



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

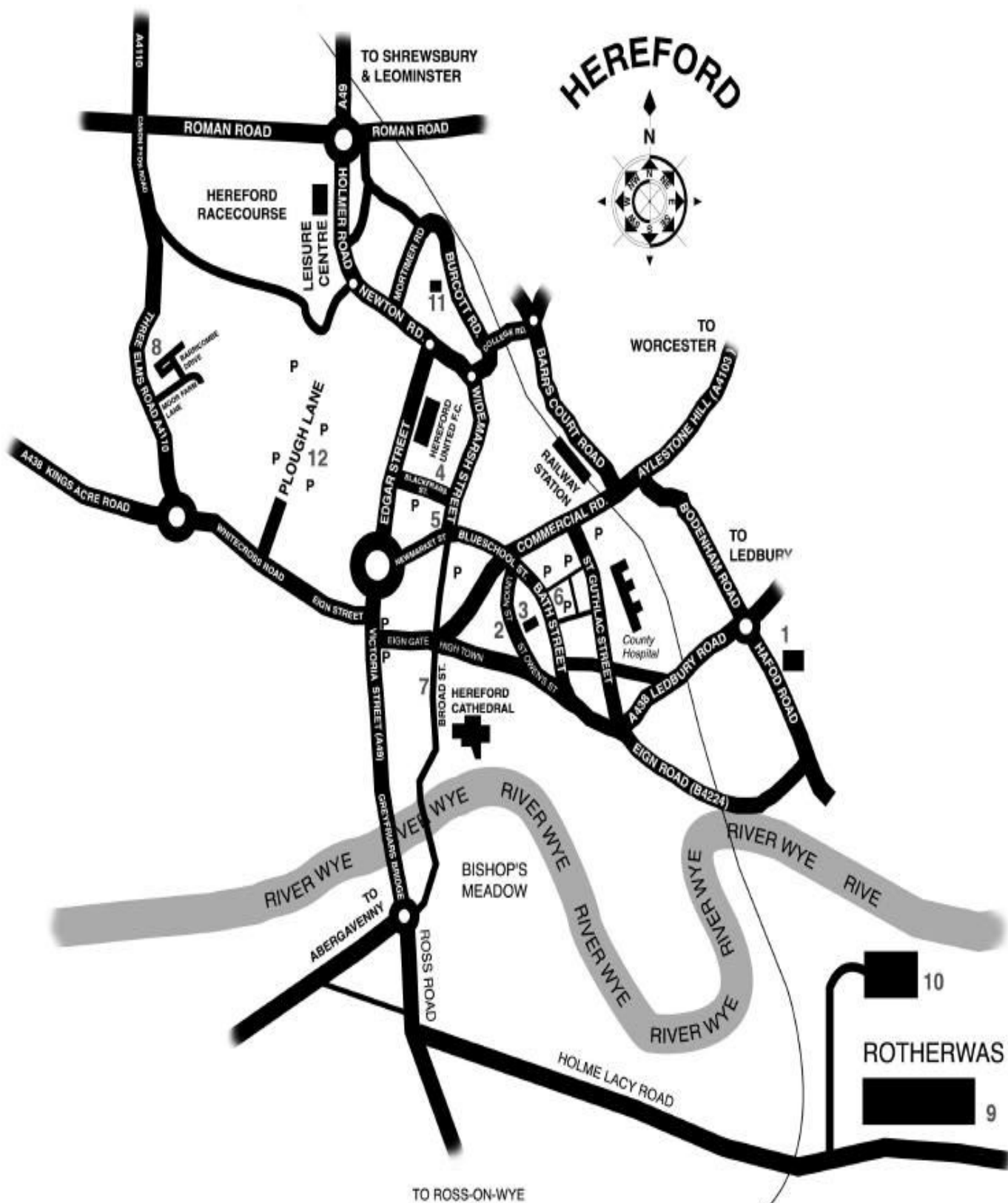
## **AGENDA**

10.30 am Tuesday 28 September 2010

The Council Chamber,  
Brockington  
35 Hafod Road  
Hereford  
Herefordshire,  
HR1 1SH



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- |   |                  |    |                                   |
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| 4 | Education Centre | 10 | Herefordshire Commercial Services |
| 5 | Garrick House    | 11 | Merchant House                    |
| 6 | Bath Street      | 12 | Plough Lane                       |

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- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
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## WELCOME AND GUIDE TO TODAY’S MEETING

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

### Agenda Papers

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

### Chairman

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

### Officers

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

### The Business

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

### Decisions

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

## Agenda

### Members

#### Herefordshire:

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

#### Worcestershire:

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

### A minute's silence in memory of Gary Williams and Dave Taylor

No.	Item	Pages
1.	<b>Apologies for Absence</b> To receive any apologies for absence.	
2.	<b>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.	
3.	<b>Chairman's Announcements</b>	
4.	<b>Confirmation of Minutes</b> To confirm the minutes of the Annual General Meeting of the Fire and Rescue Authority held on 25 June 2010.	1 – 8
5.	<b>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.	None
6.	<b>Appointment of Treasurer</b> To confirm the appointment of Treasurer to the Authority.	9 - 15

<b>7. Chief Fire Officer's Service Report</b>	
To inform Members of recent key developments and activities together with performance information for the period 1 April 2010 to 30 June 2010.	<b>16 - 23</b>
<b>8. Review of Committee Structure</b>	
To approve the review of the Committee Structure undertaken by the Governance Review Working Group, as recommended by the Audit Committee.	<b>24 - 44</b>
<b>9. Allocation of Seats to Political Groups and Appointments to Committees</b>	
Subject to the agreement of proposed changes to the Committee structure following the Governance Review, this paper requests that consideration is given to the appointments to the offices of Chairman and Vice-Chairman of the Authority's Committees and to the allocation of seats on Committees to political groups. It also recommends that the Clerk is authorised, following consultation with Group Leaders, to make appointments to Committees.	<b>45 - 54</b>
<b>10. Amendment to Principal Officer Structure</b>	
To seek the Authority's approval to remove one Assistant Chief Fire Officer (ACFO) from the Service structure and to redistribute the Principal Officer references as appropriate.	<b>55 - 66</b>
<b>11. Members' Allowances Scheme</b>	
To consider the level of Members' Allowances in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 (the Regulations).	<b>67 - 68</b>
<b>12. Formula Grant Consultation</b>	
To consider the Authority's response to the government consultation on potential changes to formula grant distribution.	<b>69 - 78</b>
<b>13. Future of West Midlands Regional Management Board</b>	
The recent announcement by the Fire Minister Bob Neill that Fire and Rescue Services no longer have to work through Regional Management Boards has given the opportunity for the West Midlands Regional Management Board (WMRMB) to review its position. This report proposes that as recommended by WMRMB, the Authority consider the dissolution of the Board.	<b>79 - 92</b>
<b>14. Audit Committee Report</b>	
Report on the proceedings of the Audit Committee 30 June 2010	<b>93 - 126</b>

<b>15. Budget Committee Report</b>	<b>127</b>
Report on the proceedings of the Budget Committee 29 July 2010.	
<b>16. Best Value, Planning and Performance Committee Report.</b>	<b>128</b>
Report on the proceedings of the BVPP Committee 8 September 2010.	
<b>Glossary</b>	<b>129 -132</b>

**Hereford & Worcester Fire and Rescue Authority**  
**10.30 am Friday 25 June 2010.**

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



**Present:**               **Herefordshire:**  
Brigadier P Jones CBE (Chair), Mrs P A Andrews, Mr J H R Goodwin, Mr  
P J Watts.

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

**Minute's Silence**

The Authority observed a minute's silence in memory of Michael Bryan, workshop engineer, who was killed in service following a road traffic collision on Monday 15 March 2010.

**1.               Apologies for Absence**

Mr D Greenow, Mr C Smith and Mr D Taylor.

**2.               Declaration of Interests**

Mr T Spencer declared a personal interest in the Young Firefighters' Association and Mr P Watts advised the Authority that if the Firefighters' Pension Scheme was discussed in such detail that it affected his personal position, he would declare a personal and prejudicial interest. (That proving not to be the case, there was no need for Mr Watts to leave the room during the Meeting.)

**3.               Election of Chairman**

Brigadier Peter Jones, CBE, was proposed for Chairman by Mr S Clee and seconded by Mr P Watts. There were no other nominations and he was declared elected as Chairman.

**4.               Election of Vice-Chairman**

Mr S Clee was proposed for Vice-Chairman by Mr G Yarranton and seconded by Mrs L Hodgson. There were no other nominations and he was declared elected as Vice-Chairman.

## 5. Chairman's Announcements

### Retirements from Service:

The Chairman told the Authority that Mr Mike Redfern, Assistant Chief Fire Officer and Mr Paul Amos, Area Manager were both attending their last Authority Meeting as they were due to retire. The Members thanked them for their service and wished them well in retirement.

### Members' Attendance at Authority Events:

The Chairman thanked the Members who attended the passing out parade of Young Firefighters in Droitwich on Saturday 22 May and those who visited the Urban Search and Rescue facility on 22 June.

### Members' visit to the Fire Service College on 15 September 2010:

The Chairman reminded Members of this Event, which he said was very worthwhile and encouraged Members to attend.

### Cllr Mary Drinkwater:

The Chairman, on behalf of the Authority, congratulated Cllr Drinkwater on her recent election as Chairman of Worcestershire County Council, and thanked her for her service on the Fire Authority.

## 6. Confirmation of Minutes

### **RESOLVED that:**

- i) the Minutes of the meeting held on 17 February 2010 be confirmed as a correct record and signed by the Chairman; and*
- II) the minutes of the Extraordinary General Meeting held on 21 May 2010 be confirmed as a correct record and signed by the Chairman.*

## 7. Questions from Members of the Public

None.

## 8. Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies

The Authority considered the allocation of seats on Committees to political groups and reviewed the appointments to other bodies.

### **Resolved that:**

- i) the current allocation of seats on Committees to political groups and the current membership of Committees and other bodies as set out in Appendix 1 to the report be retained until the Authority meeting on 28 September 2010. Any vacancies to be filled by the Clerk in consultation with Group Leaders;*



- ii) *appointments to the offices of Chair and Vice-Chair of the Authority's Committees be considered at the Authority meeting on 28 September 2010 with the exception of the vacancies left by Cllr Mary Drinkwater, which were filled as follows:*
  - a. *Mr J Campion appointed to the Best Value, Policy and Performance Committee as Chairman;*
  - b. *Mrs G Hopkins was appointed to the Urgent Decisions Committee;*
  - c. *Mr K Taylor was appointed to the Appointments Committee.*
- iii) *the Clerk be authorised following consultation with Group Leaders to make amendments to the appointments to Committees and other bodies in accordance with the wishes of the Group Leaders, should the rules governing appointments require such changes to be made prior to 28 September 2010;*
- iv) *appointments to the Member Champion roles for Asset Management, Equality & Diversity and Risk Management be considered at the Authority meeting on 28 September 2010;*
- v) *the Authority adhere to its previous view that representation and voting on the Local Government Association be as follows:*
  - (a) 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.*
- vi) *the Chairman or his nominee to hold the place and vote available to the Authority on the LGA's Fire Service Forum;*
- vii) *the Leader of the Conservative Group, the Leader of the Liberal Democrat/Liberal Group and the Leader of the Independent/Labour Group should be the Authority's appointments to the Regional Management Board; and*
- viii) *the Chairman of the Authority be appointed as a Director of the West Midlands Fire and Rescue Services Regional Control Centre Company.*

## **9. Service Report**

The Chief Fire Officer (CFO) informed Members of recent key developments and activities together with performance information for the period 1 January to 31 March 2010.

The following points were noted:

- The Service performance for the quarter was very good, with the exception of the rise in chimney fires, which was largely due to the bad weather during the quarter.
- The number of health and safety incidents remained low although the figures reflected the issues which arose following the introduction of the new breathing apparatus; these issues had been resolved.
- It was decided that it was no longer in the best interests of the Authority to take on the EU WaterSave Project, which had been handed over to Merseyside FRS;
- The Authority congratulated Area Manager, Paul Amos, who was recently awarded a Certificate by the executive of Mountain Rescue England and Wales recognising his efforts to improve relations between Fire and Rescue Services and Mountain Rescue Services.
- Some Members had attended workshops with staff on "Meeting the Challenge" which addressed the financial issues facing the Service. The CFO said that there would continue to be consultation with staff on any proposed changes.
- The Authority congratulated CM Simon Hawkins, who was stationed at Bromsgrove, and was announced as The Firefighter of the Year at The Spirit of Fire Awards at Wembley on 4 June.
- The Authority heard that work on the replacement/upgrading of Pebworth Fire Station commenced on 14 June and was expected to be completed towards the end of the year.
- The Members of the Authority congratulated the CFO on his recent Honour of the Queen's Fire Service Medal.
- As well as the local incidents in the Service Report, the CFO told the Members of 3 recent incidents; a fire at flats in Hereford, a fire at the Virgin Tavern in Worcester and a woodland fire at Tedstone Delamere.

**RESOLVED *that the Report be noted.***

## **10. Financial Results 2009/10**

The Treasurer told the Meeting that the Statement of Accounts was due for formal approval by the Audit committee on 30 June and he briefed the Authority on the financial results for the year ended 31 March 2010.

The overall revenue budget for 2009/10 was £30.450.000 which had been under spent by £33,000, less than 1/10 of 1%.

There had been some slippage on the Capital budget, but this could be carried forward and there had been no loss of purchasing power.

**RESOLVED *that the Authority:***

- i) notes the financial results for 2009-10;***
- ii) notes that the Audit Committee will consider the annual Statement of Accounts in detail; and***
- iii) notes the Treasury Management position.***

**11. Integrated Risk Management Plan - Draft 2011/12 Action Plan for Consultation**

The Chief Fire Officer (CFO) presented the draft 2011/12 Integrated Risk Management Plan (IRMP) Action Plan for approval for consultation, which comprised the seven following recommendations:

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 Automatic Fire Alarms through 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.

The CFO told the meeting that approval was being sought to consult on these recommendations over a 12 week period and that the outcome of the consultation would be brought to the Authority when the 2011/12 Action Plan would be presented for approval at the December meeting of the Authority.

**RESOLVED that the Authority approve the Draft 2011-12 Integrated Risk Management Plan Action Plan for consultation.**

**12. Hereford & Worcester Fire and Rescue draft Authority Plan 2010/11**

The Chief Fire Officer presented the draft Plan and pointed out that the title had changed from "Service Plan" to "Authority Plan" to emphasise the ownership and responsibility of the Members for the content and the policy drafted in the Plan.

He told Members that this was a key document for the Authority as it stated the values and principles of the Service and set out its future direction and plans.

**RESOLVED that the draft Authority Plan 2010/11 be approved and published, as presented.**

**13. Equality Scheme 2010-2013: Consultation Results and Publication**

The Chief Fire Officer told the Meeting that the draft Equality Scheme had been approved for consultation at the February meeting of the Authority and that the 12 week consultation ended on 4 June. The CFO summarised the consultation responses which were reflected, as appropriate, in the Scheme.

It was agreed, following a suggestion by Cllr Bunker, that Mental Health and Limiting Lifetime Illnesses should be incorporated in the Equality Action Plan. These areas had already been identified in the IRMP as key risk groups. The Scheme will be reviewed to ensure that these issues are adequately covered either through the IRMP or through the Scheme.

**RESOLVED that the Authority approve 'Delivering Equality for All: The Scheme 2010 – 2013' for formal publication.**

**14. Review of the Service's Organisational Structure**

The Chief Fire Officer sought Authority approval to review the organisational structure of the Service. He told the meeting that the review would focus on improving the managerial structure and preparing to meet the forthcoming financial challenges.

**RESOLVED that:**

- i) the Authority agrees to the Chief Fire Officer carrying out a 12 months' rolling review of the organisational structures of the Service; and**
- ii) the Authority instructs the Chief Fire Officer to present a paper(s) to the Authority containing any major proposed structural changes and once they have been through the appropriate consultation to seek Authority permission to implement.**

## **15. Regional Fire Control**

The Chief Fire Officer updated Members on progress and issues regarding the FiReControl Project, including the outcome of the CLG Select Committee Inquiry into the FiReControl Project and Local Government Association evidence, which concluded that urgent action was required if the project was to be viable. The CFO told the meeting that there may be a further announcement at the Fire Conference the following week.

**RESOLVED *that the Authority note the update on the Regional FiReControl project.***

## **16. Retained Duty System (RDS) Implementation Plan**

The CFO provided Authority Members with an overview of the Retained Duty System (RDS) Review and Implementation Plan. He told the meeting that the Review was a significant piece of work and the outcome was the 3 year Implementation Plan, on which progress would be reported annually to the Authority.

**RESOLVED *that:***

- i) the Authority notes the extensive research that officers of the Service conducted to produce the Retained Duty System Review.***
- ii) the Authority supports the contents of the Retained Duty System Review three year Implementation Plan; and***
- iii) the CFO reports back to the Authority at the conclusion of each phase (annually) to update Members on the progress against the three year Implementation Plan.***

## **17. Worcestershire Partnership Terms of Engagement for Statutory Partners**

The Chief Fire Officer told the Authority that the Worcestershire Partnership Board had approved a set of terms of engagement for public sector agencies in recognition of the major budget pressures facing public sector organisations over the next 4 to 5 years. These terms of engagement set out a number of commitments to discuss major budget decisions with one another, to consider service redesign across organisational boundaries and to consult businesses, the third sector and other stakeholders where appropriate.

The CFO told Members that the Terms of Engagement represented a major statement of principle by partner agencies to work together to minimise the impact of the major public expenditure pressures facing the county. Alongside this, the Total Place initiative provided a 'whole area' approach to public services aimed at delivering better services at less cost.

**RESOLVED that**

***(i) the Authority gives its formal approval to the terms of engagement for statutory partners, as agreed by the Worcestershire Partnership Board; and***

***(ii) the Authority notes the progress and next steps for Worcestershire Partnership Total Place initiative.***

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

The Annual Report was presented by Mr Richard Gething, Chairman of the Standards Committee. Mr Gething told the Authority that the Committee was pleased to report that no complaints had been made against any Member of the Authority alleging breach of the Code of Conduct during the past 12 months.

He also reported that all of the 11 new Members who joined the Authority in June 2009 had completed their statutory undertakings regarding the Code of Conduct and that all of the Authority Members had updated their Registers of Financial and Other Interests up to 30 June 2009.

It was further noted that no Member had registered receipt of any gifts or hospitality during the past year.

The Chairman thanked the Standards Committee for all the work they had undertaken on behalf of the Authority.

**RESOLVED that the Authority notes the Standards Committee's Annual Report.**

**19. Best Value, Policy and Performance Committee Report**

**RESOLVED that the Authority notes the proceedings of the Committee Meetings held on 25 March and 3 June 2010.**

**20. Audit Committee Report**

**RESOLVED that the Authority notes the proceedings of the Committee Meeting held on 25 May 2010.**

**21. Urgent Decisions Committee Report**

**RESOLVED that the Authority notes the proceedings of the Committee Meeting held on 12 May 2010.**

The meeting ended at 12.20 pm

Signed:.....  
Chairman

Date:.....

## 6. Appointment of Treasurer

### Purpose of report

1. To confirm the appointment of Treasurer to the Authority.
- 

### Recommendation

***The Chief Fire Officer and Deputy Monitoring Officer recommend that the Authority confirm the appointment of Mr Tony Wood as an interim Treasurer to the Authority with immediate effect.***

### Background

2. Under Section 151 of the Local Government Act 1972, the Authority is required to make arrangements for the proper administration of their financial affairs and secure that one of their officers has responsibility for the administration of those affairs."
3. That role is currently undertaken by the position of Treasurer to the Authority.
4. In addition to the 1972 Act, the Local Government Finance Act 1988, section 113 sets out the qualifications necessary in order to be eligible for the position of Treasurer. The person appointed must be a member of one or more of the following bodies:
  - the Institute of Chartered Accountants in England and Wales,
  - the Institute of Chartered Accountants of Scotland,
  - the Chartered Association of Certified Accountants,
  - the Chartered Institute of Public Finance and Accountancy,
  - the Institute of Chartered Accountants in Ireland,
  - Chartered Institute of Management Accountants, and
  - any other body of accountants established in the United Kingdom and for the time being approved by the Secretary of State for the purposes of this section.
5. In December 1997, the Joint Fire Committee that was in place prior to the commencement of the Fire Authority confirmed that the Treasurer of Hereford & Worcester County Council, Mr Mike Weaver be appointed as Treasurer to the Combined Fire Authority. Mr Weaver has served as Treasurer to the Authority since that appointment.

### Current Situation

6. Mr Weaver has resigned his position as Treasurer for the Hereford & Worcester Fire and Rescue Authority and the Deputy Treasurer is currently fulfilling the role. Due to the departure of Mr Weaver, it is necessary to formally appoint a Treasurer to ensure that the Authority meets its statutory requirements.

7. Mr Tony Wood has previously worked in an interim Principal Management position in the Service assisting the Director of Finance in administering the financial affairs of the organisation. Mr Wood recently left the Fire and Rescue Service as his temporary contract came to end and it is now proposed that Mr Wood be appointed to the position of Treasurer. Mr Wood is ideally placed to act as Treasurer, due to his previous experience in Local Government generally and this Authority in particular. He is independent of the Fire and Rescue Authority.
8. The Authority proposes an interim contract for a six month period to a maximum of 25 days over the six months with additional days for exceptional items at the discretion of the Chief Fire Officer in consultation with the Chair of the Authority
9. During this 6 month period the Authority will carry out a review of the Section 151 role. The interim arrangement and this review will be considered by the Authority at its meeting in February 2011.

### **Conclusion/Summary**

10. The Authority is recommended to appoint Mr Tony Wood as Treasurer to the Authority with immediate effect, on an interim basis, to ensure that this statutory post is filled. This would enable the Authority to contain the expenditure on the Treasurer's post within existing Service budgets.

### **Corporate Considerations**

11. A Business Impact Analysis form is attached at Appendix 1 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

### **Supporting Information**

Appendix 1 – Business Impact Assessment Form

#### **Contact Officer**

Anne Brown – Deputy Monitoring Officer

(01432 260266)

Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)



# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	<b>FRA Paper</b>	<b>New/Existing?</b> (If existing, please state which document it will replace)	
		<b>Date:</b>	19 July 2010
<b>Directorate:</b>		<b>Department:</b>	
<b>Author:</b>	Clerk	<b>Head of Department:</b>	
<b>Title:</b>	<b>Appointment of Treasurer</b>		
<b>Purpose:</b>	To confirm the appointment of Treasurer to the Authority.		
<b>Strategic Policy Implications</b>			<b>Yes</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives?			
Yes, a Treasurer is needed to ensure the finances in relation to the IRMP and Corporate Objectives are administered properly.			
<b>Equality and Diversity Outcomes</b>			<b>No</b>
Are there any equality and diversity outcomes for this policy/activity?			
<b>Equality Monitoring</b>			<b>No</b>
Does the Service currently collate data specific to this activity for equality monitoring?			
<b>Partnership Working</b>			<b>No</b>
Does this policy/ activity involve working or interaction with other organisations?			
If yes, please ensure that the <a href="#">Partnership Working</a> SPI has been completed and advice sought from the Partnership Officer			

Log No.

