



HEREFORD & WORCESTER

Fire and Rescue Authority

Policy and Resources Committee

AGENDA

10.30 am Wednesday 8 December 2010

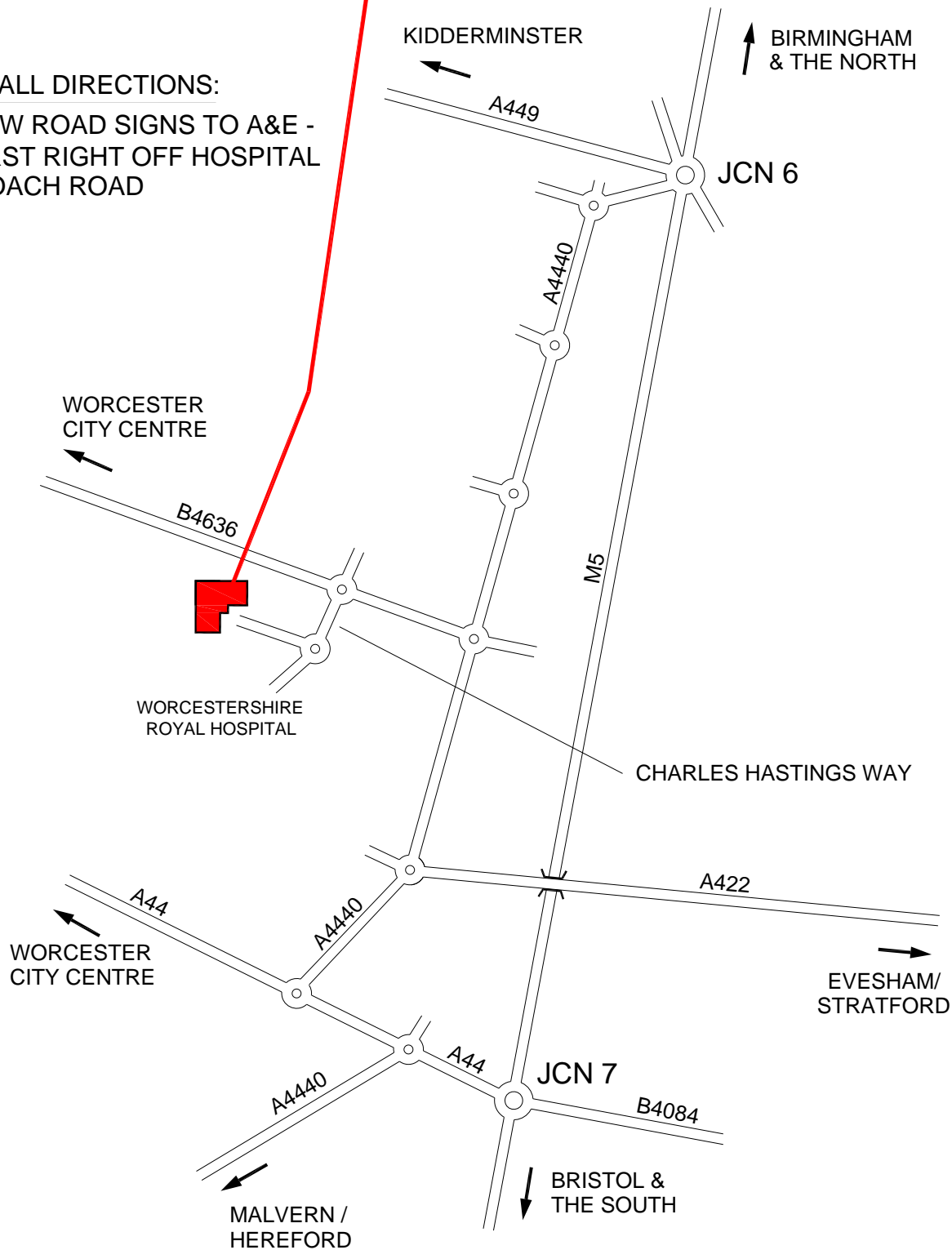
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(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
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WELCOME AND GUIDE TO TODAY’S MEETING

These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers

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

Chairman

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

Officers

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

The Business

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

Decisions

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

Agenda

Members

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman),
Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Cairns, Mr J Campion, Mr S Clee,
Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor,
Mr R Udall and Mr G Yarranton.

Pages

1. Apologies for Absence

To receive any apologies for absence.

2. Named Substitutes

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

3. Declaration of Interests (if any)

The Members' Code of Conduct requires Members 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 Member to declare an interest in any of the items on this Agenda.

4. Confirmation of Minutes

To confirm the minutes of the meeting of the Policy and Resources Committee held on 1 November 2010 (copy attached).

1 - 2

5. Draft IRMP Action Plan

1. To provide the Committee 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 agree the amended draft Action Plan 2011/12 for recommendation to the Authority

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6. Financial Prospects and Future Planning

To inform the Committee of future financial prospects.

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7. Authority Plan 2010-2011 2nd Quarter Performance Analysis	35 - 56
To provide the Policy & Resources Committee with a summary of the 2nd quarter performance against the 2010-11 Authority Plan.	
8. The Information Commissioner's Office Model Publication Scheme Review	57 - 70
To consider the proposed review of the Information Commissioner's Office (ICO) Model Publication Scheme, in line with the Service's Governance arrangements, and recommend for approval by the Authority.	
9. Strategic Risk Register	71 - 105
To consider the revised Strategic Risk Register and recommend for approval by the Authority.	
10. Treasury Management Activities 2010/11	106 - 107
To review Treasury Management Activities for the first half of 2010/11.	
11. Fees and Charges	108 - 110
To consider options for charging for special services.	
12. Update from the Equality and Diversity Steering Group	111 - 112
To provide the Committee with a report on the work undertaken through the Service's Equality and Diversity Steering Group.	
13. Update from the Joint Consultative Council	113 - 117
To inform the Committee of the JCC Meetings and Decision Log for October 2010.	
14. Update from the Health and Safety Liaison Panel	118 - 120
To provide the Committee with a report on the work undertaken through the Service's Health and Safety Liaison Panel.	
Glossary	121 - 124

Minutes

Members present:

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman),
Mrs P Andrews, Mr T Bean, Mr J Cairns, Mr S Clee, Mr J Goodwin, Mrs L Hodgson,
Mrs J Potter and Mr G Yarranton.

1. Apologies for Absence

Mrs M Bunker, Mr J Campion, Brigadier P Jones CBE, Mr D Taylor and Mr R Udall

2. Named Substitutes

None

3. Declaration of Interests (if any)

The Chairman invited any Councillor to declare an interest in any of the items on the Agenda for this Meeting.

Item 6 on the Agenda was “**Proposed options for Bromsgrove Fire Station**” which currently occupies land owned by The Worcestershire County Council; the Members appointed by that Council declared their interest. It was the view of the Clerk that this interest was not of concern at this stage.

Cllr J Potter declared that she was a Governor of New College whose lands could be involved in proposals for a new building for Bromsgrove Fire Station and her personal interest in the matter was noted.

4. Recent Fire in Hereford High Town

Cllr P Andrews conveyed the thanks of Hereford City Council for the manner in which Hereford & Worcester Fire and Rescue Service had dealt with the recent fire in Hereford High Town and, in particular, the care taken to minimise any damage to the heritage buildings in the vicinity of the fire. The Chief Fire Officer thanked her and said that this would be passed on to the commanders and crews who had successfully managed the incident. He said that the Service had also taken the opportunity to highlight its Fire Safety message to all businesses in the High Town.

5. The Terms of Reference of the Policy and Resources Committee

The Clerk presented to the Committee the Terms of Reference as approved by the Authority on 28 September 2010. At item 2, the Role of the Committee, she clarified that the Committee would only be involved in Audit Committee matters where there was a need for a strategic response from the Authority.

RESOLVED that the Committee note the Terms of Reference as approved by the Authority on 28 September 2010.

6. Policy and Resources Committee Work Programme

The Clerk presented the draft Work Programme for the Committee which she said needed to be flexible to accommodate various other matters which might arise in the future.

It was noted that the reports from the Equality and Diversity Steering Group, the Joint Consultative Council and the Health and Safety Liaison Panel would be submitted quarterly to the Committee.

RESOLVED that the Committee note the Work Programme.

7. Proposed Options for Bromsgrove Fire Station

The Chief Fire Officer advised the Committee of options to fund a replacement for Bromsgrove Fire Station and possible funding arrangements for the project which considered improved financial efficiencies for the Authority and co-operation with potential partner organisations. He said that having considered the various options Officers wished to investigate further the feasibility of leasing a new Fire Station as part of a new Fire/Police Station owned by West Mercia Police.

A Member stated that the Authority had previously resolved to acquire properties freehold rather than leasehold. The Clerk replied that she was not aware of any provision in the Asset Management Plan or current Authority policy which would prevent the Authority from considering the option to lease but that this would be checked prior to any future proposals in this regard.

A Member queried if the Ambulance Service could also share the proposed Police/Fire Service facility at Bromsgrove; the Committee heard that this had been considered but it was found that the site would be too small to accommodate this. The meeting noted the possibility of further co-operation with partners at Redditch and the Committee welcomed the partnership approach for the provision of new and improved Services.

RESOLVED that

- i) the Policy and Resources Committee agree 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;*
- ii) the Authority continue to work with partners for the provision of new and improved services;*
- iii) a further report is brought to this Committee to seek appropriate permissions prior to the contractual stage of this project being reached; and*
- iv) prior to the above report the Clerk will check the Authority's policy regarding the leasing of property for the provision of Fire and Rescue Services.*

8. Budget Monitoring Report 2010-11

The Treasurer informed Members of the current position on Capital and Revenue Budgets after the first 6 months of the financial year 2010-11.

RESOLVED that the Committee note the position on Capital and Revenue budgets at 30 September 2010.

The meeting finished at 10.05 am.

Signed: _____

Chairman

Date: _____

5. Draft IRMP Action Plan 2011/12

Purpose of report

1. To provide the Committee 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 agree the amended draft Action Plan 2011/12 for recommendation to the Authority.

Recommendations

The Chief Fire Officer recommends that:

- i) The Committee notes the consultation report.***
- ii) The amended 2011/12 IRMP Action Plan is approved for submission to the Authority on 17 December 2010.***

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.

2011/12 IRMP Action Plan Feedback and Consequential Amendments

10. Recommendations 1 and 2 remain unchanged.
11. 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.
12. 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.
13. Recommendations 5, 6 and 7 remain unchanged.
14. The consequent Summary of Proposed Recommendations is included as Appendix 2.

2011/12 IRMP Action Plan

15. 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 continued 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 wholtime 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***

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

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

Conclusion/Summary

16. 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.
17. These recommendations will now form a 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.

Supporting Information

Appendix 1 – Summary of consultation document

Appendix 2 – Summary of proposed recommendations

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

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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

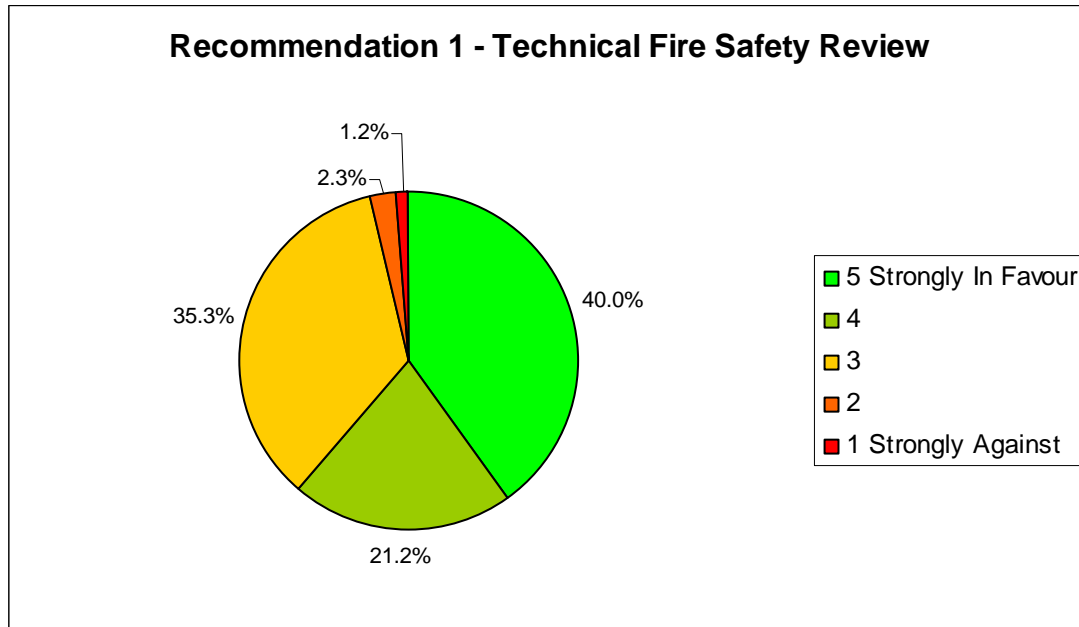
Recommendation 7

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.

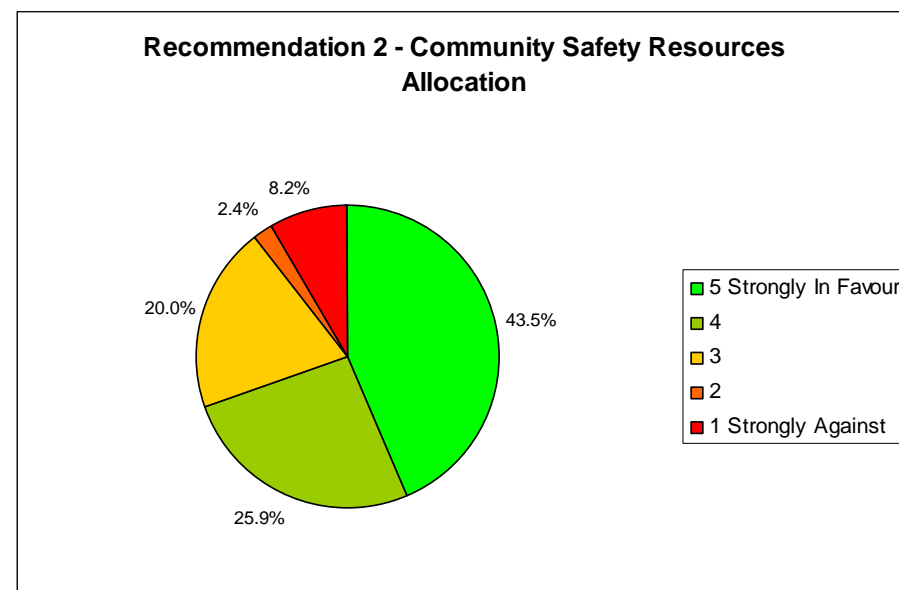
Proposed Recommendation

This recommendation is adopted

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

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.

