 2.5% increase in council tax (which equates to under £1.84 per Band D tax-payer per year) would increase available resources by :

	2012/13	2013/14	2014/15
	Forecast	Forecast	Forecast
	£m	£m	£m
2012/13	0.516	0.516	0.516
2013/14		0.529	0.529
2014/15			0.542
	0.516	1.045	1.587

29. This would reduce the budget gaps to:

	2012/13	2013/14	2014/15
	£m	£m	£m
Raw Gap	1.037	2.101	3.699
Potential Precept Increase	(0.516)	(1.045)	(1.587)
Residual Gap	0.521	1.056	2.112

Equality and Diversity Impact

30. The immediate impact on recruitment activities means that progress against equality and diversity targets for the recruitment of wholetime female and BME firefighters will not be achievable. However, retained recruitment will continue based on need.

31. This coincides with the non-reporting of such targets at government level, and subsequently employment levels will continue to be monitored, to ensure that although limited positive progress can be made in this period, what recruitment does take place happens in an environment of good equalities practice.

Future Progress

32. A budget planning seminar for Members is planned for early January and there will be a more detailed consideration of budget preparation 2011/12 at the January meeting of the Policy and Resources Committee and any recommendations from that Committee will be included when the Authority meets to determine Revenue and Capital Budgets for 2011/12 and the consequential Council Tax Precept.

Financial Considerations

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

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

32. 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	Whole report
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Whole report
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Supporting Information

- Appendix 1: Expenditure Requirement Forecast
Appendix 2: Resources Projection

Background Papers

None

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Hereford & Worcester Fire and Rescue Authority

17th December 2010

Expenditure Requirement Forecast

	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
2010/11 Net Budget Requirement	31.394	31.394	31.394	31.394
Less one-off strengthening of balances in 2010/11	(0.271)	(0.271)	(0.271)	(0.271)
Core budget	31.123	31.123	31.123	31.123
Net Impact of 2010/11 Pay Freeze	(0.150)	(0.150)	(0.150)	(0.150)
2012/13 Pay Awards 1%		0.178	0.224	0.224
2013/14 Pay Awards 1%			0.180	0.226
2014/15 Pay Awards 1%				0.182
LGPS - Increased Contribution Rate	0.020	0.040	0.060	0.080
FFPS scheme		0.200	0.200	0.200
General Inflation Contingency 2011/12	0.156	0.156	0.156	0.156
General Inflation Contingency 2012/13		0.151	0.151	0.151
General Inflation Contingency 2013/14			0.151	0.151
General Inflation Contingency 2014/15				0.148
LPSA funding of posts exhausted	0.090	0.090	0.090	0.090
Capital Programme	0.201	0.430	0.680	0.930
Firelink - estimated net new cost	0.046	0.046	0.046	0.046
RCC - estimated net new cost		0.500	0.300	0.300
Sub-total	31.486	32.764	33.211	33.857
additional training - RDS - to 184hr pa	0.095	0.095	0.095	0.095
Property Maintenance	0.150	0.150	0.150	0.150
	0.245	0.245	0.245	0.245
Raw Budget Requirement - P&R Cttee 8th Dec	31.731	33.009	33.456	34.102
Updated Forecast				
Treating Tax Freeze Grant as income	(0.516)	(0.516)	(0.516)	(0.516)
RCC - additional CLG Charges		0.065	0.065	0.065
FireLink - ending of grant			0.289	0.296
Reduction in Maintenance Pressure	(0.095)	(0.095)	(0.095)	(0.095)
Removal of Potential FFPS increase		(0.200)	(0.200)	(0.200)
Additional Public Holiday	0.020			
Updated Raw Budget Requirement	31.140	32.263	32.999	33.652

Hereford & Worcester Fire and Rescue Authority

17th December 2010

Resource Projection

	2010/11 Actual £m	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
Effective Band D Tax-base	£ 73.64 280,316.92	£ 73.64 280,316.92	£ 73.64 280,316.92	£ 73.64 280,316.92	£ 73.64 280,316.92
Formula Grant	10.668	10.028	9.708	9.174	8.001
<i>25% cut on 2010/11 Actual over next 4 years phased 6/3/5/11</i>					
Precept	20.643	20.643	20.643	20.643	20.643
<i>cash frozen at 2010/11 level</i>					
	31.311	30.671	30.351	29.817	28.644
Council Tax Freeze Grant		0.516	0.516	0.516	0.516
<i>equal to 2.5% of 2010/11 Council Tax yield</i>					
Collection Fund	0.083				
Resource Forecast - P&R Cttee 8th Dec	31.394	31.187	30.867	30.333	29.160
Updated Forecast					
Treating Tax Freeze Grant as income change to Provisional Grant Notification		(0.516) 0.381	(0.516) 0.875	(0.516)	(0.516)
change to Future Grant Estimates				1.081	1.309
Updated Resource Forecast	31.394	31.052	31.226	30.898	29.953
Updated Forecast					
Formula Grant	10.668	10.409	10.583	10.255	9.310
Precept	20.726	20.643	20.643	20.643	20.643
	31.394	31.052	31.226	30.898	29.953
% Grant	34%	34%	34%	33%	31%

8. Fees and Charges

Purpose of Report

1. To consider options for charging for special services.
-

Recommendation

The Policy and Resources Committee recommends:

- i) that the Authority considers the charging policy for the following:***
 - a) Large Animal Rescues;***
 - b) All rescues from lifts or only after the first rescue in any year; and***
 - c) Assistance to the Environment Agency.***

And

- ii) the Committee further recommends that***
 - a) The Authority does not introduce charges for Large Animal Rescues;***
 - b) The Authority consider the proposals to charge for all rescues from lifts or only after the first rescue in any year; and***
 - c) The Authority puts in place protocols for FRA costs when assisting the Environment Agency to be invoiced for onward recovery.***

Background

2. The Fire and Rescue Services Act 2004 makes provision for an FRA to charge for certain services.
3. The Act does not permit an FRA to make charges in respect of:
 - Attendance at Fires
 - Attendance at Road Traffic accidents
 - Attendance to alarms that prove to be false
 - Provision of emergency medical assistance
 - Provision of fire safety advice
4. The Act does, however, permit charges to be made for other Special Services, and it is to these which attention is given.

Special Services Charges

5. The FRA has a published scale of charges for Special Services including provision of equipment, but historically does not receive much income from this source, (£6,500 in total over the last 8 years).
6. There are 3 principal areas where sums of income could be identified, although some of these may have the longer term effect of reducing activity and thus needing a further review of any income budget that is set.

7. The main areas for consideration are:
 - Large Animal Rescues
 - Lift Rescues
 - Assistance to the Environment Agency
8. In the case of Animal and Lift Rescues the FRA last considered charging policies when the economic climate was different and decided at that time that charges were not appropriate. However, given the current financial challenges facing the Authority at the moment there is a duty on us to review all options.

Large Animal Rescues

9. Although there are not huge numbers of large animal rescues (approx 35 per year) and about half occur in Wholetime or Day Crew station areas, individual rescues can cost up to £2,000 in actual or opportunity cost.
10. It should, however, be recognised that the owner may be able to claim recovery costs against their insurance policies (or the value of the loss if not rescued), and it is estimated that introduction of charging might give an average annual figure of around £17,500, (assuming an average cost of £500 and no reduction in calls). However a 1/3 drop in calls (or an inability to recover costs – see below) could reduce this potential to £12,000, with a consequential reduction in costs.
11. Introduction of such a charge may have 2 non-financial implications:
 - The difficulty of identifying the owner to agree to a charge in a timescale relevant to the rescue.
 - The costs of invoice recovery (since the demise of the Extinguisher Maintenance contracts the Debtors' team in the finance dept has been minimised).
 - Pressure on operational crews to rescue animals in distress if the owner refuses to pay a charge.

Lift Rescues

12. On average the Service performs 90 lift rescues a year and contrary to the information given when the FRA last considered these matters they are now not focused on a small number of properties. In 2009/10 rescues were made at 62 addresses.
13. Based on an average charge the potential income from lift rescues could be:
 - Charging for all rescues - £14,000
 - Making no charge for first occasion within any one year - £4,000
14. It is not suggested that the Service would not respond to all calls for assistance but that a charge would be made to the owner/occupier, which should encourage better lift maintenance regimes.

Assistance to the Environment Agency

15. This is an area of missed opportunity that has been exploited by many FRAs and relates to support given to the Agency after the completion of the Emergency phase of any operation, and usually relates to clear up of pollutants.
16. Clear up costs incurred by the Environment Agency are recoverable by the Agency from the polluter and many FRAs have in place protocols for FRA costs to be invoiced to the Agency for onward recovery. (This accords with the well accepted principle of "The Polluter Pays")
17. Unfortunately as H&W does not have this policy in place the relevant information to quantify the amount of income is not readily available. However, taking into account information from comparable authorities a figure of £20-30,000 per year is feasible.

Consideration by the Policy and Resources Committee of options for charging for Special Services

18. The Policy and Resources Committee considered options for charging for special services on the 8 December.
19. Members felt that charges for rescuing large animals would be costly to administer, difficult to collect and might damage the reputation of the Service.
20. The Meeting noted that charges for lift rescues would be levied against the owner/occupier of the building and not charged to the persons rescued from the lifts; it was felt that this would encourage better lift maintenance and reduce the number of these incidents. However, concern was expressed that it could result in persons being trapped for longer periods and there could be risks to others attempting rescue/repairs on the lifts. The Committee decided to refer the decision on this matter to the full Authority on 17 December.
21. It was noted that many other FRAs are already charging for assistance to the Environment Agency who in turn recoup their costs from "the polluter" and there was unanimous agreement that the Committee should recommend to the Authority the introduction of charges for such assistance.
22. The Committee resolved as follows:

To recommend to the Fire and Rescue Authority that:

- a) The Authority does not introduce charges for Large Animal Rescues;***
- b) The Authority consider the proposals to charge for all rescues from lifts or only after the first rescue in any year; and***
- c) The Authority puts in place protocols for charging for FRA costs when assisting the Environment Agency to be invoiced for onward recovery.***

Conclusion

23. It is possible that implementation of a charging regime for large animals and lift rescues could generate between £16,000 and £32,000 and would demonstrate that in the current financial climate the FRA is considering all income and cost opportunities.
24. At this stage it is not possible to quantify the exact level of income from Environment Agency charges, but Officers would recommend that this policy is adopted, with the expectation of income in the range £20,000 - £30,000.

Financial Considerations

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

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	Throughout Report

Additional Considerations

25. 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	11
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 Papers

None

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9. IRMP Consultation and Approval of Annual Action Plan 2011/12

Purpose of report:

1. To provide the Authority with details of the consultation process for the 2011/12 IRMP Action Plan.
 2. To provide a summary of the key themes from the feedback received.
 3. To consider and approve the amended draft Action Plan 2011/12 as recommended to the Authority by the Policy and Resources Committee.
-

Recommendations

The Policy and Resources Committee recommends that the Authority:

- i) Notes the consultation process and the feedback received; and***
- ii) Approves the amended 2011/12 IRMP Action Plan.***

Introduction and Background

4. In accordance with the Fire and Rescue Service National Framework, Hereford & Worcester Fire and Rescue Authority has developed a 3 year Integrated Risk Management Plan (IRMP) to be delivered over 2009/12. The IRMP process requires us to produce annual Action Plans setting out how we intend to achieve this.
5. The draft IRMP Annual Action Plan for 2011/12 was approved for consultation by the Authority in June 2010.
6. In order to comply with the Government's adopted code of practice for consultations, during the 12 weeks from 28 June to 20 September 2010, the Authority consulted a wide variety of individuals, groups and partnerships from across the two counties to get a view on the proposals outlined in the draft 2011/12 IRMP Action Plan.
7. The written responses received, coupled with the feedback from workshops held previously, give a broad outline of the key themes in response to the IRMP proposals (see Appendix 1).
8. Eighty five responses were received in writing, directly responding to the questionnaire provided with the Plan. One detailed written response was received from the Fire Brigades' Union. The Retained Firefighters' Union also entered into discussions over the proposals, but did not submit a detailed response.
9. The Authority's IRMP Steering Group met on 25 October 2010 to consider the findings of the consultation and identified amendments to the proposed plan for approval, taking account of the feedback received.

