



# **HEREFORD & WORCESTER Fire and Rescue Authority**

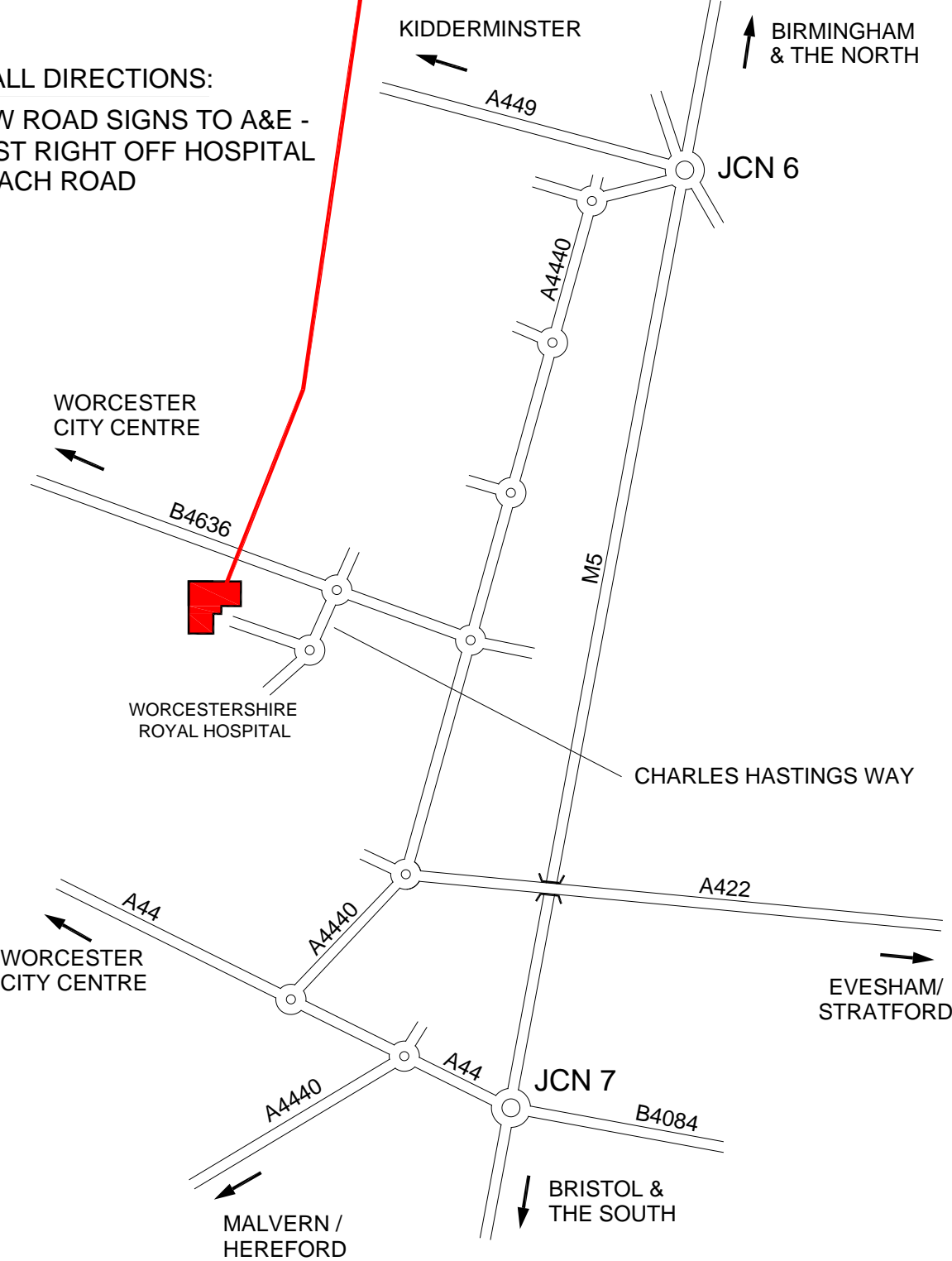
## **AGENDA**

10.30 am Wednesday 20 June 2012

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

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

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



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Hereford & Worcester Fire and Rescue Service 100229587 2005

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- 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 –

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

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- 1 Proceed immediately to the Assembly Point

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

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## 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:

Brigadier P Jones CBE (Vice-Chair),  
Mr. D Greenow, Mrs. M Lloyd-Hayes, Mr. B Matthews, Mr. D C Taylor, Mr. P J Watts.

### Worcestershire:

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

	Pages
<b>1. Apologies for Absence</b> To receive any apologies for absence.	
<b>2. Declaration of Interests (if any)</b>  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.	
<b>3. Chairman's Announcements</b>	
<b>4. Election of Chairman</b> To elect a Chairman of the Fire and Rescue Authority.	
<b>5. Election of Vice-Chairman</b> To elect a Vice-Chairman of the Fire and Rescue Authority.	
<b>6. Confirmation of Minutes</b>  To confirm the minutes of the meetings of the Fire and Rescue Authority held on 15 February 2012 (attached) and the Special Meeting held on 22 May 2012 (attached).	1 - 9

<b>7. Questions from Members of the Public</b>	
To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.	
<b>8. Appointment of Head of Legal Services (Monitoring Officer)</b>	10 – 12
To ratify the appointment to the post of Head of Legal Services (Monitoring Officer) as recommended by the Appointments Committee.	
<b>9. Allocation of Seats to Political Groups, Appointments to Committees</b>	13 – 19
To consider the allocation of seats on Committees to political groups and to authorise the Clerk, following consultation with Group Leaders, to make appointments to Committees and other bodies.	
<b>Provisional Financial Results 2011/12</b>	
<b>10.</b>	20 – 27
To consider recommendations from the Policy and Resources Committee regarding the provisional financial results for the year ended 31 March 2012.	
<b>11. Members' Allowances Scheme</b>	28 – 29
To consider the level of Members' Allowances in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 (the Regulations)	
<b>12. Chief Fire Officer's Service Report</b>	30 – 36
To inform the Authority of recent key developments and activities together with performance information for the period 2011/2012.	
<b>13. The Fire and Rescue Authority's Annual Plan 2012/13</b>	37 - 63
To adopt the Fire and Rescue Authority Plan 2012/13 and approve for publication.	

<b>14. IRMP 2011/12 Fire Cover: Proposals and Results of Consultation</b>	64 – 82
To inform the Authority of the Fire Cover consultation results and to approve the proposals.	
<b>15. Update on Delivery of the 2011/12 IRMP Action Plan</b>	83 – 86
To consider a recommendation from the Policy and Resources Committee regarding the outcomes and progress against the seven recommendations from the 2011/12 IRMP Action Plan.	
<b>16. Annual Report from the Standards Committee to the Fire and Rescue Authority</b>	87 – 90
To inform the Authority of the proceedings of the Standards Committee since the last Annual General Meeting of the Authority.	
<b>17. Report from Policy and Resources Committee</b>	91 – 95
To inform the Authority of the proceedings of the Policy and Resources Committee meeting held on 7 June 2012.	
<b>18. Report from Audit Committee</b>	96 - 98
To inform the Authority of the proceedings of the Audit Committee Meeting held on 9 May 2012.	
<b>Glossary</b>	



## **Minutes**

### **Members present:**

Mr. D Prodger MBE (Chair), Brigadier P Jones CBE (Vice Chair)

Mr. T Bean, Mr B Bullock, Mrs M Bunker, Mr. J Champion, Mrs. L Duffy, Mrs. L Eyre, Mr D Greenow, Mr A Hardman, Mrs. L Hodgson, Mrs. G Hopkins, Mrs M Lloyd-Hayes, Mrs. F Oborski, Mrs. J Potter, Mr. T Spencer, Mr. D Taylor, Mr. K Taylor, Mr. J Thomas, R Udall and Mr. G Yarranton.

### **No. Item**

#### **1. Apologies for Absence**

Apologies for absence were received from Councillors: B Matthews, C Smith and P Watts.

#### **2. Declaration of Interests**

The Chairman invited any Member to declare an interest in any of the items on this Agenda. No declarations of interest were made.

#### **3. Chairman's Announcements**

##### **Major Service Exercise**

The Chairman announced that on 17 and 18 March 2012 a major exercise would be conducted at the Fire Service College in Moreton in Marsh. Members were invited to attend the exercise on Saturday 17 March 2012 to observe this major training scenario which would provide a valuable insight into operational response to incidents of such a scale. Further details were available on request from Committee Services or the Deputy Chief Fire Officer.

#### **4. Confirmation of Minutes**

**RESOLVED: that the minutes of the meeting of the Fire and Rescue Authority held on 14 December 2011 be confirmed as a correct record and signed by the Chairman subject to the following amendment:**

**Item 10, 5<sup>th</sup> paragraph to be amended to read ... "With regard to recommendation 6, attendance at hospitals ..."**

#### **5. Questions from Members of the Public**

No questions for the Authority had been received from members of the public.

## 6 Appointment of Treasurer (Section 151 Officer)

A report was considered that asked the Authority to approve the appointment to the post of Treasurer (Section 151 Officer) as recommended by the Appointments Committee.

Once the appointment had been ratified by Members, the Chairman paid tribute to the outgoing Treasurer, Mr Tony Wood who had worked in various capacities for the Authority for eight and a half years. The Chief Fire Officer also paid tribute to Mr Wood on behalf of Officers. He commented that Mr Wood had helped the Authority in various capacities including as interim Director of Finance. He thanked him for his help and support and wished him well in the future.

Mr Wood responded by thanking Members and Officers for their tributes. He commented that the Authority had been dear to his heart and he hoped that it would successfully come through the current period of austerity.

*Councillor M Lloyd-Hayes arrived at the meeting at this point (10.40 am)*

***RESOLVED: that the Fire and Rescue Authority approve the appointment of Mr Martin Reohorn, Director of Finance and Assets as Treasurer to the Authority (Section 151 Officer).***

## 7. Chief Fire Officer's Service Report

A report was considered that informed the Authority of recent key developments and activities together with performance information for the period 1 October 2011 to 31 December 2011.

The Chief Fire Officer presented the report and highlighted the following:

- There had been a decrease in incident numbers and this could be attributed to the unseasonably warm weather which had also resulted in less chimney fires.
- Secondary fires had increased by 57.8% during the quarter.
- Special services incidents had decreased largely due to the reduction in the number of flooding incidents.
- The number of road traffic incidents had remained the same.
- The number of false alarms had decreased.
- There had been an increase in the potential exposure of firefighters to contaminants. The Chief Fire Officer reported that the manner in which these incidents were recorded would be reviewed.

***RESOLVED: that the report be noted.***

## 8. Budget and Precept 2012/13 and Medium Term Financial Strategy

A report was considered that requested the Authority to:

- i) determine the Revenue and Capital Budgets and the Council Tax requirement for 2012/13;
- ii) approve the Prudential Indicators and to set a Minimum Revenue Provision (MRP) policy for 2012/13; and
- iii) identify potential future resources, their consequential impact on future

year budgets and the future Council Tax requirement.

The Treasurer presented the report and highlighted the key items for Members' attention.

Members were advised that the Localism Act 2011 had changed the nature of the way the budget was now set. The Policy and Resources Committee had considered a paper on the budget in December 2011 and a Workshop had been held for Members where the budget had been widely debated. The key issue for the Authority was whether it would or would not accept the Council Tax Freeze Grant. The Policy and Resources Committee had recommended in January 2012 that the grant be accepted.

Members deliberated the proposals contained within the report and a lively debate ensued.

***RESOLVED that the Authority:***

- i) approves the Capital Budget and Programme as set out in Appendix 6 of the report to the Authority;***
- ii) approves the Statement of Prudential Code Indicators as set out in Appendix 9 of the report to the Authority;***
- iii) approves the Minimum Revenue Provision (MRP) policy for 2012/13 as set out in Appendix 10 of the report to the Authority;***
- iv) approves the Revenue Budget as set out in Appendices 1 and 4 of the report to the Authority;***
- v) approves the Council Tax Requirement as set out in Appendix 7 of the report to the Authority; and***
- vi) notes the Medium Term Financial Forecast as set out in Appendix 8 of the report to the Authority.***

**9. Pay Policy Statement**

A report was considered that brought to the attention of the Authority the requirement for the Service to publish an annual Pay Policy Statement.

The Clerk advised Members that the Localism Act 2011 required an Authority to adopt a Pay Policy which was to be published on the Authority's website each financial year commencing 2012/13. Within the Pay Policy was a requirement to set out the remuneration of the Authority's senior staff, chief officers and lowest paid employees. In the future the full Authority was also required to consider payment of salaries over £100,000 and thus have the opportunity to vote before large salary packages were offered in respect of a new appointment. The principle of having a Pay Policy Statement was to ensure that it was accessible for citizens and enabled local taxpayers to make an informed view of whether local decisions on all aspects of remuneration were fair and made the best use of public funds.

The Clerk suggested that an additional recommendation be made with regard to delegating the completion of details of the salaries for the Treasurer and Monitoring Officer.

***RESOLVED:***

- i) ***that the Hereford & Worcester Fire and Rescue Service Pay Policy Statement and supporting information be approved for publication on the Hereford & Worcester Fire and Rescue Service's website before 1 April 2012; and***
- ii) ***that delegated authority be given to the Chief Fire Officer to complete details in relation to the Treasurer's and Monitoring Officer's salaries as and when appointments are made to these posts.***

#### **10. Draft Integrated Risk Management Plan – Action Plan 2012/13**

A report was considered that requested that the Authority approve the proposed IRMP Action Plan 2012/13.

The Chief Fire Officer presented the report on behalf of the Chairman of the Policy and Resources Committee. The background to the Draft Integrated Risk Management Plan was reiterated. Members were advised that the Action Plan 2009/12 had expired. Currently a National Framework was being consulted on and in the absence of an adopted National Framework it had been considered pertinent to adopt a further one year Action Plan which would remain in place until the new National Framework was agreed.

***RESOLVED that the following recommendations as contained in the proposed 2012/13 IRMP Action Plan be approved:***

- i) ***during 2012/13 we will deliver the outcomes of the 2011/12 review of Community Safety, which sought to identify methods for targeting the Service's resources more effectively in this area;***
- ii) ***during 2012/13 we will implement the agreed changes that result from the review of the current operational training strategy and provision;***
- iii) ***the 2011/12 IRMP Action Plan identified specific elements of fire cover within the Service including resources, which would be reviewed in 2011/12. In 2012/13 we will review fire cover across the remainder of the Service;***
- iv) ***we will continue to develop further opportunities to consolidate our collaboration with Shropshire and Wrekin Fire & Rescue Authority; and***
- v) ***we will review the provision of road traffic collision equipment across the Service and seek to implement any appropriate changes in order to improve the service we provide to the community.***

#### **11. Clarification of Officers' Delegation Scheme and Amendments to the Policy and Resources Committee's Terms of Reference**

A report was considered that sought agreement to amend an element of the Officers' Delegation Scheme and refresh certain monetary levels. The report also sought to amend the Terms of Reference of the Policy and Resources Committee to support the proposed amendments to the Officers' Delegation Scheme. The Clerk presented the report and highlighted the key changes that were proposed.

Councillor Eyre suggested an additional recommendation that the Committee should receive a report on an annual basis that detailed any claims that had been made and the subsequent costs in order that the Authority could review whether the Scheme of Delegation was sufficient.

***RESOLVED that the wording in the Officers' Delegation Scheme be amended as follows:***

- i) paragraph 5.1 of the Scheme of Delegation be amended as detailed in paragraph 5 of the report to the Authority;***
- ii) paragraphs 3.6 and 5.4 of the Scheme of Delegation be amended as detailed in paragraph 10 of the report to the Authority;***
- iii) the Terms of Reference of the Policy and Resources Committee be amended as detailed in paragraph 7 and 12 of the report to the Authority; and***
- iv) a report be made to the Policy and Resources Committee on an annual basis that details any decisions with regard to claims that have been made and any subsequent costs so that the Authority can review whether the Scheme of Delegation in this regard is sufficient.***

## **12. Standards Report**

A report was considered that informed the Authority of the proceedings of the Standards Committee meeting held on 8 February 2012 and asked the Authority to consider recommendations put forward by the Standards Committee in relation to proposed changes to the standards regime under the Localism Act 2011.

The Clerk presented the report and drew Members' attention to the key changes to the Standards regime. Members were advised that there were areas of the Localism Act 2011 that required further clarification from the Government namely the appointment of independent members and whether the Authority's current independent members were eligible to continue in their role under the new arrangements and details regarding the registration of gifts and hospitality.

The Chairman of the Standards Committee informed Members that the changes to the Standards Regime were required to be in place by 1 July 2012 and a further report would be made to the June 2012 meeting of the Authority. However, it was necessary for the Authority to have in place arrangements for dealing with breaches of the Code when the current regime finished. The Standards Committee had discussed at some length the best way forward for the Authority and perceived that a Standards Panel would promote transparency and rebut any allegation of self-regulation. The possibility of the Audit Committee taking on the remit of the Standards Committee had also been discussed by the Standards Committee but had been dismissed.

The Authority was required to appoint at least one independent member to assist with the investigation of complaints but the Standards Committee had perceived that the appointment of at least three independent members was

more pertinent.

Under the Localism Act 2011 three options were open to the Authority with regard to the Code of Conduct:

1. It could amend its current Code.
2. Adopt a new model Code currently being developed by ACSeS and the LGA.
3. It could develop its own model.

Members discussed the proposals contained with the report and were in agreement that there should be a common code that was applicable to all Authorities in Hereford and Worcestershire in order to achieve harmonisation.

***RESOLVED that the Authority:***

- i) authorises the Clerk to liaise with Herefordshire and Worcestershire Councils and in consultation with the Standards Committee to develop a common Code of Conduct for approval by the Authority on 20 June 2012;***
- ii) agrees in principle to appoint a Standards Panel and authorises the Clerk to prepare the relevant draft terms of reference and a framework for addressing future Code of Conduct complaints and any necessary investigations for consideration at the Authority meeting on 20 June 2012; and***
- iii) authorises the Clerk to commence the appointments process of a minimum of three independent members for resolving allegations of breaches of the new Code of Conduct; and***
- iv) agrees to extend its current standards regime until the commencement of the new regime under the Localism Act 2011.***

### **13. Policy and Resources Committee Report**

A report was considered that informed the Authority of the proceedings of the Policy and Resources Committee meeting held on 25 January 2012.

***RESOLVED that the report be noted.***

### **14. Audit Committee Report**

A report was considered that informed the Authority of the proceedings of the Audit Committee meeting held on 18 January 2012.

***RESOLVED that the report be noted.***

**15. Appointments Committee**

A report was considered that outlined the proceedings of the Appointments Committee held on 25 January 2012.

***RESOLVED that the report be noted.***

The meeting finished at 12.18 pm

Signed: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_



## Minutes

### Members present:

Mr D.W. Prodger MBE (Chairman), Brig. P. Jones CBE (Vice-Chairman), Mr T. Bean, Mr B. Bullock, Mr J. Campion, Mr J. Cairns, Mrs L. Hodgson, Mr C. Smith, Mr K. Taylor, Mr J. Thomas, Mr G. Yarranton.

### 1. Apologies for Absence

Apologies were noted from:

Mrs L. Duffy, Mr A. Hardman, Mrs G. Hopkins, Mr B Matthews, Mrs F Oborski, Mrs J. Potter, Mr T. Spencer, Mr D. Taylor.

### 2. Declaration of Interests (if any)

The Chairman invited Members to declare any personal or prejudicial interests against any of the Agenda items. No interests were declared.

### 3. Appointment of Head of Legal Services

[The current Clerk/Monitoring Officer, Mrs A. Brown left the meeting prior to consideration of this item].

The Appointments Committee met on 8 May 2012 to select a new Head of Legal Services who would also undertake the role of the Clerk and Monitoring Officer to the Authority. The Chairman explained that the most suitably qualified and experienced candidate had been offered the post and would commence the role with effect from a mutually agreeable date. It was proposed by the Chairman that the ratification of the appointment was deferred to the next Authority meeting.

The current Clerk/Monitoring Officer had been appointed until the 31 May 2012 or until a permanent appointment was made, whichever was the sooner. It was recommended that interim arrangements were put in place to ensure the Authority maintained its requirement to have a Monitoring Officer until the new Head of Legal Services commenced his post.

#### RESOLVED that:

- i) the appointment of the new Head of Legal Services (Monitoring Officer) be ratified at the next full Authority meeting on 20 June 2012; and*
- ii) the Authority puts in place interim arrangements to ensure that it has a Monitoring Officer in place until the incoming Head of Legal Services commences his post.*

[Mrs A Brown returned to the meeting].

#### **4. Exclusion of Public and Press**

In the opinion of the Clerk to the Authority, agenda item 5 (Terms and Conditions of Service) was likely to disclose information relating to the financial or business affairs of any particular person (including the Authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

It was therefore recommended that the meeting should not be open to the public and press at the time that item 5 was considered.

***RESOLVED that the public and the press be excluded from the meeting during consideration of item 5, Terms and Conditions of Service.***

#### **5. Terms and Conditions of Service**

The Clerk tabled a report and the Chairman adjourned the meeting at 2.37pm to allow Members reading time.

The meeting reconvened at 2.42pm.

The Clerk presented her report and in response Members questioned her with regards to the detail contained within it. A discussion ensued concerning the content of the report.

[Cllr Campion left the meeting at 3.41pm and Cllr Bullock left the meeting at 4.02pm].