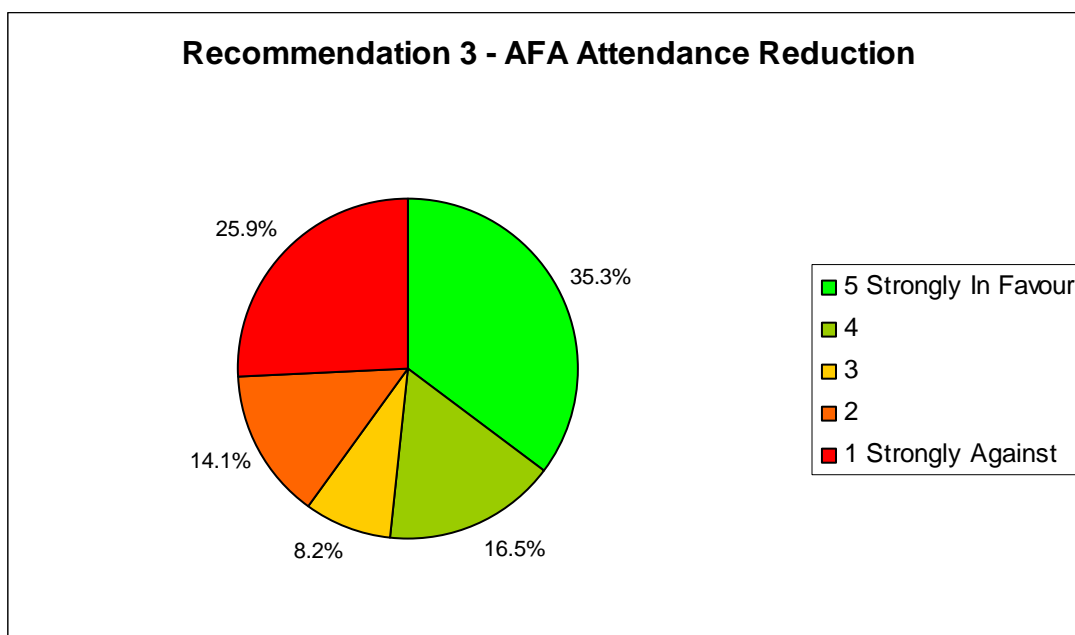
In line with this, it may be useful to examine how data and guidance is used to inform targeted community safety activity.

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."

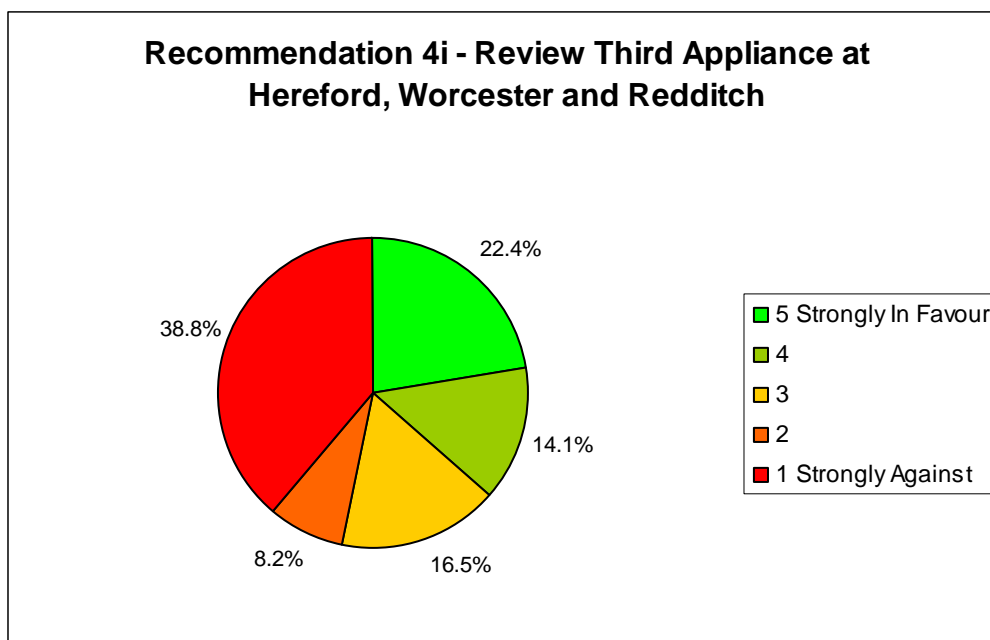
- Reword the background information to clarify which figures refer to calls and which figures refer to incidents attended e.g. "The Service attends over 2700 incidents a year to automatic fire alarms (AFA) that turn out to be false alarms; this is approximately one third of all incidents attended by 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

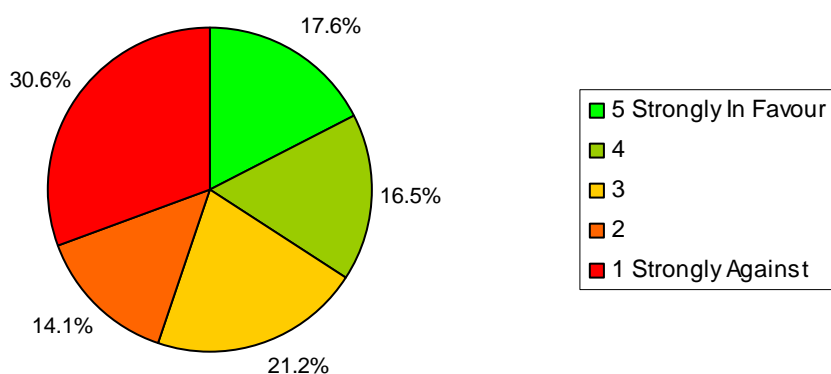
This recommendation is amended and approved as follows:

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.

Recommendation 4ii - Review Current Crewing Arrangements at Bromsgrove



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*.

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.

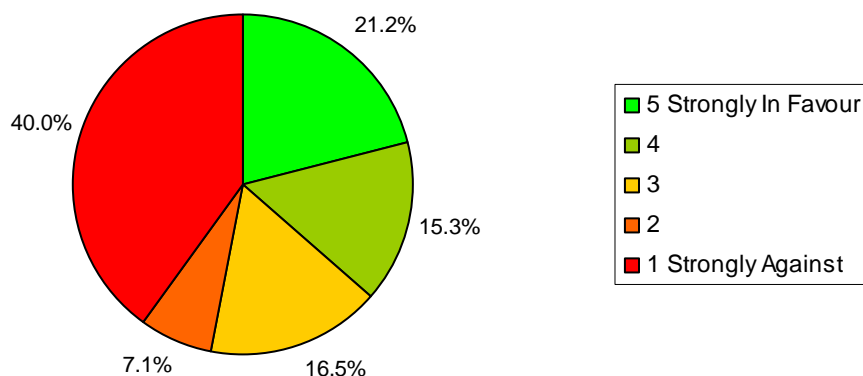
Proposed Recommendations

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.

**Bromsgrove moved from day crewed to WT in 1997.*

Recommendation 4iii - Review 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 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

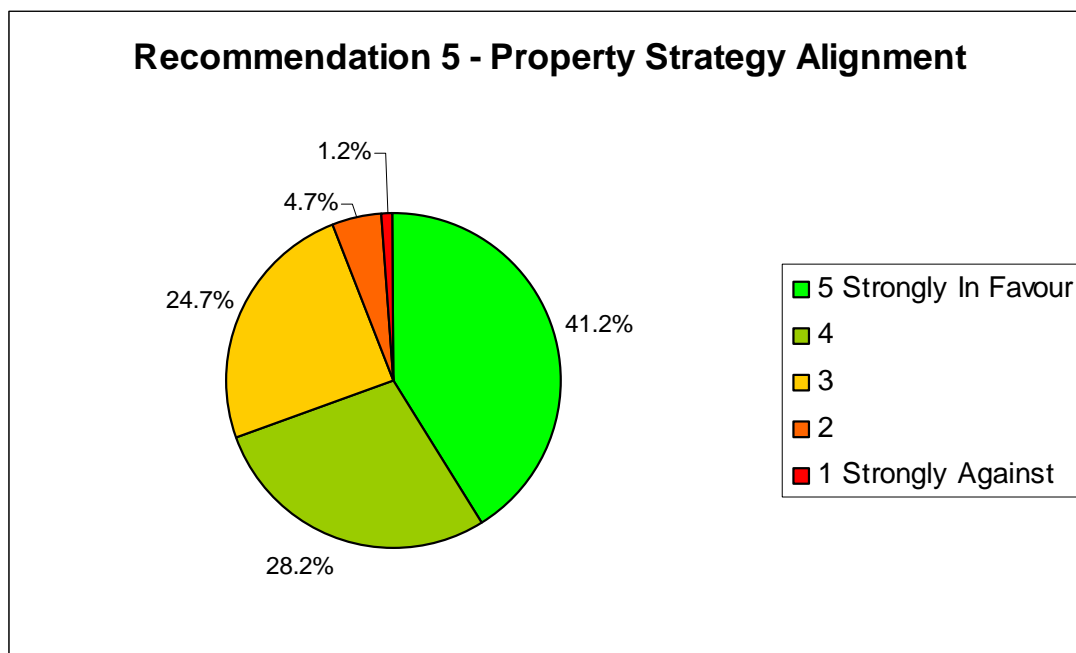
Proposed Recommendations

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.

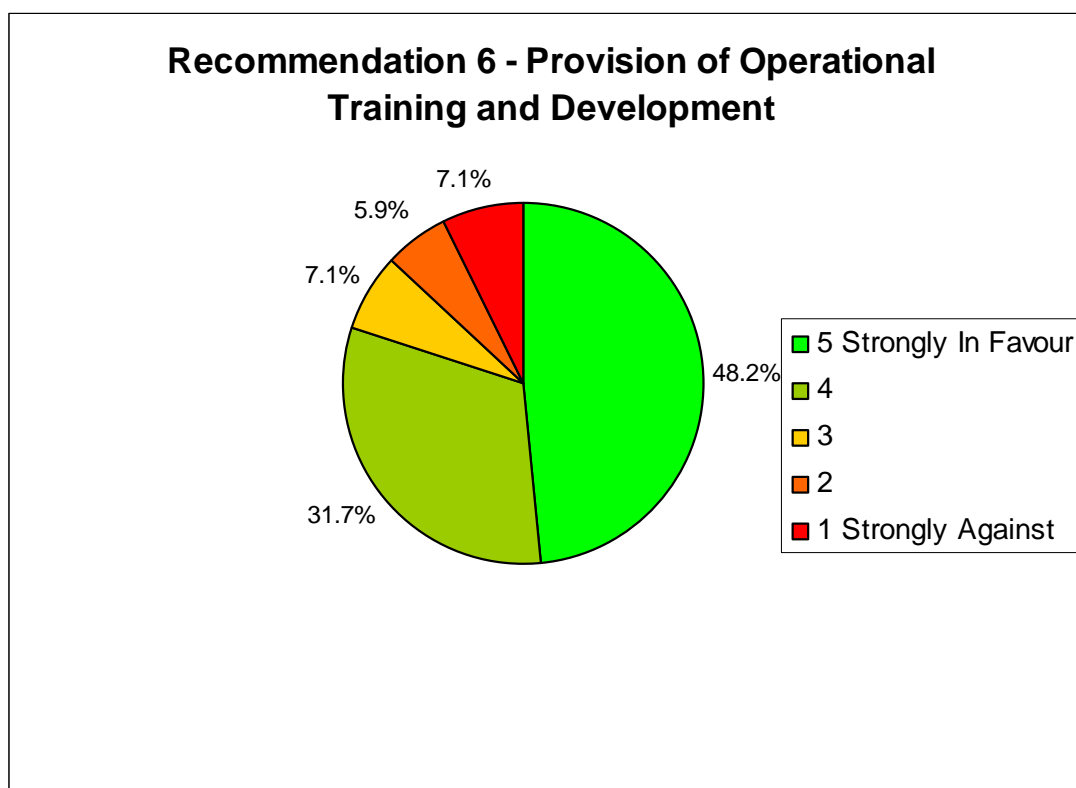
We should look at female and disabled facilities.

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.