10. The Policy and Resources Committee on 8 December considered the consultation feedback, the amendments suggested arising from same and from the IRMP Steering Group and recommended the draft, as presented, for approval by the Authority on 17 December 2010.

2011/12 IRMP Action Plan Feedback and Consequential Amendments

11. Recommendations 1 and 2 remain unchanged.
12. Recommendation 3 is amended to read; "We will reduce our attendance at false alarms caused by AFAs (Automatic Fire Alarms) after a review of our policies and procedures and the implementation of our findings." Some of the supporting information and data on this subject have also been reworded to provide clarity.
13. Recommendation 4 remains unchanged, but consultation did ask the Authority to consider that these proposals should take account of firefighter safety if any changes are proposed and to ensure that any outcomes from this review will be the subject of further consultation.
14. Recommendations 5, 6 and 7 remain unchanged.
15. The consequent Summary of Proposed Recommendations is included as Appendix 2.

2011/12 IRMP Action Plan

16. The 7 draft recommendations that are now proposed are:
 1. ***During 2011/12 we will conduct a review of the impact of the recent changes in Technical Fire Safety arrangements to ensure that the anticipated benefits are being fully realised.***
 2. ***We will review the allocation of our community safety resources to ensure the best fit of activities to risk. This will maximise our ability to reduce risk in our communities.***
 3. ***We will reduce our attendance at false alarms caused by AFAs (Automatic Fire Alarms) after a review of our policies and procedures and the implementation of our findings.***
 4. ***We will review our fire cover and response arrangements with a focus on:***
 - ***The requirement for a third appliance at Hereford, Worcester and Redditch;***
 - ***The current crewing arrangements at Bromsgrove; and***
 - ***The appropriate number of personnel on each watch at wholetime and day crewed stations.***
 5. ***We will ensure our Property Strategy is fully aligned to our IRMP proposals including Recommendation No.4 and other aspects of Service Delivery, such as the provision of effective operational training.***

6. ***We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes.***
7. ***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 further opportunities for cost efficiency***

Conclusion/Summary

17. The recommendations for the draft IRMP Action Plan 2011/12 have now completed consultation and have been considered, amended and agreed by the IRMP steering group.
18. The Policy and Resources Committee on 8 December recommended that the Authority approves the draft Action Plan 2011/2012.
19. The IRMP Action Plan 2011/12 will now form the basis to enable the Authority to direct the available resources to meet those risks faced by the Fire and Rescue Service within the communities of Herefordshire and Worcestershire.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Paragraph 14.

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

20. 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	Paragraph 14, resources required to carry out reviews.
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Paragraph 14
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	Y	Paragraph 14, outcomes of reviews will need further consultation

Supporting Information

Appendix 1 – Summary of consultation document

Background papers – none

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HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

2011-12 IRMP Annual Action Plan Consultation

Feedback, Analysis and Recommendations

Contents

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1. Introduction

Hereford & Worcester Fire and Rescue Service's Integrated Risk Management Plan (IRMP) for 2009/12 sets out a broad set of strategic objectives to realign our available resources to the areas of greatest risk within our community. We consider these risks and identify initiatives to reduce risk and improve community safety. As part of the IRMP process, Fire and Rescue Services are required to produce annual action plans which set out each year's priorities as part of this plan.

During the 12 weeks from 28 June to 20 September 2010, the Authority consulted a wide variety of individuals, groups and partnerships from across the two counties to get their views on the proposals outlined in the 2011/12 IRMP Action Plan.

This paper summarises the feedback received from all sources, linking it to each of the proposals. Clearly the scale and diverse nature of responses means that the summary is not exhaustive, but does include all those comments or suggestions which were shared by several respondents. Key themes have been developed for each recommendation within which such comments can sit. From these, Action Plan recommendations have been proposed for formal adoption or reconsideration reflecting consultation feedback, or inclusion in implementation plans as appropriate.

Additionally many comments were not specific to the proposals outlined but were aimed at the consultation process generally and these are captured in sections 3 – 5.

Methodology for consultation

The IRMP Action Plan consultation was approved by the Authority and the proposals were distributed amongst stakeholders (statutory and voluntary sector agencies; community organisations; specialist agencies e.g. Fire Protection Association; multi-agency partnerships; etc). In addition to this a range of focus groups and open day events were attended. Focus groups targeted staff groups and representative bodies and the Annual Action Plan proposals were also hosted on the Service's website.

The consultation was also accessible through Worcestershire County Council's public access portal and a small number of responses were received through that mechanism as well.

The individual responses received, coupled with the feedback from the focus groups and any detailed written responses have informed the key themes in response to the IRMP proposals.

Eighty five anonymous responses were received, directly responding to the questionnaire provided with the plan. One detailed written response was received from the Fire Brigades' Union.

Summary of Recommendations for Consultation

Recommendation 1

During 2011/12 we will conduct a review of the impact of the recent changes in Technical Fire Safety arrangements to ensure that the anticipated benefits are being fully realised

Recommendation 2

We will review the allocation of our community safety resources to ensure the best fit of activities to risk. This will maximise our ability to reduce risk in our communities

Recommendation 3

We will reduce our attendance at AFAs through a review of our policies and procedures and the implementation of our findings

Recommendation 4

We will review our fire cover and response arrangements with a focus on:

- ***The requirement for a third appliance at Hereford, Worcester and Redditch***
- ***The current crewing arrangements at Bromsgrove.***
- ***The appropriate number of personnel on each watch at wholetime and day crewed stations***

Recommendation 5

We will ensure our Property Strategy is fully aligned to our IRMP proposals including Recommendation No.4 and other aspects of Service Delivery, such as the provision of effective operational training

Recommendation 6

We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes

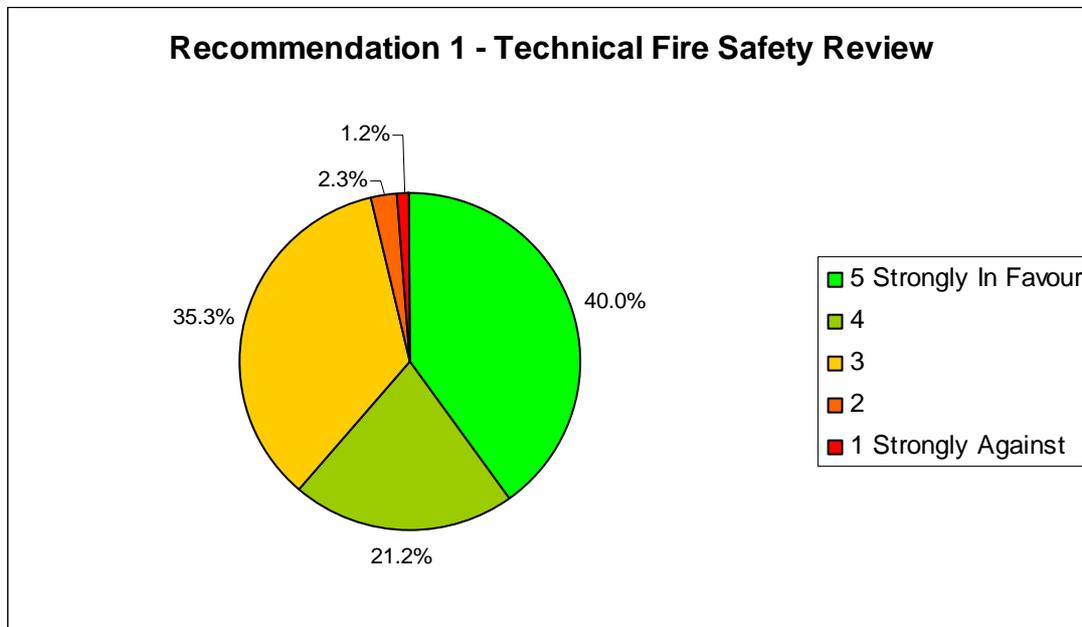
Recommendation 7

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 further opportunities for cost efficiency

2. Summary of feedback

Recommendation 1

During 2011/12 we will conduct a review of the impact of the recent changes in Technical Fire Safety arrangements to ensure that the anticipated benefits are being fully realised



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 1	34	18	30	2	1	85

61.2% of respondents agreed with this proposal and only 3.5% disagreed.

Key Themes

There was strong overall agreement with this proposal with the prevailing view being that the Service should build upon and enhance the improvements already made to maximise the potential benefits.

Concern was expressed about the lack of information provided to explain what the anticipated benefits of the recent changes in TFS arrangements actually were.

Consultation Comments/Suggestions

It was suggested that many retired fire officers are undertaking fire risk assessment and that the Service could undertake this for a fee, thereby generating a source of income and offsetting budget cuts*.

It was also suggested that consideration should be given to a strategy for sprinkler promotion, incorporating developments with sprinklers in staircases.

Consideration should also be given to providing information on the impact of changes in TFS arrangements during the review process.

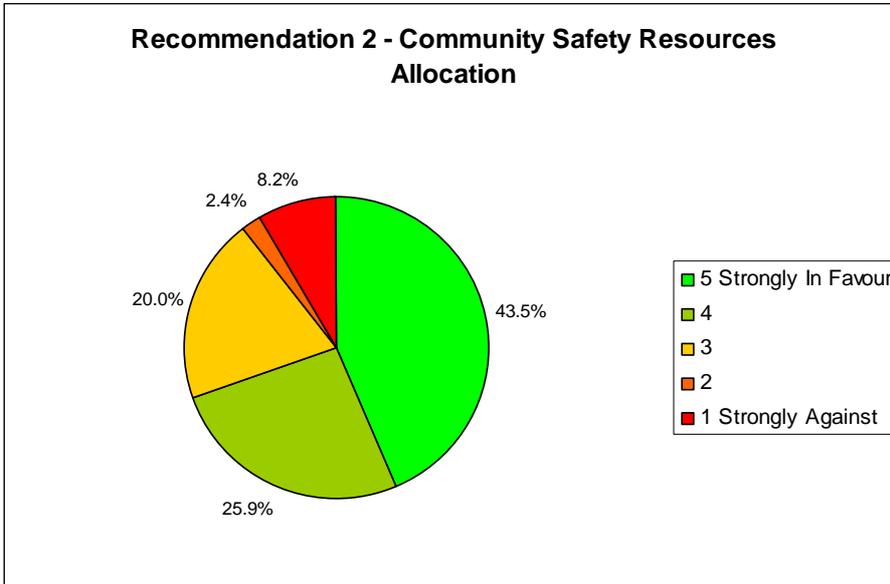
The FRS is statutorily responsible for auditing and enforcing fire risk assessments, which means it would not be appropriate to conduct them

Proposed Recommendation

This recommendation is adopted

Recommendation 2

We will review the allocation of our community safety resources to ensure the best fit of activities to risk. This will maximise our ability to reduce risk in our communities



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 2	37	22	17	2	7	85

69.4% of respondents agreed with this proposal and only 10.6% disagreed.

Key Themes

There was strong agreement with this proposal with a clear message that we should focus our limited resources on the most 'at risk' community groups where most impact can be achieved. Some responses questioned why we were not already optimising our efforts through a systematic improvement process.

A number of inputs expressed the opinion that less operational crew time should be allocated to community work and instead reallocated to operational readiness/training.

Consultation Comments/Suggestions

The work on road safety should continue.

Consideration should be given to the option for using RDS staff for these duties in their local community.

A view was expressed that data and guidance provided to stations could be improved and that it is important to measure how effective specific community safety activities are.

