



HEREFORD & WORCESTER Fire and Rescue Authority

AGENDA

Wednesday 18 February 2009

10.30am

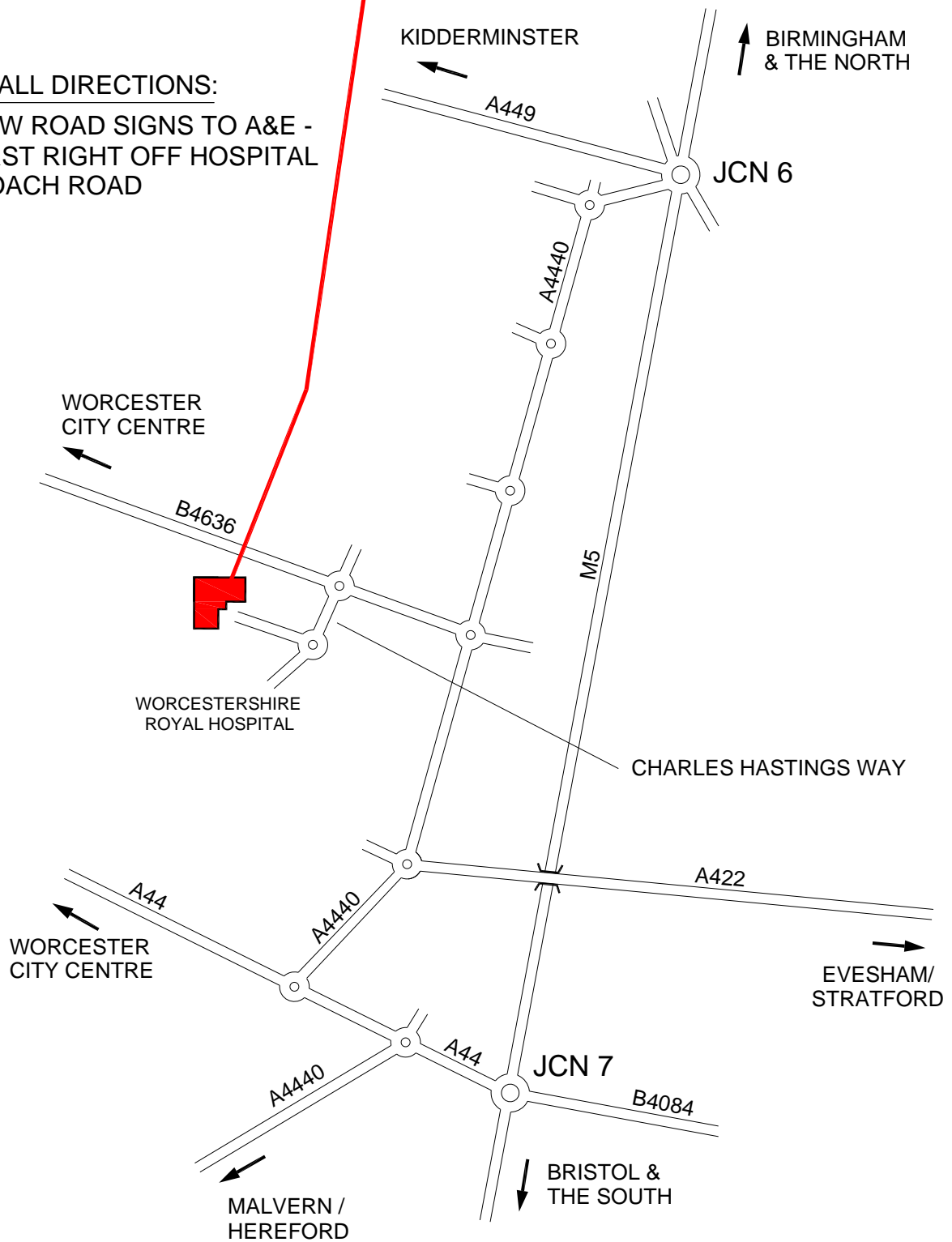
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR



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

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



ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

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Wheelchair access

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For information regarding requests for papers in alternative formats, please contact Committee Services on 0845 12 244554 or by email at committeeservices@hwfire.org.uk

Smoking is not permitted.

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Toilets – please ask at reception.

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The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Your main rights are set out below:

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

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

WELCOME AND GUIDE TO TODAY’S MEETING

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

Agenda Papers

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

Chairman

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

Officers

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

The Business

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

Decisions

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

Agenda

Councillors:

Herefordshire:

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

Worcestershire:

Mr T J Bean, Mrs J Brunner, Mr S J Clee (Vice Chair), Mrs M L Drinkwater, Mr R J Farmer,
Mr A Fry, Mr A I Hardman, Mr M Hart, Mr J Holden, Mr P M McDonald, Mr P T Mills,
Mr W E Moore, Mr P A Mould, Mrs F Oborski, Mr D W Prodger, Mr C T Smith, Mr R M Udall,
Mr J R Webb, Mr G C Yarranton.

	Pages
1. Apologies for Absence To receive any apologies for absence.	
2. Declaration of Interests (if any) The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3. Confirmation of Minutes To confirm the minutes of the meeting held on 19 December 2008 (copy attached).	7-12
4. Questions from Members of the Public To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.	
5. Service Report To inform Members of Service activities in the last quarter together with operational and statistical details for the period from 1 October to 31 December 2008	13-23

6. Budget & Precept and Medium Term Financial Plan	
<ul style="list-style-type: none"> 1. To determine Revenue and Capital Budgets for 2009/10 and the consequential Council Tax Precept. 2. To approve the Prudential indicators and to set a Minimum revenue Provision (MRP) policy for 2008/09 and 2009/10. 3. To identify the provision of the 3 year grant settlement on future year budgets. 	24-47
7. Update on Hereford & Worcestershire/Warwickshire Joint Service Review	
To update Members on the Joint Service Review with Warwickshire Fire and Rescue Service.	48-49
8. Performance Assessment 2008	
The purpose of this report is to update Members of progress made to date with the Fire Service Performance Framework for 2008.	50-51
9. Hereford& Worcester Fire & Rescue Service: Charter Mark Results 2008/09	
<ul style="list-style-type: none"> 1. To update Members on the results of the 2008/09 Charter Mark Assessment for Hereford & Worcester Fire and Rescue Service. 2. To inform Members that Hereford and Worcester Fire & Rescue Service has successfully retained its Charter Mark Standard 	52-54
10. Publication Scheme	
To inform Members of the new Model Publication Scheme for the Hereford & Worcester Fire & Rescue Service which was launched on 01 January 2009	55-73

Hereford & Worcester Fire and Rescue Authority

19 December 2008, 10.30am

County Hall, Worcester.



Present:

Herefordshire:

Mr J H R Goodwin, Brigadier P Jones (Chair), Mrs P M Morgan, Mr D C Taylor, Mr P J Watts.

Worcestershire:

Mr T J Bean, Mrs J Brunner, Mr S J Clee (Vice Chair), Mrs M Drinkwater, Mr A Fry, Mr A I Hardman, Mr M Hart, Mr J Holden, Mr P M McDonald, Mr P Mills, Mr W E Moore, Mr P A Mould, Mrs F Oborski, Mr D Prodger, Mr C T Smith, Mr R M Udall, Mr J Webb, Mr G C Yarranton.

672. APOLOGIES FOR ABSENCE

Apologies were received from Mrs P A Andrews, Mr R J Farmer

673. DECLARATION OF INTERESTS

Mr P A Mould and Mr P Watts advised the Authority that if the Firefighters Pension Scheme was discussed in such detail that it affected their personal positions, they would each declare a personal and prejudicial interest. (That proving not to be the case, there was no need for Mr Mould or Mr Watts to leave the room during the meeting.)

674. CONFIRMATION OF MINUTES

Resolved that the minutes of the meeting held on 22 September 2008, be confirmed as a correct record and signed by the Chairman.

675. QUESTIONS FROM MEMBERS OF THE PUBLIC

None.

676. SERVICE REPORT

The Chief Fire Officer presented a report regarding key Service developments and activities together with performance information for the period 1 July 2008 to 30 September 2008.

The responses to Members' questions arising on various items on the Reports were as follows:

- 5.16 The CFO told the meeting that the new Specialist Investigation Officers comprised existing Service staff, who had received extra specialist training for this role, and did not involve the recruitment of additional staff;

- 5.19 It was pointed out that the telephone number for complaints on the Service website was a 0845 number, and it was questioned if this was the most effective way to provide such a service. It was agreed to report on this matter at the next Authority meeting;
- 5.25 It was reported that the Malvern branch of the Young Firefighters' Association had been suspended due to a lack of suitably qualified and experienced volunteer instructors to sustain it; the future of the branch would be reconsidered if suitable personnel become available;
- 5.40 The Chairman praised the efficient response of the Service to the fire at the garage workshop in Leominster Town centre on Tuesday 30 September.

RESOLVED that the report be noted.

677. 2009/10 BUDGET PREPARATION

The Treasurer provided an update on the 2009/10 budget preparation process, which had to be finalised at the Authority meeting scheduled for 18 February 2009.

The Report included the following factors which impacted on the Budget preparation:

- The provisional 2009/10 grant figures were identical to the provisional figures announced in 2007 as part of the three year settlement;
- The level of grant per citizen remained one of the lowest of all Combined Fire Authorities at 74% of the average, and the grant increase (although slightly above the floor) at 0.7%, was half of the average increase;
- Rather than the anticipated increase, the Council Tax Base was now expected to be flat for the foreseeable future;
- Anticipated pay rises had risen from 2% to 2.5%;
- The impact of falling interest rates on income and expenditure, and
- Government policy on Council Tax capping.

The Treasurer reported that there would be a workshop/seminar for all Members, at which budget issues could be discussed, and there was a further meeting of the Budget Committee prior to the FRA Budget and Precept meeting in February.

The following dates were given to Members:

12th Jan 2009 -	Members' Budget Seminar
28 th Jan 2009 -	Budget Committee
18 th Feb 2009 -	Fire and Rescue Authority – Precept Setting

RESOLVED that:

- i) the position with respect to 2009/10 budget be noted; and**
- ii) the Budget Committee be asked to consider and recommend appropriate pay award assumptions to be included in the final budget proposal**

678. HEREFORD AND WORCESTER/WARWICKSHIRE JOINT REVIEW

The Chief Fire Officer reported that although a great deal of work had been undertaken to finalise the business case, Officers had not been able to conclude all aspects of the review in order to report to the Authority.

Cllr. Clee proposed, and Cllr. Brunner seconded, that the Report, as presented, be noted by the Authority.

Cllr. Udall proposed, and Cllr. Mills seconded, that:

- a. Given the current uncertainties that impact financial modelling, work on the joint business case should be suspended;*
- b. It will be a matter for each Authority to consider whether it would be possible to recommence work to finalise the business case at some point in the future once current uncertainties are resolved. However, at this point in time it is not possible to speculate when this might be;*
- c. That the Chief Executive communicates this decision formally with the Chief Executive of Warwickshire County Council.*

Cllr. Bean proposed, seconded by Cllr. Clee, that the last sentence of the Report, which read: *"However, it is anticipated that matters will be concluded in time to bring final recommendations to the next Authority Meeting"* should be deleted from the Report, and the report, as amended, be noted by the Authority.

The Authority voted on Cllr. Bean's amendment, as follows:

For the amendment: 17; Against: 6.

The meeting then voted on Cllr. Udall's motion, and the result was as follows:

For the motion: 6; Against: 17.

RESOLVED that the Report on the Hereford and Worcester/Warwickshire Joint Review, as amended, be noted.

(Cllr. Smith left the Meeting at this point.)

679. INTEGRATED RISK MANAGEMENT PLAN 2009-12 2009-10 ACTION PLAN- CONSULTATION FEEDBACK.

The Deputy Chief Fire Officer provided the Authority with details of the consultation process for the IRMP 2009/12 and the 2009/10 IRMP Action Plan, and a summary of the feedback received together with the Service's response to this feedback. In response to a query the DCFO replied that neighbouring Fire and Rescue Authorities had been consulted, but no comments had been received from them.

RESOLVED that the Consultation Feedback on the Integrated Risk Management Plan 2009-12, 2009-10 Action Plan be noted.