***RESOLVED that recommendations i), ii) and iii) be approved as set out in the report FRA002/2012.***

The meeting concluded at 4.10 pm.

Signed: \_\_\_\_\_  
Chairman.

Date: \_\_\_\_\_

## **8. Appointment of Head of Legal Services (Monitoring Officer)**

### **Purpose of report**

1. To ratify the appointment to the post of Head of Legal Services (Monitoring Officer), as recommended by the Appointments Committee.
- 

### **Recommendation**

***The Appointments Committee recommends that the Fire and Rescue Authority ratify the appointment of Mr Nigel Snape to the post of Head of Legal Services (Monitoring Officer) with effect from a mutually agreeable date.***

### **Introduction and Background**

2. Under the Local Government and Housing Act 1989 the Authority is required to make an appointment to the statutory position of Monitoring Officer. In 1997, the Authority linked the role of Clerk with that of Monitoring Officer. The role of Clerk to the Authority is necessary to ensure that meetings are administered in accordance with the relevant statutes and regulations and to deal with legal and procedural matters for the Authority.
3. Following recommendations made by the Audit Commission in November 2011, the arrangements for the role of Clerk/Monitoring Officer were reviewed. It was subsequently agreed by the Fire and Rescue Authority (FRA) at its meeting on 14 December 2011 to directly employ a Clerk/Monitoring Officer. The establishment of this role will be funded from within existing budgetary provision and does not give rise to any additional and/or unplanned revenue expenditure.
4. At its meeting on 25 January 2012 the Appointments Committee gave approval to the Chief Fire Officer (CFO) to commence an appointment process for the recruitment of a directly employed Clerk/Monitoring Officer who was also an experienced and qualified Local Authority Lawyer. The Committee gave delegated authority to the CFO and Chairman of the FRA to agree the job description, person specification, advertisement and method of recruitment. It was agreed, under this delegation, to amend the title of the post to Head of Legal Services to more accurately reflect the key elements of the role.

### **Selection Process**

5. The Appointments Committee met on 18 April and approved the proposed long list of four candidates to invite to the next stage of the selection process on 8 May. The selection day on 8 May comprised:
  - A two hour written assessment
  - Technical/Officer Panel Interview

- Interview with the Member Sub Panel of the Appointments Committee
  - Informal lunch with Appointments Committee Members
  - Presentation and final interview with the Appointments Committee
6. Following the selection process the Appointments Committee recommended the appointment of Mr Nigel Snape as the most suitable candidate with effect from a date to be agreed.

### **Conclusion/Summary**

7. The appointment of a Head of Legal Services, acting as Clerk/Monitoring Officer, is an important decision for the Authority to make. The selection process has been robust to ensure the appointment of a suitably qualified and experienced candidate who can make a significant contribution to the Authority. The Appointments Committee agreed that Mr Nigel Snape was the most suitable candidate who had performed consistently highly in all areas of the selection day and recommend the Authority ratify his appointment.

### **Financial Considerations**

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	Yes	Paragraph 3. The salary for the post is £53,000 as set out in the Authority's Pay Policy.

### **Legal Considerations**

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paragraph 2

### **Additional Considerations**

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

Consideration	Yes/No	Reference in Report i.e paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Yes	Paragraph 3 and Paragraph 8.
<b>Consultation with Representative Bodies</b>	No	

## Supporting Information

Background papers

Agenda papers – Special Audit Committee 7 November 2011

Agenda Papers – Fire and Rescue Authority 14 December 2011

## Contact Officer

Martin Reohorn, Treasurer to the Authority

(0845 1224454)

Email: mreohorn@hwfire.org.uk

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

### **Purpose of report**

1. To consider the allocation of seats on Committees to political groups and to authorise the Clerk following consultation with Group Leaders to make appointments to Committees and other bodies.

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### **Recommendations**

#### ***The Clerk recommends that:***

- i) the Authority considers appointments to the offices of Chairman and Vice-Chairman of the following Committees:*
  - a. Appointments Committee*
  - b. Audit Committee*
  - c. Policy and Resources Committee;*
- ii) two Members be appointed the Authority's representatives on the Standards Committee and two Members appointed as named substitutes;*
- iii) Members be appointed to the Member Champion roles for Asset Management, Equality and Diversity and Risk Management;*
- iv) one representative from each political group be nominated as a Member Development Champion;*
- v) the Clerk be authorised following consultation with Group Leaders to take any necessary action to give effect to proportionality requirements, determine the numbers of seats on Committees and make appointments to those Committees and other bodies in accordance with the wishes of the Group Leaders;*
- vi) the Authority determines whether it wishes to adhere to its previous view that representation and voting on the Local Government Association be as follows:*
  - a. that the Authority's representatives on the Local Government Association should be the Group Leaders or their nominees;*
  - b. that the 13 Service votes on the Local Government Association Assembly be allocated between its representatives on a politically proportionate basis; and*
  - c. the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee.*

- vii) the Authority determines whether it wishes the Chairman or his nominee to hold the place and vote available to the Authority on the LGA's Fire Commission; and*
- viii) the Authority determines whether it wishes to appoint the Chair, Vice-Chair or other nominee to the Worcestershire Partnership Board.*

## **Introduction and Background**

2. In accordance with the Hereford & Worcester Fire Services (Combination Scheme) Order 1997 the Authority's membership comprises 25 Councillors, 19 from Worcestershire County Council and 6 from Herefordshire Council.
3. Both Herefordshire Council's appointments and Worcestershire County Council's appointments were made for the life of their respective Councils. (The Herefordshire Councillors were appointed in May 2011 for a four year term and the Worcestershire County Councillors were appointed on 25 June 2009, also for a four year term.)
4. The Local Government and Housing Act 1989 requires that where "a Council" holds an Annual Meeting it shall review the allocation of seats to political groups either at that meeting or as soon as practical thereafter.

## **Committee Appointments**

5. The Authority has generally appointed the Chairmen and Vice-Chairmen of Committees (with the exception of Standards Committee) at its Annual General Meeting and therefore is recommended to do so at this meeting.
6. The Authority also appoints a Standards Committee comprising five independent persons, (Mr C Emeny, Mr R Gething, Dr M Mylechreest, Mr R Rogers and Mr D Stevens); and two Members of the Authority: (previously Mr D Greenow and Mrs G Hopkins), each of whom it was agreed should have a named substitute. Members will be aware of the changes to the current Standards regime that will come into effect from 1 July 2012. The new proposals are due to be considered elsewhere on the agenda. However, the current Standards Committee will still need to be in place until that date and the Authority is requested to make Member appointments, as set out in the recommendations.
7. Members should note the following rules governing Committee appointments:
  - i. The Chair, Vice-Chair, out-going Chair of the Authority and Chair of the Policy and Resources Committee are not eligible to serve on the Audit Committee.
  - ii. Group Leaders, the Chair and Vice-Chair of the Authority are not eligible to serve on the Standards Committee.

(The current Committee membership is attached at Appendix 1 for Members' information).

8. It is noted that feedback from Members has suggested the number of seats on the Appointments Committee should be reduced. It is likely that the new Head

of Legal Services (in consultation with Group Leaders) will review the effectiveness of the current Committee structure which would incorporate consideration of this issue.

## **Member Champions**

9. The Authority currently has several Members that have previously been nominated as Lead Members (Member Champions) for various areas of Authority business.
10. The following Members were previously nominated:
  - i. Asset Management Champion - Cllr Liz Eyre
  - ii. Equality & Diversity Champion – Cllr Richard Udall
  - iii. Risk Management Champion – Cllr Peter Watts
  - iv. Member Development – Cllr Lucy Hodgson, Cllr Clive Smith and Cllr David Taylor

## **Outside Bodies to which the Authority makes Appointments**

### **Local Government Association Appointments**

11. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Commission (previously known as the Fire Services Forum). The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Commission and exercise the vote on behalf of this Authority.
12. This Authority is also in corporate membership of the LGA. The Authority is entitled to appoint up to 4 representatives to serve on the General Assembly. The Association encourages those authorities entitled to 3 or 4 representatives to allocate one of these positions to minority group leaders on their authorities.
13. Arrangements determined by the Authority on 22 June 2011 allocated places on the General Assembly to the Leaders of the Political Groups on the Authority or their nominees. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated.
14. The LGA constitution provides that Authorities in corporate membership shall be entitled to vote only as follows:
  - a) On the election of a Chair, Vice-Chair and Deputy Chairs and on questions of estimated expenditure and subscriptions each corporate member shall have one vote; and
  - b) On issues of direct relevance to the statutory duties and responsibilities of corporate members of their class (as determined by the Chair of the meeting) each corporate member shall be entitled to the same number of votes as a unitary authority within their population band (meaning that this Authority has 13 votes).
15. On 22 June 2011 the Authority allocated the corporate vote to the Chairman (or his nominee) and divided the 13 Service votes on the basis of proportionality. The Authority needs to determine whether it wishes to adhere to this decision.

The Conservative Group currently has 9 votes, the Liberal Democrat/Liberal Group has 2 votes and the Independent/Labour Group has 2 votes.

16. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated. The next meeting of the LGA General Assembly and LGA Annual Conference will take place on 26-28 June 2012 in Birmingham.

### **Partnership Boards**

17. The Authority is entitled to appoint a Member to the Worcestershire Partnership Board. The Terms of Reference of the Partnership recommends the appointment of the Authority Chair or Vice-Chair.

### **Conclusion/Summary**

18. The above arrangements have proven to be effective for the appointment of Committees to carry out the functions of the Authority, as specified in the Terms of Reference, and for appointments to outside bodies, and the Clerk recommends that the Authority continue this practice, as set out above.

### **Financial Considerations**

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

### **Legal Considerations**

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

## Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Need to ensure Members appointed can properly fulfil the roles – whole Report
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Y	Members appointed should be able to fulfil the duties of their roles –whole Report
<b>Consultation with Representative Bodies</b>	N	

## Supporting Information

Appendix 1 – Committees and Membership as currently constituted.

Appendix 2 – The Role of the Member Champion

### Contact Officer

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## COMMITTEE MEMBERSHIP 2011/12

Committee	Total Seats	Conservative Group	Liberal Democrat/ Liberal Group	Independent/ Labour Group	Non Group
Appointments Committee	11	8 D Prodger (C) P Jones (VC) K Taylor L Duffy T Spencer J Campion A Hardman P Watts	1 T Bean	2 R Udall J Thomas	
Audit Committee	10	7 L Duffy (C) L Hodgson (VC) J Cairns D Greenow G Hopkins T Spencer P Watts	1 F Oborski	2 B Matthews J Thomas	
Policy and Resources Committee	15	10 K Taylor (C) G Yarranton (VC) D Prodger B Bullock M Bunker L Eyre J Campion A Hardman P Jones J Potter	2 T Bean C Smith	2 D Taylor R Udall	1 M Lloyd-Hayes
Standards Committee	2 Councillors to be determined by the Authority on the recommendation of Group Leaders (and named deputies) and 5 Independent persons (NB The current Independent persons are Mr C Emeny, Mr R Gething, Dr M Mylechreest, Mr R Rogers and Mr D Stevens)  Cllr Greenow(Cons), Cllr G Hopkins (Cons) (Substitutes: Cllr J Thomas and Cllr T Spencer)				
Member Champions	Asset Management – Cllr L Eyre Equality and Diversity – Cllr R Udall Risk Management – Cllr P Watts Member Development – Cllr L Hodgson, Cllr D Taylor, Cllr C Smith				

## Hereford and Worcestershire Fire and Rescue Authority

### Role Description:

### Member Champion:

In addition to their role as Member, the Member Champion has the following Roles and Responsibilities:

#### Key Role

To act as an advocate, and provide leadership for their topic.

1. To work closely with a nominated principal officer on the related topic
2. To work with other officers and working groups to develop issues on the topic
3. To support and develop policy on the topic area
4. To act as the main apolitical point of contact for the Authority for the topic
5. To attend seminars and other relevant events to gain and maintain specialist and current knowledge of the topic
6. To act as advocate for Best Practice in the topic area

#### Main Responsibilities

##### Accountability

The responsibilities outlined in this role description relate to the political or Member level activities of the Fire Authority.

Accountability for Members' performance is through the political and electoral process.

The responsibilities outlined are without prejudice to the separate duties and responsibilities exercised by the officers of the Fire Authority, for which they are accountable as employees of the Fire Authority.

## **10. Provisional Financial Results 2011-12**

### **Purpose of report**

1. To consider recommendations from the Policy and Resources Committee regarding the provisional financial results for the year ended 31 March 2012.
- 

### **Recommendations**

***The Policy and Resources Committee recommend that the Authority:***

- i) notes the provisional financial results for 2011-12;***
- ii) approves the re-phasing of capital budgets from 2011-12 to 2012-13 as outlined in paragraphs 17 to 25 of the report;***
- iii) approves the use of revenue resources as suggested in the Report; and***
- iv) notes that the Audit Committee will consider the annual Statement of Accounts in detail.***

### **Introduction and Background**

2. Detailed budget monitoring reports have been presented to the Committee throughout the year, and Members will be aware that officers have been very active in seeking to minimise expenditure in anticipation of the very tight financial settlement.
3. The detailed Statement of Accounts will be presented to the Audit Committee for detailed scrutiny in due course, but the provisional results (subject to Audit) are provided here.

### **Use of Revenue Resources**

4. The approved budget for 2011-12 was £31.195m, to which additional expenditure of £0.071m (funded from the Development Reserve) was authorised bringing the total budget to £31.266m.
5. The makeup and funding of the budget is shown overleaf:

	<b>£m</b>
Net Expenditure on Services	32.961
Less : Special Grants	<u>(1.695)</u>
	<b>31.266</b>
Less: Use of Development Reserve	<u>(0.071)</u>
	<b>31.195</b>

	<b>£m</b>	<b>%</b>
Council Tax	20.789	67%
Business Rates	7.949	25%
Revenue Support Grant	<u>2.457</u>	<u>8%</u>
	<b>31.195</b>	<b>100%</b>

6. Since the third quarter's projection of a £0.586m underspend, reported to this Committee in January, budget-holders have continued to minimise expenditure and the out-turn position, detailed in Appendix 1 shows a significant further underspending.
7. It should also be noted that the Service was controlling expenditure to ensure that the new fire control system could be funded if government had not awarded the expected £1.8m in grant.
8. For information the Appendix also allows for transfer to earmarked reserves where underspending is due to timing differences. These are :
  - a. £0.015m in respect of YFA and small external grants received
  - b. £0.098m in respect of Training delivery
  - c. £0.047m in respect of staff eligibility for re-location cost re-imbursement
  - d. £0.050m in respect of DEFRA grant for boats
  - e. £0.120m in respect of Fire Control Resilience Grant awarded late in 2011/12; this was always intended to offset future running costs
9. The net underspending of £0.826m represents 2.6% of the budget, but should be considered as part of the Service preparation for the implications of the significant budget gaps contained in the Medium Term Financial Strategy 2012-13 to 2014-15.
10. Since agreeing this position a number of other factors have emerged, which significantly reduces this overspend.
11. Members will recall that at the end of 2010/11 monies were set aside to meet the costs of settling the national claim of unfair treatment of RDS staff. A sum of £0.209m was provided to meet the agreed compensation settlement which was due to be imminently paid. There have been severe delays to this payment and it appears that the NJC were working on an incorrect assumption about the tax

and NI treatment of this payment. As a consequence it is now necessary to set aside further sums to meet the new liability. An additional sum of £0.100m is required.

12. Members will also be aware that the 2012/13 budget made provision for significant redundancy cost. Accounting convention requires that some of these costs, totalling £0.191m are required to be charged to the 2011/12 accounts. Although this will release an equivalent resource in 2012/13.
13. The RDS compensation referred to above is only one of two parts to this issue. The second relates to the un-lawful exclusion of RDS firefighters from the Firefighters pension scheme before 2006. Over the last two years little detail has been provided on this, but it is beginning to emerge that considerable costs may fall on the Fire and Rescue Authority. Although £0.167m has been set aside to meet these costs, the Treasurer considers it prudent to increase this reserve in the short term and it is suggested that an additional £0.255m be transferred to this reserve.
14. The net effect of these factors are shown in the table below:

	<b>£m</b>
Underlying under spending	(0.826)
RDS compensation (Tax/NI)	0.100
Redundancy Costs	0.191
Transfer to Pension Reserve	0.255
Balance to transfer to General Reserves	<b>(0.280)</b>

15. As the Out-turn is still provisional and subject to Audit it is suggested that any variation is made in this Pension Reserve figure.
16. On the 22 May 2012 the FRA agreed to pursue settlement of a legal claim against the Authority and any costs would need to be met from general reserves, when they arise.

## **Use of Capital Resources**

17. As Members will be aware a distinction is made between:
  - Capital Strategy – representing the overall funding provided within the budget.
  - Capital Budget – representing the amount which has been authorised to be spent.
18. The Capital Strategy is split into 3 main blocks:
  - Vehicle renewal.
  - Major Building Works.

- Minor Schemes – for which detailed allocation is made by the service Senior Management Board (SMB).

19. The Capital Strategy for 2012-13 was approved as below:

	£m
2011/12 Capital Strategy	4.420
Re-phasing from 2010/11	4.895
Fire control Project	2.287
Training Facilities	0.276
	<b>11.878</b>
Leasing Provision	0.481
<b>Capital Strategy</b>	<b>12.359</b>
Major Buildings - not yet allocated	(3.334)
Minor Schemes - not yet allocated	(0.306)
<b>Capital Budget</b>	<b>8.719</b>

20. Appendix 2 gives a scheme by scheme analysis of expenditure, and of the £8.719m capital budget £2.679m (31%) has been expended, giving an underspend of £6.040m. This is largely due to allocation for major schemes (i.e. buildings and fire control) not being fully phased at the time of approval.
21. The re-phasing of these schemes was partly covered in the Medium Term Financial Plan approved by the FRA in February 2012 and it is proposed to adjust this re-phasing in the light of 2011/12 out-turn.
22. It is also proposed to re-phase the budget for the minor schemes, and to carry forward the un-allocated Buildings and Minor Works allocations. It should be noted that the Minor Works allocation was held to ensure that the new fire control system could be funded if government had not awarded the expected £1.8m in grant.
23. The proposed position is summarised in the table below:

	Total Variance £m	MTFP £m	Proposed Rephasing £m
Major Buildings	(4.148)	3.820	(0.328)
Fire Control	(1.453)	0.355	(1.098)
	<b>(5.601)</b>	<b>4.175</b>	<b>(1.426)</b>
Vehicles	(0.237)		(0.237)
Minor Schemes	(0.202)		(0.202)
	<b>(6.040)</b>	<b>4.175</b>	<b>(1.865)</b>
Major Buildings - not yet allocated	(3.334)		(3.334)
Minor Schemes - not yet allocated	(0.306)		(0.306)
	<b>(9.680)</b>	<b>4.175</b>	<b>(5.505)</b>

24. This will not have a detrimental effect on the future revenue budget, as provision for financing costs has been made assuming the capital expenditure had been made in 2011/12.

25. It should be noted that although the FRA has given specific approvals for the individual major building schemes, these have not been detailed in the report as they may compromise the FRA position when negotiating construction contracts.

### **Role of the Audit Committee**

26. As a result of major changes to the accounting arrangements; in 2010/11 the Audit Committee will not be asked to approve the Statement of Accounts until the Audit is completed in September.
27. The Accounts will be prepared in accordance with IFRS and will show the true economic cost of providing the service. This will differ significantly from the position shown by this report, which is prepared on the statutory basis on which the budget, grant and precept are prepared, and to which Members are accountable for managing.
28. This is because there are some significant items:
- Those which are required to be charged by statute, but are not permitted under IFRS.
  - Those which are required to be charged under IFRS but not allowed by statute.
29. The Statement of Accounts will reconcile these differences and the Audit Committee will scrutinise this reconciliation as well as the Accounts themselves.