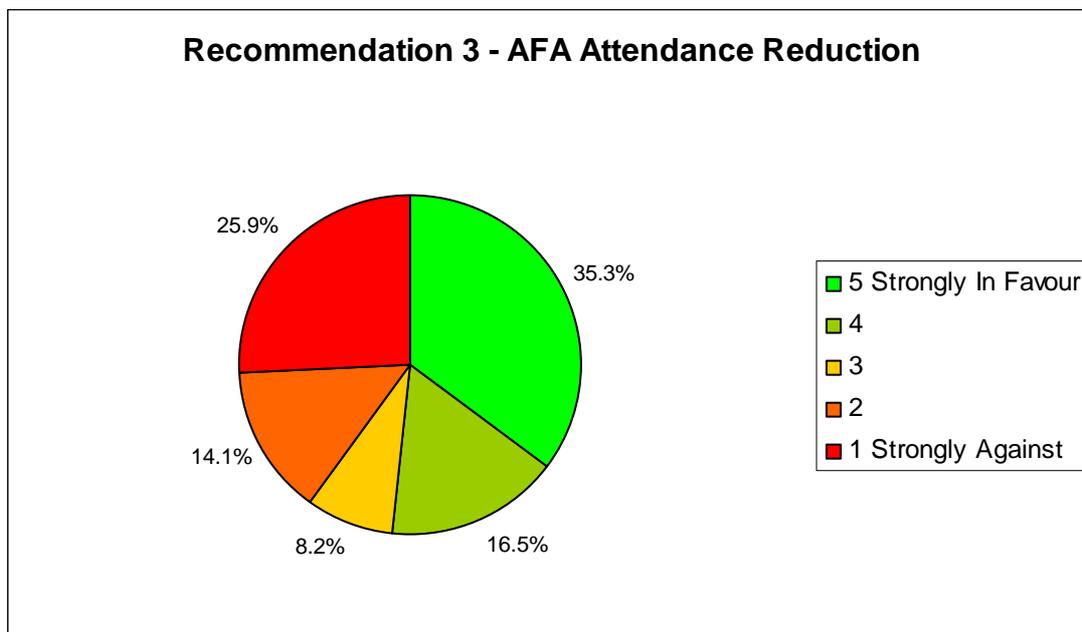
In line with this, it may be useful to examine how data and guidance is used to inform targeted community safety activity.

Proposed Recommendation

This recommendation is adopted

Recommendation 3

We will reduce our attendance at AFAs through a review of our policies and procedures and the implementation of our findings



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 3	30	14	7	12	22	85

51.8% of respondents agreed with this proposal and 40.0% disagreed.

Key Themes

More than half of all respondents agreed with this proposal although 40% did not. Those in favour were clear that attendance on this scale to false alarms caused by AFAs was an unacceptable waste of resources that could instead be allocated to real service priorities. The vast majority of those that were not in favour were concerned about the fact that some AFAs did turn out to be real fires and that if not mobilised correctly, would lead to unnecessary deaths, injuries and levels of fire damage.

A significant number of respondents were of the view that management of AFAs was the responsibility of the building owner and that repeat offenders should be charged with the costs of attendance.

Consultation Comments/Suggestions

Special attention should be paid to the 50 premises that generate 40% of repeat AFA attendances.

A risk based analysis may lead to increased attendance for some AFAs based upon the specific property risk profile*.

Some confusion was highlighted with the wording of the background statistics and the summary recommendation itself.

Proposed Recommendations

This recommendation is amended and approved as follows:

Modify the wording of the proposal as follows:

"We will reduce our attendance at false alarms caused by AFAs after a review of our policies and procedures and the implementation of our findings."

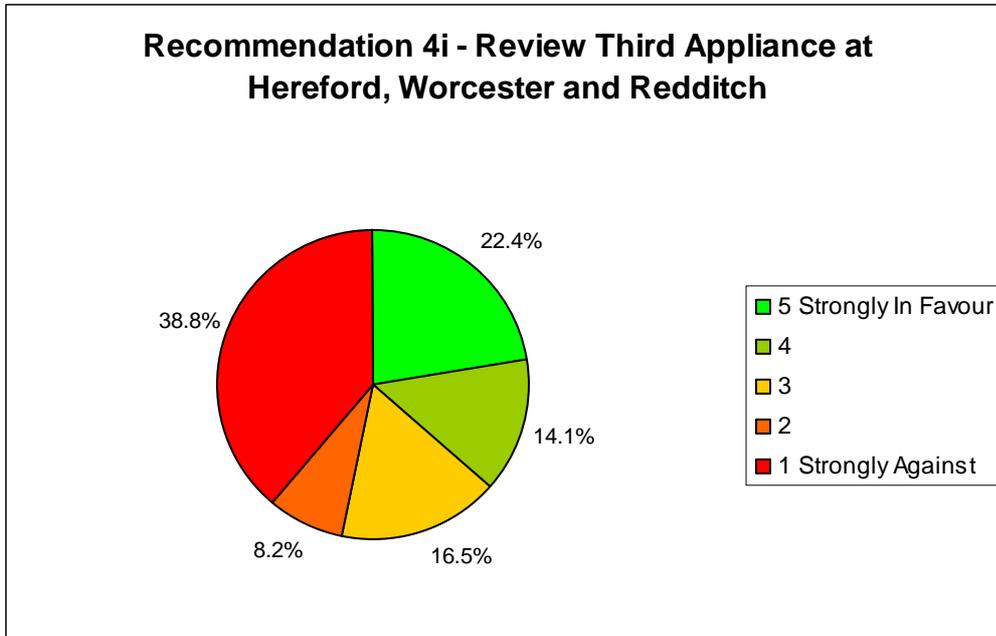
- Reword the background information to clarify which figures refer to calls and which figures refer to incidents attended e.g. "The Service attends over 2700 incidents a year to automatic fire alarms (AFA) that turn out to be false alarms; this is approximately one third of all incidents attended by the Service."
- Confirm that review and implementation will use a risk based approach.
- Ensure that the 50 premises identified are addressed as a priority.

**Charging for AFA attendance is currently unlawful, and cannot be considered as a viable option.*

Recommendation 4

We will review our fire cover and response arrangements with a focus on:

- i. The requirement for a third appliance at Hereford, Worcester and Redditch
- ii. The current crewing arrangements at Bromsgrove
- iii. The appropriate number of personnel on each watch at wholetime and day crewed stations



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 4i	19	12	14	7	33	85

36.5% of respondents agreed with this proposal and 47.0% disagreed, with 38.8% disagreeing strongly.

Key Themes

This proposal was not supported overall by respondents, with 47% against and 36.5% in favour. The overwhelming concern was that any reduction in the number of pumping appliances and associated personnel would lead to a degradation of service and increased risk to the public and firefighters. A number of respondents believed that we already rely too much on the resilience register to maintain crewing levels.

Those in favour believed that the Service must ensure that the resources deployed are optimum in order to maintain our levels of service to the public in the most effective way possible and that a review was therefore justified.

A significant number of respondents found the wording of the summary recommendation ambiguous or confusing, not understanding whether it was referring to three appliances overall or the 3rd pump specifically.

A number of responses identified Hereford station as needing particular consideration due to its geographic location and absence of nearby wholetime or day crewed stations.

There was also a view that the 3rd pump is critical in ensuring appliances are kept on the run when specialist appliances are deployed as no longer primary crewed.

Consultation Comments/Suggestions

At all 3 pump stations make one pump wholetime with the second and third retained.

Health and safety requirements must be satisfied for any proposed changes.

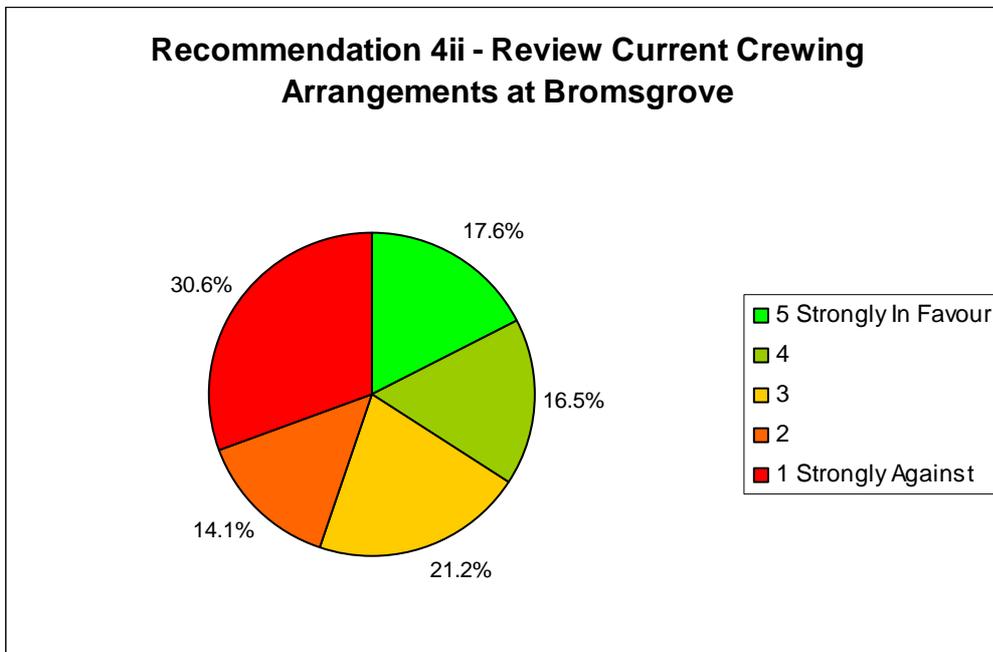
Proposed Recommendations

This recommendation is amended and approved as follows:

Modify the wording of the proposal as follows:

"We will review our fire cover and response arrangements with a focus on the continued requirement for three pumping appliances at Hereford, Worcester and Redditch."

- Take account of concerns that firefighter safety will be paramount and any potential changes in the establishment would be safe.
- Confirm that any outcomes of the review will be the subject of further consultation.



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 4ii	15	14	18	12	26	85

34.1% of respondents agreed with this proposal and 44.7% disagreed, with 30.6% disagreeing strongly. 21.2% did not have an opinion either way.

Key Themes

This proposal was not supported overall by respondents and showed a similar profile to recommendation 4i), with 44.7% against and 55.3% either in favour or not having an opinion either way.

The arguments against were identical to those expressed in recommendation 4i), particularly with respect to firefighter safety and some respondents queried why this proposal was being made

now when Bromsgrove moved to shift cover only a couple of years ago. (Bromsgrove moved from day crewed to WT in 1997.)

Those in favour were of the opinion that Bromsgrove should never have moved from day crewed to wholetime.

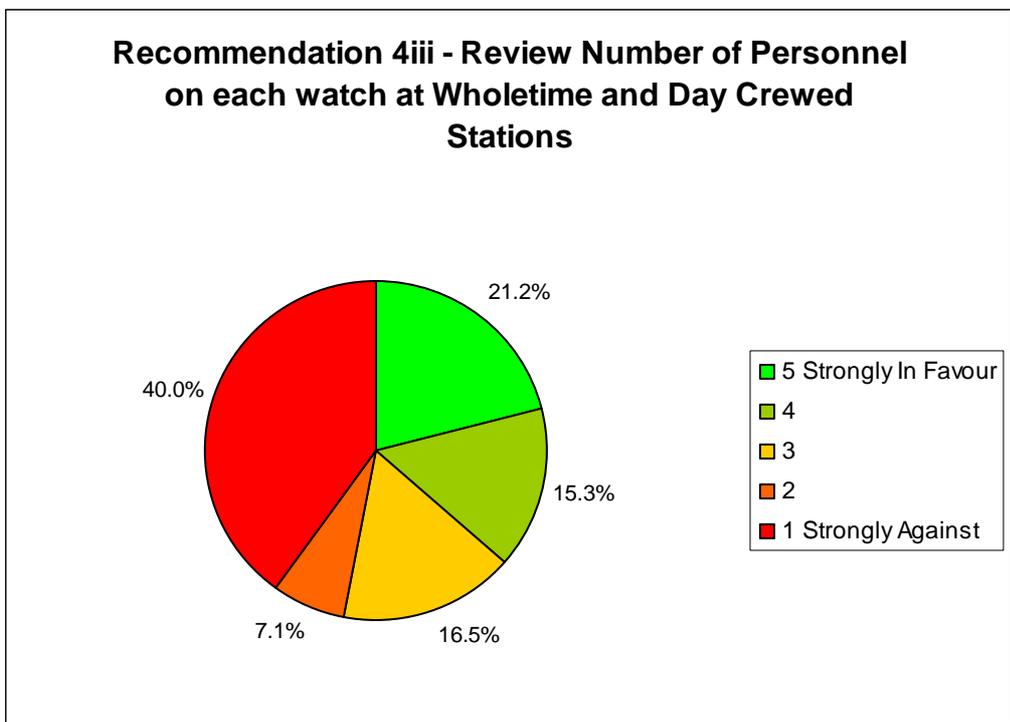
Consultation Comments/Suggestions

Several respondents felt that the proposals 4i), 4ii) and 4iii) should be considered collectively (holistically) as well as individually.