**680. INTEGRATED RISK MANAGEMENT PLAN 2009-12
2009/10 ACTION PLAN- RECOMMENDATIONS FOR AMENDMENTS.**

The Chief Fire Officer presented the revised Integrated Risk Management Plan (IRMP) 2009-12 and the recommendations, following Public Consultation, for amendments to the 2009/10 Action Plan. The 2009/10 Action Plan proposed six amendments.

The Meeting considered the various proposed amendments, and there was extensive discussion, particularly regarding the proposal to reduce the Firefighter establishment by 12 posts i.e. one post from each watch at Redditch, Bromsgrove and Kidderminster.

The Chief Fire Officer agreed with the meeting that public safety was paramount. He pointed out that all other options and alternatives had been considered, but given the financial limits and the timescale involved that this proposal was the optimal solution.

Improved management of sicknesses and absences would be required to offset the proposed reduction in staff numbers. With the implementation of planned changes to management systems and increased investment there would be sufficient resources available per shift to provide cover for unplanned absences over and above anticipated leave and training.

In addition, the proposal to employ seven people on a watch to guarantee the availability of five crew members would bring the Service in line with the majority of other Services who operated this system. It was also noted that this would be further supported by management changes and flexible working arrangements.

The Chief Fire Officer referred to the external pressures for efficiencies, including the recent Audit Commission Report which suggested moves to six persons to each watch. The meeting agreed to consider each of the six proposals individually, and voted as follows:

- 1 Adopt the new proposed response standard for fires in buildings. Maintain current draft standards for Road Traffic Collisions, but continue to monitor and report against the draft standard introduced last year. Review this standard again in 2010/11 in light of emerging evidence from the Road Safety Partnership work.
(Supported unanimously.)
- 2 Reduce the Firefighter establishment by 12 posts that is a reduction of 1 post from each watch at Redditch, Bromsgrove and Kidderminster, resulting in efficiencies of approximately £420k.
(For: 15 Against 7)
- 3 Streamline back-office services to achieve efficiencies of approximately £200k.
(Supported unanimously.)
- 4 Review the implementation of arrangements for the management of attendance to support the reduction of operational posts.
(Supported unanimously.)

- 5 Make an investment of £100k to support the cost of cover arrangements to enable the release of staff for risk critical training.
(Supported unanimously.)
- 6 Continue to examine further opportunities to deliver efficiency savings and service improvements, including collaboration/combination with another Fire and Rescue Authority.
(Supported unanimously.)

The targets in paragraph 6, and other relevant quantitative targets, in the IRMP 2009/12 were amended to read:

“We intend to reduce the number of primary fires by 10% averaged over the Plan period compared with the average recorded in the five year period to 31 March 2008.”

“We intend to reduce the number of non fatal injuries from accidental fires in the home by 20% averaged over the Plan period compared with the average recorded in the five year period to 31 March 2008.”

“We intend to reduce the number of fires in non domestic premises by 10% averaged over the Plan period compared with the average recorded in the three year period to 31 March 2008 ”

**RESOLVED that: i) the Authority approve the IRMP Action Plan 2009/10, and
ii) the Authority approve the IRMP Strategy 2009/12.**

681. REGIONAL FIRE CONTROL

The Deputy Chief Fire Officer updated Members on the Fire Control Project, its key anticipated benefits, the current risks facing the Authority during the Project's implementation phase and assurance of the work ongoing to mitigate these risks.

RESOLVED that the Authority note the risk update regarding the Regional Fire Control project and the ongoing work locally, regionally and nationally to mitigate the risks.

682. STRATEGIC RISK REGISTER- ANNUAL UPDATE

The Deputy Chief Fire Officer told the meeting that the annual review of the live Strategic Risk Register took place 1 December 2008 with Group Leaders advised by Principal Officers.

The overall responsibility for ensuring risks were managed effectively lay with the Authority as advised by the Service. The Register outlined to Members risk scoring for both likelihood and impact. A number of changes were made to the document to reflect a National, Regional and local perspective. Proposed 2008 changes were highlighted in the revised Register circulated to Members.

RESOLVED that the Authority approve the revised Strategic Risk Register.

683. REVIEW OF THE CODE OF CORPORATE GOVERNANCE.

The Deputy Chief Fire Officer told the meeting that the Code, which was first adopted by the Authority in 2003, was subject to ongoing review to ensure that the highest standards of governance were maintained. A number of updates were made, as highlighted in the copy of the revised Code of Corporate Governance which was circulated to Members.

The Standards Committee would meet to consider and review that part of the report on Code of Conduct.

RESOLVED that the updates to the Code of Corporate Governance be noted and endorsed.

684. THE LOCAL GOVERNMENT ASSOCIATION (LGA) FIRE & RESCUE AUTHORITY EQUALITY & DIVERSITY CHARTER

Authority Members noted the five point Charter for Equality & Diversity for Fire and Rescue Authority members produced by the LGA, in its role in providing political leadership on the issue of Equality and Diversity.

Members had already received a copy of the Charter and would be asked to demonstrate their personal commitment to Equality and Diversity in the Fire and Rescue Service by signing up.

RESOLVED that as part of the Authority's commitment to Equality and Diversity, and its own role in demonstrating leadership on this issue that Members should individually sign up to The Charter.

The meeting ended at 12.10pm

Chairman.....

5. SERVICE REPORT

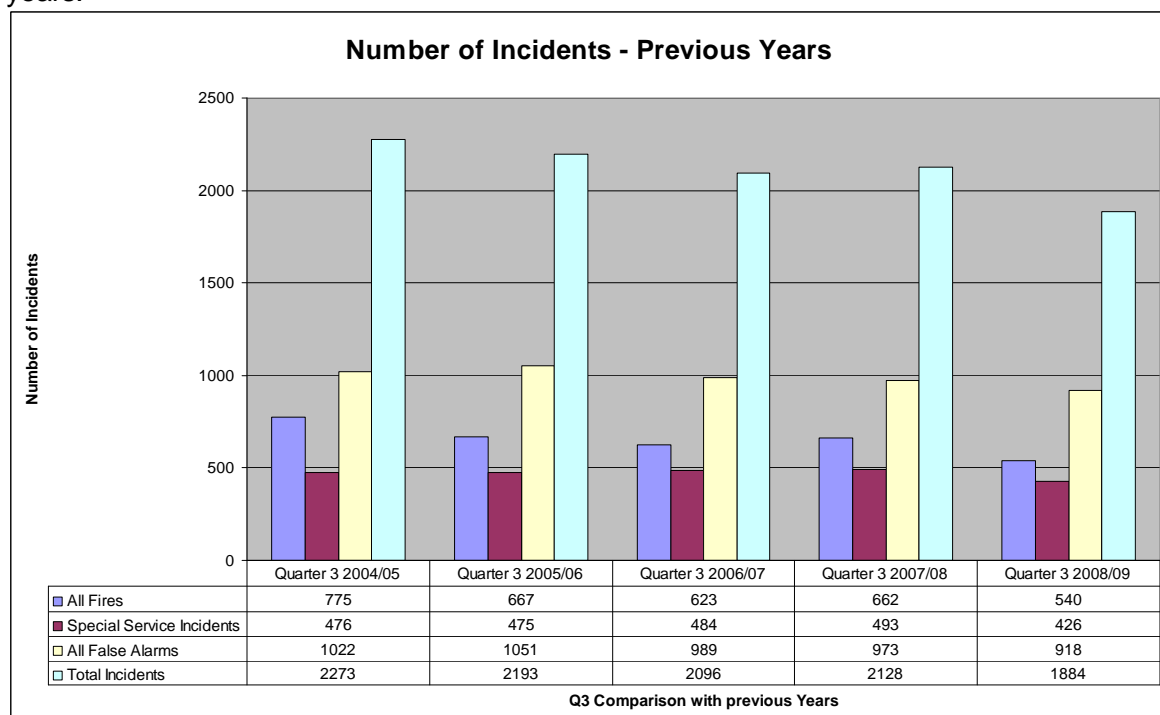
Purpose of Report

To inform Members of Service activities in the fourth quarter together with operational and statistical details for the period 1 October 2008 to 31 December 2008.

Performance

Incident Statistics

- 1 The number of fires attended during Quarter 3 was 540 compared with 662 in the same quarter last year. This equates to a decrease of 18.43% compared with the Quarter 3 2007-08.
- 2 The number of Special Service incidents attended during Quarter 3 was 426 compared with 493 in the same quarter last year. This equates to a decrease of 13.59% compared with Quarter 3 2007-08.
- 3 The number of False Alarms attended in Quarter 3 was 918 compared with 973 in the same quarter last year. This equates to a decrease of 5.65% compared with Quarter 3 2007-08.
- 4 A total of 1884 incidents were attended in Quarter 3 compared with Quarter 3 2007-08 where 2128 incidents were attended. The total number of incidents has reduced by 11.47% when compared with Quarter 3 2007-08. The total number of incidents for Quarter 3 2008-09 is 13.26% lower than the four year average for this quarter at 2172 incidents.
- 5 The following chart demonstrates this quarter's activity with the 3rd Quarter for the last four years:



- 6 We continue to perform well in excess of our current (LAA) targets relating to deliberate primary and secondary fires in South Worcestershire, Redditch and Wyre Forest.

Health and Safety Incidents and Injuries

7.

	Incidents	RIDDOR	% Rate on Establishment
October – December 2007	19	4	2
January – March 2008	27	3	3
April – June 2008	27	5	3
July – Sept 2008	31	7	4
October – December 2008	42	12	4.5

Analysis

8. The number of reported Health & Safety Incidents/Injuries this third quarter of 2008-09 has increased when compared with both the previous quarter – up from 31 to 42 – and the same quarter last year – up from 19 to 36. Furthermore, the number of incidents reportable under RIDDOR has tripled when compared with the same period last year, from 4 to 12.
9. Analysis of all reported incidents has shown a continued increase in slips, trips and falls (12 incidents), with exposure to hazardous substances accounting for 7 incidents, Manual Handling injuries accounting for 6 incidents and burns and impact injuries accounting for 5 injuries each.
10. Further analysis indicates the increase in the above statistics could point towards the Service's commitment to and delivery of training in the areas listed below. It is widely accepted that when awareness is raised statistics can also rise. The dates when the increase in statistics started to rise run in line with the dates training commenced in a number of areas. It is anticipated this area of improved reporting will signal a further rise in statistics for the next year and then will begin to fall. Further investigation on the increase in RIDDOR reporting following the publication of an improved attendance management policy will take place throughout 2009. Staff have been reminded to exercise vigilance and consider their environment to prevent slip, trip and fall injuries and the Department will continue to monitor incident details and trends.
11. Again, as identified in previous periods, a significant number of all Health & Safety incidents continue to involve operational personnel (83%) and again 60% of these occurred during operational activity, while over a quarter occurred during training activities.
12. The number of reported Near Hits and Potential Hazards continue to remain low as in previous periods and still only represent a fraction (9%) of all reported Health & Safety incidents.
13. A total of 11 Fleet Health & Safety Incidents were reported this quarter. Of these incidents 63% occurred during routine driving activities, 3 occurred whilst responding and one during training.

Improving Health and Safety across the Service

14. In order to assist in the understanding and management of risk and drive down the number of injuries to staff, the Department continues to build and develop a comprehensive Health & Safety training strategy, which will provide training for a large proportion of the workforce. Between April 2008 and January 2009 - 345 candidates were trained across the Service in the following areas:
- IOSH Managing Safely training for Watch Managers and Non operational Managers;
 - Control of Substances Hazardous for Health Assessment training to one representative of each Station;
 - Risk Assessment training for one representative of each Station;
 - Managing Display Screen Equipment for appropriate locations;
 - Corporate Manslaughter for both operational and non-operational managers;
 - Behavioural safety seminar all operational and non-operational managers;
 - Conflict Resolution and Personal Safety to key staff.
 - Raising H & S awareness (Hindsight).
15. Externally the Health and Safety Advisor for the Service is closely engaged in developing the 2009-10 Annual Plan for the Regional CFOA Health & Safety Committee. In January 2009 our advisor is the lead auditor on a RoSPA QSA Audit of Warwickshire Fire Service, in tandem with representatives from West Midlands Fire Service and Staffordshire Fire Service.