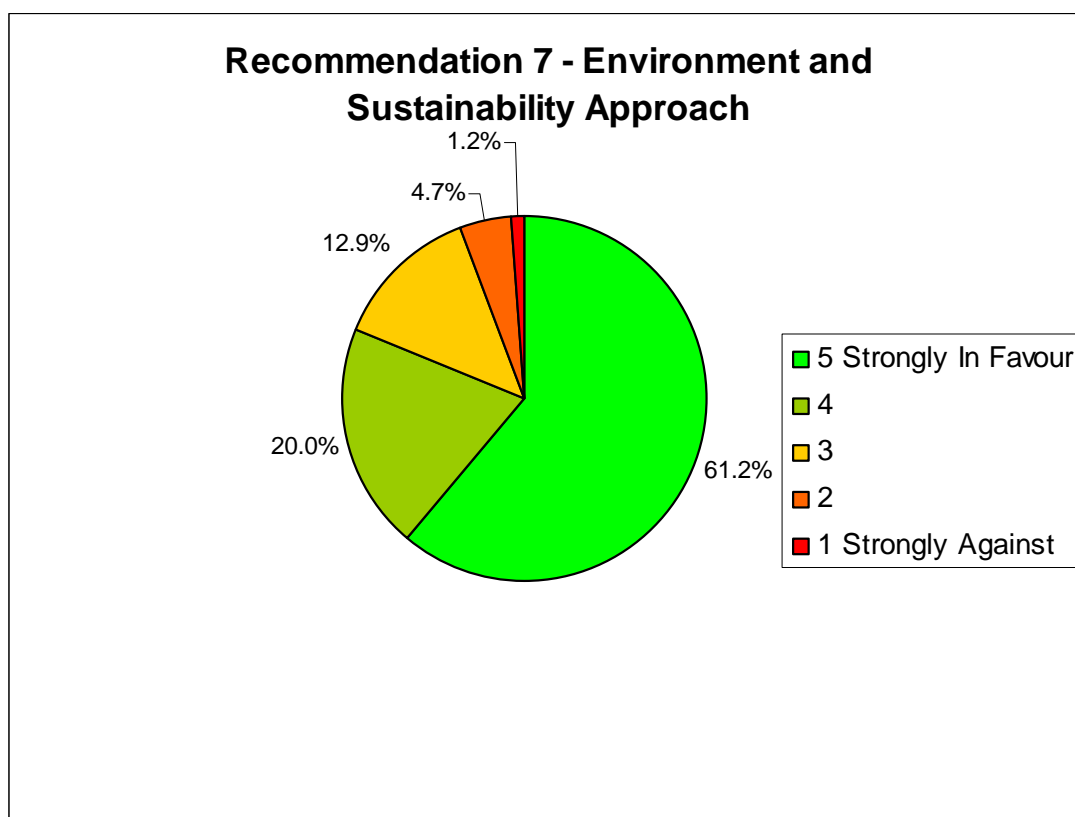
Consideration should also be given to non-uniformed training requirements which are also important.

Proposed Recommendation

This recommendation is adopted

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



Summary of Written Responses	5 Strongly In Favour	4	3	2	1 Strongly Against	Total responses
Recommendation 7	52	17	11	4	1	85

61.2% of respondents agreed strongly with this proposal and only 5.9% disagreed.

Key Themes

This proposal was clearly regarded as a good idea, with 81.2% in favour and only 5.9% against. The overwhelming sentiment was that there was an obligation on the Service to play its part in supporting environmental sustainability.

Some respondents were concerned that money might be spent on environmental matters which could be better allocated to delivery of services.

A number of responses considered that fire stations wasted energy or were not inherently energy efficient.

Consultation Comments/Suggestions

It was felt important that clear performance indicators and targets were assigned to any implementation of this proposal to ensure that progress was objectively measured.

Concern was raised that we were not being sufficiently aggressive in our commitment to support environmental sustainability.

A further concern was whether the Service would be constrained in the short term from making the necessary investments that would deliver benefits in the longer term.

Consider motion sensors in more areas of properties and heat isolation for winter transition.

Install a separate air conditioning system for the ICT servers – this would initially be expensive but would soon pay for itself through not having to be switched on in the rest of the building.

The Service should work with local community action groups that are part of the 'Big Society' approach.

Proposed Recommendation

This recommendation is adopted

3. Other Written Responses

The Fire Brigades Union provided a detailed response to all FRA members which addressed each IRMP Action Plan recommendation and these responses have been incorporated into the key themes under each recommendation.

In summary:

Recommendation 1: *“...we welcome the proposed review as an opportunity to demonstrate the improvements that have been, and continue to be achieved.”*

Recommendation 2: *“There is a prejudged outcome in this recommendation that the review will maximise the ability to reduce risk in our communities.”*

Recommendation 3: *“The statement...‘we will reduce’ is prejudging the review which if risk based may lead to an increased attendance on some AFAs (sic) based on the property risk profile.”*

Recommendation 4: *“Our main concerns ... are that the wording of the recommendation is ambiguous, and wholly misleading.”*

Recommendation 5: *“[FBU] welcomes any deliverable strategy that will give ... the kind of working environments that is enjoyed by those who work in recently bought modern up to date buildings.”*

Recommendation 6: *“...the Operational Training Strategy ... does not currently exist...”*

“...how does the Service intend to review a (sic) Operational Training Strategy that is not available and then implement any appropriate changes?”

Recommendation 7: *“...this recommendation does not suffer the lip service that these issues have fallen foul of else where...”*

The FBU also provided more generic comments on the consultation process, focusing on the effective length of this year's consultation period, the ability of the public to understand and respond to the consultation process as well as its accessibility.

There was also a request from the FBU for it to provide input into the scope and terms of any review; to have an involvement with the review itself; and early access to the outcomes of any review undertaken.

4. Additional Comments from Focus Groups and Feedback Forms

General Comments not incorporated into Recommendation Key Themes

Comment	Response
The most frequently repeated sentiment was that the wording of the proposals was either ambiguous, contained too much Fire Service jargon or provided insufficient information to enable the responder to make an informed judgement.	The IRMP Action Plan consultation contained a high level summary of proposals. The Authority aims to provide clarity of information from which those consulted can respond. This requires a balance of information between detail and concise proposals. Comments made on how this can be improved will be considered, including links to other Authority documents where appropriate.
A recurring consultation response centred on the process being a paper exercise just to satisfy IRMP guidelines and not able to influence decisions because the outcomes are predetermined.	The FRA regards consultation as a critical element of the IRMP process. Consultation responses are evaluated and are incorporated into proposals where appropriate. Feedback has resulted in changes being made to previous IRMP proposals and will again be fully considered as part of the 2011-12 Action Plan process.
A number of comments suggested that some of the proposals are cost management initiatives dressed up as risk management initiatives. This observation was often linked with a caution that we must never lose sight of our responsibility to respond to emergencies to help people in trouble.	The proposals are not driven by budget challenges. However, at the heart of IRMP processes is the balancing of risk against available resources. Resource availability is a critical factor determining the Authority's ability to make changes and improvements.
There were views that these proposals will have no actual measurable outcomes and nothing has or will change. There just seems to be review upon review upon review.	Each proposal, once approved, will be developed with a clear scope and terms of reference. Clear outcomes will be identified, including milestones, which will be measured through our normal performance systems to ensure effective delivery.
Concern was expressed that some departments were not aware of proposals that affected their area of responsibility before they were submitted to the Authority.	The FRA is responsible for determining our strategic plans and approving major Service initiatives. It is therefore felt appropriate to engage on such issues with Members of the FRA and to seek their guidance before communicating more widely within the organisation. Detailed business objectives will still need to be developed for each proposal that is approved and departmental representatives will be responsible for this task through the established planning process.

Draft IRMP Action Plan 2011/12

Summary of Proposed Recommendations

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

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

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

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.

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***

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.

- ii. The current crewing arrangements at Bromsgrove***

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.

**Bromsgrove moved from day crewed to WT in 1997.*

- iii. The appropriate number of personnel on each watch at wholetime and day crewed stations***

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

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

Proposed Recommendation

This recommendation is adopted

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

Proposed Recommendation

This recommendation is adopted

6. Financial Prospects and Future Planning

Purpose of Report

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

Recommendation

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

Background

2. 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 and the October 2010 Comprehensive Spending Review.
3. 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.
4. In his Comprehensive Spending Review statement to the House of Commons, the Chancellor stated that he was protecting Fire and Rescue Services from the level of cuts to be made by Local Government. Since then there has been an announcement of an average grant reduction for FRAs of 25% over 4 years, and an indication that it would be back-loaded, but actual grant data for individual FRAs is not expected until early December.
5. There is significant concern amongst Combined Fire Authorities that the Government may cap grant cuts in order to equalise the expenditure effect on individual authorities. If this is done at the average level of expenditure impact (i.e. 13%) this would mean a grant cut of 38% for H & W FRA, but lower than 25% for Metropolitan FRAs.
6. 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.
7. 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.
8. Some clarity has been given about the council tax freeze, which is in accordance with the MTFP assumptions.

Expenditure Requirement

9. This has been 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.

10. In addition there are potential cost pressures in respect of:
- Additional RDS training
 - Property maintenance
11. Appendix 1 gives details of the new expenditure requirement projections. 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. 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	31.731	33.009	33.456
Saving	(0.422)	(0.358)	(0.349)

13. In spite of the additional cost pressures the core budget requirement is less than that in the MTFP.

Available Resources

14. As this report was written when the provisional grant settlement had not been made, the position will be updated verbally at the meeting if information is available.
15. The working assumption is that the 25% cut in grant over 4 years equates to 25% less grant cash in 2014/15 than in 2010/11. It remains unclear as to whether there will be an allowance for inflation in future grant payments, but this has not been assumed.
16. The Chancellor announced that cuts to Fire and Rescue Service grants would be back-loaded into the latter 2 years of the 4 year settlement. Beyond that no indication of phasing has been given, but based on latest indications from officers professional associations a profile of 6%, 3%, 5%, and 11% has been used.
17. 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.
18. 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 paragraph 25 below).

19. Appendix 2 gives details of the potential resources, which are summarised below:

	2010/11 Actual £m	2011/12 Forecast £m	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
Formula Grant	10.668	10.028	9.708	9.174	8.001
Council Tax Freeze Grant		0.516	0.516	0.516	0.516
	10.668	10.544	10.224	9.690	8.517
Council Tax	20.643	20.643	20.643	20.643	20.643
Collection Fund	0.083	0.000	0.000	0.000	0.000
	20.726	20.643	20.643	20.643	20.643
	31.394	31.187	30.867	30.333	29.160
Grant	34%	34%	33%	32%	29%
Council Tax	66%	66%	67%	68%	71%

Budget Gap

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

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Raw Budget Requirement	31.731	33.009	33.456	34.102
Forecast Resources	31.187	30.867	30.333	29.160
Budget Gap	0.544	2.142	3.123	4.942

21. The cumulative savings to be identified are:

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
2011/12 on-going savings	0.544	0.544	0.544	0.544
additional and on going 2012/13 savings		1.598	1.598	1.598
additional and on going 2013/14 savings			0.981	0.981
additional and on going 2014/15 savings				1.819
	0.544	2.142	3.123	4.942

22. In the worst case scenario (see paragraph 5 above) with grant cuts being made pro-rata to expenditure rather than grant the 2011/12 gap might be £0.320 greater and the cumulative position at 2014/15 £1.4m larger.

Closing the Budget Gap

23. 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.

24. However, given a level of grant cut of at least 25% the necessary level of savings cannot be achieved from the back office alone and changes to service levels cannot be ruled out.
25. 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 has the following impact :

	2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £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

26. This equates to under £1.84 per Band D tax-payer per year.
27. This would have the impact of reducing the gap to

2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
1.626	2.078	3.355

Equality and Diversity Impact

28. The immediate impact on recruitment activities means that progress against equality and diversity targets for the recruitment of wholtime female and BME firefighters will not be achievable. However, retained recruitment will continue based on need.
29. 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

31. It is anticipated that the proposed level of future grants will be known prior to the Committee meeting and this will enable a preliminary paper to be taken to the FRA meeting in December, with a more detailed consideration for the January meeting of this Committee.

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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Martin Rehorn, Director of Finance

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Hereford & Worcester Fire and Rescue Authority

Policy and Resources Committee - 8th Dec 2010

Appendix 1

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
NI Increases	0.000			
General Inflation Contingency 2011/12 (1.5%)	0.156	0.156	0.156	0.156
General Inflation Contingency 2012/13 (1.5%)		0.151	0.151	0.151
General Inflation Contingency 2013/14 (1.5%)			0.151	0.151
General Inflation Contingency 2014/15 (1.5%)				0.148
Exhausted specific grant	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
FireControl - 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	31.731	33.009	33.456	34.102

Hereford & Worcester Fire and Rescue Authority
Policy & Resources Committee - 8th Dec 2010
Resource Projection

Appendix 2

	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 <i>25% cut on 2010/11 Actual over next 4 years phased 6/3/5/11</i>	10.668	10.028	9.708	9.174	8.001
Council Tax Freeze Grant <i>equal to 2.5% of 2010/11 Council Tax yield</i>		0.516	0.516	0.516	0.516
Precept <i>cash frozen at 2010/11 level</i>	20.643	20.643	20.643	20.643	20.643
	31.311	31.187	30.867	30.333	29.160
Collection Fund	0.083				
	31.394	31.187	30.867	30.333	29.160

7. Authority Plan 2010-2011 2nd Quarter Performance Analysis

Purpose of report

1. To provide the Policy and Resources Committee with a summary of the 2nd quarter performance against the 2010-11 Authority Plan.
-

Recommendation

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

Introduction

2. This is the second quarterly report for 2010-2011 on the Service's performance against the 2010-2011 Authority Plan. It provides an update on the performance of Hereford & Worcester Fire and Rescue Service during the 2nd Quarter 2010-2011.
3. The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance.
4. With the abolition of the Best Value Performance Indicators (BVPIs), the Service took the opportunity to review the performance indicators we measure ourselves against. A new suite of primary and secondary indicators was developed with the aim of covering more parts of the Service than were previously covered by the BVPIs. External guidance from CIPFA and CFOA informed the choice of new indicators and on all of our indicators, where possible, stretch targets were set.
5. The target setting process involved Policy, Planning and Performance Directorate (PPP) and the relevant departments working in collaboration, informed by previous years' data and trend forecasts. This, together with the development of an explicit performance framework and the increased visibility of our IT based performance management system, CorVu, has enhanced our performance culture.
6. CorVu was adopted into the Service in 2009. Since then training has taken place with all users to ensure the system is further embedded into the organisation. This has expanded our use of CorVu, including the monitoring of progress against Departmental, District and Station plans.
7. Where appropriate, peer analysis within Family Group 4 is also presented to assess Service performance against other Fire and Rescue Services. This group was originally formed from 'similar' Fire and Rescue Services based upon factors such as funding, population and fire calls. The overall aim of Family Group 4 is to encourage and share performance improvement between the 18 members although not all Fire and Rescue Services collate all of the indicators.

