



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

## **AGENDA**

Friday 18 December 2009

10.30 am

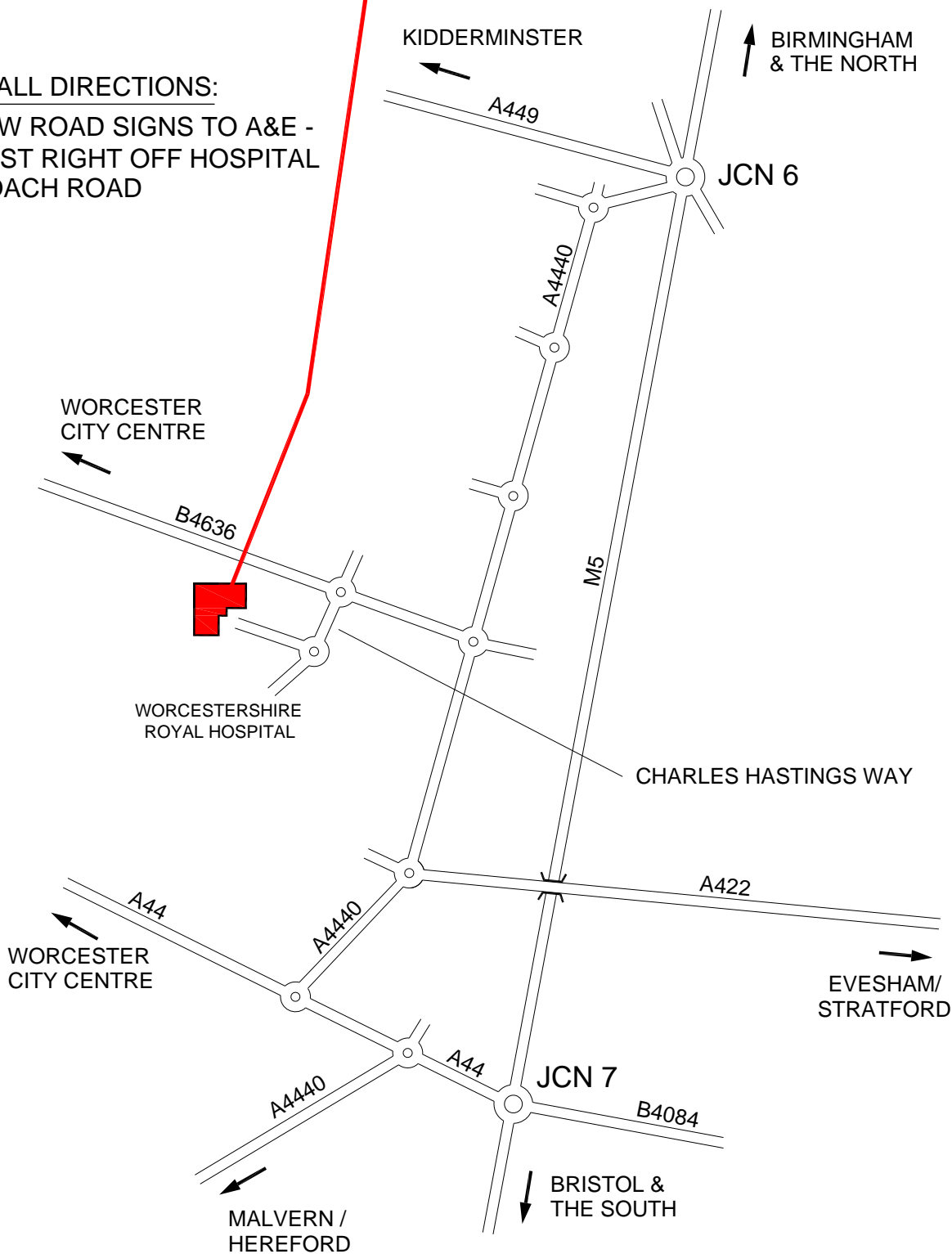
Headquarters,  
2 Kings Court,  
Charles Hastings Way,  
Worcester  
WR5 1JR



Awarded for excellence

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

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



### **ACTION ON DISCOVERING A FIRE**

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

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

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

### **ACTION ON HEARING THE ALARM**

- 1 Proceed immediately to the Assembly Point

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

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

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**Toilets** – please ask at reception.

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- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

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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, Mr. J Campion, Mr. S J Clee (Vice Chair), Mr. A Ditta,  
Mrs. M L Drinkwater, 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 Prodder MBE, Mr. C T Smith, Mr. T Spencer, Mr. K Taylor,  
Mr. J Thomas, Mr. R M Udall, Mr. G C Yarranton.

	Pages
<b>1. Apologies for Absence</b> To receive any apologies for absence.	
<b>2. Declaration of Interests (if any)</b>  The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
<b>3. Chairman's Announcements</b>	
<b>4. Confirmation of Minutes</b> To confirm the minutes of the meeting of the Fire and Rescue Authority held on 14 September 2009 (copy attached).	<b>1 - 5</b>
<b>5. Questions from Members of the Public</b> To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.	
<b>6. Service Report</b>  To inform Members of recent key developments and activities together with performance information for the period 1 July to 30 September 2009.	<b>6 - 19</b>

<b>7.</b>	<b>Financial Prospects and Future Planning</b>	<b>Pages</b>
	To inform Members of future financial prospects.	<b>20 – 24</b>
<b>8.</b>	<b>IRMP 2009/10 Implementation Update</b>	
	To provide the Authority with a progress report on the implementation of management efficiencies.	<b>25 – 26</b>
<b>9.</b>	<b>IRMP Consultation and Approval of Annual Action Plan 2010/11</b>	
	(i) To provide the Authority with details of the consultation process for the 2010/11 IRMP Action Plan and to provide a summary of the key themes from feedback received.	<b>27 – 54</b>
	(ii) To seek approval of the 2010/11 IRMP Action Plan as amended following public consultation.	
<b>10.</b>	<b>Warwickshire FRS Improvement Plan</b>	
	To inform Fire Authority Members of the proposals and implications arising from Warwickshire Fire and Rescue Service's Improvement Plan and the associated response made from this Authority.	<b>55 – 62</b>
<b>11.</b>	<b>Transfer of Ownership of New Dimension Assets</b>	
	To seek FRA sign-up to the final Transfer of Ownership Agreement.	<b>63 – 72</b>
<b>12.</b>	<b>Strategic Risk Register</b>	
	To approve the revised Strategic Risk Register.	<b>73 – 107</b>
<b>13.</b>	<b>The Code of Corporate Governance</b>	
	To seek adoption of the updated Code of Corporate Governance.	<b>108 – 132</b>
<b>14.</b>	<b>Performance Assessment 2008-09</b>	
	1. To update Members on the results of the 2008/9 Organisational Assessment results for Hereford & Worcester Fire and Rescue Authority.	<b>133 – 149</b>
	2. The FRA performs well and scores 3 out of 4 for its Organisational Assessment.	
<b>15.</b>	<b>The Review of the Water Rescue Strategy by the Best Value, Policy and Performance Committee</b>	
	To Report on the review of the Water Rescue Strategy carried out by the Committee.	<b>150 – 158</b>

	<b>Pages</b>
<b>16. Publication Scheme</b>	
To inform Members of the revised Publication Scheme for the Authority in line with the Service's Governance arrangements.	<b>159 – 178</b>
<b>17. Audit Committee Report</b>	
To inform Members of the proceedings of the Audit Committee Meeting held on 9 October and the Committee's recommendation to the Fire and Rescue Authority that its Terms of Reference be amended to include the monitoring of the Authority's arrangements against fraud.	<b>179 – 183</b>
<b>18. Budget Committee Report</b>	
To inform Members of the proceedings of the Budget Committee Meetings held on 16 October and 26 November 2009.	<b>184</b>
<b>19. Best Value, Policy and Performance Committee Report</b>	
To inform Members of the proceedings of the Committee Meetings held on 8 September and 30 November 2009.	<b>185 – 186</b>

## **Glossary**

# **Hereford & Worcester Fire and Rescue Authority**

**3.30 pm Monday 14 September 2009**

**Herefordshire Council, Brockington, 35 Hafod Road,  
Hereford, HR1 1SH**



**Present:**

**Herefordshire:**

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

**Worcestershire:**

Mr T J Bean, Mr J Campion, Mr S J Clee (Vice Chair), Mr A Ditta,  
Mrs M L Drinkwater, 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 J Thomas,  
Mr G C Yarranton.

**16. APOLOGIES FOR ABSENCE**

Mr D Greenow, Mr C Smith, Mr R Udall, Mr K Taylor.

**17. 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.)

**18. CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Cllr John Campion to his first Meeting of the Authority.

The Chairman introduced Mr Ian Edwards, the Authority's Head of Asset Management, to the Meeting.

The Chairman informed Members of the Emergency Services Show which would take place on Tuesday 24th and Wednesday 25th November, at Stoneleigh Park, Coventry, at which the Chief Fire Officer would present the Combined Air Rescue Pump.

On a point of information, raised at the last Meeting of the Authority, the Chairman reported that the Membership of the Standards Committee was not subject to the requirements for political balance.



The Chairman informed Members of the following appointments:

### Member Champions & Working Groups

IRMP Steering Group (comprises Group Leaders and Committee Chairs and PMM)	<b>Cllrs:</b> <b>Brig P Jones CBE</b> <b>T Bean</b> <b>D Taylor</b> <b>S Clee</b> <b>R Udall</b> <b>M Drinkwater</b> <b>A Hardman</b> <b>D Prodger MBE</b>
Equality & Diversity Steering Group	<b>Cllr F Oborski</b> <b>Cllr R Udall</b>
Asset Management Champion	<b>Cllr D Prodger MBE</b>
Equality & Diversity Champion	<b>Cllr R Udall</b>
Risk Champion	<b>Cllr P Watts</b>
Young Firefighters Association Executive Committee Chair	<b>Cllr L Hodgson</b>

### Fire Authority Representatives on Outside Bodies

Local Government Association (LGA)	<b>Cllr Brig P Jones CBE</b> <b>Cllr T Bean</b> <b>Cllr D Taylor</b>
LGA Fire Services Forum	<b>Cllr Brig P Jones CBE</b>
West Midlands Regional Management Board	<b>Cllr Brig P Jones CBE</b> <b>Cllr T Bean</b> <b>Cllr D Taylor</b>
Director of Regional Control Centre Company	<b>Cllr Brig P Jones CBE</b>
Herefordshire Partnership Board	<b>Cllr Brig P Jones CBE</b>

## 19. CONFIRMATION OF MINUTES

***Resolved that: the Minutes of the meeting held on 26 June 2009 be confirmed as a correct record and signed by the Chairman.***

## 20. QUESTIONS FROM MEMBERS OF THE PUBLIC

None

## **21. SERVICE REPORT**

The Chief Fire Officer reported on key developments and activities, together with performance information for the period 1 April 2009 to 30 June 2009.

In response to a query from Cllr Watts regarding personnel aggravating previous injuries, the CFO replied that injured personnel absent from work required clearance from their own GP and were then cleared by Occupational Health for the Service (PTH), before being permitted to return.

The CFO pointed out that the Equipment update was an important development for the Service, and that some of the new equipment would be displayed to Members at the next Authority Meeting.

***Resolved that the report be noted.***

## **22. AUDIT COMMITTEE REPORT**

The Chairman of the Audit Committee, Mr. Derek Prodger MBE, informed the Members of the proceedings of the Audit Committee Meeting on 26 June 2009. He reported that the Committee considered and approved the Statement of Accounts 2008/09 and the Authority's Annual Governance Statement, which had been published on 30 June.

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

## **23. BUDGET COMMITTEE REPORT**

Mr. A Hardman, Chairman of the Budget Committee, informed the Authority of the proceedings and recommendations of the Budget Committee Meeting held on 30 July 2009 and thanked all 11 Members of the Committee for their attendance at the Meeting. The Committee noted the report on Revenue and Capital budgets for the first quarter of 2009/10 and considered the review of the Authority's Asset Management Plan together with proposals for the refurbishment of Kidderminster Fire Station.

The Committee proposed that Members should be invited to inform the Authority of Stations in which they had a particular interest, and that this Register could also be used to notify Members of events in those particular areas; forms for that purpose were distributed for completion at the Meeting.

***RESOLVED that:***

- i) The Authority approves the release of £40,000 from the IRMP Strategy to fund pre-design works on the IRMP building schemes;***
- ii) The Authority approves the Asset Management Plan as recommended by the Committee;***
- iii) The Authority approves the proposed refurbishment works at Kidderminster Fire Station be brought within the scope of the IRMP capital programme, and***
- iv) The report be noted.***

## **24. FIRE CONTROL RESILIENCE UPDATE**

The Chief Fire Officer told the Meeting that the Regional Fire Control Project had been further delayed, and that the earliest cut-over date was now projected as March 2012. He outlined the substantial risks that the delay represented for the Authority in relation to current control arrangements and recommended options to address these risks.

***RESOLVED that the report be noted, and***

***That options are identified to eliminate, remove or mitigate the highlighted risks and to deliver a solution within the existing capital expenditure programme having particular mind towards:***

- (i) Opportunities for strategic collaboration with neighbouring authorities.***
- (ii) Alternative possible locations.***
- (iii) Processes to enable procurement of a replacement Command and Control system.***

(The Fire and Rescue Authority recognised that issues might arise that sat outside of the cycle of full Authority meetings and would support the Chief Fire Officer through use of its Urgent Decisions Committee if necessary.)

## **25. RISK IMPLICATIONS OF THE CURRENT ECONOMIC DOWNTURN ON THE FIRE AND RESCUE AUTHORITY**

The ACFO Service Delivery presented the report, which gave headline indicators to the potential impacts of the current economic downturn on the Service, and the response to same.

He reported that to date neither the Service nor the Police Authority had any statistical evidence of increased arson or other incidents which would be expected as a result of the downturn.

***RESOLVED that:***

- i) The Authority notes the contents of the Report, and***
- ii) The IRMP Steering Group be tasked with keeping developments under review and incorporating any findings into future draft Integrated Risk Management Plans.***

## **26. REVIEW OF THE OPERATION OF THE REGULATORY REFORM ORDER**

The ACFO Service Delivery told the Meeting that the Regulatory Reform (Fire Safety) Order 2005 was one of the primary pieces of legislation governing the Authority, and reported on the initial evaluation of its effectiveness.

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

**27. THE LOCAL GOVERNMENT ASSOCIATION FRA EQUALITY AND DIVERSITY CHARTER.**

The Chairman offered Members the opportunity to support the five point Charter for Equality and Diversity for Fire and Rescue Authority Members produced by the LGA in its role in providing political leadership on the issue of Equality and Diversity.

***The Chairman of the Authority recommended that Members sign up to the Charter individually.***

The meeting ended at 4.00 pm

Signed: .....  
Chairman

Date:.....

## 6. Service Report

### Purpose of Report

1. To inform Members of recent key developments and activities together with performance information for the period 1 July to 30 September 2009.

### Recommendation

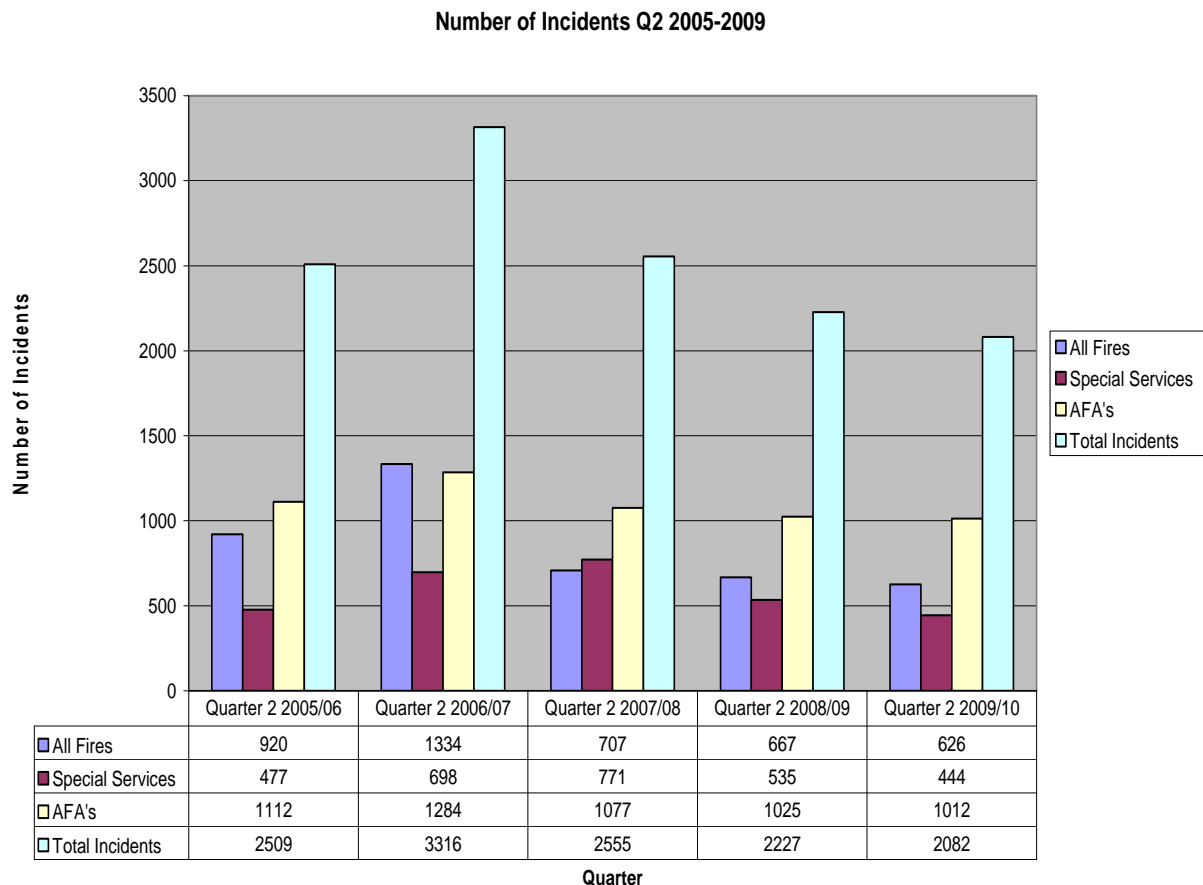
***The Chief Fire Officer recommends that the report be noted.***

### Performance

#### Operational Incident Performance Update Quarter 2 2009-10

2. Figure 1 below demonstrates overall operational activity during Q2 2009-10 compared with the first quarter in the previous four years.
3. Total incident numbers for Q2 2009/10 show a decrease on the same period last year (2082 incidents compared with 2227) and represent a significant improvement on the previous four years' figures.

**Figure 1**



## Health and Safety Incidents and Injuries

	<b>Total Incidents</b>	<b>RIDDOR Reportable</b>
July – Sept 2008	53*	10
October – December 2008	60*	12
January – March 2009	51*	3
April – June 2009	54	11
<b>July – Sept 2009</b>	<b>46</b>	<b>4</b>

\*includes all Health and Safety Incidents (injuries, fleet Health and Safety incidents, near hits, etc)

### Analysis

4. The number of reported Health and Safety Incidents/Injuries this second quarter of 2009-10 has decreased significantly when compared to the previous quarter – down from 54 to 46.
5. Furthermore, the number of incidents which are reportable under RIDDOR has decreased significantly when compared to the immediately preceding quarter - from 11 to 4.
6. Of the 4 RIDDOR reportable Health and Safety incidents this period, one involved a Breathing Apparatus malfunction, one was the result of manual handling activities during training, one involved a YFA volunteer and one was an impact injury.
7. Again, as identified in previous periods, a significant number of all Health and Safety incidents continue to involve operational personnel (78%). A quarter of these incidents occurred during operational activity, a further quarter occurred during training activities and the remainder occurred during routine activities.
8. In a departure from previous quarters, analysis of all reported incidents has shown a decrease in slip, trip and fall injuries and Manual Handling injuries, with the largest proportion of injuries this quarter being attributed to impact injuries, which accounted for almost 22% of injuries.
9. A total of 8 Fleet Health and Safety Incidents were reported this quarter, with 7 of these incidents occurring during routine driving activities. Whilst the total number of reported fleet incidents is equal to the figure reported during the immediately preceding quarter, reported incidents occurred predominantly during operational driving activities (5 incidents).
10. The number of reported Near Hits and Potential Hazards has remained low as in previous periods, with 11 incidents being reported this quarter; and 18 in the immediately preceding quarter.
11. These incidents represent less than a quarter of all reported Health and Safety incidents this quarter. This again emphasises the fact that the number of injuries and incidents occurring remains higher than the number of potential hazards and near hits being reported.

## Health and Safety Activities

12. The programme of Health and Safety competency training continues. Ten additional specialist incident investigators have been trained to investigate health and safety incidents. There will be further IOSH, Risk Assessment and COSHH management training courses during 2009/10.
13. The review of existing Health and Safety policies continues, as has the development of several new Health and Safety policies.
14. During the summer, a health and safety management systems' audit was undertaken. This will be supported by a selection of location audits being undertaken in the New Year. The findings of both sets of audits will then be used to inform future Health and Safety strategies. The outcome of these Audits will be reported to Members in 2010.

## Complaints, Concerns, Compliments and Donations

15.

<b>Q2</b>	<b>July 09</b>	<b>Aug 09</b>	<b>Sept 09</b>	<b>Totals</b>
Complaints	2	0	1	<b>3</b>
Concerns	0	1	2	<b>3</b>
Compliments	4	3	4	<b>11</b>
Donations	4	2	1	<b>7</b>

## Information Management

### 16. Requests for Information

**Freedom of Information Act (FOIA)/Data Protection Act (DPA)/Environmental Information Regulations (EIR)**

<b>Q2</b>	<b>FOIA Requests received and completed</b>	<b>DPA Requests received and completed</b>	<b>EIR Requests received and completed</b>	<b>Total Requests received in Q2</b>
July 2009	23	2	1	
August 2009	12	0	0	
September 2009	23	0	2	
<b>TOTALS</b>	<b>58</b>	<b>2</b>	<b>3</b>	<b>63</b>
<b>Requests received January – September 2009 (Q4/Q1/Q2)</b>			<b>184</b>	

### **Interim Fire Control Arrangements**

17. In light of delays in the Regional Control Project reported to the Authority in June, work continues to identify a potential interim solution for Fire Control resilience. Officers have been working with colleagues from Shropshire FRS to evaluate a potential replacement mobilising system that could deliver both enhanced capability and reliability, and enable seamless mobilising across both Services. An update on this evaluation, and the latest position in respect of the Regional Fire Control project, will be delivered to the Authority in February 2010.

### **International Support Provided by Hereford & Worcester FRS**

18. In November the Service was host to two Senior Officers from Trinidad and Tobago, Godfrey Fitzroy McKellar and Anthony Allan McEarchrane. These Officers were in the UK to undertake a Senior Command Course at the Fire Service College and were attached to Hereford & Worcester to learn more about performance management, communications and technical services. The Officers also accompanied the Chairman and Chief Fire Officer/Chief Executive to the National Emergency Services Show at Stoneleigh for the launch of the Service's new CARP appliance.
19. Following a request for support from Dr Barooah, the President of the College of Emergency Medicine of India, it was agreed that two H&W Officers, WM S Cusack and WM A Elliott, would attend the 11<sup>th</sup> Annual International Conference of Emergency Medicine in India between 15-22<sup>nd</sup> November to deliver a range of training inputs. The theme of this conference was 'team work'. WM Cusack was identified as being an ideal candidate because of his dual Fire Service and Air Ambulance experience and interest in RTC and major incident management. WM Elliott was selected based on his similar interests and both individuals were considered to be ideal ambassadors for HWFRS.
20. Road traffic collisions are a major cause of fatalities and serious injury in India, and until very recently, there was no organised rescue service for victims involved in these incidents. The Fire Service has recently been given this responsibility and is working hard to secure appropriate training and equipment. During the conference week, H&W Officers delivered training to Fire Service staff on a wide range of RTC principles, casualty management and extrication.
21. H&W Officers also provided input at a Major Incident Management Seminar on Incident Command, the UK response following the terrorist attacks of 9-11 and HWFRS involvement in UK flood response. During a simulated major incident exercise, H&W Officers were involved in playing the roles of Tactical and Strategic commanders in a simulated terrorist attack.
22. This visit was funded by the hosts and did not involve any costs for the Service.