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

<b>Risk Areas Identified</b> (Risk impact or concerns arising from the subject area being adopted)	<b>Inherent Risk Score</b> (before any control measures applied)	<b>Control Measures/Solution</b> (What action has or will be taken to reduce the inherent risk score and who is responsible?)	<b>Residual Risk Score</b> (after control measures/solutions are applied)
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public   Staff   Partners   Contractors   Consultants   Community Groups   Local Government   Local Resilience Forum			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>			
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race   Gender   Disability   Age   Sexual Orientation   Religion & Belief			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>			
2. Could this activity prevent us promoting equality for any diverse group? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
3. Could this activity potentially discourage the participation of any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
4. Could this activity promote negative attitudes towards any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			

Log No.

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5. Could this activity help to promote equality of opportunity between diverse groups? <b>No</b>			
<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>No</b>			
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>No</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
<b>Operational – e.g. how we carry out our duties</b>			
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
It is a statutory requirement Under the Local Government Acts 1972 and 1988 to appoint a Treasurer.			
<b>Financial – e.g. monetary or resource implications</b>			
The Authority will provide sufficient resources to the Treasurer within existing Service budgets.			
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
The Treasurer role is key to ensure that the Authority's finances are administered correctly.			
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			

<b>Log No.</b>	<b>HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE</b>		
<b>Partnership – e.g. Working or interaction with other organisations</b>			
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?			
<b>Total Inherent Score</b>		<b>Total Residual Score</b>	
<b>Outcome:</b>			<b>Yes / No</b>
Does this Policy/Project/Activity reduce the overall risk for the service? Yes, without a dedicated Treasurer there is a risk that the Authority's finances will not be administered correctly.			

Impact	High	Important risks - may potentially affect provision of key services or duties  6	Key risk- may potentially affect provision of key services or duties  8	Immediate action needed - serious threat to provision and/or achievement of key services or duties  9
	Medium	Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties  3	Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties  5	Key risks - may potentially affect provision of key services or duties  7
	Low	No action necessary  1	Monitor as necessary - ensure being properly managed  2	Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties  4
		Low	Likelihood	High

Log No. 

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
<i>What further Opportunities can be identified from this activity/policy matter?</i>	<i>Who is responsible for delivery?</i>

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      No			
<i>Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.</i>			
<b>Policy Author Signature:</b>		<b>Date:</b>	
<b>Head of Department/Mgr:</b>		<b>Date:</b>	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
<b>Escalation of Risk:</b>	<b>Yes / No</b>	
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
<b>Authorisation:</b>	<b>Outcome:</b>	<b>Date:</b>

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</b>	

## 7. Chief Fire Officer's Service Report

### Purpose of Report

- To inform Members of recent key developments and activities together with performance information for the period 1 April to 30 June 2010.

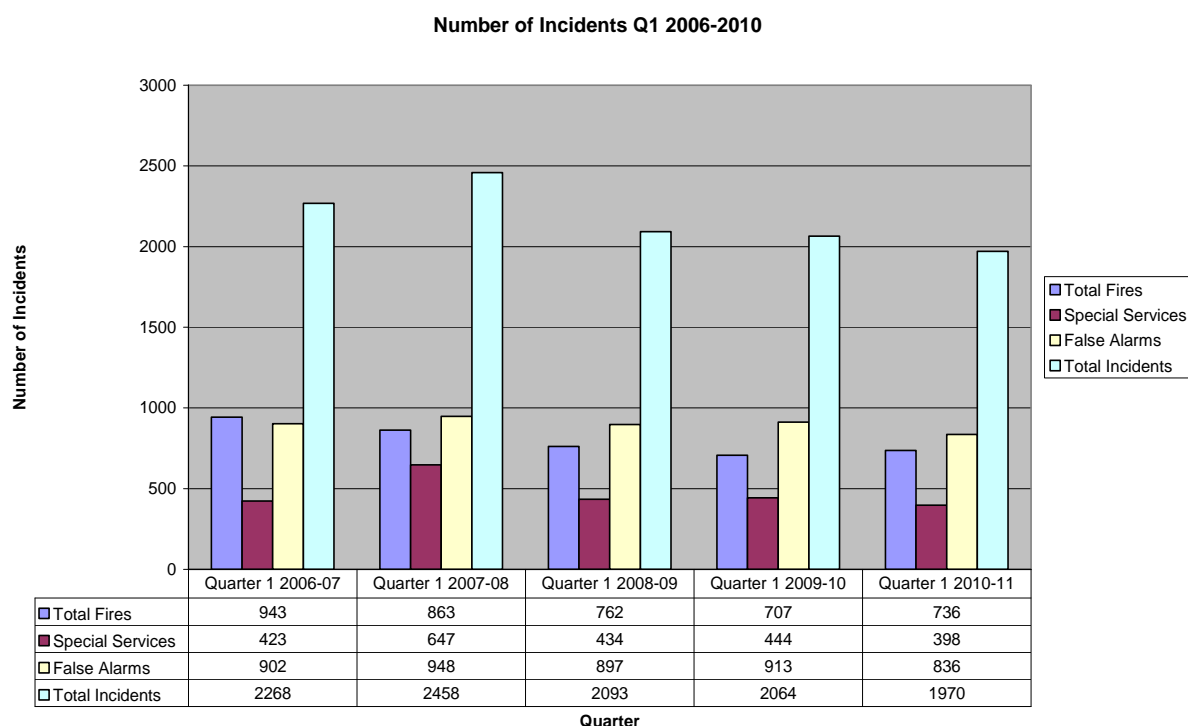
### Recommendations:

- The Chief Fire Officer recommends that the report be noted.*
- The Authority is asked to consider its position with regard to Warwickshire County Council's final proposals with relation to fire cover along the border area of Worcestershire/Warwickshire.*

## Performance

### Operational Performance Update Quarter 1 2010-11

- Figure 1 below demonstrates overall operational activity during Quarter 1 2010-11 compared with the first quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q1 2006-2010)

- The total incident numbers for Quarter 1 2010-11 shows our best quarterly performance over the same period in the last five years. This is due to decreases in the number of special service incidents and false alarms attended. The total number of incidents has decreased from 2064 in Quarter 1 2009-10 to 1970 in Quarter 1 2010-11, (-4.6%).

4. The number of fires has increased from 707 in Quarter 1 2009-10 to 736 in Quarter 1 2010-11, (+4.1%):
  - The increase in total fires is due to an increase in secondary fires which have increased from 359 in Quarter 1 2009-10 to 423 in Quarter 1 2010-11, (+17.8%).
  - The increase in secondary fires is due to an increase in accidental secondary fires rather than deliberate secondary fires. The main increases have been in loose refuse, scrubland and tree scrub fires but uncommonly not in rural locations, but predominantly in urban areas. The hot and dry conditions of Quarter 1 2010-11 may have exacerbated the number of incidents for this Quarter.
5. The number of Special Service incidents has reduced with 398 incidents attended in Quarter 1 2010-11 compared with 444 in Quarter 1 2009-10, (-10.4%):
  - There has been a reduction in the number of RTCs attended with 149 attended in Quarter 1 2010-11 compared with 183 in Quarter 1 2009-10, (-18.6%); and
  - There has been a decrease in flooding incidents with 20 incidents attended in Quarter 1 2010-11 compared with 28 incidents in Quarter 1 2009-10 (-28.6%).
6. The number of False Alarm incidents has decreased with 836 incidents attended in Quarter 1 2010-11 compared with 913 in Quarter 1 2009-10, a decrease of 8.43%. The overall decrease in total false alarms is due to a decrease in automatic false alarms which represent the largest proportion of total false alarms.

### **Items of Interest**

#### **Gary Williams and Dave Taylor**

7. It is with much sadness that the Chief Fire Officer has to report the deaths of CM Gary Williams from Pebworth and WM Dave Taylor from Leominster. Gary Williams died as a result of a road traffic collision on 20 July 2010 and Dave Taylor died on 8 September 2010 as a result of a long illness.
8. The Service has offered and given support to both families; both members of staff were long serving and will be sadly missed.

#### **Warwickshire FRS Improvement Plan/IRMP**

9. On 18 December 2009, the Authority considered the proposals and implications arising from Warwickshire Fire and Rescue Service's Improvement Plan. The information made publicly available by Warwickshire in support of their proposals at that time was insufficient to enable a full assessment of their impact on Hereford & Worcester to be made. However, our initial evaluation at the time suggested that the scale of reductions being proposed may leave Warwickshire without sufficient resilience to deal with routine operations without a significant increase in requests for over the border mutual aid from neighbouring Authorities such as ourselves.

10. Our concern was not simply in relation to the reduction in resources proposed along our immediate border area, but that the reductions proposed across Warwickshire would adversely impact their ability to resource day-to-day activity.
11. This Authority therefore resolved that:
  - ***the Chief Fire Officer/Chief Executive continue to engage with colleagues in Warwickshire to monitor progress in relation to their plans;***
  - ***the Chief Fire Officer/Chief Executive and senior management team draw up contingency plans to ensure that communities in Herefordshire and Worcestershire are not adversely affected by Warwickshire's plan; and***
  - ***the Authority reviews its position once finalised proposals are made by Warwickshire.***
12. Members will be aware that Warwickshire County Council recently selected an improvement plan for the future disposition of fire and rescue resources and support in that county; an explanation will be provided at the Authority meeting setting out the detail of the proposals.
13. In summary, the preferred option for improvement, as agreed by Warwickshire County Council on 20 July 2010 or Model B, as it is known, will reduce the number of fire stations from 19 to 16, and reduce the number of pumping appliances from 26 to 22 appliances plus one 'small fires unit' (a targeted response vehicle used for tackling smaller incidents such as refuse bin fires). These proposed changes differ to the changes originally considered by the Authority in December 2009, when Warwickshire County Council proposed a reduction in the number of stations from 19 to 12 and the number of fire appliances from 26 down to 19. However, there is no change to the initial proposal to decommission Studley fire station, which is just across the border from Worcestershire.
14. To assess the impact of these amended changes the Service has now carried out an analysis of fire cover in the affected area and the number (over three years, 2006-9) of incidents in the Studley/Alcester area that attract attendances from both Services. Using this analysis, it is projected that the implementation of the Model B option should have little effect on the capabilities of H&WFRS and therefore the Warwickshire proposals do not cause any concerns in relation to the fire cover in this Service
15. The main area of potential impact is towards the South of Redditch where support currently provided by two retained appliances, at Studley and Alcester fire stations, is to be replaced by one wholetime appliance at Alcester Fire Station. Whilst this may offer less numerical support, the wholetime appliance at Alcester should be available to attend incidents more quickly. In addition, due to the low number of incidents requiring over the border support the impact should be low. Towards the central area of Warwickshire between Redditch and Evesham, the upgrading of Alcester to a wholetime fire station should improve coverage for the generally hard-to-reach rural areas of Worcestershire around Cookhill.
16. The implementation of the Model B option should therefore have little effect on the capabilities of H&WFRS and it is the professional opinion of senior officers at H&WFRS that Warwickshire County Council proposals do not cause concern for



Hereford & Worcester Fire Authority. Officers of the Service will continue to monitor fire cover and operational activity in the affected areas to ensure any variation to the predicted outcome of the changes is reported as appropriate.

17. Authority Members are asked to consider their position in accordance with the minute of the Authority meeting held on 18 December 2009.

### **Water Rescue Update**

18. The Service has completed the roll out and familiarisation training of the new Water Rescue Vehicles (WRVs) at Hereford, Worcester and Evesham Fire Stations with each station 'going live' during July and now being fully operational.
19. Each station has an identical WRV consisting of a 4x4 Mercedes Sprinter van which is used to store the extensive range of equipment and PPE and will tow the two new boats; a 3.8m and 4.4m inflatable powered craft. The crew can respond and deploy as a stand alone unit and is crewed by up to five trained operators. Crews from any of the three stations can work with each others' vehicles, boats and equipment thereby offering a greater level of resilience across the Service.
20. The WRVs have been taking part in exercises and demonstrations across the Service so that staff have the opportunity to see the equipment and vehicles now available. On Monday 9 August, Hereford fire station demonstrated their new equipment and rescue skills at the rowing club on the River Wye, Hereford in an exercise attended by local MP Jesse Norman, who also took part in the 'man over board' and tethered swim rescue.

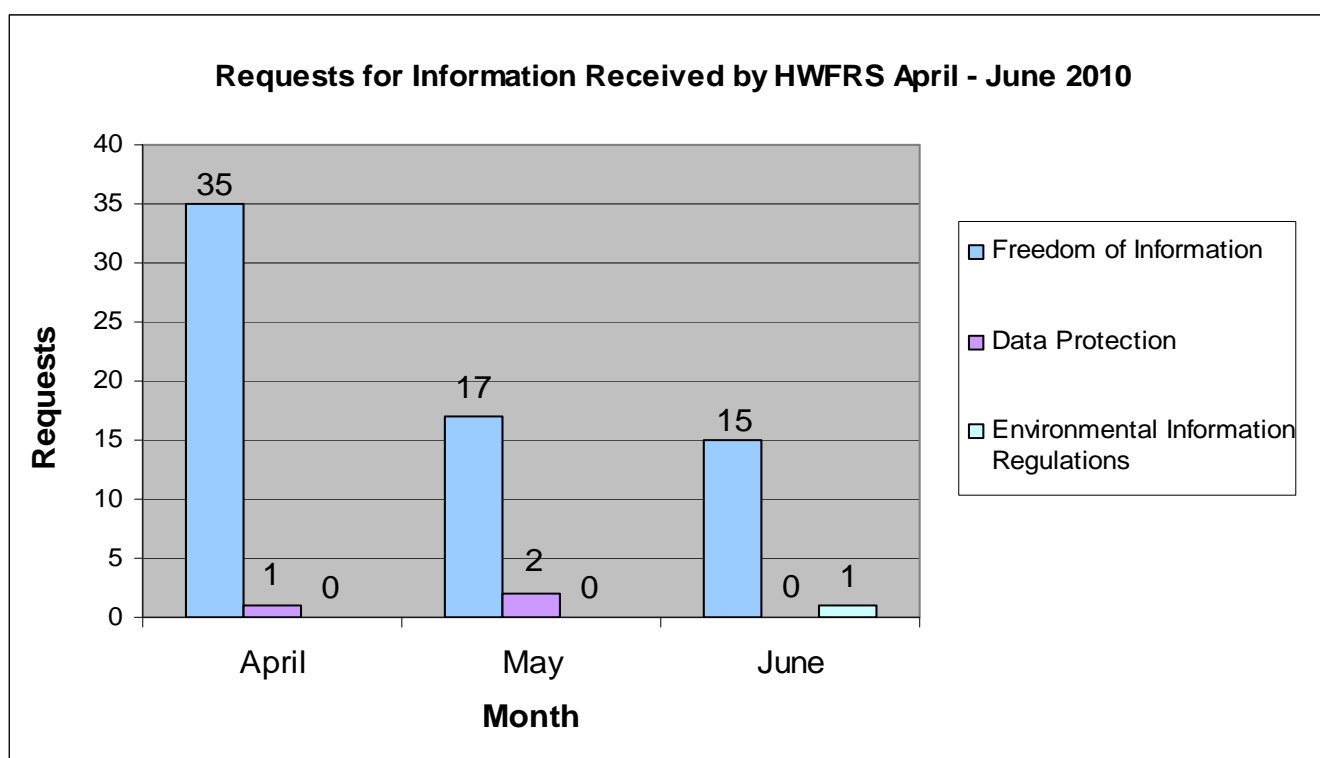
### **New Uniform and Role Names**

21. The Service is currently in the process of rolling out new uniform (workwear) to all relevant staff which, when coupled together with the new firefighting uniform that is expected to arrive in the Service early next Spring, will give firefighting staff the most up-to-date protection and workwear available to UK firefighters.
22. A "go live" date will only be selected once all staff have received their relevant workwear but I anticipate this to be during October 2010.
23. At the same time that the Service goes live with the new uniform, all uniformed roles in the Service will change from the term "manager" to "commander" i.e. Watch Manager to Watch Commander, Station Manager to Station Commander, etc. This change in terminology will be introduced to reflect the highest risk element of a manager's/leader's role, i.e. their need to command operational incidents when people's lives may be at risk. This change has been informally tested amongst a wide range of staff groups and has been widely accepted and agreed. It is in no way reflective of what historically has been perceived as a militaristic approach to the management of the Fire Service but has been designed to ensure that our manager's/leader's nomenclature is reflective of the areas of greater risk to themselves, their crews and the organisation.
24. The CFO and staff (that have been consulted) agree that this is a subtle but important change to reflect that both firefighting and firefighter safety are of the highest priority.

## Information for Members

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

Q1	FOI Requests received and completed	DPA Requests received and completed	EIR Requests received and completed	Requests received to date
April 2010	35	1	0	
May 2010	17	2	0	
June 2010	15	0	1	
<b>TOTALS</b>	<b>67</b>	<b>3</b>	<b>1</b>	<b>71</b>
<b>Requests received January – June 2010</b>			<b>127</b>	



### 26. Complaints, Concerns, Compliments and Donations

	Apr-10	May-10	Jun-10
Complaints	6	5	2
Concerns	1	2	1
Compliments	4	2	2
Donations	1	3	1

## **Local Incidents and Initiatives to Note**

### **New fire station for Pebworth**

27. Work started on the new Pebworth fire station, following a sod cutting ceremony at the Stratford Road site on Thursday 10 June. The new fire station will include two appliance bays fitted with rapid response doors, a large retention pond for water collection and a generous hard-standing area for parking. The new station will also have modern training facilities, such as a drill tower, lecture room and drill yard that are significant improvements on the old station. It will also include significantly improved welfare facilities including male and female showers and a kitchen area. The new station is expected to be fully operational early in the New Year.

### **An eventful first Watch**

28. Firefighters were called to a flat fire in Friar Court in Hereford at 9am on Monday 21 June, literally moments after new Hereford Watch Manager Guy Palmer had started his very first watch at the station. Three pumps from Hereford and one from Fownhope attended and specialist equipment including breathing apparatus, 9-metre ladders, a hose reel jet and positive pressure ventilation were used to help rescue a woman and two men from the second floor of the building.

### **Woodland fire at Tedstone Delamere**

29. Firefighters from Bromyard, Worcester and Malvern were called upon to tackle a large woodland fire at Pix Hill in Tedstone Delamere near Bromyard on Thursday 24 June. The fire had been started as part of controlled burning following woodland clearance but it became out of control, with around 20 hectares reported to be alight at one point. It was finally extinguished over 24 hours later.

### **Fire Authority urges residents to have their say**

30. Residents in Herefordshire and Worcestershire were invited to have their say on the way the Fire Service is set to run, following approval of the Integrated Risk Management Plan (IRMP) 2011/12 for consultation on Friday 25 June. The IRMP can be downloaded from the Fire Service website or picked up at a local fire station, and residents of the two counties had 12 weeks (until 20 September, 2010) to respond to the seven key recommendations outlined in the document.

### **Dying to Drive campaign**

31. In early July, Peterchurch Fire Station hosted the joint emergency services Dying to Drive event, an initiative aimed at reducing the number of young fatalities on the county's roads. High school students from across Herefordshire watched fire, police and ambulance personnel as they responded to a mock road traffic collision involving a deceased passenger, a trapped driver and walking wounded. The hard-hitting campaign was staged in a bid to show youngsters the devastating effects of excess speed, driving under the influence of drink or drugs or showing off to friends.

## **Community Safety Day a success**

32. Hereford & Worcester Fire and Rescue Service hosted the third Worcester Community Safety Day at Worcester Racecourse on Saturday 24 July. Several thousand people went along and enjoyed a series of demonstrations by the emergency and rescue services, and the winners of the 'Design a Poster' competition (aimed at highlighting fire safety to youngsters of all ages) were also announced during the event.

## **Car pulled from building in Malvern**

33. Crews from Malvern and Worcester were joined by USAR (Urban Search and Rescue) to help pull a car from an opticians shop along Worcester Road in Malvern Link on Saturday 31 July. The female driver, who was not thought to be seriously injured, had inadvertently driven right into the reception area of the shop. The USAR team also helped secure the building and control the risk of further collapse. The story was covered by the national media.

## **Serious fire at Kidderminster factory**

34. Eight fire appliances plus the EPU (Environmental Protection Unit) from Evesham, the CSU (Command Support Unit) from Malvern and USAR (Urban Search and Rescue) helped extinguish a serious factory fire at an electroplating and metal finishing company in Kidderminster on Monday 23 August. The fire, which involved a number of vats of chemicals, was brought under control within a couple of hours thanks in part to the tactical information plans previously been drawn up between the Fire Service and the company.

## **Fire at a house in Redditch**

35. Three fire crews from Redditch, one from Bromsgrove and one from Droitwich attended a serious house fire in the Southcrest area of Redditch in the early hours of Friday 10 September, with initial calls suggesting that there were children inside. Four firefighters in breathing apparatus went into the front of the property to tackle the blaze and with crews behind the house working to protect their colleagues inside, the fire was quickly surrounded and brought under control. A woman and three children from the house were all safely accounted for although they needed hospital treatment for the effects of smoke inhalation.
36. Hereford & Worcester Fire and Rescue Service are working alongside police to investigate how the fire started.

## **Visit to Fire Service College**

37. On Wednesday 15 September the CFO accompanied a group of FRA Members to the Fire Service College to receive a guided tour of all available facilities. The Service continues to use this excellent training and development facility as part of H&WFRS staff development, notably regarding operational command, specialist instruction and fire safety. Members had the opportunity to view all practical facilities including those used for Urban Search and Rescue, breathing apparatus, structural firefighting and incident command. College staff also demonstrated some of the training received by H&WFRS officers in relation to hazardous material.

## **Community Safety Volunteer Programme launched in Herefordshire**

38. Following a successful launch of its Community Safety Volunteer Programme in January this year in the South Worcestershire area, H&WFRS is now extending the programme into Herefordshire. A press release was issued to all Herefordshire media at the start of September urging anyone with a few hours a week to spare to consider getting involved, to support existing staff in a variety of safety initiatives, such as promoting safety awareness at local public events, accompanying crew members to carry out home safety checks and acting as victims or casualties during operational training exercises.
39. An advertisement was also placed in the recruitment section of the Hereford Times and full details listed on the H&WFRS website.
40. Members of the Community Safety Team also held a Volunteer Recruitment open event at Hereford Fire Station on Saturday 25 September, with local fire crew members and existing Community Safety Volunteers on hand to share their experiences and answer any questions potential new recruits might have.