### **Financial Considerations**

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

### **Legal Considerations**

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

### **Additional Considerations**

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

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

### Supporting Information

Appendix 1 – Revenue Budget

Appendix 2 –Capital Budget

Background papers - none

### Contact Officer

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# Hereford & Worcester Fire and Rescue Authority

## Policy & Resources Committee

### REVENUE BUDGET OUT-TURN REPORT 2011/12

	(1)	Revised Budget (2) £'000	Out-turn (3) £'000	Variance (4) £'000	Reserve Offsets (5) £'000	Underlying Variance (6) £'000
1	WT FF Pay	13,906	13,759	(147)		(147)
2	RDS FF Pay	3,135	3,206	71		71
3	Control Pay	798	833	35		35
4	Support Pay	4,087	4,010	(77)		(77)
5	Other Employee Costs	36	32	(4)		(4)
6	Unfunded Pensions	738	744	6		6
7		<b>22,700</b>	<b>22,584</b>	<b>(116)</b>	<b>0</b>	<b>(116)</b>
8	Strategic Management	28	22	(6)		(6)
9	unallocated budgets	356	0	(356)		(356)
10		<b>384</b>	<b>22</b>	<b>(362)</b>	<b>0</b>	<b>(362)</b>
11	USAR - Total	880	878	(2)		(2)
12	Ops - HQ	184	72	(112)	15	(97)
13	Ops - Districts	0	2	2		2
14	Approved Centre	8	2	(6)		(6)
15	Training Dept	633	535	(98)	98	0
16		<b>1,705</b>	<b>1,489</b>	<b>(216)</b>	<b>113</b>	<b>(103)</b>
17	Perf Mngt	121	83	(38)		(38)
18	PPP - Org Dev	208	123	(85)		(85)
19	Ops Policy	67	38	(29)		(29)
20	Personnel	279	210	(69)	47	(22)
21	PPP - FRA Costs	132	159	27		27
22		<b>807</b>	<b>613</b>	<b>(194)</b>	<b>47</b>	<b>(147)</b>
23	Ops Logistics	1,254	1,343	89		89
24	Fleet	550	665	115		115
25	ICT	940	962	22		22
26	Facilities Mngt	1,576	1,427	(149)		(149)
27	HQ Catering	0	3	3		3
28	Legal Services	60	47	(13)		(13)
29	Insurances	289	283	(6)		(6)
30	Finance (FRS)	119	119	0		0
31	Finance SLA	177	175	(2)		(2)
32		<b>4,965</b>	<b>5,024</b>	<b>59</b>	<b>0</b>	<b>59</b>
33	Capital Financing	2,400	2,236	(164)		(164)
34	Special Grants	(1,695)	(1,858)	(163)	170	7
35		<b>705</b>	<b>378</b>	<b>(327)</b>	<b>170</b>	<b>(157)</b>
36		<b>31,266</b>	<b>30,110</b>	<b>(1,156)</b>	<b>330</b>	<b>(826)</b>
37	from Development Reserves	(71)	(71)	0		0
38	from other Earmarked Reserves	0	330	330	(330)	0
39		<b>(71)</b>	<b>259</b>	<b>330</b>	<b>(330)</b>	<b>0</b>
40		<b>31,195</b>	<b>30,369</b>	<b>(826)</b>	<b>0</b>	<b>(826)</b>

# Hereford & Worcester Fire and Rescue Authority

## Policy & Resources Committee

## Appendix 2

### CAPITAL BUDGET OUT-TURN REPORT 2011/12

	Scheme (1)	REVISED BUDGET (2) £000	Adjust- ment (3) £000	FINAL BUDGET (4) £000	OUT-TURN (5) £000	Variance (6) £000	proposed re-phasing (7) £000
	<b>Vehicles</b>						
1	086 - Ex Leased Appliances	-	131,700	131,700	131,700	-	
2	091 - Pinzgauer Routine Replacement 4WD	52,000		52,000	10,932	- 41,068	41,068
3	092 - Argocat Routine Replacement Off Road	26,000		26,000	21,863	- 4,137	4,137
4	105 - Routine Pump Replacement 2011/12	820,000		820,000	520,816	- 299,184	299,184
5	108 - Station Officer Free landers	-	348,845	348,845	348,845	0	
6	115 - Replacement 4 x 4 2011 - 2012	73,848		73,848	-	- 73,848	73,848
7	116 - Line Rescue Vehicle Fit Out	28,000		28,000	1,560	- 26,440	26,440
8	117 - Routine Pump Replacement 2012/13	-		-	208,001	208,001	- 208,001
9	<b>Total</b>	<b>999,848</b>	<b>480,545</b>	<b>1,480,393</b>	<b>1,243,717</b>	<b>(236,676)</b>	<b>236,676</b>
10	<b>Major Building</b>						
11	012 - IRMP Pebworth	74,630		74,630	8,584	- 66,046	66,046
12	xxx - IRMP Other	4,125,700		4,125,700	43,352	-4,082,348	4,082,348
13	<b>Total</b>	<b>4,200,330</b>	<b>0</b>	<b>4,200,330</b>	<b>51,936</b>	<b>(4,148,394)</b>	<b>4,148,394</b>
14	<b>Minor Schemes - Property</b>						
15	023 - Legionella Engineering Works	9,235		9,235	-	- 9,235	9,235
16	054 - Motorised Bay Doors	22,000		22,000	22,000	-	-
17	068 - Evesham Flat Roof	640		640	-	- 640	640
18	069 - Stourport Flat Roof	550		550	-	- 550	550
19	072 - Ewyas Harold Resurface Yard	2,241		2,241	-	- 2,241	2,241
20	083 - SRT Storage	71,160		71,160	67,150	- 4,010	4,010
21	084 - RPE Cylinder Strategy	59,606		59,606	37,411	- 22,195	22,195
22	095 - Diversity Compliant Rest Facilities Kidderminster- Hereford	58,880		58,880	-	- 58,880	58,880
23	096 - Property Work From Health and Safety Audit	36,646		36,646	35,902	- 744	744
24	097 - Air Conditioning ICT Work	2,606		2,606	-	- 2,606	2,606
25	100 - Evesham Refurbishment	8,779		8,779	718	- 8,061	8,061
26	110 - Up Grade to Lifts to Comply with Legislation	25,000		25,000	20,098	- 4,902	4,902
27	112 - Fire Extinguisher Replacements	12,010		12,010	12,010	- 0	0
28	113 - Replacement Windows	81,600		81,600	77,908	- 3,692	3,692
29	119 - Evesham House Refurbishment	25,000		25,000	21,090	- 3,910	3,910
30	<b>Sub-Total</b>	<b>415,953</b>	<b>-</b>	<b>415,953</b>	<b>294,287</b>	<b>- 121,666</b>	<b>121,666</b>
31	<b>Minor Schemes - IT</b>						
32	004 - Comp Systems Computer Purchases	37,673		37,673	37,496	- 177	177
33	005 - Comp Systems Computer Software	6,964		6,964	2,848	- 4,116	4,116
34	034 - Developments	4,281		4,281	3,341	- 940	940
35	063 - PBX Digital Telephony	10,283		10,283	7,786	- 2,497	2,497
36	074 - Command and Control Assurance	19,000		19,000	14,616	- 4,384	4,384
37	106 - Business Continuity ( ITC)	30,000		30,000	14,958	- 15,042	15,042
38	107 - Citrix Farm Updates	15,000		15,000	-	- 15,000	15,000
39	109 - Network Quality of Service Enablement	23,000		23,000	22,577	- 423	423
40	<b>Sub-Total</b>	<b>146,201</b>	<b>-</b>	<b>146,201</b>	<b>103,622</b>	<b>- 42,579</b>	<b>42,579</b>
41	<b>Minor Schemes - Other</b>						
42	001 - IT VDMS	20,011		20,011	17,894	- 2,117	2,117
43	011 - Finance System	-		-	2,593	-	2,593
44	051 - Human Resource Information System	14,304		14,304	1,749	- 12,555	12,555
45	078 - Respiratory Protective Equipment	11,082		11,082	9,993	- 1,089	1,089
46	093 - CFRMIS 5 Web based package	3,550		3,550	2,700	- 850	850
47	101 - Intel Application	13,700		13,700	-	- 13,700	13,700
48	102 - Water Rescue PPE	33,659		33,659	33,659	0	0
49	114 - Finance System Budgeting Module	45,539		45,539	45,359	- 180	180
50	118 - BA Enhancements	40,000		40,000	30,896	- 9,104	9,104
51	123 - Transfer Crawling Rig From Betony Road To Redditch	7,000		7,000	6,176	- 824	824
52	<b>Sub-Total</b>	<b>188,845</b>	<b>-</b>	<b>188,845</b>	<b>151,019</b>	<b>- 37,826</b>	<b>37,826</b>
53	<b>Total</b>	<b>750,999</b>	<b>0</b>	<b>750,999</b>	<b>548,928</b>	<b>(202,071)</b>	<b>202,071</b>
54	<b>Fire Control Resilience</b>						
55	103 - Fire Control Replacement	2,287,100		2,287,100	834,515	-1,452,585	1,452,585
56	<b>Total</b>	<b>2,287,100</b>	<b>0</b>	<b>2,287,100</b>	<b>834,515</b>	<b>(1,452,585)</b>	<b>1,452,585</b>
57	<b>Capital Budget</b>	<b>8,238,277</b>	<b>480,545</b>	<b>8,718,822</b>	<b>2,679,096</b>	<b>(6,039,726)</b>	<b>6,039,727</b>
58	998 - IRMP Unallocated	3,333,956		3,333,956	-	-3,333,956	3,333,956
59	999 - Unallocated	306,285		306,285	-	- 306,285	306,285
60	<b>Capital Strategy</b>	<b>11,878,518</b>	<b>480,545</b>	<b>12,359,063</b>	<b>2,679,096</b>	<b>(9,679,967)</b>	<b>9,679,968</b>

## 11. Members' Allowances Scheme

### Purpose of report

1. To consider the level of Members' Allowances in accordance with the provisions of the Local Authorities (Members Allowances) (England) Regulations 2003 (the regulations).
- 

### Recommendation

***The Treasurer recommends that the Authority determines whether to increase Members' Allowances under the current arrangements.***

### Introduction and Background

2. In accordance with the Regulations, on 17 June 2007 the FRA agreed an annual adjustment in the level of Allowances in line with the Retail Prices Index (RPI).
3. On 16 June 2008 the FRA amended this to increase Members' Allowances in line with the Consumer Price Index (CPI).
4. On 8 June 2011 the Authority considered whether the allowances should be increased in line with the CPI and resolved that:  
  
***the level of Members' Allowances applicable from 1 April 2010 is retained for the period 1 April 2011 to 31 March 2012.***
5. The current levels of allowances applicable from 1 April 2011 are due to increase in line with CPI from 1 April 2012.
6. The relevant CPI index for the period would increase the rates by 3%.

### Financial Considerations

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

## Legal Considerations

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

## Additional Considerations

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

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

## Supporting Information

Background papers:  
25 September 2003 - Combined Fire Authority – Members Allowance Scheme

## Contact Officer

Martin Reohorn, Treasurer to the Authority  
(0845 12 24454)  
Email: mreohorn@hwfire.org.uk

## 12. Chief Fire Officer's Service Report

### Purpose of Report

1. To inform the Authority of recent key developments and activities together with performance information for the period 2011/2012.

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### Recommendation

***The Chief Fire Officer recommends that the report be noted.***

<b>Performance</b>
--------------------

### Operational Activity – Total and Fire Incidents

#### Total Incidents Attended

2. Overall incident numbers have reduced within the year, despite a considerable increase in secondary fire numbers. Reductions were seen in Special Service and False Alarm incident types. In 2012-13 the Service predicts a reduction in False Alarm incidents due to the introduction of the IRMP Recommendation 3 revised AFA Policy.

Total Incidents	2010-11	2011-12	Percentage change
All Fires	2510	2849	13.5%
Special Services	1780	1509	-15.2%
False Alarms	3846	3499	-9.0%
	<b>8136</b>	<b>7857</b>	<b>- 3.4%</b>

*(Table 1-Total Incidents 2010-11 and 2011-12)*

3. There has been a 14% reduction in all incidents since 2007-08, but the Service attended more fires in 2011-12 than in 2010-11. The reason for this is a year on year increase in secondary fires.
4. The Service attended the lowest number of Special Service incidents in the last five years due a reduction in flooding incidents when compared with 2010-11 and also the lowest number of False Alarm incidents attended in the last five years.

#### Total Number of Fires

5. Total numbers of fires rose this year due to a significant increase in secondary fire numbers assisted by dry weather conditions. Significant reductions were seen in chimney fires. Extensive prevention and education campaigns have been directed in this area.

<b>Total Fires</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Percentage change</b>
Primary Fires	1188	1237	4.1%
Secondary Fires	1066	1424	33.6%
Chimney Fires	256	188	-26.6%
	<b>2510</b>	<b>2849</b>	<b>13.5%</b>

*(Table 2 –Total Fires 2010-11 and 2011-12)*

6. Primary fires have increased by 2.0% from last three years' annual average and the Service has attended the highest number of Secondary fires since 2006-07 and the lowest number of Chimney fires since 2006-07.

#### Primary Fires

7. The total number of Primary fires has increased marginally this year. In context the overall increase in numbers is not considered significant, with outdoor fires a major factor in the increase in total fire numbers. The rise in outdoor fires is associated with the dry weather conditions seen this year.

<b>Primary Fires</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Percentage change</b>
Building Fires	746	793	6.3%
Vehicle & Transport Fires	368	331	-10.1%
Outdoor Fires	74	113	52.7%
	<b>1188</b>	<b>1237</b>	<b>4.1%</b>

*(Table 3 –Primary Fires 2010-11 and 2011-12)*

8. The largest increase within the outdoor fires category was in grassland, woodland and crops fires. There were 40 grassland, woodland and crops fires that were classed as primary in 2011-12 compared with 23 in 2010-11.

#### Secondary Fires

9. The Service has made considerable efforts to minimise secondary fires occurring but the dry weather conditions seen this year has made fire setting and fire spread more prevalent. The Service is not unique in this regard, with many Services across the country seeing an increase in secondary fires.

<b>Secondary Fires</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Percentage change</b>
Grassland Woodland	441	740	67.8%
Crops			
Outdoor Structures	272	257	-5.5%
Outdoor (inc land)	307	372	21.2%
Other	46	55	19.6%
	<b>1066</b>	<b>1424</b>	<b>33.6%</b>

*(Table 4 –Secondary Fires 2010-11 and 2011-12)*

10. The majority of secondary fires originated in grassland, woodland and crops and other outdoor locations. 282 out of the 740 grassland, woodland and crop fires were in what is defined as 'tree scrub'. 133 out of the 740 grassland, woodland and crop fires were originated in domestic garden vegetation.

### Special Service Incidents

11. Overall Special Service call numbers have seen a significant reduction this year. This is mainly due to significant reductions in flooding events assisted by a mild winter. Other Special Services such as lift rescues have also seen a reduction. The Service is monitoring this area of activity to determine whether the introduction of the Service's cost recovery policy will influence current levels. RTC numbers are consistent with the previous year but remain an area for considerable prevention activity and partnership working.

<b>All Special Services</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Percentage change</b>
RTC Incidents	656	659	0.5%
Flooding	234	62	-73.5%
Other Services	890	788	-11.5%
	<b>1780</b>	<b>1509</b>	<b>-15.2%</b>

*(Table 5 –Special Services 2010-11 and 2011-12)*

12. There has been a reduction in the number of flooding incidents attended due to milder weather conditions experienced in 2011-12 due to milder weather conditions resulting in less burst pipes than in 2010-12.
13. The Service attended incidents with 119 serious injuries caused as a result of RTCs in 2011-12 compared with incidents with 113 serious injuries in 2010-11. There were 12 Fatalities from RTC in 2011-12 compared with 12 also in 2010-11.

### False Alarm Incidents

14. The Service has seen a reduction in all False Alarm categories this year recording the lowest activity levels for 5 years. The Service is introducing a revised AFA Policy throughout 2012-13 and will assess the impact that this will have on activity levels.

<b>Total False Alarms</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Percentage change</b>
Malicious False Alarms	76	63	-17.1%
False Alarm Good Intent	878	797	-9.2%
Automatic False Alarms	2892	2639	-8.7%
	<b>3846</b>	<b>3499</b>	<b>-9.0%</b>

*(Table 6 –False Alarms 2010-11 and 2011-12)*

15. A full performance analysis of Quarter 4 and End of Year performance has previously been considered by the Policy and Resources Committee. The Policy and Resources Committee will continue to receive reports with detailed information on the measures the Service is taking to achieve its targets and where improvements are required.

## Health and Safety

### Incidents and Injuries

16. A total of 57<sup>1</sup> Health and Safety related incidents were reported this quarter, of which 5 were or had the potential to be 'serious incidents'. There were also 3 reported incidents of verbal abuse/obstruction to crews.

	Jan	Feb	Mar	This Quarter Total	Previous Quarter Total
Serious Incidents <sup>2</sup>	2	2	1	5	10
Near Hit/Cause for Concern <sup>3</sup>	6	0	3	9	10
Specialist Investigations <sup>4</sup>	2	3	1	6	5

### Analysis

17. The serious or potentially serious incidents this quarter comprised of the following:
- Whilst responding, third party pulled out in front of appliance, resulting in collision – specialist investigation completed and debriefed;
  - Whilst responding, rescue equipment ejected from appliance locker – specialist investigation completed;
  - Reversing appliance on station, struck trunking containing electric cables – specialist investigation completed and debriefed;
  - Training trailer damaged during a failed ascent on a wet grassy incline – specialist investigation ongoing; and
  - During vehicle maintenance, jack slipped causing vehicle to drop – specialist investigation completed and debriefed.
18. In addition, a Specialist Investigation was mobilised:
- During ALP training, back injury to a firefighter whilst positioning base-plate for outrigger – investigation completed.

### Fleet Incidents

Station	Total	Response
21 Worcester	4	1
24 Kidderminster	1	1
25 Bromsgrove	1	1
27 Redditch	1	0
28 Evesham	2	1
42 Ledbury	1	0
46 Hereford	1	0

Station	Total	Response
50 Leintwardine	1	0
55 Peterchurch	1	0
Headquarters	1	0
South District	1	1
Training Centre	1	0
Total	16	5

<sup>1</sup> Serious injuries, minor injuries, vehicle collisions, potential hazards, near hits.

<sup>2</sup> Incidents either actually resulting in, or having the potential to result in a fatality, serious personal injury or significant loss or damage.

<sup>3</sup> Incidents that almost resulted in an injury or conditions identified that have the potential to cause injury, loss or a near hit but have not done so up to the time of reporting – e.g. items falling but not injuring anyone.

<sup>4</sup> Of incidents either actually resulting in, or having the potential to result in serious injuries or losses.

19. Of the total of 16 driving-related incidents reported:

- 13 were due to H&WFRS driver error;
- 5 occurred whilst responding to incidents;
- 4 occurred during slow speed manoeuvres; and
- 5 occurred during reversing manoeuvres.

### Items of Interest

#### High Sheriff's visit to West District, Hereford & Worcester Fire and Rescue Service

20. Herefordshire's High Sheriff, Mr Simon Arbuthnott, visited stations within West District on Wednesday 29 February 2012. The High Sheriff plays an increasingly active and supportive role within Herefordshire both in relation to the emergency services and in lending encouragement to public sector agencies.
21. Mr Arbuthnott was escorted around West District by the CFO and West District Commander Rob Ball. The visit began with tours of Kingsland and Leominster Fire Stations; Kingsland Station is the proposed site for one of the Service's new Strategic Training Facilities. Mr Arbuthnott met firefighters at both stations who explained how valuable these facilities will be in delivering training to personnel on a purpose built site. They were also able to explain to Mr Arbuthnott how their roles provide cost effective, high quality fire fighting and rescue services within their local communities and across the Service area. Mr Arbuthnott acknowledged the importance of their role and that of their primary employers who support this crucial work.
22. Mr Arbuthnott's tour continued with a visit to Hereford Fire Station where he was introduced to members of Green Watch. The watch demonstrated the variety of vehicles and their capabilities explaining how they deliver emergency and preventative services within the community. During the visit the station received an emergency call and Mr Arbuthnott commented on the speed and efficiency of the response.
23. Mr Arbuthnott concluded his visit by thanking all involved for a fantastic insight and experience. He followed this in writing to individuals; *"You perform an absolutely vital role in society and the community, and I wanted you to be aware of our gratitude"*.

#### Exercise Olympus - Fire Service College 17-18 March

24. As part of the Service's operational training programme, a significant exercise was held at the Fire Service College over the weekend 17-18 March 2012. Exercise Olympus was the most extensive exercise conducted by the Service for a number of years and involved over 20 fire appliances, specialist vehicles and National Resilience assets. Overall over 200 personnel participated in the exercise.
25. The principal aim of the exercise was to integrate firefighters with Urban Search and Rescue (USAR) and partner agencies and to work together as they would in the event of a major search and rescue incident. It has been noted nationally as a key resilience training event in the lead up to the Olympic Games.

26. The exercise simulated an explosion at a university campus, involving a building collapse with a large number of casualties and many people unaccounted for. To be as realistic as possible, resources were mobilised in sequence and timings intended to represent the likely development of the incident; local fire crews were first to arrive at the scene, followed by ambulance crews, further fire crews and appliances (including the Aerial Ladder Platform and Incident and Command Support Units) and also USAR. The exercise ran continuously over a 36-hour period. Our own USAR team was supported by two further teams from South Wales and Merseyside. Shropshire and Gloucestershire Fire and Rescue Services also participated, along with our own fleet technicians to look after the many vehicles involved in the exercise.
27. Whilst we regularly hold training exercises within the Service, this is the first time fire crews and USAR teams have been involved on such a major scale, as well as working through periods of darkness. For added realism live casualties comprising of Community Safety Volunteers, Young Firefighters from Redditch and Droitwich, professionals from Amputees in Action, as well as art and design students from Worcester College of Technology, were all made-up to simulate a range of different and very realistic injuries.
28. The exercise proved to be an invaluable training event and through multi-agency and Service debriefs has identified a number of key outcomes that can assist us to improve our operational response. Additionally the opportunity to test the Service's resilience to undertake such a significant exercise whilst maintaining full fire cover across the Service area was extremely useful.

### **Defibrillators**

29. In February this year the Service's Senior Management Board made the decision to extend the provision of defibrillators throughout the Service. An additional 26 units have now been procured giving a total of 38 across the Service. The process of fitting one at every Service location, and training staff in its use is underway, and this is due to be completed by the end of June.
30. At fire stations the defibrillator will be located on an appliance and will form part of the trauma provision, for use within the communities, as well as for our own staff. At locations that are staffed, such as Service HQ or Training Centre, the presence of the defibrillator will be advertised on the appropriate national websites, that enable members of the public to identify the location of their nearest unit in the event of an emergency. The Service will not be directly responding to any calls to provide medical care, but will have the equipment available for use whenever necessary or called upon.