Proposed Recommendations

This recommendation is approved, with the following considerations:

- Take account of concerns that firefighter safety will be paramount and that any potential changes in the establishment would be safe.
- Confirm that any outcomes of the review will be the subject of further consultation.



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 4iii	18	13	14	6	34	85

36.5% of respondents agreed with this proposal and 47.1% disagreed, with 40.0% disagreeing strongly.

Key Themes

This proposal was not supported overall by respondents and showed an almost identical profile to recommendation 4i), with 47.1% against and 36.5% in favour. Again, the reasons for and against were the same as for recommendation 4i).

Questions were raised why we were apparently revisiting arrangements at day crewed stations when this was the subject of a specific initiative within the 2010-11 IRMP Action Plan.

Consultation Comments/Suggestions

Increase RDS representation and decrease wholetime as the 'watch' format is no longer sound or fit for purpose in the current financial climate

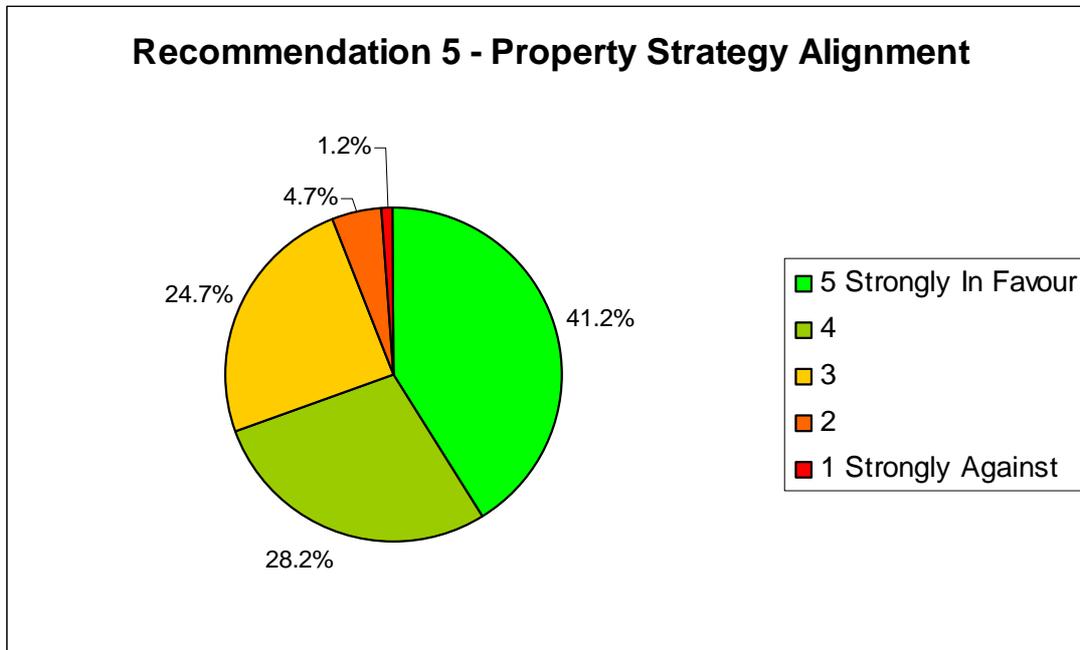
Proposed Recommendations

This recommendation is approved, with the following considerations:

- Take account of concerns that firefighter safety will be paramount and that any potential changes in the establishment would be safe.
- Confirm that any outcomes of the review will be the subject of further consultation.

Recommendation 5

We will ensure our Property Strategy is fully aligned to our IRMP proposals including Recommendation No.4 and other aspects of Service Delivery, such as the provision of effective operational training



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 5	35	24	21	4	1	85

69.4% of respondents agreed with this proposal and only 5.9% disagreed.

Key Themes

There was strong overall agreement with this proposal with the clear view that available resources should be clearly targeted to the operational service needs of the organisation. Within this, the Service should strive to provide quality properties which provide suitable training facilities and enhance the morale of the workforce, making them feel valued.

A significant number of respondents felt that insufficient investment had been made in stations over a prolonged period of time and that too many properties were now in an unacceptable state of disrepair.

Consultation Comments/Suggestions

More attention should be paid to the environmental impact of our properties.

Consideration should be given to sharing facilities with partners and embracing the property needs of all public services (Total Place).

Specialist departments should not be co-located with partner organisations as this would reduce their value/effectiveness when in fact they need to be more integrated with districts and stations.

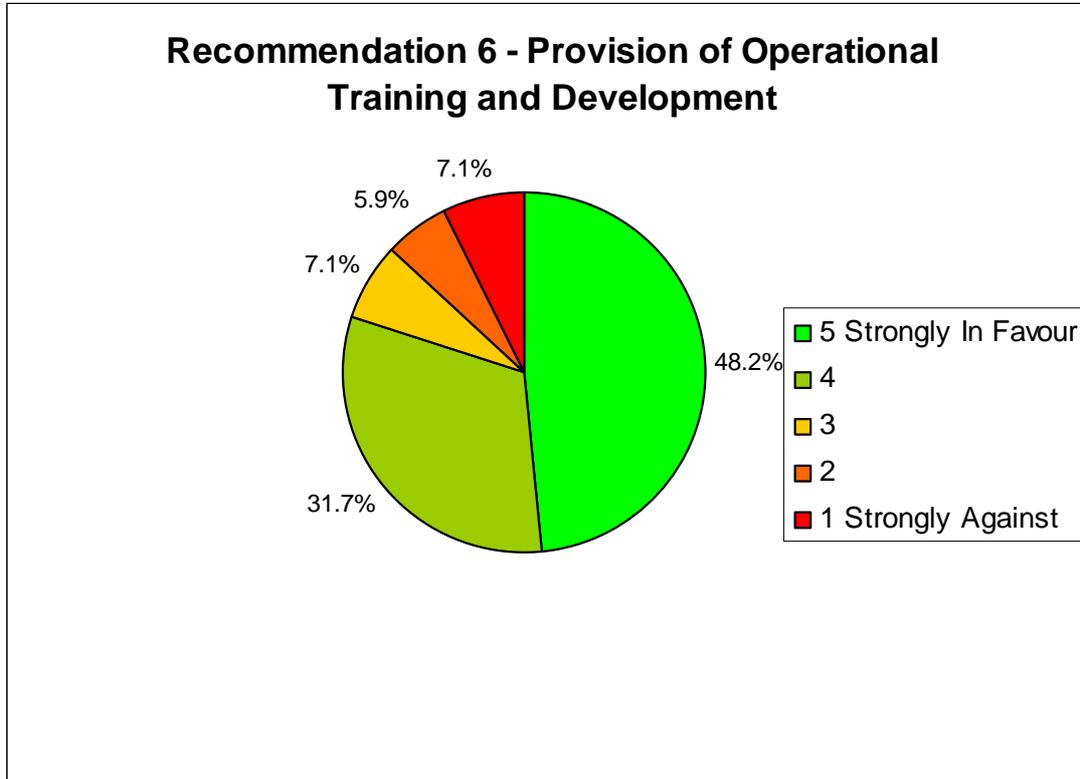
We should look at female and disabled facilities.

Proposed Recommendation

This recommendation is adopted

Recommendation 6

We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 6	41	27	6	5	6	85

79.9% of respondents agreed with this proposal and only 13.0% disagreed.

Key Themes

There was overwhelming support for this proposal with 79.9% in favour.

A significant number of respondents felt that the NVQ process was too time consuming (particularly for RDS staff), was too general and was applied in a broad brush manner – “qualified and competent is not the same thing”.

A number of inputs suggested that the ADC process needed to be changed as it did not provide the best managers and discouraged promotion.

Several responses believed that there was opportunity to improve value for money within operational training.

Consultation Comments/Suggestions

Consideration needs to be given to any health and safety implications before any proposed changes are implemented.

The impact on staff employment contracts should be considered if the way training is delivered is changed.

This is only one part of a more fundamental issue – until we put the correct people in the correct roles with the correct competencies and experience, we cannot become effective.

More realistic training is required to reflect real world situations.

Training facilities need to be spread across the two counties to reduce wasted travel time.

The current ICT training support framework is not fit for purpose.

There is currently no mechanism for maintaining competency in water training.

IPDRs need to be carried out earlier to ensure courses can be planned within the year.

Consideration should also be given to non-uniformed training requirements which are also important.

Proposed Recommendation

This recommendation is adopted

10. Strategic Risk Register

Purpose of report

1. To consider and approve the revised Strategic Risk Register.
-

Recommendation

The Policy and Resources Committee and the Chief Fire Officer recommend that the Authority approves the revised Strategic Risk Register.

Introduction and Background

2. Through the Fire Authority's Governance arrangements a systematic strategy, framework and processes to manage risk is in place. A statement and assessment of the effectiveness of these arrangements is published regularly. Risk Management is a key objective and part of the Fire and Rescue Service.

Strategic Risk Register

3. The overall objective of the Strategic Risk Register is to ensure that the Authority identifies Strategic risks and applies the most cost effective control mechanisms to manage those risks thus ensuring they are eliminated or reduced to an acceptable level and that systems are in place to monitor and report. The process begins with an initial assessment of risk and preparation of inherent risk maps. The Strategic Risk Register is then prepared to identify controls which mitigate the inherent risk. The Strategic Residual Risk map shows the revised risk assessment as a result of the action taken.
4. The reviewed and updated Strategic Risk Register was shared with Mr. Peter Watts, Risk Management Member Champion and Group Leaders for their input on 18 October 2010, advised by Principal Officers. *The draft Register was considered by the Policy and Resources Committee on 8 December and recommended for approval by the Authority.*
5. The overall responsibility for ensuring risks are managed effectively lies with the Authority as advised by the Service. The live Strategic Risk Register outlines to Members the risk scoring for both likelihood and impact. A number of changes are recommended to the document, which reflects the National, Regional and Local perspective. Both Members and Officers recommend that the Register continues to be split into Strategic, Operational, Regulatory, Financial and Reputation risks. A new risk category has been added this year to take account of Environmental risk.
6. The consultation undertaken acknowledged that due to the current economic climate there is potential for some key suppliers to encounter difficulties within the market place, which may have an impact on the Service. Consequently, this has led to an increase in controls in the Financial Risk already identified. Additional controls continue for financial investment (Bank of England only) via our Service Level Agreement (SLA) with Worcestershire County Council.

7. The Strategic Risk Register reflects the updated National Risk Register which is intended to capture the range of emergencies that may have a major impact on all, or significant parts of, the UK. The National Register drives the Community Risk Register held by the Local Resilience Forum (LRF) and is recognised in the Service's live Strategic Register.
8. Based upon the revised scores it is pleasing to report the direction of travel for Strategic Risk for 2009/10 is moving downwards, which is a credit to the hard work that has taken place across the Service in strengthening key control measures where necessary. These strengths are demonstrated in the successful achievement of Corporate, Strategic and Operational objectives and using risk management to identify opportunities. Whilst pursuing those objectives and embedding corporate risk, it is now an integral component of effective Corporate Governance. In detail, 10 items on the Strategic Risk register have reduced scores and only two items have seen the risk score revised upwards, namely unavailability of a key item of equipment (No 13) and change in economic and/or political environment causing a reduction in real terms of grants and/or other income (No 23).

Conclusion/Summary

10. The Authority's live Strategic Risk Register will be monitored and updated on an ongoing basis with exception reporting to Principal Management Officers and will be formally reported to Members annually, with significant changes being reported to the Audit Committee in their quarterly risk update.
11. Following approval from Members, the information from the Strategic Risk Register will be incorporated into Corporate Planning, highlighting any resilience issues through the management of Business Continuity in compliance with the Civil Contingencies Act (2004).