### **Contact Officer**

Mark Yates,  
Chief Fire Officer (0845 1224454)  
Email: [myates@hwfire.org.uk](mailto:myates@hwfire.org.uk)

## 8. Review of Committee Structure

### Purpose of report

1. To approve the review of the Committee Structure undertaken by the Governance Review Working Group, as recommended by the Audit Committee.
- 

### Recommendation

***The Audit Committee recommends that the Authority consider the proposed revised Committee Structure, amended Terms of Reference of Committees and delegations to the Chief Fire Officer for approval.***

### Background

2. In March the Audit Committee agreed the Terms of Reference and work programme of the Governance Review Working Group. The group is chaired by Cllr Prodger.
3. The first element of the work programme was to review the current Committee Structure and Terms of Reference of Committees. The current Committee Structure and Terms of Reference are set out in Appendix 1.
4. The Working Group consulted Group Leaders and PMM as well as various other Officers. The external auditors have been consulted in relation to the Terms of Reference of the Audit Committee. Feedback from the consultation highlighted two main concerns:
  - i. The first related to the dis-jointed approach taken in relation to the consideration of the policy and financial strategy of the Authority. Both should be closely interlinked yet one element sits within the Terms of Reference of the Budget Committee, the other within the Best Value Policy and Performance Committee. It is proposed that a single Policy and Resources Committee be formed to ensure an integrated approach between finance and policy which will be critical during the coming months and years as the Authority faces a worsening budgetary situation.
  - ii. The second area where improvement was sought related to Committees' decision-making powers. At the moment Committees have very few delegated powers, most decision-making powers either being delegated to Officers or reserved for the Authority meeting. Whilst Group Leaders did not wish to see a major shift they recognised that some issues, usually around contractual resource management, do not need to be considered in detail and determined by the full Authority. Consequently minor changes have been incorporated into the Terms of Reference of the proposed Policy and Resources Committee. In addition certain human resource functions have been included to enable feed back from the Joint Consultative Committee, Equality & Diversity Group and Health and Safety Liaison Group to be considered in a Member forum.

5. Consideration was also given to forming a joint Standards Committee; however, further discussion on this issue has been shelved pending the Government's announcement on the abolition of Standards for England.
6. The proposed Committee Structure and Terms of Reference are enclosed at Appendix 2. In addition to the two changes highlighted above the Terms of Reference have been widened to provide greater clarity as to the Committees' existing role and certain provisions have been added to reflect procedures contained elsewhere.
7. The Appointments Committee's Terms of Reference have been expanded to include The Monitoring Officer and Section 151 Officer appointments, Terms and conditions and dismissals. The Appointments Committee will also consider any grievance concerning the Chief Fire Officer, Section 151 Officer and the Monitoring Officer and act as Appeals Committee for the Deputy Chief Fire Officer. It is also recommended that the Appointments Committee form a sub committee of three Members to carry out an annual performance appraisal of the Chief Fire Officer, Section 151 Officer and Monitoring Officer.
8. The Audit Committee and Standards Committee have had alterations as to form rather than content. A number of sub committees need to be formed as part of the Standards regime in the event that the Authority receives a complaint concerning Member conduct and they have been included in the Standards Committee's Terms of Reference.
9. Following consultation with Group Leaders it is proposed that the Urgent Decisions Committee be disbanded and that decisions be delegated to the Chief Fire Officer in consultation with Group Leaders where the Monitoring Officer in consultation with the Chairman agrees that the decision is urgent and that it would be impractical to call a meeting of the Authority.
10. Group Leaders considered this report prior to the Extraordinary meeting of the Audit Committee on 7 September and their feedback was included in the considerations of the Audit Committee.

## **Summary and Conclusion**

11. The Standards Committee and the Appointments committee have specific matters to address and will meet the least often. The restructured Audit Committee and the proposed Policy and Resources Committee will have the broadest range of functions and duties and will need to meet on a more regular basis.
12. At the Extraordinary Meeting of the Audit Committee on 7 September to consider these proposals Members felt that the restructure should give each Member of the Authority the opportunity to participate at Committee level and, in order to accommodate this, it is proposed to appoint 15 Members to the Policy and Resources Committee and 10 to the Audit Committee.

13. In order to meet the requirement for political proportionality, these 2 Committee will comprise the following appointments:

	Conservatives	Lib. Dem/ Liberal	Non-Party/ Labour	Total Number
Policy & Resources Committee	11	2	2	15
Audit Committee	7	2	1	10
Total Committee Appointments	18	4	3	25
Authority Membership	18	4	3	25

14. While it is not a statutory requirement, it is appropriate to have regard to the constitution of the Authority in terms of the numbers of Members from each of the constituent bodies, i.e. Herefordshire Council and Worcestershire County Council. These numbers are proportional to the relative populations of the 2 constituents, and are currently 19 Members from Worcestershire and 6 from Herefordshire. If these proportions are to be reflected in the 2 Committees mentioned above, then the composition of the appointments would be as follows:

	Worcestershire	Herefordshire	Total Number
Policy & Resources Committee	11	4	15
Audit Committee	8	2	10
Total Committee Appointments	19	6	25
Authority Membership	19	6	25

15. Whilst finance has not been the motivating factor in making these suggestions there will be a small saving in the proposal, in the region of £2,000 as a result of the restructure.

## Supporting Information

Appendix 1: Current Committee Structure and Terms of Reference

Appendix 2: Proposed Terms of Reference and Committee Structure

## Contact Officer

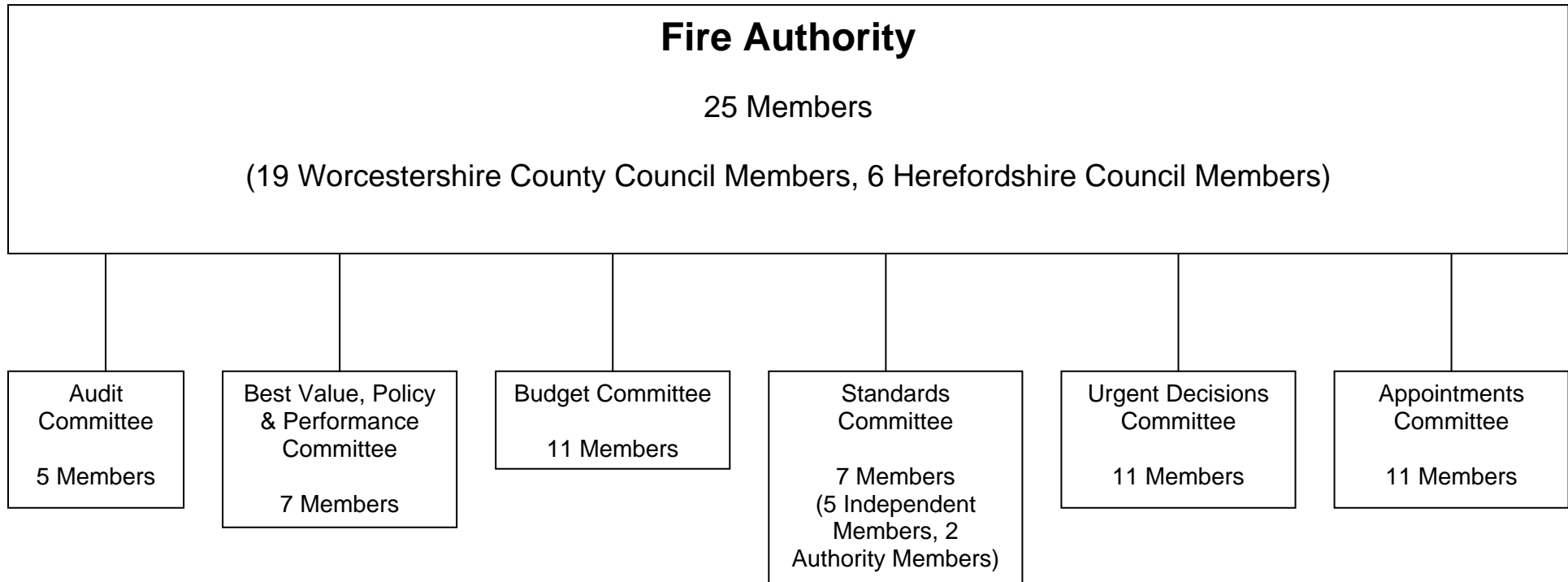
Anne Brown – Deputy Monitoring Officer  
(01432 260266)

Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)





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



## **TERMS OF REFERENCE OF COMMITTEES OF THE FIRE AND RESCUE AUTHORITY**

### **URGENT DECISIONS COMMITTEE**

To act on behalf of the Authority in circumstances where the urgency of the matter is such that it cannot await the calling of a meeting of the Authority and there is no other method of dealing with that matter.

### **APPOINTMENTS ETC COMMITTEE**

To deal with the appointment, terms and conditions, suspension or dismissal of the Chief Fire Officer and Deputy Chief Fire Officer.

### **AUDIT COMMITTEE**

To agree the external audit plans

To receive reports from the External Auditors

To monitor and report on the performance of internal audit.

To approve the Annual Governance Statement

To approve the Statutory Accounts.

To monitor effective development and operation of risk management for action by the Fire and Rescue Authority Management Team.

To monitor issues on a quarterly basis arising from risk management and seek assurance that action is being taken where necessary

To monitor the Authority's arrangements against fraud.

### **BEST VALUE, POLICY AND PERFORMANCE COMMITTEE**

To consider the Best Value Performance Plans and reviews prior to submission to the Authority for approval.

To ensure that service provision has been appropriately determined by following the Government's Best Value performance methodology (Challenge, Consult, Compare, Compete)."

To comment on policy development, review policy (excepting financial policy) and make recommendations

To monitor progress in implementing approved policies and make recommendations

To consider any issue relating to a policy of the Authority, or performance in respect of such a policy, referred to the Committee by any three Members of the Authority, provided that more than one political group is represented in the number.

## **BUDGET COMMITTEE**

To review the financial prospects and make recommendations to the Fire and Rescue Authority.

To have oversight of financial matters raised in external and internal audit arrangements.

To have oversight of Treasury Management activity.

## **STANDARDS COMMITTEE**

Promoting and maintaining high standards of conduct by the Members of the Authority;

Assisting Members to observe the code of conduct;

Advising the Authority on the adoption or revision of the code of conduct;

Monitoring the operation of the code of conduct;

Advising, training or arranging to train the Members of the Authority on matters relating to the code of conduct;

Granting dispensations to Members, in circumstances to be prescribed in Regulations, from requirements relating to interests set out in the councillors' code of conduct;

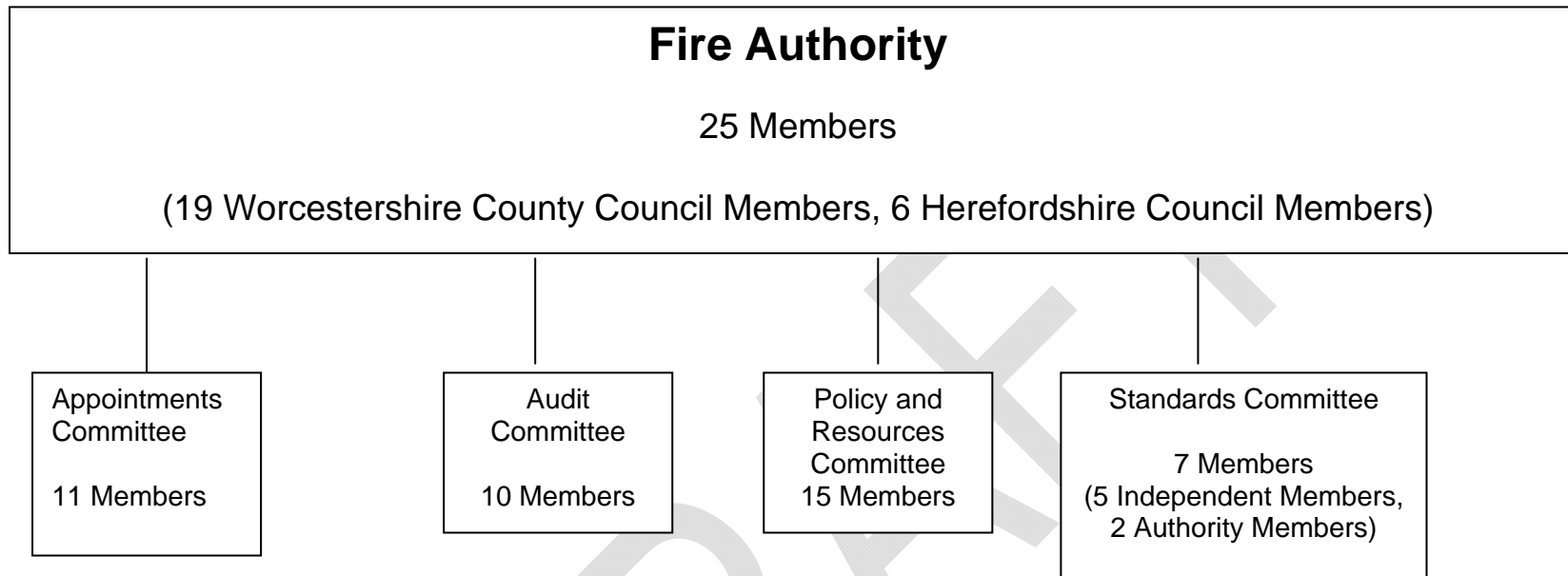
Dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring officer or any matter which is referred by an ethical standards officer to the Monitoring Officer;

Setting up a Sub-Committee or making arrangements with an adjoining authority with regard to reviews of initial assessments of investigations;

Setting up an Assessment Sub-Committee or making arrangements with an adjoining Authority with regard to conducting assessments of complaints.



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



## **APPOINTMENTS COMMITTEE**

### **DRAFT - Terms of Reference, Constitution, Rules and Procedures**

#### **Role**

1. The Committee will consider and make recommendation to the Authority on the appointment, terms and conditions, suspension or dismissal of the Chief Fire Officer and Deputy Chief Fire Officer, Section 151 Officer and Monitoring Officer.
2. The Committee will determine pursuant to the grievance procedure any grievances submitted by or against the Chief Fire Officer and Chief Executive following a difference between him and an employee of the Authority
3. The committee will determine pursuant to the grievance procedure any appeal arising from any grievance procedure relating to the Deputy Chief Fire Officer, the Section 151 Officer or Monitoring Officer
4. To set up a sub committee of 3 members to carry out an annual performance appraisal for the Chief Fire Officer, Section 151 Officer and Monitoring Officer.
5. To receive a report on the Deputy Chief Fire Officer's annual appraisal.

#### **Constitution**

1. The Committee will comprise 11 Members
2. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply
3. The quorum of the Committee will be 4 Members

#### **Substitution**

4. A member of the Committee, who is unable to attend a meeting of the Committee, may propose another Member of the Authority to take their place at that meeting and act as their substitute. The substitute may be a Member of any political group.
5. The substitute Member shall remain a Member of the Committee for the duration of the meeting and shall be entitled to vote and assume all of the responsibilities of the named Member.

#### **Reporting Arrangements**

6. The Committee will report to the Authority and have clear access to other Committees and functions

## **Rules and Procedures**

7. The Committee will meet as and when required.
8. The Committee Chair will report proceedings of the Committee to the Authority
9. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt
10. The Committee will be advised by the Chief Fire Officer, Treasurer, Monitoring Officer and other officers and advisors as necessary.
11. Meetings will normally be held in public, with the right of attendance for all members, public and press, except during consideration of exempt business.
12. An agenda, together with reports, will be made available at least five clear working days before each formal meeting.

## **AUDIT COMMITTEE**

### **Terms of Reference, Rules and Procedures**

#### **Role**

The Committee will:-

#### **1. In relation to Internal and External Audit**

- i. Approve the terms of reference for Internal Audit.
- ii. Approve the Internal Audit Strategy, Strategic and Annual Plans and reporting to the Authority on whether adequate resources are available to enable the plans to be achieved.
- iii. Review the actual Internal Audit coverage in line with the approved Plans
- iv. Consider significant Internal Audit reports in detail and monitor whether appropriate action has been taken in respect of key recommendations.
- v. Review the performance of Internal Audit against relevant performance indicators.
- vi. Receive periodic Internal Audit Activities reports and the Annual Internal Audit report and opinion.
- vii. Review arrangements made for co-operation between Internal Audit, External Audit and other review bodies.
- viii. To appoint External Auditors to carry out the statutory role.
- viii. To consider the External Audit Annual Letter and monitor the Authority's response.
- ix. Review and consider External Audit fees, External Audit planned coverage and its adequacy.
- x. Receive updates from External Audit on their findings or opinions and the adequacy of management response to the External Audit advice, recommendations and action plans.
- xi. To monitor the results of external reviews of the Authority's services, ensuring progress is made on actions planned to remedy any significant issues highlighted.

#### **2. In relation to Corporate Governance**

- i. Receive and consider an annual report evaluating the adequacy of application of the Authority's local code of corporate governance (as per the CIPFA/SOLACE framework).

ii. Receive periodic updates on improvement actions identified as necessary to improve corporate governance arrangements.

iii. Monitor levels of training and awareness on governance issues.

iv. Review compliance with the relevant Codes of Conduct, ensuring procedures are in place to demonstrate consistency and appropriate responses.

v. Exercise delegated power in relation to the approval of the annual Statement of Accounts.

vi. Consider and make recommendations to the Authority on:

(a) The Standing Orders and Financial Regulations of the Authority.

(b) The Authority's Committee structure, terms of reference and delegation of powers of Committees

### **3. In relation to Risk Management**

i. Review the adequacy of arrangements for identifying and managing the Authority's business risks – including the implementation of operational Risk Management arrangements.

ii. To receive and consider regular reports on the business risk environment and associated management action.

### **4. In relation to Internal Control Arrangements and the Annual Governance Statement**

i. To exercise delegated power in relation to the consideration of the Annual Governance Statement, the procedures followed in its compilation and the appropriateness of supporting documentation, addressing any significant governance weaknesses disclosed within the statement.

### **5. In relation to Anti-Fraud & Corruption Arrangements**

i. To formulate and approve policy documentation in respect of Anti-Fraud and Corruption processes and ensure the adequacy and the effectiveness of their application throughout the Authority.

ii. To review and ensure that adequate arrangements are established and operating to deal with situations of suspected or actual wrongdoing, fraud and corruption.



## **Constitution**

- i. The Committee will comprise 10 Members
- ii. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply.
- iii. The Chair, Vice-Chair, out going Chair of the Authority and Chair of the Policy & Resources Committee are not eligible to serve on the Audit Committee
- iv. The quorum of the Committee will be 4 Members

## **Substitution**

- i. A Member of the Committee, who is unable to attend a meeting of the Committee, may propose another Member of the Authority to take their place at that meeting and act as their substitute. The substitute may be a Member of any political group.
- ii. The substitute Member shall remain a Member of the Committee for the duration of the meeting and shall be entitled to vote and assume all of the responsibilities of the named Member.

## **Reporting Arrangements**

- i. The Committee will report to the Authority and have clear access to other committees and functions

## **Rules and Procedures**

- i. The Committee will meet quarterly
- ii. The Committee Chair will report proceedings of the Committee to the Authority
- iii. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt
- iv. The Committee will be advised by the Chief Fire Officer, Treasurer, Monitoring Officer and other officers and advisors as necessary.
- v. Meetings will normally be held in public, with the right of attendance for all members, public and press, except during consideration of exempt business.

## **POLICY AND RESOURCES COMMITTEE**

### **Terms of Reference, Constitution, Rules and Procedures**

#### **Role**

The Committee will:

1. Exercise general oversight of the resources of the Authority including knowledge management.
2. In conjunction with the Audit committee to scrutinise reports from the Authority's External Auditors (including the report on the Management Letter) to determine where appropriate the Authority's response and appropriate action.
3. To prepare and recommend the Authority's Integrated Risk Management Plan and Authority Plan to the Authority .Thereafter to oversee and monitor progress on implementation of the Authority's Integrated Risk Management Plan and Authority Plan.
4. Consider and recommend to the Authority new strategies or new policy, including People, IT and Public Relations strategies taking into account the impact of such proposals on the staffing and financial resources of the Authority.
5. Oversee the formulation and recommend to the Authority the adoption of the Authority's objectives, the priority of those objectives and progress towards achieving them.
6. Oversee the development and implementation of equality and fairness policies receiving regular reports from the Equalities and Development Steering Group.
7. Oversee the development and implementation of health and safety policies receiving regular reports from the Health and Safety Liaison Panel.
8. Consider and report to the Authority on proposals of government departments and other national or regional bodies which have national or regional implications or which would affect the Authority in its relationship with other authorities.
10. Consider any other item referred to it by the Authority or Chief Officer.
11. Advise the Authority generally as to its financial and economic policies.
12. Make recommendations on the medium term financial plan including the revenue and capital budgets, precept and net budget requirement. Monitor the implementation of the medium term financial plan.

13. Consider matters relevant to the control of the general financial arrangements of the Authority including the arrangements for:-
  - (a) the collection of all revenue
  - (b) the supervision of the financial and accounting methods adopted
  - (c) insurance
  - (d) the establishment and management of funds
  - (e) the arrangements for treasury management
14. To ensure that the fees and charges for services provided by the Authority are kept under regular review and recommend any changes to the Authority for adoption.
15. Subject to Standing Orders and Financial Regulations, to exercise delegated power in relation to the invitation and acceptance of tenders.
16. Determine the Authority's Asset Management Plan
17. Determine any matter relating to the Authority's land holdings including any report relating to the acquisition or disposal by way of sale or lease of any interests in land or property surplus to requirements.
18. In accordance with the Authority's Financial Regulations, Standing Orders, give approval to capital projects and the purchasing of supplies, vehicles and services.
19. Receive reports on the discharge of any Civil Contingencies activities carried out by the Authority and authorise any action not already delegated to officers.
20. To receive reports on the implications of the adoption of nationally agreed conditions of service.
21. To receive regular reports from the Joint Consultative Committee.
22. To agree the premature retirement of any employee where this is in the interests of the efficient exercise of the functions of the Authority, or by reason of redundancy, including the power to grant added years service reckonable for superannuation purposes.
20. Receive reports on the introduction and implementation of any new legislation and as appropriate on the discharge of the Authority's obligations under any statutory provisions and authorise any action not already delegated to officers.
21. To set up member /officer working groups, either long standing or temporary to research and consider specific issues affecting the Authority e.g. Equalities and Development Working Group, IRMP working Group etc
22. To consider and make recommendations to the Authority on the Officer Delegation Scheme.

## **Constitution**

1. The Committee will comprise 15 Members
2. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply
3. The quorum of the Committee will be 5 Members

## **Substitution**

4. A member of the Committee, who is unable to attend a meeting of the Committee, may propose another Member of the Authority to take their place at that meeting and act as their substitute. The substitute may be a Member of any political group.
5. The substitute Member shall remain a Member of the Committee for the duration of the meeting and shall be entitled to vote and assume all of the responsibilities of the named Member.