## **Routine Replacement of Light Vehicles**

23. There will be a routine phased replacement of 22 light vehicles, 16 of which are used for emergency response. Having worked with the Services' Fleet Department, FireBuy and users, base-specification Freelanders are due to be purchased through the Department of Works & Pensions contract to Police (base) Specification. The purchase price is more than £2,200 per vehicle lower than the existing vehicles and further savings will be achieved due to greater accessibility to local servicing outlets across the Hereford and Worcester areas.
24. From a Corporate and Social Responsibility perspective, the new vehicles are manufactured in the West Midlands, supporting local jobs and employers in related sectors within the region. The replacement vehicles will be more functional, with 4 wheel drive and permanent high visibility markings. In addition, Landrover has fewer transportation costs than the existing vehicles and operates a Carbon Offset programme.

<b>Information for Members</b>
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## **Pandemic Flu Update**

25. The Service continues to meet with Local Authorities, Health Trusts and other partner organisations to monitor the national, regional and local situation for Pandemic Flu in line with agreed Business Continuity arrangements.
26. There has been a substantial fall in new swine flu cases in the past few weeks with a marked decrease among young adults and children.
27. The independent committee of experts in the UK recommended that all those in the at risk groups should be offered the swine flu vaccine. These included frontline health and social care workers to protect them and their patients and ensure the NHS is staffed should it come under pressure this winter. The vaccination programme that began on 21 October 2009 continues. As of the 4 December 2009 1.6 million people in the priority groups have received their vaccination.
28. Despite the fall in new cases across the two counties the Service remains vigilant. The Corporate Risk Management Group set up to manage resilience to the Flu Pandemic continues to monitor staff sickness levels.
29. The Service continues to exercise Business Continuity arrangements and train our staff where necessary.

## **West Midlands Regional Management Board**

30. The West Midlands Regional Management Board held its Annual General Meeting on 23 July 2009 in the HQ of the West Midlands Fire Service.
31. Brigadier Peter Jones was elected Chair of the Regional Management Board for the period until the commencement of the annual meeting of the Board in July 2010.

32. The formal close-down of the West Midlands Regional Management Board Programme Office was approved and it was agreed that the Regional Management Board would only meet annually. The Chair informed Members that a special meeting of the Regional Management Board could be called if any significant issues arose.
33. The Board also considered the delay to the RCC/Regional Fire Control Project and the issues arising from same.
34. Draft Minutes of the Meeting are attached as Appendix 1.

### **Local Incidents to Note**

#### **Stop Fire Spreading**

35. Two crews from Hereford managed to stop a fire causing serious damage to a shop in Hereford in the early hours of Thursday, October 22. The fire actually involved two minibuses and one catering trailer, which were all well alight when the firefighters attended. The crews used three hose reels and one jet to bring the fire under control. Station Manager Neil Lilwall praised the crew's hard work and skill as they managed to stop the fire spreading to the roof of a nearby shop.

#### **USAR Attend RTC in Stretford**

36. An HGV was in collision with a house in Stretford Bridge Farm, Stretford, Hereford on Saturday, October 24. Crews from Kingsland, Leominster and Leintwardine were called to the incident at 7.35 pm. The lorry driver and passenger escaped with minor injuries and were released prior to the arrival of the Fire Service. The occupants were home and escaped without injury. The USAR team was called to shore up the property to help stabilise it following the collision. They worked for a considerable amount of time at the scene, using equipment from all four modules to help reduce the risk of any further damage to the house.

#### **Holt Heath Collision**

37. Three fire crews from Worcester were called to a road traffic collision on the Worcester Road at Holt Heath on Thursday, October 22. Three cars were involved in the incident, which happened at 5.39 pm. One casualty was released from a vehicle by firefighters and three people were taken to hospital.

#### **George Saved by Red Watch**

38. George, a 21 year old, one tonne Shire horse was rescued by Red Watch, Redditch on Sunday, November 1. The incident took place in Sillins Lane, Elcocks Brook, Redditch where the Shire horse was unable to right himself. It was feared that the vet would have to put the horse down as he had lain on his left side for too long. However, after nearly two hours, with assistance from the winching strops and the farmer's vehicle, Red Watch managed to turn George onto his right side from where he was able to get himself up a few hours later. This rescue featured on BBC Hereford & Worcester and Radio 5 Live.

## **Factory Fire**

39. Firefighters from across Worcestershire attended a severe fire at a plastic packaging storage premises on Saturday, November 7. Crews were called to Gemini Trading Estate, Stourport Road, Kidderminster, at 11.52 pm. Eight pumps attended the incident. Crews were on scene throughout the next day and carried out the final re-inspection on Monday, November 9.

## **Woman Airlifted to Hospital**

40. A woman was airlifted to hospital following a collision on the A38 near to the Swan Inn at Martin Hussingtree on Tuesday, 10 November. Firefighters from Worcester and Droitwich attended the incident, which involved a van and a car, at 10.50 am. The stop message was given at 11.56 am and confirmed that one female had been released from the vehicle by Firefighters.

## **Supporting Information**

- Appendix 1: Draft Minutes of the Annual General Meeting of the West Midlands Regional Management Board held on 23 July 2009.

## **Contact Officer**

Paul Hayden, Chief Fire Officer  
(0845 1224454)  
Email: phayden@hwfire.org.uk



Draft Minutes

**23<sup>rd</sup> July, 2009, at 11.00 am**

**West Midlands Fire Service Headquarters, 99 Vauxhall Road, Birmingham**

**Present:**

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

**Representing Shropshire and Wrekin Fire Authority**  
Councillors Hartin and West;

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

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

**Representing West Midlands Fire and Rescue Authority**  
Councillors Hinton and Ward.

**Advisors:**

Deputy Chief Fire Officer Enness (Staffordshire Fire and Rescue Service);  
Chief Fire Officer Hayden (Hereford and Worcester Fire and Rescue Service);  
Chief Fire Officer Randeniya (West Midlands Fire Service);  
Deputy Chief Fire Officer Ranger (Warwickshire Fire and Rescue Service);  
Chief Fire Officer Raymond (Shropshire Fire and Rescue Service).

Lynda Bateman (Treasurer);  
Sue Phelps (Clerk) and Amarjit Sahota;  
Steve Worrall (Programme Manager).

**Visitors:** Philip Purssey and Neil Backes.

**Apologies:** Councillors Bean, C Davis, C Jones and Minnery;  
Chief Fire Officers Dartford and Fuller.

14/09 **Election of Chair**

**Resolved** that Councillor Brigadier Jones be elected Chair of the Regional Management Board for the period until the commencement of the annual meeting of the Board in July 2010.

15/09 **Election of Vice Chair(s)**

**Resolved** that Councillors Bloomer, Hobbs, Ward and West, as Chairs of their respective Fire Authorities, be elected Vice Chairs of the Regional Management Board for the period until the commencement of the annual meeting of the Board in July 2010.

## **West Midlands Regional Management Board**

**23<sup>rd</sup> July, 2009**

### **16/09      Chair's Announcements**

The Chair welcomed everyone to the meeting. He welcomed Councillor Ward to his first meeting as Chair of West Midlands Fire and Rescue Authority.

The Chair also welcomed Paul Raymond to his first meeting as Chief Fire Officer for the Shropshire Fire and Rescue Service.

He also informed the Board that the Treasurer, Lynda Bateman, would soon be retiring. Members expressed their appreciation for the contribution to the work of the Regional Management Board made by Mrs Bateman during her period as Treasurer.

It was noted that the Local Authority Controlled Company (LACC) no longer had a Chairman and it was suggested that Councillor Ward, the appointee from West Midlands Fire and Rescue Authority be authorised to deal with any urgent business arising before the next scheduled meeting of the Company

### **17/09      Minutes**

**Resolved** that the minutes of the meeting held on 30<sup>th</sup> January, 2009, be confirmed as a correct record.

### **18/09      Notes of the Programme Board**

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

It was requested that the reference in the notes to 'West Midlands Fire & Rescue Service' be replaced with 'West Midlands Fire Service'.

**Resolved** that the recommendations of the Programme Board as set out in the notes be approved.

### **19/09      Membership of the Regional Management Board 2009/10**

The Clerk reported on the membership of the Regional Management Board for 2009/10.

### **20/09      WMRMB Programme Plan 2009/10**

The Programme Manager presented a draft Programme Plan for 2009/10, setting out proposals for the delivery of this Region's activities to meet the requirements of the Fire and Rescue National Framework 2008/11, based on a portfolio of five overarching strategic project streams: Operational Response, Prevention and Protection, Human Resources, Performance and Improvement and Regional Control Centre.

## **West Midlands Regional Management Board**

**23<sup>rd</sup> July, 2009**

It was proposed to operate the project streams on a task and finish basis where appropriate, and Brigade Managers would act as Senior Responsible Owners. To secure synergy and consistency of approach the first four projects had been aligned to Chief Fire Officer Association's national business model.

It was also proposed that as a departure from previous years, progress against the Programme Plan would be managed and monitored by the Programme Board, and that the Programme Office function be disbanded.

Members were informed that for the period 2009/10, the implementation and management of the WMRMB modernisation Programme Plan would operate on a cost neutral basis, with no operating budget.

Any expenditure incurred to address Member and/or Fire Rescue Service officers' expenses to attend or host WMRMB, Programme Board and/or project board meetings would, as in previous years, be borne by each respective Fire Authority.

Clerking and secretariat functions during 2009/10 would continue to be undertaken by Sandwell MBC on behalf of WMRMB. Shropshire Fire and Rescue Service would maintain the WMRMB website which would continue to act as the repository for all agendas, reports and minutes.

Concerns were expressed that the Regional Management Board would only meet annually and clarification was sought as to how issues raised would be dealt with and how the Programme Board was expected to be monitored.

The Chair informed Members that a special meeting of the Regional Management Board could be called if any significant issues arose. The Programme Manager also informed Members that the Programme Board did not have any delegated powers and any issues or recommendations would need to be reported back to the Management Board for consideration, not covered in the Programme Plan 2009/10.

### **Resolved:-**

- (1) that the draft Programme Plan 2009/10, be approved;
- (2) that responsibility be delegated to Brigade Managers (acting as Senior Responsible Owners) together with the lead officer to scope, review and agree the key tasks necessary to deliver the Programme Plan's project streams;
- (3) that Brigade Managers and/or lead officers be requested to prepare and present progress reports/presentations to the Programme Board at three-monthly intervals;
- (4) that the formal close-down of the West Midlands Regional Management Board Programme Office, be approved.

## **West Midlands Regional Management Board**

**23<sup>rd</sup> July, 2009**

21/09

### **Governance Arrangements 2009/10**

The Clerk reported that the five constituent Fire Authorities made an agreement relating to the Constitution and Standing Orders of the WMRMB which came into effect on 1<sup>st</sup> April, 2004. The agreement set out the constitution of the Regional Management Board and provided that it would hold a minimum of four meetings per year, including an annual general meeting.

The draft Programme Plan for 2009/10 had been drawn up following discussions with Chairs of the Fire Authorities and Chief Fire Officers and retained a regional emphasis aligned to the regional business streams but with a streamlined organisation and a reduction in meetings (Minute No. 20/09).

It was also reported that the current Treasurer, Lynda Bateman, would be retiring from her post with Sandwell MBC and Treasurer to the West Midlands Fire and Rescue Authority on 31<sup>st</sup> August, 2009. Sandwell MBC had indicated that the arrangement for the post at Sandwell MBC to include the role as Treasurer to the Management Board could continue. Stuart Kellas has been appointed as Treasurer of the West Midlands Fire and Rescue Authority with effect from 1<sup>st</sup> September, 2009 and it was therefore recommended that he be formally appointed as Treasurer to the Management Board with effect from 1<sup>st</sup> September, 2009.

The Management Board placed on record its appreciation to Lynda Bateman for the hard work and contribution she had made during her time as Treasurer.

#### **Resolved:-**

- (1) that the governance arrangements for the West Midlands Regional Management Board as set out in the Programme Plan 2009/10, be approved;
- (2) that Mr Stuart Kellas be formally appointed as Treasurer to the West Midlands Regional Management Board with effect from 1<sup>st</sup> September, 2009;
- (3) that the Programme Board be reconstituted for 2009/10 with the same membership and terms of reference as in 2008/09.

22/09

### **Appointment of External Auditors – 2008/09 Audit**

The Treasurer reminded Members that she had finalised 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.

## **West Midlands Regional Management Board**

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It was reported that for the financial years 2007/08 to 2010/11, Clement Keys had been appointed as the Board's external auditor. 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.

Members were informed that the formal public advertisement would be published on 24<sup>th</sup> July, 2009.

**Resolved** that the 2008/09 Short Form Annual Return be approved.

23/09

### **Schedule of Meetings 2009/10**

The Board considered a proposed schedule of meetings of the Regional Management Board and the Programme Board for 2009/10, in line with the Programme Plan for 2009/10. It was proposed that the Management Board should in future meet once per annum (the AGM) and that the Programme Board should meet on three subsequent occasions.

It was reported that Staffordshire Fire and Rescue Authority had asked for the January Programme Board to be rearranged to enable its Chairman to attend. Offers had been received from Authorities to host the various meetings.

**Resolved** that meetings of the Regional Management Board and Programme Board be held as follows in 2009/10:

Meeting	Date and Time	Host
West Midlands Regional Management Board	23 <sup>rd</sup> July, 2009 [Annual Meeting] 11 am	West Midlands Fire and Rescue Authority
Programme Board	22 <sup>nd</sup> October, 2009 10.30 am	Shropshire and Wrekin Fire Authority
Programme Board	Date to be confirmed 10.30 am	Stoke on Trent and Staffordshire Fire Authority
Programme Board	22 <sup>nd</sup> April, 2010 10.30 am	Warwickshire County Council



**West Midlands Regional Management Board**  
**23<sup>rd</sup> July, 2009**

24/09

**WMRMB Progress Updates 2008/09**

**Resilience**

The Regional Management Board received a presentation on the summary of performance of the WMRMB Resilience Project. The objective of the project was to review the effectiveness of 'cross-border' integration arrangements.

It was reported that progress had been made against the following: Regional Collaboration Forum, Memorandum of Understanding, New Dimensions, Training Exercise Strategy, Section 13 and 16 Agreement and Inter-Agency Liaison Officers.

The benefits that had been delivered were: shared use of resources, sharing best practice, improved operational effectiveness and efficiency, improved fire-fighter safety and ultimately improved the service delivery to communities.

**RCC/Regional Fire Control Project**

Members received a presentation in regard to an update on the FiReControl project. The objective of the project was to review and support the delivery of the West Midlands Fire and Rescue Services Regional Fire Control, as set out in within the Fire Rescue Service National Framework.

The Regional Management Board was informed of the project progress, as follows:-

- there had been a project re-schedule due to technical problems with developing the IT system to meet all systems;
- development of Solution Establishment Workshops to improve understanding of Fire and Rescue Service requirements;
- FiReControl station end equipment was fully operational in Staffordshire;
- planning work underway to facilitate installation of FiReControl mobile data terminals in Staffordshire appliances;
- Firelink – 100% regional network resilience now achieved;
- organisational structure and design had now been agreed;
- additional staffing in place within Fire and Rescue Services to support the delivery of the agreed regional Initial Staffing Pool plan;
- vision values and behaviours had been agreed;
- the building had been fully furnished and training rooms were functional;
- a 'put' option had been signed with the owners of the property that if during the contract the building became not fit for purpose, it would be brought back for £1. The put option was a mechanism whereby the LACC could return the lease to CLG when CLG defined that the building was no longer required. CLG would buy back the lease in this case for £1. Legal advice was still being sought over the viability of this option for the LACC in the Region;
- it had been identified that the building was not currently up to Disability Discrimination Act standards;

## **West Midlands Regional Management Board**

**23<sup>rd</sup> July, 2009**

- more staff were required than that recommended by CLG;
- the website was up and running and a facility had been set up for employees to ask questions and receive a response within 24 hours;
- the 2008/09 budget was in surplus by £43,000 but this would be needed to fund work stack.

Members expressed concerns about the continuing delays affecting the project and the risks posed by a potential change in Government.

### **Regional Improvement Group**

The Management Board received a progress report on the WMRMB Regional Improvement Group (RIG). The RIG had been created to share expertise and knowledge for capacity building. To date, the following progress had been made:-

- the RIG had its inaugural meeting on 7<sup>th</sup> May, 2009;
- in preparation for regionally led Operational Assessment reviews, arrangements were made to train and accredit regional peer reviewers, with the training arranged by IDeA. A total of 14 members of staff from the region successfully completed the peer reviewer course;
- a three day regional critical-friend Operational Assessment peer review took place in Shropshire Fire and Rescue Service in July;
- the RIG had successfully secured grant funding of £175,000 from 'Improvement and Efficiency West Midlands' to support the sharing of expertise and knowledge within the region.

It was reported that the RIG planned to meet shortly to review the outcomes from the Fire Authorities Comprehensive Area Assessments and Operational Assessment reviews. Areas of notable practice and common areas for improvement would be considered and recommendations would be submitted to the Regional Management Board to draw upon the funding received to address areas for improvement.

The RIG also proposed to review the recently published guide on suggested national performance indicators for data collection by the Chief Fire Officers' Association.

25/09

### **Date of Next Meeting**

The next meeting of the Board would be the annual meeting in July 2010, at a date, time and venue to be arranged.

(Meeting ended at 12.39 pm)

Contact Officer: Amarjit Sahota Democratic Services Unit Sandwell MBC 0121-569 3189
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## 7. Financial Prospects and Future Planning

### Purpose of Report

1. To inform Members of future financial prospects.
- 

### Recommendations

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

### Background

2. In February 2009 the Fire and Rescue Authority (FRA) agreed a Medium Term Financial Plan for 2010-11 to 2012-13. It was, however, approved prior to the current major uncertainty in public finances.
3. This Medium Term Financial Plan was based around the agreed assumptions of:
  - Grant as the 3-year CSR settlement for 2010/11 (up 1.25%)
  - Grant for future years frozen at 2010/11 cash levels
  - The approved precept policy of 4.9% per year increases
  - Pay awards and inflation at 2%
  - Regional Fire Control going live in 2011/12 and FireLink charges from 2010/11
4. On 27<sup>th</sup> November CLG issued provisional grant figures for 2010/11 identical to those in the 3-year settlement. Future grant is less certain. There will not be another Spending Review before the next general election, and whilst there has been much speculation about grants cuts nothing has been confirmed.
5. On 26<sup>th</sup> November Parliamentary Under-Secretary of State Barbara Follett MP said, in a written statement to the House of Commons:

*"I am pleased that the average Band D council tax increase this year was 3% - the government expects to see it fall further next year while authorities protect and improve front line services.*

*We expect the average Band D council tax increase in England to fall to a 16 year low in 2010/11. We remain prepared to take capping action against excessive increases set by individual authorities and requiring them to re-bill for a lower council tax if necessary."*

6. Specific criteria for judging excessive increases by individual authorities are unlikely to be announced until after all Council Taxes have been set. An announcement would, in usual circumstances, be made towards the end of next March; however, planning to limit the Council Tax increase to below 3% seems to be in accordance with government expectations.

7. The date of the Pre-Budget Report has been set for 9<sup>th</sup> December, which should give a more reliable view of the prospects for 2010/11 and beyond.
8. In addition, from 2011/12 there will be a new formula for distributing grant to Fire and Rescue Authorities. The outcome of this is not yet known, but the Director of Finance sits on the national group looking at these issues. Previous reviews have held out good prospects for H&WFRA, but they have not always materialised.
9. The significant areas under review are:
  - Replacing the fire risk index with 2 indexes to better reflect non-fire activity
  - Review of Area Cost Adjustment to effectively apply only to the 20% of budget not driven by fixed national pay scales – potentially releasing resources into main grant
  - Updating the actual spend data used to reflect more recent trends. (Currently it is based on pre 2004 Act activity)
10. All potential changes are however subject to Ministerial approval, and the expenditure update was proposed and rejected for the current CSR period.

### Future Resources

11. Budget Committee on 26<sup>th</sup> November recommended that the following revised assumptions be used for planning purposes:
  - 2010/11 Council Tax Increase at 2.9%
  - 2011/12 and 2012/13 no Council Tax Increase
  - 2010/11 Formula Grant as per 3-year settlement (i.e. 1.25%)
  - 2011/12 Formula Grant cut by 5%
  - 2012/13 Formula Grant frozen at 2011/12 cash level.
  - For 2011/12 a new grant “Council Tax Freeze Incentive Grant” (CTFIG) equal to 2.5% precept increase (conditional on precept increase being constrained to 0%).
  - 2012/13 CTFIG frozen at 2011/12 cash level.
12. These revised assumptions give consequential resources as below:

	2009/10	2010/11	2011/12	2012/13
Band D Tax	£ 71.57	£ 73.65	£ 73.65	£ 73.65
Precept Increase		2.9%	0.0%	0.0%
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Gross Precept	19.915	20.455	20.455	20.455
Formula Grant	10.536	10.668	10.135	10.135
Council Tax Freeze Incentive Grant			0.511	0.511
Total Resources	<b>30.451</b>	<b>31.123</b>	<b>31.101</b>	<b>31.101</b>
year on year change		2.2%	-0.1%	0.0%

## Future Budget Requirements

13. Since setting the MTFP it is now possible to review the assumptions made, in particular:
- Pay awards for 2010/11 at 1.25% for Uniform and 1.00% for Support Staff were significantly less than the 2.5% budgeted
  - Future pay awards were budgeted at 2% but a figure of 1% seems more prudent (and may in itself be excessive)
  - It is now expected that there will be a 0% pay offer for support staff for April 2010, but it is not clear if this will influence the employer's side in negotiations for Uniform Staff pay, and at this stage in planning it would be prudent to maintain a contingency for an Award
  - Non-pay inflation was assumed at 1%. Whilst the short term expectation for RPI/CPI inflation is low there is speculation that the medium term prospects might be for a higher level. In any case FRA inflation is not the same as RPI inflation and so the assumption has been unchanged
  - Regional Fire Control – has now slipped back a further year from 2011/12 to 2012/13. Although costs are a best estimate based on available information they are not a final known figure
  - Firelink costs will now be payable from 2011/12 (not 2010/11 per the MTFP) and there is now more clarity over the basis of costs
14. Appendix 1 shows the build of the projected budget requirements based on the revised assumptions above.
15. As a result of these revisions to Resource and Expenditure forecasts the net future savings required are significant and are summarised below:

	2010/11	2011/12	2012/13	2013/14
	£m	£m	£m	£m
MTFP Budget Requirement	31.123	31.975	32.315	31.539
MTFP Resources	31.123	31.101	31.101	31.101
MTFP required savings	-	0.874	1.214	0.438

16. Based on the current MTFP projections the Service will need to identify total savings of £2.5m after allowing for inflation and pay awards.

## Future Planning

17. The expenditure requirement savings identified are significant, but are based on a speculative view of future funding. It is probable that the actual picture will not be known before the next General Election, but the pre-budget report on 9 December may give some direction.
18. Given the size of the gap it has the potential to have a major impact on the nature of the Service and its delivery to our communities.

19. The Service will be holding a series of in-house workshops (involving staff, Members and representative bodies) in early 2010 linked to the budget and IRMP under a “future challenges and service values theme”, followed by similar sessions with external stake-holders.
20. Arrangement for these meetings will be notified at a later date.