Complaints, Concerns, Compliments and Donations

16. During the period 1 October 2008 to 31 December 2008 the Service received 6 complaints, 7 concerns, 11 compliments and 14 donations. All letters will be made available for Members' perusal at the meeting.

Information Management

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

Q3	FOI Requests received and completed	DPA Requests received and completed	EIR Requests received and completed	Monthly Totals for Quarter 3
October 2008	24	0	1	25
November 2008	16	1	0	17
December 2008	15	3	0	18
TOTALS	55	4	1	60

Information Regulations (EIR)

18. The Service continues to manage Freedom of Information Act (FOIA), Environmental Information Regulations (EIR) and Data Protection Act (DPA) requests in line with current legislation. 60 requests were received during Quarter 3; there are no significant areas of concern for this period.

Items of Interest

Regulatory Reform Order (Fire Safety) 2005

19. In January 2008 proceedings were issued by Herefordshire Council against the landlord of a property in Aylestone Hill, Hereford on two counts, firstly one of operating an unlicensed house in multiple occupation and, secondly, breach of a prohibition notice issued in January 2008. H&WFRS attended the property with Herefordshire Council and undertook a full audit against the provisions of the RRO; the decision was made to prosecute and subsequently 5 summonses were issued. The Fire Authority's case will be heard jointly with Herefordshire Council on 9th March 2009.

Use of 0845 Number for Complaints, Concerns and Compliments

20. Following the enquiry made at the last FRA Meeting, the Service has considered the use of the 0845 by the public for complaints, compliments and concerns. The number first came into use for operational reasons when the Authority moved to its new Headquarters in November 2005. Should a member of the public wish to make a complaint by telephone about the Service, they are directed to use the SHQ 0845 telephone number. The complaints are then directed to Fire Control and a management process is initiated. Callers from a British Telecom line to the 0845 number are charged no more than 4 pence per minute. The FRS pays British Telecom for the 0845 service and no income to the FRS is generated by the 0845 number.
21. The Service receives about 6 Complaints, concerns and compliments per month, and about half of these are in writing. It is possible to provide an 0800 (free) telephone number but the cost to the FRS would increase beyond that currently paid for the 0845 number. The change of number would also require changes to stationery, letterheads, directories, etc. In view of the very small numbers involved, and the fact that the 0845 number offers an effective and efficient service to the public, it is felt that such a change is not warranted at the moment.

IRMP 2009/10 Action Plan

22. Principal Officers have concluded the detailed review required to identify back office efficiencies as agreed at the December FRA. Overall efficiencies of £211,000 will be made through:
- a restructuring of the delivery of the Committee Services function within PPP
 - the removal of 3 posts from PPP structure
 - an increase in private mileage charges for use of service vehicles
 - a reduction of spend in support service revenue budgets
23. Detailed work has also progressed to ensure that we are able to maintain a full establishment and strengthen attendance management arrangements. This will ensure that we can accommodate the reduction of 12 operational posts and improve the delivery of operational training as proposed. In support of these changes, plans are in place to deliver a central staffing function from within existing resources to coordinate attendance on a day-to-day basis, ensure crewing levels are maintained, and levels of sickness absences, "off watch" training courses and temporary promotions are monitored.

24. A new training strategy is being developed to make most effective use of the additional training staff delivered through the IRMP. The development of a flexible working register will also facilitate more flexible training delivery and reduce the number of training courses cancelled due to short term absence.
25. Changes are also being proposed to the mobilisation and management of specialist water rescue units at Worcester, Hereford and Evesham. The proposal is that these teams will be put on a retained / secondary contract basis similar to the USAR teams. This will enhance resilience and improve the arrangements for training in this highly specialised field of work.
26. These objectives are being overseen by the PPP department including programme support, progress monitoring and the development of key performance indicators within each area. A full communications strategy for the changes will ensure that all staff are aware of the new arrangements. The change programme will include the provision of detailed information, guidance and face to face meetings with all managers responsible for operational attendance management.

Government Response to the 2007 Floods - EU Grant – Flood Ex 2009

27. In response to Sir Michael Pitts review into the 2007 floods, the Department for Environment, Food and Rural Affairs has committed £2m to enhancing flood rescue capabilities. The Chief Fire Officer, representing the Chief Fire Officers Association, has been appointed to contribute to the national programme, which will deliver enhanced national rescue procedures, training and equipment standards. The programme will also identify any immediate capability needs, and commence procurement of equipment and training for delivery in Winter 2009/10. Part of this programme will develop and formalise “Major Flood” response modules for UK or international deployment.
28. The Cabinet Office and Department for Communities and Local Government have agreed to make a UK contribution to a major EU flood exercise taking place in Holland in September of this year. This is the largest and most complex flood exercise ever held by the EU, and will involve a practical deployment of UK FRS and voluntary sector resources to Holland, where they will work alongside EU partners from Holland, Germany, Poland, Sweden and Latvia, with assistance and observers coming from remaining Member States.
29. To facilitate the UK response, Hereford and Worcester has been nominated to receive a grant of 104k Euros from the European Union. This funding will be used to cover all of the staff and managerial costs of organising the UK response, and for the costs of the deployment itself. The UK Major Flood Module will include FRS staff from across the UK supported by specialists from the voluntary sector. It is likely that there will be opportunities for Hereford and Worcester FRS staff to become involved in the exercise. Further information and requests for volunteers will be circulated once known.

Annual Carol Service

30. The annual Friends and Family Carol Service took place at Worcester Cathedral on Sunday 21 December 2008. A large number of people came along to the Cathedral to join in the festivities – members of the public and members of staff and their families.

31. The Fire Choir treated the attendance to traditional Carols throughout the event, and there were seasonal readings by members of the Service. The Young Firefighters also played a starring role in their Nativity Play 'In the Inn'. Afterwards, everyone got together to enjoy mulled wine and mince pies.
32. On behalf of everyone who enjoyed the evening so much, the Chief Fire Officer thanks all those involved in the Carol Service for such a memorable event.

Young Firefighters Association (YFA) Update

33. The Executive Committee chaired by Cllr Fry has met since the last FRA meeting and continues to monitor organisation and management of the Association. The Committee is supporting the establishment of the new branch at Redditch and has hopes of a launch in the early summer.
34. In Hereford, the Service currently supports the Cadet scheme run by West Mercia Police, but there is still a desire to establish a full YFA branch in Herefordshire and a number of sites are under consideration subject to volunteers and funds being identified.

Volunteer Programme Update

35. In a new approach to building capacity for Community Safety activities, minor restructuring has taken place to allow the creation of a "Volunteer Programme Co-ordinator" within existing staff levels. Once appointed, the individual will be responsible for running and recruiting to a new volunteer programme which will deliver additional Home Fire Safety Checks and a more focused engagement with some of our harder to reach communities. The coordinated use of trained volunteers will enable us to increase the number of number of Home Fire Safety Checks delivered within existing budgets.

Information for Members

Business Continuity

36. A Pandemic Flu Exercise (Sixways) was held at Worcester Rugby Club on 04 February 2009. A number of players from the Service took part, both at Silver and Gold Command. The exercise was designed to test Herefordshire, Worcestershire and Shropshire's resilience arrangements in the event of a Flu Pandemic.

Update of the Standards Committee

37. Consultation Paper on Codes of Conduct for Local Authority Members and Employees:

The Department of Communities and Local government published this consultation paper on 1 October 2008, inviting submissions by 24 December 2008. CLG invited views on proposals for revising the model code of conduct for local authority members ("the members' code"), principally to clarify its application to members' conduct in their non-official capacity. This paper also invited views on proposals for associated changes to the general principles which govern the conduct of local authority members. Finally, comments were invited on proposals to introduce a requirement for authorities to incorporate a code of conduct for employees, based on

a statutory model code of conduct, into the terms and conditions of employment of their employees' ("the employees' code").

38. The matter was considered as an Urgent item at the Standards Committee Meeting on 21 November, and it was decided to make a submission on behalf of the Authority, which would be informed by the views of our constituent authorities. The submission response was framed by CLG in the form of 22 questions regarding the proposed changes, and the responses of Herefordshire Council and Worcestershire County Council were broadly similar. The submission made by this Authority to CLG was informed by these responses, and was, in summary, as follows:

- The proposal to extend the Members' Code of Conduct to members' conduct in their non-official capacity is acceptable;
- The associated changes to the general principles which govern the conduct of local authority members are acceptable;

This Authority already has in place a Code of Conduct for Employees, which is very similar to the proposed Model Code of Conduct for Employees. The proposals in the Consultation paper are unnecessary and unworkable.

39. The Committee made the submission to CLG, on behalf of the Authority, on 23 December 2008.

Update of the Audit Committee

40. The Committee met on 28 January 2009 and considered the External Audit Plan, including the new Use of Resources approach, the Internal Audit Plan 2008/09 and the Authority's Confidential Reporting Policy (Whistleblowing), and details of the Meeting will be available when the Minutes are confirmed.

Update of the Budget Committee

41. The Committee met on 28 January 2009 and reviewed the current position in relation to Revenue and Capital Budgets for 2009/10 and beyond, and the implications for the precept, and the revised Service Level Agreement for financial services with Worcestershire County Council, and details of the Meeting will be available when the Minutes are confirmed.

Corporate Risk

42. Members will recall the Strategic Risk Register was approved at the FRA meeting in December 2008 and continues to be reviewed and revised as a live document. The Departmental Risk Registers review has now been completed and actions from these Registers will now be incorporated into the Performance and Business Planning process.

Emergency Planning

43. The Service is currently working closely with our Local Resilience Forum (LRF) partners to address the implementation of the changes recommended by Sir Michael Pitt in his review of the 2007 Floods. This collaboration and contribution will further reinforce the joined up approach the Service has with our LRF partners as Category One responders. A full report on the impact of the Government's response to the Pitt

report from the Authority's perspective will be presented to Members at a future meeting of the Authority.

44. The Joint Emergency Resilience Arrangements (JERA) is currently under review with the LRF working group.

Community Safety Update

45. December saw the end of a very busy quarter for Community Safety staff members working within both Counties.
46. A bonfire night fireworks safety education campaign was conducted in many schools across the two Counties targeting year 7 pupils over a 4 week period. The aim of the school visits was to reduce the risk of injury by encouraging youngsters and their families to attend an organised event, as opposed to celebrating bonfire night at home.
47. The "Christmas Presence" campaign highlighted the 12 fire safety messages surrounding the festive season in the week prior to Christmas. The campaign generated approximately 50 Home Fire Safety Check referrals, many of which 'fell' within the Services defined higher-risk output areas. This initiative also allowed us to promote Road Safety and was featured on TV and on radio.
48. Attendance at the Worcestershire Partnership "Emerging Communities Task Group" has commenced and a service representative will continue supporting and engaging with the Group on a quarterly basis.
49. A new Committee has been created to promote road safety messages to young people across the 2 Counties, in partnership. A joint approach to delivery into schools and youth centres is to be adopted by the Service, the WM Safer Roads Partnership, West Mercia Police, Worcestershire County Council and Youth support services.

Home Fire Safety Checks Update

50. Between 1st October and 31st December, the Service undertook 690 Home Fire Safety Checks and installed 809 smoke detectors. An increasing proportion of these were in properties specifically highlighted as being at an increased risk of fire, defined using known contributors to risk from the 2002 Census data, as well as local and historic information.

Schools Update

51. At the start of this current year, the Service commenced a new strategy focusing more clearly on Key Stage 2 students as intelligence indicated that this was where our efforts were best placed. The existing Education Assistant posts were disbanded and better use of part-time staff made to reflect school hours and terms. Two new part time Education Assistants have now been recruited to work across the two Counties.
52. During this period of change, we are pleased that operational staff have maintained the schools programme and we now look forward to increasing our activity with the two new posts.

Signposting Update

53. Substantial activity has continued delivering cross-agency referrals between partners, facilitated by the sign-posting co-ordinators within Worcestershire and Herefordshire. With the Worcestershire scheme nearing the conclusion of its pilot phase, a business plan has been developed to promote continuation of this vital service. The aim is to present the plan to the Local Strategic Partnership linking in with the Sustainable Community Strategy with funding proposals largely underpinned through the FRS element of the Public Service Agreement (1) Reward Grant.