## **Reporting Arrangements**

6. The Committee will report to the Authority and have clear access to other committees and functions

## **Rules and Procedures**

7. The Committee will meet quarterly
8. The Committee Chair will report proceedings of the Committee to the Authority
9. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt
10. The Committee will be advised by the Chief Fire Officer, Treasurer, Monitoring Officer and other officers and advisors as necessary.
11. Meetings will normally be held in public, with the right of attendance for all members, public and press, except during consideration of exempt business.
12. An agenda, together with reports, will be made available at least five clear working days before each formal meeting.

## **STANDARDS COMMITTEE**

### **DRAFT - Terms of Reference, Constitution, Rules and Procedures**

#### **Role**

1. The role of the Standards Committee is:
  - a. promoting and maintaining high standards of conduct and ethical governance by Members and co-opted members of the Authority
  - b. assisting Members and where appropriate co-opted Members to observe the Member Code of Conduct
  - c. advising the Authority on the re-adoption or revision of the Member Code of Conduct
  - d. advising the Authority on the adoption or revision of the code for member-officer relations
  - e. monitoring the operation of the Member Code of Conduct
  - f. advising, training or arranging to train the Members and co-opted members of the Authority on matters relating to the Member Code of Conduct
  - g. granting dispensations to Members, from requirements relating to interests set out in the Member Code of Conduct
  - h. dealing with any reports from the case tribunal or interim case tribunal and any report from the Monitoring Officer or any matter which was referred by Standards for England to the Monitoring Officer
  - i. to assess and review complaints about Members
  - j. to conduct determination hearings
  - k. to receive reports, and comment on complaints procedures and/or reports from Local Government Ombudsman or external auditors, which are relevant to the Standards Committee's responsibilities.
  - l. To advise the Authority on the appointment of independent members of the Standards Committee.
  - m. to consider the compliance of the Constitution with the ethical framework

- n. to consider any application received from any officer of the Authority for exemption from political restriction under sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and, if it thinks fit, to direct the Authority that the post shall not be considered to be a politically restricted post and that the post be removed from the list maintained by the authority under section 2.2 of that Act; and
- o. upon the application of any person, or otherwise, to consider whether a post should be included in the list maintained by the Authority under section 2.2 of the 1989 Act and, if it thinks fit, to direct the Authority to include a post in that list.

The Standards Committee has established sub-committees to conduct assessments, reviews, consideration of investigation reports and hearings on its behalf.

#### **A. Assessment Sub-Committee**

1. The Assessment Sub-Committee has been established to receive allegations that a member of the authority has failed, or may have failed, to comply with the authority's Member Code of Conduct. Upon receipt of each allegation and any accompanying report by the Monitoring Officer, the Sub-Committee shall make an initial assessment of the allegation and shall then do one of the following:
  - a. refer the allegation to the Monitoring Officer, with an instruction to arrange a formal investigation of the allegation or arrange training, conciliation or such appropriate alternative steps as permitted by Regulations
  - b. refer the allegation to Standards for England, stating the reasons for that decision
  - c. Decide that no action should be taken in respect of the allegation, stating the reasons for that decision.
  - d. where the allegation is in respect of a person who is no longer a member of the authority, but is a member of another relevant authority (as defined in section 49 of the Local Government Act 2000), refer the allegation to the Monitoring Officer of that other relevant authority and
  - e. Shall instruct the Monitoring Officer to take reasonable steps to notify the person making the allegation and the member concerned of that decision.

2. Upon completion of an investigation by the Monitoring Officer, the Sub-Committee shall determine whether –
  - a. it accepts the Monitoring Officer's findings of no failure to observe the Code of Conduct
  - b. the matter should be referred for consideration at a hearing before the Hearings Sub-Committee; or
  - c. The matter should be referred to the First Tier Tribunal for determination.

## **B. Review Sub-Committee**

1. If the Assessment Sub Committee decides that no action should be taken in respect of an allegation that a Member of the Authority has failed, or may have failed, to comply with the Authority's Member Code of conduct, the person who made the allegation has a right to request a review of the Assessment Sub Committee's decision. The Review Sub Committee will conduct all such reviews.
2. Upon receipt of each such request and any accompanying report by the Monitoring Officer, the Sub-Committee shall review the decision of the Assessment Sub-Committee and shall then do one of the following:
  - a. refer the allegation to the Monitoring Officer, with an instruction to arrange a formal investigation of the allegation or take an alternative action as permitted by the Regulations
  - b. refer the allegation to Standards for England, stating the reasons for that decision
  - c. decide that no action should be taken in respect of the allegation stating the reasons for that decision; or
  - d. where the allegation is in respect of a person who is no longer a Member of the authority, but is a member of another relevant authority (as defined in section 49 of the Local Government Act 2000), refer the allegation to the Monitoring Officer of that other relevant authority; and
  - e. Shall instruct the Monitoring Officer to take reasonable steps to notify the person making the allegation and the member concerned of that decision.

### **C. Consideration Sub Committee**

1. Upon receipt of each such request and any accompanying report by the Monitoring The Consideration Sub-Committee will consider a report of an investigation referred to the Standards Committee by the Monitoring Officer and determine whether:-
  - a. that it accepts the Monitoring Officer's finding of no failure to comply with the Member Code of Conduct; or
  - b. that the matter should be considered at a hearing of the Hearing Sub Committee; or
  - c. that the matter should be referred to the First Tier Tribunal for determination

### **D. Hearing Sub Committee**

1. The Hearing Sub Committee will hold a hearing in relation to a matter referred to it by the Consideration Sub Committee and will make one of the following findings
  - a. that the member who was the subject of the hearing had not failed to comply with the Code of Conduct of the Authority;
  - b. that the member who was the subject of the hearing had failed to comply with the Code of Conduct of the Authority but that no action needs to be taken in respect of the matters which were considered at the hearing; or
  - d. that the member who was the subject of the hearing had failed to comply with the Code of Conduct of the Authority and that a sanction should be imposed.

### **Constitution**

1. The Standards Committee will comprise 7 Members, 5 independent lay persons and 2 Authority Members (one representative from Herefordshire and one from Worcestershire).
2. In accordance with Section 53(10) of the Local Government Act 2000, political balance will not apply.
3. Group Leaders, the Chair and Vice Chair of the Authority are not eligible to serve on the Standards Committee.
4. The quorum of the Committee will be 3 Members .The Committee will be chaired by a lay member.



5. The Sub-Committees will comprise 3 Members including at least one independent lay member and one Authority representative. The sub committees shall be chaired by a lay member.
6. Members that have served on the Assessment Sub-Committee shall not serve on a Review Sub-Committee in relation to the same matter.

### **Substitution**

7. Each Authority representative on the Committee shall have a named substitute appointed by the Authority.

### **Rules and Procedures**

8. The Chair and Vice-Chair will be elected from amongst the independent lay Committee members.
9. Where possible, the Chair shall alternate each year between a Herefordshire based Independent Member and Worcestershire based Independent Member.
10. The Committee will meet as and when required and in addition hold an annual review meeting.
11. The Committee will submit an annual report to the Authority each June.
12. The Committee Chair will report proceedings of the Committee to the Authority.
13. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt
14. The Committee will be advised by the Monitoring Officer and other officers and advisors as necessary.
15. When assessing complaints alleging breaches of the Code of Conduct, the Committee shall have regard to the:
  - the published assessment criteria for deciding whether to refer a complaint for investigation (Appendix 1); and
  - procedure for Local Assessment and Investigation of Complaints that Members have breached their Code of Conduct (Appendix 2)

16. With the exception of assessment and review sub committees meetings will normally be held in public, with the right of attendance for all members, public and press, except during consideration of exempt business.
17. With the exception of assessment and review sub- committees an agenda, together with reports, will be made available at least five clear working days before each formal meeting.

DRAFT

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

### **Purpose of report**

1. Subject to the agreement of proposed changes to the Committee structure following the Governance Review, this paper requests that consideration is given to the appointments to the offices of Chairman and Vice-Chairman of the Authority's Committees and to the allocation of seats on Committees to political groups. It also recommends that the Clerk is authorised, following consultation with the respective Group Leaders, to make appointments to Committees.

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### **Recommendations**

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

- i) ***the Authority considers appointments to the offices of Chairman and Vice-Chairman of the Authority's Committees;***
- ii) ***two Members be appointed the Authority's representatives on the Standards Committee and two Members appointed as named substitutes;***
- iii) ***the Clerk be authorised following consultation with the respective 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;***
- iv) ***appointments to the Member Champion roles for Asset Management, Equality & Diversity and Risk Management be considered.***

### **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 2007 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. However, in light of the Governance Review and as the political balance of the Authority remained unchanged since June 2009, it was agreed by the Authority at its meeting on 25 June 2010 that the current allocation of seats on Committees to political groups and the current membership of Committees was maintained until the Authority meeting on 28 September 2010.

## Committee Appointments

5. The recommendations from the first tranche of the Governance Review, focussing on the Committee structure, have been considered by the Authority elsewhere on the agenda, and subject to the agreement of the proposed changes, the Authority is requested to review the allocation of seats on the basis of political proportionality.
6. Subject to the agreement of the recommendations following the Governance Review, the Authority has established the following Committees:
  - Appointments Committee (11 seats: 8 Conservative, 2 Liberal Democrat/Liberal, 1 Independent/Labour )
  - Audit Committee (10 seats: 7 Conservative, 2 Liberal Democrat/Liberal, 1 Independent/Labour )
  - Policy & Resources Committee (15 seats: 11 Conservative, 2 Liberal Democrat/Liberal, 2 Independent/Labour )
  - Standards Committee (5 Independent Members, 2 Authority seats)
7. 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.
8. 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: (currently Mr J Goodwin and Mrs G Hopkins), each of whom it was agreed should have a named substitute.
9. The proposed terms of reference of the Committees outlined in paragraph 7 are attached at agenda item No. 8 for Members' information.
10. Members should note the following rules governing Committee appointments:
  - The Chair, Vice-Chair, out-going Chair of the Authority and Chair of the Policy & Resources Committee are not eligible to serve on the Audit Committee.
  - Group Leaders, the Chair and Vice-Chair of the Authority are not eligible to serve on the Standards Committee.
11. A Members' Steering Group has also previously been appointed as an informal advisory body to work with Officers on the development of the Integrated Risk Management Plan, comprising Group Leaders and Committee Chairs. This Group will feed into the proposed Policy & Resources Committee, subject to agreement of the recommendations put forward by the Governance Review Group.

## **Member Champions**

12. The Authority currently has several Members that have previously been nominated as Lead Members (Member Champions) for various areas of Authority business. The following Members were previously nominated:
- Asset Management Champion - Cllr Derek Prodger
  - Equality & Diversity Champion – Cllr Richard Udall
  - Risk Management Champion – Cllr Peter Watts
13. Further information regarding the role of Member Champions is attached at Appendix 2. It is advised that the Risk Management Champion also has a seat on the Audit Committee to help strengthen the role of the Committee in respect of its role in risk management and assurance.

## **Conclusion/Summary**

14. Subject to the agreement of proposed changes to the Committee structure following the Governance Review, this paper requests that consideration is given to the appointments to the offices of Chairman and Vice-Chairman of the Authority's Committees and to the allocation of seats on Committees to political groups. It also recommends that the Clerk is authorised following consultation with Group Leaders to make appointments to Committees.

## **Corporate Considerations**

15. A Business Impact Analysis form is attached at Appendix 1 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

## **Supporting Information**

Appendix 1 – Business Impact Analysis

Appendix 2 – The Role of Member Champions

## **Background papers**

FRA Papers – 25 June 2010

## **Contact Officer**

Anne Brown – Deputy Monitoring Officer  
(01432 260266)  
Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	<b>FRA Report</b>	<b>New/Existing?</b> (If existing, please state which document it will replace)	
		<b>Date: 01 September 2010.</b>	
<b>Directorate:</b>		<b>Department:</b>	
<b>Author:</b>	<b>Clerk to the Authority</b>	<b>Head of Department:</b>	
<b>Title:</b>	<b>Allocation of Seats to Political Groups and Appointments to Committees</b>		
<b>Purpose:</b>	1. To consider the allocation of seats on Committees to political groups and the membership of Committees and other bodies in accordance with the Governance Review approved by the Authority on 28 September 2010.		
<b>Strategic Policy Implications</b>			<b>No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives?			
<b>Equality and Diversity Outcomes</b>			<b>Yes</b>
Are there any equality and diversity outcomes for this policy/activity?			
Yes, the Authority will appoint a Member Champion for Equality & Diversity in addition to appointing Members to the Equality & Diversity Steering Group			
<b>Equality Monitoring</b>			<b>No</b>
Does the Service currently collate data specific to this activity for equality monitoring?			
<b>Partnership Working</b>			<b>Yes</b>
Does this policy/ activity involve working or interaction with other organisations?			
Members are appointed to other bodies such as the LGA, West Midlands Regional Management Forum			

Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

### Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

Risk Areas Identified <small>(Risk impact or concerns arising from the subject area being adopted)</small>	Inherent Risk Score <small>(before any control measures applied)</small>	Control Measures/Solution <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	Residual Risk Score <small>(after control measures/solutions are applied)</small>
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public ✓ Staff ✓ Partners ✓ Contractors Consultants Community Groups Local Government Local Resilience Forum			
Appointments necessary to constitute Committees for effectice and efficient administration of Authority business	<b>8</b>		<b>2</b>
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race Gender Disability Age Sexual Orientation Religion & Belief			
2. Could this activity prevent us promoting equality for any diverse group? <b>No</b> <i>If yes, please identify how and what the risk is here.</i>			
3. Could this activity potentially discourage the participation of any equality groups? <b>No</b> <i>If yes, please identify how and what the risk is here.</i>			
4. Could this activity promote negative attitudes towards any equality groups? <b>No</b> <i>If yes, please identify how and what the risk is here.</i>			
5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes</b>			

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>Yes</b>			
Consultation has been carried out with Group Leaders. The Governance Review proposals were considered by the Audit Committee (7 September) and the Audit Committee Chair was involved in the Review.			
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
Allocation of seats is necessary for governance of Authority			
<b>Operational – e.g. how we carry out our duties</b>			
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
Compliance with Local Government and Housing Act 1989 and Standing Orders			
<b>Financial – e.g. monetary or resource implications</b>			
Special Responsibility Allowances are included in agreed budgets			
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			



## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
<b>Partnership – e.g. Working or interaction with other organisations</b>			
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
<i>Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?</i>			
<b>Total Inherent Score</b>		<b>Total Residual Score</b>	
<b>Outcome:</b>			<b>Yes</b>
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Impact	High	<b>Important risks - may potentially affect provision of key services or duties</b>  <b>6</b>	<b>Key risk- may potentially affect provision of key services or duties</b>  <b>8</b>	<b>Immediate action needed - serious threat to provision and/or achievement of key services or duties</b>  <b>9</b>
		<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>3</b>	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>5</b>	<b>Key risks - may potentially affect provision of key services or duties</b>  <b>7</b>
	Low	<b>No action necessary</b>  <b>1</b>	<b>Monitor as necessary - ensure being properly managed</b>  <b>2</b>	<b>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</b>  <b>4</b>
		Low	Likelihood	High

Log No. 

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
<i>What further Opportunities can be identified from this activity/policy matter?</i>	<i>Who is responsible for delivery?</i>

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      No			
<i>Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.</i>			
<b>Policy Author Signature:</b>		<b>Date:</b>	
<b>Head of Department/Mgr:</b>		<b>Date:</b>	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
<b>Escalation of Risk:</b>	<b>Yes / No</b>	
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
<b>Authorisation:</b>	<b>Outcome:</b>	<b>Date:</b>

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</b>	

# 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.

#### Main Responsibilities

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

#### 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. Amendment to Principal Officer Structure

### Purpose of Report

1. To seek the Authority's approval to remove one Assistant Chief Fire Officer (ACFO) post from the Service structure and to redistribute the Principal Officer references as appropriate.

### Recommendation

The Chief Fire Officer recommends that the Authority:-

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

### Background

3. At the meeting of the Authority on the 25<sup>th</sup> June 2010 it was agreed that:-
  - i) *the Authority agrees to the Chief Fire Officer carrying out a 12 months' rolling review of the organisational structures of the Service; and*
  - ii) *the Authority instructs the Chief Fire Officer to present a paper(s) to the Authority containing any major proposed structural changes and once they have been through the appropriate consultation to seek Authority permission to implement.*
4. Further to the agreement of the Authority indicated above the Chief Fire Officer commenced an examination of and consultation on the Principal Officer structure with the intention of assessing the potential to remove a Principal Officer post from the current structure. The starting point for this review is illustrated in Appendix 1, the current structure with associated references.
5. Discussions have taken place between all members of the current Principal Officer team and it has been agreed that a reduction of one Principal Officer post is feasible. Should the Authority agree to this reduction, one ACFO post will be removed from the structure and a modified structure will be created, as illustrated in Appendix 2.

6. The references shown in each Directorate are indicative for Members to assess the workload and responsibility in each new Directorate of the Service. The Chief Fire Officer would determine the exact split of the references with individual Director post holders prior to the date of change. The allocation of these references should not require major structural change. However, should major structural change be required the Authority's permission will be sought.
7. The removal of one Assistant Chief Fire Officer post from the structure has also been through a consultation with the Association of Principal Fire Officers (APFO) which represents the interests of officers at Brigade Commander level. APFO has indicated both verbally and by e mail that they have no objections but suggested caution around operational resilience which is addressed in paragraphs 10 and 15.

## **Implications of Proposed Change**

### **Financial**

8. Although the Authority does not have knowledge of the exact Formula Spending Grant allocation for 2011/12, the Chancellor has indicated a 25% reduction of this Grant over the next four years. Taking this into consideration and with a proposed 0% Council Tax rise, it is easily foreseeable that savings will be required for the next and subsequent financial years. The key driver for the proposed reduction of one ACFO post is to achieve financial savings to assist with potential budget reductions in coming years.
9. Should the Authority agree to the proposed change, the full year indicative financial savings would be as follows :-

ACFO salary (including on-costs)	£117,200
ACFO Personal Assistant (including on-costs)	£ 24,500 (maximum)
Associated sundries, including lease of car, Fuel, ICT etc.	£ 7,400

Total	£149,100 (maximum)
-------	--------------------

10. The full year savings will have to be offset against the need to upgrade one Area Manager to full "Operational Commander" status - currently the two other Area Managers have this upgrade. To ensure operational command resilience it will be necessary (with the removal of the ACFO post) to have three Area Managers on the Operational Command rota. The full year cost (including on costs) of this upgrade is £12,200.
11. In year one (2011/12) the costs may also have to be slightly off-set against the potential cost (if redundancy required) of removing a Personal Assistant from the Service's non-uniformed structure – see paragraph 18 below. It is not possible to establish the exact (potential) cost for this element of the change as it can only be determined by individual circumstances as and when it is known if a redundancy is required and (through an objective process) who that person is. It is anticipated that if a redundancy is required the associated costs should be no more than £6,000.

12. The full year lease car cost savings can be achieved from the beginning of the next financial year as the Deputy Chief Fire Officer has agreed to take on the lease car of the recently retired ACFO, rather than seeking a new car lease.

### **Individual Workload and Capacity**

13. The proposed changes will result in a removal of 20% of the Principal Officer team (and 25% of those with an operational reference) which will mean additional responsibility and workload falling to those that remain in the structure. This is undoubtedly the concern with this proposal as all Principal Officers are currently working at full capacity with each of them already having significant managerial responsibilities. It therefore follows that the Principal Officers within the new structure will have to fulfil their duties in a slightly different manner to accommodate wider managerial responsibilities. One manner in which this additional capacity will be absorbed is to ensure that national work is kept to a minimum and only considered within the context of the Service's local needs.
14. There is a general acceptance (by previous custom and practice across the UK) that when additional managerial responsibilities are given to an individual their salary is increased to reflect this – a similar principle is applied throughout all roles up to and including Area Manager in the UK fire and rescue services by using job sizing (A and B). However, in the current financial climate all current Principal Officers agree that it would be inappropriate to seek salary increases even though significant additional responsibilities are being accepted. For this reason this paper does not recommend any changes or reviews of Principal Officer salaries for the new structure. The Authority may however, wish to consider this at a future date.
15. In addition to managerial duties the other aspect of a uniformed Principal Officer's role is that of Gold Command and/or Incident Command. The reduction of 25% of the Gold/Incident Command staff at this level will mean additional demands on the remaining Principal Officers in relation to their immediate operational availability. This has been discussed by the current Principal Officer team and, although recognising the additional burden, is considered to be acceptable when taking into consideration the upgrade of the Area Manager (see paragraph 10).

### **People Implications**

16. Currently the Service has one Temporary ACFO and another Temporary ACFO on secondment from the West Midlands Fire Service filling two ACFO vacancies. The Chief Fire Officer has kept both positions temporary in order to allow flexibility should the Authority accept this proposed structural change. Due to the current vacancies the reduction of an ACFO post will not require a redundancy process. Should the proposals contained in this paper be agreed a recruitment process for one substantive ACFO will commence in early October. The other two posts within the proposed new structure will be ring-fenced and those in the existing substantive roles will be slotted into these posts: Director of Corporate Support to the Deputy Chief Fire Officer and Director of Assets to the Director of Finance.
17. Taking into consideration the current workloads, the Chief Fire Officer would aim to implement the new structure at an appropriate stage between now and the next financial year (2011/12).

18. A consequence of Members agreeing to the removal of an ACFO post from the Service's structure will be to commence consultation on a review of the Principal Officer Secretariat which may result in a redundancy of a Personal Assistant. The Service's Head of Human Resources will ensure all appropriate processes are followed to ensure this review is in accordance with current employment law and good practice.

## **Conclusions**

19. The Authority is facing an uncertain financial future and the recommendations contained in this paper commence the process of taking appropriate actions to ensure the Authority can properly deal with the anticipated budget pressures.
20. The Chief Fire Officer believes that it is probable that savings will have to be achieved throughout the structure and within all departments should the Chancellor's anticipated reduction in public sector financing transfer to the Authority's grant settlement. The Chief Fire Officer also believes that it is right and proper for any reductions to commence at the top tier of management and this paper demonstrates that belief.
21. The reduction of an ACFO will mean additional responsibilities falling on an already fully committed Principal Officer team. However, with the commitment already demonstrated by these Officers, the Chief Fire Officer is confident that the changes can be made without any adverse affect on the smooth running of the Service.