Summary

9. This Quarterly Performance Monitoring Report is set against the strategic aims established in the Authority Plan 2010-2011. These strategic aims allow us to tackle existing and potential risks to our communities through an appropriate and proportionate combination of prevention, protection and response and by providing well trained and effective staff with the right resources.
10. Both the Authority Plan 2010-2011 and IRMP 2009-2012 made clear that our focus remains on home safety for our most at risk groups. The need for such focus was evident again this quarter when the potential for loss of life is highlighted at each accidental dwelling fire that the Service attends.
11. The Service has succeeded in improving outcomes across a wide range of indicators through the second quarter, and met performance targets in the following key corporate indicators:
 - Primary fires
 - Deliberate primary fires including vehicles
 - Deliberate secondary fires including vehicles
 - Percentage of fires attended where no smoke alarm was fitted
 - Malicious calls attended and unattended
 - False alarms calls caused by automatic fire detection in non domestic properties
 - Wholetime uniformed sickness absence
12. The Service intends to continue to increase its focus on other key corporate performance indicators where continuous improvement is required for the remainder of 2010-2011:
 - Percentage of dwelling fires where a smoke alarm did not activate when expected to
 - Percentage of persons making complaints satisfied with the handling of those complaints
 - Percentage of false alarms calls caused by automatic fire detection to a non-domestic property with more than 1 attendance
 - Percentage of accidental fires in dwelling confined to room of origin
 - Working days lost to all staff sickness absence per head
 - Percentage of uniformed and non-uniformed staff who are disabled
 - Percentage of invoices paid within timescales

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

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	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	

Conclusion/Summary

14. The Audit and Policy and Resources Committees will continue to receive reports with detailed information on the measures the Service is taking to achieve its targets in further reducing accidental dwelling fires, and others where improvements are required.

Supporting Information

Appendix 1 – Authority Plan 2010-2011 2nd Quarter Analysis (Performance Indicators)

Appendix 2 - Authority Plan 2010-2011 2nd Quarter Analysis-
Service Objectives & Projects

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer
(01905 368256)
Email: lphillips@hwfire.org.uk

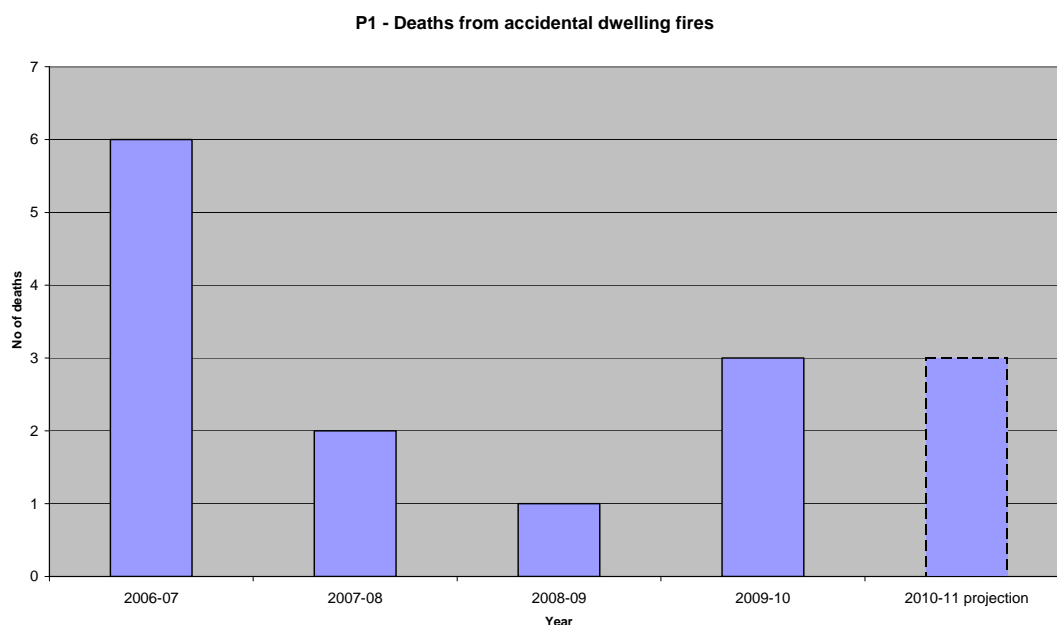
Authority Plan 2010-2011 2nd Quarter Analysis (Performance Indicators)

1. Strategic Direction: Community

- 1.1. *We will improve the safety of the community by targeting ‘at risk’ groups, improving the environment within which we live and by working and engaging with the people we serve.*

Deaths from accidental dwelling fires

- 1.2. So far there has been 1 fatality from an accidental dwelling fire during 2010-2011, this occurred during Quarter 1; however we are still cautiously forecasting that we may miss our end of year target of 2 fatalities.



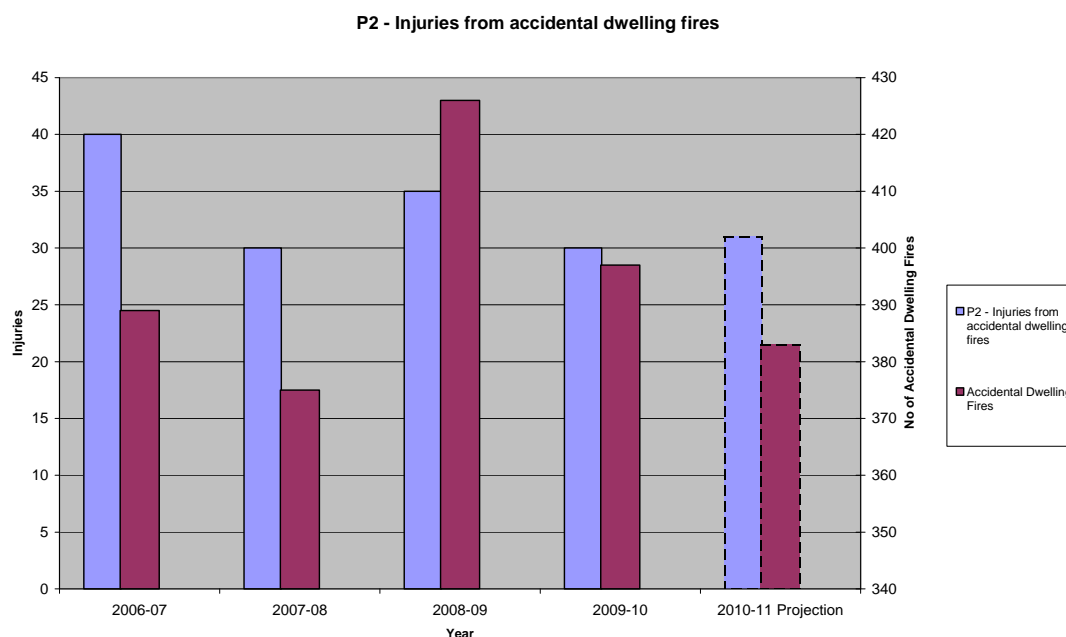
(Figure 1 – Deaths from accidental dwelling fires 2006-07 to 2010-11)

- 1.3. Every accidental fire death is subject to a detailed investigation looking at the precise circumstances, which helps in targeting at risk groups. It was reported at the end of the last Quarter that the approach to Community Fire Safety (CFS) within the Service has been strengthened with greater identification of at risk groups within level 2 of the Integrated Risk Management Plan (IRMP) evidence documents. These documents are being used to inform local CFS strategies in particular targeting of the Home Fire Safety Check process.
- 1.4. The production of the Community Safety “how-to” guide gave greater capacity to crews to deliver HFSCs and an increased focus and emphasis has resulted in an increase in the number of HFSCs. As a result, 695 HFSCs were undertaken in Quarter 2 2010-2011 compared with that of 439 in Quarter 1 2010-2011.

- 1.5. The Service is now part of Family Group 4 which enables benchmarking against other Services for a range of performance indicators although not all Services collate all indicators. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was ranked joint fifth out of thirteen FRSs for this indicator.

Injuries from accidental dwelling fires

- 1.6. There were six injuries from accidental dwelling fires in Quarter 2 2010-2011 compared with eight injuries in the same quarter last year. Four of the six injuries were casualties suffering from smoke inhalation; the other two were taken to hospital with breathing difficulties other than from smoke inhalation. There were no single incidents with more than two injuries in Quarter 2 2010-2011.

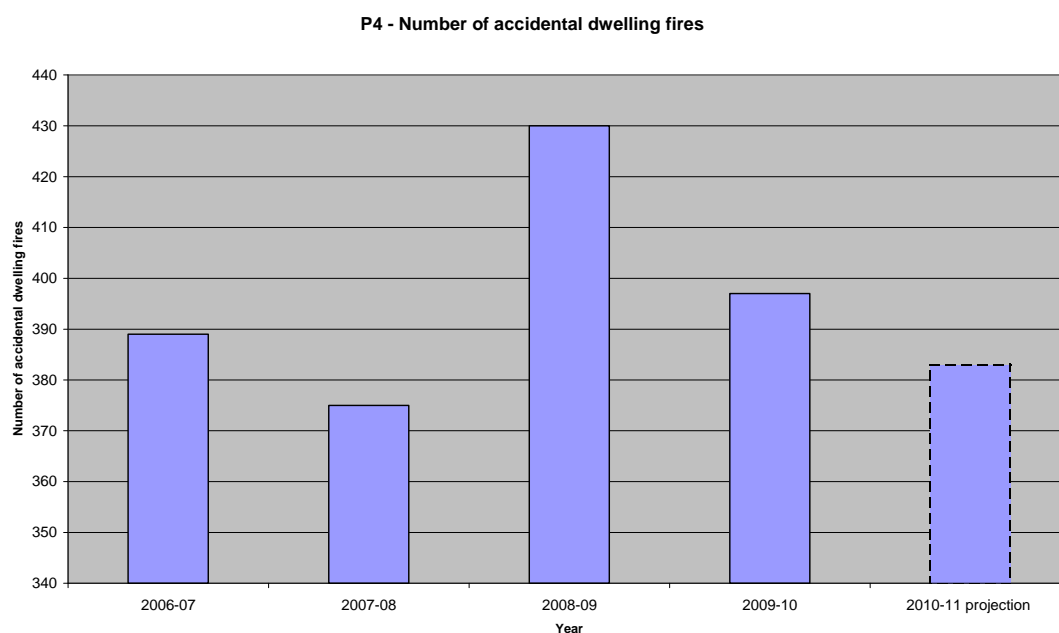


(Figure 2 – Injuries from accidental dwelling fires 2006-07 to 2010-11)

- 1.7. As a result and based on previous years' data, we are forecasting that we may miss our end of year target set for 2010-2011. The projected number of injuries for the end of the 2010-2011 year is 31 compared with our internally set target based on 27 injuries.
- 1.8. The increase in the number of HFSCs undertaken to at risk groups using the IRMP evidence documents should have a positive impact on the number of injuries received as a result of accidental dwelling fires. The forthcoming review of the future focus of community safety activity will include how injuries are included within the debrief process.
- 1.9. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was the 7th ranked performer out of 13 FRSs for this indicator in Family Group 4.

Accidental Dwelling Fires

- 1.10. There were 87 accidental dwelling fires in Quarter 2 2010-2011 compared with 68 accidental dwelling fires in the same quarter last year. 51 out of the 87 (58.6%) accidental dwelling fires started in the kitchen compared to 49 out of the 68 (72.1%) accidental dwelling fires in Quarter 2 2009-2010.
- 1.11. As a result, the projection for the end of the 2010-2011 year is that the Service will attend approximately 383 accidental dwelling fires which will just miss the target which equates to 377 accidental dwelling fires. Although the margin on this is very small, the overall number of accidental dwelling fires has a direct effect on several other indicators and is key to the overall aim of making Herefordshire and Worcestershire safer from fires.
- 1.12. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was the 5th ranked performer out of 15 FRSs in Family Group 4 who collated this indicator.
- 1.13. The Service has a dedicated annual community safety programme of work, of which safety in the home is a major focus. Kitchen safety is very much a part of this and is included in our summer programme of activities including open days and FRS supported events to target our at risk groups. Community Fire Safety has begun to link performance to the evaluation of community fire safety initiatives by developing a number of tools to examine people's understanding of risk following planned CFS events.

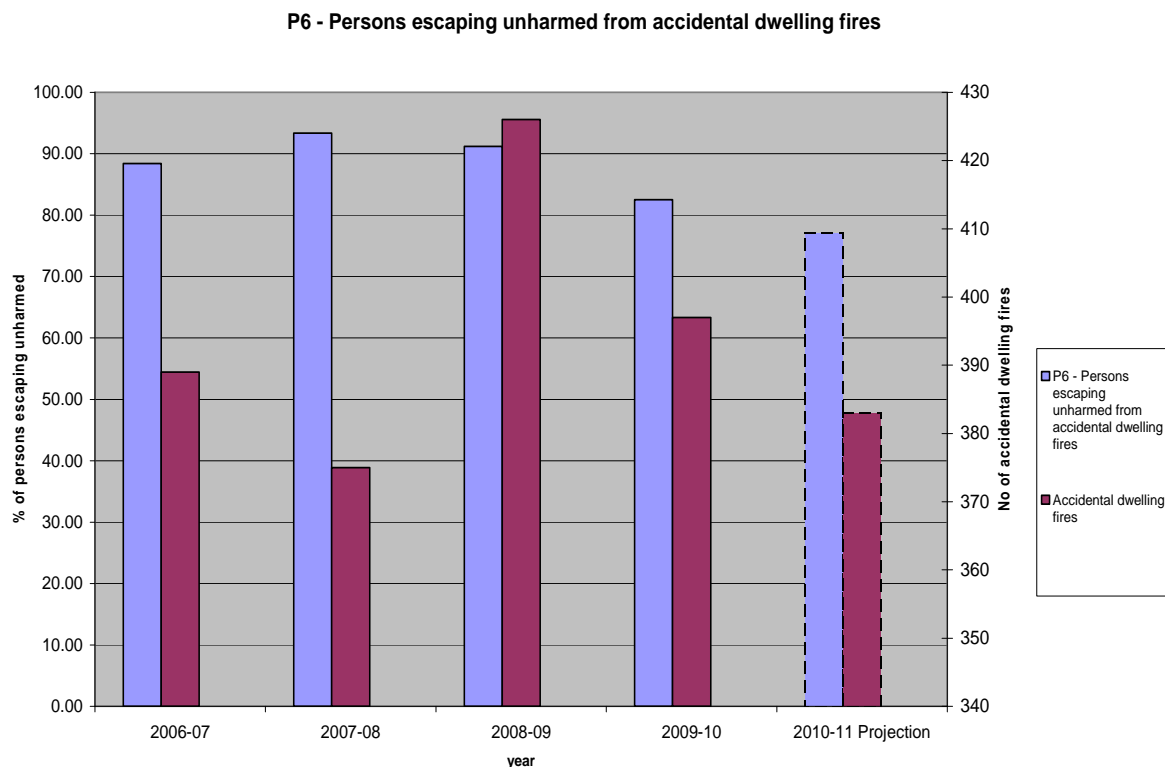


(Figure 3 –Number of Accidental Dwelling Fires 2006-07 to 2010-11)

- 1.14. We have also matched our accidental dwelling fire profile to our socio-demographics data mapping system to generate valuable additional insights into the past and potential behaviour of our most at risk social groups and this information has been used to inform our Community Fire Safety Strategy and to progressively improve the targeting of resources.