Arson Update

54. Work continues to establish an Arson team resourced through the Service but hosted within West Mercia Police. This initiative is planned to deliver much improved access to resources allocated to the Anti-Social Behaviour and Safer Communities agenda.
55. The Service is engaged at a national level working to recognise increases in arson as the financial climate worsens and to identify mitigating actions as part of the business planning cycle.
56. The Service received a number of referrals of young people who had been involved with fire setting activity during the third quarter. The majority of the cases seen were in North Worcestershire, followed by South Worcestershire then Herefordshire. This reflects the general arson profile of the Authority.

Child Protection Update

57. Following the appointment of the ACFO Service Delivery as Child Protection Officer for the Authority and membership of the executive of the Safeguarding Children Board, the Services new "Safeguarding Children and Young People" policy is nearing publication. This will be supported with a full programme of training for staff.

Local Incidents to Note

Man rescued from flat fire on Boxing Day

58. A 29 year old unconscious man was rescued by firefighters from a bedroom fire in a first floor flat at Greenhill, London Road, Worcester, early on Boxing Day. He was taken to hospital where he was detained for a number of days suffering the effects of smoke inhalation. He has since made a full recovery. The fire was caused by overloaded electrical sockets in the timber framed built property.

Evesham crews rescue man from smoke filled offices

59. Fire crews from Evesham rescued an unconscious man from the offices of a taxi firm in the Vale Business Park, Evesham in the early hours of Wednesday December 31. He was taken to hospital suffering from smoke inhalation. The fire was caused by clothing left on a wall heater.

Man charged with arson

60. A man has been charged with arson following a fire which damaged the front door of a house in Lower Chestnut Street, Worcester early on Sunday December 21. The male occupant of the house, who was asleep downstairs, escaped through the back door having been woken by a smoke alarm.

Fire Safety Breaches Cost Father and Son Over £50,000

61. A father and son have been ordered to pay more than £50,000 after pleading guilty to charges relating to inadequate fire safety standards at a building in Coventry Street, Kidderminster, in which tenants were rescued following a fire.
62. Hereford & Worcester Fire and Rescue Authority brought proceedings against Brian Murdoch who owns 90 and 91 Coventry Street, Kidderminster, and his son David, who was responsible for the day to day running of the premises.
63. Brian Murdoch pleaded guilty to six charges of breaching The Regulatory Reform (Fire Safety) Order 2005, and his son pleaded guilty to eight.

The charges brought against Brian and David Murdoch included:

- Failure to make a suitable and sufficient assessment of risks
 - Failure to ensure that the premises and any facilities equipment and devices were subject to suitable maintenance and in efficient state, working order and good repair
 - Failure to co-operate as far as necessary to comply with the Fire Safety Order
64. The two men were sentenced by District Judge Brian Morgan at Kidderminster Magistrates today (Friday, January 30). The judge awarded the costs of £39,695 to Hereford & Worcester Fire and Rescue Authority. Both father and son were fined a total of £11,600. During the course of the proceedings the Judge commented on the "efficiency and effectiveness" of the Fire Service following the fire at the premises in July 2007."
65. Assistant Chief Fire Officer Jon Hall paid tribute to his fire safety officers and said: "This case clearly demonstrates how our officers are inspecting relevant buildings and applying the law to help ensure the safety of our community. The Fire Authority will use enforcement action and ultimately prosecution where people don't fulfil their legal obligations to those that use their buildings. We would like to issue a timely reminder to people throughout Herefordshire and Worcestershire that these regulations are there to make people safer."

School sports hall roof damaged by fire

66. The roof of the sports hall at Elgar Technology College, Worcester was damaged after a fire was deliberately started on the evening of Saturday December 20. The fire was extinguished by crews from Worcester, Malvern and Droitwich and Pershore. The College authorities thanked the Fire Service for the prompt response.

Church fire at Kidderminster

67. Firefighters from Kidderminster, Stourport and Bewdley attended a fire at Trinity Methodist Church, Churchfields, Kidderminster on the night of Sunday December 14. The Church caretaker and his partner, who live on the premises escaped unhurt. The Church was extensively damaged. Police later arrested a man on suspicion of arson with intent to endanger life.

M5 closed for 14 hours after tanker crash

68. The M5 between Junctions 7 (Worcester South) and 8 (Strensham) was closed for 14 hours on Sunday 4th January after an articulated tanker carrying almost 50,000 litres of petrol and diesel overturned. Approximately 8,000 litres of fuel was spilled into a ditch adjoining the northbound carriageway. Fire Crews from Worcester, Droitwich, Upton on Severn, Ledbury and the environmental protection unit from Evesham were in attendance to limit the environmental damage and reduce the potential for a major fire. The Service has received a letter of appreciation from the Environment Agency for our work which minimised pollution of the area and ensured the safe recovery of the vehicle and its remaining content of fuel. No persons were injured as a result of this incident.

Recommendation

The Chief Fire Officer recommends that the report be noted.

Appendices

None

Background Papers

Submission from the Standards Committee to the Department of Communities and Local Government re proposed amendments to Codes of Conduct for Local Authority Members and Model Code of Conduct for Local Authority Employees.

6. BUDGET AND PRECEPT 2009/10 AND MEDIUM TERM FINANCIAL PLAN

Purpose of report

1. To determine Revenue and Capital Budgets for 2009/10 and the consequential Council Tax Precept.
 2. To approve the Prudential Indicators and to set a Minimum Revenue Provision (MRP) policy for 2008/09 and 2009/10.
 3. To identify the consequences of the 3 year grant settlement on future year budgets.
-

Background

4. In December 2008 the FRA considered the 2009/10 budget in conjunction with the IRMP and the Budget Committee considered further progress at its meeting in January 2009. In addition a workshop was held for all Members in January. The budget and council tax strategy outlined in this report are based on the recommendation from the Budget Committee meeting in January.
5. The disappointing provisional grant settlement for 2009/10 was confirmed as £10.536m, a mere 0.75% increase on 2008/09, itself only 0.5% up on 2007/08. The co-ordinated efforts by 10 authorities who were at the floor, to reverse the incorrect treatment of Transitional Grant, appear to have failed.
6. The re-announced provisional figure for 2010/11 remains at £10.668m, which whilst representing a relatively big increase of 1.3% compared to previous years, still leaves the 3 year increase well below the national average.
7. Over the three years of the current Comprehensive Spending Review period (CSR) the compounded increase for HWFRA is 3.0% compared with a CFA average of 7.5%, with some individual CFAs well into double figures.
8. The Authority's grant settlement continues to be the lowest per head for CFAs at 74% of the average in 2009/10 declining to 73% in 2010/11.
9. Members may wish to note that, other than in relation to Transitional Grant treatment, the FRA has not received any responses from CLG to the specific technical questions raised in last year's grant consultation.
10. The recommended 2009/10 Net Budget Requirement is £30.451m and represents an increase of 3.9% over the previous year and requires a precept increase of 4.93%. Details are set out in appendices 1 to 4.

11. In summary the year-on-year changes are:

One off impacts	+0.8%
Cost pressures	+3.1%
Changes to Fire-fighter Training	+1.3%
Capital programme	+0.8%
National Projects	+0.1%
	<u>+6.1%</u>
Cash releasing efficiencies	-2.2%
Total	<u>+3.9%</u>

12. The constrained budget means that the FRA must continue its stated policy of not progressing national projects beyond government funding provided.

Efficiency Savings

13. The FRA has a good track record of achieving efficiencies and in the last CSR period (ended 2007/08) contributed 8% compared to the national average target of 5%
14. It was initially thought that in the current CSR period (2008/09 to 2010/11) each FRA would be required to generate 1.5% cash releasing efficiencies each year. It is now known, however, that this is again a target for the Service at a national level.
15. CLG has again indicated that it believes some FRAs have more scope for delivering efficiencies than others, particularly those that were seen to under-perform in the last efficiency round. But this has not resulted in differential targets being set.
16. The recent Audit Commission Report on FRS efficiency identified areas where the Service as a whole could save cumulatively at least £200m. From this data it is possible to estimate how much of the £200m could be applicable to HWFRA.
17. Applying the national figure evenly would result in a cumulative 2009/10 target of £0.850m, but an estimate of the relative target using the Commission Report would give a figure of £0.500m.
18. The efficiencies included in the 2009/10 HWFRA budget total £0.631m, shown in Appendix 2.

Capital Programme

19. Capital Financing has been significantly effected by the tumultuous changes in world financial markets with an effective collapse in the interest rates paid on the FRA cash balances (subject to the risk minimisation policy agreed) and borrowing rates behaving in previously unexpected ways.
20. However a capital programme using prudent financing assumptions and based on the agreed Asset Management Plan and Fleet Strategy is included as Appendix 5.
21. A substantial addition is the £0.650m for Respiratory Protective Equipment (RPE), which is significantly improved BA equipment including radio monitoring. This has been procured through a national contract lead by CFO Paul Hayden, and an integrated regional solution (excepting Shropshire FRS) is proposed.

22. In previous years the station improvements block has shown indicative phasing whilst remaining flexible. However, experience has shown that this indicative phasing causes confusion and instead a total cash sum is now shown. Allocations will be made only when a specific business case is approved.
23. For these schemes a business case for each proposal will be taken to Budget Committee on a case by case basis before any capital expenditure is incurred.
24. For the Pebworth scheme the business case for a single bay station was approved some time ago at a cost of £0.550m of which £0.007m has been spent on design fees but the project was held up by the difficulties associated with land acquisition. The land acquisition issues now seem to be resolved and progress can be made on the scheme
25. Following a review of the project by the Principal Officers, it was concluded that a 2 bay building would be more appropriate as, over life of the building, this would offer more flexibility to cater for changing Service needs and demands. Also, this takes account of the fact that frequently the Service has no empty bays at Fire Stations and in some instances emergency vehicles and equipment must be parked outside.
26. The requirement to develop a larger building will add to construction costs (although significantly less than adding an extension after construction) and it is estimated that the revised initial budget estimate at feasibility stage would be £0.650m (in total). In anticipation, this figure has been included in the capital budget and capital financing estimates.
27. The vehicle replacement element of the budget includes both the routine replacement of life-expired pumps and the replacement of the more costly specialist equipment. In the latter cases a business case would be made to Budget Committee prior to any commitment of resources.
28. The revenue consequences of the schemes, including financing costs, are included in the revenue budget projections in Appendices 1, 2 and 4, and the review of Prudential Indicators in Appendix 9

Budget Risks

29. Setting a budget requirement at £30.451m as referred to in paragraph 10 still presents risks, for example:
 - Pay award – The budget provides for 2.5% in 2009/10 and provisionally 2% for later years.
 - Utilities and Diesel Fuel inflation – whilst the budget now reflects the current known prices there have been wide fluctuations over the past few years. Each 1% over 2% represents an additional £0.045m
 - RDS pension take up – only 35% of staff have taken up the option to join the new pension scheme (in line with budgeted expectations) however an additional 10% take up would cost £0.042m
 - Fire Link is due to go live in late 2009/10 but final costs are still far from clear
 - Council Tax Capping
In making the grant settlement announcement the Minister stated that “... the government expects the average Council Tax increase in England to be substantially below 5% andwill not hesitate to use its capping

power to protect council tax-payers from excessive increases

Capping legislation, however, requires that the expenditure increase is excessive before the Minister can exercise capping powers. If expenditure increases are deemed to be excessive the council tax increase can then be a determinate of capping.

The budget proposal is for a budget increase of 3.9% leading to a tax increase of 4.93% arising from the poor 0.7% grant increase.

These risks highlight the need to maintain prudent levels of balances, for purposes in addition to the operational impact.

Business Consultation

30. In accordance with established practice, statutory consultation with business rate-payers has been initiated by correspondence with appropriate representatives of business. (The Chamber of Commerce, the local branches of the Confederation of Small Businesses and the National Farmers Union). To date no responses have been received.