### **YFA Passing Out Parade**

31. A group of 17 teenagers celebrated the completion of a 13-week training course at their annual Young Firefighters passing out ceremony at Droitwich Fire Station on 19 May 2012.
32. The group, which included eight from the Droitwich branch of the Young Firefighters Association (YFA) and nine from the Redditch branch, have all recently completed the YFA training programme.

33. At the passing out ceremony they were presented with a certificate of achievement by Deputy Chief Fire Officer Richard Lawrence and they also demonstrated to their families, Fire Service personnel and local dignitaries some of the skills they have learnt during their training. This included a hose running drill, a ladder climb, a simulated car fire and a house rescue demonstration.
34. Congratulations to all of those Young Firefighters who worked hard to pass their training course. Thanks and congratulations must also go to the instructors who give their own time to support the young people throughout the year.

### **Fire Control Project Update**

35. The Fire Control project continues to make good progress and preparations are now being made to move the Fire Control function into Service Headquarters during July 2012.
36. During this May and June, new turnout systems that mobilise operational personnel are being installed at all stations. New high performing and resilient Mobile Data Terminals (MDT) have also been installed on every fire appliance. The MDT will provide access to vital incident data en-route to and during an incident. This new technology also provides a search facility for any address in the two counties, which is vital for operational crews operating outside their normal area. In addition, operational crews will be able to access data about water hydrant locations, floor plans and access routes to a building that is on fire.
37. Phase 2 of this project will address how we work with our neighbours at Shropshire Fire and Rescue Service to deliver a collaborative approach to the delivery of Control Room functions. The Memorandum of Understanding (MoU) has been signed and a Project Board has established. This Board will meet on a monthly basis to consider progress made. The next key milestone will be the approval of the Programme Brief in September 2012.
38. In addition to the above, Officers from Hereford & Worcester Fire and Rescue Service are also exploring options for improved resilience beyond the West Mercia collaborative arrangement.

### **Contact Officer**

Mark Yates, Chief Fire Officer  
0845 12 24454  
Email: [myates@hwfire.org.uk](mailto:myates@hwfire.org.uk)

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

#### Purpose of report

1. To adopt the Fire and Rescue Authority Plan 2012/13 and approve for publication.

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#### Recommendation

***The Policy and Resources Committee recommends that the Authority adopts the draft Fire and Rescue Authority Plan 2012/13 and approves for publication.***

#### Summary

2. As part of our corporate planning process, the Authority produces its annual Fire and Rescue Authority Plan (Appendix 1). This year, the Service is adopting a new approach in relation to the Authority Plan with the use of "Our Strategy" as the backdrop to the document.
3. The Fire and Rescue Authority Plan is now designed to be a consolidated report that links the Corporate Plan, Annual Performance Report and IRMP Action Plan into a single document. This approach is intended to benefit both the Service and our communities by demonstrating a clear commitment to the simplification of our literature to all stakeholders. The three key areas of the Fire and Rescue Authority Plan are:
  - I. **Core Purpose:** Our Strategy, Our Future, this section offers a clear statement of our legal role and responsibilities and outlines our new strategic direction.
  - II. **We will deliver through:** An overview of our performance and notable successes during the 2011/12 business year.
  - III. **Our foundations:** What our 2012/13 priorities are from the perspective of the Service's six foundation elements.
4. The report is currently presented in a format that focuses on the narrative elements of the document and as such is not complete. A finalised version will be professionally published and will adopt a more appropriate layout and include supporting images.

#### Financial Considerations

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

## Legal Considerations

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

## Additional Considerations

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

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

## Supporting Information

Appendix 1 - Hereford & Worcester Fire and Rescue Draft Authority Plan 2012/13

### Contact Officer

Area Commander Jon Pryce – Corporate Services  
(01905 368355)  
Email: jpryce@hwfire.org.uk



## **Fire and Rescue Authority Plan** **2012-13**

Draft

Version 3.9

## **What do you think of our plan?**

**We would welcome any views that you have on the content of this plan or the way in which Hereford & Worcester Fire and Rescue Authority delivers its services.**

**If you have any comments or would like to contact us about any issue, please visit our website at [www.hwfire.org.uk](http://www.hwfire.org.uk)**

**Alternatively, for general enquiries, please call 0845 122 4454**

**or email [info@hwfire.org.uk](mailto:info@hwfire.org.uk)**

**You can also follow us on Twitter at <https://twitter.com/hwfire>**

**or find us on Facebook at <http://www.facebook.com/hwfire>**

**Alternatively you may write to:  
Hereford & Worcester Fire and Rescue Service Headquarters  
2 Kings Court  
Charles Hastings Way  
Worcester  
WR5 1JR**

**If you would like this information in an alternative language or format such as large print or audio, please contact us on 0845 12 24454.**

## Contents

### Page Numbers

•	<b>Welcome/Foreword</b>	<b>4</b>
•	<b>Our Authority</b>	<b>5</b>
•	<b>Our Service</b>	<b>5</b>
•	<b>Our Strategy</b>	<b>10</b>
•	<b>Our Performance</b>	<b>12</b>
•	<b>Our Work Completed 2011-12</b>	<b>15</b>
•	<b>Our Work to be Completed in 2012-13</b>	<b>19</b>
•	<b>Consultation</b>	<b>26</b>

## **Foreword by the Chairman of the Fire and Rescue Authority and the Chief Fire Officer**

**Councillor Derek Prodger MBE  
Chairman of the Authority**

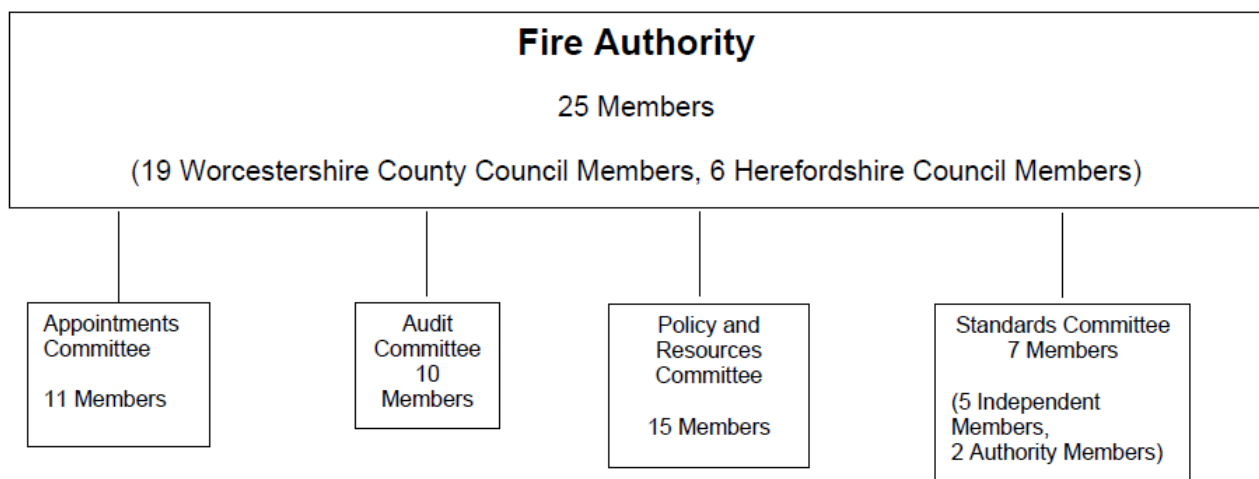
**Mark J. Yates QFSM MA MCGI DMS MIFireE  
Chief Fire Officer/Chief Executive**

## Our Authority

Hereford & Worcester Fire and Rescue Authority's purpose is to ensure that there is an effective Fire and Rescue Service across the two counties. The Authority consists of 25 Elected Members (19 from Worcestershire County Council and 6 from Herefordshire Council), who oversee the work of the Fire and Rescue Service in delivering this service. They set the budget and approve the overall direction for the Service.



### Hereford & Worcester Fire and Rescue Authority – Governance Structure



## Our Service

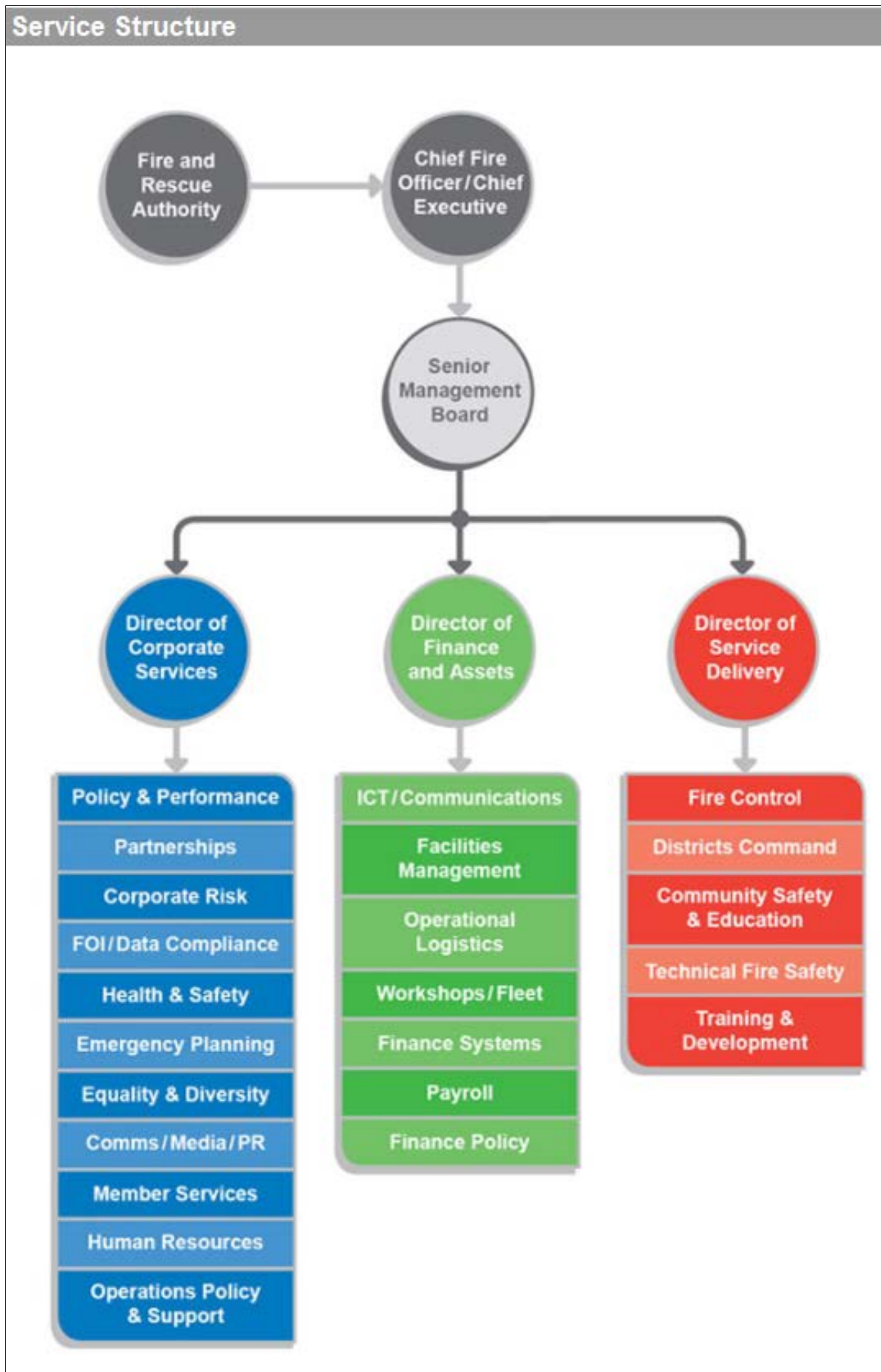
Hereford & Worcester Fire and Rescue Service cover a geographical area of almost 400,000 hectares (over 1,500 square miles). It has some of the most sparsely populated rural areas in the country and around 740,000 people reside in the two counties, predominantly in Worcestershire.

The Service employs over 860 people, most of whom are highly trained firefighters, working at more than 30 locations across the two counties, including 27 Fire Stations, a Service Headquarters in Worcester, three District Headquarters, an Operational Logistics centre in Malvern, and a Training and Development Centre and Urban Search and Rescue facility in Droitwich Spa.

We receive about 14,000 emergency calls each year, and attend approximately 8,000 incidents, including some 2,800 fires and nearly 700 road traffic collisions. While we make sure we are able to respond to emergencies effectively and safely, we are also concerned with trying to prevent those emergencies happening in the first place. We work with our partner agencies and our local communities and businesses to make sure that foreseeable risks are reduced as far as possible.

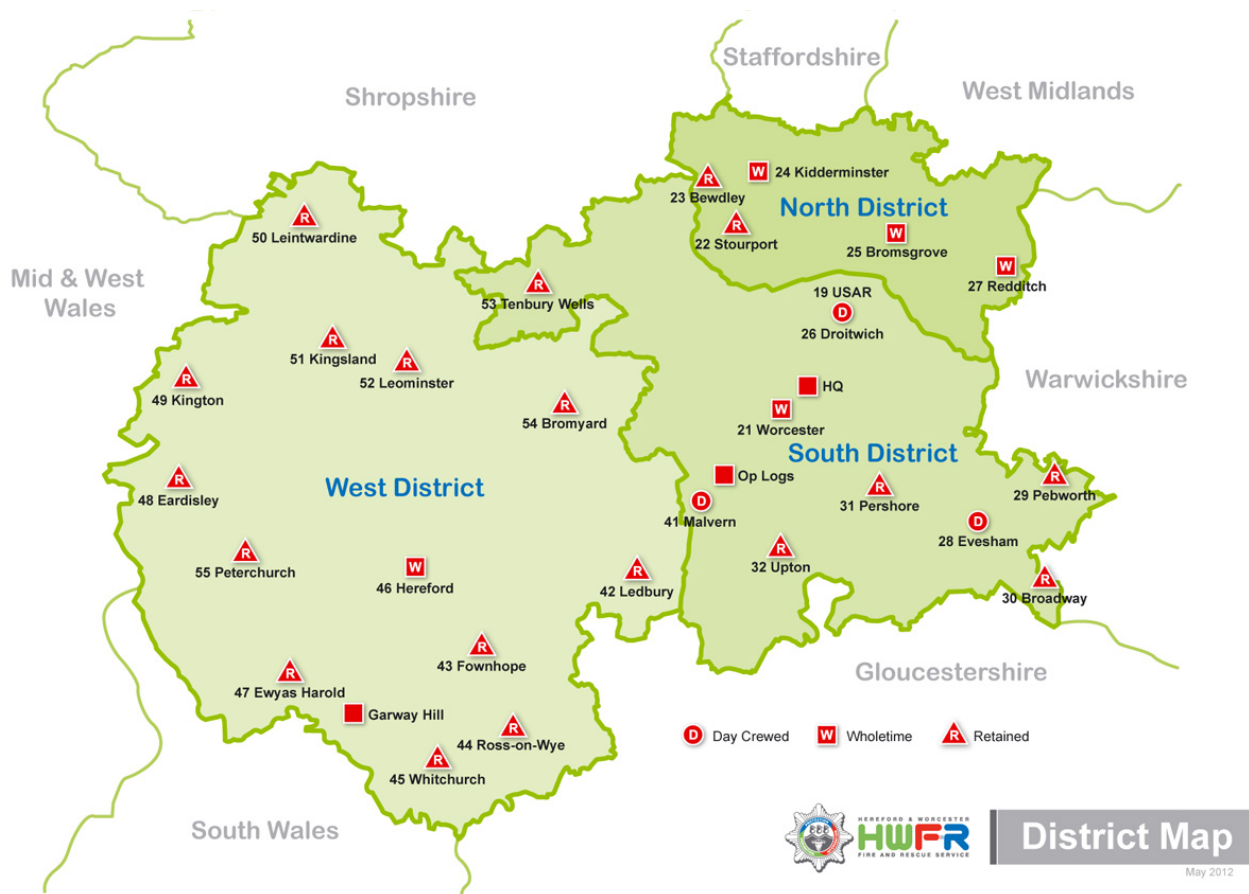
## How we deliver our Services

Led by the Chief Fire Officer/Chief Executive and the Senior Management Board, our services are organised into three Departments: Service Delivery, Finance and Assets and Corporate Services:



## Delivering our Services through our three Districts

The Service is organised across three geographical Districts: North, South and West, which helps us to provide a balanced response to reducing community risk throughout the two counties.



The three Districts are served by 27 Fire Stations strategically located across the two counties to provide an appropriate response as soon as an emergency call is received. The five busiest Fire Stations are permanently crewed 24 hours a day (Wholtime WT). Three other Fire Stations are permanently crewed during the day and by on-call firefighters during the night (Day Crewed DC). The other nineteen Fire Stations are crewed by on-call firefighters (Retained RDS), who live locally to the station and can respond quickly should they be called.

	<b>Area (hectares)</b>	<b>Population (estimate 2010)</b>	<b>Households (estimate 2010)</b>
<b>North District</b>	<b>46,600</b>	<b>270,200</b>	<b>118,500</b>
Bromsgrove	21,700	93,400	39,300
Redditch	5,400	78,700	35,400
Wyre Forest	19,500	98,100	43,800
<b>South District</b>	<b>127,400</b>	<b>287,200</b>	<b>127,300</b>
Malvern Hills	57,700	75,400	33,000
Worcester	3,400	94,800	43,200
Wychavon	66,300	117,000	51,100
<b>West District</b>	<b>218,000</b>	<b>179,300</b>	<b>80,800</b>
Herefordshire	218,000	179,300	80,800
<b>Total</b>	<b>392,000</b>	<b>736,700</b>	<b>326,600</b>

We attend around 8,000 incidents each year and endeavour to provide a suitable response to a wide variety of incidents including property fires, road traffic collisions, collapsed structures, water rescues, hazardous materials and animal rescues.

Some of the key specialist elements are: 11 specialist water rescue teams throughout the two counties, a specialist rope rescue team at Malvern, an environmental protection unit at Stourport, two Aerial Ladder Platforms located at Hereford and Worcester Fire Stations and several different vehicles providing off road firefighting at several locations throughout the Service area.

We also host one of 20 national Urban Search and Rescue (USAR) specialist units. This team is based at Droitwich Spa and is a national resilience resource available for local deployment if required. It includes two mass decontamination units located at Hereford and Droitwich Spa and two High Volume Pumping Units located at Kidderminster Fire Station.

## About our Districts

### North District

North District provides its services across the District Council areas of Wyre Forest, Bromsgrove and Redditch. Whilst being the smallest of our Districts by area, it has the highest population density, with two-thirds of the population living in the three largest towns of Redditch, Kidderminster and Bromsgrove. The District has a relatively high proportion of residents aged 65+ years, representing one in five of all residents. This is projected to increase to more than one in four residents within the next 20 years. The area is generally prosperous, though there are several pockets of deprivation, notably in the urban areas of Kidderminster and Redditch. The landscape is characterised by the river valleys of the Stour and Severn to the west of the District, while the M5 and M42 motorways are key features to the east.

The area is served by five Fire Stations, with Redditch Fire Station the second busiest after Worcester Fire Station. In 2011-12, Redditch Fire Station attended 1,159 incidents, 38% of all incidents attended by North District.

	Fire Stations					Incidents attended	
		WT	DC	RDS	Total	2010-11	2011-12
<b>North District</b>	<i>Bewdley</i>			✓		<b>146</b>	<b>142</b>
	<i>Bromsgrove</i>	✓				<b>612</b>	<b>630</b>
	<i>Kidderminster</i>	✓				<b>861</b>	<b>823</b>
	<i>Redditch</i>	✓				<b>1100</b>	<b>1159</b>
	<i>Stourport</i>			✓		<b>271</b>	<b>286</b>
		3	0	2	5	<b>2,990</b>	<b>3,040</b>

### South District

South District covers the District Council areas of Malvern Hills, Worcester and Wychavon. The area is almost three times larger than North District and has large rural areas, with extensive areas of agricultural land and open countryside, notably the Vale of Evesham and the Malvern Hills. The cathedral city of Worcester with around 95,000 residents is the largest urban area in the two counties and is the predominant employment, retail and tourism centre. Like North District and the two counties as a whole, the District has an increasingly ageing population, which will place greater demands on health, housing and other public services in the coming years. Although a relatively affluent area, there are some significant disparities between the quality of life for people living in different localities, particularly in terms of prosperity, health, crime and educational attainment. Within Worcester, in particular, there are six localities that fall within the most deprived 10% of all local areas<sup>1</sup> in England.

<sup>1</sup> Six Lower Layer Super Output Areas (LSOAs) in Worcester are within the 10% most deprived LSOAs in England (source: 2010 Index of Multiple Deprivation). An LSOA is a small geographical area made up of around 1,500 residents; there are 32,482 LSOAs in England.

Nine Fire Stations are located in South District, with Worcester Fire Station area the busiest of all 27 Fire Stations, attending around 1,300 incidents a year.

	Fire Stations				Incidents attended	
	<i>WT</i>	<i>DC</i>	<i>RDS</i>	<i>Total</i>	2010-11	2011-12
<b>South District</b>	<i>Broadway</i>		✓		61	59
	<i>Droitwich</i>		✓		460	422
	<i>Evesham</i>		✓		413	419
	<i>Malvern</i>		✓		412	461
	<i>Pebworth</i>			✓	21	34
	<i>Pershore</i>			✓	155	172
	<i>Tenbury Wells</i>			✓	47	62
	<i>Upton</i>			✓	122	104
	<i>Worcester</i>	✓			1520	1317
	1	3	5	9	3,211	3,050

### West District

West District covers the whole of Herefordshire, which is one of the most rural and sparsely populated counties in England. With just 0.8 people per hectare, Herefordshire has the fourth lowest population density of all 150 top-tier Local Authorities in England. Just over a half of the population live in the city of Hereford and the five main market towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye. The rest live in smaller settlements and villages scattered throughout the county, often in relatively remote and hard to reach areas.