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Para. 8

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	

Additional Considerations

12. 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	Para. 8
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	Yes	Para. 9
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 – Revised Strategic Risk Register

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer

(01905 368256)

Email: lphillips@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

<p>This register details key risks which the Service has identified and links into the Local Resilience Forum Community Risk Register and National Risk Register. These risks are supported by departmental and project risk registers. They are live documents which are updated on a regular basis to reflect changes in the Service and levels of risk and aligned to the Strategic objectives. To assist in the management of key risks they have been placed in the following sections: Strategic, Operational, Regulatory, Financial, Reputation and Environmental. Please note all amendments/additional risks are indicated in blue.</p>							
<p>Direction of Travel</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;">Pre Review Score</td> <td style="border: none;">Review Risk Score</td> </tr> <tr> <td style="border: none;">Inherent 227</td> <td style="border: none;">Inherent 206 Decrease due to re-evaluation of original scoring + removal of risk 28</td> </tr> <tr> <td style="border: none;">Residual 158</td> <td style="border: none;">Residual 141 Downwards direction due to the above + accumulation of stronger management and continuity</td> </tr> </table>		Pre Review Score	Review Risk Score	Inherent 227	Inherent 206 Decrease due to re-evaluation of original scoring + removal of risk 28	Residual 158	Residual 141 Downwards direction due to the above + accumulation of stronger management and continuity
Pre Review Score	Review Risk Score						
Inherent 227	Inherent 206 Decrease due to re-evaluation of original scoring + removal of risk 28						
Residual 158	Residual 141 Downwards direction due to the above + accumulation of stronger management and continuity						
A	<p>Strategic Risk</p> <p>Key Risks</p> <ol style="list-style-type: none"> 1. Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service 2. Loss of key supplier/partnership 3. Poor leadership leading to ineffective practices and failure to deliver services to required standard 4. Inability to attract and/or retain key individual or groups of staff 						
B	<p>Operational Risk</p> <ol style="list-style-type: none"> 5. Death or serious injury to a member of staff (RIDDOR reportable) 6. Inability to maintain Operational functionality of Fire Control <ul style="list-style-type: none"> 6a Firelink Project 6bi Fire Control Project - Pre-cut over 6bii Fire Control Project - Post cut over 7. Failure to successfully defend legal action taken against the Authority 8. Failure to maintain adequate staffing levels 9. Failure of key ICT or other infrastructure system 10. Death or serious injury to member of the public through our actions (RIDDOR reportable) 11. Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service 12. Maintain Risk Critical training 13. Unavailability of key item of equipment 14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning 15. Inadequate Water Supplies 						

B Operational Risk (cont'd)	Key Risks
	16. Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act
	17a Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level. 17b Industrial Action 17cSevere weather
C Regulatory Risk	18a Failure to maintain satisfactory audit assessment 18b Failure to provide "local transparency"
D Financial Risk	19. Failure to maintain effective financial planning and management processes including ineffective budgetary control
	20. Failure to manage major projects effectively
	21. <i>Now incorporated into Risk 18 above</i>
	22. Major fraud or corruption case
	23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income
	24. Failure of Financial System (i.e. payroll and payment to suppliers)
E Reputation Risk	25. Failure to effectively manage the media and obtain the desired media coverage
	26. Inappropriate behaviour by employees or Members
	27. Poor quality key information provided to Members/Personnel of the Authority/Service
	28. Failure to communicate key information effectively
F Environmental Risk	29. Failure to comply with relevant environmental legislation and directives

Risk Maps

<u>HIGH</u>	<p>IMPORTANT RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>6</u></p>	<p>KEY RISK- MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>8</u></p>	<p>IMMEDIATE ACTION NEEDED - SERIOUS THREAT TO PROVISION AND/OR ACHIEVEMENT OF KEY SERVICES OR DUTIES</p> <p><u>9</u></p>
<u>IMPACT</u>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>3</u></p>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>5</u></p>	<p>KEY RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>7</u></p>
<u>LOW</u>	<p>NO ACTION NECESSARY</p> <p><u>1</u></p>	<p>MONITOR AS NECESSARY - ENSURE BEING PROPERLY MANAGED</p> <p><u>2</u></p>	<p>MONITOR AS NECESSARY- LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>4</u></p>
	<u>LOW</u>	<u>LIKELIHOOD</u>	<u>HIGH</u>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service	Chair of FRA CFO	8	<ul style="list-style-type: none"> Group leaders meet regularly with CFO/DCFO Good communication channels Availability of local working groups Seminars and training take place to reinforce good communication Stable and competent Principal Managers Team Effective management structure Interface with external bodies Formal structure of reporting to FRA membership Policy and Resources, Audit and Standards Committee Chairman and Vice Chairman re-elected 2010 Improved Governance arrangements Strong link to new risk 23 Member Communication strategy 	7 5 ↓	3,4	H22 H23 H24	<p>Monitor central government guidance etc</p> <p>Extend links/communication with partners/groups both internally and externally (e.g. LRF)</p> <p>Regularly update Members/Officers on Risk/Business Continuity/Emergency Planning issues Privatisation (part or full)</p> <p>Change in political direction/policy changes</p> <p>Impact of Comprehensive spending review</p>	<p>Monitor closely political activity - local, regional and national government agencies and regulatory guidance</p> <p>Reorganisation of Committees and reporting structure</p>	<p>Strengthen inter-agency relationships (LRF's)</p> <p>Engage with Category 2 Responders.</p> <p>CFO group total place</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
2	Loss of key supplier/partnership	Director of Assets	7	<ul style="list-style-type: none"> Procurement consortiums used. (Uncertainty over proposed transfer of Firebuy function) Purchasing/Tendering process makes appropriate health and ethical checks including.: <ul style="list-style-type: none"> Regularly review suppliers Key supplier business continuity arrangements confirmed including PPE Asset Manager Business Continuity planning guidance sent to all key suppliers Reviewed/updated contract Standing Orders SPI partnership Partnership Officer in place to monitor Improved Project & Partnership assurance in place SLA/MoU in place and reviewed on a regular basis Overall awareness has been raised Robust challenge to meet contractual obligations Local sourcing where appropriate Contract management 	7 5 ↓	3, 4	H22 H17 H18 H23 H24 H45 HL15 HL19 HL20	<p>Ensure adequate arrangements/security checks are adopted. Adopt common protocols</p> <p>*AssetCo key supplier of numerous systems (see action)</p> <p>Economic Downturn</p> <p>Comprehensive Spending Review</p> <p>Monitor framework agreement (RL)</p> <p>Uncertainty of FireBuy future (MR)</p>	<p>Monitor exposures to single/key suppliers and– ensure BCM plans/contingency are in place for current and new</p> <p>*Budget Holders to monitor suppliers to recognise early supply change problems. Supplier strategy to mitigate supplier risk.</p> <p>Economic downturn FRA paper</p> <p>All future contract to include confirmation business continuity arrangements</p>	<p>Joint procurement</p> <p>Procurement references FireBuy</p> <p>Partnerships changing focus – no detrimental effect on the Service. Increase presence at the table/influence/understanding of our Service</p> <p>Total Place</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	Chair of FRA	6	Key Perf Indicators. <ul style="list-style-type: none"> • Good support mechanisms • Internal/External Audit • Charter Mark • Group Leaders support/assistance • Communication Strategy • Standards Committee /Audit Committee monitoring • Monitoring/Clerk Officer • Corporate Governance arrangements • Service policies/ instructions • Leadership Training Programme • Centre of Excellence • People Strategy (HR) • Cultural change programme • Members communication strategy 	3 6 ↑	2, 3		Restructure of directorates	Member and Officer Training Refocused senior management team	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
4	Inability to attract and/or retain key individual or groups of staff	CFO	9 6 ↓	<ul style="list-style-type: none"> • Staff evaluation all personnel • Awareness Days • Intermediary system in place • Flexible working arrangements • Training and personal development • Cultural work – Communication Strategy • IPDRs • Induction/Exit Interviews • NFFST • Review completed for RDS • Waiting lists – awaiting appointment • Rolling programme recruitment and awareness days • Performance indicators (female/ethnic minority recruitment). • Succession planning for Retained personnel 	5 3 ↓	2, 3		<p>Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning. Retained recruitment</p> <p>Regional Fire Control retention issues</p>	<p>Monitor female/ethnic minority recruitment</p> <p>Introduce succession planning for support staff</p>	<p>Large pool of potential staff due to the current economic climate</p> <p>Monitor apprentice scheme opportunities</p> <p>Accelerated training opportunities enhanced</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5	Death or serious injury to a member of staff (RIDDOR reportable)	CFO	8	<ul style="list-style-type: none"> • Statutory compliance • Operational procedures in place • Regular Training given • Information readily available • Operational debriefs • Near miss reports • Personal protective equipment - first class equipment (Total Care package) • Research and development on any equipment that is purchased • Senior Accident Investigators • Operational assurance • Peer review • Debriefs • Operational/Risk Assurance in place • Major Incident protocol in place/tested • Corporate manslaughter training completed • Monitor equipment note information and subsequent guidance 	6 6  	2	H1, H11, H12 H17 H18 H22 H23 H24 H28 H4 H5 H7 H8 H9 HL1 HL10 HL11 HL12 HL14 HL15 HL18 HL19 HL2 HL20 HL22 HL24 HL3 HL7		Consider further training implications for the Service Continue to monitor injury performance statistics Training element of RDS plan	Funding opportunity for RDS

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6	Inability to maintain Operational functionality of Fire Control	ACFO Service Delivery Director Service Delivery	9	<ul style="list-style-type: none"> Internal Operating procedures in place Mutual assistance arrangements with Shropshire Engagement with Regional Control ICT Secondary Fire Control Droitwich strengthened to enable resilient call handling to be maintained (Stand-alone laptop) Call-out arrangements which support ICT networks (internal/externally) in place Reviewed current Emergency Plan procedures/exercised Task & Finish group Regular FRA updates 	8 6 ↓ 8	1, 3, 4	H18 H22 H23 H24	<ul style="list-style-type: none"> Incident call management arrangements Review all Fire Control functionality. (Priority) Timescales for migrations to regional Fire Control are moved 2013 cut-over running late Unable to support current mobilising equipment (Integrity of existing systems) Loss of control due to breakdown in call-management systems Failure to secure data. Loss of key staff, knowledge and skills Retention arrangements for staff 	<p>Ongoing costs for maintaining Fire Control to account for potential delay in RC C</p> <p>Current mobilising equipment (Integrity of existing systems)</p> <p>Redundancy package released by CLG</p>	<p>Regional Fire Control</p> <p>Shared Contractual arrangements with Shropshire FRS</p> <p>Evaluation of options for transitional resilience mobilising arrangements should the need arise</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6a	Firelink Project Failure to meet the objectives of the project within agreed timescales Failure to secure adequate maintenance agreements Inability to maintain operational functionality of both current and new Radio system Loss of key staff, knowledge and skills Failure to manage interim period for FireLink – any delay in Fire Control will warrant a review on the interim arrangements Increase usage costs associated with the project now the responsibility of H&W Failure to complete project within the agreed timescales Failure to manage cost escalation – aligned with RCC Cut Over Cessation of Government funding in year 3 2013/14	Chief Fire Officer Deputy Chief Fire Officer Project Manager	9	<ul style="list-style-type: none"> Dedicated staff and plan in place to oversee project Regional Risk Register agreed/monitored Dedicated staff in place to oversee project Airwave tested Risk Assessment 	6 3 	1, 3, 4	H17, H23, H22, H41, H45	Change in political direction Supplier implication	Monitor closely the government direction on RCC Phase C	Improved capability Improved resilience