Precept Implications

31. Having regard to the government's grant allocation and the council tax base figures supplied by the billing authorities, the budget requirement results in a Band D council tax of £71.57. This is an increase of £3.36 per year or 4.93% on 2008/09. This equates roughly to an extra £0.06 per week.
32. The detailed calculation of precepts is shown in Appendix 6 and is summarised as follows:

	£
Net Budget Requirement	30,451,000
less: Share of National Non-Domestic Rates (Business Rates)	8,559,973
less: Revenue Support Grant	1,975,762
Gross Precept Requirement	19,915,265
Collection Fund Surpluses	-35,819
Net Precept Requirement	19,879,446
 Tax-base - Band D Equivalent	 277,754.53
Precept - Band D Equivalent	£71.57

The position has been helped by the buoyancy (or increase) in the tax-base (number of properties) by 0.56% between 2008/09 and 2009/10. This means the 2008/09 Council tax would now generate £0.106m more precept in 2009/10

Given the uncertainty over future economic conditions a more prudent increase of only 0.10% is forecast for future years.

Medium Term Financial Strategy (MTFS)

33. It is important to update the MTFS to facilitate prudent operational and financial planning. Appendix 7 is a revised strategy reflecting:
- best estimates of trends in pay and price inflation together with other emerging cost pressures
 - the possible impact of national projects
 - the revenue consequences of capital investment
 - the scope for cash releasing efficiencies
 - Maintaining a contingency to sustain service delivery during a period of significant change and increasing uncertainty.

Revenue Balances Strategy

34. Financial performance in the current financial year is likely to be close to target and general balances are likely to be around £1.2m at 31 March 2009.
35. The MTFP budget provides for no growth in, or usage of, general balances which means that their size in relation to the core budget will decline marginally as shown in the table below.

	2008/09	2009/10	2010/11	2011/12	2012/13
Core Budget	£29.528m	£30.451m	£31.547m	£32.597m	£33.701m
Balances at start of year	£1.259m	£1.259m	£1.259m	£1.259m	£1.259m
% of Core Budget	4.3%	4.1%	4.0%	3.9%	3.7%

36. Whilst the maintenance of balances is desirable to provide a buffer to meet unexpected costs, there is an opportunity cost of holding balances. They could be used to finance expenditure or reduce the council tax precept. The risk is, however, that any unforeseen expenditure could not be met.
37. Ear-marked balances are held for the following uses, and based on the 2009/10 budget proposed, will stand as below at the end of each year:

	2008/09	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m	£m
Pensions Reserve	0.237	0.167	0.167	0.167	0.167
RMB Costs Reserve	0.024	0.024	0.024	0.024	0.024
Rank to Role Reserve	0.205	0.058	0.058	0.058	0.058
Fuel Price Volatility Reserve	0.080	0.080	0.080	0.080	0.080

Prudential Code Indicators

38. Since 1 April 2004, the Local Authority capital finance system has been one of self-regulation based on a Prudential Code drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA).
39. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of Local Authorities are affordable, prudent and

sustainable or, in exceptional cases, to demonstrate that there is a danger of not ensuring this, so that the Local Authority concerned can take timely remedial action.

40. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability. The Prudential Code also has the objectives of being consistent with, and supporting, local strategic planning, local asset management planning and proper option appraisal.
41. To demonstrate that Authorities have fulfilled these objectives, the Prudential Code sets out indicators that must be used and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios. These are for a Local Authority to set itself, subject only to any controls under section 4 of the Local Government Act 2003 (Government reserve powers).
42. The prudential indicators required by the Code are designed to support and record local decision making. They are not designed to be comparative performance indicators and use of them in this way would be likely to be misleading and counter productive. In particular, Local Authorities had widely differing debt positions at the start of the Prudential system and the differences are likely to increase over time as a result of the exercise of local choices. The system is specifically designed to support such local decision making in a manner that is publicly accountable.
43. In setting or revising the prudential indicators, the FRA is required to have regard to the following matters:
 - Affordability, e.g. implications for Council Tax;
 - Prudence and sustainability, e.g. implications for external borrowing;
 - Value for money, e.g. options appraisal;
 - Stewardship of assets, e.g. asset management planning;
 - Service Objectives, e.g. strategic planning for the Authority; and
 - Practicality e.g. achievability of the forward plan.
44. The Treasurer has prepared the prudential indicators having considered the matters above and these are set out at Appendix 8.

Minimum Revenue Provision (MRP)

45. Minimum Revenue Provision is the amount set aside in the revenue budget to meet the future repayment of borrowing incurred to pay for capital investment.
46. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 now require that an Authority sets its own prudent level of MRP, rather than being a specific calculation, by adopting an MRP policy in advance of the year to which it relates.
47. The timing of the revised Regulations means that it was not possible to do this before the beginning of 2008/09 so the FRA must also set a policy for 2008/09.
48. Appendix 9 sets out the proposed position.

Budget Calculations: Personal Assurance Statement by Treasurer

49. Section 25 of the Local Government Act 2003 requires the Treasurer to report to the Authority when it is setting the budget and precept (council tax). The Authority is required to take this report into account when making its budget and precept (council tax) decision. The report of the Treasurer must deal with the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.
50. The Treasurer states that to the best of his knowledge and belief these budget calculations are robust and have full regard to:
- The Fire and Rescue Authority budget policy;
 - The need to protect the Fire and Rescue Authority's financial standing and to manage risk;
 - This year's financial performance;
 - The financial policies of the Government;
 - The Fire and Rescue Authority's Medium Term Financial Strategy and Planning framework;
 - Capital programme obligations;
 - Treasury Management best practice;
 - The strengths of the Fire and Rescue Authority's financial control procedures including audit consideration;
 - The extent of the Fire and Rescue Authority's balances and reserves; and
 - The prevailing economic climate and future prospects.

Recommendation

The Authority is asked to:

- **Approve the Revenue Budget, Net Budget Requirement and consequential precept as set out in Appendix 6**
- **Approve the Capital Budget and Programme as set out at Appendix 5 including the increase in the Pebworth scheme budget.**
- **Approve the Medium Term Financial Strategy set out in Appendix 7**
- **Approve the Statement of Prudential Code Indicators set out in Appendix 8**
- **Approve the Minimum Revenue Provision (MRP) policy for 2008-09 and 2009-10 as set out in Appendix 9.**

Appendices

Appendix 1 Revenue Budget 2009/10
Appendix 2 Explanation of variations in Appendix 1
Appendix 3 Personnel Budget
Appendix 4 Revenue Budget 2009/10
Appendix 5 Capital Programme
Appendix 6 Precept Calculation
Appendix 7 Medium Term Financial Forecasts
Appendix 8 Statement of Prudential Code Indicators
Appendix 9 Minimum Revenue Provision policy

Background papers

Report: Budget Report 2009/10 – Fire and Rescue Authority 19-Dec-2008

Report: Budget Preparation 2009/10 – FRA Budget Committee 28-Jan-2009

Hereford & Worcester Fire and Rescue Authority
Budget 2009/10 : Revenue Budget 2009/10

	£m	%
2008/09 Net Budget Requirement	29.311	
<u>One off use of reserves</u>		
Pensions Earmarked Reserve	0.070	
Rank to Role Earmarked Reserve	0.147	
	0.217	0.8%
Recurring Base Budget	29.528	
<u>Cost Pressures</u>		
Full Cost of 2008 Pay Awards - including additional 0.5%	0.100	
Pay Awards at 2.5%	0.566	
LGPS - Increased Contribution Rate	0.013	
Support Staff Increments	0.010	
Non Pay Inflation (mainly at 2.25% but including Business Rates at 5.2%)	0.185	
Net Other	0.030	
	0.904	3.1%
<u>Changes to Training Arrangements</u>		
Improving Ridership	0.100	
Increase in Training Resources	0.180	
Flexible Working Arrangements	0.100	
	0.380	1.3%
<u>Capital Programme</u>		
Impact of Asset Management Plan & Fleet Strategy	0.230	
	0.230	0.8%
<u>Consequences of National Projects</u>		
Firelink - estimated net new cost	0.040	
	0.040	0.1%
	31.082	6.1%
<u>Cash Releasing Efficiencies</u>		
Fire-fighter Posts	(0.420)	
Back Office Savings	(0.211)	
	(0.631)	-2.2%
RECOMMENDED NET BUDGET REQUIREMENT	30.451	3.9%

Hereford & Worcester Fire and Rescue Authority

Budget 2009/10 : Explanation of Variations in Appendix 1

One-off Impacts

Core expenditure in 2008/09 funded from one-off use of reserves

Full Cost of 2008 Pay Awards - including additional 0.5%

The full year cost of the Fire-fighters July 2008 pay award, including the impact of the settlement at 2.45% being higher than the 2% included in the 2008/09 budget. This figure also includes the impact of the interim Support pay settlement at April 2008 being 0.47% higher than the 2% in the 2008/09 budget.

Pay Awards at 2.5%

The budget provides for a 2.5% pay award, in line with experience in the last 2 years against the general government strategy on public sector pay.

LGPS - Increased Contribution Rate

The latest valuation of the Worcestershire Pension Fund requires an increase in employer contributions

Support Staff Increments

The base budget provides for the actual employment costs of current staff with an allowance for the impact of vacancies. Specific provision is included here for staff who, subject to satisfactory performance, would qualify for a pay increment.

Other Inflation

Non Pay Inflation has been provided for at 2.25%, from April 2009, except for Business Rates which by statute increase by the Sept RPI figure of 5.2%.

Changes to Training Arrangements

Changes introduced as part of the approved IRMP to release operational staff for training,

Capital Financing

The changes reflect the overall additional capital financing charges arising from the capital programme. The impact shown includes interest, provision for repayment and vehicle lease rentals. It is net of the proposed new MRP policy (see Appendix 9) and the current Treasury Management position in relation to risk and consequent interest receivable.

Consequences of National Projects

Firelink - estimated net new cost

Cash Releasing Efficiencies

Fire-fighter Posts

As per the approved IRMP

Back Office Efficiencies

Restructure of Policy, Performance & Planning Dept

Bringing Committee Services Function in-house

Increased income from private use of service vehicles

Reduction in Support Service revenue budgets

£m

(0.420)

(0.087)

(0.015)

(0.020)

(0.089)

(0.211)

TOTAL (0.631)

Appendix 3

Hereford & Worcester Fire and Rescue Authority **Budget 2009/10** : Personnel Budget

	Wholetime Firefighters FTE	Retained Firefighters H/C	Control Room Staff FTE	Non- Uniformed Support FTE	TOTAL
Core Budget 2008/09	327.0	369.0	25.0	124.7	845.7
Civilianisation of Fire Safety Trainer	(1.0)			1.0	0.0
IRMP Efficiencies	(12.0)				(12.0)
Net Back Office Efficiencies	(1.0)			(2.0)	(3.0)
Included in Budget 2009/10	313.0	369.0	25.0	123.7	830.7

Hereford & Worcester Fire and Rescue Authority
Budget 2009/10 : Revenue Budget 2009/10

	2008/09 Revised Budget £m	change £m	2009/10 Proposed Budget £m
Wholetime Pay	14.078	0.198	14.276
Retained Duty Staff Pay	3.035	0.092	3.127
Flexible Working Arrangements	0.000	0.100	0.100
Control Pay	0.750	0.025	0.775
Support Pay	3.578	0.120	3.698
Other Employee Costs	0.036	0.000	0.036
	21.477	0.535	22.012
FF Pensions - Non Funded Costs	0.672	0.041	0.713
SUB-TOTAL : Employee Costs	22.149	0.576	22.725
Urban Search & Rescue (USAR) - total cost	0.846	0.025	0.871
SUB-TOTAL : USAR	0.846	0.025	0.871
Policy, Planning & Performance	0.169	0.004	0.173
Risk & Business Continuity	0.015	0.000	0.015
Committee Services	0.108	(0.012)	0.096
Legal Services	0.060	0.001	0.061
FRA Costs	0.185	(0.026)	0.159
Health & Safety	0.031	0.001	0.032
Insurances	0.305	0.007	0.312
	0.873	(0.025)	0.848
Community Safety - Prevention	0.292	0.007	0.299
Community Safety - Intervention Policy	0.053	0.001	0.054
	0.345	0.008	0.353
Personnel	0.253	0.006	0.259
Approved Centre	0.014	(0.006)	0.008
Training	0.550	0.012	0.562
	0.817	0.012	0.829
Equipment Support	0.905	0.010	0.915
Fleet	0.514	0.019	0.533
IT	0.478	0.011	0.489
Comms	0.387	(0.008)	0.379
Facilities Management	1.233	0.030	1.263
	3.517	0.062	3.579
Finance	0.234	0.055	0.289
Capital Financing	1.686	0.230	1.916
Firelink Contingency/Fire Control	0.056	0.040	0.096
	1.976	0.325	2.301
SUB-TOTAL : Other Running Costs	7.528	0.382	7.910
Special Grants	(0.995)	(0.060)	(1.055)
	(0.995)	(0.060)	(1.055)
SUB-TOTAL :	29.528	0.923	30.451
Use of Reserves			
from Pensions Earmarked Reserve	(0.070)	0.070	0.000
from of Rank to Role Earmarked Reserve	(0.147)	0.147	0.000
	(0.217)	0.217	0.000
NET BUDGET REQUIREMENT	29.311	1.140	30.451

Appendix 5

Hereford & Worcester Fire and Rescue Authority **Budget 2009/10 : Capital Programme**

	BUDGET	PROGRAMME			TOTAL £m
	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m	
Vehicle Programme					
Routine Replacements (Pumps)	0.612	0.459	0.612	0.459	2.142
Routine Replacements (4WD)		0.150			0.150
Routine Replacements (Off-Road)		0.015		0.150	0.165
	0.612	0.624	0.612	0.609	2.457
IRMP Schemes					
Pebworth	0.643				0.643
Provision for future Business Cases	1.957	2.500	3.000	2.500	9.957
	2.600	2.500	3.000	2.500	10.600
Other Schemes					
Property, Infromation Technology, Communications etc.	0.600	0.600	0.600	0.600	2.400
Respiratory Protective Equipment (RPE)	0.650				0.650
	1.250	0.600	0.600	0.600	3.050
Annual Total	4.462	3.724	4.212	3.709	16.107

Excludes impact of any other slippage from 2008/09.