### **Supporting Information**

Appendix 1: Revised Medium Term Financial Forecasts – December 2009

### **Background Papers**

None

### **Contact Officer**

Martin Reohorn, Director of Finance  
(0845 12 24454)  
Email: mreohorn@hwfire.org.uk

# Hereford & Worcester Fire and Rescue Authority

## Revised Medium Term Financial Forecasts : December 2009

	Revised MTFP 2010/11 £m	Revised MTFP 2011/12 £m	Revised MTFP 2012/13 £m	Revised MTFP 2013/14 £m
<b>Previous Year Net Budget Requirement</b>	<b>30.451</b>	<b>31.123</b>	<b>31.101</b>	<b>31.101</b>
<b>Cost Pressures</b>				
2009 Pay Award Savings	(0.266)			
Pay Awards - Uniformed Staff		0.181	0.182	0.185
Pay Awards - Support Staff		0.039	0.040	0.040
Additional NI Costs (mini-Budget Nov 2008)		0.100		
LGPS - Increased Contribution Rate	0.018	0.018	0.018	0.018
Support Staff Increments		0.013	0.004	
Non Pay Inflation	0.136	0.139	0.151	0.145
Unfunded Pensions	0.025	0.025		
Public Surveys - Cyclical	0.010	(0.010)		
Contingency	0.352	0.200	0.090	
	<b>0.275</b>	<b>0.705</b>	<b>0.485</b>	<b>0.388</b>
<b>Capital Programme</b>				
Impact of Asset Management Plan & Fleet Strategy	0.297	0.201	0.229	0.250
	<b>0.297</b>	<b>0.201</b>	<b>0.229</b>	<b>0.250</b>
<b>Consequences of National Projects</b>				
Firelink - estimated net new cost		0.046		
FiReControl - estimated net new cost			0.500	(0.200)
	<b>0.000</b>	<b>0.046</b>	<b>0.500</b>	<b>(0.200)</b>
<b>GROSS BUDGET REQUIREMENT</b>	<b>31.023</b>	<b>32.075</b>	<b>32.315</b>	<b>31.539</b>
Strengthening of Balances	0.100	(0.100)		
<b>GROSS BUDGET REQUIREMENT</b>	<b>31.123</b>	<b>31.975</b>	<b>32.315</b>	<b>31.539</b>
EFFICIENCIES TO BE IDENTIFIED		(0.874)	(1.214)	(0.438)
	<b>0.000</b>	<b>(0.874)</b>	<b>(1.214)</b>	<b>(0.438)</b>
<b>PROJECTED NET BUDGET REQUIREMENT FOR YEAR</b>	<b>31.123</b>	<b>31.101</b>	<b>31.101</b>	<b>31.101</b>

### Revenue Balances

	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m
Forecast balance at start of year	1.271	1.371	1.371	1.371
additions in year	0.100			
Forecast balance at year end	<b>1.371</b>	<b>1.371</b>	<b>1.371</b>	<b>1.371</b>
% of Projected Budget Requirement	4.4%	4.4%	4.4%	4.4%

## **8. IRMP 2009/10 Implementation Update**

### **Purpose of report**

1. To provide the Authority with a progress report on the implementation of management efficiencies.
- 

### **Recommendation**

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

### **Background**

2. Our 2009/10 IRMP action plan committed to delivering efficiencies whilst ensuring that we maintain our levels of operational response.
3. A significant component of this commitment involved reducing the Firefighter establishment by 12 posts while simultaneously developing and implementing the following improved business practices to ensure service provision was not affected:
  - Centralised co-ordination of crewing;
  - Centralised co-ordination of training to ensure crewing availability;
  - Additional training capacity to provide locally delivered training;
  - Comprehensive arrangements to manage and monitor attendance; and
  - New arrangements for water rescue training.

### **Progress Report**

#### **Firefighter Establishment**

4. The establishment has been reduced by 12 posts with effect from 1 April by reducing from eight to seven the total number of personnel employed on each of the four shifts at Kidderminster, Bromsgrove and Redditch. This has been achieved through normal reductions in staff numbers such as retirements.

#### **Centralised Crewing Hub**

5. A centralised crewing hub, located within the Operational Intervention team, was launched on 1 April. This provides dedicated staff and processes to monitor and manage operational cover by ensuring minimum station crewing levels for both Officers and Firefighters, incorporating leave management; a resilience register, training co-ordination and temporary promotions.



## **Additional Training Capacity**

6. Training capacity has been increased by 4 instructors (66%) sourced through the watch manager development programme and dedicated to peripatetic (i.e. on site) training. A revised training strategy supporting the improved business practices is scheduled for full implementation in April 2010.

## **Attendance Management and Monitoring**

7. Revised absence management policies and procedures have been introduced with associated robust monitoring systems. Operational managers and equivalent non-uniformed managers have been trained in these new procedures. Over the period July - September 2009, the number of wholetime shifts lost to sickness reduced to 551.5 compared with 869 during the same period in 2008. Total days/shifts (wholetime and non-uniform) lost to sickness represented the lowest second quarter figure since 2006.

## **Arrangements for Water Rescue Training**

8. The Service's IRMP consulted on the options for the future delivery of water rescue training in order to reduce the pressure on front-line crewing. A final decision will be made by the Authority in December 2009.

## **Summary - Initial Impact of Improved Business Practices**

9. Over the four month period April - July 2009, following the introduction of the new practices including the Service's Resilience Register, crewing on wholetime stations fell below standard levels on only 5 shifts out of a total of 244 (2.05%). In comparison, over the same period in 2008, crewing fell below standard levels on 52 shifts out of a total of 244 (21.3%).
10. This initial impact represents close to a ten fold performance improvement, suggesting that the new systems are significantly enhancing our ability to maintain effective crewing levels. However, it is still early days in this evaluation process and we will continue to monitor progress carefully through our performance management systems into the future.

## **Supporting Information**

### **Appendices**

None

### **Contact Officer**

Lucy Phillips, Deputy Chief Fire Officer  
01905 368204  
Email: lphillips@hwfire.org.uk

## **9. IRMP Consultation and Approval of Annual Action Plan 2010/11**

### **Purpose of report**

1. To provide the Authority with details of the consultation process for the 2010/11 IRMP Action Plan and to provide a summary of the key themes from feedback received.
2. To seek approval of the 2010/11 IRMP Action Plan as amended following public consultation.

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### **Recommendations**

#### ***The Chief Fire Officer recommends:***

- (i) That the consultation report be noted and***
- (ii) That the 2010/11 IRMP Action Plan is approved, namely:***
  - 1. During 2010/11 we will review our revised management arrangements at our day crewed stations***
  - 2. Further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage Sites***
  - 3. Further develop local risk profiles to include an assessment of potential risk to the environment***
  - 4. We will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales***
  - 5. We will provide an optimum level of flood/water first responder cover, requiring back office efficiencies of £36k p.a.***
  - 6. We will establish a centre based around the USAR team to co-ordinate and manage the specialist Technical Rescue functions within the Service.***

### **Background**

3. In accordance with the Fire and Rescue National Framework, Hereford & Worcester Fire and Rescue Authority has developed a 3 year Integrated Risk Management Plan (IRMP) to be delivered over 2009/12. The IRMP process requires us to produce annual Action Plans setting out how we intend to achieve our vision.
4. Members will be aware that the draft IRMP Annual Action Plan for 2010/11 was approved for consultation by the Authority in June 2009.

5. In order to comply with the Government's adopted code of practice for consultations, during the 12 weeks from 29 June to 22 September 2009, the Authority consulted a wide variety of individuals, groups and partnerships from across the two counties to get a view on the proposals outlined in the draft 2010/11 IRMP Action Plan.
6. The proposals were distributed widely amongst stakeholders (statutory and voluntary sector agencies; community organisations; specialist agencies e.g. Fire Protection Association; multi-agency partnerships; etc.). In addition to this a range of focus groups and open day events were attended. Focus groups targeted staff groups and representative bodies. Additionally the Annual Action Plan proposals were hosted on the Service's web site.
7. The written responses received, coupled with the feedback from the focus groups, gives a broad outline of the key themes in response to the IRMP proposals (ref. Appendix 1.)
8. Over 100 anonymous responses were received in writing, directly responding to the questionnaire provided with the plan. Two detailed written responses were received from the Fire Brigades' Union and Fire Protection Association. The level of response to this consultation process has been the most successful to date.

#### **2010/11 IRMP Action Plan Feedback and Consequential Amendments**

9. The detailed feedback, analysis and recommendations from the draft 2010/11 IRMP Annual Action Plan Consultation is included as Appendix 1.
10. The Authority's IRMP Steering Group has met to consider the findings of the consultation and identified two amendments to the proposed plan for approval, taking account of the feedback received.
11. Recommendation 2 (Targeted Response Vehicles) is proposed to be withdrawn until a more in-depth exercise into the business / performance case for Targeted Response Vehicles can be made. Further details around potential TRV usage and associated issues will be reviewed and any further considerations of TRV proposals will examine the effectiveness of implementation in Fire and Rescue Services nationally.
12. Recommendation 7 (Central co-ordination of specialist Technical Rescue functions) was reworded to replace "central hub" with "centre".
13. In addition, the Steering Group identified Option 2 within Recommendation 6 as the stronger option to be recommended i.e. We will provide an optimum level of flood / water first responder cover, requiring back office efficiencies of £36k p.a.
14. The consequent Summary of Proposed Recommendations is included as Appendix 2.

## Summary - Recommendations for 2010/11 IRMP Action Plan

15. The Fire and Rescue Authority is recommended to approve the following 2010/11 IRMP Action Plan:

**15.1 During 2010/11 we will review our revised management arrangements at our day crewed stations**

Consultation feedback will be incorporated into implementation plans to:

- Publish terms of reference for the review, and implement accordingly.
- Ensure terms of reference incorporate any impact on crewing arrangements.
- Outline performance outcomes of this proposal.
- Examine alerting system for day-crewed stations at night.

**15.2 Further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage Sites.**

**15.3 Further develop local risk profiles to include an assessment of potential risk to the environment.**

**15.4 We will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales**

**15.5 We will provide an optimum level of flood / water first responder cover, requiring back office efficiencies of £36k p.a.**

Consultation feedback will be incorporated into implementation plans to:

- Identify where back office savings would come from;
- Ensure that the integrated water response strategy that is currently under review incorporates all aspects of flood / water response provision
- Ensure that the integrated water response strategy also gives a look forward to any potential change should a new statutory duty be imposed

**15.6 We will establish a centre based around the USAR team to co-ordinate and manage the specialist Technical Rescue functions within the Service.**

Consultation feedback will be incorporated into implementation plans to  
Identify opportunity for USAR staff to undertake peripatetic training

## **Corporate Considerations**

16. A Business Impact Analysis form is attached at Appendix 3 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 – Draft 2010-11 IRMP Annual Action Plan Consultation:  
Feedback, Analysis and Recommendations

Appendix 2 – 2010-11 IRMP Annual Action Plan Consultation: Summary of Proposed  
Recommendations

Appendix 3 – Business Impact Assessment Form

Background papers – 2010/11 Draft IRMP Consultation Document

## **Contact Officer**

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## **Appendix 1**

### **Draft 2010-11 IRMP Annual Action Plan Consultation**

### **Feedback, Analysis and Recommendations**

## Contents

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## 1. Introduction

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

During the 12 weeks from 29<sup>th</sup> June to 22<sup>nd</sup> September 2009, the Authority consulted a wide variety of individuals, groups and partnerships from across the two counties to get a view on the proposals outlined in the 2010/11 IRMP Action Plan. The level of response to this consultation process has been the most successful to date.

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

Additionally many comments were not specific to proposals outlined but were aimed at the consultation process generally and coverage of these is made following the Summary of Feedback for the 7 specific recommendations in the 2010-11 Annual Action Plan.

### ***Methodology for consultation***

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

The written responses received, coupled with the feedback from the focus groups, gives a broad outline of the Key Themes in response to the IRMP proposals.

Over 100 anonymous responses were received in writing, directly responding to the questionnaire provided with the plan. Two detailed written responses were received from the Fire Brigades' Union and Fire Protection Association.



## ***Summary of recommendations for consultation***

### **Recommendations 1**

*During 2010/11 we will review our revised management arrangements at our day crewed stations*

### **Recommendations 2**

*During 2010/11 we will consider the options for the use of Targeted Response Vehicles across the Service*

### **Recommendations 3**

*Further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage Sites.*

### **Recommendations 4**

*Further develop local risk profiles to include an assessment of potential risk to the environment.*

### **Recommendation 5**

*We will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales*

### **Recommendation 6**

*Recommendation 6 – Should we introduce a minimum level of flood/water first responders, requiring back office efficiencies of £21k p.a. or provide an optimum level of cover requiring back office efficiencies of £36k pa?*

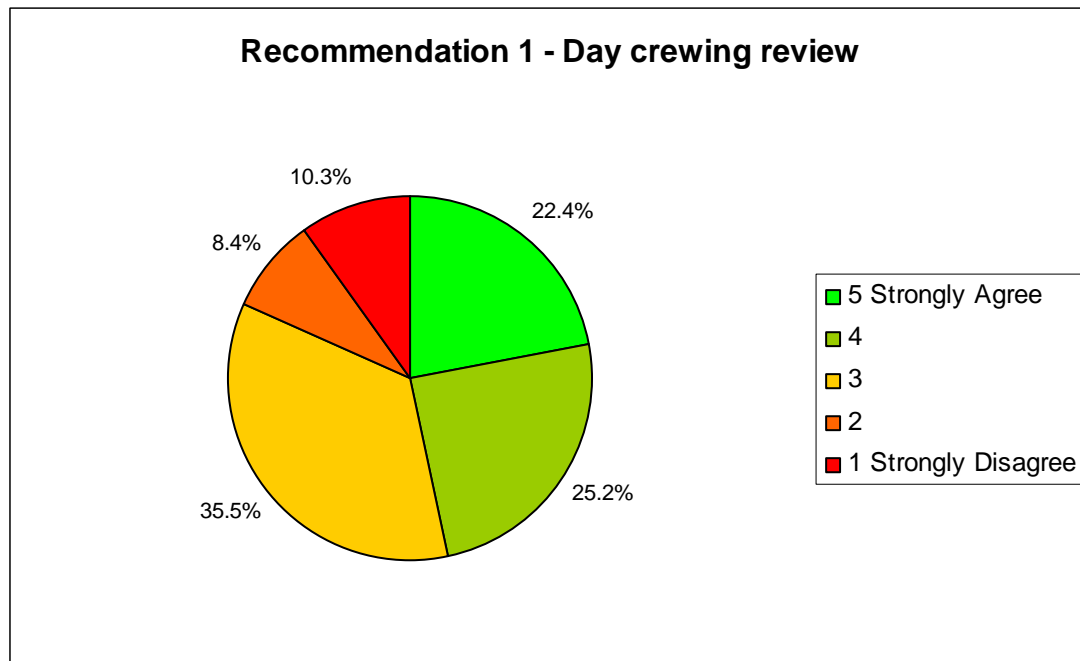
### **Recommendation 7**

*We will establish a central hub based around the USAR team to co-ordinate and manage the specialist Technical Rescue functions within the Service.*

## 2. Summary of feedback

### ***Recommendation 1***

During 2010/11 we will review our revised management arrangements at our day crewed stations



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 1	22.4%	25.2%	35.5%	8.4%	10.3%	107

**47.6% of respondents agreed with this proposal, and 18.7% disagreed.**

### **Key Themes**

There was overall agreement with this proposal, but some concerns were raised as to whether this would have a detrimental affect on conditions, and ultimately be a precursor to cuts in frontline staff.

Concern was expressed about the terms of reference for the review and ultimate impact on day-crewed personnel.

Issues raised around the impact this would have on relief crewing, and crewing of special appliances.

Questions were asked about the performance drivers for this change.

It was also suggested that this proposal was general good practice anyway, and thus should not be included in IRMP arrangements, but be a general piece of day-to-day activity.

### **Consultation Comments/Suggestions**

It was suggested that at night time when the Day Crew staff are effectively retained, the alerting system calls in all personnel when only a few are needed. This needs to be improved.

It was also suggested that the current system has an 0800hrs start and therefore the first hour is not utilised effectively. The review should consider aligning start and finish times at Day Crewed stations to address this.

**Proposed Recommendations**

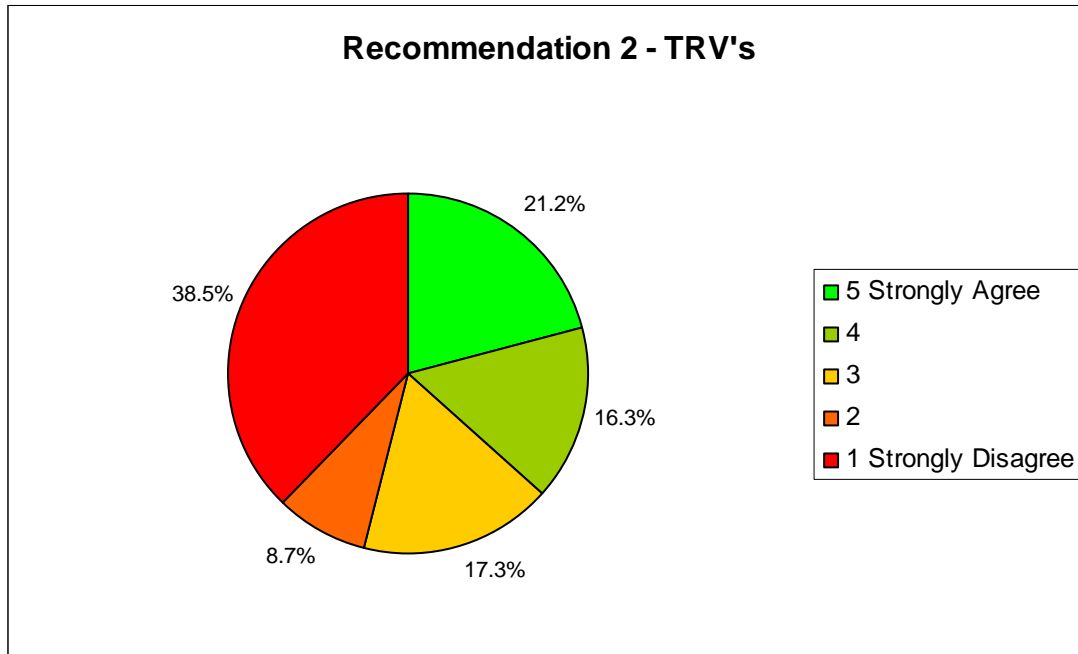
**1. This recommendation is adopted.**

**Incorporate consultation feedback into implementation plans to:**

- **Publish terms of reference for the review, and implement accordingly.**
- **Ensure terms of reference incorporate any impact on crewing arrangements.**
- **Outline performance outcomes of this proposal.**
- **Examine alerting system for day-crewed stations at night.**

## Recommendation 2

During 2010/11 we will consider the options for the use of Targeted Response Vehicles across the Service



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 2	21.2%	16.3%	17.3%	8.7%	38.5%	104

**37.5% of respondents agreed with this proposal, and 47.2% disagreed, with 38.5% disagreeing strongly.**

## Key Themes

There was strong disagreement with this proposal, with the general inference being around risk management, and the potential for creating unsafe systems of working. This was linked with the thought that this would ultimately lead to a reduction in firefighter posts and was a step closer to a smaller service.

That was measured with a level of response around this being a sensible approach for reasons of efficiency and economy.

Questions were raised around the life-span and costings associated with TRVs, their design/specifications, and the subsequent uses they would be applied to. Further details were required around crewing levels/arrangements etc. for an informed response.

There were also a number of comments received regarding the potential for escalation of incidents attended by TRVs.

### **Consultation Comments/Suggestions**

A broader examination of where and how the current appliance fleet meets operational risk was suggested, with a clear case being made for how and where TRV proposals may be useful.

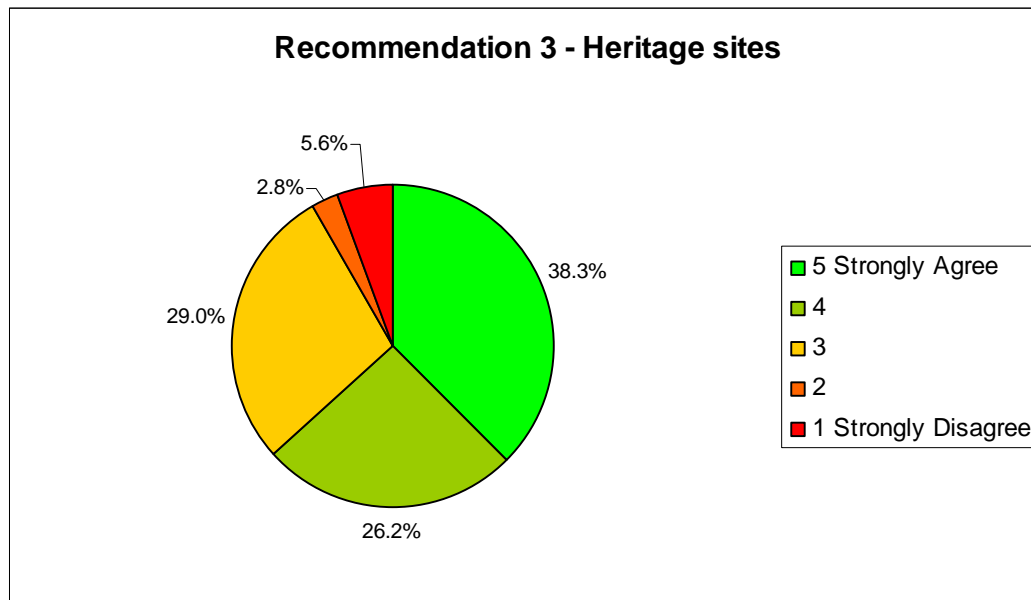
A TRV design and specifications exercise should be conducted, to ensure maximum operability of any vehicles ultimately purchased.

#### **Proposed Recommendations**

- 1 This proposal is withdrawn until a more in depth exercise into the business/performance case for this can be made.**
- 2 Further details around potential TRV usage and associated issues are presented with any revised proposal.**
- 3 That any further considerations of TRV proposals examine the effectiveness of implementation in Fire and Rescue Services nationally.**

### Recommendation 3

During 2010/11 we will further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage Sites



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 3	38.3%	26.2%	29.0%	2.8%	5.6%	107

**64.5% of respondents agreed with this proposal, and only 8.4% disagreed.**

### Key Themes

This was clearly seen as a good idea, being important activity that would be beneficial in terms of risk profile information. This was however measured with responses stating that this is not activity the service should be engaging in, suggesting that the sites themselves should be paying for this. The push to place a stronger responsibility on occupiers was a common theme running through both positive and negative responses.

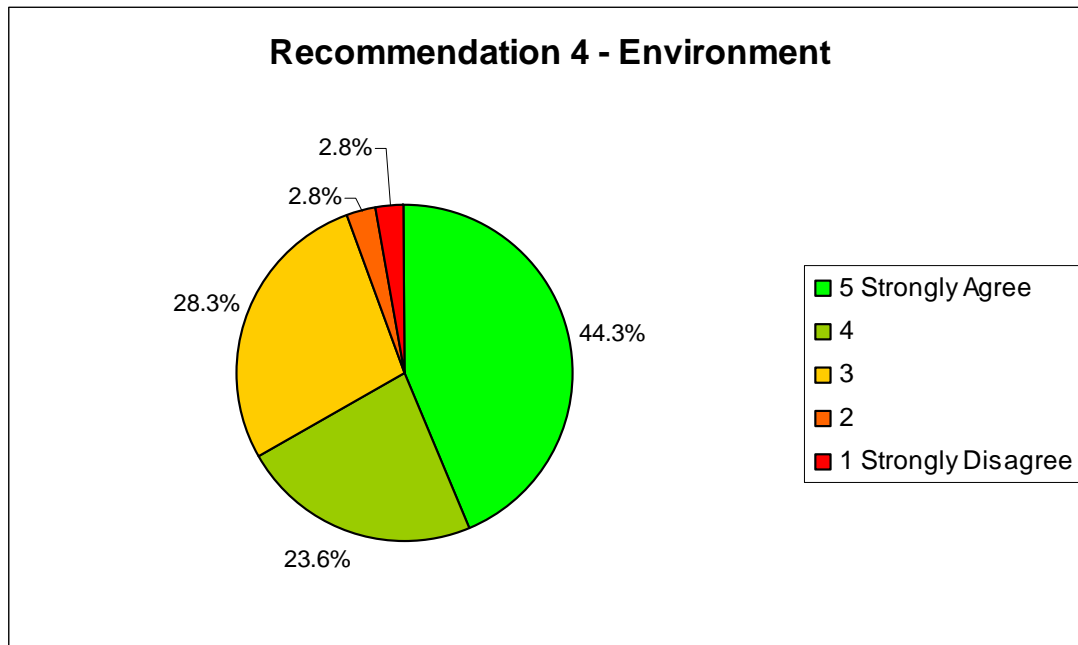
Concern was expressed around workloads and any subsequent training requirements, and detailed questions around who does the risk assessments etc.