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6bi	<p>Fire Control Project – Pre-cut over</p> <p>Failure to secure sufficient funding for the transition plan</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Loss of key staff, knowledge and skills (there is a regional management structure for the project)</p> <p>Timescales for migrations to regional fire control are moved</p> <p>Failure to measure impact on the Service</p> <p>Failure to secure data (PDA)</p> <p>RCC</p>		8	<p>Shared option with neighbouring Services</p> <p>RCC Members agreement</p> <p>New contract extension in place based on an “annual” contract renewal basis due to the uncertainty of RCC cut over date. Contract will be split into 2 parts: a) MIS, b) Mobilising to ease transition to RCC.</p> <p>Dedicated Fire Control Project Co-ordinator</p> <p>All existing Fire Control functions/assets and components report in place.</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p>	<p>8</p> <p>↘</p> <p>↘</p> <p>8</p>	1, 3, 4		<p>Risk Assessment for Integrity of transitional arrangements and the Security of data</p> <p>Within pre-cut over period Fire Control ICT failure</p> <p>Change in political direction</p> <p>Cut-over date change</p> <p>Project uncertainty</p>	<p>Improved capability</p> <p>Improved resilience</p> <p>Last fire control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p> <p>Replacement options</p> <p>Option appraisal intermediate arrangements</p>	<p>Improved capability</p> <p>Improved resilience</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6bii	<p>Fire Control Project – <i>Post cut-over</i></p> <p>Inability to maintain Operational functionality of Fire Control</p> <p>Loss of control due to breakdown in call-management systems</p> <p>Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Timescales for migrations to regional fire control are moved (plan for completion 2012)</p> <p>Failure to measure impact on the Service</p> <p>Failure to convert data (PDA)</p> <p>Budget impact to the Service increased - out of scope arrangements need to be budgeted for</p>	<p>CFO</p> <p>DCFO</p> <p>Project Manager</p> <p>Director of Corporate Services</p>	<p>9</p> <p>6</p> <p>6</p>	<p>Implement exhaustive testing procedure to ensure functionality and resilience</p> <p>CFO must be satisfied with functionality prior to cut over</p> <p>Implementation funding</p>	<p>9</p> <p>6</p> <p>3</p>	1, 3, 4		<p>Within pre-cut over period Fire Control ICT failure</p> <p>General Election implications</p> <p>Time gap between Go-Live date for Regional Fire Control and existing contracts with mobilising suppliers - current contract with 3TC expires on 31Dec 2014 with option to block extend for 6 monthly periods</p>	<p>Sufficient Funding required</p> <p>Regional Risk Assessment:-</p> <p>Integrity of transitional arrangements</p> <p>Security of data</p> <p>Contracts to be reviewed</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last Fire Control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p> <p>Shared resources (Mutual Aid)</p> <p>New arrangements (see risk 6)</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
7	Failure to successfully defend legal action taken against the Authority	CFO	6	<ul style="list-style-type: none"> • Right systems and processes in place. • Good professional advisors and legal advice (SLA approved/adopted/reviewed and monitored annually) • Incident investigated with trained personnel • Strong case studies records in place. • Debrief documentation available • Insurance for third party losses • Annual review of insurance provision • Investigation systems in place/tested • Preventative training in place • Legal support for employment matters • Reviwed process in place 	5 5 ↔ ↔	1, 3		<p>Outcome of tribunals</p> <p>Potential increase insurance claims</p> <p>Compliance levels within technical fire safety</p> <p>Ongoing staff training required for investigative/legal procedures (interviewing/note taking information gathering)</p> <p>Employment tribunals training</p>	<p>Live Outstanding claims</p> <p>Quarterly meeting with SLA provider needs monitoring</p>	<p>Collaboration with other agencies</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
8	Failure to maintain adequate staffing levels	Members CFO ACFO Service Support Director Corporate Services	6	<ul style="list-style-type: none"> • Regular meetings with RB's • NJC direction developed • Trade Union Protocol • National resilience (Mutual aid/new dimensions) • BCM Plan Supplements • Critical departmental BC plans in place including fall-back arrangements • Home working policy • ICT Portal access for critical staff • Command structure • Resilience Register live • Monitoring sickness • SharePoint operational resilience arrangements (degradation) • Employment contractual arrangement • Monthly establishment review meeting 	3 3 ← →	2, 4	HL47	Potential budget reduction		Multi-skilling Skills Audit

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
9	Failure of key ICT or other infrastructure system For Fire control see Risk 6	ACFO Service Support Director of Assets	8	<ul style="list-style-type: none"> Continuity plans in place Secondary/Mirror back up systems in place 24/7 technical cover in place Annual Health check – major supplier Alternative internet route in place Business contingency and disaster recovery arrangements finalised Critical equipment checks/register Training and specialist skills ongoing 	3 3  	3,4	H40 H41 H43 H45	Potential budget cuts - some ICT problems may take longer to resolve Insufficient server capacity for maintenance arrangements ICT interdependencies Link to RCC project	Monitor Business Continuity arrangements Absence of systems administrator Lack of a centralised database management Purchase back-up server	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
10	Death or serious injury to member of the public through our actions (RIDDOR reportable)	CFO	6	<ul style="list-style-type: none"> • Dedicated programme for Training of drivers • Incident Command system in place • Operational procedures in place • Legal guidance available • Operational assurance • Command training • Reviewed Operational Assurance • Debriefs/Accident investigation • Major incident Protocol in place 	3 3 ← →	1, 2	H1 H4 H5 H7 H8 HL1 HL10 HL11 HL12 HL14 HL18 HL19 HL2 HL20 HL22 HL3 HL7 HL8		Continue to track trends in statistics Do we require legal services available outside of office hours	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
11	Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	Members CFO	8	<ul style="list-style-type: none"> • Business continuity plan implemented and exercised • Regional and Local Resilience Forum in place (RRF & LRF) • Corporate Risk Group in place • Joint Emergency response arrangements (JERA) • National Coordination arrangements • LRF exercise programme in place • Member scrutiny report in place • National Risk Register updated • Work with National resilience Board embed protocols into the Service standard operating arrangements • Governments response to Pitt (GRIP) ongoing • SPI Spate conditions • Exercises/training • Experience bank expanded • New Dimensions USAR • Severe Weather plans 	5 5 ← →	1, 3, 4	HL17 HL18 H22 H22 H24 HL14 HL15 HL18 HL19 HL20 HL22 HL4 HL7	Build Business Continuity Supplements Review/Monitor/ Exercise plans. Monitor potential impact to climate change	Exercises: Watermark Unite	Audits: National Capability, Audit Commission) External Agencies

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
12	Maintain Risk Critical training	ACFO Service Support Director of Service Delivery	8 6 ↓	<ul style="list-style-type: none"> • IPDR's • Competence levels monitored • Service Performance Indicators • National Guidelines • Operational assurance • Hot fire training • Recruitment programme • People strategy • Training programme • Resilience Register • Monitoring protocol for assessing operational competencies utilising Vector and Minerva Systems • Active incident monitoring based on West Midlands model • Training calendar • Identified key players for BCM • Assurance project group monitoring risks 	3 3 ↔ ↔	2, 3, 4		<p>BA training replacement programme</p> <p>RDS training following RDS review</p> <p>Potential budget implications could affect training volume and standard</p>	<p>BA Project restarted</p> <p>Prioritise training requirements</p>	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
13	Unavailability of key item of equipment (MR/RL)	ACFO Service Support Director of Assets	6	<ul style="list-style-type: none"> Asset Manager appointed Procurement systems in place Firebuy in place Back-up suppliers Maintenance agreements in place Contract Directory Equipment testing programme in place Audit of equipment on a regular basis Monitor Contracts on a regular basis Redkite/Asset register. Communication tool (sharepoint for BA) Vehicle maintenance records 	3 6 ↑	3, 4		VMDs	<p>A number of injuries with new BA under investigation</p> <p>Review current contractual arrangements</p> <p>Cross border mutual aid for key items of equipment</p>	Purchasing power / resilience through FIREBuy

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	Chief Fire Officer	6	<ul style="list-style-type: none"> • Community Risk Register • Members of LRF forums • Collation of lower tier Risk Register partners • Improved resilience performance with LRF partners Silver/Gold training • Embed INTEL process into CRR including exercise and training • Sites identified within critical National RR to be included into INTEL process • FSEC populated with flood risks • Water Rescue/flood linked into IRMP • Severe weather plan implemented • Local risk register (Identifies multi agency lower tier risk) 	3 3 → ←	3			Monitor Industrial action	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
15	Inadequate Water Supplies	ACFO Service Support Director of Assets	8	<ul style="list-style-type: none"> Hydrant inspections based on risk. Two full time technicians employed. Mains water failure notification 	6 6 → ←	1, 3, 4	H39 H45H L15	Hydrant checks risk based. Monitor supply failure Report completed for inspection program based on national risk based model – awaiting PMM decision	Hydrant checking resources Consider outsourcing	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
17a	Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level	ACFO Service Support	9	<ul style="list-style-type: none"> Pandemic Flu Plan Business Impact Analysis completed Membership of Herefordshire & Worcs - Influenza pandemic planning group (IPPG) Internal exercise completed Participate in national, regional and local exercises COBR/Top line brief/Regional coordination/Silvers multi agency/HPA Live experience BC triggered – Pandemic Resilience Register BC departmental plans Critical functions indentified Fall-back arrangements CRMG/SRWG activated SharePoint – generic resilience arrangements Enhanced Industrial Action arrangements 	3	1, 3	H22 H23 H24 HL24	BC Training ongoing	<p>Monitor current activity and national picture</p> <p>Induction and refresher training</p> <p>Exercise Programme: Finance HR ICT Facilities Ops logistics</p>	Streamline processes and procedures
17b	Ineffective contingency in the Event of Industrial Action	Director Corporate Services			3					
17c	Severe Weather				3					

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
18a	Failure to maintain satisfactory audit assessment	Deputy Chief Fire Officer Director Corporate Services	9 6 	<ul style="list-style-type: none"> • Audit self assessment • Annual Charter Mark status maintained • IRMP consultation and action plan • Performance Framework in place • Quarterly Performance update to Senior Officers • Peer assessment and feedback • Members updated on a regular basis • CORVU performance software in place • Consultation workshops in place • Updated Key Lines of Enquiries • Annual Governance Statement/Evidence • Continue to review through performance planning • Annual Corporate planning 	6 3 	1,2,3,4		Retention of key staff	Identify areas for improvement from CAA process Charter Mark status	Improved results Potential cost savings Potential for increased productivity Informs budget planning process Governments relaxation of Auditing (light touch)
18b	Failure to provide “local transparency”				3					

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
19	Failure to maintain effective financial planning and management processes including ineffective budgetary control	Director of Finance Treasurer Members Director of Assets	8	<ul style="list-style-type: none"> • Finance System • SLA's reviewed • Budget Planning • Asset Management Plan • Monthly meetings with budget holders • Regular reports to PMM • Financial regulations in place • Data Quality process • Reports to the FRA/Policy and Resources/Audit Committee • Procurement strategies agreed • Budget monitoring reports • Maintain effective budgetary control • Internal /External Audit • Annual Governance Statement/Code of Corporate Governance • Qualified professional staff • Medium term financial strategy in place • Cost benchmarking • SLA Assurance monies securely invested (Financial Investment Controls) Bank of England • Financial BC Plan in place 	6 6 → ←	4			<p>Monitor current economic downturn</p> <p>Exercise finance BC arrangements</p> <p>Insufficient funding to address planned and audited work</p>	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
20	Failure to manage major projects effectively	Deputy Chief Fire Officer	8 6 ↓	<ul style="list-style-type: none"> • Officer responsible for project office appointed • Reporting mechanisms in place including risk escalation - residual risk rating above 7 • PMM & FRA reports • Identification of current and project forecasting in place • Assurance monitoring • Project managers trained • Programme management and specialist support available • CDM regs used in management of building project • Leadership with clear understanding of project responsibility • Robust arrangement for contractual monitoring 	6 3 ↓	1,2,3,4		<p>Fire Control Project</p> <p>ICP/PPE absolute deadline for replacement is 31 March 2011</p> <p>Risk Assurance indicates resource capacity shortfall with numerous projects coming on line at the same time</p> <p>CARP snagging issues</p> <p>ICT interdependencies</p>	FireBuy awareness of deadline of ICP/PPE replacement	Improved efficiency

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
21	Now incorporated into Risk 18 above									
22	Major fraud or corruption case	Treasurer Members Director of Assets	5	<ul style="list-style-type: none"> Financial regulations in place Policies/Instructions in place and reviewed regularly Audit investigation protocol ICT controls Audit anti-fraud checklist (Good Practice) National Fraud Initiative Reviewed Policies Fraud Corruption/ Whistleblowing Insurance arrangements in place SLAs with specialist Advisors Money laundering policy Audit plan Staff Training/Awareness Audit Committee's Terms of Reference strengthened in relation to Anti-fraud and Corruption matters 	3 3 → ←	3, 4		Monitor closely	Continue staff Training	
23	Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	CFO Treasurer Chairman	8	<ul style="list-style-type: none"> Good financial planning Strategic planning Financial Investment Controls in place with SLA with Worcs CC Vigilant to future implications through monitoring Total Place PMM team preplanning options Meeting the challenge workshops with all staff 	6 9 ↑	3, 4		Change of Government and policy Economic downturn Comprehensive Spending Review outcomes National, regional and local financial pressures Changes in funding formula/allocation Failure to deliver corporate/business objectives	Staff briefings timely/accurate	Funding opportunities