Hereford & Worcester Fire and Rescue Authority

Budget 2009/10 : Precept Calculation

Tax-base : Band D Equivalent	
Bromsgrove	36,290.23
Herefordshire	70,061.66
Malvern Hills	30,000.21
Redditch	27,270.10
Worcester	32,354.00
Wychavon	46,962.33
Wyre Forest	34,816.00
	277,754.53
	£
Core Budget	30,451,000.00
Use of other ear-marked reserves	0.00
Net Budget Requirement	30,451,000.00
Share of National Non-Domestic Rates (Business Rates)	8,559,973.00
Revenue Support Grant	1,975,762.00
Total Financing Grants	10,535,735.00
Gross Precept Requirement	19,915,265.00
Collection Fund Surpluses	(35,819.00)
Net Precept Requirement	19,879,446.00
Tax-base - Band D Equivalent	277,754.53
Precept - Band D Equivalent	£ 71.5720
	£ 71.57
Total Precept on Billing Authorities	£
Bromsgrove	2,597,364.18
Herefordshire	5,014,452.82
Malvern Hills	2,147,174.90
Redditch	1,951,775.48
Worcester	2,315,640.35
Wychavon	3,361,187.68
Wyre Forest	2,491,850.60
	19,879,446.01

ROUNDING REQUIRED

Equivalent to Tax at Band	Ratio to Band D	£
A	6/9	£ 47.710
B	7/9	£ 55.670
C	8/9	£ 63.620
D	9/9	£ 71.570
E	11/9	£ 87.480
F	13/9	£ 103.380
G	15/9	£ 119.290
H	18/9	£ 143.140

2008/09 Tax	change
£ 45.470	4.93%
£ 53.050	4.94%
£ 60.630	4.93%
£ 68.210	4.93%
£ 83.370	4.93%
£ 98.530	4.92%
£ 113.680	4.93%
£ 136.420	4.93%

Hereford & Worcester Fire and Rescue Authority

Medium Term Financial Forecasts

	2009/10 Forecast £m	2010/11 Forecast £m	2011/12 Forecast £m	2012/13 Forecast £m
Prior Year Net Budget Requirement	29.311	30.451	31.547	32.597
Add-back One-off use of Ear-marked Reserves in 2008/09				
Pensions Earmarked Reserve	0.070			
Rank to Role Earmarked Reserve	0.147			
	0.217	0.000	0.000	0.000
	29.528	30.451	31.547	32.597
Cost Pressures				
Full Cost of 2008 Pay Awards - including additional 0.5%	0.100			
Pay Awards at 2.5% in 09/10 2% thereafter	0.566	0.498	0.524	0.534
LGPS - Increased Contribution Rate	0.013	0.017	0.017	
Support Staff Increments	0.010			
Non Pay Inflation (mainly at 2.25% but including Business Rates at 5.0%)	0.185	0.136	0.139	0.142
Revised FFPS Contribution Rates (Estimate)			0.200	
Service Delivery Contingency				0.200
Net Other	0.030	0.038	0.015	
	0.904	0.689	0.895	0.876
Changes to Training Arrangements				
Improving Ridership	0.100			
Increase in Training Resources	0.180			
Flexible Working Arrangements	0.100			
	0.380	0.000	0.000	0.000
Capital Programme				
Impact of Asset Management Plan & Fleet Strategy	0.230	0.297	0.201	0.229
	0.230	0.297	0.201	0.229
Consequences of National Projects				
Firelink - estimated net new cost	0.040	0.110		
FireControl - estimated net new cost			0.525	
	0.040	0.110	0.525	0.000
	31.082	31.547	33.168	33.702
Cash Releasing Efficiencies				
Fire-fighter Posts	(0.420)			
Back Office Savings	(0.211)			
To be identified			(0.571)	(0.001)
	(0.631)	0.000	(0.571)	(0.001)
PROJECTED NET BUDGET REQUIREMENT	30.451	31.547	32.597	33.701
		3.6%	3.3%	3.4%
	2009/10 Forecast	2010/11 Forecast	2011/12 Forecast	2012/13 Forecast
Band D Increase	4.93%	4.93%	4.93%	4.93%
Tax-base Increase	0.56%	0.10%	0.10%	0.10%
Grant Increase	0.75%	1.25%	0.00%	0.00%
Band D Tax	£ 71.57	£ 75.10	£ 78.79	£ 82.68
Tax-base	277,754.53	278,032.28	278,310.32	278,588.63
Council Tax Yield	£m (19.879)	(20.879)	(21.929)	(23.033)
Government Grants	£m (10.536)	(10.668)	(10.668)	(10.668)
Collection Fund Surpluses	£m (0.036)	0.000	0.000	0.000
Gross Resources	£m (30.451)	(31.547)	(32.597)	(33.701)
		3.6%	3.3%	3.4%

Statement of Prudential Indicators

Introduction

The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide a code of practice to underpin the new system of capital finance embodied in Part 1 of the Local Government Act 2003. Since 1 April 2004, Local Authorities are no longer subject to government controlled borrowing approvals and are free to determine their own level of capital investment controlled by self-regulation.

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

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

Prudential Indicators

The Prudential Indicators for which the Fire and Rescue Authority is required to set limits are as follows:

1. Net Borrowing and the Capital Financing Requirement

This Prudential Indicator provides an overarching requirement that all the indicators operate within and is described in the Prudential Code as follows:

“In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years”.

The Treasurer reports that the Fire and Rescue Authority had no difficulty meeting this requirement since 2002/03, nor are any difficulties envisaged for the current or future years. This view takes into account all plans and commitments included in the 2009-10 Budget.

2 **Capital Expenditure**

The actual amount of capital expenditure that was incurred since 2004/05, and the estimates of capital expenditure to be incurred for the current and future years that are proposed in the 2009/10 Budget are as follows:

	2005/06 Actual £000	2006/07 Actual £000	2007/08 Actual £000	2008/09 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £000
Capital Expenditure	8,746	2,611	1,299	3,259	4,462	3,724	4,212	3,709
Operationally Leased Assets	427	237	190	251	462	204	303	93
	9,173	2,848	1,489	3,510	4,924	3,928	4,515	3,802

2. **Ratio of Financing Costs to Net Revenue Stream**

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

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

The prediction of the Net Revenue Stream in this Prudential Indicator for future years assumes increases in the Fire and Rescue Authority's funding from government and the local taxpayer consistent with expectations in the Medium Term Financial Plan. This is indicative only and in no way meant to influence the actual future years funding or in particular the funding from Precepts.

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

The rise in this ratio is partially due to the fact that capital expenditure prior to the formation of the FRA is not charged to the Fire and Rescue Authority. In other words, the Fire and Rescue Authority inherited all its assets without any cost. Thus, as investment is made in vehicles, for example the increased costs are in the Fire and Rescue Authority accounts but the savings are elsewhere.

The estimates of the ratio of financing costs to net revenue stream are as follows:

	2005/06 Actual £000	2006/07 Actual £000	2007/08 Actual £000	2008/09 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £001
Financing Costs	968	1,273	1,314	1,620	1,911	2,214	2,475	2,827
Net Revenue Stream	27,289	27,061	28,286	29,311	30,451	31,547	32,597	33,701
Ratio	3.55%	4.70%	4.65%	5.53%	6.28%	7.02%	7.59%	8.39%

3. **Capital Financing Requirement**

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

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

The estimates of the end of year capital financing requirement are as follows:

	2005/06 Actual £000	2006/07 Actual £000	2007/08 Actual £000	2008/09 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £001
Capital Financing Requirement at 31st March	9,389	11,221	11,579	13,202	16,220	18,081	21,143	23,552

4. Authorised Limit

The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable. This limit includes a risk assessment of exceptional events taking into account the demands of revenue and capital cash flows. The Authorised Limit gauges events that may occur over and above those transactions which have been included in the Operational Boundary.

These limits are higher than set in previous years to reflect the decisions taken by the Fire and Rescue Authority to switch from leasing to more cost effective borrowing for the acquisition of operational vehicles.

The Fire and Rescue Authority should note that the Authorised Limit represents the limit specified in section 3 (1) of the Local Government Act 2003 (Duty to determine affordable borrowing limit).

The following Authorised Limits for external debt, excluding temporary investments are recommended:

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Authorized Limit				
External Borrowing	21,000	23,000	27,000	29,000

5. Operational Boundary

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

The Treasurer reports that procedures are in place to monitor the Operational Boundary on a daily basis, via the SLA with WCC and that sufficient authorisation is in place to take whatever action is necessary to ensure that, in line with the Treasury Management Strategy, the cash flows of the Fire and Rescue Authority are managed prudently.

Occasionally, the Operational Boundary may be exceeded (but still not breach the Authorised Limit) following variations in cash flow. Such an occurrence would follow controlled treasury management action and may not have a significant impact on the prudential indicators when viewed all together.

Both the Authorised Limit and the Operational Boundary include an element relating to debt restructuring where, for the short term only, external borrowing may be made in advance of the repayment of loans. In this circumstance External Borrowing is increased temporarily until the replaced loans are repaid. The converse can also apply where loans are repaid in advance of borrowings.

The following limits (shown overleaf) for each year's Operational Boundary, excluding temporary investments are recommended:

Operational Boundary	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
External Borrowing	19,000	21,000	24,000	26,000

6. Actual External Debt

The Fire and Rescue Authority's actual external debt as at 31 March 2008 was £13.053 million; comprising £13.053 million External Borrowing and £0 (zero) Other Long Term Liabilities.

7. The Incremental Impact of Capital Investment Decisions on the Council Tax

This indicator identifies specifically the additional cost to the taxpayer of the **new** capital investment proposed in the 2009/10 – 2011/12 Capital Programme. As the indicator deals only with new investment the impact of the previously approved programme was included in the equivalent report provided to the FRA in Feb 2008.

The incremental impact identifies transactions that will occur **over and above** what has already been provided for in the 2008/09 revenue budget and assumes the funding available in 2008/09 will be carried forward in the future year's base budgets.

The incremental impact has been calculated using forward estimates of funding consistent with expectations in the Medium Term Financial Plan.

The impact on the revenue budget, and therefore the Council Tax, is felt by a combination of the following: debt costs of the new borrowing, the amount set aside from revenue to repay the principal element of external borrowing (Minimum Revenue Provision) and the revenue impact of a capital project

It should be noted that borrowing itself does not fund capital expenditure since the loans have to be repaid eventually. The actual funding comes from the Minimum Revenue Provision which is statutorily charged to revenue each year.