### Proposed Recommendations

- 1 This recommendation is adopted.**

### **Recommendation 4**

During 2010/11 we will further develop local risk profiles to include an assessment of potential risk to the environment



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 4	44.3%	23.6%	28.3%	2.8%	2.8%	106

**67.9% agreed strongly, and only 5.6% disagreed with this proposal.**

### **Key Themes**

This proposal was generally accepted. Concern was expressed around ensuring there is adequate inter-agency working with the Environment Agency and the Local Authorities to ensure there is no duplication.

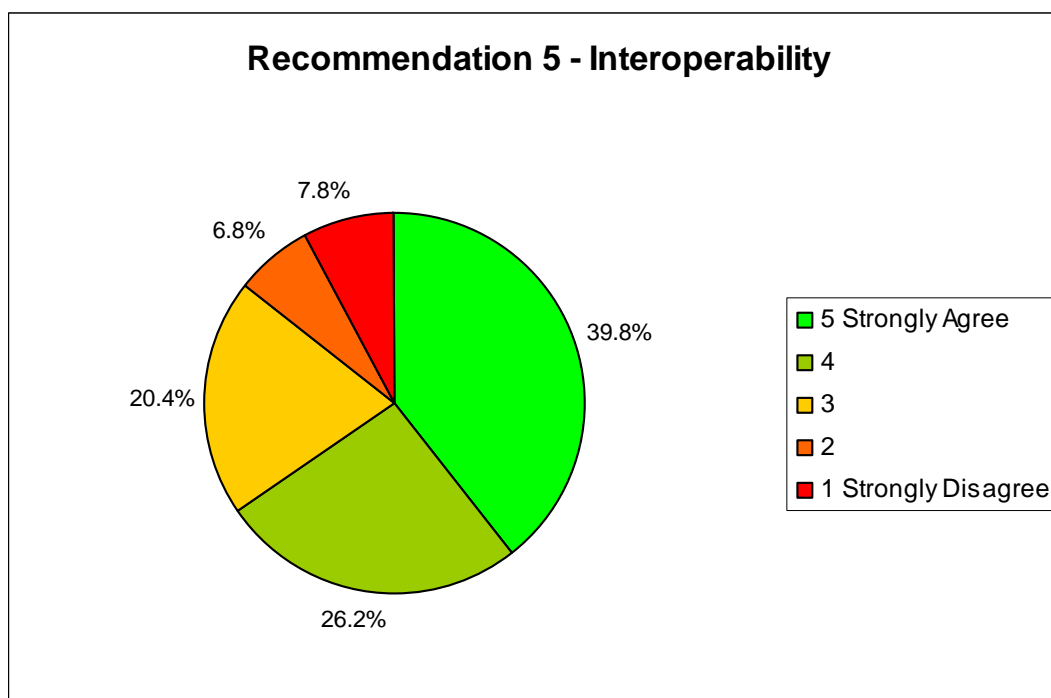
Questions around VMDS updates, the implications for crews and any associated costs were raised.

### **Proposed Recommendations**

**1 This recommendation is adopted.**

### Recommendation 5

During 2010/11 we will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 5	39.8%	26.2%	20.4%	6.8%	7.8%	103

**66% of respondents agreed with this proposal, and only 14.6% disagreed.**

### Key Themes

This proposal was positively received in general. Most people generally welcomed this proposal, and reiterated the importance of establishing strengthened interoperability arrangements with neighbouring authorities. Some concern was expressed around costs and making efficient and effective use of resources. This was coupled with the notion that this may lead to station closures on the borders. This was also seen as potentially a move towards regionalisation. Specific questions were raised about BA sets, lead authorities, and the impact on training of cross-border exercises.

### Consultation Comments/Suggestions

Other suggestions were general in scope and included suggestions around improving information on risk in our own area, especially around Intel 8 properties on VMDS. Additionally concern was raised that focus should be on Warwickshire as its new IRMP has implication for H&W.

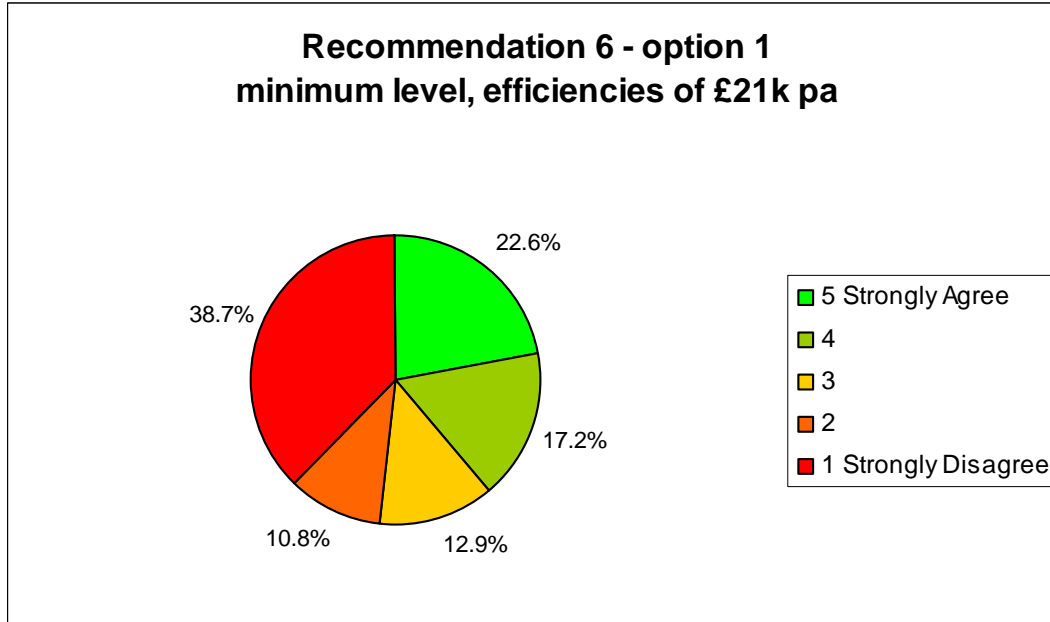


**Proposed Recommendation**

- 1      This recommendation is adopted.**

**Recommendation 6 Option 1**

Introduce a minimum level of flood/water first responders, requiring back office efficiencies of £21k pa

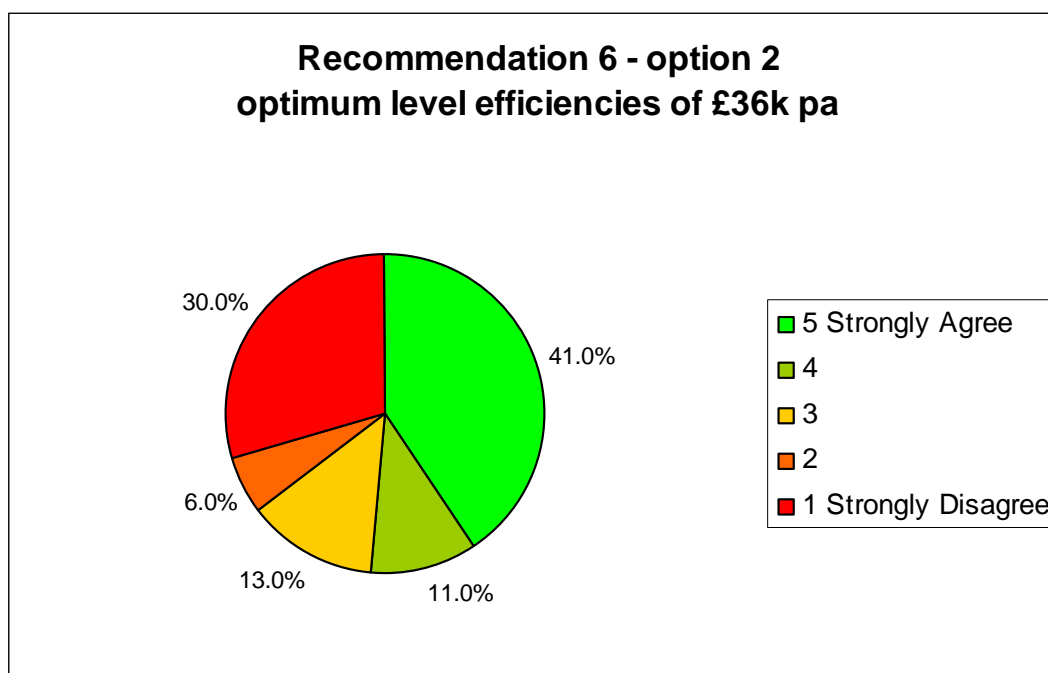


Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 6 - Option 1	22.6%	17.2%	12.9%	10.8%	38.7%	93

39.8% of respondents agreed with this proposal, but 49.5% disagreed, with 38.7% disagreeing strongly.

### **Recommendation 6 Option 2**

**Provide an optimum level flood/water first responders requiring back office efficiencies of £36k pa**



Summary of Written Responses	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
Recommendation 6 - Option 2	41.0%	11.0%	13.0%	6.0%	30.0%	100

**52% agreed with this proposal, and 36% disagreed, with 30% disagreeing strongly.**

### **Key Themes**

A number of respondents referred to recommendations in Sir Michael Pitts review of the 2007 floods that Governments should make this a “fully funded” statutory duty for the fire and rescue service. Unfortunately, to date, Government has not delivered either a statutory duty or new central funding. It was clear that some respondents had taken this lack of central government direction to mean that the Authority was currently neither empowered nor funded to undertake flood response. This is not the case.

The current situation is that whilst the FRA is not statutorily obliged to provide this service, it is statutorily empowered to do so in order to address local needs as identified through the IRMP process. Having identified a need and undertaken public consultation through the IRMP process, the Authority is empowered to raise the necessary funding through local council tax, which it has done since 2004. This is not an unusual situation as many of our “traditional” activities, such as responses to chemical incidents, fall into the same category. Indeed, until legislative changes in 2004, everyday activities such as responses to road traffic accidents and provision of community safety advice fell into the same category.

This is not to say that Government direction in the form of a statutory duty would not be welcome, bringing with not only greater certainty for communities, but potentially an element of additional central funding support for national resilience. These matters are still being considered by Government, and it is recognition of this ongoing review that the current recommendations are relatively modest.

Details were also requested around where back office savings would come from and if this would impact jobs, how this fitted with the RDS review (implications around training capacity), and where the water strategy review is published which outlines how the first responders have been allocated, and the subsequent difference between options 1 and 2 on the ground.

### **Consultation Comments/Suggestions**

It was suggested that the IRMP make it clear that the Authority is statutorily empowered to provide the service based on our local assessment of risk and that the costs are fully funded through local taxation. It is also suggested that there the level of provision should be reviewed again once the Governments final response to the Pitt review is announced.

#### **Proposed Recommendations**

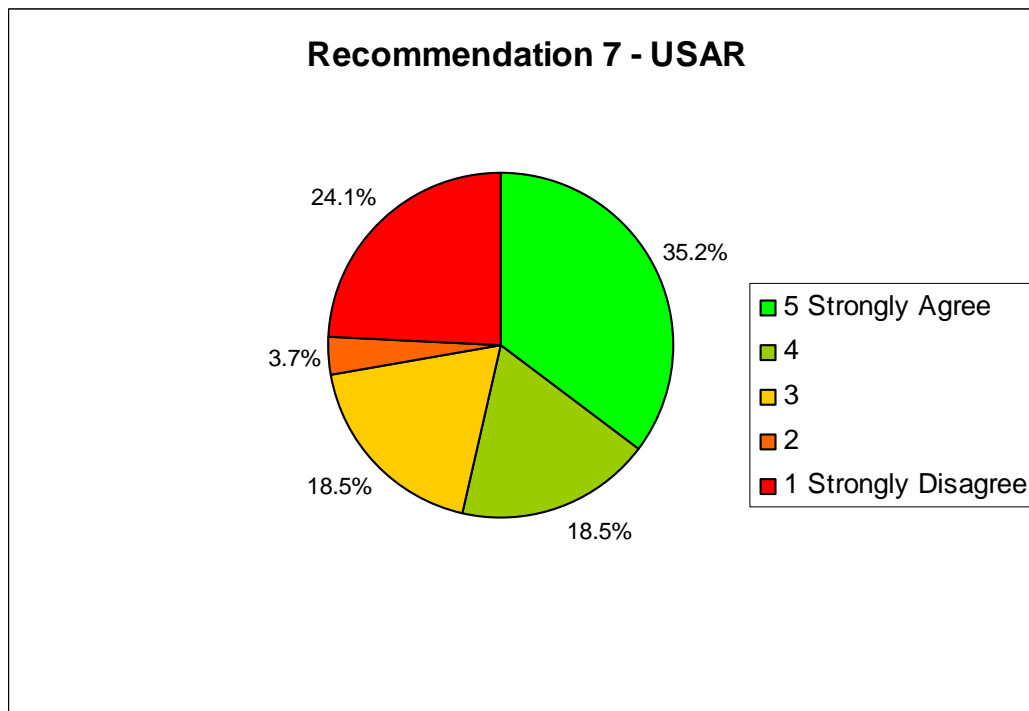
**1 Recommendation 6 – Option 2 is adopted.**

**Incorporate consultation feedback into implementation plans to:**

- **Identify where back office savings would come from;**
- **Ensure that the integrated water response strategy that is currently under review incorporates all aspects of flood / water response provision**
- **That the integrated water response strategy also gives a look forward to any potential change should a new statutory duty be imposed.**

### **Recommendation 7**

During 2010/11 we will establish a central hub based around the USAR team to coordinate and manage the Technical Rescue functions within the Service



	5 Strongly Agree	4	3	2	1 Strongly Disagree	Total responses
<b>Recommendation 7</b>	35.2%	18.5%	18.5%	3.7%	24.1%	108

**53.7% agreed with this proposal, and 27.8% disagreed.**

### **Key Themes**

This was generally accepted as a positive proposal, although there were broad criticisms around the use and relative value of USAR as a whole. Concerns were raised around deployment of USAR and the subsequent impact on the hub.

A number of consultation responses identified the need to centrally coordinate technical rescue functions.

### **Consultation Comments/Suggestions**

The peripatetic use of USAR staff for training could be considered.

### **Proposed Recommendations**

**1. This recommendation is adopted.**

**Incorporate consultation feedback into business plans to:**

**Identify opportunity for USAR staff to undertake peripatetic training**

### 3. Other written responses

The Fire Brigades Union provided a detailed response which addressed each IRMP Action Plan recommendation and these responses have been incorporated into the Key Themes under each recommendation. The FBU also provided more generic comments on the consultation process, focusing on the ability of the public to understand and respond to the consultation process as well as its accessibility.

The Fire Protection Association (FPA) provided a response stating that consideration should not just be given to heritage but all non-domestic risk properties including water run-off and other environmental factors. It questioned the degree of acceptance of risk “ownership” by addressing heritage risk and also questioned whether it is sufficient to rely on the RRO to reduce risk in this sector? The FPA strongly agreed with recommendations 3 and 4 and asked that they be amended to include a risk assessed approach to the commercial estate.

### 4. Additional comments from feedback forms

#### General Comments not incorporated into Recommendation Key Themes

Comment	Response
A number of respondents questioned specific IRMP training for elected FRA members charged with developing proposals	A detailed training programme is in place for elected FRA members. This includes specific coverage of IRMP and risk management. The programme is repeated annually and incorporates the requirements of new FRA members.
A recurring consultation response centred on it being a paper exercise only and not able to influence decisions (the most frequently repeated sentiment)	The FRA regards consultation as a critical element of the IRMP process. Consultation responses are evaluated and are incorporated into proposals where appropriate.
The level of detail in certain of the IRMP Action Plan proposals was stated as being too brief to comment	The Authority aims to provide clarity of information from which consultees can respond. This requires a balance of information between detail and clear proposals. Comments made on how this can be improved will be considered.
A significant number of responses suggested the Authority must rationalise back - office services in order to safeguard future front line services	Budgetary considerations for future years will determine how this will be achieved. These will inform the on-going 3 year IRMP and Annual Action Plan process.

## 5. Feedback from focus groups

### General Comments not incorporated into Recommendation Key Themes

Comment	Response
That not enough information to make informed comments on all of the recommendations was available.	The IRMP Action Plan consultation contained a high level summary of proposals. Some detailed information cited by respondents was contained within other Authority documents (e.g. water rescue first responder proposals). Where links to these documents would assist future consultation processes these will be made clear
Staff conveyed a general feeling that consultation is just a process to satisfy the IRMP guidelines and that views are rarely listened to or taken into account (several comments)	The FRA regards consultation as a critical element of the IRMP process. Consultation responses are evaluated and are incorporated into proposals where appropriate.  Staff suggestions have resulted in changes being made to previous IRMP proposals and are fully considered as part of the 10-11 Action Plan process
Some staff expressed concerns over how this consultation document would be received by the public, there is not sufficient explanation or clear wording for the public to understand this.	Comments were similar in nature to those received from feedback forms. Suggestions made by staff which will be considered included piloting wording and detail of future IRMP proposals with stakeholders.
Would any IRMP planning consider the uncertainty of RCCs? Current delays in the project mean that upgrades in control technology (i.e. caller id's) have been put on hold therefore the control is getting harder to run.	The FRA is currently evaluating the impact and risks associated with progress of the RCC project. Resilience arrangements for our existing control are being considered within this process.



## **Appendix 2**

### **2010-11 IRMP Annual Action Plan Consultation**

### **Summary of Proposed Recommendations**



<b><i>Recommendation for Consultation</i></b>	<b><i>Proposed Recommendations</i></b>
<p><u><i>Recommendation 1</i></u></p> <p><i>During 2010/11 we will review our revised management arrangements at our day crewed stations</i></p>	<p><i>1. This recommendation is adopted.</i></p> <p><i>Incorporate consultation feedback into implementation plans to:</i></p> <ul style="list-style-type: none"> <li><i>• Publish terms of reference for the review, and implement accordingly.</i></li> <li><i>• Ensure terms of reference incorporate any impact on crewing arrangements.</i></li> <li><i>• Outline performance outcomes of this proposal.</i></li> <li><i>• Examine alerting system for day-crewed stations at night.</i></li> </ul>
<p><u><i>Recommendation 2</i></u></p> <p><i>During 2010/11 we will consider the options for the use of Targeted Response Vehicles across the Service</i></p>	<p><i>1 This proposal is withdrawn, until a more in depth exercise into the business/performance case for this can be made.</i></p> <p><i>2 Further details around potential TRV usage and associated issues are presented with any revised proposal.</i></p> <p><i>3 That any further considerations of TRV proposals examine the effectiveness of implementation in Fire and Rescue Services nationally.</i></p>
<p><u><i>Recommendation 3</i></u></p> <p><i>Further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage Sites.</i></p>	<p><i>1 This recommendation is adopted.</i></p>
<p><u><i>Recommendation 4</i></u></p> <p><i>Further develop local risk profiles to include an assessment of potential risk to the environment.</i></p>	<p><i>1 This recommendation is adopted.</i></p>

<p><u>Recommendation 5</u></p> <p><i>We will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales</i></p>	<p>1      <i>This recommendation is adopted.</i></p>
<p><u>Recommendation 6</u></p> <p><i>Should we introduce a minimum level of flood/water first responders, requiring back office efficiencies of £21k pa</i></p> <p><i>or</i></p> <p><i>provide an optimum level of cover requiring back office efficiencies of £36k pa?</i></p>	<p>1      <i>Option 2 is adopted requiring back office efficiencies of £36k pa.</i></p> <p><i>Incorporate consultation feedback into implementation plans to:</i></p> <ul style="list-style-type: none"> <li>• <i>Identify where back office savings would come from;</i></li> <li>• <i>Ensure that the integrated water response strategy that is currently under review incorporates all aspects of flood / water response provision</i></li> <li>• <i>That the integrated water response strategy also gives a look forward to any potential change should a new statutory duty be imposed</i></li> </ul>
<p><u>Recommendation 7</u></p> <p><i>We will establish a centre based around the USAR team to co-ordinate and manage the specialist Technical Rescue functions within the Service.</i></p>	<p>1.      <i>This recommendation is adopted.</i></p> <p><i>Incorporate consultation feedback into business plans to:</i></p> <ul style="list-style-type: none"> <li>• <i>Identify opportunity for USAR staff to undertake peripatetic training</i></li> </ul>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## APPENDIX 3: RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

### Purpose

This form needs to be used when compiling all Service/Policy Instructions (SPI's) and relevant PMM and FRA Papers, to **measure and address the business impact your policy or documentation has on the Service**. You should use this form **as a tool to guide** your completion of the proposed documentation and **identify how it links** to Service priorities (Corporate Plan) and current policy framework. This process will improve the Service's management of Corporate Risk and Equality and Diversity. This summary will enable Principal Management and Authority Members to be confident that all Corporate considerations have been **addressed prior to approval**.

PMM Papers (please tick)	FRA Committee Papers (please tick)	✓	Service Policy/Instruction (please tick)
Paper/Policy Title:	IRMP Consultation and Approval of Annual Action Plan 2010/11		Author Lucy Phillips, Deputy Chief Fire Officer
Purpose:	To seek approval of the 2010/11 IRMP Action Plan as amended following public consultation		

Please identify the implications/considerations in the space provided (Comments). Please complete all fields. Make sure you have addressed all relevant corporate considerations within your document.

Corporate Considerations	✓	Comments
Resource Implications	✓	The final proposals in the 2010-11 IRMP Action Plan have resource implications for the Service. These will be incorporated as part of the business planning process for 2010-11 once the action plan is approved.
Legal	✓	THE FRS National Framework 2008-11 places a duty on Fire Authorities to develop an annual IRMP Action Plan.
Facilities (Property)	✓	Implementation plans will address the anticipated facilities requirements associated with the first responder recommendation.
Financial	✓	Financial implications are already identified for Recommendation 6 Option 2. Other proposals have minimal identified financial impact
Human Resources		None
Strategic Policy Implications	✓	The IRMP Action Plan for 2010-11 informs the Service's strategic direction for 2010/11
Operational Issues	✓	A number of operational considerations arising from the IRMP recommendations will be incorporated into implementation plans
Partnership Issues	✓	A number of partnership considerations arising from the IRMP recommendations will be incorporated into implementation plans
Reputational Issues	✓	Successful delivery of the 2010-11 IRMP Action Plan will improve the Service's response
Environmental Issues	✓	Specific IRMP recommendations concern assessment of potential risk to the environment
Data Quality Issues		None
Equality/Ethical Issues		Complete Equality Impact Assessment (EIA) Screening Process (page 3).

Using the information above you are required to complete the table overleaf with any risks that need to be addressed and incorporated into appropriate Risk Registers.

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Managing Risk

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.