The District is served by 13 Fire Stations strategically located in Hereford City and the five market towns, with other Stations forming a chain along the border with Shropshire and Wales. Hereford Fire Station is the busiest Station in the District, attending around 800 incidents each year.

	Fire Stations				Incidents attended	
	<i>WT</i>	<i>DC</i>	<i>RDS</i>	<i>Total</i>	2010-11	2011-12
<b>West District</b>	<i>Bromyard</i>		✓		123	109
	<i>Eardisley</i>		✓		51	45
	<i>Ewyas Harold</i>		✓		32	47
	<i>Fownhope</i>		✓		26	33
	<i>Hereford</i>	✓			961	836
	<i>Kingsland</i>		✓		58	51
	<i>Kington</i>		✓		26	30
	<i>Ledbury</i>		✓		162	150
	<i>Leintwardine</i>		✓		30	19
	<i>Leominster</i>		✓		176	190
	<i>Peterchurch</i>		✓		35	43
	<i>Ross on Wye</i>		✓		179	160
	<i>Whitchurch</i>		✓		76	54
	1	0	12	13	1,935	1,767

## Our Strategy

Hereford & Worcester Fire and Rescue Service has recently reshaped and simplified its overall strategy. Now known as 'Our Strategy', this new approach sets out a single clear core purpose, built on strong foundations and linked by three driving principles.

The core purpose is a clear statement of our intent - "We will provide our communities with sustainable, high quality firefighting, rescue and preventative services." It recognises that we will do everything we can to ensure that we maintain a high quality service now and in the future.

In delivering the core purpose, we have adopted three firm principles against which everything we do will be measured and judged:

- ensuring firefighter safety
- ensuring Community safety
- ensuring the delivery of quality services

Underpinning this approach is the Service itself – our people, our assets and resources, our services and our plans – providing a strong foundation to build upon.

Our Senior Management Board (SMB), led by the Chief Fire Officer, is responsible for delivering the Strategy throughout the Service, with managers, commanders and officers each responsible for delivering their parts of the Strategy. The Fire and Rescue Authority will ensure that the Strategy is focused and delivered in ways that are clear and understandable for our communities across the two counties.

The diagram below illustrates the new approach:



## Our Values

We are committed to the nationally recognised values of the Fire and Rescue Service. Our values represent the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

### We Value Diverse Communities

- We are committed to serving all parts of our communities
- We recognise that diverse needs, expectations and risks need diverse solutions
- We remove barriers to entry and seek true diversity to reflect the communities we serve

### We Value Our Fire and Rescue Service

- We are passionate about maintaining our great reputation
- We focus on priorities by setting clear objectives and accountabilities
- We provide the right service at the right time and in the right place

### We Value Our People

- We promote safety and well-being of our staff and others
- We are committed to developing our people
- We work in an inclusive and ethical way
- We recognise that everyone has a contribution to make
- We respect and see difference as a strength

### We Value Innovation, Change and Learning

- We encourage critical and lateral thinking and welcome constructive challenge
- We take responsibility for improving our performance
- We develop ourselves and others to achieve our full potential

## Integrated Risk Management Plan

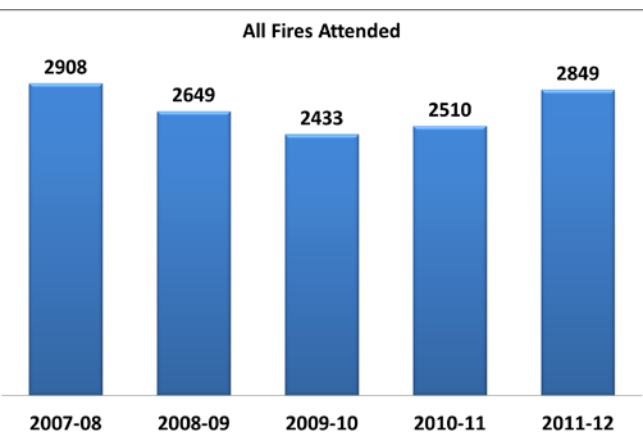
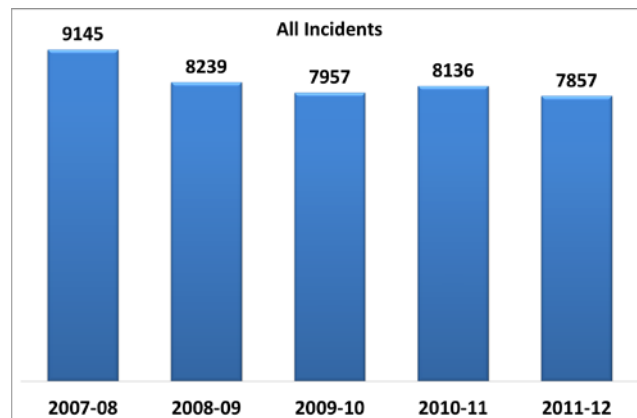
Understanding risk is a key function of any Fire Service's activity and as such lies at the heart of this Fire and Rescue Authority Plan. How we will tackle and reduce risk is set out through our Integrated Risk Management Plan (IRMP). Our three year IRMP 2009-12 set out a broad set of objectives stating what we want to do, and how we will deliver this important area of work.

Preparing an IRMP was a statutory requirement for all Fire and Rescue Services in England, as set out in the Fire and Rescue Service National Framework 2008-11. This National Framework has now expired and a new National Framework is being drafted. We have decided to prepare a further year's IRMP action plan for 2012-13 to ensure that there is continuity until the new National Framework is in place. The detailed actions for 2012-13 are highlighted later in this plan.

## Our Performance

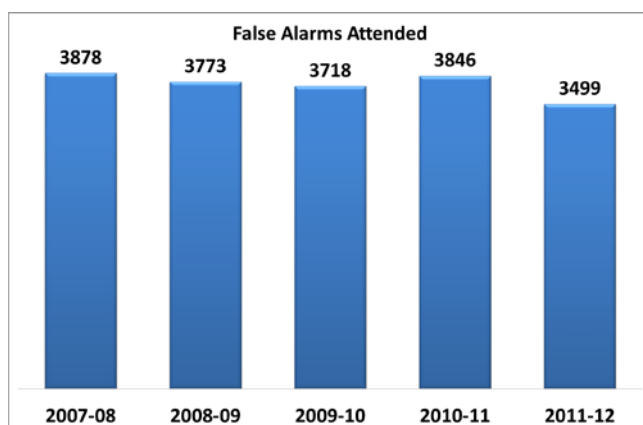
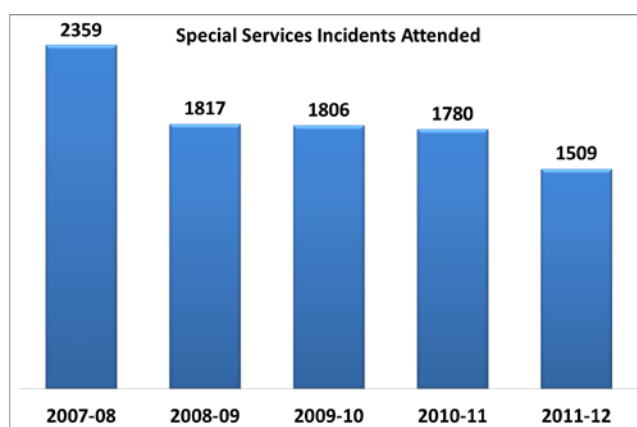
### Incident Trends

Fire Control received 14,411 calls in total throughout the year; this represents a 2.6% increase in calls received from 2010-11 in Herefordshire and Worcestershire. Of these calls, we attended 7857 incidents in 2011-12, compared with 8136 incidents in 2010-11.



Overall numbers of fires attended were up 13.5% in 2011-12 compared with 2010-11 (2849 compared with 2510 in 2010-11). The main reason for this was due to a large year on year increase in grassland, woodland and crop fires associated with unseasonably dry weather. The Service is not unique in this regard, with all Fire Services seeing substantial increases in these types of fires. Significant reductions were seen in Chimney fires, supported by an extensive prevention and education campaigns directed in this area.

Special services incidents (incidents other than fires or false alarms including road traffic collisions, flooding, person rescues, lifts rescues, spills/leaks, animal rescues) attended were down 15% in 2011-12 compared with 2010-11 (1509 compared with 1780 in 2010-11). The main reason for this was due to significant reductions in flooding/burst pipes incidents helped by a mild winter compared with 2010-11.

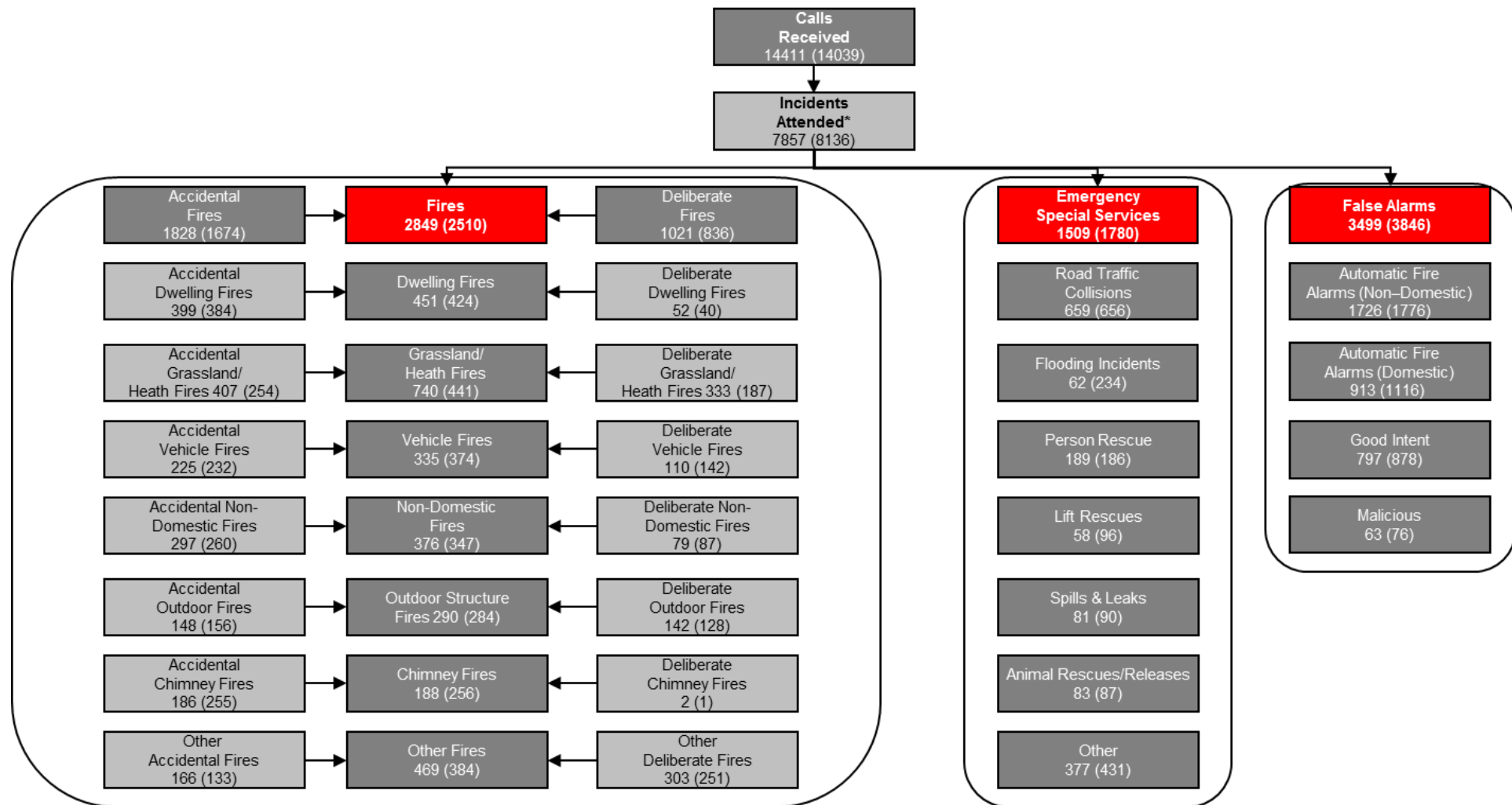


False alarms attended were down 9% in 2011-12 compared with 2010-11 (3499 compared with 3846 in 2010-11). The Service has seen a reduction on all False Alarm categories this year. This is the best within five years of monitoring this indicator. In 2012-13, the Service estimates further reductions in False Alarm activities due to the introduction of the IRMP 2011-12 Recommendation 3 – AFA Reduction Policy combined with education for businesses provided by our Fire Safety teams.

Performance Indicators where we achieved our end of year target also include the number of Road Traffic Collisions (RTCs) attended.

## Summary of 2011-12 Incidents

The table below shows the breakdown of incidents attended by the Service last year with the 2010-11 equivalent figures shown in brackets.



(Person rescue includes evacuations, rescue from water, effecting entry/exit and other rescues)

(\*Incidents attended within Hereford & Worcester Fire and Rescue Service (FRS) area only - the Service also attends incidents in other FRS areas)

## Work Completed in 2011-12

In the Fire Authority Plan last year, we outlined our Service's priorities and objectives. Below are the highlights of some of the exceptional results that we achieved, and some of the initiatives that the Authority completed under our new "Our Strategy" Framework.



### Ensuring Firefighter Safety

**Operational Training and Safety:** We have made significant improvements in our training provision for Firefighters, with a greater focus on reducing risk and improving core skills. Among the highlights last year were a full refresh for all firefighters on breathing apparatus skills, a comprehensive training strategy for understanding how fire behaves in rooms and other compartments, and improved management and support for on-call (RDS) firefighters.

The roll out of a new contract to provide our firefighters with the latest and most advanced protective clothing (firekit) was completed, along with the delivery of new fire appliances and equipment to provide our firefighters with the latest, and best, protection and equipment to do their job.

We have made improvements in our health and safety management, including strengthening our inspection and investigation processes as well as delivering a large amount of high quality training in health and safety, to a broad range of managers at all levels across the Service.

We have continued our considerable investment in Incident Command training for our staff this year with a focus on key individuals who are in charge of our fire appliances. This is of vital importance to ensure that commanders with responsibility for dealing with the many varied and challenging incidents that they attend are supported by high quality training.

**Exercise Olympus:** In March 2012, we ran a large training exercise at the Fire Service College in Moreton-in-Marsh. The exercise simulated an explosion at a university campus, involving a collapsed building, with many casualties and many people missing. The event ran in real time over 36 hours and was an excellent opportunity to put our training into practice and test our skills in a safe but highly realistic and challenging environment.

The exercise brought together our firefighters and Urban Search and Rescue team along with crews from other Fire and Rescue Services, testing not only their skills and techniques but also their resilience and ability to work together effectively should the circumstances ever arise. It proved an invaluable learning experience for all involved, including for some of our community safety volunteers and young firefighters who acted their part as live casualties. The event was an outstanding success and observers were highly impressed by our professional skills in tackling such major incidents.

## Ensuring Community Safety

**Community Safety:** We reviewed the way we deliver Community Safety, to ensure that our services are effective and efficient in tackling risks in the community. There are four main areas of focus: accidental dwelling fires, road safety, arson reduction and elderly and vulnerable people, we are using sophisticated software to help us identify specific communities, which present the highest risk of accidental fire and other hazards.

**The Young Firefighters' Association (YFA)** continues to be an integral part of the Service and assists at numerous community based Service events including the Malvern Three Counties Show. The YFA is a disciplined, uniformed youth association aimed at young people between the ages of 13 and 18 years which is run by volunteers, and supported by the Service. During their time as young firefighters, participants are also involved in teambuilding, basic firefighting and community work.

**Focusing resources on areas of greatest need:** Our three Districts completed many local exercises to help plan for potential incidents at key locations, including heritage buildings, the local environment and water risks in their areas.

**Delivering the IRMP in 2011-12:** Understanding and reducing risk lies at the heart of the Fire and Rescue Authority Plan and our Integrated Risk Management Plan (IRMP) sets out our plans for tackling risk. In 2011-12, we achieved the seven key priority actions, with some work continuing into 2012/13:

- We reviewed the impact of changes in Technical Fire Safety arrangements to ensure that anticipated benefits were being fully realised.
- We reviewed the allocation of all our Community Safety resources to ensure the best fit of activities to risk and to maximise our ability to reduce risk in our communities.
- We reviewed our policies and procedures with regards to false alarms and will implement plans to reduce our attendance at false alarms caused by AFAs (Automatic Fire Alarms).
- We reviewed our fire cover and response arrangements with a focus on the requirement for a third fire appliance at Hereford, Worcester and Redditch, the current crewing arrangements at Bromsgrove and the appropriate number of personnel on each watch at Permanently Crewed and Day Crewed Stations.
- We ensured that our property strategy is fully aligned to our service delivery and operational training requirements.
- We reviewed our operational training strategy and provision to identify where improvements could be made and appropriate changes are being implemented.
- We completed a review of our approach to environmental issues, including the potential to maximise partnership working, reduce our energy usage and to realise other opportunities for cost efficiency, this also will be continued into 2012-13.

## **Ensuring the delivery of quality services**

Placed at the heart of everything that we do is the need to deliver a quality service to our communities. We are always seeking to make improvements and we continue to listen closely to any comments that you make about improving our Service. Areas that we are improving include:

**Organisational change:** We have continued to review, re-focus and re-structure our Departments to ensure that they deliver their services effectively and efficiently, with major changes in our human resources, performance management, media and communications and finance and budgetary departments.

**Equality and Diversity:** We implemented changes required for the Equality Act 2010 and maintained the level of achievement in Equality and Diversity through working within the region with other Fire and Rescue Services.

**Performance:** We reduced the burden of our business planning process and developed a simplified approach to performance monitoring.

**Fleet Management** procured many replacement vehicles including seven replacement support vehicles and two replacement off road vehicles.

**Equipment Management** has been improved through the tracking, testing and tracing of our equipment via an Equipment Management System (EMS). Improvements in technology and new equipment are being continually examined to ensure our firefighters have the best equipment available.

### **Compact Fire Appliances:**

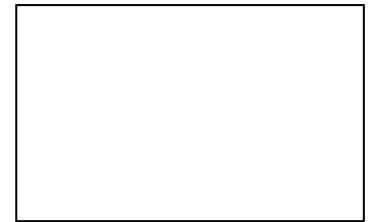
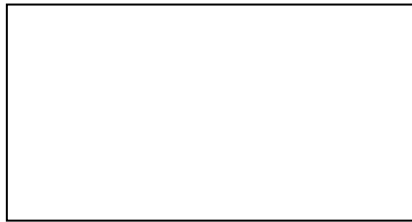
The Service already has Restricted Access Vehicles (RAVs) to access remote rural areas where a normal fire appliance cannot. In 2011-12 we conducted an extensive review of fire appliances in our rural areas to ensure that we had the right types of vehicles in the right places.

Rural areas can be very challenging for large and heavy modern fire engines, with many unclassified and narrow roads, with sharp bends, steep inclines and descents. Access can also be restricted by overhanging trees and overgrown verges, bridges with weight limitations, as well as the problems of untreated surfaces in periods of ice and snow, particularly in our more remote rural areas.

We have found that adding smaller and more manoeuvrable fire engines to our fleet will help to address these issues but we recognise that they may not be able to carry the same amount of equipment as regular fire engines. However in addition to providing a more appropriate vehicle for rural areas, they may also be more cost-effective with reduced running costs.

**Fire Control:** In March 2012, following the cancellation of the nationally led "Regional Fire Control Project", the Service was successful in its national grant application bid to government for £1.8m, to support the implementation of our new Fire Control at Service Headquarters. The provision of a new state of the art Fire Control system will place the Service at the leading edge of call management and mobilising technology and will improve the way in which the Service can now identify and send the closest fire appliance to an incident saving valuable time.

**Urban Search and Rescue (USAR):** Now provides a Water Rescue, Line Rescue capability and extended duration breathing apparatus (EDBA) to provide support within our Service and the West Midlands region. A large scale training exercise (Olympus) was also completed in March 2012 which tested our USAR and Fire Service response to a large scale incident.



### **Audit Commission Annual Audit Letter 2010/11**

In their Annual Audit Letter to the Fire and Rescue Authority, the Audit Commission's key findings were that the Authority had continued to focus on delivering good value services and were facing unprecedented Government funding cuts.

Also it was concluded that the Authority had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources for the year ended 31 March 2011.

The Annual Audit Letter confirms that the Authority is managing its finances well and the Audit Commission has concluded that the Authority has "proper arrangements in place to secure financial resilience."

### **Operational Assurance of the Management of Health and Safety**

This internal audit was based around the national Health and Safety Executive Consolidated Report. Its objective was to ensure that we have processes in place to ensure our operational staff have proper and adequate training and systems in place to provide for their own and others' safety.

The final report contained 35 recommendations, the main ones covering breathing apparatus, training, risk information and operational command.

At the end of 2011-12, 24 out of the total 35 recommendations are deemed to be complete.