Persons escaping unharmed from accidental dwelling fires

1.15. In Quarter 2 2010-2011, 90 out of 105 people escaped unharmed from accidental dwelling fires (85.7%). Out of the remaining 15 people, 9 were evacuated or rescued with FRS assistance, and the remaining 6 were casualties. This can be compared with the same quarter last year where 74 out of 89 people escaped unharmed (83.1%).



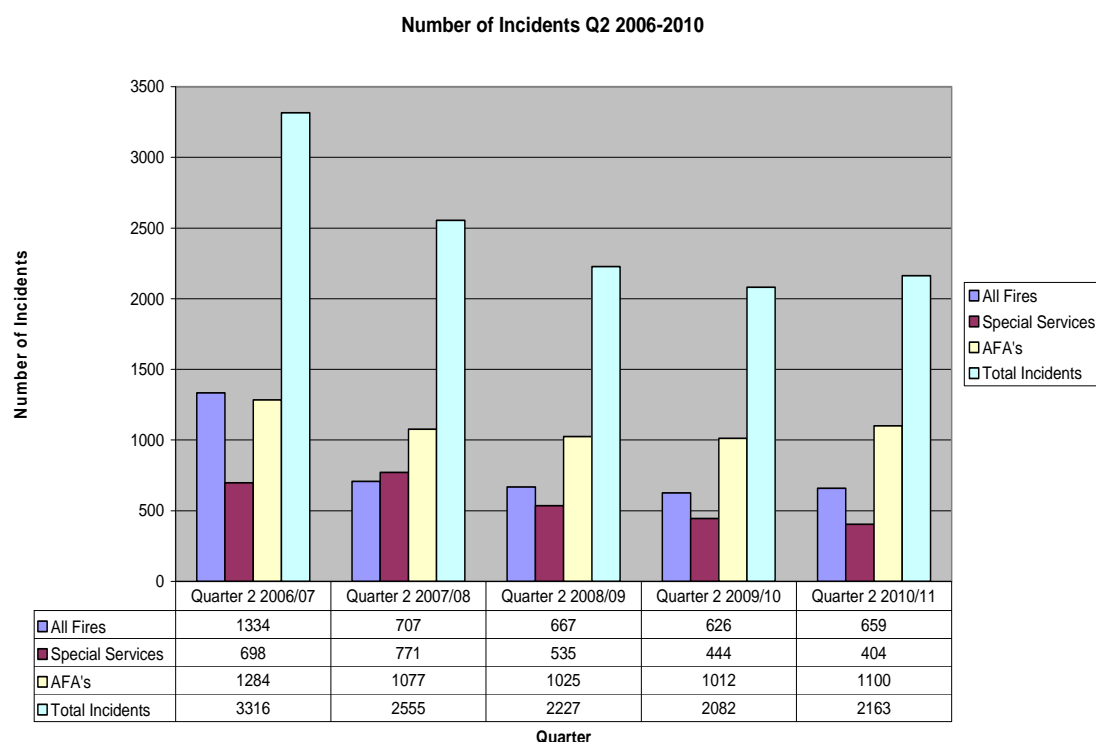
(Figure 4 – Persons Escaping Unharmed from Accidental Dwelling Fires 2006-07 to 2010-11)

1.16. The projection for the end of 2010-2011 is that 77% (307 out of 399) of people will escape unharmed from fires compared with a target of 82.5%. The identification of escape plans from dwellings continues to form a major part of our community safety education programme, particularly night time routines.

1.17. Family Group 4 data is unavailable for this indicator.

Operational Incidents and Total Number of Fires Attended

- 1.18. Figure 5 below demonstrates overall operational activity during Quarter 2 2010-2011 compared with the second quarter in the previous 4 years:



(Figure 5 – Comparative number of incidents Q1 2006-2010)

- 1.19. 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%).
- 1.20. 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)

- 1.21. 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.

- 1.22. 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.
- 1.23. 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%).
- 1.24. 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)

- 1.25. 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.

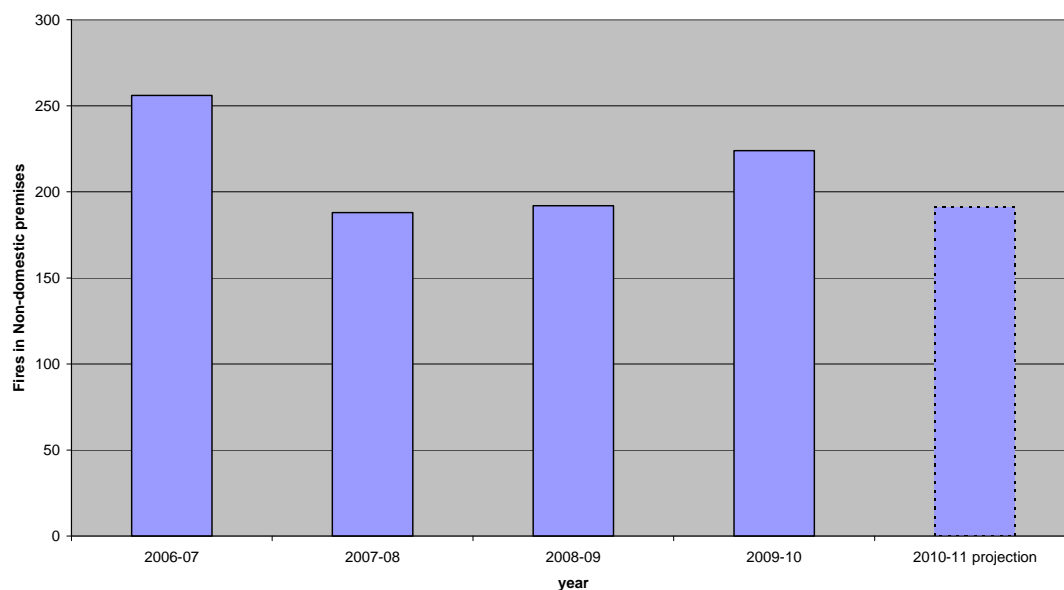
	July	Aug	Sept	Quarterly Total
Auto False Alarms Q2 09-10	246	263	245	754
Auto False Alarms Q2 10-11	257	292	289	838
Percentage Change	4.5%	11.0%	18.0%	11.1%

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

- 1.26. 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.

Non-Domestic Fires

- 1.27. We attended 51 Non-Domestic Fires in Quarter 2 2010-2011 compared with 50 in Quarter 2 2009-2011. Out of the 51 incidents, 43 were accidental or of unknown cause and 8 were of deliberate intent. As a result, the projection is that by the end of the year the Service will have attended 191 fires at non-domestic premises compared with a target of 213 fires.



(Figure 6 – Fires in Non-Domestic premises per 1000 properties 2006-07 to 2010-11)

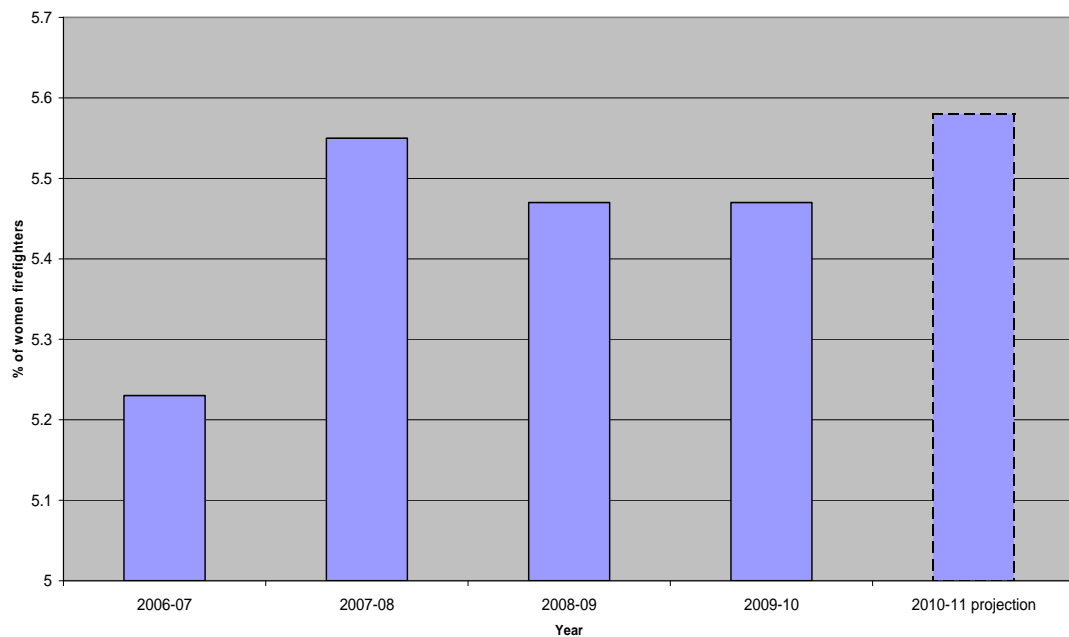
- 1.28. At the end of the 1st Quarter 2010-2011, Hereford & Worcester was the 6th ranked performer out of 16 FRSs for this indicator.
- 1.29. For the reduction in the number of Fires in Non-Domestic Premises, the IRMP commitment is to reduce the number of fires to 220 premises averaged over the 3 year plan period. The 2009-2010 actual was 224 but the current 2010-2011 projection is 191 and the IRMP achievement is on track. We will need to focus firmly on the existing actions and PIs that support reduction in the number of fires in non-domestic premises.
- 1.30. During summer 2010, we developed initial audit systems and reports to assist Technical Fire Safety (TFS) Station Managers to reduce the total relative risk within the non-domestic building stock by 5% by 31 March 2011.

Strategic Direction: People

- 2.1. ***We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.***

Women Firefighters

- 2.2. Although there is a commitment made within the National Equality and Diversity Strategy 2008-2018 for the proportion of females in operational roles to reach 15%, there is no time limit for the Fire Service to achieve this. The 6% target for 2010-2011 is part of a three year cycle of improving targets which reflect our commitment to even higher attraction targets for recruitment to reach 18% by 2013 as stated in the BVPP papers of 8 August 2009.

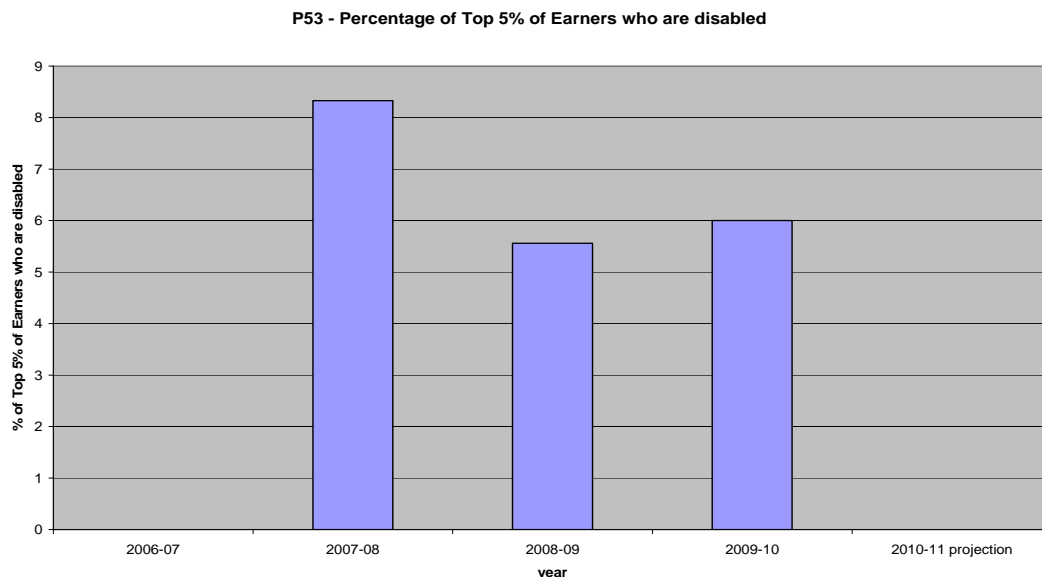


(Figure 7 – Percentage of Women Firefighters 2006-07 to 2010-11)

- 2.3. The percentage of women firefighters at the end of Quarter 2 2010-2011 was 5.6% which has maintained the percentage of 5.5% at the end of Quarter 1 2010-2011.
- 2.4. If this percentage of 5.5% was maintained to the end of the year it would just miss the target set for this indicator of 6%. Family Group 4 data is unavailable for this indicator.