## **Contact Officer**

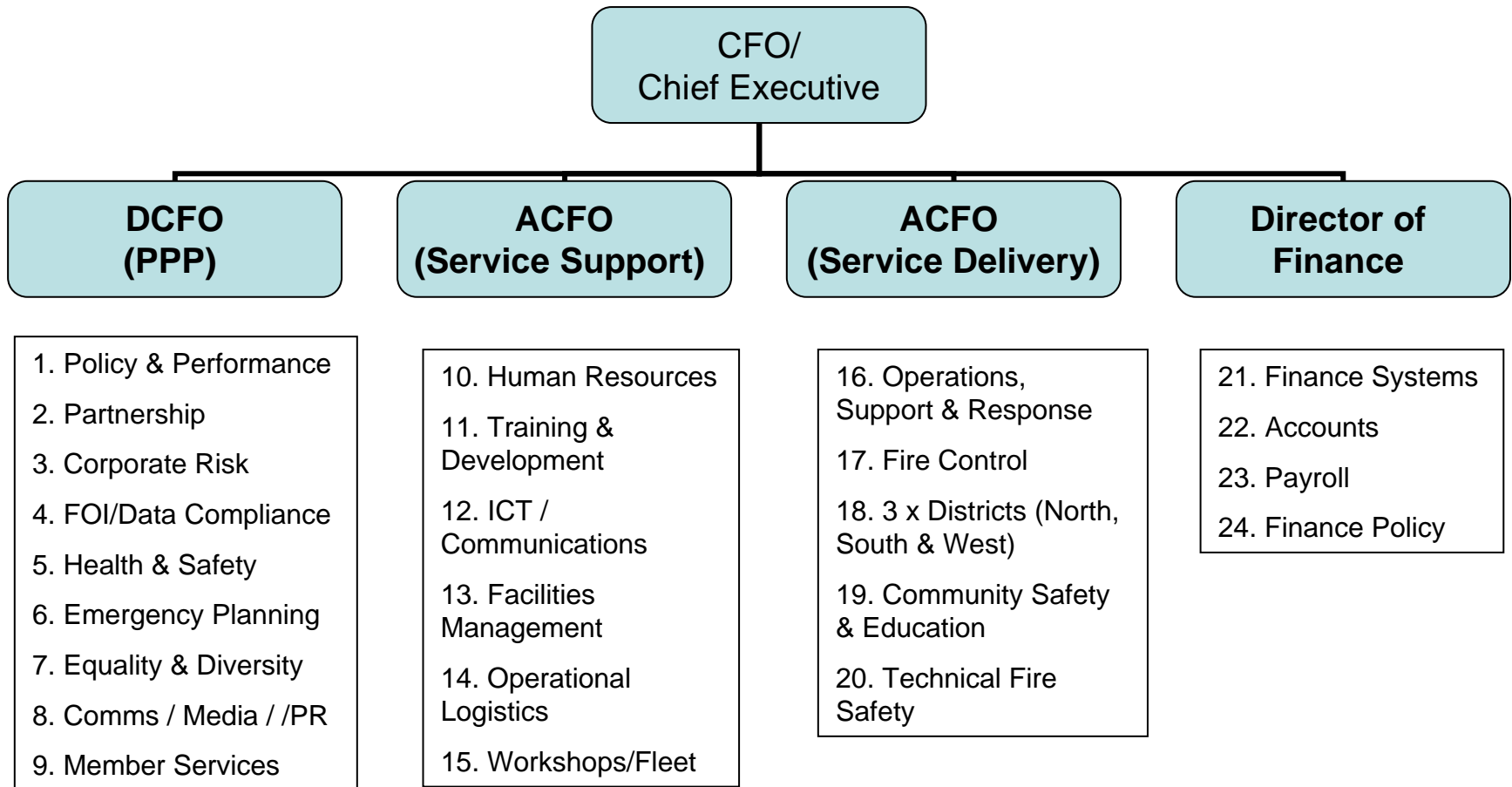
Mark Yates, Chief Fire Officer  
(0845 1224454)  
Email: [myates@hwfire.org.uk](mailto:myates@hwfire.org.uk)

## **Supporting Information**

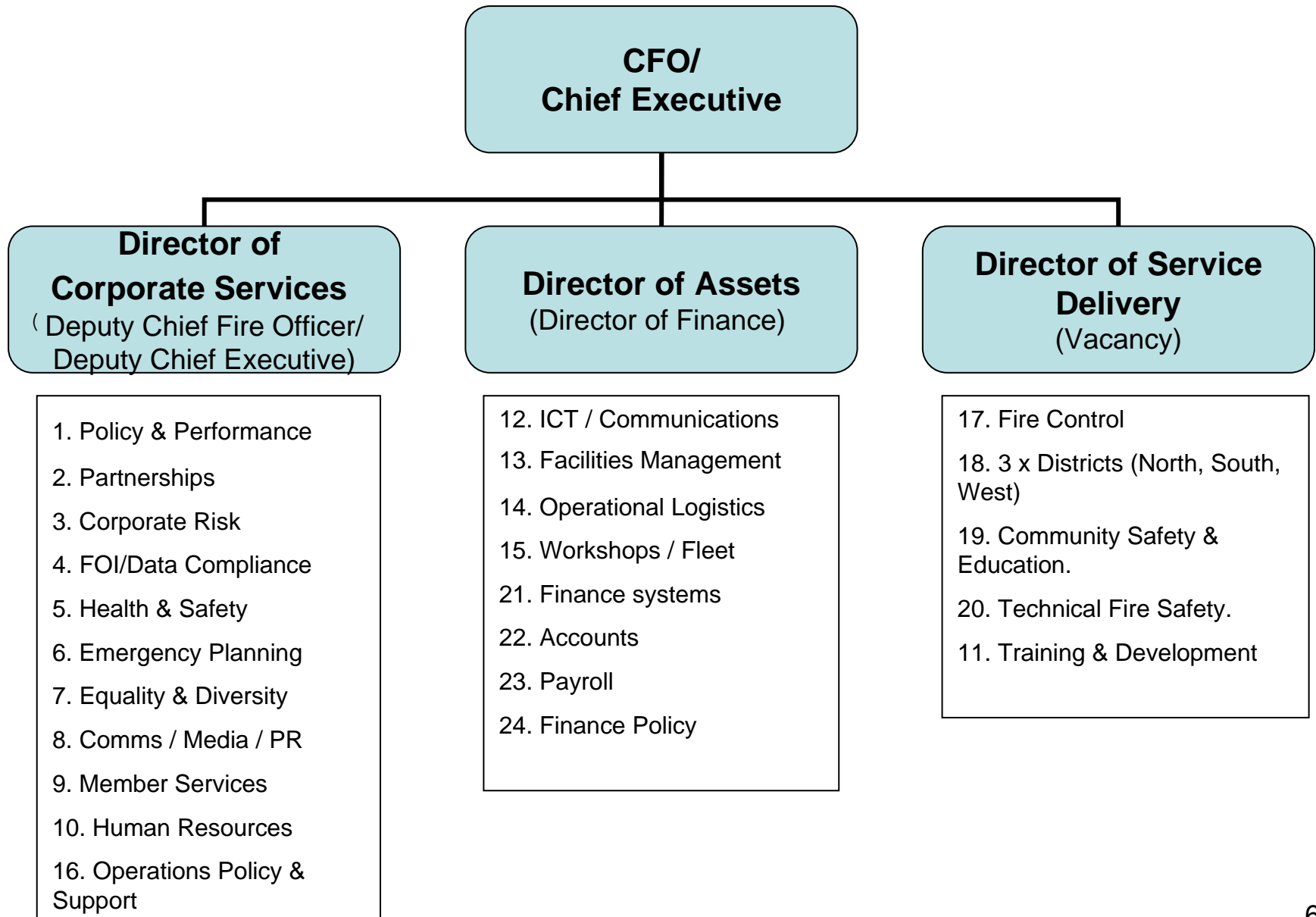
Appendix 1:	Current Principal Officer Structure
Appendix 2:	Proposed Directorate Structure
Appendix 3:	Business Impact Analysis.



## FRA Paper – Service Structure - Appendix 1



## FRA Paper (28<sup>th</sup> September 2010) – Service Structure (Proposed) - Appendix 2



# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	Amendment to Principal Officer Structure	<b>New/Existing?</b> (If existing, please state which document it will replace)	New
		<b>Date:</b>	01 September 2010
<b>Directorate:</b>	CFO	<b>Department:</b>	CFO
<b>Author:</b>	Chief Fire Officer	<b>Head of Department:</b>	CFO
<b>Title:</b>	Amendment to Principal Officer Structure		
<b>Purpose:</b>	To remove one Assistant Chief Fire Officer (ACFO) from the Service structure and to redistribute the Principal Officer references as appropriate.		
<b>Strategic Policy Implications</b>			<b>Yes / No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives?			
<p><i>If yes, please state how, if No please state why the document should be put in place.</i></p> <p>The Authority is facing an uncertain financial future and the recommendations contained in this paper commence the process of taking appropriate actions to ensure the Authority can properly deal with the anticipated budget pressures.</p> <p>Savings will be required for the next and subsequent financial years - the key driver for the proposed reduction of one ACFO post is to achieve financial savings to assist with potential budget reductions in coming years.</p>			
<b>Equality and Diversity Outcomes</b>			<b>Yes / No</b>
Are there any equality and diversity outcomes for this policy/activity?			Yes
<p><i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i></p> <p>The amendment to the Principal Officer structure will be made with proper consideration for the aims and objectives of our Equality and Diversity Strategy.</p>			
<b>Equality Monitoring</b>			<b>Yes / No</b>
Does the Service currently collate data specific to this activity for equality monitoring? N/A			
<b>Partnership Working</b>			<b>Yes / No</b>
Does this policy/ activity involve working or interaction with other organisations? N/A			
<p><i>If yes, please ensure that the <a href="#">Partnership Working</a> SPI has been completed and advice sought from the Partnership Officer</i></p>			

Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

### Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

<b>Risk Areas Identified</b> <small>(Risk impact or concerns arising from the subject area being adopted)</small>	<b>Inherent Risk Score</b> <small>(before any control measures applied)</small>	<b>Control Measures/Solution</b> <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	<b>Residual Risk Score</b> <small>(after control measures/solutions are applied)</small>
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public   Staff ✓   Partners   Contractors   Consultants   Community Groups   Local Government   Local Resilience Forum			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>  Removal of two posts (1 x ACFO and 1 x Personal Assistant) from structure – may necessitate a Personal Assistant redundancy.	<b>6</b>	Appropriate consultation, policies and procedures to be followed.	<b>2</b>
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race   Gender   Disability   Age   Sexual Orientation   Religion & Belief			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>	<b>No</b>		
2. Could this activity prevent us promoting equality for any diverse group? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
3. Could this activity potentially discourage the participation of any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

4. Could this activity promote negative attitudes towards any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
5. Could this activity help to promote equality of opportunity between diverse groups? <b>No</b>			
<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>Yes</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	<b>6</b>	Discussions have taken place between all members of the current Principal Officer team and it has been agreed that a reduction of one Principal Officer is feasible. APFO have been consulted.  Appropriate consultations will take place with staff and representative bodies about any potential redundancy.	<b>2</b>
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
	7	senior management change	2
<b>Operational – e.g. how we carry out our duties</b>			
	7	Operational rota amended using 3 x Area Managers	2
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
	6	All processes and procedures to be followed.	2
<b>Financial – e.g. monetary or resource implications</b>			
	3	See Paragraphs 8 to 11 of Report	2
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
		No	
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>		N/A	
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
		N/A	

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<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
	6	Amendment of Principal Officer Structure and reduction of one Personal Assistant has been/will be subject of full consultation.	
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
		No	
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
		No	
<b>Partnership – e.g. Working or interaction with other organisations</b>			
		N/A	
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/ activity conforms to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?		Complies fully.	
<b>Total Inherent Score</b>		6	
		<b>Total Residual Score</b>	2
<b>Outcome:</b>			<b>Yes / No</b>
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>  The future budget of the Authority is at risk (of low/reduced settlement). This change reduces that risk through financial savings.			Yes

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Impact	High	<b>Important risks - may potentially affect provision of key services or duties</b>  <b>6</b>	<b>Key risk- may potentially affect provision of key services or duties</b>  <b>8</b>	<b>Immediate action needed - serious threat to provision and/or achievement of key services or duties</b>  <b>9</b>
		<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>3</b>	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>5</b>	<b>Key risks - may potentially affect provision of key services or duties</b>  <b>7</b>
	Low	<b>No action necessary</b>  <b>1</b>	<b>Monitor as necessary - ensure being properly managed</b>  <b>2</b>	<b>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</b>  <b>4</b>
<div> <div>Low</div> <div>Likelihood</div> <div>High</div> </div>				

Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Protection of resources and personnel of the Service – the removal of one Assistant Chief Fire Officer could ensure the retention of three Fire fighters or 3 support staff.	Who is responsible for delivery?  CFO/ Human Resources

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      No			
Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.			
<b>Policy Author Signature:</b>	Mark Yates, CFO	<b>Date:</b>	01/09/2010
<b>Head of Department/Mgr:</b>	Mark Yates, CFO	<b>Date:</b>	01/09/2010

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
Escalation of Risk:		Yes / No
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
Authorisation:	Outcome:	Date:

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</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 Acting Treasurer recommends that the FRA determine whether to increase Members' Allowances under the current arrangements.***

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). A copy of that decision is attached at Appendix 1 for information.
3. However, on 16 June 2008, the FRA amended this to an increase in line with the Consumer Price Index (CPI). A copy of this decision is also attached at Appendix 1 for information.
4. The current levels of Allowances, applicable from 1 April 2009, are due to increase in line with CPI from 1 April 2010, in accordance with the resolution.
5. The relevant CPI index for the period would increase the rates by 4.2%.

### **Supporting Information**

17 June 2007: Fire and Rescue Authority - 14. Members' Allowances Scheme

### **Background Papers**

16 June 2008: Fire and Rescue Authority - 9. Members' Allowances Agreement

25 Sept 2003: Combined Fire Authority – Members Allowances Scheme

### **Contact Officer**

Martin Reohorn, Director of Finance  
(01905 368205)  
Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)

RESOLUTION: 17 June 2007

**586. (Agenda item 14) Members Allowances Scheme**

Consideration was given to a report regarding the level of Members Allowances in accordance with the provisions of the Local Authorities (Members Allowances) (England) Regulations 2003.

**Resolved: that**

- (a) subject to (b) below, the Members Allowances scheme for this Authority to continue this financial year at the levels agreed on 25 September 2003 as adjusted annually in line with the Retail Price Index; and**
- (b) the Independent Remuneration Panels of the Constituent Authorities be requested to advise on the level of Members Allowances being adjusted in line with the Consumer Price Index instead of the Retail Price Index and report back accordingly.**

RESOLUTION: 18 June 2008

**639. MEMBERS' ALLOWANCE AGREEMENT**

The Authority had previously agreed at its meeting on 11 June 2007 to request that the Independent Remuneration Panels of the Constituent Authorities consider whether the adjustment of Members' Allowances each year should remain in line with the Retail Prices Index (RPI) or whether it should be amended to be adjusted in line with the Consumer Price Index (CPI).

The Authority considered a report that summarised the feedback from the Herefordshire Independent Remuneration Panel and the Worcestershire Independent Remuneration Panel.

**RESOLVED that Members' Allowances be amended to be adjusted each year in line with the Consumer Price Index.**

## 12. Formula Grant Consultation

### Purpose of Report

1. To consider the Authority's response to the government consultation on potential changes to formula grant distribution.

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### Recommendation

***The Acting Treasurer recommends that the FRA respond to the consultation in line with the draft letter at appendix 2.***

### BACKGROUND

2. The formula grant allocation was last reviewed for the 2008/09 to 2010/11 grant settlements under the current Comprehensive Spending Review (CSR) round, and in accordance with normal practice is reviewed for the next grant round.
3. As the work on this review has taken place over the last two years, government has been able to consult on this much earlier than in the past. Unfortunately the response deadline (6 October) is also much earlier and too early for consideration by the Budget Committee, as would be the normal practice.
4. The details of the attached report (Appendix 1) were considered by the Group Leaders on 6 September and form the basis of the proposed response.

### PROPOSED FORMULA CHANGES

5. CLG has had a Fire & Rescue Formula Working Group for the last 2 years and H&W Director of Finance was one of 3 representatives of CFAs on the group.
6. CLG require that the formula should be risk based and should be robust and predictable, the latter does not mean an intention to maintain status quo as has been interpreted by some FRA
7. As a result of the work undertaken by the group a small number of potential changes to the funding formula are exemplified and consulted upon by CLG, prior to recommendations being made to Ministers.
8. The changes are exemplified against the "raw" grant actually calculated for 2010/11 and do not take account of either:
  - a. The probable overall grant reductions from 2011/12
  - b. The effect of damping. - In 2010/11 H&W receives only 99% of the "raw" allocation losing £0.115m to support grant to other FRAs. One FRA received 126% of its "raw" grant

9. Details of each of the proposed changes are shown in the attached appendix, but can be summarised as:
- Updating expenditure data from an average of 1998-2001 to 2006-2009 – 2 options
  - Changing the indicators in the risk index – 2 options
  - Allowing more Ministerial judgement – 2 options
  - Minor changes to Area Cost Adjustment
  - Change of data for Child Benefit recipients
10. Whilst all except the latter give significant additional “raw” grant to H&WFRA and other Shire areas this is done largely at the expense of Metropolitan areas (including London). Experience has shown that previous Ministers have not wished to see the necessary resource shift.
11. There are additional technical issues that the Service feel are fundamental, relating to the working of the grant damping mechanism, and these are explained in paragraph 10-12 of the report and are referred in the proposed response to Question 17.
12. The Chief Fire Officer and Principal Officers of the Authority will be encouraging Members of Parliament and local political leaders to support our views in this matter in order to seek the best possible outcome for the Authority.

## **Appendices**

Report to Group Leaders meeting: 6<sup>th</sup> September 2010  
Proposed draft response to CLG

## **Contact Officer**

Martin Reohorn, Director of Finance & Acting Treasurer  
(01905 368205)  
Email: mreohorn@hwfire.org.uk

**Group Leaders meeting – 6<sup>th</sup> September 2010**

**CLG Grant Consultation**

**PURPOSE**

- To give Group Leaders the information to be able to discuss their consultation on CLG Grant at their meeting with the CFO and other Officers on the 6<sup>th</sup> September 2010.

**BACKGROUND**

1. The formula grant allocation was last reviewed for the 2008/09 to 2010/11 grant settlements under the current CSR, and in accordance with normal practice is reviewed for the next CSR round (or whatever may now replace it)
2. CLG has had a Fire & Rescue Formula Working Group for the last 2 years and H&W Director of Finance is one of 3 representatives of CFAs on the group.
3. There is a general direction from CLG that the formula should be risk led, and should be robust and predictable, (although the latter has been interpreted by some FRA as meaning status quo – which was not the intention)
4. As a result of the work undertaken by the group a small number of potential changes to the funding formula are exemplified and consulted upon by CLG, prior to recommendations being made to Ministers.
5. There are 4 options specific to Fire and Rescue Authorities and a number of overall changes which have an impact, as well as changes which have no exemplified impact on the FRA (and so are not considered).
6. The changes are exemplified against the “raw” grant actually calculated for 2010/11 and do not take account of either:
  - a. The probable overall grant reductions from 2011/12
  - b. The effect of damping. In 2010/11 H&W receives only 99% of the “raw” allocation losing £0.115m to support grant to other FRA. One FRA received 126% of its “raw” grant
7. There is a specific consultation question on Damping arrangements, but it does not cover a specific issue relevant to the diverse nature of FRA governance arrangements which needs to be addressed. (see 11-12 below).
8. Appendix 1 shows the “raw” grant impact of each proposed change and the overall implications for classes of Authority. The latter point is important for 2 reasons
  - a. The different damping classes (see 11-12 below).
  - b. The political influence of Metropolitan Authorities
9. Appendix 2 shows the relevant individual consultation questions, and a suggested response.

10. Some of the exemplified changes would involve significant transfer of resources from Met Authorities (London in particular) to shire areas. Previous governments have not shown any enthusiasm to support such changes.
11. Under current arrangements grant changes are damped, ostensibly to ensure that no FRA loses grant, but this has the effect of maintaining the status quo. The major problem is that County Fire Authorities sit in a different damping group to Mets/CFAs and damping has previously been cost neutral within each group.
12. As an example, option FIR1 (see 13-16 below) gives £1.0m to H&W and £17.7m to CFAs, but takes £26.1m from Mets. This is net reduction of £8.4m in this damping group, going to County Authorities in another damping group. Unless the damping issue is resolved it could mean that:
  - a. Mets – grant loss is rescued by floors
  - b. CFA – grant gain is potentially more than lost to fund Mets losses
  - c. County – may get their grant increase – at least at county grant level

## **FIRE SPECIFIC INDICATORS**

13. There are 2 groups of exemplified change that specifically effect the Fire element of the settlement and each of these has 2 variants, giving a total of 4 exemplifications.
14. The formula uses a statistical technique to match risk-based prediction against actual expenditure to provide an adjustment factor. Changes to this technique are shown in **FIR1** and **FIR2**.
15. In deriving the risk-based prediction a series of different statistical indicators are used, changes to these are shown in **FIR3** and **FIR4**. But as inclusion of data is mainly on a technical statistical basis (rather than a definitive agreed cause and effect) the benefit can only be judged by the outcome.

### **FIR1:**

16. The expenditure data currently used is the average of 1998-99 to 2000-01 and is clearly out of date, specifically as it is before the advent of the 2004 Act and duties therein.
17. FIR1 proposes to change this data to use a more recent period ie 2006-07 to 2008-09
18. This is a logical change (and there is no rational defence for using a regression analysis based on 10 year old expenditure) and should be supported.
19. It should be noted however that CLG officials exemplified a similar update for the last CSR, which was rejected by Ministers following pressure from some Mets regarding the grant distribution consequences arising.

### **FIR2:**

20. FIR2 starts off from the same point as FIR1 but I adjusted for efficiency savings. The principal of this is to “force” efficiency savings onto those who are perceived to have failed to perform satisfactorily.

21. It was thought that this option had been rejected by the Fire & Rescue Formula Working Group and this change ostensibly gives H&W an extra £0.9m, this is less than the £1.0m of FIR1 and it is suggested should be rejected on technical grounds:
- a. The data set is not robust – Annual Efficiency Statements are not subject to audit and are known to include some very dubious efficiencies
  - b. The AES does not measure relative efficiency or the balance between costs based on risk and activity based on demand.

#### **FIR3 and FIR4:**

22. FIR4 is clearly more favourable to H&W than FIR3 giving an extra £1.5m instead of an extra £0.2m, there is significantly different impact on Met Authorities, but as there is a London/Other polarisation it is difficult to predict which is likely to have the biggest leverage. If, as is usual the London effect is paramount then FIR4 (which is of greater benefit to H&W) might prevail.
23. Caution should be exercised over this option however as it would give one FRA an additional £5.1m (27% more grant) which would cast doubt on the statistical robustness of this approach.