The remaining recommendations will either take a significant amount of time to complete (up to two years) such as the building of strategic training facilities or are lower priority and will be completed in 2012-13.

The outcomes of this audit will be used to inform future operational assurance within Hereford & Worcester Fire and Rescue Service.

### **Quality Management System for the Provision of Training**

The Training and Development Centre has again passed the British Standards Institute (BSI) ISO 9001:2008 inspection for the provision of training to both the Fire and Rescue Service and commercial sectors. This demonstrates our ongoing commitment to continuous improvement.

## Our Work to be Completed in 2012-13

This year will be a busy year as we look to improve our Service. We have set ourselves four high priorities alongside our IRMP priorities for the forthcoming year.

### Our high priorities for 2012-13

- Fire Control Project
- Asset Management: New Fire Stations and IRMP
- Operational Training Review and Strategic Training Facilities
- Restructuring of Human Resources (HR) and Equality and Diversity (E&D)

### Our IRMP priorities for 2012-13

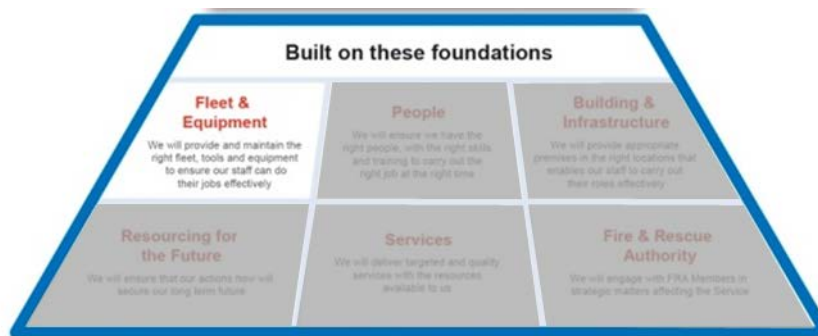
Our IRMP Action Plan for 2012-13 continues the implementation of three of last year's IRMP priorities and identifies two new priorities:

- We will deliver the outcomes of the 2011-12 review of community safety, which sought to identify methods for targeting the Service's resources more effectively in this area.
- We will implement the agreed changes that result from the review of the current operational training strategy and provision.
- The 2011-12 IRMP Action Plan identified specific elements of fire cover within the Service including resources, which would be reviewed in 2011-12. In 2012-13 we will review fire cover across the remainder of the Service.
- We will continue to develop further opportunities to consolidate our collaboration with Shropshire and Wrekin Fire & Rescue Authority.
- We will review the provision of road traffic collision equipment across the Service and seek to implement any appropriate changes in order to improve the service we provide to the community.

### Delivering our priorities through our foundations



## Fleet and Equipment



### Fleet:

Our Fleet Strategy requires that all our vehicles and equipment are rigorously tested and maintained throughout the year. Regular servicing not only extends the life of our fleet, but also ensures that everything remains reliable and as safe as possible. The strategy ensures that new fire appliances are purchased every year to replace older vehicles.

During 2012-13, we will complete a number of vehicle projects, including:

- **Incident Support Vehicle:** Following a review of the usage of our Incident Support Unit (ISU) currently based at Droitwich, it will be replaced by a new, smaller Incident Support Vehicle (ISV). The ISU is a large specialist appliance which carries additional heavy equipment which may be required to assist at a variety of incidents. This new strategy will also initially upgrade the equipment on two fire appliances, one in each county, to compensate for the reduced capacity of the new ISV. All other support equipment currently carried by the ISU will be carried by the new ISV. This is a cost-effective way of ensuring that overall resilience is enhanced, as well as improving our efficiency and effectiveness at incidents.
- **Line Rescue Vehicle:** We are proposing to provide a dedicated vehicle for carrying specialist equipment for incidents requiring rope rescue, such as rescues from height or from underground. Due to its highly technical nature, the equipment needs to be kept secure and apart from general firefighting kit. Having a dedicated vehicle will achieve this, and it will be quicker to mobilise to incidents with the equipment already on board. A vehicle currently available in our fleet will be adapted for the purpose.
- **Compact Fire Appliances:** Following an extensive review of our fire appliances in our rural fire stations we expect to have new compact fire appliances operating at two rural fire stations during 2012-13.

### Equipment:

Defibrillators will be delivered to all locations by the end of June 2012. Additional thermal image cameras are also due to be delivered by the end of 2012.

### IRMP Action Plan 2012-13 - Recommendation 5:

We will review the provision of road traffic collision equipment across the Service and seek to implement any appropriate changes in order to improve the service we provide to the community. This will include a wider review of equipment carried on all fire appliances.

## People



### People Strategy:

Placing people at the forefront of what we do is vitally important in delivering a high quality service. The Service's People Strategy provides a framework for employing; the right people, with the right skills and training, to carry out the right job, at the right time.

### Restructure of Human Resources (HR) and Equality & Diversity (E&D):

To support the People Strategy we will also implement and embed a new HR structure at Service Headquarters and across the Service. We will also continue to develop our computerised HR System (HR Connect), and review our HR Policy.

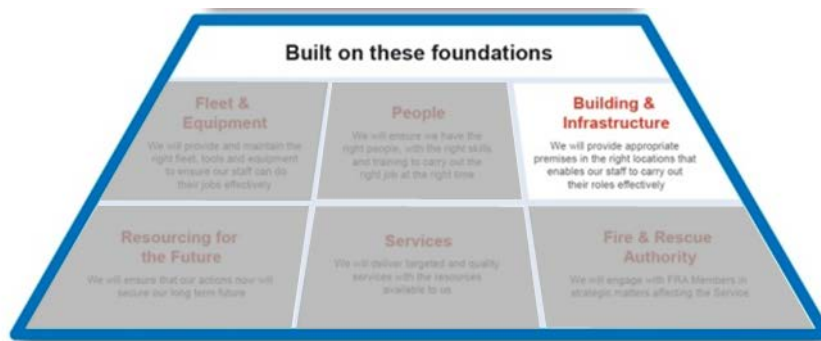
### IRMP Action Plan 2012-13 - Recommendation 2 - Operational Training Review:

We will implement the agreed changes that result from the review of the current operational training strategy and provision.

### Retained Duty System (RDS) On-Call Firefighters

As a vital part of the Service's delivery it is important that we continue to recruit and retain our (RDS) on-call staff across the two counties and in particular in areas that are more remote and less populated. The On-Call (RDS) employers' database will form part of our improved recruitment strategy in achieving this. Work will also continue towards meeting our challenging diversity targets as part of four on-call (RDS) recruitment campaigns during 2012-13.

## Building and Infrastructure



The Service is working at the forefront of improving public services at a time of considerable financial constraint. Working with our public sector partners in Herefordshire and Worcestershire, we are finding new ways of using our assets, such as land and buildings, in ways that are transforming how services are delivered. We are currently developing a new combined Police and Fire station in Bromsgrove.

### Combined Police and Fire Stations:

We have worked in partnership with West Mercia Police to provide a shared building in Bromsgrove. Work will commence in summer 2012 with completion due in autumn 2013. Working together is not only more effective and efficient for both organisations, but has also helped to reduce delays and costs. The benefits of the joint approach are such that we intend to repeat the model on similar schemes (a joint scheme is already being planned for Redditch), and to also explore further joint work on a number of smaller rural stations during 2012-13.

### New Fire Stations:

Last year we developed plans to replace those fire stations which have reached the end of their serviceable life or are in need of substantial refurbishment. In the context of the difficult financial situation, during 2012-13 we will review how we manage our facilities, ensuring that maintenance work at our premises is targeted to deliver the best value.

### Strategic Training Facilities (STFs):

We will progress the development of our new Strategic Training Facilities in North and South Herefordshire and North and South Worcestershire. These facilities will provide this Service with some of the best training facilities in the UK. In addition to hot fire training these facilities will have many additional features to assist with training across the Service and will mean that no fire appliance has to travel more than approximately 30 minutes to reach a dedicated training venue.

## Resourcing for the Future



## Financial Information

This section shows what the Authority spends and breaks this down into the ongoing running costs and major capital investments.

### Summary of our workforce

(as at end of March 2012)

Fulltime Firefighters	38%
On-Call Firefighters	43%
Support Staff	16%
Fire Control Staff	3%
<b>Total</b>	<b>864</b>

### Summary of our resources

(as at end of March 2012)

- 27 Fire Stations
- 43 front line fire engines
- 15 specialist appliances plus all-terrain vehicles and boats
- Training Centre
- Fire Service Headquarters
- Mobilising Centre
- Urban Search and Rescue Centre

### What the Service costs

	2012/13 Budget £m
Employees	23.3
Running costs	3.8
Fleet and equipment	2.4
Premises	1.7
Capital financing	2.6
<b>Total</b>	<b>33.8</b>

### How the Service is paid for

Council tax	20.9
Council tax freeze grants	1.1
National non-domestic rates	10.4
Revenue support grant	0.2
<u>Special grants (New Dimensions)</u>	<u>1.2</u>
<b>Total</b>	<b>33.8</b>

For the second year running, the cost of the Fire Service to the average household in Worcestershire and Herefordshire (band D council tax) £73.64

In common with other public services, the Fire Service is facing major cuts in funding over the next few years which will result in major changes in the way the service is provided. It is likely, therefore, that the cost of the Service will reduce significantly over this period.

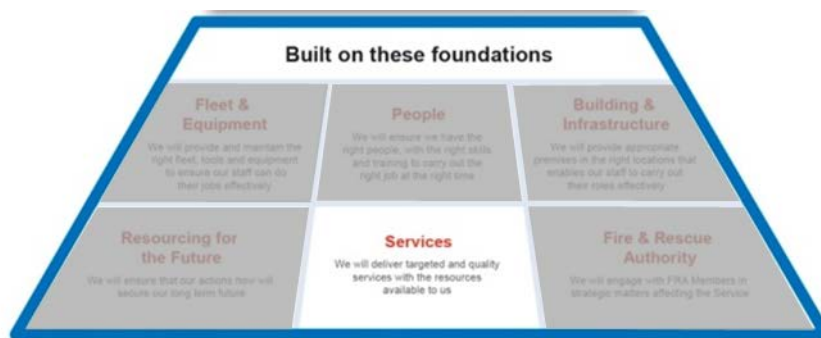
### Capital investment

This table provides details of the Authority's estimated investment in major capital schemes such as major building works and purchase of fire engines. Unlike revenue expenditure, which is mostly funded through grant, this is funded through borrowing with only a small proportion funded through central government grants.

	2011/12 £m
Vehicles and equipment	1.0
Premises	6.9
ICT systems	0.6
<b>Total</b>	<b>8.5</b>

**IRMP Action Plan 2012-13 - Recommendation 4:** We will continue to develop further opportunities to consolidate our collaboration with Shropshire and Wrekin Fire & Rescue Authority.

## Services



One of the key challenges of any organisation is ensuring that resources are used appropriately and effectively. Hereford & Worcester Fire and Rescue Service has always endeavoured to target its resources at areas of greatest need and we will continue to do this by examining a range of risk information and ensuring our preventative strategies are appropriate and effective.

We have invested in firefighter training to ensure that our emergency response staff and equipment are able to provide a high quality service at all times in even the most challenging of situations.

### Technical Fire Safety (TFS) Review:

We will continue to provide a robust and efficient Fire Safety service, and meet our legal obligations.

### IRMP Action Plan 2012-13 - Recommendation 1 – Community Safety Review:

We will deliver the outcomes of the 2011-12 review of Community Safety, which sought to identify methods for targeting the Service's resources more effectively in this area.

### IRMP Action Plan 2012-13 - Recommendation 3 - Strategic Risk Review:

The 2011-12 IRMP Action Plan identified specific elements of fire cover within the Service including resources, which would be reviewed in 2011-12. In 2012-13 we will review fire cover across the remainder of the Service.

### District Structure Reviews:

Following reviews of the District Structures conducted in 2011-12, these reviews will now be implemented across all three Districts in 2012-13.

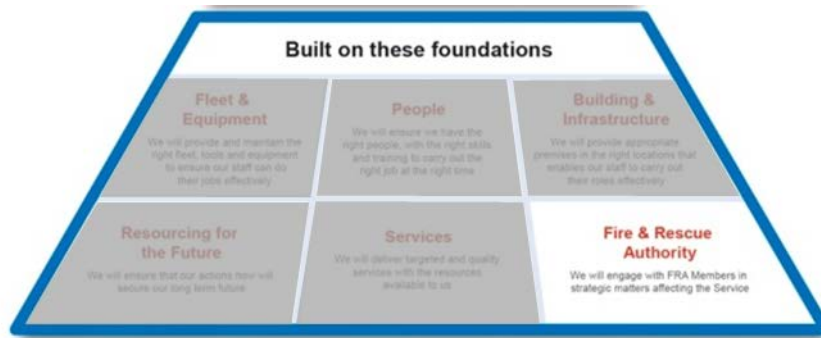
### Fire Control Project:

This project is due to be delivered in late summer 2012 and will see many benefits for the Service and community. These include Fire Control staff being able to work in an improved environment and location, with new technology and up-to-date mobilising equipment. New Mobile Data Terminals (MDTs) across the fleet will improve the information available to firefighters on fire appliances at incidents, with a full mapping system. Overall it will provide a far more efficient, faster and user friendly command and control system. An Automatic Vehicle Location System (AVLS) which will be fitted to all operational vehicles will enable Control to know their exact locations. This enables the command and control system to automatically select the quickest asset for any particular incident.

### Operational Assurance Programme:

There will be an internal Operational Assurance audit which has been extended to include the external Peer Challenge, and will be conducted in partnership between Hereford & Worcester Fire and Rescue Service and Shropshire and Wrekin Fire & Rescue Service in 2012, through the Local Government Association (LGA) and Chief Fire Officers Association (CFOA).

## Fire & Rescue Authority



Elements of the Authority's role are to:

- Set the strategic direction of the Authority and monitor service delivery.
- Set the Annual Budget and Council Tax precept levels.
- Approve the Service's plans, policies and strategies, including statutory plans such as the Integrated Risk Management Plan and the Fire and Rescue Authority Plan.
- Approve the composition of the Committees of the Authority and develop and maintain a scheme of delegated or reserved powers.

### Member Champions:

The Authority also has several Members who are nominated as Lead Members (Member Champions) for various areas of Authority business such as Asset Management, Equality and Diversity, Health and Safety and Risk Management.

These Member Champions were reviewed during 2011-12 and also one representative from each political group was appointed as a Member Development Champion to promote the training and development amongst their Groups and the Authority.



Fire and Rescue Authority Members at Exercise Olympus in March 2012

## Consultation

Hereford & Worcester Fire and Rescue Authority's Integrated Risk Management Plan – Action Plan 2012/13 sets out the broad objectives to ensure its available resources are aligned to the areas of greatest risk within our community.

As part of this process we have taken the opportunity to listen to the views of our community, partners and workforce, with respect to annual action plans which set out each year's priorities.

The proposed IRMP Annual Action Plan for 2012/13 was considered in detail by the Policy and Resources Committee on 7 September 2011 and approved for consultation by the full Authority on 28 September 2011.

During the subsequent twelve weeks from 28 September to 22 December 2011, a wide variety of individuals, groups and partnerships across the two counties were consulted with.

The feedback received was generally favourable and in support of the proposals and they were approved by the Fire Authority in early 2012. The feedback and additional comments received helped to shape the development and implementation of the recommendations.

We always welcome any views that you may have, at any time. If you have any comments or would like to contact us about any issue, please visit our website at [www.hwfire.org.uk](http://www.hwfire.org.uk). Other ways to contact us are identified on Page1.

## **14. IRMP 2011/12 Fire Cover: Proposals and Results of Consultation**

### **Purpose of report**

1. To inform the Authority of the Fire Cover consultation results and to approve the proposals.

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### **Recommendations**

#### ***The Policy and Resources Committee recommends:***

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

### **Introduction and Background**

2. As part of the current IRMP 2011/12 Action Plan, Recommendation 4 stated:

*'We will review our fire cover and response arrangements',* contained within this statement are three elements which were to be reviewed:

1. The current crewing arrangements at Bromsgrove.
  2. The requirement of a third appliance at Hereford, Worcester and Redditch.
  3. The appropriate number of personnel on each watch at wholetime and day crewed stations.
3. The recommendation to review these areas of fire cover was the subject of consultation for twelve weeks during 2010 and was subsequently approved for review in 2011/12. The review has now been completed and accepted by the Senior

Management Board (SMB). The review initially began with an extensive information gathering phase relying not only on statistical data, but historical activity data, anecdotal information, professional judgement and predictive data. Staff and other key stakeholders were consulted during the review and their feedback has been considered. The services of an external company were also utilised to analyse the data and run predictive scenarios.

4. A further eight week period of consultation with the affected internal stakeholders was approved by the Policy and Resources Committee on 7 March 2012. This has now been completed and is included in this report. Appendix A provides details of the consultation programme and responses.

## **Proposals**

5. The outcomes of the review identified the following:
  - Bromsgrove is suitable for a new crewing system realising significant cost benefits through a reduction of up to 50% of the current staff at the station, this is without any reduction in fire cover or numbers of crew on the appliance, and maintaining the same response time as now.
  - Removal of a third appliance at Hereford, Worcester and Redditch is not recommended. Whilst there is no clear case for each station to retain three appliances, it is determined that the removal of any Retained Duty System (RDS) appliance from these stations will have wider organisational impacts that will need consideration. These considerations should be balanced against the limited cost benefit of the removal of each appliance.
  - Current staffing numbers at selected wholetime and day crewed stations can be reduced without impact to service delivery.
6. Following the recent eight week period of internal consultation and engagement there are no changes recommended to these proposals.
7. The above outcomes have the potential to provide a saving of approximately £1million, without any direct changes to the service provided to the communities of Herefordshire and Worcestershire. The existing number of appliances and current response times would remain unchanged. These efficiencies would be provided through the employment of less uniformed personnel, with a reduction in the current “establishment” and changes to working practices. It is anticipated that this can be achieved through the loss of existing uniformed staff, through ‘natural turnover’ during the next three years.

## **Bromsgrove**

8. Bromsgrove provides an opportunity for a new type of crewing system due to its low overall levels of call activity. The new proposed system is very similar to the current “day crewed” model used at Malvern, Evesham and Droitwich, which used to be in place at Bromsgrove prior to 1996. The primary difference with the new system is the manner in which the night cover is delivered. This is provided by rooms on the station for staff to reside in, rather than requiring the staff to live in close proximity to the station and respond from their home during these hours.
9. This has two primary benefits, firstly the response is immediate 24/7 and there is no delay due to responding from home during the night, giving the same response to that which is currently provided in Bromsgrove. Secondly the new system is open to a greater number of staff as there is no requirement to move home into the area. The number of staff required to work this new system, called day crewing plus (DCP), is 50% less than the current wholtime model. The staff receive appropriate additional remuneration for the commitment which will make the system financially attractive to some staff.

## **Third appliance at Hereford, Worcester and Redditch**

10. The review highlighted, through the activity analysis of Redditch, Hereford and Worcester, that the provision of three appliances at each location could not be supported in isolation. However, wider consideration of the overall fire cover benefits across the Service did offer some evidence against this finding, especially in Hereford and Redditch. The report concluded that combined with the wider fire cover considerations, the provision of the third RDS appliance at these locations did offer excellent value for money. Therefore this review does not propose any alteration to this provision. The disestablishment of these existing units (one RDS appliance at each location) would see a loss of 7% of the Service’s overall fire cover and only provide a saving in salaries of £120k (approximately).

## **Staffing Levels**

11. Following an extensive review of the current operational staffing levels on fire stations, it was found that a reduction in the numbers of full time employed firefighters can be achieved without affecting the delivery of service to the community.
12. It is proposed that at the day crewed stations (Malvern, Evesham and Droitwich) the number of full time firefighters will reduce from eight to seven per watch, and that Hereford and Worcester stations will reduce from fourteen to twelve and a half posts per watch.
13. This review has highlighted that after any proposed changes were implemented the remaining “establishment” of employed full time uniformed staff would still provide a resilient level of additional staff. This capacity can be used daily for predictable absences, such as leave and training and for unplanned absences, such as sickness. Where further resilience is required due to unplanned or temporary staff shortages, staff can be offered the opportunity to work overtime. This overtime system called the “Resilience Register” has been utilised in this way successfully for a number of years. These proposals have also been calculated on standard crewing of five per first wholtime appliance. Therefore as an additional layer of resilience the Service can

reduce this to four per appliance without compromising response protocols, potentially providing up to eight additional members of operational staff across the Service at any given time.

14. This results in a reduction of firefighters at each day crewed station from sixteen to fourteen and from fifty six to fifty at both Hereford and Worcester stations, with an overall total reduction of eighteen firefighter posts.

### **Supplementary issues identified**

15. It was noted that the Redditch model, of one wholetime crewed appliance and two RDS appliances, currently offers high levels of resilience in a cost effective manner to provide a three appliance station. Currently the provision of two crewed appliances at both Hereford and Worcester and a single RDS appliance at each unit is an area where further efficiencies may be realised. With RDS appliances offering little scope for efficiency savings (and thus offering a low cost form of fire cover) there may be an opportunity to identify efficiencies of up to £700,000 per (second) Whole-time appliance at Hereford and Worcester stations, whilst retaining three appliances at each location. However, this would change the speed of response provided to the public whereby only the first appliance would be an immediate response and the further two appliances would be subject to a delay due to response times of RDS staff, as is currently the case at Redditch.
16. This would still provide a response within the current Authority standards and quicker than at many other locations in the two Counties. This report does not recommend any changes to the status of the second appliance at Hereford and Worcester station, however it may be a consideration in the future.