Top 5% of Earners

- 2.5. There are three indicators which measure the number of women, the number of people from Black and Ethnic Minority communities (BME) and the number of disabled people included in the top 5% of earners in the organisation. As the flexi-duty allowance is included when calculating the top 5% of earners this is at present restricted to uniform staff only.
- 2.6. The percentage of the top 5% of earners from BME communities at the end of Quarter 2 2010-2011 remains at zero as it was at the end of Quarter 1 2010-2011.
- 2.7. If this percentage is not improved upon by the end of the year, it will miss the target set for this indicator of 3.03%. The target set for this indicator is an aspirational target which is unlikely to be achieved in the current environment.
- 2.8. The percentage of the top 5% of earners who consider themselves as disabled at the end of Quarter 2 2010-2011 is now zero compared with 6.0% at the end of Quarter 1 2010-2011. This reduction is due to a number of staff retirements over the last three months.



(Figure 8 – Percentage of Top 5 % of Earners who are Disabled 2006-07 to 2010-11)

- 2.9. If this percentage is not improved upon by the end of the year, it will miss the target set for this indicator of 6.06%. The target set for this indicator was based on maintaining the position at the start of the year. Family Group 4 data is unavailable for this indicator.

Percentage of Staff from Black and Minority Ethnic (BME) Communities

- 2.10. Even though the proportion of staff from Black and Minority Ethnic (BME) communities is increasing and now includes other white as a minority, the Service still does not reflect the community it serves. This reduces the Service's ability to reach and educate communities about the risks from fire. Recruitment can only work steadily to improve diversity primarily because of the low level of staff turnover in the Fire Service. Nevertheless we have made the commitment to reach 2% greater than the percentage of people from BME communities in the local population by 2013 as set out in the Department for Communities and Local Government (CLG) Equality and Diversity Strategy 2008-2018. This commitment was made in the BVPP papers of 8 August 2009.
- 2.11. The Service currently measures the number of staff from BME communities as a percentage of the total workforce and how close this mirrors the percentage of people from BME communities within the total population of Hereford & Worcester. This indicator was introduced at the start of 2009-2010.
- 2.12. At the end of Quarter 2 2010-2011, the percentage of staff from BME communities was 2.8%, this is comparable to the 5% overall population from BME communities for Hereford & Worcester. If this percentage of 2.8% is maintained to the end of the financial year, it would miss the target set for this indicator of 5%. Family Group 4 data is unavailable for this indicator.

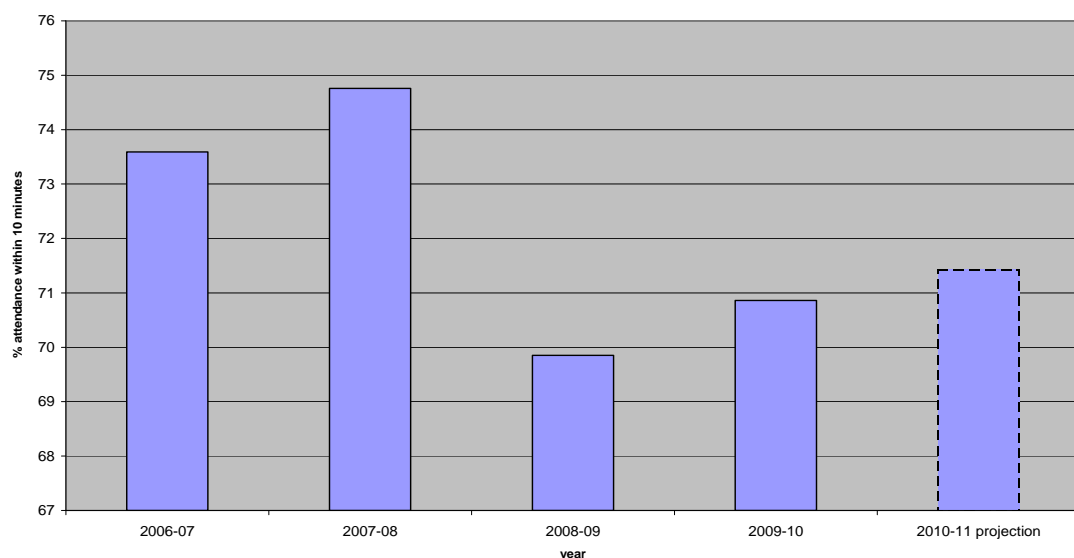
2. Strategic Direction: Business Processes and Organisational Development

- 3.1. ***We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.***

Attendance Standards – Fires in Buildings

- 3.2. The Service formally adopted the 75% standard to attend fires in buildings within 10 minutes in the 2009-2012 IRMP.
- 3.3. In Quarter 2 2010-2011, 136 out of 198 building fires were attended within 10 minutes, a percentage of 68.7% compared to 78.4% of 120 out of 153 building fires in the same quarter last year. We achieved the target of 75% in under 11 minutes. Travel distance to the incident was the reason entered in 31 of the 62 incidents which did not meet the standard. The remaining 31 incidents were spread over 14 other reasons broken down as follows: appliance not booked in attendance (4), difficulty in locating incident address (4), incident outside station turnout area (4), road obstruction/road works (3), turn in time-retained and day crew only (3), communications equipment faults (2), mobilised to incorrect address (2), simultaneous incident (2), traffic conditions causing delayed turn in time (2), known false alarm (1), mobilised from other location-not on home station (1), mobilising error (1), not on home station - i.e. school visit/HFSC (1) and weather conditions/road conditions (1). 26 of the incidents which did not meet the standard were wholetime appliances, 25 were first attended by a retained pump and 9 by a day crewed appliance.

P22 - Attendance Standards - 1st Attendance at Fires in Buildings within 10 minutes



(Figure 9 – 1st Attendance at Fires in Buildings within 10 minutes 2006-07 to 2010-11)

- 3.4. September 2010 demonstrated the lowest levels in terms of performance this quarter with the standard being achieved only 60% of the time. 33 incidents out of 55 building fires were attended within 10 minutes in September. This is compared with 71% in July 2010 and 73% in August 2010. Travel distance was again a major factor and was cited as a reason in a significant proportion of incidents which missed the target in September 2010. There is however no

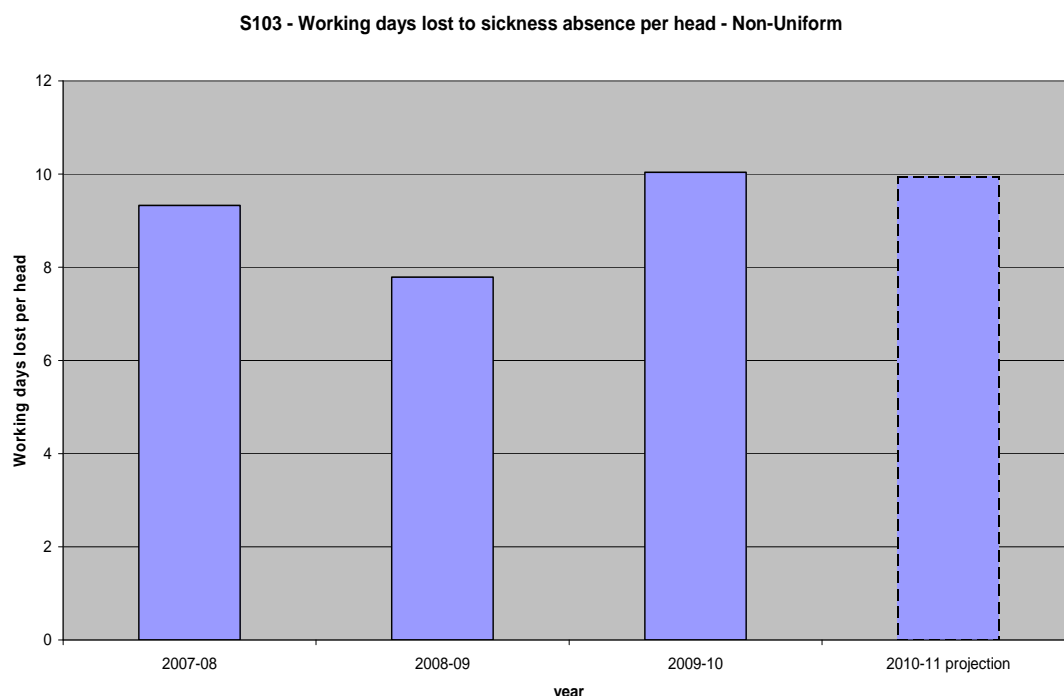
correlation with a particular increase or decrease in activity in terms of building fires. There were less primary fires attended in total in September than the previous two months and an increase in AFAs attended in September which may have had a detrimental effect on appliance availability.

4. **Strategic Direction: Finance and Resources**

- 4.1. ***We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.***

Non-Uniformed Sickness

- 4.2. The overall improvement in sickness absence in recent years within the Service has been well documented although the 2010-2011 Quarter 2 figure for all staff is at 7.1 days per head, slightly above the target of 7.0 In Quarter 2 2010-2011 231.75 working days were lost to non-uniform sickness (1.8 days lost per head of staff) compared with 284.99 working days lost in the same quarter last year (2.2 days lost per head of staff) a reduction of 18.7%. There is an average of 129.3 non-uniform staff employed in Quarter 2 2010-2011 compared with 127.9 non-uniform staff employed in the same quarter last year.
- 4.3. Levels of non-uniform sickness however remain a cause for concern; the forecast for the end of the 2010-2011 financial year is for 9.94 working days to be lost per non-uniform head compared with a target of 8.8 working days and a projection of 7.1 working days/shifts for all staff for the end of the 2010-2011 year.

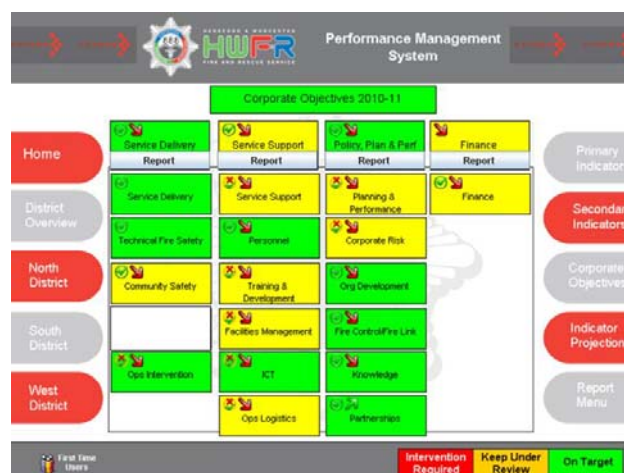


(Figure 10 – Working days lost to sickness 2007-08 to 2010-11)

Authority Plan 2010-2011 2nd Quarter Analysis Service Objectives & Projects

1 Introduction

- 1.1. This is the second quarterly report for 2010-2011 on the Service's performance against the 2010-2011 Authority Plan. It provides an update on the performance of Hereford & Worcester Fire and Rescue Service during the 2nd Quarter 2010-2011.
- 1.2. The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance.
- 1.3. The purpose of this document is to provide a summary of progress and performance against our Service/Departmental objectives and all current and future projects. Objective updates are as reported by the CorVu performance management system at 30 September 2010. Project updates include start and finish dates, any known slippage and dates when papers are due to be submitted to PMM or FRA.
- 1.4. Corporate Objectives are reported by Directorate and Department and the situation at the end of the 2nd Quarter 2010-2011 is that the overall programme is designated Green with 9 out of 17 departments delivering their objectives on schedule. The majority of individual objectives (81 of 127 objectives) are being delivered to the approved plan. 28 objectives have been rated as Amber and progress will continue to be monitored. 18 objectives were designated Red status and further detail is provided in this report.



- 1.5. There are currently 8 live projects running through the Programme Office and 4 projects pending. The table illustrates that 3 of the Corporate Projects are designated Green and are being delivered to Project Plans and/or Business Objectives. 4 projects have been rated as Amber and progress will continue to be monitored. The 4 projects which are currently on Red status (Strategic Training Facilities-STF, Refurbishment of Malvern

Directorate	Project Status Traffic Light		
	Red	Amber	Green
Service Delivery	0	2	1
Service Support	2	2.5	2.5
PPP	2	0	0
Finance	-	-	-
TOTAL	4	4.5	3.5

Fire Station, RCC-FiReControl & FiReLink) are subject to remedial action. One project (ICP) contains two elements with Work Wear rated Green and PPE rated Amber.

Summary

- 2.1. This Quarterly Performance Monitoring Report is set against the strategic aims established in the Authority Plan 2010-2011. These strategic aims allow us to tackle existing and potential risks to our communities through an appropriate and proportionate combination of prevention, protection and response and by providing well trained and effective staff with the right resources.
- 2.2. Both the Authority Plan 2010-2011 and IRMP 2009-2012 made clear that our focus remains on home safety for our most at risk groups. The need for such focus was evident again this quarter when the potential for loss of life is highlighted at each accidental dwelling fire that the Service attends.
- 2.3. The Audit and Policy and Resources Committees continue to receive reports and make detailed recommendations on the measures the Service is taking to achieve its targets in further reducing accidental dwelling fires, and others where improvements are required.
- 2.4. The Service is increasing its focus on key corporate objectives and projects where continuous improvement is required in 2010-2011:
 - Combined Aerial Rescue Pump (CARP)
 - FiReControl/RCC/FiRelink
 - Equal Pay Review
 - RDS Implementation Plan
 - Environmental Strategy
 - Strategic Training Facilities
 - Redditch Fire Station
 - Refurbishment of Malvern Fire Station
 - Worcester Fire Station
 - Hereford Fire Station
- 2.5. The Service has, however, succeeded in improving outcomes across a wide range of objectives and projects throughout the second quarter, and have met milestones in the following key corporate objectives and projects:
 - Risk Based Audit Programmes
 - Water Rescue Vehicles
 - Integrated Clothing Project (ICP)
 - Respiratory Protective Equipment (RPE)
 - Human Resources Information System (HRIS)
 - Retained Management System (Gartan)
 - Water Rescue and Awareness Training
 - Regional System for Co-ordinating Training and Exercises
 - Operational Logistics Quality Management Process
 - Relocation of Pebworth Fire Station

Strategic Direction: Community

- 3.1. ***We will improve the safety of the community by targeting 'at risk' groups, improving the environment within which we live and by working and engaging with the people we serve.***

- 3.2. **PROTECTION**
Service Delivery – T/ACFO Prosser
Technical Fire Safety:

Successes: The following objective has been reported as completed:

- 3.3. **Risk Based Audit Programmes** – Recommendations from CFOA guidance note 4 on risk based audit programmes for non domestic premises have been introduced and implemented.