#### **NON-SPECIFIC INDICATORS**

24. **ACA1 (Area Cost Adjustment)** : Although the radical proposals for change appear to have been rejected the small technical change proposed is beneficial to H&W.
25. **CAS1/CAS2: Allocation of the Central Block:** These are largely technical questions of how this block is allocated, and there are proposed changes to the Ministerial judgement on Relative Need (**CAS1**) and Relative Resources (**CAS2**). H&W has suffered particularly badly from Ministerial judgement about the relative resources of the areas council tax-payers and would so it would be preferable for H&W to have no further interference and therefore support CAS1.
26. **DATA2** : in some ways this is a non-question as it is a data change forced by the fact that the existing data source has not been available and updated since 2000-2002. As this data set also features in the fire risk indicator (FIR3/FIR4) it is not clear if this additional change is in addition to or already factored into FIR3/FIR4.

#### **CAVEATS**

27. In previous years exemplified data has appeared favourable to H&W in individual cases, but paradoxically and in an unexplained way the combination of 2 favourable options has resulted in an overall unfavourable outcome, or another adjustment has been introduced that has not been exemplified which has a detrimental effect.
28. The exemplifications do not take account of the overall grant reductions expected for 2011/12 beyond nor the distributional impact of those change.

#### **RECOMMENDATION**

29. Group Leaders are asked to discuss and advise if this is a matter for the full FRA (given that Budget Committee meets after the 6<sup>th</sup> October submission

deadline) and that a report based on the above, recommending a response along the lines outlined in Appendix 2 be produced.

**Martin Reohorn**  
**Director of Finance**  
**19-Aug-2010**



	Question 6 <b>FIR1</b> Regression Analysis	Question 7 <b>FIR2</b> Regression Analysis & Efficiencies	Question 8 <b>FIR3</b> Change to Risk  Index	Question 8 <b>FIR4</b> Change to Risk  Index	Question 14 <b>ACA1</b> Area Cost  Adjust.	Question 15/16 <b>CAS1</b> Relative Needs  Judgement	Question 15/16 <b>CAS2</b> Relative Resources  Judgement	Question 23 <b>DATA2</b> Child Benefit  Indicator
H&W FRA - Raw Grant Change 2010/11	£1,000,697	£ 905,634	£ 218,636	£1,456,777	£ 54,981	£ 73,670	£ 121,071	£ 312,317
<u>Total Raw Grant Change by type of Authority (£m)</u>								
London	- 11.9	- 11.7	- 20.8	- 14.1	- 1.1	1.4	2.3	12.9
Met Authorities	- 14.2	- 13.6	9.2	4.0	0.1	- 1.9	- 0.1	- 1.7
<b>Sub-Total</b> Combined Fire Authorities (CFA)	<b>- 26.1</b> 17.7	<b>- 25.3</b> 17.3	<b>- 11.6</b> 14.9	<b>- 10.1</b> 13.0	<b>- 1.0</b> 1.1	<b>- 0.5</b> 0.5	<b>2.2</b> - 2.3	<b>11.2</b> - 9.0
<b>Total for Damping Group</b> County Fire Authorities	<b>- 8.4</b> 8.4	<b>8.0</b> 8.0	<b>3.3</b> - 3.3	<b>2.9</b> - 2.9	<b>0.1</b>	<b>-</b>	<b>- 0.1</b>	<b>2.2</b>
	-	-	-	-				

Local Government Finance Directorate  
Department for Communities and Local Government  
Zone 5/J2 Eland House  
Bressenden Place  
London SW1E 5DU

Fao Andrew Lock

28<sup>th</sup> September 2010

Dear Sir,

### **Formula Grant Consultation**

Hereford & Worcester Fire and Rescue Authority believe that government must use this unique opportunity to address the current and obvious discrepancies that remain with the current system of grant distribution, which has not effectively moved from the old National Standards of cover, nor adequately addressed the changed balance of duties as a result of the 2004 Act.

There is no single local government service that has such a wide range of grant allocations for what ought to be a similar basic level of service to every citizen.

In respect of the individual consultation questions we would make the following points:

### **Chapter 5 – Fire & Rescue**

**Question 6:** *Do you agree that the expenditure data used to determine the coefficients should be updated (FIR1)?*

YES - There is no rational to continue to use outdated (2008-09 – 2000-01) data in this regression and it must updated to the latest available data.

**Question 7:** *Should annual cashable efficiency savings be added to the updated expenditure data used to determine the coefficients (FIR2)?*

NO - the data set is too unreliable to use (particularly as it is based on un-audited data) and does not reflect relative efficiency or significant efficiencies made by some FRA before the data period.

**Question 8:** *Would you prefer either FIR3 or FIR4 as an alternative to the current risk index?*

FIR4 represents the better fit of indicators for risk. There is a question as to the robustness of either option given that FIR3 allocates £5.1m (27%) more grant to one FRA.

### **Chapter 8 – Area Cost Adjustment**

**Question 14:** *Do you agree with the proposal to update the weights given to the labour cost adjustment (ACA 1)?*

NO - There should be no ACA payable to any FRA except to London where there are additional weightings in the national pay scale. The principal of ACA applying to the whole of an FRA calculation is flawed

### **Chapter 10 – Scaling Factor**

**Question 15:** *Do you think that the scaling factor for the central allocation should be close to one, so that equal importance is attached to the amounts above and below the minima?*

YES - Given the wide disparity in FRA grant allocations (greater than for any other service) equal importance must be placed on both.

**Question 16:** *If so, would you prefer Ministers to be able to set judgemental weights for the Relative Needs Amount, as in option CAS1, or the Relative Resource Amount, as in option CAS2?*

NEITHER - Allowing Ministers to use judgement suggests that there is an acceptance that the formula is insufficiently objective, which ought to be addressed at source.

However, if judgement is to be a feature of the settlement then experience has shown that “judgement” in Relative Resources has more significant distorting effects than Relative Needs and is less easy to explain to local taxpayers. Therefore if there is to be judgment CAS1 is favoured.

### **Chapter 11 – Floor Damping Levels**

**Question 17:** *Over the next Spending Review period do you think that the floor level should be set close to the average change or such that it allows some formula change to come through for authorities above the floor?*

YES - As a principal Damping must be set to allow Authorities to receive a bigger proportion of their “raw” entitlement, to the extent that by year 3 of the 3-year settlement “raw” and actual grant should be equal. It is unacceptable that some FRA have been receiving significant sums from damping grant for excessively long periods.

BUT – Government must first address the anomaly of not having all Authorities providing Fire & Rescue Services in the same damping group. At the moment if there is (as there should be) a significant move in resources

from Metropolitan areas, the current damping rules mean that the gains to rural areas which have Combined Fire Authorities have to damp the Metropolitan areas loss, but gains to County Authorities are not so constrained. The Fire element of County Council Grant must be included in the same damping group as all other Fire grant.

#### ***Chapter 14 – Replacing the Children’s Income Support Benefit Indicator***

**Question 23:** *Do you agree that children in out-of-work families receiving Child Tax Credit (CTC) should replace the current children of IS/(IB)JSA claimants (DATA2)?*

Whilst the need for this data change is recognised, it is not clear if the impact has already been included in FIR3 and FIR4 or whether it is in addition, nor whether it is not applicable if FIR3 and FIR4 are not adopted.

If it is a separate adjustment it is not clear why there is such a significant impact on some FRAs. Finally, it is not clear how much of the swing is due to the change in the data set and how much is due to the updating of the actual data. If the former is more significant then some form of specific damping should be incorporated.

Overall there is an opportunity to address the long-standing in-equities in the formula grant distribution, if the current mechanism is not allowed to interfere with a determination to do so.

Yours faithfully,

**Brigadier Peter Jones CBE**  
**Chairman of the Fire and Rescue Authority.**

## 13. Future of West Midlands Regional Management Board

### Purpose of report

1. The recent announcement by the Fire Minister Bob Neill that Fire and Rescue Services no longer have to work through Regional Management Boards has given the opportunity for the West Midlands Regional Management Board (WMRMB) to review its position. This report proposes that as recommended by WMRMB, the Authority consider the dissolution of the Board.
- 

### Recommendations

#### *The Clerk recommends that:*

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

### Background

2. The West Midlands Regional Management Board (WMRMB) was established in 2004 in response to the Fire White Paper "Our Fire and Rescue Service 2003" and in compliance with the requirements of the first Fire and Rescue Service National Framework (FRSNF) which required each FRA to participate in the setting up of Boards without decision-making powers but charged with responsibility for the effective regional co-ordination and delivery of 6 specified strategic functions:
  - CBRN resilience
  - Specialist support services, e.g. fire investigation
  - Regional Control Rooms
  - Regional Procurement
  - Regional Training
  - Regional Human Resources Management
3. In some instances the FRSNF imposes mandatory requirements such as the requirement to set up a company to manage the Regional Control Rooms and in others the requirements were advisory only.

4. The WMRMB, which comprises the 5 Fire and Rescue Authorities in the West Midlands, was constituted under Section 102(1)(b) Local Government Act 1972 without full delegated powers under a written framework agreement to act on behalf of the FRAs and to bind them on decisions involving the discharge of the 6 strategic functions subject to the restriction that the Board cannot make decisions involving the closure or relocation of individual FRA properties, facilities or services without ratification by FRAs whose activities would be affected by such decisions. An individual FRA may terminate its participation in the Board by giving one year's notice to expire on 31 March of the next following year after the expiry of 12 months.
5. The Hereford & Worcester Fire and Rescue Authority representatives on the WMRMB are Group Leaders, Brig Peter Jones CBE, Cllr Tom Bean and Cllr David Taylor. Brig. Peter Jones is currently the WMRMB Chair.

### **Current Situation**

6. At its annual meeting on 25 August 2010, the West Midlands Regional Management Board received the recent announcement from the Fire Minister ending regionalisation of fire services. (Draft minutes attached at Appendix 2).
7. WMRMB Members were keen to encourage informal joint working between Fire Authorities, both within the West Midlands geographic boundaries and beyond, and resolved unanimously:  
  
***'To recommend to the region's Fire and Rescue Authorities that they agree to dissolve the West Midlands Regional Management Board and that they give delegated powers to their Chief Fire Officers, in consultation with the Chairs of the Authorities, to take all necessary steps to achieve the dissolution of the West Midlands Regional Management Board at the earliest practical date, subject to the approval of the Secretary of State.'***
8. This action was subject to the approval of the Secretary of State which was received by the Clerk to the WMRMB on 14 September (The Fire Minister's letter is attached as Appendix 3)
9. The Board has no employees or assets so in a mutual consent situation the process of winding up ought to be straightforward subject to the authorisation of the Secretary of State.

### **Conclusion/Summary**

10. The recent announcement by the Fire Minister that Fire and Rescue Services no longer have to work through Regional Management Boards has given the opportunity to review the need for a formal Regional Management Board in the West Midlands. The Authority was recommended by WMRMB to dissolve the Board and give delegated powers to the Chief Fire Officer, in consultation with the Chair, to take all necessary steps to achieve the dissolution of the WMRMB at the earliest practical date, subject to the approval of the Secretary of State. The Fire Minister approved of the proposal on 14 September and it is envisaged that the WMRMB will be dissolved by 31 December 2010.

## **Corporate Considerations**

11. A Business Impact Analysis form is attached at Appendix 1 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

## **Supporting Information**

Appendix 1 – Business Impact Assessment Form

Appendix 2 – Draft minutes of Annual General Meeting of West Midlands Regional Management Board (25 August 2010)

Appendix 3 – Letter dated 14 September 2010 from Fire Minister, Mr. Bob Neill, M.P.

## **Contact Officer**

Anne Brown – Deputy Monitoring Officer  
(01432 260266)

Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).		<b>New/Existing?</b> (If existing, please state which document it will replace)	
		<b>Date:</b>	
<b>Directorate:</b>		<b>Department:</b>	
<b>Author:</b>		<b>Head of Department:</b>	
<b>Title:</b>	Future of West Midlands Regional Management Board		
<b>Purpose:</b>	The recent announcement by the Fire Minister Bob Neill that Fire and Rescue Services no longer have to work through Regional Management Boards has given the opportunity for the West Midlands Regional Management Board (WMRMB) to review its position. This report proposes that as recommended by WMRMB, the Authority consider the dissolution of the Board, subject to permission being granted by the Fire Minister.		
<b>Strategic Policy Implications</b>			<b>No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives? <i>If yes, please state how, if No please state why the document should be put in place.</i>			
<b>Equality and Diversity Outcomes</b>			<b>No</b>
Are there any equality and diversity outcomes for this policy/activity? <i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i>			
<b>Equality Monitoring</b>			<b>No</b>
Does the Service currently collate data specific to this activity for equality monitoring?			
<b>Partnership Working</b>			<b>Yes</b>
Does this policy/ activity involve working or interaction with other organisations? WMRMB Members are keen to encourage informal joint working between Fire Authorities, both within the West Midlands geographic boundaries and beyond.			



Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

### Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

<b>Risk Areas Identified</b> <small>(Risk impact or concerns arising from the subject area being adopted)</small>	<b>Inherent Risk Score</b> <small>(before any control measures applied)</small>	<b>Control Measures/Solution</b> <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	<b>Residual Risk Score</b> <small>(after control measures/solutions are applied)</small>
<p>1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s)            Public   Staff   Partners   Contractors   Consultants   Community Groups   Local Government   Local Resilience Forum</p>			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>		The dissolution of the WMRMB has an impact on the Fire Services involved, however representatives of all the Services on the Board have unanimously resolved to recommend that their individual Authorities agree to dissolve the Board.	
<b>Equality &amp; Diversity</b>			
<p>1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race   Gender   Disability   Age   Sexual Orientation   Religion &amp; Belief</p>			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>			
<p>2. Could this activity prevent us promoting equality for any diverse group? <b>N/A</b></p>			
<i>If yes, please identify how and what the risk is here.</i>			
<p>3. Could this activity potentially discourage the participation of any equality groups? <b>N/A</b></p>			
<i>If yes, please identify how and what the risk is here.</i>			

Log No.

## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

4. Could this activity promote negative attitudes towards any equality groups? <b>N/A</b>			
<i>If yes, please identify how and what the risk is here.</i>			
5. Could this activity help to promote equality of opportunity between diverse groups? <b>N/A</b>			
<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>N/A</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>N/A</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>			
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>N/A</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
This action is subject to the approval of the Secretary of State.			
<b>Operational – e.g. how we carry out our duties</b>			
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
At present the National Framework requires the existence of an RMB. In a recent press statement, however, the Fire Minister Bob Neill MP has indicated that the government would not intervene where the National Framework was not strictly adhered to and issues would be left for local decision.			
<b>Financial – e.g. monetary or resource implications</b>			
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			

Log No.

## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
The Board has no employees or assets so in a mutual consent situation the process of winding up ought to be straightforward subject to the authorisation of the Secretary of State.			
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
<b>Partnership – e.g. Working or interaction with other organisations</b>			
HWFRS will still work informally with neighbouring FRSs			
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?			
<b>Total Inherent Score</b>		<b>Total Residual Score</b>	
<b>Outcome:</b>			<b>Yes / No</b>
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Impact	High	<b>Important risks - may potentially affect provision of key services or duties</b>  <b>6</b>	<b>Key risk- may potentially affect provision of key services or duties</b>  <b>8</b>	<b>Immediate action needed - serious threat to provision and/or achievement of key services or duties</b>  <b>9</b>
		<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>3</b>	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  <b>5</b>	<b>Key risks - may potentially affect provision of key services or duties</b>  <b>7</b>
	Low	<b>No action necessary</b>  <b>1</b>	<b>Monitor as necessary - ensure being properly managed</b>  <b>2</b>	<b>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</b>  <b>4</b>
		Low	Likelihood	High

Log No. 

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
<i>What further Opportunities can be identified from this activity/policy matter?</i>	<i>Who is responsible for delivery?</i>

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      No			
<i>Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.</i>			
<b>Policy Author Signature:</b>		<b>Date:</b>	
<b>Head of Department/Mgr:</b>		<b>Date:</b>	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
<b>Escalation of Risk:</b>	<b>Yes / No</b>	
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
<b>Authorisation:</b>	<b>Outcome:</b>	<b>Date:</b>

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</b>	



Draft Minutes

**25<sup>th</sup> August, 2010, at 2.30 pm**

**Staffordshire Fire and Rescue Service Headquarters, Stone**

**Present:**

**Representing Hereford and Worcester Fire Authority**  
Councillor Brigadier Jones;

**Representing Shropshire and Wrekin Fire Authority**  
Councillor West;

**Representing Stoke on Trent and Staffordshire Fire and Rescue Authority**  
Councillor Bloomer;

**Representing Warwickshire County Council**  
Councillor Boad and Hobbs;

**Representing West Midlands Fire and Rescue Authority**  
Councillors Alden, Hinton and Jones.

**Advisors:**

Chief Fire Officer Dartford (Staffordshire Fire and Rescue Service);  
Chief Fire Officer Randeniya (West Midlands Fire Service);  
Chief Fire Officer Raymond (Shropshire Fire and Rescue Service);  
Chief Fire Officer Smith (Warwickshire Fire and Rescue Service);  
Chief Fire Officer Yates (Hereford and Worcester Fire and Rescue Service);  
Stuart Kellas (Treasurer); Sue Phelps (Clerk) and Georgina Wythes (Sandwell MBC).

**Apologies:** Councillors Bean, Chattaway and D Taylor

1/10 **Election of Chair**

**Resolved** that Councillor Brigadier Jones be elected Chair of the Regional Management Board for 2010/11.

2/10 **Election of Vice Chair(s)**

**Resolved** that Councillors Bloomer, Hinton, Hobbs and West, as Chairs of their respective Fire Authorities, be elected Vice Chairs of the Regional Management Board for 2010/11.

3/10 **Minutes**

**Resolved** that the minutes of the meeting held on 23<sup>rd</sup> July, 2009, be confirmed as a correct record.

**West Midlands Regional Management Board**  
**25<sup>th</sup> August, 2010**

4/10      **Notes of the Programme Board**

The Board noted the proceedings of the meeting of the Programme Board held on 23<sup>rd</sup> April, 2009.

5/10      **Membership of the Regional Management Board 2010/11**

The Clerk reported on the membership of the Regional Management Board for 2010/11. It was noted that Councillor S Boad had replaced Councillor C Davis as representative of Warwickshire County Council.

6/10      **Future of the West Midlands Regional Management Board**

The Clerk reported that the Fire Minister had announced the opportunity for Fire Authorities to review the need for a formal Regional Management Board in each region.

The West Midlands Regional Management Board had been established in 2004 as an advisory committee constituted under Section 102(1)(b) of the Local Government Act 1972 by agreement between the five constituent fire and rescue authorities, in response to a mandatory requirement of the Fire and Rescue Service National Framework.

The Clerk submitted a paper outlining the options available to the Board: to maintain the status quo; to dissolve the Board; or to increase the activity of the Board.

Under the agreement between the five constituent authorities, an individual fire and rescue authority could terminate its participation in the Board by giving one year's notice to expire on 31<sup>st</sup> March of the following year. The Board had no assets or employees so if there was mutual consent to dissolve the Board, the process of winding up should be straightforward, subject to the consent of the Secretary of State. The Board might also wish to consider varying the Agreement to bring about a shorter notice period which would require the approval of constituent authorities. A dissolution date of 31<sup>st</sup> December 2010 was suggested.

The Chair indicated that dissolution would not detract from the excellent work already done by the Board, and should not lessen the requirement for continued close liaison between the five fire and rescue services in the West Midlands. He proposed that biannual meetings be held between Chairs and Chief Fire Officers of the constituent authorities.

Councillor Hinton felt that the opportunity for fire authorities to work together voluntarily was the way forward. He noted that this Regional Management Board had been at the forefront of regional working. Close liaison between the five West Midlands fire authorities needed to continue, particularly in the difficult financial situation ahead.

**West Midlands Regional Management Board**  
**25<sup>th</sup> August, 2010**

Mr Dartford indicated that this Board had worked well because it had built on the success of its predecessor, the voluntary West Midlands Fire Authorities Forum. The regional Chief Fire Officers' Association had already aligned its workstreams with those of the Board and could take its project work forward. He stressed the financial imperative to capture efficiencies that could be achieved through voluntary collaborative working.

Councillor West agreed that the work of this Board had been at the forefront of the regional initiative. He emphasised the need to obtain formal approval from the Secretary of State to any dissolution as the requirement to have a regional management board was still a mandatory requirement of the National Framework. The Clerk reassured members that obtaining the approval of the Secretary of State would be one of the actions taken as part of the closedown, if that was the Board's decision.

Councillor Hobbs was in favour of dissolution but emphasised the need for Chairs/portfolio holders in constituent authorities to ensure that Chief Fire Officers were pushing ahead with collaborative working and to monitor the effectiveness of that work. He added that opportunities for collaboration outside the Region should also be taken up if they were advantageous.

Mr Randeniya indicated that the regional Chief Fire Officers' Association could fill the gap left if the Board were to be dissolved, and would provide assurance that collaboration would continue. He acknowledged that the Board had produced excellent results, particularly on the operational side. He indicated that the opportunity to work with other partners, possibly the police or ambulance service, would provide further opportunities for efficiencies.

A motion to proceed with dissolution of the Board was put, seconded and unanimously approved as follows:

**Resolved** to recommend to the region's Fire and Rescue Authorities that they agree to dissolve the West Midlands Regional Management Board and that they give delegated powers to their Chief Fire Officers in consultation with the Chairs of Authorities, to take all necessary steps to achieve the dissolution of the West Midlands Regional Management Board at the earliest practical date, subject to the approval of the Secretary of State.

7/10

**Programme Plan**

In view of the decision set out in Minute No 6/10 above, this item was withdrawn.



**West Midlands Regional Management Board**  
**25<sup>th</sup> August, 2010**

8/10      **Governance Arrangements 2010/11**

In view of the decision set out in Minute No 6/10 above, this item was withdrawn.

9/10      **2009/10 Accounts**

The Treasurer reminded Members that following discussions during 2008 with the Audit Commission as to the need for and nature of the external audit required by statute of WMRMB activities, the Audit Commission had concluded that the Board fell within regulations covering 'small bodies with no financial transactions' and as such, external auditors needed to be appointed to carry out a light touch audit with no fee.

Clement Keys had been appointed as the Board's external auditor for the financial years 2007/08 to 2010/11. An agreement was reached in 2008 with Clement Keys that the completion of a 'Short Form Annual Return' together with formal public advertisement of that satisfied the statutory audit needs and no further work would be required. A copy of the return was submitted.

Members were informed that the formal public advertisement would be published in the Birmingham Post following this meeting.