Risk Identified	Inherent Risk Evaluation	Control Measures	Residual Risk Evaluation	Opportunities	Risk Evaluation
	Risk Score		Risk Score		Risk Score
	Risk Score		Risk Score		Risk Score

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>
	Medium	<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

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

The purpose of an EIA is to work out how a policy or legislative proposal will affect people from different minority groups. **For the purposes of this assessment due consideration should be given to all six areas of equality i.e. Race, Gender, Disability, Sexual orientation, Age, Religion or Belief.** If there are any equality issues, refer to the [EIA Flowchart](#) ensuring that there are no likely adverse affects on minority groups. Until the screening process is complete, it is to be assumed that all policies are relevant to the equalities duties. Please complete the following in detail:

Nature of Activity/Report/Policy	Potential Impact (Yes/No)	Explanation If 'yes', please expand.
<ul style="list-style-type: none"> <li>Does this impact upon the six strands of Equality legislation? If yes, please state which groups i.e. Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief</li> </ul>	Yes	Aspects of IRMP recommendations that have equality implications (such as procurement of PPE) will be incorporated into implementation plans
<ul style="list-style-type: none"> <li>Is there any evidence to suggest that different groups have different needs, experiences, issues and priorities with regards to this activity area or policy?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Does the activity/policy identify and take account of diverse needs?</li> </ul>	Yes	The IRMP Action Plan consultation has considered the views of a wide range of stakeholders
<ul style="list-style-type: none"> <li>Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Is the activity/policy meant to overcome inequalities or eliminate barriers? For example harassment, bullying, eliminate stereotypes or other types of disadvantage?</li> </ul>	No	
<ul style="list-style-type: none"> <li>If so, should there be equality objectives?</li> </ul>	N/A	
<ul style="list-style-type: none"> <li>Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?</li> </ul>	Yes	Achievement of our objectives will be monitored monthly through the Service Performance Management system
<ul style="list-style-type: none"> <li>Is there any evidence that any part of the proposed activity/policy could discriminate unlawfully, directly or indirectly?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Is the proposed activity/policy likely to affect or promote relations between different groups?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Is there the potential to enhance equality of opportunity through this activity/policy?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Have consultations indicated that the particular activity/policy creates problems specific to any groups?</li> </ul>	No	
<ul style="list-style-type: none"> <li>Does the Service currently collate data specific to this activity for equality monitoring? If no monitoring takes place, speak to the Equality and Diversity Officer.</li> </ul>	N/A	

If you have answered 'Yes' or 'Not Known' to any of these questions, the proposed activity may be relevant to the equality duties. Please seek advice from the Equality and Diversity Manager who will assist you with carrying out a full impact assessment

## **10. Warwickshire FRS Improvement Plan**

### **Purpose of report**

1. To inform Fire Authority Members of the proposals and implications arising from Warwickshire Fire and Rescue Service's Improvement Plan and the associated response made from this Authority.
- 

### **Recommendations**

#### ***The Chief Fire Officer recommends that:***

- i) the Authority notes the content of this report; and***
- ii) that the Chief Fire Officer/Chief Executive continues to engage with colleagues in Warwickshire to monitor progress in relation to their plans;***
- iii) that 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 plans;***
- iv) the Authority reviews its position once finalised proposals are made by Warwickshire.***

### **Background**

#### **Main features of Warwickshire's Plan**

2. Warwickshire Fire and Rescue Service recently produced their 2009/10 Improvement Plan and embarked on the statutory requirement for consultation on 15 September 2009. Consultation lasted for 12 weeks with the closing date for responses being 8 December 2009.
3. The general objective of Warwickshire's Improvement Plan is to reduce incidents and injuries to people through pro-active preventative work. The main drivers cited as prompting change are a change in risk profiles, RDS vehicle availability, a need to improve skills levels due to reduced operational activity and also an imperative to achieve efficiencies/best use of physical resources.
4. The Improvement Plan outlines how Warwickshire aims to meet these identified objectives through internal management strategies. These include increasing the number of home fire safety checks, reduction in the attendance to automatic fire alarms, improved training for hot fires and incident command, the utilisation of specialist units to attend RTCs as an alternative to main pumping appliances and also improved sickness management.

5. However, there are specific proposals which cover their physical resources which are as follows:
  - Reduction in the number of Stations from 19 Stations to 12 Stations and the number of fire appliances from 26 down to 19 with the addition of 2 small rapid response RTC units. To do this 6 Retained and 1 Day Crewed Station are to be closed for firefighting response.
  - The Stations at Bidford and Studley, based in south west Warwickshire along the border of Hereford & Worcester, are two of the Stations planned for closure with the loss of 2 appliances.
  - Alcester Station, which sits between Bidford and Studley, is planned to be upgraded from Retained to Wholetime/Retained cover.
6. Warwickshire's current IRMP has established attendance standards at 10 minutes to higher risk urban areas and 20 minutes for rural areas, such as those along our joint boarder. Hereford & Worcester have a generic 10 minute first appliance response standard for fires in buildings, with a second appliance within 5 minutes regardless of locality.

### **Summary of implications/concerns for Hereford & Worcester**

7. The information made publicly available by Warwickshire in support of their proposals was insufficient to enable a full assessment of their impact on Hereford & Worcester to be made.
8. Whilst their proposals were not discussed with us prior to public consultation, Officers working within our Policy, Planning and Performance team, led by Deputy Chief Fire Officer Lucy Phillips, have been in contact with Warwickshire's staff during the consultation period to request the information necessary for us to undertake an effective evaluation. A formal request for further information was also made by the Chief Fire Officer/Chief Executive.
9. Unfortunately, whilst we have received some further clarification on the data already available, Warwickshire has not been able to provide all the additional data and analysis requested. Our consultation response has therefore been limited by the available data and must be considered with this caveat.
10. In designing an operational response structure, account must be taken of both the speed of response required to meet published standards of cover, and the weight of response necessary to ensure sufficient resources are available for a safe system of work for responders. Account must also be taken of the impact of larger scale, but routine, activity and incidents on a Service's ability to maintain strategic cover across an Authority area.
11. Our evaluation of Warwickshire's proposals suggests that whilst they have considered the speed of first attendance that could still be maintained with a reduced level of resources, they may not have fully taken account of the resources necessary to deliver a safe system of work for responders or the impact of routine of activity on their ability to resource operations.

12. Our evaluation suggests that the scale of reductions being proposed will 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. Our concern is 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.
13. The practical impact of these reductions in capacity would be to draw our front-line resources into Warwickshire more frequently, and for longer periods of time, than they are at present. This would reduce the levels of emergency provision available for our own communities and increase the workload of our Retained Duty staff.
14. In addition to concerns about Hereford & Worcester resources being drawn into Warwickshire more frequently in the future, a reduction in strategic capacity may reduce Warwickshire's ability to meet their current mutual aid obligations to us, provided through our historic mutual aid agreements. This, again, could have a detrimental impact on communities in Hereford and Worcester.
15. A further concern relates to the financial impact of these proposals on Hereford & Worcester. For a Fire and Rescue Service which answers calls in a neighbouring Authority's area there is a national compensation figure of £286 per response (2009 figure), provided it meets certain criteria: i.e. not an RTC, call not mobilised through the FRS' own Control. However, this fee is for each incident, not for each appliance, and it applies regardless of the duration of the incident. Hence, should our resources be drawn into Warwickshire more frequently in the future, with multiple appliances over an extended time, we would still only receive the basic fee for each attendance.
16. Because the current support we provide to each other is fairly even, Hereford & Worcester and Warwickshire have traditionally operated on a "knock for knock" basis, with no monies being transferred between either Authority. However, should we move away from the current balanced position in cross border support to one which would see us effectively supplementing Warwickshire's resources on a regular basis, national funding systems will not fully compensate us for services provided, generating an additional cost to the Hereford & Worcester council tax payer.
17. On the basis of evidence Warwickshire has provided, and in light of the above issues, I have grave concerns that proposals to reduce front-line resources across Warwickshire would have a directly adverse impact on communities in Herefordshire and Worcestershire.



## **Liaison with regional FRS bordering Warwickshire**

18. Close liaison has taken place between Hereford & Worcester and West Midlands Fire Service as we share a considerable border with Warwickshire. Both Services have undertaken similar analysis where possible and have requested further information from Warwickshire where consultation data has been insufficient to effectively assess their proposal implications. Although West Midlands have had greater success in obtaining additional data, it is evident from the work undertaken by both Services that a range of similar concerns exist.

## **Hereford & Worcester's response**

19. The Authority has formally responded to the Warwickshire Improvement Plan consultation raising significant concerns about their proposals to reduce operational resources. The response outlines that in our view, the proposals to reduce the number of Fire Stations and fire appliances across Warwickshire, if enacted, would inevitably lead to an increase in the numbers of times front-line resources from Hereford & Worcester are called upon to support operations in Warwickshire.
20. We have made clear that in our opinion, unless we took action to limit the impact of these changes on our own Service, Warwickshire's plans would adversely impact Hereford and Worcester, increasing risks to our communities and staff, with an associated impact on our own running costs and council tax.
21. The Authority has firmly stated that its primary responsibility is to protect the communities of Herefordshire and Worcestershire through the provision of an effective and efficient emergency service. This extends to a necessity to reassure our community that actions taken by Warwickshire will not be allowed to adversely impact on the service they receive or the costs they are expected to pay through council tax.
22. We have also informed Warwickshire that we will take action to reassure staff that this Authority will take all steps necessary to ensure that their safety and welfare will be protected should these proposals go ahead.

## **Conclusion/Summary**

23. Although Warwickshire has been unable to provide all of the data and analysis we have requested to enable us to undertake a full evaluation of their proposals, it is clear from the data that is available that a reduction in the number of Fire Stations and front-line resources across Warwickshire could have a significant effect on our service and communities unless we take action to limit the impact.
24. Should these proposals go ahead, we will need to conduct a more detailed analysis of their impact, re-evaluate the levels of mutual aid provided, and amend or withdraw from current agreements.

25. The publicity surrounding these proposals has generated a great deal of anxiety amongst stakeholders across Hereford and Worcester. In light of this anxiety and the above concerns, the Authority will need to reassure communities across Hereford and Worcester that any actions taken by Warwickshire will not be allowed to adversely impact the services they receive or costs they are expected to pay through council tax. The Chief Fire Officer/Chief Executive will also need to reassure staff that he will take whatever actions may be necessary to ensure that their safety and welfare will be protected.

### **Supporting Information**

Formal response from the Chief Fire Officer  
Formal response from Chair of the Authority

### **Contact Officer**

Paul Hayden, Chief Fire Officer  
(0845 1224454)  
Email: phayden@hwfire.org.uk



HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

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Tel: 01905 368202  
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1<sup>st</sup> December 2009

Dear Graeme,

### **Warwickshire Fire and Rescue Service Improvement Plan – Response to Consultation**

Further to our conversations and previous correspondence in relation to this matter, please find attached my final comments in relation to your IRMP proposals. As previously discussed, I have limited my comments to those issues that have the potential to impact Herefordshire and Worcestershire.

Although these proposals were not shared or discussed with us prior to your entering into statutory public consultation, Officers working within our Policy, Planning and Performance team, led by my Deputy Chief Fire Officer Lucy Phillips, have been in contact with your staff during the consultation period to request the information necessary for us to undertake an effective evaluation of their potential impact on Hereford and Worcester. Unfortunately, whilst we have received some further clarification from your team, to date, they have not been able to provide the additional data or analysis my team has requested. Our evaluation of your proposals has therefore been based on the limited information and data you have made publicly available, and our consultation response must therefore be read with this caveat.

On the basis of the evidence you have provided, I have grave concerns over your proposals to reduce front line resources across Warwickshire. I appreciate that in designing your proposed operational response structure, you will have taken into account both the speed of response required to meet your published standards of cover, and the weight of response necessary to ensure that you have sufficient resources for a safe system of work for responders. You will also have taken into account the impact of larger scale, but routine, incidents within Warwickshire on your ability to maintain strategic cover across the County.

Although you have provided data in relation to the speed of attendance that you believe will be achieved should your IRMP proposals be accepted, we are concerned that you have not been able to provide data in relation to the impact of multiple minor incidents, or larger scale, but routine, incidents within Warwickshire on your ability to deliver safe systems of work and maintain strategic cover across the County. Our evaluation of your proposals suggests that the scale of reductions being proposed will leave you without sufficient resilience to deal with routine operations, resulting in a significant increase in requests for over the border mutual aid from neighbouring Authorities such as ourselves.



PREVENTION PROTECTION INTERVENTION  
To make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being.





HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

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For sake of clarity, my concerns are not simply in relation to the reduction in resources you propose along our immediate border area, but that the reductions you propose across Warwickshire would adversely impact your ability to resource day-to-day activity. The practical impact of these reductions in your capacity would be to draw our front line resources into Warwickshire more frequently, and for longer periods of time, than they are at present. This would reduce the levels of emergency provision available for our own communities and increase the workload of our retained duty staff.

In addition to my concerns about our resources being drawn into Warwickshire more frequently in the future, I am concerned that your reduction in strategic capacity may reduce your ability to meet your current mutual aid obligations to us, provided through our historic mutual aid agreements. This, again, could have a detrimental impact on communities in Hereford and Worcester.

A further concern relates to the financial impact of these proposals on Hereford and Worcester. We have traditionally provided each other with mutual aid support on a "knock for knock" basis, with no monies being transferred between either Authority. However, should we move away from the current balanced position in cross border support to one which would see us effectively supplementing your resources on a regular basis, national funding systems will not fully compensate us for services provided, generating an additional cost to the Hereford & Worcester council tax payer.

You will appreciate that your proposals have generated a considerable amount of local publicity, resulting in a great deal of anxiety amongst stakeholders across Hereford and Worcester. In light of this anxiety and the above concerns, I will need to reassure my communities that any actions you take will not be allowed to adversely impact the services they receive or costs they are expected to pay through council tax. I will also need to reassure my staff that I will take whatever actions I believe to be necessary to ensure that their safety and welfare will be protected.

I am able to provide further details in relation to our concerns if that would be helpful, and would be happy to review our position should you be able to provide the additional data and analysis we have previously requested.

Yours sincerely,

**P. Hayden**  
**CHIEF FIRE OFFICER/CHIEF EXECUTIVE**



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Councillor R. Hobbs  
Chairman  
Warwickshire Fire and Rescue Service  
Improvement Plan Consultation  
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CV32 5LH

Tel: 01905 368202  
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1<sup>st</sup> December 2009

Dear Councillor Hobbs,

**Re: Warwickshire Fire and Rescue Service Integrated Risk Management Plan (IRMP) Proposals**

**Hereford and Worcester Fire and Rescue Authority Response**

I am writing to respond formally on behalf of Hereford and Worcester Fire and Rescue Authority to your public consultation on the Warwickshire Fire and Rescue Service Integrated Risk Management Plan (IRMP). Having evaluated your proposals, we have very serious concerns about their potential impact on Hereford and Worcester. In our view your proposals to reduce the number of fire stations and fire appliances across Warwickshire, if enacted, would inevitably lead to an increase in the numbers of times our own front line resources are called upon to support operations in Warwickshire.

We believe that this would adversely impact the Service we provide in Hereford and Worcester, increasing risks to our communities and staff, with an associated impact on our own running costs. Therefore, should you choose to implement these proposals we will need to revisit current mutual aid arrangements between our two Authorities with a view to safeguarding the interests of our own communities and staff.

I attach a letter from our Chief Fire Officer/Chief Executive providing more details in relation to the key issues we have identified.

I would be grateful for early notification of your finalised proposals so that we can better consider our own position in relation to them.

Yours sincerely,

**P. Jones  
CHAIRMAN  
HEREFORD & WORCESTER FIRE AND RESCUE AUTHORITY**



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## 11. Transfer of Ownership of New Dimension Assets

### Purpose of report

1. To seek FRA sign-up to the final Transfer of Ownership Agreement.
- 

### Recommendation

***The Chief Fire Officer recommends that:***

- i) The Fire Authority sign-up to the agreement that will see the Authority accepting the transfer of ownership of New Dimensions Assets currently held.***

### Background

2. The New Dimension project has been a collaboration between Communities and Local Government (CLG), the Fire and Rescue Service (FRS) and the Chief Fire Officers Association (CFOA), and has enhanced the ability of the FRS to respond to major disruptive events involving Chemical, Biological, Radiological and Nuclear materials, collapsed or unstable structures, and the displacement of large volumes of water.
3. Its origins were a result of the tragic events of the 2001 attack on the Twin Towers building in New York. Following this, both the Government and the FRS had to adapt to new levels of threat to the population and, at the same time, to the unpredictability of disasters arising from extremes of weather. The aim of the New Dimension project has been to ensure that FRSs throughout the country are resourced and equipped to provide a fully co-ordinated, coherent and unified national response to the widest possible range of potential national emergency incidents.
4. Hereford & Worcester is currently a National leader within New Dimensions and National Resilience supplying both the Chair of Government's Assurance Body (The National Resilience Board) and the National High Volume Pumping (HVP) lead.
5. The assets currently held by the Service referred to within this paper include the following vehicles and associated equipment:
  - 2 x Mass Decontamination Vehicles (Incident Response Units at Droitwich and Hereford))
  - 1 x Enhanced Briefing Facility (at Droitwich)
  - 4 x Urban Search and Rescue Modules (crewed by the USAR team at Droitwich)
  - 1 x Canine Search team (dog and handler)
  - Associated USAR training equipment and consumables
  - 2 x High Volume Pumps (crewed by firefighters at Kidderminster)
  - 1 x Enhanced Command Unit (awaiting delivery – based at Leominster)

## New Dimension

6. New Dimension has been a successful project. It has accomplished what it set out to do – to provide the FRS with new capabilities to respond to terrorism and natural disasters. The new equipment is high quality and has been well-received. The roll-out of these new specialist resilience assets and training of Firefighters to use them is nearly complete. The capabilities have already been used effectively in several major events including the December 2005 fire at Buncefield and the widespread flooding in 2007. New Dimension equipment is also being used routinely within Hereford & Worcester to improve or build upon the response to events at the local level and currently features in the Authority's aspirations for future IRMP initiatives around technical rescue.
7. As the delivery of the project has drawn to an end, CLG has been increasingly focussed on the long-term management plans for New Dimension, to ensure the new capabilities are fully integrated into FRS core business and that standards are maintained to guarantee national interoperability over the life of the equipment. Long term arrangements have focussed on four areas:
  - Physical maintenance of the vehicles and kit;
  - Assurance that the capabilities continue fit for purpose;
  - Funding for the above; and the focus for this recommendation;
  - The transfer of the assets from CLG to Fire and Rescue Authorities.
8. The first three of these are in place. A **long term national maintenance contract** for the assets has been in place since October 2008, managed by Firebuy on behalf of the Department and the FRS customers, and is working well. Fixed costs under the contract – some £100m over 16 years to cover routine maintenance and servicing – are being paid for by the Department, and once assets are transferred to the Fire Authorities, the Department will provide this funding via the FRAs. It is a condition of transfer of ownership that FRAs sign up to the maintenance contract. Maintenance costs due to unfair wear and tear arising from the use of New Dimension assets for FRA purposes, currently being borne by CLG, will be payable by the FRAs in future, regardless of ownership. FRAs have been provided with access to the documentation surrounding the maintenance contract, which was drafted with FRS, Assurance Body and CFOA input.
9. **Future assurance** on a national basis is provided by the CFOA-led Assurance Body (the National Resilience Board). It is led by the Chair, CFO Terry Standing from Gloucestershire FRS, and Vice-Chair Jon Hall, of Hereford & Worcester FRS.
10. It provides operational assurance that the New Dimension capabilities remain fit for purpose and can be deployed consistently across national and regional boundaries, including managing and monitoring operational practices, procedures and technical advice on the capabilities, and the associated operational IT, communications and training, asset refresh and any siting or re-siting of assets. The body reports to the LGA Fire Services Management Board through Cllr Jeremy Hilton as Lead Member.

11. Funding for this CSR period of around £80m was announced by Ministers in July 2008 to enable FRAs to continue to deliver New Dimension capabilities. The Assurance Body funding of over £5m per annum covers running of the body itself and the national team, annual refresh of equipment, and centralised training. The Department remains fully committed to providing new burdens funding for the net additional costs to FRAs that arise from New Dimension.

## **Conclusion/Summary**

12. All that remains now is the transfer of ownership of the New Dimension assets from CLG to the FRAs which host them. Following two consultations with FRSs and discussions with representative bodies over the last few years on the details surrounding the transfer, negotiations are now complete; sign-up is therefore sought to the final Transfer of Ownership Agreement.
13. Advice has been received from the Authority's own legal advisors as well as the Fire Lawyers Network and, whilst not all aspects have received complete answers from CLG, there is broad acceptance through both the LGA and CFOA that sufficient information is available to support the recommendation.
14. 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

Background papers –

- (i) Agreement for the transfer of the New Dimension assets and functions (CLG)
- (ii) Consultation response to the New Dimension Transfer of Ownership Agreement (CLG)

## **Contact Officer**

Jon Hall, Assistant Chief Fire Officer  
(01905 368206)  
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## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

**Purpose**

This form needs to be used when compiling all Service/Policy Instructions (SPI's) and relevant PMM and FRA Papers, to **measure and address the business impact your policy or documentation has on the Service**. You should use this form **as a tool to guide** your completion of the proposed documentation and **identify how it links** to Service priorities (Corporate Plan) and current policy framework. This process will improve the Service's management of Corporate Risk and Equality and Diversity. This summary will enable Principal Management and Authority Members to be confident that all Corporate considerations have been **addressed prior to approval**.

<b>PMM Papers</b> (please tick)		<b>FRA Committee Papers</b> (please tick)		<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>	Transfer of Ownership of New Dimension Assets			<b>Author</b>	Jon Hall, Assistant Chief Fire Officer
<b>Purpose:</b>	To seek FRA sign-up to the final Transfer of Ownership Agreement				

Please identify the implications/considerations in the space provided (Comments). Please complete all fields. Make sure you have addressed all relevant corporate considerations within your document.

Corporate Considerations	✓	Comments
Resource Implications	✓	Transfer based upon Treasury rules for a "transfer of function" but in practice results in transfer of assets
Legal	✓	Legal advice sought and received from both HLS and the Fire Lawyers Network – sign-up will be legally binding
Facilities (Property)		
Financial	✓	Indirect financial effect as all grant arrangements are already established and working
Human Resources		
Strategic Policy Implications		
Operational Issues		
Partnership Issues		
Reputational Issues		
Environmental Issues		
Data Quality Issues		
Equality/Ethical Issues	Complete Equality Impact Assessment (EIA) Screening Process (page 3).	

Using the information above you are required to complete the table overleaf with any risks that need to be addressed and incorporated into appropriate Risk Registers.