- 3.4. **EFFECTIVE RESPONSE/INTERVENTION**
Service Delivery – T/ACFO Prosser
Operational Intervention:

Key Development:

- 3.5. **Water Rescue Vehicles** – This project went live the end of July, seeing the replacement of Water Rescue Vehicles being at Stations in Evesham, Hereford and Worcester. In conjunction, significant effort was spent consulting and ratifying the Water Response Policy.

- 3.6. **Service Support – T/ACFO Lawrence**
Operational Logistics:

Risks and Issues: The following Community related project is currently being reported as Amber:

- 3.7. **Combined Aerial Rescue Pump (CARP)** – The CARP appliance is showing slippage on time due to the continuation of snagging issues, and as a result the training programme was cancelled indefinitely. The vehicle was recalled by FireBuy in an effort to carry out all of the required modifications to the chassis and computer systems on the vehicle, as well as complete the residual items on the snagging list, in conjunction with GB Fire. Following this, a second acceptance test took place in September and the vehicle has undergone additional software upgrades. A process to monitor the effectiveness of these upgrades is now being developed, with final assessment to be undertaken during November.

Risks and Issues: The following Community objectives have been reported as red or requiring specific focus of attention:

- 3.8. **Combined Aerial Rescue Pump Training** – Completion of the various training modules to facilitate the vehicle on the run at Station 25 has been delayed indefinitely pending resolution of the overall CARP deployment.
- 3.9. **Firefighting Water Supplies** – The objective to implement a revised structure and processes for a risk based approach to hydrant provision, inspection, testing and maintenance will be reviewed and resubmitted for consideration in 2011-2012.

3.10. **RESPONDER SAFETY**
Service Support – T/ACFO Lawrence
Operational Logistics:

Key Developments:

- 3.11. **Integrated Clothing Project (ICP)** – The project is making good progress and in accordance with its programme. To date, Station Work-wear has been distributed to Stations across the Service, any clothing that has required exchanging has been returned to Bristol Uniforms who have undertaken the exchanges in a timely fashion. In conjunction with this element of the project, the Standards of Dress Personal Appearance Policy is pending submission and approval from PMM.
- 3.12. With regards to PPE, a systematic sizing exercise across the Service has been completed by Bristol uniforms, with plans underway to ensure that all remaining personnel are sized during November. Personnel Packs containing individual PPE items will commence distribution across the Service in December in preparation for the go live in March 2011.
- 3.13. **Respiratory Protective Equipment (RPE)** – The restart training programme has commenced and is progressing well. The project is also looking to ensure that the arrangements for cylinder storage, charging and transportation meet the Service's needs. This quarter much work has been spent on reviewing the Cylinder Management Strategy.
- 3.14. The project is currently showing the risk status as Amber due to the delays caused from ergonomic and handling issues, which were rectified by the fitment of new valves to the cylinders.

Risks and Issues: The following Community objective has been reported as red or requiring specific focus of attention:

- 3.15. **BA Procedures and Competencies** – The objective to consolidate BA procedures and competencies against the new Technical Bulletin will be carried over into the 2011-2012 Service year. This is due to slippage caused by the delay in issuing the technical bulletin itself.
- 3.16. **NATIONAL FIRE RESILIENCE PROGRAMME**
PPP – DCFO Phillips
FiReControl Project:

Risks and Issues: The following Community related project is currently being reported as Red:

- 3.17. **FiReControl/RCC/FiRelink** – The FiReControl project continues to progress on a National, Regional and local basis although it remains one of the projects under review by the Coalition Government. The project is showing a Red Risk classification due to the significant issues in terms of planning and resource deployment, for example, data capture and migration will have a major impact on predicted timescales and costs for completion of that aspect of the Transition Plan. Moreover, HR and Technical issues continue to be unresolved at a time when predicted cutover dates require significant progress from FRSs in this area.

4. **Strategic Direction: People**

- 4.1. ***We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.***

4.2. **DELIVER THE PEOPLE STRATEGY**
Service Support – T/ACFO Lawrence
Personnel:

Key Developments:

- 4.3. **Human Resources Information System (HRIS)** - The project to implement a new HR system is progressing well and in accordance with its budget allocation. Throughout this quarter, Phase 2 of the training has continued to be deployed to Wholetime and Day Crewed staff via a cascade approach and is now 88% complete. The projected timescale for the project has encountered a slight delay due to reoccurring issues between HR Connect and the MIS interface. The MIS Supplier has continued to address these emerging issues and HWFRS are now in a position to look at running the interface between the two systems.

4.4. **ACHIEVE EXCELLENCE IN EQUALITY AND DIVERSITY**
Service Support – T/ACFO Lawrence
Personnel:

Risks and Issues: The following People objective has been reported as red or requiring specific focus of attention:

4.5. **IMPROVE SUPPORT TO AND MANAGEMENT OF RETAINED STAFF**
Service Delivery – T/ACFO Prosser
Retained Duty System (RDS):

Key Development:

- 4.6. With regards to the finance module, a training strategy has been designed and developed, with a view to having the training completed by the end of October. The Project Manager has also attended a National User Group meeting to establish networks and identify best practice with the system.

Successes: The following objective has been reported as completed:

- 4.7. **E&D Impact Assessment for the results of NFFST** – In support of the RDS implementation plan, a full equality and diversity impact assessment of the results of national fire-fighter selection tests has been conducted and communicated. This was to establish whether NFFST supports our diversity targets and RDS recruitment objectives.

Risks and Issues: The following People objective has been reported as red or requiring specific focus of attention:

- 4.8. **RDS Implementation Plan** – Three deliverables (two of the milestones within the Finance Directorate and one entire objective within Community Safety) supporting Year 1 commitments within the RDS implementation plan have been declared as unachievable within the current Service year. These are:

- Identify a funding stream from within existing resources to provide a suitable level of budget to allocate to RDS recruitment to provide a range of recruitment resources.

- Identify and provide suitable levels of budget to facilitate community engagement, thereby removing the RDS workload demand for Community Safety activities and allowing more time to be spent on training and performing the intervention role.
 - Develop the Community Safety Support Team for Retained areas.
- 4.9. These issues have been communicated to the RDS Manager and Area Manager - Operational Service Delivery who are progressing the implications.
- 4.10. **FURTHER IMPROVE WORKFORCE TRAINING AND DEVELOPMENT**
Service Support – T/ACFO Lawrence
Training and Development:
- 4.11. **Local Training** – 6-weekly local training was embedded with T&DC moving towards support of local instructors. A schedule was approved, resources allocated and arrangements reviewed.
- 4.12. **Water Rescue and Awareness Training** – IDR requirements relating to water rescue and awareness were reviewed with subsequent training fully integrated into T&DC normal business within 6-weekly local training.
- 4.13. **Shared Training with Ambulance Service** – The potential for shared training was explored although the outcome of discussions was disappointing, with the Ambulance Service being unable to collaborate.
- Risks and Issues:** The following People objectives have been reported as red or requiring specific focus of attention:
- 4.14. **Underpinning Criteria for Personal and Workforce Development** – The full managed transition between current IDR and new Redkite systems will be carried over into the 2011-2012 Service year.

5. Strategic Direction: Business Processes and Organisational Development

- 5.1. ***We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.***
- 5.2. **CONSOLIDATE ORGANISATIONAL RESILIENCE**
PPP – DCFO Phillips
Risk Management:
- Risks and Issues:** The following Business Process objectives have been reported as red or requiring specific focus of attention:
- 5.3. **Electronic Document Management System** – This objective covering specification work preparatory to a major investment project/objective in 2011-2012 has now been dropped as it is highly improbable that funding for the major project could be made available next year.
- 5.4. **Business Continuity Enhancements** – The initiative to implement business continuity enhancements at Droitwich to improve restoration times for Exchange Email and critical services has been deferred due to unavailability of funding.

5.5. EMBRACE ENVIRONMENTAL SUSTAINABILITY AND IMPACT

Service Support – T/ACFO Lawrence

Asset Management:

Successes: The following objective has been reported as completed:

- 5.6. **OL Quality Management Process** – Operational Logistics has completed a feasibility study into the introduction of a quality management process for its departmental functions.

Risks and Issues: The following Business Process objective has been reported as red or requiring specific focus of attention:

- 5.7. **Environmental Strategy** – Dedicated resource has not been available to progress the initiative to develop, approve and publish our environmental strategy. Deferred to 2011/2012.

6. Strategic Direction: Finance and Resources

- 6.1. ***We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.***

6.2. DELIVER THE ASSET MANAGEMENT PLAN

Service Support – T/ACFO Lawrence

Facilities Management:

Key Developments:

- 6.3. **Relocation of Pebworth Fire Station** – Good progress has been made with this project and in accordance with the scheduled programme and cost allocation. The new entrance to the site was completed in September, allowing the Contractors to re-instate and hand back the farmer's land. The ground works have progressed well and the drill tower base is now installed.
- 6.4. The project is proceeding at risk due to PV panels not being included in the original planning application albeit were included in the tender, therefore is showing a risk rating of Amber. To prevent any delay, the Project Manager has been instructed to proceed in tandem with the programme and gain planning approval. Potentially the application could be refused, requiring the panels to be removed at a cost.

Projects Pending:

- 6.5. **Strategic Training Facilities (STF)** – Throughout the quarter, high level discussions have taken place and continue to be on-going regarding the project scope and budget provision; consequently with regards to Evesham and Malvern, these have been deferred and will be included in a full review of the Asset Management Plan, which will determine the Service's need for the location of STFs in line with national guidance to gain efficiencies in the public estate.

6.6. Refurbishing Fire Stations

6.6.1: **Redditch** – A preliminary survey was carried out in conjunction with independent consultant surveyors to establish the condition of all properties and the costs associated with remedial work and timescales.

6.6.2: **Malvern** - Slippage is apparent due to concerns that the original scheme would not address key heating and environmental issues. A new Options Appraisal has been requested and produced in order to enable a true cost estimate to be established.

6.6.3: **Worcester and Hereford** – The objectives to appraise and decide a way forward for each Fire Station premises have been deferred pending approval of the revised Asset Management Plan.

- 6.7. The Asset Management Plan is currently being reviewed by the Property Strategy Group and will be submitted for approval to the new Policy and Resources Committee in due course. All work on the property projects will commence on an individual project by project basis following approval by this committee.

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

Purpose of report

1. To consider the proposed review of the Information Commissioner's Office (ICO) Model Publication Scheme, in line with the Service's Governance arrangements, and recommend for approval by the Authority.

Recommendations

The Chief Fire Officer recommends that:

- i) The Committee notes the report.***
- ii) The ICO Model Publication Scheme is recommended for approval by the Authority on 17 December 2010.***

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.

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

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	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	

Conclusion/Summary

8. It is recommended that the Scheme be amended in the annual review to 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.

Supporting Information

Appendix 1 – Publication Scheme

Contact Officer

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

Format of Information	<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>
Availability and Cost	<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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2. <u>What we spend and how we spend it</u>	
3. <u>What our priorities are and how we are doing</u>	
4. <u>How we make decisions</u>	
5. <u>Our policies and procedures</u>	
6. <u>Lists and registers</u>	
7. <u>The services we offer</u>	

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 Hard copy on request	Procurement 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

9. Strategic Risk Register

Purpose of report

1. To consider the revised Strategic Risk Register and recommend for approval by the Authority.
-

Recommendation

The Chief Fire Officer recommends that the Committee recommends the revised Strategic Risk Register for approval by the Authority.

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, the Risk Management Member Champion and Group Leaders for their input on 18 October 2010, advised by Principal Officers.
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).

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

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).	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	

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).

Supporting Information

Appendix 1 – Revised Strategic Risk Register

Contact Officer

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Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

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.