**Resolved** that the 2009/10 Short Form Annual Return be approved.

(Meeting ended at 2.47 pm)

Contact Officer: Georgina Wythes Democratic Services Unit Sandwell MBC 0121-569 3791
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Sue Phelps  
Clerk to the West Midlands Regional  
Management Board  
Sandwell Council House  
PO Box 2374  
Oldbury  
West Midlands  
B69 3DE

**Bob Neill MP**  
*Parliamentary Under Secretary of State*

**Department for Communities and Local  
Government**

Eland House  
Bressenden Place  
London SW1E 5DU

Tel: 0303 444 3430  
Fax: 0303 444 3986  
E-Mail: bob.neill@communities.gsi.gov.uk

[www.communities.gov.uk](http://www.communities.gov.uk)

Our Ref: BN/BN/023355/10  
Your Ref: SP

14 SEP 2010

*Dear Mr Phelps*

**WEST MIDLANDS FIRE REGIONAL MANAGEMENT BOARD**

Thank you for your letter of 26 August advising that members of the West Midlands Regional Management Board have recommended to their constituent fire and rescue authorities (FRAs) that the RMB be dissolved at the end of the year.

In my announcement to the Ministerial Workshop on the Fire and Rescue Service on 28 July, I advised that the Secretary of State no longer expected to enforce FRAs' National Framework obligations to act regionally through RMBs - in effect, making the continuation of RMBs and participation in them voluntary.

Your proposal to dissolve the West Midlands RMB clearly accords with my announcement.

I shall be interested to learn in due course of any arrangements the constituent FRAs put in place for future collaborative working between themselves and with their neighbours.

*Yours sincerely*  
  
**BOB NEILL MP**

## **14. Audit Committee Report**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Committee Meeting held on 30 June 2010.
- 

### **Recommendation**

***The Audit Committee recommends that the Authority note:***

- a. the proceedings of the Committee Meeting held on 30 June 2010***
- b. that the Committee approved the Annual Governance Statement 2009 -10 for publication and***
- c. that the Committee approved Approval of Statement of Accounts 2009 -10.***

### **Code of Corporate Governance and Annual Governance Statement**

2. The Fire and Rescue Authority (FRA) is required to review its arrangements for Governance on an annual basis and to publish an Annual Governance Statement by 30 June 2010 - the Authority has delegated this function to the Audit Committee.
3. The purpose of the Statement is to inform how the Authority:
  - i. Identifies its obligations and objectives
  - ii. Identifies tasks to achieve those objectives
  - iii. Establishes controls to manage risks
  - iv. Ensures the controls are working effectively
4. The Committee heard that there were ongoing issues regarding the outgoing CFO and that following investigation of this matter the governance arrangements may need to be amended/reviewed. The Clerk told the Committee that this was an isolated incident and that otherwise the Authority's governance arrangements gave no reasons for significant concern.
5. The Audit Committee approved the Code of Corporate Governance, Annual Governance Statement (as amended) (Appendix 1) and Supporting Evidence.

## **Approval of the Statement of Accounts 2009/10**

6. The Treasurer presented the Statement of Accounts 2009/10 to the Committee and recommended them for approval - the Authority has delegated this function to the Audit Committee.
7. The Committee noted the following points:
  - the Balance Sheet showed fixed assets of £37.888m and net current assets of 2.606m;
  - the Authority's expenditure on publicity was £42,880 (paragraph 2, page 19);
  - the total expenditure on Members' allowances was (£59,225.24) as detailed on page 20;
  - new disclosures now required for payments to Senior Officers were shown on page 21;
  - Council Tax debtors and creditors was given on page 28 (paragraphs 18 and 19);
  - accounting details on retirement benefits and pension funds was provided on pages 31 and 32 and the income and expenditure account for the Firefighters' Pension Fund was detailed on page 40; and
  - the accounts showed £1.194m for earmarked reserves, listed on page 36, which the Treasurer considered an appropriate amount.
8. The Committee approved the Statement of Accounts 2009/10 as presented by the Treasurer.

## **The Audit Commission's Annual Governance Report to the Hereford & Worcester Fire and Rescue Authority**

9. Mr Grant Patterson presented the Audit Commission's Annual Governance Report to the Hereford & Worcester Fire and Rescue Authority (separate attachment).
10. He told the Committee that the accounts had been received earlier than last year and there was a significant improvement from last year; he thanked the Treasurer and his team.
11. Mr Patterson said that the Audit for 2009/10 had not been completed because the period for public comment had not expired and because the investigation into the retirement of the previous Chief Fire Officer had not been completed.
12. The matters of governance interest listed in the Report were:
  - The contingent asset in respect of the potential liabilities of the constituent authorities in the matter of the outgoing Chief Fire Officer;
  - The Firefighters' Pension Funds statements; and
  - The new accounting requirements for council tax debtors and creditors.

13. The Committee thanked the Audit Commission and the Authority's finance team for the completion of the accounts and the Governance Report as presented was noted.

### **Supporting Information:**

Appendix 1: Annual Governance Statement 2009/10 (as amended)  
Appendix 2: The Audit Commission's Annual Governance Report to the Hereford & Worcester Fire and Rescue Authority

**Background Papers:**

- i) Agenda and papers for Audit Committee Meeting held on 30 June 2010
- ii) The Statement of Accounts 2009/10
- iii) The Code of Corporate Governance

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

### **Contact Officer**

Martin Reohorn, Director of Finance  
(01905 368 205)  
Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)

**ANNUAL GOVERNANCE STATEMENT 2009/10**

**1. Scope of Responsibility**

- 1.1 The Fire and Rescue Authority (FRA) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The FRA also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, the FRA is also responsible for ensuring that proper arrangements exist for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained throughout the year and that includes arrangements for the management of risk.
- 1.3 This statement explains how the FRA has complied with these requirements and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006, in relation to the publication of a statement on internal control.
- 1.4 The FRA has approved and adopted a Code of Corporate Governance, which is consistent of the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. A copy of the code is available at our website [www.hwfire.org](http://www.hwfire.org) or may be obtained from Hereford & Worcester Fire and Rescue Service Headquarters, 2 Kings Court, Charles Hastings Way, Worcester.WR5 1JR.

**2. The Purpose of the Governance Framework**

- 2.1 The Governance Framework comprises of the systems and processes, and culture and values by which the FRA is directed and controlled. It includes the activities through which it accounts to and engages with, the community. It enables the FRA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.
- 2.2 The system of internal control is designed to manage risk to a reasonable level (rather than to eliminate all risk) to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the FRA's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the subsequent impact should they be realised and to ensure they are managed efficiently, effectively and economically. The FRA has always maintained a sound system to protect against risks and mitigate their impact upon the FRA. The systems are constantly being reviewed and updated.
- 2.3 The Governance Framework has been in place at the Authority for the year ended 31 March 2010 and up to the date of approval of the Statement of Accounts.

**3. Key Elements of the Governance Framework**

- 3.1 This section of the Statement describes the key elements of the systems and processes that comprise the FRA's Governance arrangements.
- The FRA has adopted an Authority Plan which sets out the FRA's vision and intended outcomes along with an annual IRMP which reviews the FRA's

aspirations and implications for its governance arrangements. The FRA has a robust process for establishing priorities using a risk based approach.

- A Business Continuity Plan is in place which incorporates the FRA's risk management system. The FRA reviews and amends its Corporate Risk Register on a regular basis throughout the year. The Audit Committee reviews the Risk Register and an FRA Member has been appointed as the Authority's Risk Champion.
- A Performance Management Framework is in place which measures the quality of service for users ensuring that it is delivered in accordance with the FRA's objectives and best use of resources.
- The FRA's constitution defines and documents roles and responsibilities of the FRA's committees, sets out clear delegation arrangements, Codes of Conduct and Standing Orders. It also includes certain codes including a Scheme of Delegation, the Code of Corporate Governance, Financial Regulations, Contract Standing Orders, Anti Fraud and Corruption Policy, Anti Money Laundering Policy, Member Officer Protocol and advice on the use of resources by Members. The constitution is reviewed through an Annual Governance review and training is provided on a regular basis to Members and officers embedding relevant codes of conduct.
- An Audit Committee is in place whose functions are determined on an annual basis by the FRA as identified in CIPFA's Audit Committees Practical Guidance for Local Authorities.
- As part of our decision making process procedures are in place for ensuring that technical advice is required from professional officers ensuring compliance with relevant laws, regulations, internal policies and procedures and that expenditure is lawful.
- A Confidential Reporting (Whistle Blowing) Policy, Complaints Procedure and Standards Committee are in place for receiving and investigating complaints from the public and staff.
- An Integrated Personal Development Review, allied to the Performance Management Framework is in place and designed to identify the development of senior officers in relation to their strategic roles supported by appropriate training. A training programme for Members is in place and work is ongoing in relation to the development of a system which identifies development needs of Members.
- A Communications Policy and Procedure is in place which establishes clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- A Partnership Governance Group is in place which ensures that good governance arrangements relating to partnerships and other group working are identified and embedded.

#### **4. Review of Effectiveness**

- 4.1 The FRA has responsibility for conducting, a least annually, a review of the effectiveness of its Governance Framework including the system of internal control. The review of effectiveness is informed by the work of senior managers in the FRA who have responsibility for the development and maintenance of the governance environment, the head of internal audits annual report and also by comments made by the external auditors, other review agencies and inspectorates.

- The FRA has carried out a review of the above mentioned processes to ensure that they are both working correctly and relevant to the current environment. The outputs of any review are fed routinely into the Principal Management Team to ensure that there is managerial responsibility and accountability. The Performance Improvement Register is then updated and the review reported to a number of FRA Committees, including where appropriate, the FRA's Audit Committee, Best Value Policy & Performance Committee and Standards Committee, as well as the main FRA meeting. Specific working groups made up of Members and officers with designated terms of reference have been established to review significant governance areas, for example constitutional governance review and partnership governance review. The IRMP Steering Group is a standing group made up of Members and officers whose role is to formulate the annual IRMP and reports directly to the FRA meeting.
  - The FRA has a clear and well established Performance Management regime that provides relevant information to Officers and Members on the achievement of Corporate Objectives on a regular basis throughout the year.
  - The process of reviewing key financial systems by the Internal Audit provider is a continuous one and no major weaknesses have been identified in the 2009/10 financial year.
  - Budget Monitoring reports have been presented to Member's of the Budget Committee throughout the financial year and have shown that the budget pressures are being controlled within the overall total and final out-turn is consistent with those reports.
  - The Chief Executive and Chair have received assurances from Principal Officers and Risk Owners, that controls are operating as expected.
  - The S151 and Monitoring Officer have provided assurances on their respective areas of statutory responsibility.
  - Additionally during 2009/10 the FRA has been subject to an extensive external review of its performance and use of resources, by the Audit Commission.
  - The Charter Mark annual inspection process again confirmed that the FRA continued to be effective and has awarded the FRA an additional element of good practice.
  - In June 2009, the FRA hosted a visit by the Local Government Improvement Team to assess its 'Operational Assessment of Service Delivery'. The review confirmed Hereford & Worcester Fire and Rescue Authority are operationally effective and meets its statutory duties.
- 4.2 We have been advised on the implications of the review of the effectiveness of the Governance Framework by the Audit Committee, Budget Committee, Best Value Policy & Performance Committee, and Standards Committee and where appropriate a plan to address minor weaknesses and ensure continuous improvement of the system is in place.
- 4.3 In view of events surrounding the retirement of the outgoing Chief Fire Officer the Authority has been in close liaison with its External Auditor in order that Members receive an independent view of the matter. The External Auditor has informed the Authority that he is minded to report on the issues surrounding those events, including the effectiveness of any relevant governance and internal control arrangements. At this stage the Authority's Deputy Monitoring Officer, in consultation with the External Auditor has reviewed the events to determine if any significant and fundamental gaps in governance or internal control arrangements need to be addressed by the Authority as a matter of urgency, prior to the completion of the



External Auditor's report. Neither the Deputy Monitoring Officer nor the External Auditor has identified any governance or internal control processes that require immediate attention by the Authority. However, the matter is still under review by the External Auditor who will submit a report to the Authority in due course.

## **5. Significant Governance Issues**

Based on the information provided above there are no significant governance issues identified at this time. The constitutional governance review working group and the partnership review working group will produce recommendations over the coming year to address and further enhance our governance arrangements in those specific areas. The External Auditors' report on its review of recent events may also make some recommendations aimed at enhancing certain aspects of the Authority's governance arrangements. The recommendations will be considered and would need to be agreed by the Audit Committee. We are satisfied that those groups will address the need for improvements and we will thereafter monitor the implementation and operation of any agreed recommendations as part of our next annual review.



.....  
**Chief Fire Officer/Chief Executive**



.....  
**Chairman of the Fire and  
Rescue Authority**

**Date: 30 June 2010**

# Annual Governance Report

**Hereford and Worcester Fire and Rescue  
Authority**

Audit 2009/10

**25 June 2010**



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## Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/ members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
  - any third party.
-

Ladies and Gentlemen

### **2009/10 Annual Governance Report**

I am pleased to present this report on the results of my audit work for 2009/10. The audit work on the accounts is substantially complete. However, I have been unable to complete my work because:

- the public and interested parties have not yet had the opportunity to exercise their rights of inspection and challenge to the financial statements; and
- I have not yet completed my investigation into the matter of the retirement of the outgoing Chief Fire Officer.

I would emphasise, however, that I am unable to complete my audit until these matters are completed.

Events may occur or information come to my attention which may lead to the identification by me of material mis-statements or limitations of scope such that I would give a non-standard opinion on the Fire and Rescue Authority's financial statements. Whilst I am not anticipating this I recommend that a meeting of the Audit Committee is arranged to receive any further amendments to this Annual Governance Report and to consider the impact of any such events and to agree any further changes to the accounts.

A draft of the report was discussed and agreed with the Treasurer on 21 June 2010 and will continue to be updated as issues are resolved. The report sets out the key issues that you should consider before I complete the audit.

It asks you to:

- consider the matters raised in the report before approving the financial statements (pages 4 to15);
- take note of the adjustments which were required to the draft financial statements which are set out in this report (Appendix 2);
- approve the letter of representation on behalf of the Authority and have arrangements in place for it to be signed before I issue my opinion and conclusion (Appendix 3); and
- agree your response to the proposed action plan (Appendix 5).

Yours faithfully

Grant Patterson  
District Auditor

25 June 2010

# Key messages

This report summarises the findings from the 2009/10 audit which is substantially complete. It includes the messages arising from my audit of your financial statements and the results of the work I have undertaken to assess your arrangements to secure value for money in your use of resources.

Financial statements	Results	Page
Unqualified audit opinion	Yes	8-13
Financial statements free from material error	Yes	10-12
Adequate internal control environment	Yes	12-13
Value for money	Results	Page
Adequate arrangements to secure value for money	TBC	14-15

## Audit opinion

- At the time of writing this report I have been unable to complete my work because:
  - the public and interested parties have not yet had the opportunity to exercise their rights of inspection and challenge to the financial statements; and
  - I have not yet completed my investigation into the matter of the retirement of the outgoing Chief Fire Officer.
- Subject to the satisfactory clearance of the outstanding matters I plan to issue an audit report including an unqualified opinion on the financial statements.

## Financial statements

- The financial statements were presented for audit on 21st May 2010, significantly before the statutory deadlines. Whilst there was a significant improvement from last year we identified errors in the draft financial statements (other than those of a trivial nature) and reported these to management. All of these have been amended.
- The significant matters which I wish to bring to your attention are:
  - My agreement with the Authority's inclusion of a contingent asset note in the financial statements, rather than recognising income at this time, in respect of the anticipated liabilities of the constituent authorities in the matter of the outgoing Chief Fire Officer.
  - The primary objective of the SORP in respect of the firefighters' pension fund is to allow the separation of the cost of providing pensions from the cost of running a fire

## Key messages

and rescue service. This is a complex accounting area and whilst the Authority's approach this year is consistent with previous years it has become clear that some pension fund assets and liabilities had been incorrectly recognised in the Authority's balance sheet. I have worked with the Authority's officers to ensure the financial statements are fully compliant. This has resulted in changes to the Cashflow statement and firefighters' pension fund disclosures but there has been no impact upon the deficit shown on the Income & Expenditure Account for the year.

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### Value for money

- 5 I assess your arrangements to secure economy, efficiency and effectiveness in your use of resources against criteria specified by the Audit Commission. I have shown my conclusions on each of the 9 areas in Appendix 5. My current view is that whilst I am minded to conclude that your overall arrangements, including good governance, are adequate there has been a clear, but isolated, failure in at least one aspect of the Authority's internal control and risk management which has resulted in the inclusion of an exceptional item and contingent asset within the Authority's financial statements, incurrence of additional costs and loss of reputation for the Authority.
- 6 At the time of writing this report my investigations into the matter of the retirement of the Chief Fire Officer are ongoing. I am therefore not in a position to formally conclude upon the organisational significance of any failures in the Authority's arrangements at this time. Following completion of my investigation I will revisit my conclusions on the Criterion of Risk Management and internal control and any others if necessary. As I am not in a position to finalise my judgements at this time I have not provided a copy of my draft audit report but will supply one when I finalise my work and this annual governance report.

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### Audit fees

- 7 Further to the External Opinion plan presented to you in January 2010 further audit testing beyond that original planned has been necessary. This has been on the following area:
  - Additional detailed checking of the data submitted to the Government Actuary's department for the calculation of the Firefighters pension fund accounting entries, being for the Firefighters Pension scheme (1992 scheme); the new Firefighters pension scheme (2006 scheme) and the Firefighters Compensation Scheme (Injury scheme). It had been planned that assurance could be obtained from the Authority's procedures however this was found not to be in place. Therefore additional work was involved in sample checking of data for the different categories of firefighters being Actives; Deferred; Pensioners; Ill-health pensioners; Injury awards and dependants. This work required the gathering of the data from several sources and the agreeing of this data to prime payroll and pension data.
- 8 I will consider the full impact on the agreed audit fee on completion of the audit. My current estimate is that we have spent 4.5% more time (equivalent to an additional fee of £2,250) on the opinion audit than we had planned for.

- 9 The costs relating to my investigation in the retirement of the Chief Fire Officer will be reported separately to the Authority.

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**Independence**

- 10 I can confirm that there were no relationships giving rise to a threat to independence, objectivity and integrity.

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## Next steps

**This report identifies the key messages that you should consider before I issue my financial statements opinion, value for money conclusion, and audit closure certificate. It includes only matters of governance interest that have come to my attention in performing my audit. My audit is not designed to identify all matters that might be relevant to you.**

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**11** I ask the Audit Committee to:

- consider the matters raised in the report before approving the financial statements (pages 8 to 15);
- take note of the adjustments to the financial statements which are set out in this report (Appendix 2);
- approve the letter of representation on behalf of the Authority and have arrangements in place for it to be signed before I issue my opinion and conclusion (Appendix 3); and
- agree your response to the proposed action plan (Appendix 5).



# Financial statements

The Authority's financial statements and annual governance statement are important means by which the Authority accounts for its stewardship of public funds. As Authority members you have final responsibility for these statements. It is important that you consider my findings before you adopt the financial statements and the annual governance statement.

## Opinion on the financial statements

- 12** In seeking to reach a conclusion on whether the Authority's accounts are free from material misstatement (the materiality guideline I have used is 2% of Gross Expenditure - approximately £640K for the Authority's statements and 1% of Expenditure on the Firefighters Pension Fund approximately £73K) I will consider the total impact of any errors and uncertainties identified by my audit testing.
- 13** At the time of writing this report I have been unable to complete my work because:
- the public and interested parties have not yet had the opportunity to exercise their rights of inspection and challenge to the financial statements; and
  - I have not yet completed my investigation into the matter of the retirement of the outgoing Chief Fire Officer.
- 14** Subject to the satisfactory clearance of the outstanding matters I plan to issue an audit report including an unqualified opinion on the financial statements. However, I am unable to complete my audit until these matters are completed. As a result there is the possibility that events may occur or information come to my attention which may lead to the identification by me of material mis-statements or limitations of scope such that I would be required to give a non-standard opinion on financial statements. Whilst I am not anticipating this I have therefore not provided a copy of my draft audit report at this time but will supply one when I finalise my work and this annual governance report.

## Key areas of judgement and audit risk

- 15** In planning my audit I identified specific risks and areas of judgement that I have considered as part of my audit.

**Table 1 Key areas of judgement and audit risk**

Issue or risk	Finding
Fixed asset additions	Sample tests on fixed asset additions have been undertaken and no errors have been identified.
Transfer of New Dimension Assets from	Central Government transferred these assets to the Authority on the 1 April 2010

Issue or risk	Finding
Central Government	and they will be audited in 2010/11.
Compliance with SORP for impairment reviews of fixed assets	No issues have been identified from the results of the audit sampling tests.
Changes in fixed asset accounting (depreciation) related to the implementation of IFRS	During the year these requirements as part of the preparation for the implementation of IFRS accounting were reviewed. It was found that no changes were required.
Implementation of asset management module	The transfer of data at the start of the year was tested and no errors were identified. However, a resilience risk has been identified in that only one member of the finance team currently has detailed knowledge of the operations of the asset management module (further detail referred to in paragraph 28 of this report). The Authority is putting arrangements in place to address this risk.
Pensions - The receipt of information from the Government's Actuarial Department (GAD) in accordance with the FRA's closure timetable	The information was received in accordance with the Authority's accounts closure timetable.
Quality assurance undertaken in the preparation of the financial statements	A working paper requirement schedule was provided to the finance team and I am pleased to report that the working papers provided were improved from those for the 2008/09 accounts. However, there remains room for continued improvement in this and the quality assurance arrangements, for instance the disclosure arising from the new requirements relating to council tax debtors and the presentation of the Firefighter's pension fund account.
Accuracy of the data submitted to the Government's Actuarial Department in respect of the fire-fighters pension arrangement	As detailed later in the report the audit was not able to place reliance on the Authority's controls which has affected the efficiency of the audit. The Authority had undertaken its own checks of unusual items and identified a non trivial error of £8K. I am required to obtain assurance across the population and detailed checking of the submission was undertaken by the audit team and no additional errors were identified.

Issue or risk	Finding
A service level agreement with Worcestershire County Council for the provision of the pensions service	A service level agreement dated 2003 is in place with Worcestershire County Council for the provision of the pensions service.
Journals not being subject to review enabling self authorisation	As detailed later in the report specific testing has been undertaken on these journals and no errors have been identified.

### Recommendation

- R1** In order to ensure the Authority's requirement for an early audit view on the financial statements continues to be met resources should be available and appropriate allocated to the preparation and quality assurance of the financial statements.

### Errors in the financial statements

- 16** The financial statements were presented for audit on 21st May 2010, significantly before the statutory deadlines. The early closure of accounts is in line with good practice however it does present challenges for the Authority in having robust preparation and quality assurance processes in place.
- 17** The financial statements and working papers presented for audit were a significant improvement upon those made available in 2008/09. However as part of my audit I identified errors in the draft financial statements (other than those of a trivial nature) and reported these to management. All of these have been amended and there are no unadjusted misstatements.