### **Engagement and consultation**

17. Following the completion of the review an engagement and consultation programme of eight weeks has recently been undertaken with internal stakeholders and selected partners in order to provide feedback for final submission to this Committee before the matter is considered by the Fire and Rescue Authority in June 2012. As the changes proposed do not affect the provision of fire cover currently provided to the public, and in accordance with the principles of consultation, (i.e. that consultation should be proportionate to the changes and with those most affected), this consultation and engagement programme was directed at internal staff and other interested parties. Further details and outcomes of the consultation programme 9 March to 4 May 2012 are detailed in Appendix A.
18. From the recent eight week period of consultation there were 34 direct respondents giving approximately eighty key points on the proposed recommendations. Over thirty (approximately 40%) of these key points gave direct support for these proposals, whilst only a few actually directly opposed the proposals. The remaining key points raised the following concerns:
  - Approximately 18% of respondents felt that overall resilience may be compromised with less available employed staff.
  - Less than 10% of respondents felt that these proposals may compromise their ability to take leave or holiday.

- Less than 10% of respondents felt that the special appliances (not fire appliances) at the various affected stations would have less trained staff and that these proposals may affect their overall availability.
- 3 respondents felt these proposals may compromise firefighter safety, but did not explain why.

19. Regarding specific items, a number of respondents did not believe the proposals for Bromsgrove were family friendly and that the crewing changes at Hereford station were not justified, primarily due to its geographical remoteness.

## Potential Efficiencies

20. Table 1: Bromsgrove proposed efficiencies

Description of Cost	Amount
Current system	£1,074,000
DCP fixed costs*	-
	£659,000
Variable Costs	- £0
<b>Total Savings</b>	<b>£415,000</b>

\*Note: The figures above for Bromsgrove Day Crewing Plus (DCP) are based on 14 personnel with an enhancement of 20%.

21. Table 2: Proposed efficiencies by reduction in establishments

Station	Post Reductions	Financial Savings
Hereford and Worcester	-12	£435,000
Droitwich, Evesham, Malvern	-6	£247,000
<b>Total net reduction of posts</b>	<b>-18</b>	<b>£682,000</b>

Note: This reduces the day crewed stations establishment levels from 8 to 7 per watch and Hereford and Worcester stations to an average of 12.5 personnel per watch. This combined with the reduction in posts at Bromsgrove would require an overall reduction of 32 operational posts.

## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Paragraphs 13 and 14. Future adoption of recommendations will realise potential efficiencies.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paragraphs 6, 7 and 9. Potential changes to crewing would require new staff contracts.

## Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Entire Report. Media & Communications, Service Delivery, HR, Training and Finance
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Entire report – IRMP, Asset Management Strategy.
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Yes	Paragraphs 7 and 9. Limited risk that not enough staff are attracted to operate proposed new shift system. Additional remuneration and conditions should make system attractive.
<b>Consultation with Representative Bodies</b>	Yes	Early engagement with Trade Unions on all proposals.

## Conclusion/Summary

23. The recommendations for change within this paper are based upon an extensive and complex review. These proposals offer a large scale efficiency saving with no change in the level of service currently provided to the community. There will be opportunities for some staff to work an alternative new flexible shift pattern at Bromsgrove, alongside those already in place throughout the Service, and be remunerated accordingly. The potential increased use of the resilience register for unplanned deficiencies, rather than the permanent employment of additional staff not only offers a more efficient model of resilience, but will provide those staff who are willing, with an opportunity to earn extra income.
24. The Service is committed to firefighter and community safety, as well as delivering quality services. During this period of austerity where resources are being reduced these proposals aim to ensure that with careful implementation and management, none of these principles are compromised.

**Background Papers**

Full Review Report

Appendix 1: Review of Fire Cover and Response Arrangements – FRA Report

**Supporting Information**

Appendix A : Consultation Programme and Outcomes for the period 9 March to 4 May 2012

**Contact Officer**

Jon Pryce, Area Commander – Corporate Services

(01905 368355)

Email: [jpryce@hwfire.org.uk](mailto:jpryce@hwfire.org.uk)

## **IRMP Recommendation 4**

### **Review of Fire Cover and Response Arrangements**

#### **Consultation Programme and Outcomes From 9th March to 4th May 2012**





## IRMP 2011/12 Recommendation 4: Fire Cover Review **Consultation**

***The Chief Fire Officer recommends that implementation of the following outcomes of the review is taken forward for eight weeks engagement with stakeholders***

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Fill in your details below, leave your views in the comments boxes and return your form to [gboraston@hwfire.org.uk](mailto:gboraston@hwfire.org.uk)

Name

Surname

Location

Service Number

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### **Proposal 1:**

to reduce the establishment on each watch at the three existing day crewed stations (Malvern, Evesham and Droitwich) to 7 from 8

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### **Proposal 2:**

reduce the establishment at Hereford and Worcester stations from 14 to 12.5, a combined figure of 28 to 25 per coloured watch

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### Proposal 3:

implement a new crewing pattern (Day Crewing Plus) at Bromsgrove, leading to a reduction in the establishment from 28 to 14

### What next?

If you would like to discuss the proposals further please contact Area Commander Jon Pryce on 01905 368 355 or email [jpryce@hwfire.org.uk](mailto:jpryce@hwfire.org.uk)

**This form offers staff an opportunity to respond officially to any of the proposals as outlined above.** Please could you return this form to:

**Gemma Boraston** – Performance & Information

Hereford & Worcester Fire and Rescue Authority, Service Headquarters, 2 Kings Court, Charles Hastings Way, Worcester, WR5 1JR. Tel: 01905 368 318

This document can also be returned electronically via: [gboraston@hwfire.org.uk](mailto:gboraston@hwfire.org.uk)

**Closing date for receipt of ALL returns is 4<sup>th</sup> May 2012**

## **Eight Week Internal Consultation Programme following P&R Committee Approval on 7<sup>th</sup> March 2012.**

### **1. Background**

This report highlights the proposed consultation programme for Recommendation 4 which states: *'we will review our fire cover and response arrangements'*. Recommendation 4 reviewed the following:

1. The current crewing arrangements at Bromsgrove.
2. The requirement of a third Appliance at Hereford, Worcester and Redditch.
3. The appropriate number of personnel on each watch at Whole-time and Day Crewed stations.

In considering the three elements above, there are a proposed a range of options for change. In compiling Recommendation 4 key objectives were:

1. To deliver a range of proposals that are balanced and proportionate.
2. To deliver a range of options that would not compromise operational standards or safety.

Proposals within Recommendation 4 will primarily only affect internal stakeholders, based upon this the consultation audience is internal staff.

### **2. Objectives of our consultation**

In line with the principles of consultation based upon proportionality it is proposed that the duration of the consultation programme will be 8 weeks. The programme will begin on March 9<sup>th</sup> 2012 and conclude on May 4<sup>th</sup> 2012.

This duration and programme has been determined by the following:

1. Extensive information gathering exercises have already been conducted with affected stakeholders prior to and during the formulation of the Recommendation 4 review.
2. The relevant information will be published and direct contact will be programmed for those groups affected in order to document their feedback. (See Consultation Programme of Visits).
3. Whilst partners and other interested groups will be consulted, a wider program of broad public consultation is not proposed as the outcomes of this review do not change the provision of service to the community, in either response times or numbers of fire appliances.

Our consultation objectives were:

- To offer the opportunity to those most affected to share their views regarding the recommendations proposed and to offer the opportunity for discussion.
- To listen and record both positive views and concerns, as well as understand how the impact of these changes is perceived.
- To provide the facts and context to the proposed changes.

### 3. How we engaged

The table below outlines our engagement strategy for all groups. The intent is to make the consultation effective by creating environments where views can be expressed. A summary of our target groups can be seen below.

Group	Method of engagement
Staff	<ul style="list-style-type: none"><li>• Visits to all affected stations.</li><li>• Attendance at command and managerial forums and meetings</li><li>• Attendance at RDS forums</li><li>• Provide access to key staff for discussions and “round table” meetings where necessary.</li></ul>
Public	<ul style="list-style-type: none"><li>• Promulgation through media to highlight proposals as it is likely that these will be reported post Committee and publishing on information on website.</li></ul>
Partners	<ul style="list-style-type: none"><li>• Statutory partners will be made aware of our proposals through existing networks.</li></ul>
Representative Bodies	<ul style="list-style-type: none"><li>• A full programme of engagement will be conducted with representative bodies regarding these proposals.</li></ul>
Media	<ul style="list-style-type: none"><li>• Proactive engagement with media (See below)</li></ul>

### 4. Media coverage

The Service focussed on three key messages in this consultation exercise, which are:

1. No changes to the existing provision of fire cover to the public
2. Reduced cost to the public purse
3. No redundancies as a result of these changes

The purpose of proactive engagement with the media is to ensure the facts are presented and information is available to those who are concerned. By adopting this strategy the Service can assist by presenting the facts.

## Consultation Programme

The following highlights the detail behind our consultation programme.

Stakeholders	Date of face to face meetings	Communication Methods					Responded
		Email	Letters	Telephone	Website	Press and Media	
<b>Whole-time Stations:</b>							
<u>Worcester FS</u>							
White	13 March, 4.00pm	√ - 08/03/12					Yes
Red	17 April, 4.00pm						
Green	17 April, 6.30pm						
Blue	10 March, 10.00am						Yes
<u>Hereford FS</u>							
White	22 March, 6.30pm	√ - 08/03/12					Yes
Red	22 March, 4.00pm						Yes
Green	2 April, 2.30pm						Yes
Blue	26 March, 10.30am						Yes
<u>Bromsgrove FS</u>							
White	15 March, 6.30pm	√ - 08/03/12					
Red	15 March, 4.00pm						
Green	18 April, 10.30am						
Blue	20 April, 11.00am						
<b>Day Crewed Stations:</b>							
<u>Malvern FS</u>							
Green	26 April, 10.30am	√ - 08/03/12					Yes
White	13 April, 10.30am						
<u>Droitwich FS</u>							
Green	16 March, 2.30pm	√ - 08/03/12					Yes
White	20 March, 11.00am						
<u>Evesham FS</u>							
Green	19 April, 10.30am	√ - 08/03/12					Yes
White	28 March, 2.00pm						
<b>Retained</b>	18 April	√ - 08/03/12					
<b>Station Commanders Forum</b>	16 April	√ - 08/03/12					
<b>Watch Commanders Forum</b>	8 March, 11.15am 12 March, 11.15am						76
<b>Open Forum</b>	18 <sup>th</sup> April, 2.00pm						
<b>MPs</b>			√ - 08/03/12				

## **Stakeholder comments from eight week consultation programme between 9<sup>th</sup> March to 4<sup>th</sup> May 2012.**

### **Recommendation 1**

**To reduce the establishment on each watch at the three existing day crewed stations (Malvern, Evesham and Droitwich) from 8 to 7**

#### **Comments and suggestions**

- No real surprise here, the effect will be minimal on performance but may have a cost associated to utilising the resilience register during peak leave periods or following sickness. Resilience will be the only casualty from this change.
- A good idea, primarily the stations are not that busy, the only problem you may have would be to allow the rest of the watch to get their annual leave in, here I'm guessing the resilience would be used, again less than a firefighter would cost if employed.
- I support the standardisation of watch strengths.
- Surely this will lead to increased chances of firefighters getting hurt or injured.
- Any cuts should be made through natural wastage and not redundancies.
- Will there be any impact on leave? Could increase the cost of running the resilience register. Understandable for cost cutting.
- I don't agree with any cuts in Operational Staff especially as our Day Crewing Stations have so many specialist skills and maybe subject to protracted working during spate conditions. The extra person helps with crew rotation during such times to alleviate fatigue and supports Health & Safety.
- Consideration is needed around how mobilising rules will be changed for specialist vehicles at these stations should crews already be in attendance at an incident. Will these stations have to have a minimum crewing number of 5 or can they reduce to 4, if so what safe systems of work are being considered for the first pump in attendance with a reduced crew. Are there any changes in the working hours and standby arrangements at these Stations, and does this take into consideration detached firefighters?
- I feel that this proposal is the right thing to do in the current financial climate
- 7 is not enough bearing in mind leave, sickness and courses. With 7 on duty we are constantly getting detachments in to cover as 5 is the minimum rider factor
- I would accept that this is in line with one pump shift stations and therefore would be an efficiency saving that would not compromise firefighter safety in terms of riders.
- Reduction in establishment may well sufficiently serve our operational response, but will adversely affect our ability to organise training courses, as currently trying to arrange courses around global crewing is difficult enough. There will have to be an acceptance that the resilience register will have to be involved to facilitate training requirements
- Agree with this proposal, with the other 1 pump Whole-time Stations working with a watch of 7, no reason why this can't work for day crewed Stations.
- Seems a sensible way forward as every other watch in the service area is based on 7.
- Would this have an impact on having to detach more from Station 46? Many endeavour to complete the whole shift say Stations are not on minimum rider numbers for long. For example if I go to Evesham I have to leave at 7am and do not return until 19:30 if I am lucky.
- Effective way of making savings and not inducing redundancies.
- This may affect the number of personnel I can have detached from their station from training as this will reduce the global crewing, however if we are smarter than we

currently are with allocating leave to Station Personnel, I feel this could be overcome. We could also look at differing methods of Training delivery for whole time personnel

- Having never worked this duty system I cannot comment on this proposal.
- I appreciate why this is being done however I was just wondering how you would decide who is moving and where they might be moving too?
- No problem, however would like to understand how this affects our leave? Also would want to know what process would be used work out who would be surplus to station and how personnel will be moved.
- Eight on a watch on these day crewed stations is extremely important, due to the amount of special appliances on Station. Some of these specials are only crewed by Whole-time as the RDS are not trained on them. Any cuts to front line posts, puts the public and the firefighters at greater risk from fire. Ever since IRMPs have been used, CFOs across the country have used it as an excuse to slash fire cover.
- Will this not impact on other Stations i.e. Hereford, Worcester having to send out more detachments when these stations have long term sickness/temp promotion etc.
- I fully support this recommendation; this model works elsewhere so I see this as a proactive step.
- I feel it will be a detriment to the overall resilience of the service to reduce the establishment on these stations due to both there specialist roles and the flexibility that day crewing gives the service. The water capability may be reduced or off the run due to lack of crewing.
- By removing personnel from crewing systems, we are reducing the resilience available on a day to day basis, and would be less able to cope with unexpected absences, such as sickness, maternity and paternity leave etc. The fall-back position would I suspect be the resilience register, which would be used to compensate for a lower establishment. So, as expected, the resilience register has become a tool to reduce frontline posts, which we were assured it would not be.
- Personally I cannot see an argument against this, as it brings all one pump stations into line.

## Recommendation 2

**Reduce the establishment at Hereford and Worcester stations from 14 to 12.5, a combined figure of 28 to 25 per coloured watch**

### Comments and suggestions

- Unable to comment based on my role being more aligned to proposal 1. I can only reiterate the comments from proposal 1 are equally pertinent here.
- Again this makes sense, especially now if AFAs are to be reduced from April
- I would suggest that due to the location of Hereford Watch here should be maintained at 13 with 12 at Worcester due to the additional support that Worcester has from surrounding Stations. Further the cost of detaching in to Hereford
- Surely this will lead to increased chances of firefighters getting hurt or injured. We have more specials at Hereford than anywhere else and need the current Watch levels to maintain our skills. Station 46 is geographically isolated and needs the maximum number on each Watch to provide adequate fire cover for the tax payers of our county
- Which Station gets the 13 per Watch and which gets the 12? Hereford is isolated and has more specialist equipment than Worcester. Are there plans to stagger the crewing, so for example, 2 watches have 12 and 2 have 13 on each station?
- Any reduction in crewing needs to be considered with a review of the leave policy and the systems used by Training Centre to manage the numbers allocated to courses. Due to the specialist appliances at Hereford, limited time is available when opportunities allow staff to conduct driver training on these specials. A reduction in staffing will

reduce these opportunities further and so the service needs to consider other avenues to prevent these skills from fading.

- Crewing levels need to be kept as high as possible at these stations and in particular Hereford. Hereford station crews have been used for cover when crewing allows for the surrounding retained Stations; this has been successful and is being looked into becoming a more common occurrence. Hereford has strategically located specialist appliances that require crewing and training on, the current crewing allows us to detach crews for training and to crew these assets. Herefordshire Council pay a large percentage towards the running of the Fire Authority and deserve to have their own Whole-time Station crewed to a reasonable standard.
- I realise that cost cutting must take place in these current financial times. If as it seems the Service has to make crewing level reductions at Station 21 and 46, I believe we must give due consideration to Station 46 having 13 on each watch. The reasoning's behind this suggestion would be the geographical location of Station 46, combined with the support it provides to its many surrounding retained stations, for example the crewing of retained appliances to cover shortfalls in retained station crewing. Hereford Station also has a greater number of special appliances that although are not primary crewed, do require a greater resilience of suitably trained staff to utilise them.
- Agree - consideration should be given to the geographic isolation of Hereford and the more diverse vehicles/equipment/specialist roles. The higher number (point fives) of personnel should be posted at Hereford, over Worcester.
- Again understandable cost cutting and at least not reducing fire appliances or redundancies.
- I believe these two stations are overstaffed and support this move. With the introduction of the new AFA policy, incident figures will drastically reduce thus highlighting a true annual turnout and essentially support the need to reduce staff. I'd even consider going further. The smaller watches may also prove easier to manage.
- The second pump at Hereford would be better crewed as a day crewed pump based on the number of incidents, it could also be designated as an RTC specialist vehicle due to the number of RTC's on Hereford roads. Is there a minimum crewing change and if so does this consider the extra burden on the resilience register. If the leave policy roistered and fixed leave so that it ensure that numbers on pumps are spread out more evenly over the year the year the resilience register would not need to be evoked as much and would support the reduced numbers.
- I do not agree with this proposal as I feel it is unworkable and the savings made are minimal
- Training is a big issue regarding specialist equipment. Every shift at present requires at least 2 or 3 personnel to make up the crewing which is made up from detachments or resilience and then the competences are down which effects the readiness
- Agree, if all training can be delivered in an alternative way, such as one pump on delayed turn out i.e. BA training, this would free up the required slots to leave 9 on duty and enough capacity for annual and flexi leave.
- Again a sensible proposal considering the second appliance from each station can crew 4 as opposed to 5. Concern about the location of the 0.5. (would each station share the additional person on rotation, would this fit into annual leave arrangements?).
- I do not believe we should reduce crewing levels at Hereford as the station has a large turnout area. As well as crewing numerous special appliances having a good establishment gives us resilience to allow for relief crews for these appliances and also keep fire appliances on the run
- Reasonable measure to make savings without reducing the service to the public.
- This may affect the number of personnel I can have detached from their station from training as this will reduce the global crewing, however if we are smarter than we currently are with allocating leave to Station Personnel, I feel this could be overcome. We could also look at differing methods of training delivery for whole time personnel

- As a Watch Commander at Worcester I would like to have known if the plan was to put 12 at Worcester and 13 at Hereford or vice versa, looking at the special appliances and location of each station it would be sensible to have 12 at Station 21 and 13 at Station 46
- Is this going to be achieved through natural wastage if so what sort of date do we think this will be achieved?
- This will be the third cut in 8 years to these Stations, from 18 down to the proposed level of 12.5. This is virtually a third of a Watch strength, this will effect resilience across the Service, less people on watches, but an ever increasing workload
- Surely somewhere like Hereford with no Whole-time back up and its amount of appliances need a Station watch complement of 13 and not 12. Worcester have nearby Whole-time cover
- This proposal seems to be creating some confusion, I agree with the reduced numbers, this has worked in other Service areas, but it may have been better to settle on a whole number per Watch, even if that were different between the Watches. The reduced crewing margins will lessen the numbers available for training courses but TDC aim to train as many people at their home station or on delayed turnout as possible.
- I feel this will be a detriment to the service and will affect the resilience of the service. The more positions we lose the less chance we have of coping in spate conditions etc.
- Concerns about resilience
- I believe that if this has to be implemented as explained, then the crewing should be 13 at Station 46 and 12 at Station 21 for the following reasons: 1) 46 provides Whole-time support to retained stations around Herefordshire as the only Whole-time station in Herefordshire. 2) 46 is located in terms of location from other Whole-time stations and therefore is reliant on retained backup. 3) 46 has a large number of special appliances which we need to crew. Reducing the establishment would limit the availability of these appliances. 4) 46 can currently provide personnel to cover retained deficiencies on a day to day basis if necessary. 5) 21 has Whole-time backup and therefore using the above reasoning they are more able to cope with a lower establishment
- Having read the FRA Policy and Resources Committee Report for Recommendation 4, it mentions a few times when talking about lowering the Services required establishment figure about the 'services spare capacity'. By reducing the Services Whole-time establishment by 18 at stations 21, 26, 28, 41 and 46 would reduce every day shift by 6. This would equate to 4 off the run and 2 on planned or unplanned leave. We can see from my figures that there is not the spare capacity to reduce the Whole-time establishment by 18 personnel from Worcester, Hereford, Droitwich, Evesham and Malvern. These figures are assuming the reduction in staff at Bromsgrove will have enough personnel on duty from its establishment figures.
- Having worked at Worcester on and off for the last 24 years and seen the City grow to almost be half as big again, I cannot see the sense in reducing numbers to such an extent, that it would put firefighter safety i.e. crewing 4 and 4, at risk.