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Managing Risk							
The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.							
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation
<b>FRAs will have no control over the level of costs apportioned to them and, if there is a dispute on the level of charges, will have no right to claim directly against the Contractor.</b>	Risk Score			Risk Score	<b>5</b>		<div>Risk Score</div> <ul style="list-style-type: none"> <li>Costs for training, USAR crewing for which FRAs have been grant-funded for some time already</li> <li>Fixed costs of the maintenance contract – CLG has committed to fund these fixed costs under the contract – currently directly, but after transfer of assets to be paid directly by FRAs and grant funded</li> <li>Consumables costs – paid directly by CLG, in the future planned to be paid directly by FRAs and grant-funded. These costs are within FRAs’ control.</li> <li>Unfair wear and tear– to be borne by FRAs at their own cost under the recharging policy (due to issue 30 Nov). To put in proportion, these costs, which are within FRAs’ control, amounted to £118k in the first 12 months of the contract (ie the amount all English FRAs together would have had to pay if a recharging policy had been in place for that first year)</li> </ul>
<b>FRAs have no rights to terminate the National Contract or its application to the specific FRA.</b>	Risk Score			Risk Score	<b>5</b>		<div>Risk Score</div> <ul style="list-style-type: none"> <li>The point of the maintenance contract is to ensure continued interoperability, resilience, convenience and economies of scale.</li> <li>By its nature it is collective, and Firebuy is the contracting authority with VTCS and therefore the terms of the Prime Contract can only be enforced directly by Firebuy or VTCS.</li> </ul>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

							<ul style="list-style-type: none"> <li>September Asset transfer circular Q&amp;A covered this in detail - Terms of Access are the way for FRS to participate in the contract; Firebuy manages the contract and monitors performance and costs on behalf of the FRS; regular formal meetings between contractor, Firebuy and the Assurance Body, which is FRS champion raising FRS issues and concerns about the performance of the contract; formal dispute resolution procedures in the contract.</li> </ul>
<b>National risks will inevitably change over time and these assets will continue, first and foremost, to provide national resilience. CFOA maintains that the financial costs of mitigating national risks should not fall to local Services.</b>	Risk Score			Risk Score	3	Risk Score	<ul style="list-style-type: none"> <li>The Assurance body is funded for in-year necessary improvements, and defends interests of FRS.</li> <li>CLG can't commit future Parliaments, but envisage 'major refreshes' every 5-6 years which would look at major changes to the capabilities which may be required by changing Government requirements (i.e. assessment of top risks changes). This would be in the context of a spending review so that Government could find the money for changes it required.</li> <li>Government is fully committed to the New Burdens rules as it has been for many years – if Government requires something increasing costs to local authorities, including FRAs, then it funds it. The general track record on New Dimensions, and regarding the Assurance Body itself, provides reassurance.</li> </ul>

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<p><b>The Transfer Agreement is as stated a Transfer of Function not a Transfer of Assets. This confers specific duties on those FRAs that are currently hosting New Dimensions assets that are designated for use in the event of widespread flooding which are currently not covered by any Statutory Instrument. This is not the case for the USAR and CBRN assets which are covered by the Emergencies Order 2007 (SI 2007 No 735).</b></p>	Risk Score			Risk Score	<b>3</b>		Risk Score	<ul style="list-style-type: none"> <li>• Transfer of function is a classification given by HM Treasury – practical, the point is that a transfer of assets would mean CLG would have to find capital cover for them, as if it had sold them at below cost. There is no impact from the transfer on the powers and duties which FRS has.</li> <li>• Pros and cons of a duty for flood response on the FRS, or other responders, were much debated during the Pitt Review and the Government position was set out at that time, and a DEFRA-led project with CLG and FRS involvement is looking at how flood response can be improved.</li> <li>• We don't see that the arguments, or the Government position, would be affected by whether or not transfer of ND takes place. Looking from the other end, we don't see why the position on transfer is any different between USAR and mass decontamination (where there is a duty) and HVPs and C&amp;C (where there is no duty).</li> </ul>
<p><b>There are grants currently in place for those FRAs hosting USAR assets to cover staffing. There is no certainty on whether these grants will continue.</b></p>	Risk Score			Risk Score	<b>6</b>		Risk Score	<ul style="list-style-type: none"> <li>• CLG can't commit future Parliaments to funding. New Burdens rules remains. Would point to CLG's record thus far on New Dimensions.</li> </ul>

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<b>The new burdens funding to FRAs will be inadequate to cover the full and true costs of maintaining, staffing, refreshing and equipping the New Dimensions assets.</b>	Risk Score			Risk Score	<b>5</b>		Risk Score	<ul style="list-style-type: none"> <li>• This is not the policy.</li> <li>• There should always be a discussion between central and local government about levels of funding for new burdens and in other areas.</li> <li>• Through the LGA and ALG's submissions to the Spending Reviews, local government has a clear route to raise its concerns about funding levels at the time when Government makes its spending plans. We would expect that in coming to its views in the area of New Dimensions, LGA would look to the Assurance Body for advice.</li> </ul>
<b>There will be a lack of transparency on the full costs and the funding to cover them if the funding is subsumed within the RSG or into any area based grant mechanism. There are also specific and significant impacts on those FRAs that are currently operating 'at the floor'</b>	Risk Score			Risk Score	<b>4</b>		Risk Score	<ul style="list-style-type: none"> <li>• Many special grants have gone this route before – number of strong reasons why central and local government believe that the majority of central funding should be through block grant rather than a large number of relatively small grants.</li> <li>• Any proposed transfer into RSG would be looked at together with the FRAs themselves, through the normal Formula Review process, and with exemplifications of what a transfer would mean to each individual FRA.</li> <li>• In due course, when we consider options for the future funding mechanism, we will have regard to authorities' concerns that we are still in a transition phase, that the maintenance contract has been going for only a short while, and their wish to build up a pattern of spend over a period of time.</li> </ul>

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<b>No clarity on future funding of the Assurance function.</b>	Risk Score			Risk Score	<b>6</b>		Risk Score	<ul style="list-style-type: none"> <li>The MoU on the Assurance Function covers this Spending Review period, and is renewable so long as both parties agree, subject to consultation with stakeholders.</li> <li>As noted several times above, we can't commit future Parliaments but from Policy point of view, see Assurance Body as working well and to the satisfaction of all, and think this bodes well for the future.</li> </ul>
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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>
	Impact	<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

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

The purpose of an EIA is to work out how a policy or legislative proposal will affect people from different minority groups. **For the purposes of this assessment due consideration should be given to all six areas of equality i.e. Race, Gender, Disability, Sexual orientation, Age, Religion or Belief.** If there are any equality issues, refer to the [EIA Flowchart](#) ensuring that there are no likely adverse affects on minority groups. Until the screening process is complete, it is to be assumed that all policies are relevant to the equalities duties. Please complete the following in detail:

Nature of Activity/Report/Policy	Potential Impact (Yes/No)	Explanation If 'yes', please expand.
• Does this impact upon the six strands of Equality legislation? If yes, please state which groups i.e. Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief	No	
• Is there any evidence to suggest that different groups have different needs, experiences, issues and priorities with regards to this activity area or policy?	No	
• Does the activity/policy identify and take account of diverse needs?	Yes	Through design of equipment and selection processes for crews
• Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?	No	
• Is the activity/policy meant to overcome inequalities or eliminate barriers? For example harassment, bullying, eliminate stereotypes or other types of disadvantage?	No	
• If so, should there be equality objectives?	N/A	
• Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?	N/A	
• Is there any evidence that any part of the proposed activity/policy could discriminate unlawfully, directly or indirectly?	No	
• Is the proposed activity/policy likely to affect or promote relations between different groups?	Yes	FRS response to new dimensions incidents or issues effecting national resilience affect all parts of the community and see no barriers of Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief.
• Is there the potential to enhance equality of opportunity through this activity/policy?	Not at present	This may alter as capabilities are developed into the future.
• Have consultations indicated that the particular activity/policy creates problems specific to any groups?	No	
• Does the Service currently collate data specific to this activity for equality monitoring? If no monitoring takes place, speak to the Equality and Diversity Officer.	No	

**If you have answered 'Yes' or 'Not Known' to any of these questions, the proposed activity may be relevant to the equality duties. Please seek advice from the Equality and Diversity Manager who will assist you with carrying out a full impact assessment.**

## 12. Strategic Risk Register

### Purpose of report

1. To approve the revised Strategic Risk Register.

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### Recommendation

***The Chief Fire Officer recommends that the Authority approves the revised Strategic Risk Register.***

### Background

2. The Fire and Rescue Authority's Governance arrangements require a systematic strategy, framework and processes to manage risk; a statement and assessment of the effectiveness of these arrangements must be published regularly. Risk Management remains a key objective in Fire and Rescue Service Planning and is in compliance with the Authority's Risk Management Strategy.
3. The overall objective of the Strategic Risk Register is to ensure that the Authority identifies Strategic risks and applies the most cost effective control mechanisms to manage those risks, to ensure that they are eliminated or reduced to an acceptable level and that systems are in place to monitor and report. The process begins with an initial assessment of risk and preparation of inherent Risk maps. The Strategic Risk Register is then prepared to identify controls which mitigate the Inherent Risk. The Strategic Residual Risk map shows the revised risk assessment as a result of the action taken.

### Strategic Risk Register

4. The annual consultation of the live Strategic Risk Register took place on 2 November 2009 with Group Leaders advised by Principal Officers.
5. The overall responsibility for ensuring risks are managed effectively lies with the Authority as advised by the Service. The live Strategic Risk Register outlines to Members risk scoring for both likelihood and impact. A number of changes are recommended to the document to reflect a National, Regional and Local perspective. Both Members and Officers recommend that the Register continues to be split into Strategic, Operational, Regulatory, Financial and Reputation risks. 2008 changes are highlighted in the attached document. A new risk category has been added this year to take account of Environmental risk
6. The consultation acknowledged that due to the current economic climate there is potential for some key suppliers to encounter difficulties within the marketplace, which may have an impact on the Service. Consequently, this has led to an increase in controls in the Financial Risk already identified. Additional controls continue for financial investment (Bank of England only) via our Service Level Agreement (SLA) with Worcestershire County Council.



7. The Strategic Risk Register reflects the updated National Risk Register which is intended to capture the range of emergencies that may have a major impact on all, or significant parts of, the UK. The National Register has been designed to complement the Community Risk Register held by the Local Resilience Forum (LRF) and is fully recognised in the Service's live Strategic Register.
8. Based upon the revised scores it is pleasing to report the direction travel for Strategic Risk for 2009/10 is moving downwards, which is a credit to the hard work that has taken place across the Service, in strengthening key control measures where necessary. These strengths are demonstrated in the successful achievement of Corporate, Strategic and Operational objectives and using risk management to identify opportunities. Whilst pursuing those objectives and embedding corporate risk, it is now an integral component of effective Corporate Governance.

### **Conclusion/Summary**

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

### **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 – Revised Strategic Risk Register

### **Contact Officer**

Lucy Phillips, Deputy Chief Fire Officer  
01905 368204  
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## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

**Purpose**

This form needs to be used when compiling all Service/Policy Instructions (SPI's) and relevant PMM and FRA Papers, to **measure and address the business impact your policy or documentation has on the Service**. You should use this form **as a tool to guide** your completion of the proposed documentation and **identify how it links** to Service priorities (Corporate Plan) and current policy framework. This process will improve the Service's management of Corporate Risk and Equality and Diversity. This summary will enable Principal Management and Authority Members to be confident that all Corporate considerations have been **addressed prior to approval**.

<b>PMM Papers</b> (please tick)		<b>FRA Committee Papers</b> (please tick)	✓	<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>	<b>STRATEGIC RISK REGISTER</b>			<b>Author</b>	<b>C Williams / C Blake</b>
<b>Purpose:</b>	<b>Annual review and amendment to Strategic Risk Register to include new environmental risk</b>				

Please identify the implications/considerations in the space provided (Comments). Please complete all fields. Make sure you have addressed all relevant corporate considerations within your document.

<b>Corporate Considerations</b>	<b>✓</b>	<b>Comments</b>
<b>Resource Implications</b>	X	
<b>Legal</b>	✓	Compliance with all relevant Legislation
<b>Facilities (Property)</b>	X	
<b>Financial</b>	✓	Budget considerations over forthcoming climate change requirements
<b>Human Resources</b>	X	
<b>Strategic Policy Implications</b>	✓	This policy links to IRMP, Corporate Planning and Service policies/instructions
<b>Operational Issues</b>	✓	Refer to Risk 5 – 17 on Strategic Risk Register
<b>Partnership Issues</b>	X	
<b>Reputational Issues</b>	✓	Effective implementation will reduce likelihood of reputational damage
<b>Environmental Issues</b>	✓	Identification of a new risk of failure to comply with relevant environmental legislation and directives
<b>Data Quality Issues</b>	X	
<b>Equality/Ethical Issues</b>		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

Using the information above you are required to complete the table overleaf with any risks that need to be addressed and incorporated into appropriate Risk Registers.

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Managing Risk

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.

Risk Identified	Inherent Risk Evaluation	Control Measures	Residual Risk Evaluation	Opportunities	Risk Evaluation
Failure to review and implement Strategic Risk Register	Risk Score 8	<ul style="list-style-type: none"> <li>Escalation Policy in place to flag Departmental Risk changes</li> <li>Strategic Risk Register amended throughout the year to reflect changes</li> <li>Strategic Risk Register approved by FRA Members annually</li> </ul>	Risk Score 3	<ul style="list-style-type: none"> <li>Ensures risks are appropriately escalated to the FRA</li> <li>Promotes good management practice of Strategic Risk</li> <li>Effective management assists with the positive the reputation of the Authority</li> </ul>	Risk Score

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

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

The purpose of an EIA is to work out how a policy or legislative proposal will affect people from different minority groups. **For the purposes of this assessment due consideration should be given to all six areas of equality i.e. Race, Gender, Disability, Sexual orientation, Age, Religion or Belief.** If there are any equality issues, refer to the [EIA Flowchart](#) ensuring that there are no likely adverse affects on minority groups. Until the screening process is complete, it is to be assumed that all policies are relevant to the equalities duties. Please complete the following in detail:

Nature of Activity/Report/Policy	Potential Impact (Yes/No)	Explanation If 'yes', please expand.
• Does this impact upon the six strands of Equality legislation? If yes, please state which groups i.e. Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief	Yes	The Strategic Risk Register promotes and supports all aspects of Equality and Diversity to ensure compliance.
• Is there any evidence to suggest that different groups have different needs, experiences, issues and priorities with regards to this activity area or policy?	Yes	The Strategic Risk Register covers all aspects of FRA activities
• Does the activity/policy identify and take account of diverse needs?	Yes	The Strategic Risk Register promotes and supports all aspects of Equality and Diversity to ensure compliance.
• Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?	No	
• Is the activity/policy meant to overcome inequalities or eliminate barriers? For example harassment, bullying, eliminate stereotypes or other types of disadvantage?	Yes	The Strategic Risk Register promotes and supports all aspects of Equality and Diversity to ensure compliance.
• If so, should there be equality objectives?	Yes	In accordance with current corporate requirements together with IRMP outcomes
• Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?	Yes	Any amendments to the Strategic Risk Register are alerted to PMM by the Corporate Risk Management Department as necessary throughout the year. Additionally the Strategic Risk Register is reviewed and approved annually by FRA Members
• Is there any evidence that any part of the proposed activity/policy could discriminate unlawfully, directly or indirectly?	No	
• Is the proposed activity/policy likely to affect or promote relations between different groups?	Yes	The Strategic Risk Register promotes and supports all aspects of Equality and Diversity to ensure compliance.
• Is there the potential to enhance equality of opportunity through this activity/policy?	Yes	The Strategic Risk Register promotes and supports all aspects of Equality and Diversity to ensure compliance.
• Have consultations indicated that the particular activity/policy creates problems specific to any groups?	No	
• Does the Service currently collate data specific to this activity for equality monitoring? If no monitoring takes place, speak to the Equality and Diversity Officer.	Yes	A suite of data specific indicators are collated across the various identified risks

**If you have answered 'Yes' or 'Not Known' to any of these questions, the proposed activity may be relevant to the equality duties. Please seek advice from the Equality and Diversity Manager who will assist you with carrying out a full impact assessment.**

## Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

This register details key risks which the Service has identified and links into the Local Resilience Forum Community Risk Register and National Risk Register. These risks are supported by departmental and project risk registers. They are live documents which are updated on a regular basis to reflect changes in the Service and levels of risk and aligned to the Strategic objectives.

To assist in the management of key risks they have been placed in the following sections: **Strategic, Operational, Regulatory, Financial and Reputation.**

Please note all amendments/additional risks are indicated in Blue and text marked in red (strikethrough) is information no longer considered necessary or has been replaced with new.

	<b>Direction of Travel</b> Pre Review Score Inherent 227 <b>Residual 167</b>	Review Risk Score Inherent 227 ↔ <b>Residual 158 ↓ which includes a new environmental risk</b>
A	<b>Key Risks</b>  <b>Strategic Risk</b>  <ol style="list-style-type: none"> <li>1. <b>Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal</b></li> <li>2. <b>Collapse of key supplier/partnership</b></li> <li>3. Poor leadership leading to ineffective practices and failure to deliver services to required standard</li> <li>4. Inability to attract and/or retain key individual or groups of staff</li> </ol>	

<b>B</b>	<p><b>Operational Risk</b></p> <ul style="list-style-type: none"> <li>5. Death or serious injury to a member of staff (RIDDOR reportable)</li> <li><b>6. Inability to maintain Operational functionality of Fire Control</b> <ul style="list-style-type: none"> <li>6a Firelink Project</li> <li><b>6bi Fire Control Project - Pre-cut over</b></li> <li>6bii Fire Control Project - Post cut over</li> </ul> </li> <li><b>7. Failure to successfully defend legal action taken against the Authority</b></li> <li>8. Failure to maintain adequate staffing levels</li> <li>9. Failure of key ICT or other infrastructure system</li> <li><b>10. Death or serious injury to member of the public through our actions (RIDDOR reportable)</b></li> <li>11. Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service</li> <li>12. Maintain Risk Critical training</li> <li>13. Failure of key item of equipment</li> <li>14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning</li> <li>15. Inadequate Water Supplies</li> <li>16. Failure to comply with key regulatory requirements, including Fire &amp; Rescue Services Act/Civil Contingencies Act/Health &amp; Safety at Work Act</li> <li>17a Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level.</li> <li>17b Industrial Action</li> </ul>
<b>C</b>	<p><b>Regulatory Risk</b></p> <ul style="list-style-type: none"> <li>18. Failure to maintain CAA assessment</li> </ul>
<b>D</b>	<p><b>Financial Risk</b></p> <ul style="list-style-type: none"> <li>19. Failure to maintain effective financial planning and management processes including ineffective budgetary control</li> <li>20. Failure to manage major projects effectively</li> <li>21. <i>Now incorporated into Risk 18 above</i></li> <li>22. Major fraud or corruption case</li> <li>23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income</li> <li>24. Failure of Financial System (i.e. payroll and payment to suppliers)</li> </ul>

<b>E</b>	<p><b>Reputation Risk</b></p> <p>25. Failure to effectively manage the media and obtain the desired media coverage</p> <p>26. Inappropriate behaviour by employees or Members</p> <p>27. Poor quality key information provided to Members of the Authority</p> <p>28. Failure to communicate key information effectively</p>
<b>F</b>	<p><b>Environmental Risk</b></p> <p>29. Failure to comply with relevant environmental legislation and directives</p>

# Risk Maps

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



# Risk Register

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal	8	Chairman of FRA and Chief Fire Officer	<ul style="list-style-type: none"> <li>Group leaders meet regularly with CFO/DCFO</li> <li>Good communication channels</li> <li>Availability of local working groups</li> <li>Seminars and training take place to reinforce good communication</li> <li>Stable and competent Principal Managers Team</li> <li>Good Comprehensive Performance Assessment (CAA) results</li> <li>Effective management structure</li> <li>Interface with external bodies</li> <li>Formal structure of reporting to FRA membership</li> <li>Audit, Standards, Budget and BVPP Committee</li> <li>Chairman and Vice Chairman re-elected 2009-10</li> <li><del>Committee Chairs remain static for 2008-09</del></li> </ul>	3 5 ↑	1	H22 H23 H24	<p>Monitor <del>local and</del> general election direction</p> <p>Monitor CLG and other legislation effecting Risk/Business Continuity/Emergency Planning</p> <p>Extend links/communication with partners/groups both internally and externally (e.g. LRF)</p> <p>Regularly update Members/Officers on Risk/Business Continuity/Emergency Planning issues</p> <p><del>Audit Committee (new members) Local Election 3 June. New Members who have had no Audit Training.</del></p>	<p>Monitor closely Department of Communities and Local Government (CLG) and regulatory guidance (PPP)</p> <p><a href="#">link to new risk 23b</a></p> <p><del>Consult on a regular basis with Group Leaders</del></p> <p><del>Consult on a regular basis through Committee structure</del></p> <p><del>Continue to consult with the Service on a regular basis</del></p>	<p>Strengthen inter-agency relationships (LRF's)</p> <p>Engage with Category 2 Responders.</p>



Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	6	Chairman of FRA	<ul style="list-style-type: none"> <li>CAA measure Key Perf Indicators.</li> <li>Good support mechanisms</li> <li>Charter Mark</li> <li>Group Leaders support/assistance</li> <li>Communication Strategy</li> <li>Standards Committee</li> <li>Monitoring Officer</li> <li>Corporate Governance arrangements reviewed</li> <li>Service policies/ instructions</li> <li>Leadership Training Prog/ Centre of Excellence</li> <li>People Strategy (HR)</li> <li>Cultural change programme</li> </ul>	3 ↩ ↩	2, 3		Possible change in top layer management	CAA measures Standards/ Audit Committee monitoring  Review Corporate Governance arrangements	
4	Inability to attract and/or retain key individual or groups of staff	9	Chief Fire Officer	<ul style="list-style-type: none"> <li>Staff evaluation all personnel</li> <li>Awareness Days</li> <li>Intermediary system in place</li> <li>Flexible working arrangements</li> <li>Training and personal development</li> <li>Cultural work – Communication Strategy</li> <li>PDR' s</li> <li>Induction/Exit Interviews</li> <li>NFFST</li> <li>Review completed for RDS</li> </ul>	5 ↩ ↩	2		<del>Staff shortages in key areas of the Service with the potential to affect operational delivery—critical staff identified within BC.</del>  Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning. Retained recruitment	Succession planning for Retained personnel (HR) ongoing  Regional Fire Control retention issues (HR) Monitor female/ethnic minority recruitment(HR)	

Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5	Death or serious injury to a member of staff (RIDDOR reportable)	8	Chief Fire Officer	<ul style="list-style-type: none"> <li>Statutory compliance</li> <li>Health and Safety compliance</li> <li>Operational procedures in place</li> <li>Regular Training given</li> <li>Information readily available</li> <li>Operational debriefs</li> <li>Near miss reports</li> <li>Personal protective equipment - first class equipment (Total Care package)</li> <li>Research and development on any equipment that is purchased</li> <li>Senior Accident Investigators</li> <li>Operational assurance</li> <li>Peer review</li> <li>Debriefs</li> <li>Operational Assurance Review completed</li> <li>Major Incident protocol in place</li> <li>Corporate manslaughter training completed</li> </ul>	6  ↔ ↔	1, 2	H1, H11, H12 H17 H18 H22 H23 H24 H28 H4 H5 H7 H8 H9 HL1 HL10 HL11 HL12 HL14 HL15 HL18 HL19 HL2 HL20 HL22 HL24 HL3 HL7		Consider further training implications for the Service (JH)  Continue to monitor injury performance statistics  Monitor equipment note information and subsequent guidance (JH)	

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic jectives		resilience issue		unities
6	Inability to maintain Operational functionality of Fire Control	9	Assistant Chief Fire Officer – Service Delivery	<ul style="list-style-type: none"> <li>Internal Operating procedures in place</li> <li>Mutual assistance arrangements with Shropshire</li> <li>Engagement with Regional Control</li> <li>ICT Secondary Fire Control</li> <li>Droitwich strengthened to enable resilient call handling to be maintained (Stand-alone laptop)</li> <li>Develop call-out arrangements which support ICT networks (internal/externally)</li> <li>Reviewed current Emergency Plan procedures</li> <li>Reviewed call-out arrangements which support ICT networks (external)</li> <li>Task &amp; Finish group</li> <li>Regular FRA updates</li> </ul>	8	3	H18 H22 H23 H24	Incident call management arrangements  Review all Fire Control functionality. (Priority)  Timescales for migrations to regional Fire Control are moved 2012 cut-over  Unable to support current mobilising equipment (Integrity of existing systems)  Loss of control due to breakdown in call-management systems  Failure to secure data. (PDA)  Loss of key staff, knowledge and skills Retention arrangements for staff	Ongoing costs for maintaining Fire Control to account for potential delay in regional Fire Control asset potential costs	Regional Fire Control

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	6	1, 3, 4	H17, H23 H22 H41 H45	resilience issue		unities
6a	<p>Firelink Project</p> <p>Failure to meet the objectives of the project within agreed timescales</p> <p><del>Failure to secure ownership of equipment</del></p> <p>Failure to secure adequate maintenance agreements</p> <p><del>Failure to secure individual detailed design solution (HDS) – service level agreement</del></p> <p>Inability to maintain Operational functionality of both current and new Radio system</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to manage interim period for FireLink – any delay in Fire Control will warrant a review on the interim arrangements</p> <p>Failure to complete project within the agreed timescales</p> <p>Failure to manage cost escalation – aligned with RCC Cut Over</p>	9	<p>Chief Fire Officer</p> <p>Deputy Chief Fire Officer</p> <p>Project Manager</p>	<ul style="list-style-type: none"> <li>Dedicated staff and plan in place to oversee project</li> <li>Regional Risk Register developed</li> <li>Dedicated staff in place to oversee project</li> </ul> <p>Airwave tested</p> <p>Risk Assessment provided</p>	6 ↓			<p>Change in political direction</p> <p>Supplier implication</p> <p>Equipment owned by Airwave – annual service charge</p>		<p>Improved capability</p> <p>Improved resilience</p>

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic jectives		resilience issue		unities
6b i	<p>Fire Control Project – <b><i>Pre-cut over</i></b></p> <p>Failure to secure sufficient funding for the transition plan</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Loss of key staff, knowledge and skills (there is a regional management structure for the project)</p> <p>Timescales for migrations to regional fire control are moved</p> <p>Failure to measure impact on the Service</p> <p>Failure to secure data (PDA)</p> <p>RCC</p>	8	<p>Chief Fire Officer/ Deputy Chief Fire Officer / Project Manager</p> <p>Dedicated Fire Control Project Co-ordinator</p>	<p>Shared option with neighbouring Services</p> <p>RCC Members agreement</p> <p>New contract extension in place based on an “annual” contract renewal basis due to the uncertainty of RCC cut over date. Contract will be split into 2 parts: a) MIS, b) Mobilising to ease transition to RCC.</p> <p>All existing Fire Control functions/assets and components report in place.</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p>	8 ↔	1, 3, 4		<p>Within pre-cut over period Fire Control ICT failure</p> <p><b>Change in political direction</b></p> <p><b>Cut-over date change 2012</b></p>	<p><b>Sufficient Funding required Regional</b></p> <p>Risk Assessment for Integrity of transitional arrangements and the Security of data</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last fire control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p>



Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6b ii	<p>Fire Control Project – <b>Post cut-over</b></p> <p>Inability to maintain Operational functionality of Fire Control</p> <p>Lose of control due to breakdown in call-management systems</p> <p>Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Timescales for migrations to regional fire control are moved (plan for completion 2012)</p> <p>Failure to measure impact on the Service</p> <p>Failure to convert data (PDA)</p>	9		<p>Implement exhaustive testing procedure to ensure functionality and resilience</p> <p>CFO must be satisfied with functionality prior to Cut Over</p> <p>Implementation funding</p>	9  ↔	1, 3, 4		<p>Within pre-cut over period Fire Control ICT failure</p> <p>General Election implications</p> <p>Time gap between Go-Live date for Regional Fire Control and existing contracts with mobilising suppliers - current contract with AssetCo expires on 31Dec 2014 with option to block extend for 6 monthly periods</p> <p><del>It is "critical" that a full report of ALL existing Fire Control functions/assets and components is undertaken without delay, in order to measure the likely impact upon call/incident management</del></p> <p><del>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</del></p>	<p>Sufficient Funding required Regional</p> <p>Risk Assessment:-</p> <p>a. Integrity of transitional arrangements</p> <p>b. Security of data</p> <p>c. Contracts to be reviewed</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last Fire Control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p> <p>Shared resources (Mutual Aid)</p>



Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
7	Failure to successfully defend legal action taken against the Authority	6	Chief Fire Officer	<ul style="list-style-type: none"> <li>Right systems and processes in place.</li> <li>Good professional advisors and act upon legal advice (SLA approved/adopted)</li> <li>Investigation in to original reports is sound: case studies</li> <li>Strong records in place.</li> <li>Debrief documentation available</li> </ul>	5 ↑	3		<p>Outcome of tribunals</p> <p>Potential increase insurance claims</p>	<p>Review service providers annually (JH)</p> <p>Quarterly meeting with SLA provider needs monitoring (JH)</p> <p><del>H&amp;S advisor monitoring</del></p> <p><del>H&amp;S interest (LP)</del></p>	
8	Failure to maintain adequate staffing levels	6	<p>Members. Chief Fire Officer</p> <p>Assistant Chief Fire Officer – Service Support</p> <p>Area Managers/ Dept Heads</p>	<ul style="list-style-type: none"> <li>Reg. Mtg with RB's</li> <li>NJC direction developed</li> <li>Trade Union Protocol</li> <li>National resilience (Mutual aid/new dimensions)</li> <li>BCM Plan Supplements (pandemic/severe weather)</li> <li>Home working policy</li> <li>ICT Portal access for critical staff</li> <li>Command structure</li> <li>Resilience Register live</li> <li>Monitoring sickness</li> <li>SharePoint operational resilience arrangements (degradation)</li> <li>Critical departmental BC plans in place</li> </ul>	6 3 ↓	2	HL47		<p>Driving and working Time directives</p> <p><del>IRMP efficiencies</del></p>	

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
9	Failure of key ICT or other infrastructure system	8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> <li>Continuity plans in place</li> <li>Secondary/Mirror back up systems in place</li> <li>24/7 technical cover in place</li> <li>Annual Heath check – major supplier</li> <li>Alternative internet route in place</li> <li>Business contingency and disaster recovery arrangements finalised</li> <li>Critical equipment checks/register</li> <li>Training and specialist skills ongoing</li> </ul>	6 3 ↓	3	H40 H41 H43 H45	IRS Project	<p>Review of current structure ongoing</p> <p>Monitor Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p>	

Risk	Risk Description KEY RISKS		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
10	Death or serious injury to member of the public through our actions (RIDDOR reportable)	6	Chief Fire Officer	<ul style="list-style-type: none"> <li>Dedicated programme for Training of drivers</li> <li>Incident Command system in place</li> <li>Operational procedures in place</li> <li>Legal guidance available</li> <li>Operational assurance</li> <li>Command training</li> <li>Reviewed Operational Assurance</li> <li>Debriefs/Accident investigation</li> </ul>	3 ← →	1, 2	H1 H4 H5 H7 H8 HL1 HL10 HL11 HL12 HL14 HL18 HL19 HL2 HL20 HL22 HL3 HL7 HL8	Confirm outside hours available for legal services	Continue to track trends in statistics (LP)	

Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
11	Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	8	Chief Fire Officer - Members	<ul style="list-style-type: none"> <li>Business continuity plan developed, implemented and exercised</li> <li>Regional and Local Resilience Forum in place (RRF &amp; LRF)</li> <li>Corporate Risk/Group in place</li> <li>Joint Emergency response arrangements (JERA)</li> <li>National Coordination arrangements</li> <li>LRF exercise programme completed</li> <li>Scrutiny BVPP report</li> <li>National Risk Register amended 2009</li> <li>Work with National resilience Board to embed national resilience protocols into the Service standard operating protocols</li> <li>Response to Governments response to Pitt (GRIP) ongoing</li> <li>SPI Spate conditions</li> <li>Scrutiny Report</li> <li>FloodEx and other exercises/training</li> <li>Experience bank expanded</li> <li>New Dimensions USAR</li> <li>Severe Weather plans</li> <li>FloodEX</li> </ul>	6  5  ↓	1, 3, 4	HL17 HL18 H22 H22 H24 HL14 HL15 HL18 HL19 HL20 HL22 HL4 HL7	Build Business Continuity Supplements  Review/Monitor/Exercise plans.  Monitor potential impact to climate change Attend appropriate RRF & LRF meetings and contribute to Regional planning  Pitt's Final Report on Flooding—awaiting Government response and action plan	<del>Produce internal exercise programme (LRF)</del>  <del>JERA Review ongoing (LP)</del>  Produce Flood Plan for know risk areas. (LP)	


Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
12	Maintain Risk Critical training	8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> <li>PDR's</li> <li>Competence levels monitored</li> <li>Service Performance Indicators</li> <li>National Guidelines</li> <li>Operational assurance</li> <li>Hot fire training</li> <li>Recruitment programme developed</li> <li>People strategy published</li> <li>Training programme in place</li> <li>Strengthen training</li> <li>Programme possibility using Resilience Register</li> <li>Monitoring protocol for assessing operational competencies utilising Vector and Minerva Systems</li> <li>Active incident monitoring based on West Midlands model (JH)</li> <li>Training calendar in place</li> <li>Internal IPDS review</li> </ul>	6  3  ↓	1, 2, 3		<del>Staff shortages in key areas of the Service</del>	Identify key players for BCM	

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
13	Failure of key item of equipment	6	Assistant Chief Fire Officer Service Support	<ul style="list-style-type: none"> <li>Asset Manager appointed</li> <li>Procurement systems in place</li> <li>Firebuy in place</li> <li>Back-up suppliers</li> <li>Maintenance agreements in place</li> <li>Contract Directory</li> <li>Equipment testing programme in place</li> <li>Audit of equipment on a regular basis</li> <li>Monitor Contracts on a regular basis</li> <li>Redkite/Asset register.</li> </ul>	6  3  ↓	3, 4				Purchasing power / resilience through FIREBuy
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	6	Chief Fire Officer	<ul style="list-style-type: none"> <li>Community Risk Register</li> <li>Members of LRF forums</li> <li>Collation of lower tier Risk Register partners</li> <li>Improved resilience performance with LRF partners Silver/Gold training</li> <li>Embed INTEL process into CRR including exercise and training</li> <li>Sites identified within critical National RR to be included into INTEL process</li> <li>Populate FSEC with flood risks</li> <li>Water Rescue/flood linked into IRMP</li> </ul>	3  → ←	3			<ul style="list-style-type: none"> <li>Continue to monitor risks including membership of the groups</li> </ul> <p>Monitor Industrial action</p>	

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic tives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
15	Inadequate Water Supplies	8	Assistant Chief Fire Officer Service Support	<ul style="list-style-type: none"> <li>Hydrant inspections based on risk.</li> <li>Two full time technicians employed.</li> <li>Report completed for inspection program based on national risk based model – awaiting adoption</li> </ul>	6 ↗ ↘	3	H39 H45HL15	Hydrant checks risk based.  Monitor supply failure		

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act	6	Chief Fire Officer	<ul style="list-style-type: none"> <li>Assigned to individual POs</li> <li>Personnel pick up ongoing employment issues</li> <li>Single point of contact to the Clerk of the FRA</li> <li>Better Governance Forums</li> <li>Annual Review of Code of Corporate Governance</li> <li>Annual Governance Statement</li> <li>Fire Services Circulars are logged, actioned and monitored</li> <li>Action plans produced for new regulations and legislations, they then become report in progress to Principal Managers Team and FRA</li> <li>FRA members receive full minutes of PMM meetings</li> <li>Performance and continuous scrutiny</li> <li>Strengthened Committee structure and support</li> <li>Risk Champion appointed</li> <li>LRF Forum membership</li> <li>Standing Orders reviewed on an annual basis</li> <li>Service Policy and Instructions to reflect changes in legislation</li> <li>Continuity Planning in place</li> <li>Data Security in place</li> </ul>	3 → ←	1,2 3, 4		<p><del>Loss of data</del></p> <p>Issues arising from Atherstone Incident and any other improvement notices identified</p>	<p>Action audit trail required for CLG correspondence</p> <p>Internal audit of work surrounding other Service's improvement notices</p>	Streamline our processes and procedures



Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
17a	Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level	9	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> <li>Pandemic Flu Plan Business Impact Analysis completed</li> <li>Membership of Herefordshire &amp; Worcs - Influenza pandemic planning group (IPPG)</li> <li>Internal exercise completed</li> <li>Participate in national, regional and local exercises</li> <li>COBR/Top line brief/Regional coordination/Silvers multi agency/HPA</li> <li>Live experience BC triggered – Pandemic &amp; /Snow event</li> <li>Resilience Register</li> <li>BC departmental plans</li> <li>Critical functions identified</li> <li>Fall-back arrangements</li> <li>CRMG/SRWG activated</li> <li>SharePoint – generic resilience arrangements</li> </ul>	6 <b>3</b> 	1, 3	H22 H23 H24 HL24	BC Training ongoing  Refresh Industrial Action Procedure  CFOA Model	Monitor current activity  Induction and refresher training	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
17b	Ineffective contingency in the Event of Industrial Action	9		As 17a	3	1,3			Monitor National picture	
18	Failure to maintain CAA assessment	9	Deputy Chief Fire Officer	<ul style="list-style-type: none"> <li>CAA self assessment</li> <li>Annual Charter Mark status maintained</li> <li>IRMP consultation and action plan</li> <li>Peer assessment and feedback</li> <li>Members updated on a regular basis</li> <li>CORVU performance software in place</li> <li>Consultation workshops in place</li> <li>Updated Key Lines of Enquiries</li> <li>Annual Governance Statement/Evidence</li> <li>Continue to review through performance planning</li> <li>Annual Corporate planning</li> </ul>	6 ↔	1 - 4		Retention of key staff	Identify areas for improvement from CAA process	<p>Improved results</p> <p>Potential cost savings</p> <p>Potential for increased productivity</p> <p>Informs budget planning process</p>

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

Risk	Risk Description KEY RISKS		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
20	Failure to manage major projects effectively	8	Deputy Chief Fire Officer	<ul style="list-style-type: none"> <li>Officer responsible for project office appointed</li> <li>Reporting mechanisms in place including risk escalation - residual risk rating above 7</li> <li>PMM &amp; FRA reports</li> <li>Identification of current and project forecasting in place</li> <li>Assurance monitoring</li> <li>Project managers trained</li> <li>Programme management and specialist support available</li> <li>CDM regs used in management of building project</li> </ul>	6 → ←	3		<p><del>Loss of key staff</del></p> <p><del>Operational competence may be compromised</del></p> <p><del>Operational support may be compromised</del></p> <p><del>FireLink Project</del> Fire Control Project</p>		Improved efficiency
21	Now incorporated into Risk 18 above									

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
22	Major fraud or corruption case	5	Treasurer/ Members	<ul style="list-style-type: none"> <li>Financial regulations in place</li> <li>Policies/Instructions in place and reviewed regularly</li> <li>Audit investigation protocol</li> <li>ICT controls</li> <li>Audit anti-fraud checklist (Good Practice)</li> <li>National Fraud Initiative Reviewed Policies Fraud Corruption/ Whistleblowing</li> <li>Insurance arrangements in place</li> <li>SLAs with specialist Advisors</li> <li>Money laundering policy</li> <li>Audit plan</li> </ul>	5 3 ↓	3, 4			Staff Training	

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
23	Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	8	CFO Treasurer Chairman	<ul style="list-style-type: none"> <li>Good financial planning</li> <li>Strategic planning</li> <li>Financial Investment Controls in place with SLA with Worcs CC</li> </ul>	6 → ←	4		<b>Change of Government and policy</b> <b>Economic downturn</b> <b>Regional Financial pressure</b>	Monitor general elections	Identify opportunities for additional funding
24	Failure of Financial System (i.e. payroll and payment to suppliers)	8	Director of Finance	<ul style="list-style-type: none"> <li>New Finance System in place</li> <li>SLA with Worcestershire County Council</li> <li>Resilience arrangements in place</li> </ul>	6 → ←	4		Staff shortages relating to a major health epidemic – inability to sustain key services (Refer to Risk 20)	Test BC plan	
25	Failure to effectively manage the media and obtain the desired media coverage	7	Group Leaders  Clerk to the Authority  Chief Fire Officer	<ul style="list-style-type: none"> <li>Press and PR Officer in place</li> <li>Good relationships with media</li> <li>Media training for key staff/member</li> <li>Media/ Communications strategy in place</li> <li>Media manager</li> <li>Media Manager member of LRF communication working group</li> <li>Members handbook</li> </ul>	5 → ←	1, 3		Staff Shortages	<del>Review Member media strategy</del>	

Risk	Risk Description <b>KEY RISKS</b>	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
26	Inappropriate behaviour by employees or Members	8	Chairman of FRA  Chief Fire Officer	<ul style="list-style-type: none"> <li>Revised Code of Conduct in place</li> <li>Sufficient systems to reduce the likelihood of inappropriate behaviour in the workplace</li> <li>Reports to Standards Committee</li> <li>Management &amp; Members training</li> <li>Ethical Framework adopted and cascaded through Service</li> <li>Behavioural standards included in Contracts of employment</li> <li>Rank to role including core values</li> <li>Whistleblowing</li> <li>Exit Interviews</li> <li>Policies reviewed annually</li> <li>Continuation training</li> </ul>	6  ↗ ↘	2, 3			Monitor behavioural standards by reference to internal/external complaints and discipline actions	
27	Poor quality key information provided to Members of the Authority	8	Chief Fire Officer  Chairman of Authority  Group Leaders	<ul style="list-style-type: none"> <li>Open and accessible organisation</li> <li>Members training</li> <li>Action plans following meetings</li> <li>Meetings matrix in place</li> <li>Minutes of PMM sent to Members</li> </ul>	6  3  ↓	1, 3				

Risk	Risk Description <b>KEY RISKS</b>		Risk Owner/s	Key Controls	al	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
				<ul style="list-style-type: none"> <li>• Business Impact Analysis</li> <li>• Review policies annually</li> <li>• Members handbook</li> <li>• Group Leaders meet with CFO</li> <li>• Dedicated Committee</li> <li>• Service team in-house</li> <li>• SharePoint</li> <li>• Members bulletin with key information published quarterly</li> <li>• Communication Strategy reviewed regularly</li> </ul>						



Risk	Risk Description KEY RISKS		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
28	Failure to communicate key information effectively	8	Chief Fire Officer/ Treasurer/ Clerk of Authority  Chairman	<ul style="list-style-type: none"> <li>Communications Strategy in place</li> <li>Minutes of meetings available</li> <li>Bulletin</li> <li>PDR's</li> <li>Effective ICT infrastructure</li> <li>Developed effective communication with partner agencies through the LRF</li> <li>Information Sharing protocol in place</li> <li>BCM Exercise programme implemented</li> <li>Data Quality SPI</li> <li>IPDR's</li> <li>Press &amp; PR role</li> <li>Communication Manager</li> <li>PO visits to Service location</li> <li>Information Governance Group</li> <li>Staff Workshops</li> <li>H &amp; S Liaison Committee</li> <li>Consultation with RB's</li> </ul>	6  ➔ ➔	2, 3			Review Communications Strategy and outcomes through exercise and validation process.	Through effective communications improve resilience of the Service

Risk	Risk Description KEY RISKS		Risk Owner/s	Key Controls	al	ategic tives		resilience issue		tunities
29	Failure to comply with relevant environmental legislation and directives	8	Members CFO	<ul style="list-style-type: none"> <li>Asset Manger conducted a gap analysis</li> <li>Skills internally</li> <li>Member of Worcestershire Partnership Climate Group</li> <li>Insurance covers specific actions.</li> </ul>	5	1,3,4		Limited insurance for clean up costs. Provided standard industry insurance conditions met.		

Completed by:	Head of Corporate Risk Emergency Planning and Resilience Officer
Date completed:	August/September/October/November 2008 Version V1.19
Risks reviewed	28
New Risks added	1
Risk escalated in the previous 12 month period	2
Risk removed	No 21
Reviewed by:	PMM – Agreed. Reviewed Risk Champion Group Leaders
Date reviewed:	November 2009
FRA approved	December 2009

## 13. The Code of Corporate Governance

### Purpose of Report

1. To seek adoption of the updated Code of Corporate Governance.
- 

### Recommendation

***The Chief Fire Officer and the Clerk to the Authority recommend that the updated Code of Corporate Governance be adopted.***

### Background

2. The Authority adopted a Code of Corporate Governance on 21 March 2003, which closely followed guidance published jointly by CIPFA (the Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives) and endorsed by the Local Government Association and the Audit Commission.
3. Members and Senior Officers of Hereford & Worcester Fire and Rescue Authority are responsible for putting in place proper arrangements for the governance of the Authority's affairs and the stewardship of the resources at its disposal in support of the Annual Governance Statement. The Code describes the system by which the Authority directs and controls its functions and relates to its communities.
4. The CIPFA/SOLACE guidance has been updated and has changed significantly. The latest guidance 'Delivering Good Governance in Local Government: Framework' replaces the original five dimensions to be included in the Code with the following six core principles:
  - Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area;
  - Members and Officers working together to achieve a common purpose with clearly defined functions and roles;
  - Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
  - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
  - Developing the capacity and capability of Members and Officers to be effective; and
  - Engaging with local people and other stakeholders to ensure robust public accountability.

5. The Code attached at Appendix 1 reflects these six core principles and is subject to ongoing review to ensure that the highest standards of governance are maintained. The Code is updated and formally considered by the Authority each year.
6. As part of the ongoing review, the Standards Committee have met to consider the areas in the Code of Conduct with regards standards of conduct and behaviour and their comments are reflected in the attached document.

### **Summary**

7. The Code has been reviewed by senior officers of the Authority and updated to be aligned with the latest recommendations of good practice.
8. This updated Code is attached for Members' consideration and Members are asked to adopt this updated Code.

### **Supporting Information**

#### **Appendices**

Appendix 1 - Code of Corporate Governance

#### **Contact Officer**

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## Code of Corporate Governance

### Executive Summary

In 2004, the Independent Commission on Good Governance in Public Services published a set of common principles that it wanted all Public Sector Organisations to adopt. The commission set up by CIPFA (Chartered Institute of Public Finance and Accountancy) in conjunction with the Office for Public Management said there should be a common governance standard for Public Services similar to the private sectors combined Code.

This document outlines the Hereford & Worcester Fire and Rescue Authority's Code of Corporate Governance and provides examples of assurance and evidence in support of the Authority's Annual Governance Statement. The Code is based on the latest CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government: Framework'.

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Updated May 2009	

## Code of Corporate Governance

### 1. Statement of Assurance – Corporate Governance

Hereford & Worcester Fire and Rescue Authority 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. In discharging this accountability, Members and senior officers are responsible for putting in place proper arrangements for the governance of the Authority's affairs and the stewardship of the resources at its disposal.

To this end, the Authority has approved and adopted a Code of Corporate Governance, which is consistent with the principles of and reflects the requirements of CIPFA (Chartered Institute of Public Finance and Accountancy) and SOLACE (Society of Local Authority Chief Executives) framework "Corporate Governance in Local Government: a Keystone for Community Governance". A copy of the Authority's Code is available on the Service's website ([www.hwfire.org.uk](http://www.hwfire.org.uk)) or can be obtained on request from Hereford & Worcester Fire and Rescue Service Headquarters, 2 Kings Court, Charles Hastings Way, Worcester WR5 1JR.

During the year 2009-10, the Authority has reviewed and consolidated appropriate management and reporting arrangements to enable it to satisfy itself that its approach to Corporate Governance is both adequate and effective in practice.

The Authority is seeking to continually improve the effectiveness of its arrangements for the governance of the Authority's affairs. We will review continued compliance with the Code as part of our next annual review.

**[Signed:]**

**[Signed:]**

Brigadier Jones 

Chair

P Hayden

Chief Fire Officer/Chief Executive

Date:



Paul Hayden

## **2. Code of Corporate Governance**

Hereford & Worcester Fire and Rescue Authority's Code of Corporate Governance closely follows guidance published jointly by CIPFA/SOLACE and endorsed by the Local Government Association and the Audit Commission. It has been developed in response to the recommendation that Local Authorities draw up their own 'Code of Corporate Governance', a document that describes the system by which an Authority directs and controls its functions and relates to its communities. The Annual Governance Statement reflects the guidance of the Code and links directly into the Service Performance Plan.

Three key principles underpin Corporate Governance:

### **2.1 Openness and Inclusivity**

Openness is required to ensure that stakeholders can have confidence in the decision-making and management processes of Local Authorities and in the approach of the individuals within them. Openness also requires an inclusive approach, which seeks to ensure that all stakeholders and potential stakeholders have the opportunity to engage effectively with the decision-making processes and actions of Local Authorities.

### **2.2 Integrity**

Integrity comprises both straightforward dealing and completeness. It is based upon honesty, selflessness, objectivity and high standards of propriety and probity in the stewardship of public funds and management of an Authority's affairs. It is dependent on the effectiveness of the control framework and on the personal standards and professionalism of the Members and staff within the Authority.

### **2.3 Accountability**

Accountability is the process whereby Local Authorities and the Members and staff within them are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance and submit themselves to appropriate external scrutiny.

The CIPFA/SOLACE guidance identifies six core principles, which should be covered in a Code:

1. Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
2. Members and Officers working together to achieve a common purpose with clearly defined functions and roles
3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
5. Developing the capacity and capability of members and officers to be effective
6. Engaging with local people and other stakeholders to ensure robust public accountability

This Code takes each of these principles in turn and sets out the ways in which the principles of Corporate Governance should be reflected in each. It identifies the measures, which are already in place within the Authority to comply with the requirements set out in the guidance and how we demonstrate compliance.

The statement of assurance which fronts this document is incorporated within the Authority's Service Plan.