### Matters of governance interest

- 18** As part of my audit responsibilities I am required to report to you those matters of governance interest that I feel are both important and relevant to you in your role of overseeing the financial reporting and disclosure process. In discharging this duty I have taken into account the challenges presented by early closure. For completeness I have summarised all of the non-trivial adjustments in Appendix 2 but the key issues I wish to bring to your attention are in respect of:
- the contingent asset note in respect of the anticipated liabilities of the constituent authorities in the matter of the outgoing Chief Fire Officer;
  - presentation of the Cashflow and Firefighters' Pension Fund Statements; and,
  - the new requirements of accounting for council tax debtors and creditors within the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice 2009 (SORP).

### Contingent asset

- 19** The Authority has created a provision of £538k to meet a potential liability arising from the retirement of the outgoing Chief Fire Officer. I am satisfied this disclosure is appropriate and in accordance with the SORP in that there has been an obligating event during the year and legal opinion has indicated that it is probable that the Authority has a liability. The liability has been quantified and recognised in the financial statements as an exceptional item and provision.
- 20** The Authority has received clear legal advice that it should pursue recompense for any liability through the Constituent Authorities. I am aware that discussions are in progress with the aim of seeking compensatory contributions and my current understanding is that the Constituent Authorities are seeking their own legal opinions to satisfy themselves that of the potential liability faced by the Authority.
- 21** The SORP requires that in certain cases income should not be recognised until it has become virtually certain that an inflow of economic benefits will occur. Examples would include income receivable from legal claims. In these circumstances an organisation should disclose a contingent asset in the notes to the financial statements. Contingent assets are not recognised in the Income and Expenditure Account or the Balance Sheet because prudence cautions that the gain might never be realised. When realisation of the gain is virtually certain, then the item ceases to be a contingent asset and can be accounted for as revenue or capital income as appropriate.
- 22** The Authority originally proposed to recognise the possible compensatory contributions as exceptional income and a debtor within the financial statements. However, as the position of the outgoing Chief Fire Officer has not yet been formally resolved no claim against, or agreement, with the Constituent Authorities can be confirmed at this time and no claim can be made been or debtor raised. Having considered the above the Authority has agreed there is currently insufficient evidence to suggest the realisation of this gain is virtually certain and therefore it should not be recognised in the Income and Expenditure of the Authority but disclosed as a contingent asset in a note to the Balance Sheet.
- 23** I recognise that the position may change and certainty be reached in the very near future. However, as at the balance sheet date and based upon the facts of the issue at this time I concur with the updated disclosure. The sum is not material and has been shown as an adjusted item in Appendix 2.

### Firefighters' Pension Fund

- 24** The primary objective of the SORP in respect of the firefighters' pension fund is to allow the separation of the cost of providing pensions from the cost of running a fire and rescue service. This is a complex accounting area and whilst the Authority's approach this year is consistent with previous years it has become clear that some pension fund assets and liabilities had been incorrectly recognised in the Authority's balance sheet.
- 25** I have worked with the Authority's officers to ensure the financial statements are fully compliant. This has resulted in changes to the Authority's Cashflow statement and

firefighters' pension fund disclosures but there has been no impact upon the deficit shown on the Income & Expenditure Account for the year.

### Accounting for Council Tax Debtors

- 26** In 2009/10 there is a new requirement for to reflect the fact that the cash collected by the major billing authorities (which are Herefordshire Council and the 6 district councils in Worcestershire) from Council Tax payers belongs proportionately to the billing authorities and the major preceptors (which include the Authority together with Herefordshire Council, Worcestershire County Council and West Mercia Police Authority).
- 27** The information provided to the Authority was not subjected to review and it was found that the debtors and creditors on the balance sheet had both been overstated by £244K but this has no impact on the deficit shown on the Income & Expenditure Account for the year. As this is a new requirement the comparatives were also reviewed and found to be incorrect with an overstatement of debtors and creditors on the balance sheet of £170K again with no impact on the Income & Expenditure Account for the year. These amounts are not material to my opinion and the financial statements have been corrected for these items.

### Recommendation

- R2** Processes are put in place to review the data from the billing authorities to ensure that they are correctly treated in accordance with the requirements of the SORP

### Important weaknesses in internal control

- 28** My audit has not identified any material weaknesses in internal control. However, a number of control and process weaknesses have impacted upon the efficiency of our audit and required additional audit testing. The Authority has agreed to address these weaknesses which have again impacted upon the audit fee for this year and will also require additional unplanned work in 2010/11. The weaknesses I wish to bring to your attention are:

### Government's Actuary Department data

- 29** The reporting of data to the Government's Actuary Department (GAD) for the calculation of the Firefighters pension fund accounting entries, being for the Firefighters Pension scheme (1992 scheme); the new Firefighters pension scheme (2006 scheme) and the Firefighters Compensation Scheme (Injury scheme). Following the identification of the issue at last year's audit improvements were expected to be made.
- 30** It had been planned that assurance could be obtained from the Authority's improved procedures however they were found not to be in place. Therefore additional work was involved in sample checking of data for the different categories of firefighters being Actives; Deferred; Pensioners; Ill-health pensioners; Injury awards and dependants. This work required the gathering of the data from several sources and

## Financial statements

the agreeing of this data to prime payroll and pension data. From the additional tests undertaken I am satisfied that no material error has occurred.

### Self-certification of journals

- 31** The processing of journals which are not subject to review enabling self authorisation of journals. Six journals have been processed through the ledger to the value of £1.85m which have been created and authorised by the same person. These journals are related to the transfer of amounts between general ledger codes and do not impact on the Authority's cash balances. This is a failing in the control that would have been provided by segregation of duties. From the additional tests undertaken I am satisfied that these journals have not given rise to a material misstatement in the accounts.

### Asset management module

- 32** Within the finance team currently only one member has detailed knowledge of the asset management module. Although this did not result in any errors being identified this knowledge should be shared across the team and the authority is putting these arrangements in place.
- 33** Several other minor control weaknesses were identified which will be reported to the Treasurer by way of a supplementary memorandum upon conclusion of the audit. I will consider the full impact on the agreed audit fee on completion of the audit. My current estimate is that we have spent 4.5% more time (equivalent to an additional fee of £2,250) on the opinion audit than we had planned for.

---

### Accounting practice and financial reporting

- 34** I consider the non-numeric content of your financial reporting and in addition to the matters identified in Table 1 above one additional item is reported to you.
- 35** The audit identified in the financial statements presented for audit that within the Income and Expenditure account that the costs of the Corporate management team together with those of the Policy & performance unit are reported within the Corporate and Democratic Core section of the analysis of the Net cost of service. It would be expected that a proportion of these costs relate to Operational headings in line with the requirements of the Best Value Accounting Code of Practice (BVACOP) and the matter was raised with your officers. The accounts circulated for your approval include amendments for this disclosure. These adjustments were received for audit on the 23 June 2010. This report has been prepared prior to the completion of work on these adjustments.
- 36** The presentation of the accounts will change next year with the implementation of new requirements for the accounting for local government bodies in accordance with International Financial Reporting Standards (IFRS).

---

**Letter of representation**

- 37** Before I issue my opinion, auditing standards require me to obtain appropriate written representations from you and management about your financial statements and governance arrangements. Specific representation has been included in respect of the exceptional expenditure included within the financial statements together with the confirmation that arrangements are in place to prevent any conflict arising from the position held by the Treasurer of the Authority as Director of Finance of Worcestershire County Council. Appendix 4 contains the draft letter of representation I seek to obtain from you.

---

# Value for money

**I am required to decide whether the Authority put in place satisfactory corporate arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money conclusion.**

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## Value for money conclusion

- 38** The Code of Audit Practice (the Code) requires me to include a conclusion in my statutory audit report as to whether I am satisfied that you have put in place proper arrangements to secure economy, efficiency and effectiveness in your use of resources for the financial year subject to audit. This requirement flows from the statutory requirement on auditors to be satisfied that audited bodies have proper arrangements for securing economy, efficiency and effectiveness in the use of resources under Section 5(1)(e) of the Audit Commission Act 1998 (the Act).
- 39** My conclusion is informed and limited by reference to 'relevant criteria' covering specific aspects of your arrangements as specified by the Audit Commission in accordance with paragraph 7 of the Code. For fire and rescue authorities the criteria for assessing use of resources have been aligned directly with the relevant criteria for reaching the Code conclusion on Value for Money arrangements. Therefore, all the assurance I need for my Value for Money conclusion may be drawn from the information required for the Key Lines of Enquiry.
- 40** On 26 May 2010 the Audit Commission announced it was withdrawing scored use of resources judgements as part of the cessation of comprehensive area assessment. At the time of the announcement I had completed my work on this area of the audit and was minded to conclude that the Authority's overall performance across the themes had been maintained from last year.
- 41** With the cessation of scored judgements and the associated national comparisons I will no longer formally conclude or report further on your absolute performance. However, I am still required to consider my VfM Conclusion and analyse my findings against each criterion. To reach my conclusion, I consider whether specific aspects of your arrangements are, adequate or not. To do this I consider the 'Getting the basics right' guidance for the focus areas in each Code criterion and any other relevant information of which I am aware.
- 42** I have shown my conclusions on each of the 9 areas in Appendix 5. My current view is that whilst I am minded to conclude that your overall arrangements, including good governance, are adequate there has been a clear, but isolated, failure in at least one aspect of the Authority's internal control and risk management which has resulted in the inclusion of an exceptional item and contingent asset within the Authority's financial statements. I consider this important because a sound system of internal control should include:
- delivering the core functions of an audit committee;
  - providing effective internal audit in accordance with relevant requirements;



- an assurance framework informing transparent governance reporting;
- standing orders, standing financial instructions and a scheme of delegation;
- ensuring compliance with relevant laws and regulations and that expenditure is lawful; and
- sound internal financial control for key systems, for example the general ledger, housing and council tax benefit system, payroll, accounts receivable and accounts payable and all electronic payment systems.

**43** I apply my judgement in assessing whether each Code criterion has been met. If the answer to this question for one or more of the specified criteria is 'no' I need to consider qualifying my Value for Money conclusion. Depending on the scale and significance of the issues giving rise to negative answers I consider whether to express an adverse conclusion or give a qualified 'except for' conclusion.

**44** The isolated failure is in respect of ensuring compliance with relevant laws and regulations and that expenditure is lawful. At the time of writing this report my investigations into the matter of the retirement of the outgoing Chief Fire Officer are ongoing. I am therefore not in a position to formally conclude upon the significance of the failure, and whether a qualification of my VfM conclusion, is required at this time. Following the completion of my investigation I will revisit the Criterion of Risk Management and internal control and any others if necessary. As I am not in a position to finalise my judgements at this time I have not provided a copy of my draft audit report but will supply one when I finalise my work and this annual governance report.

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### Recommendation

**R3** The Authority's governance review is extended to include a review of the circumstances which led to the exceptional items within the Authority's accounts and implement amendments to strengthen its current arrangements.

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# Glossary

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## Annual governance statement

- 45** Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
- 46** It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.
- 47** The annual governance statement is a public report by the Authority on the extent to which it complies with its own local governance code, including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

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## Audit closure certificate

- 48** A certificate that I have completed the audit following statutory requirements. This marks the point when I have completed my responsibilities for the audit of the period covered by the certificate.

---

## Audit opinion

- 49** On completion of the audit of the accounts, auditors must give their opinion on the financial statements, including:
- whether they give a true and fair view of the financial position of the audited body and its spending and income for the year in question;
  - whether they have been prepared properly, following the relevant accounting rules; and
  - for local probation boards and trusts, on the regularity of their spending and income.

---

## Qualified

- 50** The auditor has some reservations or concerns.

---

## Unqualified

- 51** The auditor does not have any reservations.

---

**Value for money conclusion**

- 52** The auditor's conclusion on whether the audited body has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

---

**SORP**

- 53** The Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice 2009 (SORP) specifies the principles and practices of accounting required to prepare a Statement of Accounts which 'presents fairly' (or, if as expected legislation is amended, gives a 'true and fair' view of) the financial position and transactions of the Authority.

# Appendix 1 – Independent auditor’s report to Members of Hereford and Worcester Fire and Rescue Authority

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To be provided once:

- the public and interested parties have had the opportunity to exercise their rights of inspection and challenge to the financial statements; and
- I have completed my investigation into the matter of the retirement of the outgoing Chief Fire Officer.

## Appendix 2 – Amendments to the draft accounts

I identified the following misstatements during the course of my audit and the draft financial statements have been adjusted by management. I bring them to your attention to aid you in fulfilling your governance responsibilities. For this purpose I am required to report all items that are 'non-trivial' that have been identified during the audit before I issue my opinion. The definition of 'trivial' requires me to report any items above £6k. This is reflected in the table below.

**Table 2**

		Income and Expenditure Account		Balance sheet	
Adjusted misstatements	Nature of adjustment	Dr £000s	Cr £000s	Dr £000s	Cr £000s
Council Tax	Council Tax Debtor/Council Tax Creditor/Billing Authority Creditor			244	244
Reclassification of exceptional income for recovery of monies on matter relating to retirement of CFO as a contingent asset	Income/Debtor/Long term debtor	538			538

## Appendix 3 – Draft letter of representation

To:

Grant Patterson  
Officer of the Audit Commission  
Opus House  
Priestley Court  
Stafford Technology Park  
Beaconside  
Stafford  
ST18 OLQ

### **Hereford & Worcester Fire & Rescue Authority - Audit for the year ended 31 March 2010**

I confirm to the best of my knowledge and belief, having made appropriate enquiries of other officers of Hereford & Worcester Fire & Rescue Authority the following representations given to you in connection with your audit of the Authority's financial statements for the year ended 31 March 2010.

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#### **Compliance with the statutory authorities**

I acknowledge my responsibility under the relevant statutory authorities for preparing the financial statements in accordance with the Code of Practice for Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice which gives a true and fair view of the financial position and financial performance of the Authority and for making accurate representations to you.

---

#### **Supporting records**

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the Authority have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all Authority meetings, have been made available to you.

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#### **Irregularities**

I acknowledge my responsibility for the design and implementation of internal control systems to prevent and detect fraud or error.

There have been no:

- irregularities involving management or employees who have significant roles in the system of internal accounting control;
- irregularities involving other employees that could have a material effect on the financial statements; or
- communications from regulatory agencies concerning non-compliance with, or deficiencies on, financial reporting practices which could have a material effect on the financial statements.

I also confirm that I have disclosed:

- my knowledge of fraud, or suspected fraud, involving either management, employees who have significant roles in internal control or others where fraud could have a material effect on the financial statements; and
- my knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.

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### Law, regulations, contractual arrangements and codes of practice

There are no instances of non-compliance with laws, regulations and codes of practice, likely to have a significant effect on the finances or operations of the Authority.

The Authority has complied with all aspects of contractual arrangements that could have a material effect on the financial statements in the event of non-compliance. There has been no non-compliance with requirements of regulatory authorities that could have a material effect on the financial statements in the event of non-compliance.

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### Fair Values

I confirm the reasonableness of the significant assumptions within the financial statements. For valuation of land and buildings, debtors, creditors and provisions assumptions, I confirm:

- the appropriateness of the measurement method;
- the basis used by management to overcome the presumption under the financial reporting framework;
- the completeness and appropriateness under the financial reporting framework; and
- that subsequent events do not require adjustment to the fair value measurement.

---

### Assets

The following have been properly recorded and, where appropriate, adequately disclosed in the financial statements:

## Appendix 3 – Draft letter of representation

- losses arising from sale & purchase commitments;
- agreements & options to buy back assets previously sold; and
- assets pledged as collateral.

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### Compensating arrangements

There are no formal or informal compensating balancing arrangements with any of our cash and investment accounts. Except as disclosed in Note X to the financial statements we have no other lines of credit arrangements.

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### Contingent liabilities

There are no other contingent liabilities, other than those that have been properly recorded and disclosed in the financial statements. In particular:

- there is no significant pending or threatened litigation, other than those already disclosed in the financial statements;
- there are no material commitments or contractual issues, other than those already disclosed in the financial statements; and
- no financial guarantees have been given to third parties.

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### Related party transactions

I confirm the completeness of the information disclosed regarding the identification of related parties.

The identity of, and balances and transactions with, related parties have been properly recorded and where appropriate, adequately disclosed in the financial statements

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### Post balance sheet events

Since the date of approval of the financial statements by the Authority, no additional significant post balance sheet events that have occurred which would require additional adjustment or disclosure in the financial statements.

The Authority has no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

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### Specific representations:

No further amounts are expected to be claimed in respect of the exceptional expenditure included within the financial statements. Arrangements are in place to prevent any conflict arising from my position as Treasurer of the Authority and my position as Director of Finance of Worcestershire County Council.



### Appendix 3 – Draft letter of representation

Signed on behalf of Hereford & Worcester Fire & Rescue Authority I confirm that the this letter has been discussed and agreed by the Authority on [date]

Signed

Name

Position

Date

## Appendix 4 – Value for money criteria

KLOE	Met
<b>Managing finances</b>	
Planning for financial health	Yes
Understanding costs and achieving efficiencies	Yes
Financial reporting	Yes
<b>Governing the business</b>	
Commissioning and procurement	Yes
Use of information	Yes
Good governance	Yes
Risk management and internal control	TBC
<b>Managing resources</b>	
Natural resources	Yes
Strategic asset management	N/A
Workforce	Yes

## Appendix 5 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
<b>Annual Governance Report 2009/10 - Recommendations</b>						
10	R1. In order to ensure the Authority's requirement for an early audit view on the financial statements continues to be met resources should be available and appropriate allocated to the preparation and quality assurance of the financial statements.	2				
12	R2. Processes are put in place to review the data from the billing authorities to ensure that they are correctly treated in accordance with the requirements of the SORP	2				
16	R3. The Authority's governance review is extended to include a review of the circumstances which led to the exceptional items within the Authority's accounts and implement amendments to strengthen its current arrangements.	3				

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# The Audit Commission

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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## 15. Budget Committee Report

### Purpose of Report

1. To inform the Authority of the proceedings of the Budget Committee Meeting held on 29 July 2010.

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### Recommendation

***The Committee recommends that the Authority notes the proceedings of the Budget Committee Meeting held on 29 July 2010.***

### Capital and Revenue Budget Monitoring

2. The Committee noted that both Revenue and Capital Budgets for the first quarter of 2010/11 were meeting budget targets set by the Authority in February 2010.
3. On the revenue Budget a saving on pay awards is expected and overall, very tight controls are in place. Of the £7.067m approved for the Capital Strategy, £2.933m has been allocated to the budget and £1.394m (48%) has been spent or committed.

### Treasury Management

4. The Committee noted that Treasury Management for the Authority is carried out by Worcestershire County Council under a Service Level Agreement with that body. The County Council operates a prudent policy of low risk with resulting low returns; however, it is felt that the small improvements in returns that might result from other investments would not justify the associated risk.
5. The Committee noted that the Authority's level of borrowings were acceptable, having regard to the asset base and the revenue stream.
6. The Committee noted that in 2009-10 the Authority performed well against all of the Prudential Code Indicators.

### Supporting Information

Background Papers: Agendas and papers for Meeting of the Budget Committee held on 29 July 2010.

### Contact Officer

Martin Reohorn, Director of Finance  
(01905 368 205)  
Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)

## **16. Best Value, Policy and Performance Committee Report**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Committee Meeting held on 8 September 2010

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### **Recommendation**

***The Best Value, Policy and Performance Committee recommends that the Authority notes the proceedings of the Committee Meeting held on 8 September 2010.***

### **Quarter 1 2010/11 Performance Analysis**

2. The Committee monitors performance data and information on a quarterly basis and received the Quarter 1 2010/11 Performance Analysis at its meeting on 8 September 2010. The analysis showed the lowest number of incidents attended over the same quarter for the last 5 years and has already been noted by the Authority in the Chief Fire Officer's Service Report (Agenda item no. 7).
3. The Meeting considered the exceptions which the analysis identified, including the following:
  - There was 1 death in an accidental dwelling fire in the Quarter; the Service carries out a thorough investigation of all fire deaths.
  - There were 7 injuries resulting from accidental dwelling fires and 4 of these injuries happened at one incident – the Service also proposes to investigate all incidents attended where injuries resulted from fire.
  - There was a high concentration of incidents in the Redditch area and the Service is working with its Partners in the area, as well as the Crime and Disorder Reduction Partnership, to address this. It is expected that this work will be reflected in future analysis.
  - There was a welcome decrease in the number of callouts to false alarms from automated fire alarms.
  - Reduced recruitment rates were curbing the ability of the Service to reach targets for the number of women firefighters and recruitment from black and ethnic minority communities.
  - The Service was responsible for 18,000 fire hydrants and was experiencing delays in testing and inspecting them. This was due to budgetary concerns, and a cost-effective solution was being sought.

**Background Papers** – Agenda and papers for the Best Value, Policy and Performance Committee Meeting held on 8 September 2010.

### **Contact Officer**

Lucy Phillips, Deputy Chief Fire Officer  
(0845 12 24454)  
Email: [lpillips@hwfire.org.uk](mailto:lpillips@hwfire.org.uk)

# 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>AM</b>	Area Manager
<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>CM</b>	Crew Manager
<b>COSHH</b>	Control of Substances Hazardous to Health
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPS</b>	Chemical Protection Suits
<b>CRE</b>	Commission for Racial Equality
<b>CRR</b>	Community Risk Register
<b>CS</b>	Community Safety
<b>CSR</b>	Current 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>DOF</b>	Director of Finance
<b>DoH</b>	Department of Health
<b>DoT</b>	Direction of Travel
<b>DPA</b>	Data Protection Act

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>EA</b>	Environment Agency
<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 Project for the introduction of a 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>FSNBF</b>	Fire Service National Benevolent Fund
<b>FSPA</b>	Fire Service Procurement Association
<b>GM</b>	Group Manager
<b>HAZMAT</b>	Hazardous Materials
<b>HERMIT</b>	Herefordshire Emergency Response to Major Incidents Team
<b>HFSC</b>	Home Fire Safety Check
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<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



# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>LEA</b>	Local Education Authority
<b>LFF</b>	Leading Fire Fighter
<b>LGA</b>	Local Government Association
<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>MARP</b>	Midlands Area Radio Project
<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>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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>RHSCG</b>	Regional Health and Safety Collaboration Group
<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
<b>SAP</b>	Systems Application and Products
<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>SHA</b>	Strategic Holding Area
<b>SHEBA</b>	Safety in the Home and Electric Under Blanket Assessment
<b>SLA</b>	Service Level Agreement
<b>SM</b>	Station Manager
<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
<b>T&amp;DC</b>	Training and Development Centre
<b>UoR</b>	Use of Resources
<b>USAR</b>	Urban Search and Rescue
<b>UWFS</b>	Unwanted Fire Signal
<b>VMDS</b>	Vehicle Mounted Data System
<b>WAN</b>	Wide Area Network
<b>WM</b>	Watch Manager
<b>WMRMB</b>	West Midlands Regional Management Board
<b>YFA</b>	Young Firefighters' Association