## Recommendation 3

**Implement a new crewing pattern (Day Crewing Plus) at Bromsgrove, leading to a reduction in the establishment from 28 to 14**

### Comments and suggestions

- I feel unable to comment on a piece of work that I have not been involved with at any time. I assume that a rigorous piece of investigative work has been carried out to ensure that we meet our statutory obligations following this change.

- Fully support the adoption of this crewing model at stations with low activity and low levels of night time risk.
- Is this family friendly?
- Day-crewing plus seems to be a shift system that reduces costs for the service and keeps the cover for the station ground, a system that may become the norm in the future.
- Has due consideration been given to the difficulty in attracting the required number of personnel to Station 25 to facilitate this new crewing model? I believe this model has worked in other Brigades across the country, with the majority of its workforce using the increase in wage as a way to enhance their final salary pension fund. As you are aware the post 2015 pension scheme is a career average one. Following some simple calculations I have discovered that an individual with 20 years' service remaining who works at Station 25 on the day crewing plus system for 5 years of those 20 years would only enhance their pension by approximately £40pcm. I therefore believe that the day crewing plus would become less attractive to fire fighters in the future, resulting in a difficulty in attracting individuals to the proposed shift system.
- Agree - this is a very cost efficient Whole-time crewing system whilst still maintaining the same level of public service.
- Feel that it is not as family friendly as what we have now. With self-roistering it could create issues between staff.
- Again I support this move especially as I am inherently in support of the Day Crew system. I am aware that this has a slight variation but should prove good value for money.
- Does this have an impact on 13/16 arrangements with West Midlands covering Frankley and Rubery? particularly delayed turn out at night, also does the CFS strategy take into consideration this change, strategically what impact will this have on Redditch cover?
- I believe that this proposal is the right choice due to the range and amount of calls received at this station
- Any reduction in firefighter post is strongly opposed, the system itself sounds workable and may suit the younger or single person
- Due to the lack of information about this proposal at this time I do not feel I have enough information to comment.
- With the small number of incidents the station attend likely to be reduced further with the introduction of the new unwanted fire signal policy it's hard to justify a 4 watch system. I agree that a new shift system should be introduced at Bromsgrove, but until the details is released on how the new system would work I feel that I am unable to comment on that
- A sensible proposal as the Service to the public is maintained at the same standard. Would reducing staff in this way affect the resilience register? i.e. much less staff available. This would be compounded if the duty system were to be used at other stations in the future
- I do not have enough information to comment on the impact of this
- I believe it would be much more manageable and less impact on crews to have a 2 Watch day crewed plus system, i.e. 2 watches of 7 crew members with a Watch Commander in charge of each watch. This system would be a lot more manageable then the self-roistering 1 watch of 14 personnel system
- Positive move to accommodate the needs of the local community.
- This will not affect our training delivery as we are moving from 4 to 2 Watches, not reducing the numbers on Watches; in fact this will increase our ability to deliver training to these personnel as we will have more contact time with these personnel e.g. 4 days instead of 2 days and 2 nights.

- Although I don't think this duty system would suit me, it would have been nice to know if the financial benefits were pensionable, what the core hours were going to be and if the appliance was going to be used for secondary fires outside of their core hours
- If this turns out to be an effective way of managing this station is it likely that this type of crewing might be adopted by other stations?
- Not attractive for me. Would want to avoid this!
- This is a disgrace, taking the Fire Service back decades to when firefighters had to live on Fire Stations. The Service is telling the public fire cover will not be affected, that is simply untrue, and the 14 personnel will be doing double the amount of hours, how safe is this? Living on a fire station for 4 days is hardly family friendly. How will the Service staff Bromsgrove if there are no volunteers from whole time staff?
- After 2015 have the service thought about the fact that the 20% on offer to do this crewing pattern would not seem attractive to most people as a career average option. Also it is not family friendly.
- Once again, the Service needs to get the best value for money so on low activity Stations a different balance has to be made, this new crewing model I feel is very appropriate, and crews will actually appreciate attending more incidents as well as the valuable experience that comes with it.
- Again we are losing the resilience within the service and will end up relying on the resilience register to cover short falls in the establishment. What will the service do in the future if the resilience register was removed?
- Agree, but concerned about the existing staff that do not want to work the new system, will the moves be compulsory?
- I believe that in the short term crewing would be achieved, however in the longer term crewing this system may be problematic. I also believe that the financial reward offered is insufficient for the level of increase in commitment expected from firefighters.
- I do not know much of this crewing principle, but hear that it works in other Brigades. However, I am astounded at the rumoured carrot dangle of an extra 20% in this financial climate, where I feel that the brigade would have been far better placed than to test the water and negotiate a deal for anyone interested.

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

### Purpose of report

1. To consider a recommendation from the Policy and Resources Committee regarding the outcomes and progress against the seven recommendations from the 2011/12 IRMP Action Plan.

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### Recommendation

***The Policy and Resources Committee recommends that the Authority endorses the 2011/12 IRMP Action Plan as complete.***

### Introduction

2. The Authority currently undertakes an annual action plan as a result of its Integrated Risk Management Plan (IRMP) process consisting of key recommendations approved by the Fire and Rescue Authority (FRA) following extensive consultation with a broad range of stakeholders.
3. The FRA approved seven key recommendations in 2010 for implementation in the year commencing April 2011 to March 2012. These recommendations were:
  1. During 2011/12 we will conduct a review of the impact of the recent changes in Technical Fire Safety arrangements to ensure that the anticipated benefits are being fully realised.
  2. We will review the allocation of our community safety resources to ensure the best fit of activities to risk. This will maximise our ability to reduce risk in our communities.
  3. We will reduce our attendance at false alarms caused by AFAs (Automatic Fire Alarms) after a review of our policies and procedures and the implementation of our findings.
  4. We will review our fire cover and response arrangements with a focus on:
    - The requirement for a third appliance at Hereford, Worcester and Redditch
    - The current crewing arrangements at Bromsgrove
    - The appropriate number of personnel on each watch at wholetime and day crewed stations
  5. We will ensure our Property Strategy is fully aligned to our IRMP proposals including Recommendation No.4 and other aspects of Service Delivery, such as the provision of effective operational training.

6. We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes.
7. We will review our approach to environmental issues to ensure that we are maximising the potential partnership working in this area, reducing our energy usage and identifying further opportunities for cost efficiency.
4. The Authority has recently approved a further one year action plan for 2012/13, some of which is linked to the delivery of the above reviews, as an interim measure pending the finalisation from central government of the new national framework.

### Progress on the Recommendations

5. The following table provides an update on progress against all seven key recommendations in the 2011/12 IRMP Action Plan.

IRMP Rec.	Progress	Update
1	Complete	Review accepted by SMB and noted by Policy and Resources Committee on 23 November 2011.
2	Complete	Review accepted by SMB and noted by Policy and Resources Committee on 25 January 2012.
3	Complete	Review accepted by SMB. Policy and Resources Committee approved consultation on recommendations arising from the review at their meeting on 7 September 2011. Following the consultation, the full Authority meeting on 14 December 2011 approved the recommendations as amended.
4	Pending approval	The results of the consultation were reported to the Policy and Resources Committee on 7 June 2012 and will be submitted to the full Authority for approval.
5	Complete	Work continues to ensure that the property strategy is fully aligned with other reviews in the action plan, and approval for each element is delivered separately to the Authority on a case by case basis.
6	Complete	Review accepted by SMB and noted by Policy and Resources Committee on 25 January 2012.
7	Complete	This area of work has begun with the Service identifying areas of good practice regarding energy efficiency and environmental sustainability. These elements have been built into the activity in Recommendation 5 (Property Strategy), and adopted as a principle for all future property related work. It is anticipated that the additional activity relating to this Recommendation will continue in the following year 2012/13.

## Conclusion/Summary

6. The successful completion of six of the seven recommendations, with one pending approval, represents a considerable body of work. The implementation over the next few years of recommendations from the reviews will help to ensure that there is a more efficient and effective use of our resources and assets, improved risk management and a greater operational competence and effectiveness.

## Financial Considerations

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

## Legal Considerations

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

## Additional Considerations

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

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

### Supporting Information

None

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## **16. Annual Report from the Standards Committee to the Fire and Rescue Authority**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Standards Committee since the last Annual General Meeting of the Authority.
- 

### **Recommendations**

#### ***The Standards Committee recommends:***

- i. that the current Standards Regime remains in place until the Commencement Order for the new Standards Regime has been passed by Parliament and the definition of Disclosable Pecuniary Interest have been published by Parliament; and*
- ii. that the Authority notes the Committee's Annual Report to the Authority.*

### **Background to Proposed Changes to the Standards Regime at Hereford and Worcester Fire and Rescue Authority**

2. The Localism Act 2011 which received Royal Assent on 15 November 2011 has significantly changed the way standards and ethics will be dealt with.
3. The main changes are as follows:
  - The Authority is no longer required to have a Standards Committee but can establish one as an ordinary Committee of the Authority.
  - The Authority must continue to promote and maintain high standards of conduct by their members.
  - A new Code of Conduct must be adopted. Work has been undertaken with the six local authorities in Worcestershire and a 'Worcestershire' common Code has been developed. (Hereford intends to adopt a similar Code). The new Code will be a much lighter touch Code as recommended by the Localism Act).
  - The Authority is required to make arrangements on how to investigate any alleged breaches of the Code.
  - The Standards Board for England has been abolished and also the national tribunal and appeal process.
  - The Authority is required to appoint at least one independent person who must be consulted by the authority in respect of any complaint and who

may be consulted by a member or co-opted member of the Council against whom a complaint has been made.

- The Monitoring Officer must establish and maintain a register of interests for Members and Co-Opted Members. Members must also register their disclosable pecuniary interests (DPI's). These must be declared at meetings and a Member must withdraw from a meeting if the subject matter relates to their DPI.
- The Authority is required to draw up sanctions for any breach of the Code of Conduct (though these will be limited compared to those previously available). However, it will be a criminal offence if a Member fails to register or disclose a DPI.

### **Standards Committee Proceedings since June 2011**

4. The Committee is pleased to report to the Authority that no complaints have been made against any Member of the Authority alleging a breach of the Code of Conduct during the past 12 months.
5. The Committee met on 14 September 2011, 8 February 2012 and 23 May 2012.
6. At the 14 September 2011 meeting dispensations were granted to new Members of the Authority in order to allow them to partake in an Authority meeting where arrangements regarding the ex-Chief Fire Officer would be discussed.
7. At its meetings on 8 February and 23 May 2012 the Committee considered the implications of the Localism Act and how this legislation would impact on the Authority and how best to implement it.
8. At the meeting held on 23 May 2012 the committee drafted recommendations for the Authority which included recommending that the draft Code of Conduct that had been drawn up by the six authorities in Worcestershire be adopted by the Authority. The Committee also recommended that the pool of independent persons established by the Worcestershire Councils be utilised. Furthermore it recommended that a new Standards Committee be established to replace the existing standards committee and that this Committee should include two non-voting independent members. Also new Terms of reference were considered and a framework for addressing Code of Conduct complaints and sanctions for any breaches of the Code of Conduct.
9. At the present time the proposed new Code of Conduct cannot be adopted as authorities are awaiting guidance from the Government on the definition of Disclosable Pecuniary Interests (DPI's). The Commencement date for the new regime is also awaited (it had originally been due to come into force on 1 July 2012 but no formal confirmation has been given yet).
10. In view of these circumstances it is recommended that the Authority will continue with its current standards regime. However, it should be noted that the Standards Committee has given the Monitoring Officer authority to insert the definitions of DPI's into the Code once they have been received. Once these

have been received and a commencement date has been finalised, a report will be submitted to the Authority recommending it to adopt the Code, utilise Independent Members from the pool of independent persons, establish a new Standards Committee and terms of reference and a new framework for addressing Code of Conduct Complaints and new sanctions for any breaches of the Code of Conduct.

## Conclusion/Summary

11. The Standards Committee has worked hard on the new legislation and has made recommendations on the future of the standards regime which they consider to be appropriate for the Authority.

## Financial Considerations

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

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	It is necessary to comply with the statutory requirement to make an Annual Report; To safeguard the reputations of the Authority and its Members.

## Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Yes	Whole report
<b>Consultation with Representative Bodies</b>	Yes	3 (third bullet point)

Background papers – Agenda papers for the meeting of the Standards Committee, 23 May 2012.

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## **17. Report from Policy and Resources Committee**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Policy and Resources Committee meeting held on 7 June 2012.

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### **Recommendation**

***The Policy and Resources Committee recommends that the Authority note the proceedings of the Committee meeting held on 7 June 2012.***

### **Provisional Financial Results 2011/12**

2. A report was considered that briefed the Policy and Resources Committee on the provisional financial results for the year ended 31 March 2012.
3. The Treasurer presented the report and drew Members' attention to the fact that there was likely to be a projected underspend of £280,000.
4. Spending had been held in check, particularly as the Authority was not sure if it would be awarded the Fire Control Grant. However, Members were advised that this Grant had now been received.
5. Further monies had been set aside to cover the national claim of unfair treatment of Retained Duty System (RDS) staff, significant redundancy costs and unlawful exclusion of RDS firefighters from the Firefighters Pension Scheme.
6. The re-phasing of capital costs was considered. Members had received details of proposed re-phasing of schemes in the Medium Term Financial Plan which had been approved by the FRA in February 2012. However, it was now proposed to adjust this re-phasing in the light of the 2011/12 out-turn.
7. Members were further advised that it was also proposed to re-phase the budget for minor scheme and to carry forward the unallocated Buildings and Minor Works allocations.
8. The Treasurer informed Members that the Audit Committee would not be asked to approve the Statement of Accounts until the Audit had been completed in September 2012.
9. The Policy and Resources Committee noted the provisional financial results for 2011/12. Recommendations with regard to re-phasing of capital budgets from 2011-12 to 2012-13 and the use of revenue resources will be considered at item 10 on the agenda for this meeting.

## **IRMP 2011/12 Fire Cover: Proposals and Results of the Consultation**

10. A report was considered that informed the Policy and Resources Committee of the outcomes of the recent consultation programme.
11. Members were advised that a significant proportion of the responses had been positive and negative comments had centred on the length of working hours and whether the proposals would compromise one's ability to take leave.
12. The Committee noted the feedback from the consultation. Recommendations will be considered at item 14 on the agenda for this meeting.

## **The Fire and Rescue Authority's Annual Plan 2012/13**

13. The Committee considered the draft Fire and Rescue Authority Plan 2012/13.
14. The Chief Fire Officer presented the report and advised Members of the three key areas of the Fire and Rescue Authority Plan namely:
  - Core Purpose
  - We will Deliver Through
  - Our Foundations
15. Members were advised that the Plan was currently in its narrative version and that it would be further embellished with photographs and graphics.
16. A recommendation will be considered at item 13 on the agenda for this meeting.

## **IRMP 2011/12 Environmental Management**

17. A report was considered that updated the Committee on actions and direction to support IRMP Recommendation 7 relating to Environmental Management.
18. The Chief Fire Officer presented the report and reiterated Objective 7 of the IRMP Action Plan which states: "*We will review our approach to environmental issues to ensure that we are maximising the potential partnership working in this area, reducing our energy usage and identifying opportunities for cost efficiency.*"
19. Members were advised of areas where the Authority had striven to meet Objective 7 with regard to its properties and these included the use of solar photovoltaic panels, lighting timers, solar water heating, ground sourced heat pumps and rainwater harvesting.
20. With regard to the Authority's fleet it was more difficult to achieve energy saving but cost savings had been made by using Land Rovers as Officer response cars. Also it was noted that Land Rover provided a carbon offset programme which invested in global projects to offset the carbon used in manufacturing the vehicle and exhaust emissions created during the vehicle's asset life.
21. Furthermore Members were advised that the joint police and fire station in Bromsgrove would reduce the size of public estate in Worcestershire and would provide significant energy usage savings.

22. The Committee noted the content of the report and agreed that the IRMP Action Plan 2011/12 Objective 7 should be considered as complete.

### **Update on Delivery of the 2011/12 IRMP Action Plan**

23. The Committee considered a report that outlined the outcomes and progress against seven recommendations from the 2011/12 IRMP Action Plan.
24. The Committee noted the report and approved its submission to the Fire and Rescue Authority. Recommendations will be considered at item 15 of this agenda.

### **Performance Management Indicators for 2012/13**

25. A report was considered that proposed the alignment of the 2012/13 performance measures to Our Strategy and requested approval of the basis for reporting these measures.
28. The Chief Fire Officer presented the report and advised Members that the Authority was striving to become more efficient and produce information that was more focussed. Thus it was proposed that following a review of the current suite of performance indicators, reporting would be presented on an accumulative basis through the year with each quarter contributing to the overall performance of the next within each year rather than each quarter in isolation as was the current practice.
29. The Policy and Resources Committee approved the reporting criteria on the proposed key performance indicators.

### **Work Programme**

30. The Committee considered a draft Work Programme for 2012/13.
31. The Corporate Support Manager advised Members that whilst the Work Programme was a dynamic document, it was not prescriptive and an element of flexibility could be retained to accommodate additional items as issues arose through the year.
32. The Policy and Resources Committee approved the Work Programme for 2012/13.

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

33. A report was considered that provided the Policy and Resources Committee with a summary of Quarter 4 and End of Year Performance against the Fire and Rescue Authority Plan 2011-2012.
34. The following points from the report were highlighted:
- Overall total incident numbers remained approximately the same as last year
  - Overall numbers of fires had increased this year caused by a large increase in secondary fires.
  - Overall numbers of fires in commercial premises remained consistent with previous years
  - Chimney fires had increased marginally
  - Total Special Service numbers were down to their lowest for 5 years with Road Traffic Collision (RTC) numbers comparable to last year.
  - Flooding incidents showed a significant reduction
35. The Policy and Resources Committee noted the content of this report.

### **Changes to the Equality and Diversity Steering Group**

36. A report was considered that updated the Policy and Resources Committee on changes to the Equality and Diversity Steering Group.
37. The Chief Fire Officer presented the report and highlighted the proposed changes namely:
- Revised Terms of Reference which included a change in the name to Equality and Diversity Advisory Group.
  - The Group would be chaired by the Chief Fire Officer.
  - The Group would act in an advisory capacity and feedback quarterly to both the Senior Management Board and the Policy and Resources Committee.
  - Membership of the Group would be adjusted to ensure that each functional unit of the Service that may have a role in delivering equalities was represented.
38. The Policy and Resources Committee noted the content of the report.

### **Joint Consultative Committee Update**

39. A report was considered that updated the Policy and Resources Committee on the activities of the Joint Consultative Committee since the committee had last met.
40. The Policy and Resources Committee noted the contents of the report.

## Health and Safety Liaison Panel Update

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

## Financial Considerations

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

## Legal Considerations

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

## Additional Considerations

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

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

Background papers – Agenda and Papers from Policy and Resources Committee meeting held on 7 June 2012.

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## **18. Report from Audit Committee**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Audit Committee Meeting held on 9 May 2012.
- 

### **Recommendation**

***The Audit Committee recommends that the Authority note the proceedings of the Committee Meeting held on 9 May 2012.***

### **Internal Audit Update – Worcestershire County Council**

2. The Committee considered an update on Worcestershire County Council Internal Audit activities since the Audit Committee meeting on 18 January 2012.
3. The Treasurer advised that Worcestershire County Council were working to complete the audits they were undertaking now that Worcestershire Internal Audit Shared Service had taken over the Authority's internal audit work.
4. The Authority had recently received an audit report on capital projects which had particularly focussed on the Pebworth building scheme. Recommendations from this audit had been incorporated within recommendations for the Authority's new arrangements for project management.
5. The Committee noted the report.

### **Internal Audit Update – Worcestershire Internal Audit Shared Service**

6. The Committee considered a report that provided an update on Worcestershire Internal Audit Shared Service internal audit activities since the Audit Committee meeting held on 18 January 2012.
7. The Acting Service Manager for Worcestershire Internal Audit Service presented the report.
8. The Committee was advised of the audit work that had been undertaken during the last quarter 2011/12. Five audits had been undertaken namely:

Payroll and Pension  
Debtors  
Creditors  
Budgets and Budgetary Control  
Segregation of duties follow up

9. Members were advised that these audits had not identified any areas of concern.
10. The Committee noted the report.

### **Audit Committee Update – Hereford & Worcester Fire and Rescue Authority Audit 2011/12**

11. The Committee considered a report from the Audit Commission that provided a progress report on delivering responsibilities as the Authority's external auditors and an update on the externalisation of the Audit Practice.
12. The District Auditor presented the report. Members were advised of progress regarding financial statements and the Value for Money conclusion. Members were also updated on the externalisation of the Audit Practice. The contract for West Midlands had been awarded to Grant Thornton and the contract would be let from 2012/13 on a five year basis. However Members were advised that the District Auditor and Audit Manager would complete the 2011/12 audit.
13. Members were advised that the fee for the 2012/13 audit would be reduced by 40% but Members were assured that this would not impact on the amount of audit work undertaken.
14. The Committee noted the report.

### **Financial Considerations**

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

### **Legal Considerations**

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

### **Additional Considerations**

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

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

### Supporting Information

Background papers:  
Agenda and Reports from Audit Committee 09 May 2012

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# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

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

## Hereford & Worcester Fire and Rescue Authority

### GLOSSARY OF TERMS

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

## Hereford & Worcester Fire and Rescue Authority

### GLOSSARY OF TERMS

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