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
24	Failure of Financial System (i.e. payroll and payment to suppliers)	Director of Finance Director of Assets	8 6 ↓	<ul style="list-style-type: none"> Finance System in place SLA with Worcestershire County Council Resilience arrangements in place 	6 3 ↓	4			Test BC plan	Shared services
25	Failure to effectively manage the media and obtain the desired media coverage	Group Leaders Clerk Chief Fire Officer	7 5 ↓	<ul style="list-style-type: none"> Press and PR Officer in place Good relationships with media Media training for key staff/member Media/ centrally coordinated Communications strategy in place Media manager Media Manager member of LRF communication working group Members handbook Prepared press releases for major events 	5 5 → ←	3		Effective 24 hour cover	Discuss	Shared Services

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
26	Inappropriate behaviour by employees or Members	Chairman of FRA Clerk Chief Fire Officer	8 5 ↓	<ul style="list-style-type: none"> Revised Code of Conduct in place Sufficient systems to reduce the likelihood of inappropriate behaviour in the workplace Regular reports to Standards Committee Management & Members training Ethical Framework adopted and cascaded through Service Behavioural standards included in Contracts of employment Rank to role including core values Whistleblowing Inductions and Exit Interviews Policies reviewed annually Continuation training 	6 5 ↓	2, 3		Abolition of Standards Board for England	Monitor behavioural standards by reference to internal/ external complaints and discipline actions	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
27	Poor quality key information provided to Members/ Personnel of the Authority/ Service	Chief Fire Officer Chairman of Authority Clerk Group Leaders	8	<ul style="list-style-type: none"> • Open and accessible organisation • Members training & handbook • Meetings Minutes, matrix & Action plans • Minutes of PMM available to staff/Members • Business Impact Analysis • Review policies annually • Group Leaders meet with CFO • Dedicated Committee Service team in-house • SharePoint • Members bulletin with key information published quarterly/ Member Communication Strategy • Staff Communications Strategy inc weekly Staff bulletin • Effective ICT infrastructure • Developed effective communication with partner agencies through the LRF • Information Sharing protocol in place • BCM Exercise programme implemented • Service Policy and Instructions eg Data Quality • IPDR's • Press & PR role • PO visits to Service location • Information Governance Group • Staff Workshops • H & S Liaison Committee • Consultation with RB's • SMT News • Authority Plan • NVQ process • VMDs information • IRS 	3 3 → →	1, 2, 3,4		Management of e-mail	Further development of Intranet communication (Sharepoint)	Commercial opportunities? Commitment to improve Intranet capability (portal)

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
28	<i>Now incorporated into Risk 27 above</i>									
29	Failure to comply with relevant environmental legislation and directives	Members CFO Director of Assets	8	<ul style="list-style-type: none"> Asset Manger conducted a gap analysis Skills internally Member of Worcestershire/Herefordshire Partnership Climate Group Insurance covers specific actions. 	5 5 → ←	1,3,4		Limited insurance for clean up costs. Provided standard industry insurance conditions are met.	Energy Manager Real time energy monitoring Carbon footprint	

Completed by:	Head of Corporate Risk Emergency Planning and Resilience Officer
Date completed/Version Control	28 September 2010 Version V3.7
Risks reviewed	29
New Risks added	0
Risk escalated in the previous 12 month period	3
Risk removed	No.28
Reviewed by:	PO Consultation PMM Risk Champion Group Leaders FRA Membership
Date reviewed:	September/October 2010
Interim review	May 2011
FRA approved	December 2010
Next FRA Approval due	December 2011

11. Appointment of Clerk/Monitoring Officer

Purpose of report

1. To confirm the appointment of a Clerk/Monitoring Officer to the Authority.
-

Recommendation

The Chief Fire Officer recommends that the Authority confirm the appointment of Mrs Anne Brown as an Interim Clerk/Monitoring Officer to the Authority with immediate effect.

Introduction and Background

2. Under the Local Government and Housing Act 1989 the Authority is required to make an appointment to the statutory position of Monitoring Officer. In 1997, the Authority linked the role of Clerk with that of Monitoring Officer. The statutory duties of the Monitoring Officer are attached at Appendix 1. The role of Clerk to the Authority is necessary to ensure that meetings are administered in accordance with the relevant statutes and regulations and to deal with legal and procedural matters for the Authority.
3. In June 2009, the Authority confirmed the appointment of Ms Charlie Adan (Interim Deputy Chief Executive of Herefordshire Council) as Clerk/Monitoring Officer to the Authority. Following her appointment with Herefordshire Council, Ms Adan delegated her clerking duties to Herefordshire Council's Interim Head of Governance, Mrs Anne Brown.

New Clerk / Monitoring Officer

4. Ms Adan is due to leave her interim position with Herefordshire Council on 13 December 2010 and whilst a new post-holder has been appointed Herefordshire Council has suggested that the Interim Head of Law and Governance (Mrs Anne Brown) formally take over the role of Clerk, rather than the new post-holder, to ensure consistency and continuity of service.
5. It is proposed that Mrs Anne Brown continues to undertake clerking duties and is formally appointed to replace Ms Adan as Clerk/Monitoring Officer to the Authority. Mrs Brown is ideally placed to act as Clerk/Monitoring Officer, due to her previous experience in Local Government generally and this Authority in particular.
6. It is also proposed that the appointment is made for a three month period, which will provide an opportunity to carry out a review of the provision of the Clerk/Monitoring Officer role to ensure that it is the most effective method of meeting the Authority's statutory requirements. The interim arrangement and this review will be considered by the Authority at its meeting in February 2011.

7. The cost of the Clerk/Monitoring Officer will be met from the existing budget that was agreed for 2010/11. Herefordshire Council currently provides support for the Clerk/Monitoring Officer in terms of IT, training and development and secretarial assistance.

Conclusion/Summary

8. The Authority is recommended to appoint Mrs Anne Brown as Clerk/Monitoring Officer to the Authority with immediate effect to ensure that the statutory post is filled.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Para. 7

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	Para. 2

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).	Yes	Para. 7
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 – Role of the Monitoring Officer

Contact Officer

Mark Yates, Chief Fire Officer
Email: myates@hwfire.org.uk

Functions of the Monitoring Officer

The list of functions below reflects the statutory duties and powers and associated responsibilities of the Monitoring Officer.

Statutory role

- **Ensuring lawfulness and fairness of decision making.** After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the Authority if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- **Receiving reports.** The Monitoring Officer will receive and act on reports made by ethical standards officers and decisions of the case tribunals.
- **Conducting investigations.** The Monitoring Officer will conduct investigations into matters referred by ethical standards officers and make reports or recommendations in respect of them to the Standards Committee.
- **Supporting the Standards Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.

Other Statutory provisions

- **Duty to Provide Sufficient Resources to the Monitoring Officer.** The Authority will provide the Monitoring Officer with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.
- **Restrictions on posts.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

Associated Responsibilities

- **Maintaining the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Authority's Constitution and will ensure that it is widely available for consultation by Members of the Authority, staff and the public.
- **Proper officer for access to information.** The Monitoring Officer will ensure that the Authority's decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.
- **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, and probity to all Members of the Authority.

(Note: The Chief Fire Officer has been designated as Head of Paid Service and the Treasurer has been designated as the Chief Finance Officer.)

12. The Information Commissioner's Office Model Publication Scheme Review

Purpose of report

1. To approve the revised Publication Scheme for the Authority in line with the Service's Governance arrangements.
-

Recommendation

The Chief Fire Officer recommends that the Authority approves the revised Publication Scheme.

Introduction and Background

2. Under Section 19 of the Freedom of Information Act, it is the duty of every Public Authority to adopt and maintain a Publication Scheme.
3. A New Model Publication Scheme was introduced by the ICO for all public sector organisations to adopt on 1 January 2009.
4. The Authority implemented the ICO's New Model Publication Scheme without amendment and as a result the Authority did not have to submit the Scheme to the ICO for further approval.

ICO Model Publication Scheme

5. The Publication Scheme commits the Authority to proactively publish and routinely make available information held by the Authority. The Corporate Risk Management Department maintains the Scheme and completes a full review on an annual basis.
6. The Scheme divides information into seven standardised classes, as stipulated by the ICO and states what format the data is published in. It provides hyperlinks to electronically available information, details of how to request information obtainable in hard copy format only and whether any charges apply.

Conclusion/Summary

7. Officers have reviewed the Publication Scheme and amended it in accordance with the Services governance arrangements. The draft review was considered by the Policy and Resources Committee on 8 December and recommended for approval by the Authority.
8. It is proposed that the amended Scheme will go live in January 2011. To simplify future updating processes and ensure the data quality of information provided, where information is available electronically, hyperlinks will now be provided to pages on the Service's website rather than to specific documents.

9. This will ensure that any amendments to information on the Service's website are accurately reflected in the Scheme immediately, guaranteeing the accuracy and integrity of the data that the Authority routinely publishes.
10. The positive release of information plays a crucial role in supporting and providing greater openness and transparency across the Authority and governance arrangements for the management of information and data.

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	Whole document

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).	Y	Whole document
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).	Y	Whole document
Consultation with Representative Bodies	N	

Supporting Information

Appendix 1 – Publication Scheme

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer
(0845 12 24454)

Publication Scheme

This is the new Information Commissioner's Model Publication Scheme, for Hereford & Worcester Fire and Rescue Authority covering the geographical area of Herefordshire and Worcestershire for Fire and Rescue Authority related issues. This document details how the Authority meets its requirements laid down in the Freedom of Information Act 2000 (FOIA). It provides information on how our internal workforce, members of the public and organisations can access information covered by this Act.

One of the requirements of the Freedom of Information Act 2000 is that Public Authorities should be clear and proactive about the information they will make public. To do this, they must produce a Publication Scheme, setting out:

- The classes of information which they publish or intend to publish
- The manner in which the information will be published
- Whether the information is available free of charge or on payment

Some information that the Service holds may not be made public, for example, information about national security, fire investigation reports, discipline records or litigation records.

The Fire and Rescue Authority plans to make as much information available as possible without charging for it. Where appropriate there is no charge for electronic transmission of material and for those without Internet access, a printout will be available from the [Corporate Risk Department](#) on request. However, multiple printouts of complete documents may attract a charge for cost of retrieval, photocopying, postage, etc. The Authority will let you know at the time of request whether any such charges apply. Information is free of charge to view at the appropriate locations (although appointments may be necessary).

The Authority arranges to have key documents placed in all the major Libraries, County and District Councils where they can be fully accessed.

You may also apply for a copy of any personal data we hold about you under the Data Protection Act. There is a subject access fee of £10 and you should contact the [Corporate Risk Department](#) for further information. Please note that the Service does not charge a subject access fee for members of staff to access their personal records.

Since January 2005, you have been able to ask the Authority for information that is not already published elsewhere or exempt under the FOIA. Under the FOIA you have the right to ask for information to be provided in a particular way and we will try to meet your request where possible. You are able to ask for assistance if you have any difficulty in formulating or making an application by contacting the [Corporate Risk Department](#) in the first instance. We will help you as much as possible but we are not required to look for the requested information unless we have:

- a clear and legible request in writing with enough detail to locate the information
- your name and address (e-mail address is acceptable) so we can respond to your request

This will ensure that your application is dealt with as quickly as possible. You should give as much detail as you can in order to assist us in locating the information that you require. Some documents may include information that is not available for general release (exempt information) so you will only be provided with the information which is not exempt. You only have a right to **information** and not necessarily to original **documents**.

Any fee chargeable will be calculated by looking at the costs directly and reasonably incurred whilst locating the information you have asked for and giving it to you in the format you requested. You will then be sent a 'fees notice' which you are required to pay within three months of your request – you will not receive information until you have paid the costs in the fees notice.

If the estimated cost of providing the information is above the appropriate limit set by FOIA (£450 or 2.5 days worth of work for Local Government), then we are only under a duty to provide the information below that cost-ceiling. However, the Authority will inform you if the limit will be exceeded and we will try to let you know what can be provided within the limit. Despite not being obliged to provide information which exceeds the limit, the Authority is still under a duty to advise and assist.