The estimate of the incremental impact of the capital investment detailed in the 2009/10 Budget on the Council Tax is as follows:

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Incremental Impact on Band D Council Tax	£ 0.00	£ 0.23	£ 0.28	£ 0.59

PRUDENTIAL INDICATORS FOR TREASURY MANAGEMENT

8. Treasury Management Code of Practice

The Fire and Rescue Authority has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA): Code of Practice for Treasury Management in the Public Services.

The Treasury Management function is carried out on behalf of the Authority by Worcestershire County Council, who have also adopted the Treasury Management Code of Practice.

9. Fixed Interest Rate Exposures

It is recommended that the Fire and Rescue Authority sets an upper limit on its fixed interest rate exposures as follows.

Upper limits for net principal sums outstanding at fixed rates

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Fixed Interest Rate Exposure				
Upper Limit	21,000	23,000	27,000	29,000

This represents the position that all of the Fire and Rescue Authority's authorised external borrowing may be at a fixed rate at any one time.

10. Variable Interest Rate Exposures

It is recommended that the Fire and Rescue Authority sets an upper limit on its variable interest rate exposures as follows.

Upper limits for net principal sums outstanding at variable rates

Variable Interest Rate Exposure	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Upper Limit	5,000	6,000	7,000	7,000

This is the maximum external borrowing judged prudent by the Treasurer that the Fire and Rescue Authority should expose to variable rates.

11. Maturity Structure of Borrowing

It is recommended that the upper and lower limits for the maturity structure of borrowings are as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.

Period of Maturity	Upper Limit %	Lower Limit %
Under 12 months	25	0
12 months and within 24 months	25	0
24 months and within 5 years	50	0
5 years and within 10 years	75	0
10 years and above	95	25

12. Investments for longer than 364 days

It is recommended that the upper limits of total principal sums invested for periods longer than 364 days are £5 million for each year.

Appendix 9

Hereford & Worcester Fire and Rescue Authority **Minimum Revenue Provision (MRP) Policy**

Background

This is the amount charged every year to provide for the repayment of long term loans used to finance capital assets.

Prior to 2008/09 the calculation was determined by statute, but for 2008/09 onwards under the Local Authorities (Capital Finance and Accounting) (England) Amendment) Regulations 2008, the FRA is required merely to “determine an amount of MRP which is considered to be prudent”.

Brief History

The MRP set by statute was based broadly on the gross amount of borrowing incurred for Capital purchases, the actual calculation being 4% of the borrowing, less the total of MRP from previous periods.

Following the relaxation of Capital Controls under the Prudential Code from 2004/05, the FRA has made additional Voluntary Revenue Provision (VRP) for expensive, relatively short life assets i.e. vehicles. This ensures that money is set aside to repay the loan over the life of the asset.

Statutory Requirement

- For 2008/09 the FRA must determine its MRP policy by 31st March 2009.
- For 2009/10 the FRA must determine its MRP policy by 31st March 2009.
- For future years the FRA must determine a MRP policy prior to the start of the financial year.

Going Forward

In considering a prudent MRP policy the FRA needs to take into account the statutory guidance provided by CLG, and the issue of affordability. The guidance states that “provision for the borrowing which financed the acquisition of an asset should be made over a period bearing some relation to that over which the asset continues to provide a service” – the “Asset Life” method.

The guidance, however, reflects the fact that for short life assets there is a considerable difference between the revenue charge arising from an “Asset Life” method and the old 4% method.

Since the advent of the Prudential Code from 2004/05 the FRA has provided MRP for significant shorter life assets (i.e. vehicles) broadly on an “Asset life” basis (albeit commencing charges a year earlier than the new guidance required). Whilst this results in a greater charge than the 4% method required, the affordability of this more prudent approach was considered at the time as part of the Prudential Code Indicators

Recommendation

1. All expenditure from 2008/09 onwards - MRP using an Asset life basis:-
 - Buildings over 50 years – per depreciation policy;
 - IT equipment over 5 years - reflecting average life
 - Other Equipment over 7 years – reflecting actual average usage within the FRS;
 - Vehicles – on actual estimated life of each vehicle
2. Vehicle Expenditure before 2008/09 – MRP on a proxy Asset Life basis using original cost, less accumulative MRP, over the remaining useful life of the individual vehicle

This amends the broadly similar existing policy, to be consistent with the new guidance and continues to ensure that the full cost of the loan is provided for over the life of the assets.

3. Expenditure before 2008/09, (other than vehicles) - MRP on a proxy Asset Life basis using original cost, less accumulative MRP over average asset life as above

This accelerates the MRP charge over that under the 4% method, but ensures that full provision is made over a finite period.

7. UPDATE ON THE JOINT SERVICE REVIEW WITH WARWICKSHIRE FIRE AND RESCUE SERVICE.

Purpose of report

To update Members on the Joint Service Review with Warwickshire Fire and Rescue Service.

1. Background

- 1.1 In early 2007, Hereford & Worcester and Warwickshire Fire & Rescue Services identified and agreed a number of common challenges and commenced a project to explore options for greater collaborative working or a full combination.
- 1.2. A joint review commenced in the form of an Options Appraisal that considered three potential scenarios for our respective Authorities:
 - Status Quo
 - Expand existing collaboration
 - Full Combination
- 1.3. In line with accepted best practice, the options appraisal considered each of the three scenarios in respect of its strategic, operational and financial impact.
- 1.4. The initial options appraisal was conducted at a strategic level and its outcome was reported to each Authority in September 2008. Following those meetings, it was jointly agreed to undertake more detailed work to develop a single outline business case, which would provide adequate information for each of the Authorities to make an informed judgement on the benefits and disadvantages of each of the options.

2. Current Position

- 2.1. A number of work streams were established last September to examine in detail the costs and benefits of the three potential options.
- 2.2. Of particular significance, the critical elements of the financial analysis undertaken so far have involved;
 - an assessment of the costs and benefits of the options
 - consideration of the impact of any option on the level of Council tax, and
 - the overall resulting budgetary position
- 2.3. Within each work stream, various working assumptions have been made in relation to operational and organisational challenges, to enable costs and benefits to be analysed over a five year period.
- 2.4. Work on the business case remains incomplete, but the detailed financial analysis work undertaken to date is inconclusive, with no option being clearly more favourable at this stage. The working assumptions necessary to finalise financial modelling are complicated at this time by the continuing uncertainty around any possible consequences arising from the ongoing investigation of the Atherstone-on-Stour tragedy in Warwickshire. This uncertainty represents a significant factor in the growing recognition that there is no wisdom in seeking a definitive view on the

combination option until we are able to clarify our working assumptions and cost models.

- 2.5. There is still no certainty on the timescale envisaged for completion of the investigation into the Atherstone-on-Stour incident, or on its possible financial and other implications for Warwickshire Fire & Rescue Service and the County Council, although it is anticipated that the position will become clearer over the next six to nine months. Until then, there are too many imponderables to bring the business case to a conclusion, and to identify a set of final recommendations for members to consider.
- 2.6. It is recommended, therefore, that the business case examining the three potential options for the future of Warwickshire Fire and Rescue Service and Hereford and Worcester Fire and Rescue Authority be put on hold for the time being.

3. Recommendation

- 3.1. The business case process examining the three potential options for the future of Warwickshire and Hereford and Worcester Fire and Rescue Authorities be put on hold for the time being.
- 3.2. This position be kept under periodic review to identify opportunities to finalise the review at some point in the future.

4. Background papers

None

8. Performance Assessment 2008

Purpose of report

1. The purpose of this report is to update Members of progress made to date with the Fire Service Performance Framework for 2008.
-

Background

2. Comprehensive Performance Assessment was introduced for Fire and Rescue Authorities in 2005 and has been acknowledged as a driver for improvement in the service. In order to measure improvement made since CPA the Audit Commission developed a performance management framework that built upon the CPA judgement and measured improvement, or regression from that baseline. This framework was introduced in July 2006.
3. The Performance Assessment Framework for 2008 consisted of three elements:-
 - A Direction of Travel Assessment. This assesses the authority against progress made since CPA.
 - A Use of Resources Assessment. This assesses the authority across a broad range of financial issues.
 - A Service Assessment. This assessment places emphasis on service delivery and includes a performance information element and an assessment of operational service delivery.

Reporting Process

4. The Audit Commission commenced work on H&WFRS Direction of Travel and Use of Resources Assessments in autumn 2008. This comprised of a rigorous evaluation of previously submitted self assessment documents, an extensive review of key evidence to support the self assessment documents and two on-site visits which involved 1-2-1 interviews with Authority Members and a cross section of staff.
5. At the time of preparing this report the Audit Commission has not published its findings however, initial feedback has been very positive and we look forward to receiving the Audit Commission's final judgements on 12th February 2009.
6. The results of the Performance Assessment will be presented at the Authority meeting. Members can obtain a full copy of the final report via the Audit Commission website www.audit-commission.gov.uk or the Service website www.hwfire.org.uk

Recommendation

The Deputy Chief Fire Officer recommends that the content of this report is noted.

Appendices

None

Background papers

1. Fire & Rescue Service Performance Framework 2006/07

9. HEREFORD & WORCESTER FIRE AND RESCUE SERVICE – CHARTER MARK RESULTS 2008/09

Purpose of report

1. To update Members on the results of the 2008/09 Charter Mark Assessment for Hereford & Worcester Fire and Rescue Service.
2. To inform Members that Hereford and Worcester Fire & Rescue Service has successfully retained its Charter Mark Standard.

Background

3. Charter Mark, is the UK Government's national standard for excellence in customer service. Charter Mark is a registered certification mark, owned by the Government Communications Group in the Cabinet Office. Hereford & Worcester Fire and Rescue Service have held the Charter Mark badge since 1998.
4. Charter Mark is the Government's national customer service standard for organisations delivering public services. The standard looks at how we ensure our customer service is efficient and effective, and how well we involve stakeholders such as staff, the public and local partners in improving our standards.
5. The Charter Mark Standard consists of six criteria:
 - Set Standards and perform well
 - Actively engage with your customers, partners and staff
 - Be fair and accessible to everyone and promote choice
 - Continuously develop and improve
 - Use your resources effectively and imaginatively
 - Contribute to improving opportunities and quality of life in the communities you serve
6. Each of the criterion and their sub elements is individually reviewed and assessed as one of the following:
 - Best Practice – all aspects of the element are met, and the applicant can demonstrate that they have gone beyond the requirements
 - Full compliance – all aspects of the element are met
 - Partial compliance – some but not all aspects of the elements are met and remedial action to meet the remainder could be put in place within a short period of time (maximum of three months)
 - Major non-compliance – none of the requirements of the element are met, or the assessor concludes that remedial action to address these elements that are not met would require a time scale in excess of three months.

Assessment Process

7. As part of the rolling programme a self assessment for Hereford & Worcester Fire and Rescue Service was submitted to the Cabinet Office on 15 January 2009.
8. A surveillance visit took place between 21 and 22 January 2009 to validate the evidence the Service had submitted as part of our self assessment. The on-site visit involved desktop research to look at the standard of customer service we provide, both where we are performing particularly well and where we may need to improve.

Results

9. The Charter Mark Assessor has confirmed that Hereford & Worcester Fire and Rescue Service have demonstrated that our service delivery complies with the requirements of the Charter Mark Standard for 2008/09. A full report will be sent by the Assessor by no later than Friday 6 February 2009.

Best Practice

10. Hereford & Worcester Fire and Rescue Service currently have 10 elements identified as national best practice. Two additional elements have now been added to our Best Practice rating. They are:

‘Your arrangements are for the benefit of your customers.’

‘Your organisation makes the most of available resources.’

Hereford & Worcester Fire and Rescue Service now have 12 elements identified as national best practice

Area for Improvement

11. There is 1 element that has been identified where we could benefit from further improvement; This is:
 - There are high levels of customer satisfaction, and levels of satisfaction are generally improving

Improvement Planning

12. The results from this assessment will be incorporated into Hereford & Worcester Fire and Rescue Service’s Improvement Planning Cycle with proposed action being fed back to Members in due course.

Rolling Programme

13. Our next surveillance visit will take place on or around 15 November 2009.

Recommendation

The Chief Fire Officer recommends that the report be noted.