Direction of Travel

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 Strategic Risk	Key Risks
	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 Operational Risk	5. Death or serious injury to a member of staff (RIDDOR reportable)
	6. Inability to maintain Operational functionality of Fire Control
	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 17c.... Severe 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>IMPACT</u>	<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>MEDIUM</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, Budget and BVPP Committee Chairman and Vice Chairman re-elected 2010 Improved Governance arrangements (LP) Strong link to new risk 23 Member Communication strategy (LP) 	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</p> <p>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. 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 raise 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 *AssetCo key supplier of numerous systems (see action) Economic Downturn Comprehensive Spending Review Monitor framework agreement (RL) Uncertainty of FireBuy future (MR)	Ensure adequate arrangements/security checks are adopted. Adopt common protocols *AssetCo key supplier of numerous systems (see action) Economic Downturn Comprehensive Spending Review Monitor framework agreement (RL) Uncertainty of FireBuy future (MR)	Monitor exposures to single/key suppliers and– ensure BCM plans/contingency are in place for current and new (BHs) *Budget Holders to monitor suppliers to recognise early supply change problems. Supplier strategy to mitigate supplier risk. Economic downturn FRA paper All future contract to include confirmation business continuity arrangements	Joint procurement Procurement references FireBuy Partnerships changing focus – no detrimental effect on the Service. Increase presence at the table/influence/understanding of our Service Total Place

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 (HR) 	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 (HR)</p>	<p>Monitor female/ethnic minority recruitment (HR)</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(TP)</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 MR)	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	<p>Firelink Project</p> <p>Failure to meet the objectives of the project within agreed timescales</p> <p>Failure to secure adequate maintenance agreements</p> <p>Inability to maintain operational functionality of both current and new Radio system</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to manage interim period for FireLink – any delay in Fire Control will warrant a review on the interim arrangements</p> <p>Increase usage costs associated with the project now the responsibility of H&W</p> <p>Failure to complete project within the agreed timescales</p> <p>Failure to manage cost escalation – aligned with RCC Cut Over</p> <p>Cessation of Government funding in year 3 2013/14</p>	<p>Chief Fire Officer</p> <p>Deputy Chief Fire Officer</p> <p>Project Manager</p>	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 	<p>6</p> <p>3</p> <p>↓</p>	1, 3, 4	H17, H23, H22, H41, H45	<p>Change in political direction</p> <p>Supplier implication</p>	<p>Monitor closely the government direction on RCC Phase C</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
6bi	<p>Fire Control Project – <i>Pre-cut over</i></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>Lose 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>↓</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>↓</p> <p>(3 MR)</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 (RL) 	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 (RL)</p>	<p>Live Outstanding claims</p> <p>Quarterly meeting with SLA provider needs monitoring</p>	Collaboration with other agencies

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 (RL) 	3 3 ↩ ➡	2, 4	HL47	Potential budget reduction (MR)		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	<p>Failure of key ICT or other infrastructure system</p> <p>For Fire control see Risk 6</p>	<p>ACFO Service Support</p> <p>Director of Assets</p>	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 Heath check – major supplier Alternative internet route in place Business contingency and disaster recovery arrangements finalised Critical equipment checks/register Training and specialist skills ongoing 	<p>3</p> <p>3</p> <p>←</p> <p>→</p>	3,4	<p>H40 H41 H43 H45</p>	<p>Potential budget cuts - some ICT problems may take longer to resolve</p> <p>Insufficient server capacity for maintenance arrangements</p> <p>ICT interdependencies</p> <p>Link to RCC project</p>	<p>Monitor Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p> <p>Purchase back-up server</p>	



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 (LP) Do we require legal services available outside of office hours for 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 (JH) • 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  	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 (RL)	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
16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act, Equalities Act & Regulatory Reform Act	Member Chief Fire Officer	6	<ul style="list-style-type: none"> Assigned to individual POs Personnel pick up ongoing employment issues Single point of contact to the Clerk of the FRA Better Governance Forums Annual Review of Code of Corporate Governance Annual Governance Statement Fire & Rescue Services monthly bulletin are logged, actioned and monitored Action plans produced for new regulations and legislations. FRA members receive full minutes of PMM/Group Leaders meetings Performance and continuous scrutiny Strengthened Committee structure and support Risk Champions appointed LRF Forum membership Standing Orders reviewed on an regular basis Service Policy and Instructions to reflect changes in legislation Continuity Planning in place Data Security in place 	3 3 → ←	1,2 3, 4		<p>Issues arising from Atherstone Incident and any other improvement notices identified</p> <p>Outcome of H&S audit</p>	<p>Action audit trail required for CLG correspondence</p> <p>Internal audit of work surrounding other Service's improvement notices</p> <p>Action plan H&S audit (prioritising)</p>	Streamline processes and procedures

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 Director Corporate Services	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	Monitor current activity and national picture Induction and refresher training Exercise Programme: Finance HR ICT Facilities Ops logistics	Streamline processes and procedures
17b	Ineffective contingency in the Event of Industrial Action				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/Budget/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(TP) Robust arrangement for contractual monitoring (TP) 	6 3 ↓	1,2,3,4		<p>Fire Control Project</p> <p>ICP/PPE absolute deadline for replacement is 31 March 2011(RL)</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 	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(TP/LP)	Staff briefings timely/accurate (MR/RL)	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 → ← (RL/ MR)	3		Effective 24 hour cover (RL)	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 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	Now incorporated into Risk 27 above									
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 V3.6
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

10. Treasury Management Activities 2010/11

Purpose of report

1. To review Treasury Management Activities for the first half of 2010/11.
-

Recommendation

The Treasurer recommends that the report be noted.

Introduction and Background

2. Current Fire and Rescue Authority (FRA) Financial Regulations require that Treasury Management Activities are reviewed by Members twice a year.

Treasury Management Activities

3. Banking arrangements for the FRA, in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement.
4. At 31 March 2010 the FRA had long-term debt totalling £14.963m, of which £0.525m was repayable within 2010/11. The £0.525m has been repaid reducing the balance outstanding at the end of September 2010 to £14.438m.
5. During the year the FRA response to the prevailing conditions within the money markets has been to continue to reduce risk by running down cash balances in lieu of further borrowing. As a consequence, no additional long term debt has been taken in the first half of 2010/11.
6. Surplus cash is invested on a day-to-day basis under a Service Level Agreement with Worcestershire County Council. The average interest rate achieved in 2010/11 for the first half year was 0.26%.
7. The FRA continues to follow a risk averse policy regarding borrowing and investment. With long term borrowing rates averaging around 5% and deposits yielding around 0.3% it makes sense to refrain from borrowing whilst cash balances are available.
8. As part of the defined investment risk strategy FRA funds are currently deposited with the Bank of England, and WCC Treasury Management keeps this policy under constant review.
9. Historically performance has been measured against the "7-Day London Inter-bank Bid Rate" (LIBID) as a benchmark. The relevant figure for the first half of 2010/11 was an average of 0.42%.

10. However, with investment rates as low as they currently are a less prudent risk strategy might only yield £7-£10,000 additional income but with significantly higher risk attached.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Contact Officer

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11. Fees and Charges

Purpose of Report

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

Recommendation

The Treasurer asks the Committee to consider options for charging for special services and to make a recommendation to the FRA in respect of a charging policy for the following:

- a) ***Large Animal Rescues***
- b) ***All rescues from lifts or only after the first rescue in any year***
- c) ***Assistance to the Environment Agency***

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 Agencyand these will be considered in turn:
8. In the case of Animal and Lift Rescues the FRA last considered charging policies when the financial climate was different and decided at that time that charges were not appropriate.

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 places protocols for FRA costs to be invoiced to the Agency for onward recovery.
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.

Conclusion

18. 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.
19. 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

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	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

Contact Officer

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12. Update from the Equality and Diversity Steering Group

Purpose of report

1. To provide the Committee with a report on the work undertaken through the Service's Equality and Diversity Steering Group.
-

Recommendation

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

Introduction and Background

2. The Service has a dedicated and sustained commitment to all aspects of Equality and Diversity both with its employees and towards the communities it serves. This group meets quarterly, is chaired by the DCFO and fulfils the Service's statutory responsibility in this area.

Update from Equality and Diversity Steering Group

3. The Equality and Diversity Steering Group last met on 21 October 2010.
4. The Equality Act 2010 came into force on 1 October 2010 and a presentation on the key changes impacting on the Service from the implementation of the Act was made. This Act replaces existing Equalities legislation and key changes covered include:
 - Improved protection for particular groups.
 - Increased scope of prohibited discrimination.
 - Enhanced and new public duties to reduce systematic inequality and discrimination.
 - Improved positive action provisions.
 - Improved powers of tribunals.
5. Detailed reports on employment monitoring statistics were presented outlining the Service's current position with regards to staff currently in post, leavers and new applicants. This included breakdowns between Operations, Control and support staff.
6. The Group was presented with an update on regional and national issues. CLG has recently dropped the requirement for reporting on equality targets and the Chief Fire Officers' Association is currently working on a series of equality related strands to establish a way forward without losing the momentum gained for current activity.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Para 4
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Para 4
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	Yes	Paras 4 & 5
Consultation with Representative Bodies	No	

Conclusions/Summary

8. Equality and Diversity matters from the Steering Group will be reported after each meeting to PMM.

Supporting Information

Appendices – None

Background papers - None

Contact Officer

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13. Update from the Joint Consultative Council

Purpose of report

1. To inform the Committee of the JCC meetings and Decision Log for October 2010.
-

Recommendation

The Chief Fire Officer recommends that the Committee notes the contents of this Report.

Introduction and Background

2. Following consultation with all Representative Bodies in August 2009, it was agreed to combine the two sets of Union and Management meetings (FBU and Non-FBU) in order to have everyone sitting around one table discussing staff and Service related issues.
3. This new group became the Joint Consultative Committee (JCC) in recognition of the fact that it deals with everything that the separate meetings dealt with under the headings of 'consultation and 'information'. Negotiations specific to a particular work group are held separately with the Representative Bodies for that work group and are reported on at JCC.

Composition of the JCC

4. JCC meetings are held between Management and all Representative Bodies and attendees are as follows:

Richard Lawrence (Chair)	ACFO, Service Support
Lucy Phillips	DCFO
Tony Prosser	ACFO, Service Delivery
Jackie Conway	Head of Personnel Services
Mark Preece	Area Manager, Service Delivery
Keith Sheppard	GMB
Steve Gould	FBU Chair
Pete Hope	FBU Secretary
Eric Thompson	FBU H & S Rep
Bill Haley	FOA Rep
Chris George-Burnell	FBU Officers Branch Secretary
Keith Chance	FBU Officers Branch Chair
Keith Wildig	RFU
Sonja Sinclair-Elechi	Unison

Structure

5. JCC meetings are held at Service Headquarters on a six weekly basis and are chaired by ACFO Richard Lawrence.
6. A JCC Consultation and Decision Log is updated at each meeting and each item is logged, dated, subject matter and details provided and actions taken. Each item remains on the current Log until the item is agreed and closed down. This item then moves onto a Closed Log and can be referred to as and when required.
7. This process allows for items to be raised, briefly discussed at JCC and then, if necessary, meetings take place outside of JCC with the relevant Management and Representative Body. Updates are then given at the next JCC meeting.

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

8. 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	

Conclusion/Summary

9. Both Management and Representative Bodies all agree that this is a substantial step forward for industrial relations within the organisation and has led to a more efficient way of working.
10. Appendix I (attached) is an extract from the current JCC Decision Log which provides Policy and Resources Committee Members with an overview of current issues being discussed.

Supporting Information

Appendix 1 – Consultation Register & Decision Log , October 2010

Background papers - None

Contact Officer

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**Hereford & Worcester Fire and Rescue Service
Joint Consultative Committee (JCC) Meetings
Consultation Register & Decision Log
October 2010**

<u>Current Item</u>	<u>Issue raised by</u>
Development Swaps	Unison
Operational Logistics Spare Appliances	FBU
Station Refurbishments (Asset Management Strategy)	FBU
NJC Circular: Part Time Workers (Prevention of less favourable treatment) Regulations – Fire Brigades Union Employment Tribunal Cases	ACFO Richard Lawrence
Leave for Training Courses	AM Community Risk
Organisational Structure Review	ACFO Richard Lawrence
USAR On Call Contracts/ Contractual issues for new USAR Technicians	FBU
Resilience Register Review of Working Arrangements	FBU
Promotions/Temporary Acting Up	FBU
Water Rescue Vehicle Standby/Detachment Duties issues	FBU
Banded Contracts 'Band C' for Retained Duty System Personnel	FBU
8 Hour Rule for Retained Duty System	RFU
Posts to be Ratified	GMB
Training and Development Centre – New Working Patterns Trial for Instructors	ACFO Richard Lawrence/ Jackie Conway – Head of Personnel Services

<u>Current Item</u>	<u>Issue raised by</u>
Messing Arrangements for On Duty Crews including Detached Duties	FBU
Mobilising of Retained Staff on a Retained Drill Night as the first appliance	FBU
Balancing of Watches	ACFO Richard Lawrence
Flexible Retirement (LGPS)	GMB
Retirement SPI	GMB
Efficiency Reviews to seek Improvement	ACFO Richard Lawrence
Station Work Routines	ACFO Tony Prosser
Maternity Provisions	Jackie Conway – Head of Personnel Services
Firefighters in Development, Detachments and Resilience Register Issues	Mark Preece – Area Manager, Service Delivery - Operations
Flexible Duty System – Officer Rota Groups	FBU Officers Branch
“Internal” secondary employment monitoring and approval	FBU H&S

14. Update from the Health and Safety Liaison Panel

Purpose of report

1. To provide the Committee with a report on the work undertaken through the Service's Health and Safety Liaison Panel.
-

Recommendation

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

Introduction and Background

2. The Service has a dedicated and sustained commitment to all aspects of Health and Safety (H&S) both with its employees and towards the communities it serves. Whilst these commitments are many and numerous the Service captures this wealth of activity through its H&S Liaison panel that consists of the respective key managers, specialists and the representative bodies. This group meets quarterly, is chaired by the DCFO and fulfils the Service's statutory responsibility in this area.

Update from the Health and Safety Liaison Panel

3. The H&S Liaison Panel last met on 8 October 2010 and the H&S Working Group subsequently met on 28 October.
4. The following matters were raised and addressed:
 - Specialist H&S Investigations; ongoing reviews of outcomes & impacts.
 - Quarterly H&S Performance and the relevant data was reviewed.
 - Feedback and actions from H&S audits updated.
 - Risk Assessment processes.
 - H&S training.
 - Welfare and Stress management.
 - Driving standards and issues.
5. The H&S Working Group is tasked with reviewing and recommending measures to address the H&S issues raised through the Liaison Panel. Current issues within its work programme are:
 - H&S communications and management.

- H&S training strategy.
- H&S audit outcomes.
- Workplace inspections.
- Specialist investigation issues.
- Non operational personal protective equipment.
- Budgetary issues surrounding reasonable adjustments to the workplace.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Para 5 point 5 may require funding to support H&S training and workplace adjustments

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	Whole document.

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	As above for training
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	Rep Bodies involved at working group and Liaison Panel

Conclusions/Summary

7. Health and Safety matters from the Liaison Panel will be reported after each meeting to PMM.

Supporting Information

Appendices – None

Background papers - None

Contact Officer

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Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
ALP	Aerial Ladder Platform
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
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
GM	Group Manager
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
ICP	Integrated Clothing Project
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDR	Individual Performance and Development Review
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IRU	Incident Response Unit
ISU	Incident Support Unit
JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry

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
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