It will not be possible, due to "aggregation rules" (these are rules that prevent piecemeal applications for a larger body of information), to make multiple requests to avoid exceeding the limit set by Government. However, we will try to help you as much as possible to get the information you have requested.

If you want to make any comments about this Publication Scheme or if you require further assistance or wish to make a comment or complaint, then initially this should be addressed to the Authority's [Corporate Risk Department](#).

This Publication Scheme will be reviewed by the Service regularly in-line with ICO guidance.

Publication Scheme

<p>Format of Information</p>	<p>All information is available in hard copy on request.</p> <p>The information identified in this Publication Scheme will be available from the website where appropriate.</p> <p>Some information is also available in other languages/formats on request.</p> <p>Copyright arrangements are in place and documents/information provided may only be reproduced with prior permission from the Service.</p>
<p>Availability and Cost</p>	<p>Please apply in the first instance to:</p> <p>Corporate Risk Department Hereford & Worcester Fire and Rescue Authority Service Headquarters 2 Kings Court Charles Hasting Way Worcester, WR5 1JR Telephone 0845 12 24454 Fax 01905 357405</p> <p>E-mail: Informationrequests@hwfire.org.uk or info@hwfire.org.uk Website address – www.hwfire.org.uk</p> <p>Information provided in brochure, leaflet or webpage format is provided free of charge. Where information is provided in a document format, including reports and maps, there is a copying fee of 10 pence per A4 sheet.</p> <p>Fire Reports – Fire Reports are available on written request from the Corporate Risk Department. Please note that the Service does not currently charge for Fire Reports.</p>

Publication Scheme

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1. Who we are and what we do		
Sub – Class	Format of Information	Availability
Structure of the Authority	Internet and hard copy on request	Your Fire Authority Your Fire Service Fire and Rescue Authority Member Details Authority Plan 2010 - 2011
Staff structure of the Authority	Internet and hard copy on request	Service Structure Retired Firefighters
Contact Information	Internet and hard copy on request	Contact Us
Geographical area of operation	Internet and hard copy on request	Station Areas Our Vehicles Specialised Units
General outline of responsibilities	Internet and hard copy on request	Your Fire Service CFO Welcome
Relationship with other Authorities	Internet and hard copy on request	Partnerships Regional Management Board

2. What we spend and how we spend it		
Sub – Class	Format of Information	Availability
Summary of revenue budget estimates and capital expenditure plans	Internet and hard copy on request	Policy and Resources Committee Budget Committee - Archive Fire and Rescue Authority Main Meetings - Agenda and Minutes
Annual statement of accounts	Internet and hard copy on request	Statement of Accounts
Financial audit reports	Internet and hard copy on request	Audit Committee Audit Commission Website Fire and Rescue Authority Main Meetings - Agenda and Minutes
Staff pay and grading structure	Internet and hard copy on request	Uniformed Pay Scales Non Uniformed Pay Scales
Expenses paid to or incurred by Members of the Authority and Senior Officers	Internet and hard copy on request	Members Allowances
	Hard copy on request	PO Expenses
Procurement procedures	Internet and hard copy on request	Procurement
	Hard copy on request	Standing Orders for the Regulation of Contracts Local Transparency
List of contracts and value	Hard copy on request	Contracts Register
Internal financial regulations and delegated authority	Internet and hard copy on request	Register of Financial and Other Interests

3. What our priorities are and how we are doing		
Sub – Class	Format of Information	Availability
Strategic plan, business plan, aims and objectives	Internet and hard copy on request	Policy Planning and Performance Planning Publications
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Audit Commission Website Performance Publications
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Policy and Resources Committee Best Value, Policy & Performance Committee - Archive
Reports by external inspectors	Internet and hard copy on request	Audit Committee Audit Commission Website Comprehensive Area Assessment
Joint strategies	Internet and hard copy on request	Partnerships
Statistical information	Internet and hard copy on request	Comments, Compliments and Complaints Integrated Risk Management Plan 2009-12 Fire and Rescue Authority Main Meetings - Agenda and Minutes Requests for Information Disclosure Log Authority Plan 2010-2011 Statement of Accounts Policy and Resources Committee Best Value, Policy & Performance Committee - Archive

4. How we make decisions		
Sub – Class	Format of Information	Availability
Schedule of meetings open to the public	Internet and hard copy on request	Fire and Rescue Meetings Dates
Agendas and approved minutes of the authority and authority sub-committees	Internet and hard copy on request	Fire and Rescue Meetings Dates Fire and Rescue Authority Committees
Background papers for meetings open to the public	Internet and hard copy on request	Fire and Rescue Meetings Dates Background papers are listed at the end of each Fire and Rescue Authority meeting papers and can be accessed via the Service's website or in hard copy format on request.
Facts and analyses of facts used for decision making	Internet and hard copy on request	Fire and Rescue Meetings Dates Fire and Rescue Authority Committees
Public consultations	Internet and hard copy on request	Public Questions Integrated Risk Management Plan 2009-12
	Hard copy on request	Opinion Research Service Reports

5. Our policies and procedures		
Sub – Class	Format of Information	Availability
Policies and procedures for the conduct of authority business	Internet and hard copy on request	Your Fire and Rescue Authority
Policies and procedures for the provision of services	Internet and hard copy on request	Comments, Compliments and Complaints Confidential Reporting (Whistleblowing) Your Right To Know
Policies and Procedures about the employment of staff	Internet and hard copy on request	Recruitment Equality Diversity Health & Safety
Customer service	Internet and hard copy on request	Comments, Compliments and Complaints Your Right To Know
	Hard copy on request	Communicating with our Customers Policy
Internal instructions, manuals and guidelines	Hard copy on request	If you require any information on the Service's internal Policies and Instructions, please contact the Head of Corporate Risk on telephone number 0845 12 24454 or by e-mail to informationrequests@hwfire.org.uk who will be pleased to assist you.
Charging regimes and policies	Internet and hard copy on request	Your Right To Know

6. Lists and registers		
Sub – Class	Format of Information	Availability
Asset lists and information asset register	Internet	Asset Management Plan
	Hard copy on request	ICT Asset Register Information Asset Register Fleet Asset Register Property Asset Register
Registers open to public inspection (and arrangements for access to the contents)	Internet	Partnership
	Hard copy on request	Asset Management Plan Departmental Risk Registers Fleet Asset Register Partnership Register Project Register Property Asset Register Strategic Risk Register
Register of Members' interests	Hard copy on request	Members' Interests Register
Register of gifts and hospitality	Hard copy on request	Gifts and Hospitality Register

7. The services we offer		
Sub – Class	Format of Information	Availability
Information about the provision of the Authority's services	Internet and hard copy on request	Authority Plan 2010-2011 Integrated Risk Management Plan Preparing for Emergencies Safety advice for businesses Young People Your Safety
	Hard copy on request	Fire Reports – Fire Reports are available on written request from the Corporate Risk Department . Please note that the Service does not currently charge for Fire Reports.
Regulatory responsibilities and procedures	Internet	Accounts and Audit Regulations 2003 Audit Commission Act 1998 Civil Contingencies Act 2004 Comprehensive Assessment Results Corporate Manslaughter and Homicide Act 2007 Data Protection Act 1998 Department of Communities and Local Government Environmental Information Regulations 2004 Equalities Act 2010 Equality Procedures Fire and Rescue Service National Framework 2008/11 Fire and Rescue Services Act 2004

7. The services we offer – Continued

Sub – Class	Format of Information	Availability
Regulatory responsibilities and procedures		Freedom of Information Act 2000 Health and Safety at Work etc Act 1974 Local Authorities (Capital Finance & Accounting) (England) Regulations 2003 Local Government Act 2000 Office of Public Sector Information Regulatory Reform (Fire Safety) Order 2005
Leaflets and explanatory booklets	Internet and hard copy on request	Comments, Compliments and Complaints leaflet Comprehensive Assessment Results Herefordshire Council Tax Publications Safety Advice for Businesses Worcestershire Council Tax Your Safety
Services for which the authority is entitled to recover a fee, together with those fees	Internet and hard copy on request	Your Right To Know
	Hard copy on request	Fire Reports – Fire Reports are available on written request from the Corporate Risk Department . Please note that the Service does not currently charge for Fire Reports.
Media releases	Internet and hard copy on request	News and Events

13. Policy and Resources Committee Report

Purpose of report

1. To inform the Authority of the proceedings of the Committee Meetings held on 1 November and 8 December 2010.
-

Recommendation

The Policy and Resources Committee recommends that the Authority note the proceedings of the Committee Meetings held on 1 November and 8 December 2010.

1 November 2010

2. As this was the first meeting of the Committee, it noted The Terms of Reference of the Policy and Resources Committee and agreed a Work Programme for the Committee.
3. The meeting considered options for Bromsgrove Fire Station and agreed to officers of the Service continuing work with West Mercia Police to pursue an option to lease a new Fire Station in Bromsgrove as part of a new Fire/Police Station owned by West Mercia Police.
4. Budget Monitoring Report - The Treasurer informed the Committee of the current position on Capital and Revenue Budgets after the first 6 months of the financial year 2010-11.

8 December 2010

5. The Committee considered the draft IRMP Action Plan 2011/2012 and recommended the draft, as presented, for approval by the Authority (see Item 9 on the Agenda for this meeting).
6. The Committee noted details of the Authority Plan 2nd quarter performance analysis, of which there is a summary in the Chief Fire Officer's Service report.
7. The Committee approved the Information Commissioner's Office Model Publication Scheme Review and the Strategic Risk Register for approval by the Authority (see items 10 and 12 on the Agenda for this meeting).
8. The Committee considered options for charging for special services and the recommendations are set out in item 11 on the agenda for this meeting.
9. The Committee noted updates from the Equality and Diversity Steering Group, the Joint Consultative Council and the Health and Safety Liaison Panel.

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

10. 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 Papers

Agenda and Reports for the Meetings of the Policy and Resources Committee held on 1 November 2010 and 8 December 2010.

(All of the background papers can be viewed on the Service website: www.hwfire.org.uk).

Contact

Committee Services
01905 368367

14. Audit Committee Report

Purpose of report

1. To inform the Authority of the proceedings of the Audit Committee Meeting held on 7 October 2010.
-

Recommendation

The Audit Committee recommends that the Authority note the proceedings of the Committee Meeting held on 7 October 2010.

Business conducted at the Meeting

2. The Committee noted the following:
 - i. The amended Terms of Reference for the Committee as approved by the Authority on 28 September;
 - ii. Internal Audit Update;
 - iii. External Audit Update:

The Committee considered the Government's proposals to abolish the Audit Commission at the end of 2012 and that a new Audit regime should be in place for 2012/13. The Committee noted that the Audit Commission would complete the 2010/11 and 2011/12 audits.

- iv. The Quarterly Risk Management Update

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

3. 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 Papers

Agenda and Reports for the Audit Committee Meeting on 7 October 2010 (see www.hwfire.org.uk).

Contact Officer

Committee Services
01905 368367

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
AM	Area Manager
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
CLG	Department for Communities and Local Government
CM	Crew Manager
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRE	Commission for Racial Equality
CRR	Community Risk Register
CS	Community Safety
CSR	Current Spending Review
CSU	Command Support Unit
DC	District Commander
DCFO	Deputy Chief Fire Officer
DDA	Disability Discrimination Act
DIM	Detection, Identification and Monitoring
DOF	Director of Finance
DoH	Department of Health
DoT	Direction of Travel
DPA	Data Protection Act

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

EA	Environment Agency
EAS	Electronic Availability System
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
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FBU	Fire Brigades Union
FDR	Fire Damage Report
FDS	Flexible Duty System
FireLink	The National Project for the introduction of a 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
FSNBF	Fire Service National Benevolent Fund
FSPA	Fire Service Procurement Association
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GM	Group Manager
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HAZMAT	Hazardous Materials
HERMIT	Herefordshire Emergency Response to Major Incidents Team
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
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
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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
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JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
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KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

LASER	Learning about Safety by Experiencing Risk
LEA	Local Education Authority
LFF	Leading Fire Fighter
LGA	Local Government Association
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
MARP	Midlands Area Radio Project
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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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
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
SAP	Systems Application and Products
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
SM	Station Manager
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
T&DC	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
WM	Watch Manager
WMRMB	West Midlands Regional Management Board
YFA	Young Firefighters' Association