10. Publication Scheme

Purpose of report

1. To inform Members of the new Model Publication Scheme for the Authority (copy attached) which was launched on 01 January 2009
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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. As a result of the Publication Scheme Development and Maintenance Initiative the Information Commissioners Office (ICO) has introduced a Model Publication Scheme that all public sector organisations should have adopted from 01 January 2009.

The New Model Publication Scheme

4. The Publication Scheme commits the Authority to proactively publish and make information available held by the Authority as part of its normal business activities.
5. The New Model Publication Scheme was prepared and approved by the Information Commissioner and as a result can be adopted by the Authority without further ICO approval and will remain valid until further notice.
6. The Scheme divides information published by the Authority into 7 standardised classes:
 - *Who we are and what we do*
 - *What we spend and how we spend it*
 - *What our priorities are and how we are doing*
 - *How we make decisions*
 - *Our policies and procedure*
 - *Lists and registers*
 - *The services we offer*
7. The Scheme states in what format the information is published with hyperlinks to electronically available information and details of how to request information obtainable in hard copy format only and whether any charges apply.
8. The New Model Publication Scheme was launched on the Service's website on 01 January 2009 and will continue to be maintained by Corporate Risk Management as a live document.

Benefits of the New Model Publication Scheme

9. 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.
10. By routinely and actively publishing information into the public domain, it is to be expected that the number of Freedom of Information Act and Environmental Information Regulations requests received by the Authority will decrease.

Recommendation

The Chief Fire Officer recommends that the Authority endorses the New Publication Scheme

Appendices

Publication Scheme

Background papers

Information Commissioners Office Model Publication Scheme Guidance

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](#).

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 charges £31.50 per Fire Report. Cheques are to be made to “Hereford & Worcester Fire and Rescue Authority”.</p>

Publication Scheme

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1. Who we are and what we do		
Sub – Class	Format of Information	Availability
Structure of the Authority	Internet and hard copy on request	Your Fire Authority Fire and Rescue Authority Members Service Performance Plan
Staff structure of the Authority	Internet and hard copy on request	Service Structure
Contact Information	Internet and hard copy on request	Business Safety Comments, Compliments and Complaints Commercial Training Fire Safety Firefighters Charity General Enquiries Recruitment Requests for Information Website
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	Budget Meeting - November 2008 Budget Meeting - October 2008 Budget Meeting - July 2008 Budget Meeting - January 2008 Budget Meeting - November 2007 Budget Meeting - October 2007 Budget Meeting - July 2007 Budget Meeting - January 2007 Budget Meeting - November 2006 Budget Meeting - October 2006 Budget Meeting - July 2006 Fire and Rescue Authority Main Meetings - Agenda and Minutes 2004 - 2008
Annual statement of accounts	Internet and hard copy on request	Statement of Accounts 2007 - 2008 Statement of Accounts 2006 - 2007 Statement of Accounts 2005 - 2006
Financial audit reports	Internet and hard copy on request	Audit Committee - October 2008 Audit Committee - September 2008 Audit Committee - June 2008 Audit Committee - October 2007 Audit Committee - June 2007 Audit Committee - October 2006 Audit Committee - June 2006 Fire and Rescue Authority Main Meetings - Agenda and Minutes 2004 - 2008

2. What we spend and how we spend it – Continued		
Sub – Class	Format of Information	Availability
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 Current Local Tenders Terms & Conditions for Trading Standing Orders for the Regulation of Contracts
List of contracts and value	Hard copy on request	Contracts Register
Internal financial regulations and delegated authority	Internet and hard copy on request	Scheme of Delegation to Officers Financial Regulations

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	Service Performance Plan Our Policy, Planning and Performance Our Planning - Integrated Risk Management Plan (IRMP) IRMP Annual Action Plan 2008/09 Evidence Document IRMP 2nd Annual Action Plan 2005/06 IRMP Final Plan 2006-2009 Response to Consultation - IRMP Final Plan 2006-2009 Community Safety Strategy Risk Management Strategy
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Service Performance Plan Fire and Rescue Authority Assessment 2007 The Scorecard Summary 2007 How the Authority scores against the assessment Fire and Rescue Authority Performance Summary 06/07 Fire and Rescue Authority Performance Framework Summary 06/07 The Scorecard Summary 2006 How the Authority scores against the assessment Operational Assessment Report 2006 The report in full. Comprehensive Performance Assessment Equality & Diversity - The Scheme

3. What our priorities are and how we are doing – Continued		
Sub – Class	Format of Information	Availability
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Best Value Policy & Performance Meeting - Nov 2008 Best Value Policy & Performance Meeting - Sept 2008 Best Value Policy & Performance Meeting - May 2008 Best Value Policy & Performance Meeting - March 2008 Best Value Policy & Performance Meeting - Nov 2007 Best Value Policy & Performance Meeting - Sept 2007 Best Value Policy & Performance Meeting - June 2007 Best Value Policy & Performance Meeting - April 2008 Best Value Policy & Performance Meeting - Jan 2007 Best Value Policy & Performance Meeting - Nov 2006 Best Value Policy & Performance Meeting - Sept 2006 Best Value Policy & Performance Meeting - June 2006 Best Value Policy & Performance Meeting - April 2006 Best Value Policy & Performance Meeting - Sept 2005 Best Value Policy & Performance Meeting - July 2005 Best Value Policy & Performance Meeting - April 2005 Best Value Policy & Performance Meeting - June 2004 Audit Commission Website

3. What our priorities are and how we are doing – Continued		
Sub – Class	Format of Information	Availability
Reports by external inspectors	Internet and hard copy on request	External Audit September 2008 Comprehensive Performance Assessment
Joint strategies	Internet and hard copy on request	Partnerships Worcestershire Partnership Herefordshire Partnership Bromsgrove Partnership Redditch Partnership Vision 21, Malvern Hills Partnership Worcester Alliance Wychavon Community Plan Core Group Wyre Forest Matters Herefordshire Community Safety And Drugs Partnership Bromsgrove Community Safety Partnership Malvern Hills Community Safety Partnership Redditch Community Safety Partnership Safe and Sound in Wychavon Safer Worcester South Worcestershire Community Safety Partnership Wyre Forest Community Safety Partnership West Mercia Local Resilience Forum Rural Services Partnership Local Resilience Forum

3. What our priorities are and how we are doing – Continued

Sub – Class	Format of Information	Availability
Statistical information	Internet and hard copy on request	Service Performance Plan Fire and Rescue Authority Main Meetings - Agenda and Minutes 2004 - 2008 Requests For Information Comments, Compliments and Complaints Statement of Accounts 2007 - 2008 Statement of Accounts 2006 - 2007 Statement of Accounts 2005 - 2006 Integrated Risk Management Plan 2009-12 Best Value Policy & Performance Meeting - Nov 2008 Best Value Policy & Performance Meeting - Sept 2008 Best Value Policy & Performance Meeting - May 2008 Best Value Policy & Performance Meeting - March 2008 Best Value Policy & Performance Meeting - Nov 2007 Best Value Policy & Performance Meeting - Sept 2007 Best Value Policy & Performance Meeting - June 2007 Best Value Policy & Performance Meeting - April 2008 Best Value Policy & Performance Meeting - Jan 2007 Best Value Policy & Performance Meeting - Nov 2006 Best Value Policy & Performance Meeting - Sept 2006 Best Value Policy & Performance Meeting - June 2006 Best Value Policy & Performance Meeting - April 2006 Best Value Policy & Performance Meeting - Sept 2005 Best Value Policy & Performance Meeting - July 2005 Best Value Policy & Performance Meeting - April 2005 Best Value Policy & Performance Meeting - June 2004
	Hard copy on request	Quarterly Performance Reports

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 Authority Meeting Dates 2008 - 2009
Agendas and approved minutes of the authority and authority sub-committees	Internet and hard copy on request	Fire and Rescue Authority Main Meetings - Agenda and Minutes Best Value Policy and Performance (BVPP) Meetings Audit Meetings Budget Meetings Urgent Decisions Meetings Appointments Meetings Standards Committee Meetings
Background papers for meetings open to the public	Internet and hard copy on request	Fire and Rescue Authority Main Meetings - Agenda and Minutes 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 Authority Main Meetings - Agenda and Minutes Best Value Policy and Performance (BVPP) Meetings Audit Meetings Budget Meetings Urgent Decisions Meetings Appointments Meetings Standards Committee Meetings
Public consultations	Internet and hard copy on request	Public Questions Integrated Risk Management Plan 2009-12
	Hard copy on request	ORS 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	Annual Governance Statement Code of Corporate Governance Code of Conduct Scheme of Delegation to Officers Standing Orders for the Regulation of Contracts Standing Orders for the Conduct of Business
Policies and procedures for the provision of services	Internet and hard copy on request	Your Right To Know Freedom of Information (FOIA) Freedom of Information Publication Scheme Comments, Compliments and Complaints
Policies and Procedures about the employment of staff	Internet and hard copy on request	Recruitment Equality and Diversity Equality Procedures Health and Safety
Customer service	Internet and hard copy on request	Comments, Compliments and Complaints
	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	Scale of Charges for Special Services

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	Partnerships
	Hard copy on request	Asset Management Plan Property Asset Register Fleet Asset Register Strategic Risk Register Departmental Risk Register Project 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	Service Performance Plan 2008/09 Home fire safety Integrated Risk Management Plan 2009/12 (Page 11) Preparing for emergencies Road safety Safety advice for businesses Water safety 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 charges £31.50 per Fire Report. Cheques are to be made to “Hereford & Worcester Fire and Rescue Authority”.
Regulatory responsibilities and procedures	Internet	Accounts and Audit Regulations 2003 Audit Commission Act 1998 Civil Contingencies Act 2004 Civil Partnership Act 2004 Comprehensive Performance Assessment Corporate Manslaughter and Homicide Act 2007 Data Protection Act 1998 Department of Communities and Local Government Website Disability Discrimination Act 2005 Employment Equality (Age) Regulations 2006 Employment Equality (Religion or Belief) Regulations 2003

7. The services we offer – Continued		
Sub – Class	Format of Information	Availability
Regulatory responsibilities and procedures		Employment Equality (Sexual Orientation) Regulations 2003 Equality Act 2006 (Gender Equality) Fire and Rescue Service National Framework 2008/11 Fire and Rescue Services Act 2004 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 Race Relations (Amendment) Act 2000 Regulatory Reform (Fire Safety) Order 2005
Leaflets and explanatory booklets	Internet and hard copy on request	Best Value Performance Summary 2008/09 Comments, Compliments and Complaints leaflet Comprehensive Assessment Results Corporate Plan 2007/08 Crash Zone Leaflet Education & Information for Parents and Carers Equality & Diversity - The Scheme Fire Risk Assessment Guidance Fire Safety for People with Disabilities Fire Safety Log Book Flood Scrutiny Report 08 Grapevine Summer 2008 Grapevine Winter 2008 Integrated Risk Management Plan - Evidence Document Integrated Risk Management Plan - The Way Forward Service Performance Plan 2008/09

7. The services we offer – Continued		
Sub – Class	Format of Information	Availability
Leaflets and explanatory booklets	Internet and hard copy on request	Integrated Risk Management Plan 2009-12 Road Safety Strategy Service Performance Plan 2008/09 Worcestershire Council Tax Herefordshire Council Tax Statement of Accounts 2007 - 2008 Statement of Accounts 2006 - 2007 Statement of Accounts 2005 - 2006
Services for which the authority is entitled to recover a fee, together with those fees	Internet and hard copy on request	Scale of Charges for Special Services
	Hard copy on request	Fire Reports – Fire Reports are available on written request from the Corporate Risk Department . Please note that the Service charges £31.50 per Fire Report. Cheques are to be made to “Hereford & Worcester Fire and Rescue Authority”.
Media releases	Internet and hard copy on request	Latest News Latest Events

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
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
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
EA	Environment Agency
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
FAWAG	Fairness at Work Advisory Group
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

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
HSE	Health & Safety Executive
HWFRS	Hereford & Worcester Fire and Rescue Service
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
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
LAA	Local Area Agreements
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
PO	Principal Officer
PPE	Personal Protective Equipment
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWC	PriceWaterhouseCooper
PWLB	Public Works Loans Board
QSA	Quality Systems Audit
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
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
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