The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>• Ensure that partnerships are underpinned by a common vision of their work and that it is understood and agreed by all partners;</li> <li>• Publish an annual report on a timely basis to communicate the Authority's activities and achievements, its financial position and performance;</li> <li>• Decide how the quality of service to users is to be measured and make sure that the information needed to review service quality effectively and regularly is available;</li> <li>• Put in place effective arrangements to identify and deal with failure in service delivery;</li> <li>• Decide how value for money is to be measured and make sure that the Authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA is signed up to formal governance arrangements in its key strategic partnerships based on local community priorities.</li> <li>• The FRA publishes a Service Plan once agreed on a timely basis to communicate the authority's activities and achievements, its financial position and performance.</li> <li>• The FRA measures the quality of the service it provides directly, or in partnership, or by commissioning. This information can be accessed via the inter and intra nets, as well as hard copy information packs.</li> <li>• The FRA has effective arrangements in place to identify and deal with failure in service delivery identified through robust monitoring procedures.</li> <li>• The FRA has put in place arrangements to ensure that it makes best use of its resources and that tax payers and service users receive excellent value for money, by adopting national standards to contract for goods and services supported by robust procurement procedures. In addition, the Service has adopted an Environmental Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• FRA actively participates in strategic partnerships</li> <li>• Service Plan, as approved by the FRA</li> <li>• Statement of Accounts, as approved by Audit Committee</li> <li>• PMM Quarterly Performance Meetings</li> <li>• Best Value, Policy &amp; Performance Committee</li> <li>• Audit Committee</li> <li>• FRA</li> <li>• PMM Quarterly Performance Meetings</li> <li>• Best Value Policy &amp; Performance Committee</li> <li>• Audit Committee</li> <li>• FRA</li> <li>• Quarterly review by BVPP Committee of corporate aims and objectives, including measurement against Performance Indicators</li> <li>• Internal Audit confirms compliance with national standards and procurement procedures.</li> <li>• Financial reporting with regards to Value for Money</li> </ul>

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<p><b>To work to achieve the stated objectives of Members and Officers to achieve a common purpose with clearly defined functions and roles:</b> By:-</p> <ul style="list-style-type: none"> <li>• Setting out a clear statement of the respective roles and responsibilities of the Executive and the Executive's Members individually and the Authority's approach towards putting this into practice;</li> <li>• Set out a clear statement of the respective roles and responsibilities of the other Authority Members, Members generally and senior officers</li> <li>• Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the Authority, taking account of relevant legislation, and ensure that it is monitored and updated when required;</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA ensures effective leadership throughout the Authority through the committee structure and is clear about Executive and Non-Executive functions</li> <li>• The FRA ensures that a constructive working relationship exists between Authority Members and officers and that the responsibilities of Authority Members and officers are carried out to a high standard. An effective structure exists for both cadres with clearly defined responsibilities</li> <li>• The FRA has produced a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the Authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Through its scheme of delegation the FRA regularly reviews member and senior officer roles and responsibilities to ensure they are coherent, comprehensive and continue to focus on delivering the purpose and priorities of the organisation. There is a Scheme of Delegation to Officers in place and an effective rank to role procedure has been adopted.</li> <li>• Organisational Chart</li> <li>• Protocol for Member /Officer Relations</li> <li>• 'Job roles' for Members, Chairs. Vice-Chairs, Member Champions</li> <li>• Senior Officer job descriptions</li> <li>• Scheme of Delegation which is regularly reviewed by the Clerk</li> </ul>

<ul style="list-style-type: none"> <li>• Make a Chief Executive or equivalent responsible and accountable to the authority for all aspects of operational management;</li> <li>• Develop protocols to ensure that the Leader and Chief Executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained;</li> <li>• Make a senior officer (the S151 officer) responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal control;</li> <li>• Make a senior officer (usually the Monitoring Officer) responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with;</li> <li>• Develop protocols to ensure effective communication between members and officers in their respective roles;</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA has appointed a Chief Executive / Chief Fire Officer who is responsible and accountable to the Authority for all aspects of operational management.</li> <li>• The FRA has adopted a set of protocols to ensure that the Leader and Chief Executive / Chief Fire Officer negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained;</li> <li>• The FRA has appointed a senior officer responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal control;</li> <li>• The FRA has appointed a senior officer responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with;</li> <li>• The FRA has developed protocols to ensure that relationships between the Authority and officers are clear so that each knows what to expect from the other.</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational Chart</li> <li>• Scheme of Delegation to Officers sets out the functions delegated to the Chief Fire Officer (Chief Executive)</li> <li>• Scheme of Delegation</li> <li>• Protocol for member/officer relations</li> <li>• 'Job role' set out for Chair</li> <li>• CFO job description</li> <li>• This responsibility is performed by the Treasurer of the FRA.</li> <li>• Scheme of Delegation and Financial Regulations set out the responsibilities of the Treasurer (S151 Officer)</li> <li>• This responsibility is performed by the Clerk to the FRA.</li> <li>• Functions of the Monitoring Officer approved by the FRA</li> <li>• Group Leaders meetings</li> <li>• Protocol for member/officer relations</li> </ul>
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The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Set out terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable);</li> <li>Ensure that effective mechanisms exist to monitor service delivery;</li> <li>Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated;</li> </ul>	<ul style="list-style-type: none"> <li>The FRA has an agreed members' allowance procedure whereby remunerative scales are adopted. Officers relate to national schemes of pay and conditions.</li> <li>The FRA has robust systems to measure the quality of the service it provides directly, or in partnership, or by commissioning. This information can be accessed via the inter and intra nets, as well as hard copy information packs.</li> <li>Through the dovetailing of plans setting targets and priorities opportunity is availed for consultation by all stakeholders once they are fully aware of the agenda in question.</li> <li>The FRA ensures that it agrees to the terms and conditions of the constitution of strategic partnerships in order for compatibility to proceed.</li> </ul>	<ul style="list-style-type: none"> <li>Members' Allowances Scheme reviewed regularly by FRA.</li> <li>Members' Allowances Scheme referred to Independent Remuneration Panels of Constituent bodies for their consideration, prior to review by FRA.</li> <li>Members' payments published on the Service website and annually in the press</li> <li>Quarterly Performance Meetings</li> <li>Quarterly review by BVPP Committee of corporate aims and objectives, including measurement against Performance Indicators.</li> <li>BVPP Committee papers published on the Service website</li> <li>Participate in external peer assessments such as (Operational Assessment and CharterMark) to assess current performance and achievements and capacity to deliver future improvements.</li> <li>Extensive public consultation every year, including all stakeholders, on the Service's draft Annual Action Plan.</li> <li>Approval by the Authority, each December, of the annual Action Plan, following consultation.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<p>When working in Partnership:</p> <ul style="list-style-type: none"> <li>• Ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority;</li> <li>• Ensure that there is clarity about the legal status of the partnership;</li> <li>• Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• In April 2009, Section 138 of the Local Government Act was updated to include 'Duty to Involve'. The new 'Duty to Involve' seeks to ensure that local people have greater opportunity to have their say.</li> <li>• The FRA engages with partners for collaborative consultation via the Total Place Survey and through its own consultation procedures.</li> <li>• Definitively CDRPs are legal bodies unlike Strategic Partnership; both are subject to scrutiny via the Local Authorities.</li> <li>• The FRA ensures appropriate level of representation at partnership meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Members represent the Authority at Strategic partnership level.</li> <li>• DCFO represents the FRA at the Worcestershire Partnership</li> <li>• Clear understanding of role and contribution to the partnership.</li> <li>• FRA will make appropriate arrangements for the Chair, DCFO and Group Managers to attend partnership meetings.</li> <li>• This is led and co-ordinated through the Policy, Planning &amp; Performance dept.</li> </ul>

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<p><b>To promote values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour:</b> By:-</p> <ul style="list-style-type: none"> <li>Ensuring that the Authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect;</li> <li>Ensure that standards of conduct and personal behaviour expected of Members and staff, of work between Members and staff and between the Authority, its partners and the community are defined and communicated through codes of conduct and protocols;</li> </ul>	<ul style="list-style-type: none"> <li>The FRA ensures that Authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance. There are written directives on roles and procedures to be adopted in the performance of their duties.</li> <li>The FRA ensures by written reference that the standards of conduct and personal behaviour expected of Members and staff are easily available to be read, digested and followed.</li> </ul>	<ul style="list-style-type: none"> <li>The Authority applies Codes of Conduct for both Members and employees.</li> <li>The Authority has appointed a Standards Committee, with independent, non-elected members, to investigate allegations of breaches of the Code of Conduct by members.</li> <li>The Authority operates a "Confidential Reporting (Whistle-blowing)" policy that is reviewed annually.</li> <li>Ethical Framework</li> <li>The Authority applies Codes of Conduct for both Members and employees.</li> <li>The Authority has appointed a Standards Committee, with independent, non-elected members, to investigate allegations of breaches of the Code of Conduct by Members.</li> <li>The Authority operates a "Confidential Reporting (Whistle-blowing)" policy.</li> <li>Scheme of delegation.</li> <li>Protocol for member/officer relations.</li> <li>The Authority participates in the National Fraud Initiative.</li> <li>Ethical Framework</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Put in place arrangements to ensure that Members and employees of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice</li> <li>Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with Members, staff, the community and partners;</li> </ul>	<ul style="list-style-type: none"> <li>The FRA adopts and reviews policy and protocols to ensure that Members and employees carry out their respective functions in a fair, equitable, non-discriminatory and inclusive manner.</li> <li>The FRA has put into place effective organisational values.</li> </ul>	<ul style="list-style-type: none"> <li>The Authority applies Codes of Conduct for both Members and employees.</li> <li>The Authority has appointed a Standards Committee, with independent, non-elected members, to investigate allegations of breaches of the Code of Conduct by members.</li> <li>The Authority implements its own Equality scheme "Equality for All" throughout the Service, externally accredited at Equality Standard Level 3.</li> <li>The Authority appoints an Equality and Diversity Champion to promote and pursue these aims.</li> <li>The Authority employs a designated Equality and Diversity Officer.</li> <li>The Authority provides training for Members in Standards &amp; Ethics and Equality &amp; Diversity.</li> <li>The Authority's mission statement is emphasised on all Authority stationery, publications and on the Service website.</li> <li>Cultural development</li> <li>Ethical Framework development and training</li> </ul>



The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice;</li> <li>Develop and maintain an effective Standards Committee;</li> <li>Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority;</li> <li>In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.</li> </ul>	<ul style="list-style-type: none"> <li>The FRA has adopted an Equality &amp; Diversity Scheme which conforms to national standards, and has put in place performance indicators to continually monitor effectiveness in practice.</li> <li>The FRA has appointed a Standards Committee, in accordance with the guidelines set by the Standards Board for England.</li> <li>The FRA has put into place effective organisational values, which are publicised in the Authority's mission statement and in the corporate aims and objectives.</li> <li>Through its membership of key strategic partnerships the FRA upholds its commitment to sharing common values, including sharing collective responsibility with its partners, and individual responsibility for its own actions.</li> <li>The Authority demonstrates a strong ethical framework and culture shown by the formal adoption of the Model Code of Conduct for Members and the Ethical Framework in place for all employees of the FRA</li> </ul>	<ul style="list-style-type: none"> <li>The Authority's performance against its own Equality &amp; Diversity Performance Indicators is reviewed on a quarterly basis by the BVPP Committee.</li> <li>Ethical Framework in place</li> <li>The Standards Committee's composition, proceedings and procedures are all available to the public on the Service website.</li> <li>The Committee reports annually to the FRA.</li> <li>The Authority is involved in Joint Training with the constituent authorities for Standards Committee Members.</li> <li>The BVPP Committee reviews the performance of the Authority in achieving the corporate aims and goals on a quarterly basis.</li> <li>FRA actions in support of the strategic partnerships are open to peer and public scrutiny through the partnership's performance management framework and public reporting mechanisms.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<p><b>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk:</b></p> <p>By:-</p> <ul style="list-style-type: none"> <li>Developing and maintaining an effective scrutiny function which encourages constructive challenge and enhances the Authority's performance overall and that of any organisation for which it is responsible;</li> <li>Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based;</li> </ul>	<ul style="list-style-type: none"> <li>The FRA is rigorous and transparent about how decisions are taken and listens and acts upon the outcome of constructive scrutiny.</li> <li>The FRA has effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based;</li> </ul>	<ul style="list-style-type: none"> <li>The proceedings of all meetings of the Authority, and of all Committees of the Authority are publicised in advance, and reported on fully on the Service Website.</li> <li>The Authority has appointed an Audit Committee, and a BVPP Committee which maintain effective scrutiny of the Authority's performance.</li> <li>The Authority encourages public scrutiny through consultation, complaints procedures and input into FRA Agenda via Public Questions. Guidance to asking questions at FRA meetings is published on the website</li> <li>All Agendas and non-exempt papers, reports and minutes of meetings of the FRA are available on the service website.</li> <li>Business Impact Assessments are completed for papers and reports which recommend changes in policies or procedures.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Put in place arrangements to safeguard Members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice;</li> <li>Develop and maintain an effective Audit Committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee.</li> <li>Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.</li> </ul>	<ul style="list-style-type: none"> <li>The FRA has put in place arrangements to safeguard Members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice;</li> <li>The FRA has an effective Audit Committee (or equivalent) which is independent of the executive and scrutiny functions.</li> <li>The Authority has put in place arrangements for dealing with complaints from the public on the Service website, and from its own employees.</li> </ul>	<ul style="list-style-type: none"> <li>The Authority applies Codes of Conduct for both Members and employees.</li> <li>The Authority has appointed a Standards Committee, with independent, non-elected members, to investigate allegations of breaches of the Code of Conduct by members.</li> <li>Member Induction on Code of Conduct and further training on Standards &amp; Ethics</li> <li>The Authority maintains Registers of Interests for Members</li> <li>The Authority has clearly stated policies for both Members and employees regarding Gifts and Hospitality to prevent possible conflicts of Interest.</li> <li>Clerk advises Members on potential for conflict of interests</li> <li>The Authority has appointed an Audit Committee, which works closely with the Audit Commission and the internal auditors.</li> <li>PMM monitor monthly</li> <li>The Authority reports on complaints from the public to every FRA meeting.</li> <li>The Authority has put in place the Confidential Reporting Policy and the Listening Ear facility for employees.</li> <li>The procedure for reporting alleged breaches of the Code of Conduct by Members is published on the Service website</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>• Ensure that those making decisions whether for the Authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.</li> <li>• Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.</li> <li>• Ensure that risk management is embedded into the culture of the Authority; with Members and managers at all levels recognising that risk management is part of their jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA ensures that good quality information; advice and support are available to ensure that services are delivered effectively and are what the community wants/needs.</li> <li>• The Authority has arrangements in place to ensure proper legal and financial advice</li> <li>• The FRA has an effective risk management system that is embedded into the culture of the Authority; with Members and managers at all levels recognising that risk management is part of their jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to presentation at main meetings of the Authority or Committees, all information presented is considered and reviewed by Committee Services and at briefings of Officers and Chairpersons.</li> <li>• All information is publicised at least 5 clear days before the Meeting, in accordance with legislative requirements and Standing Orders.</li> <li>• The Authority maintains a Glossary of Terms which is circulated with all Meeting agendas.</li> <li>• The Authority has Service Level Agreements for the provision of Legal and Financial advice.</li> <li>• Business Impact Assessments, which identify legal and financial implications, are completed for papers and reports which recommend changes in policies or procedures.</li> <li>• The Authority has a Strategic Risk Register, which is updated as required and in addition reviewed on an Annual Basis.</li> <li>• A Corporate Risk report is presented each quarter to the Audit Committee.</li> <li>• Member Risk Champion</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>• Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority have access.</li> <li>• Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities.</li> <li>• Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.</li> <li>• Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA has arrangements in place for whistle-blowing to which staff and all those contracting with the Authority have access.</li> <li>• The FRA uses its legal powers to the full benefit of the citizens and communities of Herefordshire and Worcestershire.</li> <li>• The impetus and limitations of statutory instruments are respected and adhered to by the appropriate actions of the FRA in carrying out its duties.</li> <li>• The FRA inducts its Members and officers in the observance of the legal aspects of performing their roles and responsibilities through appropriate training for the areas of work they undertake.</li> </ul>	<ul style="list-style-type: none"> <li>• The Audit Committee reviews the Whistle-blowing policy annually.</li> <li>• The policy is brought to the attention of all service personnel through the Service Bulletin on a regular basis.</li> <li>• The policy is brought to the attention of all contractors engaged by the Service.</li> <li>• The Authority has adopted a Code of Corporate Governance which lists the enabling statutes governing the Authority and the Service.</li> <li>• The Authority utilises powers to the full benefit of their communities, including active participation in Strategic partnerships.</li> <li>• Operation by lawful acts of Government i.e. Fire Services Act, Local Government Act.</li> <li>• A full induction and training programme for Members is in place, focusing on roles and responsibilities of FRA Members as well as key areas of work.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<p><b>Developing the capacity and capability of members and officers to be effective:</b> By:-</p> <ul style="list-style-type: none"> <li>• Providing induction programmes tailored to individual needs and opportunities for Members and officers to update their knowledge on a regular basis.</li> <li>• Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Authority.</li> <li>• Assess the skills required by Members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.</li> <li>• Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA provides induction programmes tailored to individual needs and opportunities for Members and all officers to update their knowledge on a regular basis. Standards Committee regularly monitor Members Training and recommended FRA and Group Leaders do more to improve Member attendance.</li> <li>• The FRA ensures that Members and all officers have the skills, knowledge, experience and resources they need to perform well in their roles.</li> <li>• All officers undertake appraisals which identify any training needs.</li> <li>• Regular reporting on Performance incorporates scrutiny to improve areas of poor performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Induction Programme is in place. All new Members attended 2009 Induction Session following local elections</li> <li>• Member Development Programme in place and endorsed by Standards Committee, Member support services include: <ul style="list-style-type: none"> <li>• Members Information Pack which includes key documents</li> <li>• Members' visits to Stations, Departments and key locations</li> <li>• Members' Information Bulletin</li> </ul> </li> <li>• All officers are appointed based on required skills and experience.</li> <li>• FRA decisions regarding objectives (e.g. IRMP) reflects necessary allocation of resources to objectives – e.g. Investment in Training.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>• Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs.</li> <li>• Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority.</li> <li>• Ensure that career structures are in place for Members and officers to encourage participation and development.</li> </ul>	<ul style="list-style-type: none"> <li>• The FRA develops the capability of its people and evaluates their performance as individuals and as a group through specific training courses and competence assessments</li> <li>• Consultation Plans incorporate a wide variety of venues/methods and techniques to meet diverse needs.</li> <li>• The FRA encourages new talent for membership of the Authority so that best use can be made of an individual's skills and resources in balancing continuity and renewal.</li> </ul>	<ul style="list-style-type: none"> <li>• Development opportunities delivered based on appraised evidence.</li> <li>• Provision of diverse solutions/options during consultation and community engagement.</li> <li>• Serve links with partner agencies to access excluded groups.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<p><b>Engaging with local people and other stakeholders to ensure robust public accountability:</b></p> <p>By:-</p> <ul style="list-style-type: none"> <li>• Making clear to themselves, all staff and the community to whom they are accountable and for what.</li> <li>• Considering those institutional stakeholders to whom the Authority is accountable and assessing the effectiveness of the relationships and any changes required.</li> <li>• Producing an annual report on the activity of the scrutiny function.</li> </ul>	<ul style="list-style-type: none"> <li>• The Authority exercises leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders including partnerships, and develops constructive accountability arrangements.</li> <li>• The FRA positively promotes an open culture throughout all its areas of operation where the concept of Equality and Diversity is a given.</li> <li>• BVPP Committee produces key subject area scrutiny reports.</li> </ul>	<ul style="list-style-type: none"> <li>• All consultation and engagement mechanisms follow good practice and are proportionate e.g. IRMP 2010/11 consultation.</li> <li>• All FRA and Committee meetings follow statutory guidance and are open to the public (except when considering exempt business).</li> <li>• Consultation procedures (especially during the production of the Equality Scheme) show evidence of continuous engagement and capacity building of excluded groups to become effective consultees.</li> </ul>



The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Ensuring that clear channels of communication are in place with all sections of the community and other stakeholders, and putting in place monitoring arrangements to ensure that they operate effectively.</li> <li>Holding meetings in public unless there are good reasons for confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>The FRA has an active and planned approach to communication with and accountability to the public to ensure effective and appropriate service delivery whether directly by the Authority, in partnership or by commissioning.</li> </ul>	<ul style="list-style-type: none"> <li>Flood Scrutiny Report.</li> <li>Recruitment Scrutiny Report.</li> <li>Media &amp; Communications Strategy</li> <li>Support for disabled members of the community and translation facilities are published on key Service publications (for example, Service Performance Plan, IRMP).</li> <li>Members' contact details including email facilities available on the Service website.</li> <li>The Service is actively involved with Community Liaison Groups, Crime And Disorder Groups, Social Services and District Councils, for example, Building Control.</li> <li>The Charter Mark process provides independent assurance that channels of communication are appropriate and effective.</li> <li>The Service has a well-established mechanism for receiving and dealing with complaints, concerns and compliments (including electronic facilities), and for monitoring this process.</li> <li>All FRA and Committee meetings follow statutory guidance and are open to the public (except when considering exempt business).</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Ensuring that arrangements are in place to enable the Authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.</li> <li>Establishing a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback and mechanism for those consultees to demonstrate what has changed as a result.</li> <li>On an annual basis, publishing a performance plan giving information on the Authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.</li> </ul>	<ul style="list-style-type: none"> <li>Communication and consultation procedures recognise diverse needs.</li> <li>All changes to services (via IRMP) are consulted on annually. All consultation is proportionate and appropriate to changes being considered.</li> <li>Service Plan published each year incorporates all listed elements.</li> </ul>	<ul style="list-style-type: none"> <li>Communication plans incorporate actions to meet the needs of diverse groups.</li> <li>Media &amp; Communication Strategy</li> <li>Community Events designed to engage with local people and promote key safety messages.</li> <li>The Authority's Equality Scheme outlines specific engagement activities for all sections of the community</li> <li>All events and publications are accessible and any special needs identified are catered for in a reasonable manner. Language facilities are available for those requiring support in English.</li> <li>Consultation Plan.</li> </ul>

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<ul style="list-style-type: none"> <li>Ensuring that the Authority as a whole is open and accessible to the community, service users and its staff and ensuring that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.</li> <li>Developing and maintaining a clear policy on how staff and their representatives are consulted and involved in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Media &amp; Communications Plan outlines areas for consultation and potential methodologies and good practice in communication.</li> <li>Staff and representative bodies consulted regularly through staff workshops, individual/group consultations etc.</li> <li>Policing in place on rep. body involvement and consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Service Plan.</li> <li>Media &amp; Communications Plan.</li> <li>Charter Mark</li> <li>Publication Scheme</li> <li>Complaints, concerns, letters of appreciation reported to FRA</li> <li>Public access to FRA and Committee meetings. Guidance on submitting questions to the FRA is published on the Service website</li> <li>Media &amp; Communications Plan.</li> <li>Joint Protocols for Industrial Relations Policy.</li> </ul>

## 14. Performance Assessment 2008/9

### Purpose of report

1. To update Members on the results of the 2008/9 Organisational Assessment results for Hereford & Worcester Fire and Rescue Authority.
2. The FRA performs well and scores 3 out of 4 for its Organisational Assessment.

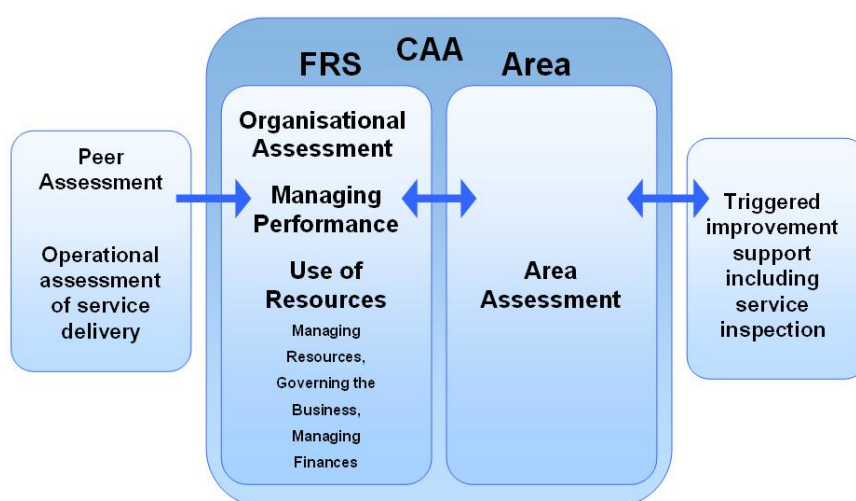
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### Recommendation

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

### Background

3. Comprehensive Area Assessment (CAA) was introduced in April 2009 and represented a fundamental change in the way councils and their partners were assessed. Where the Comprehensive Performance Assessment (CPA) process, which was used from 2005 through to 2008, focused on the performance of individual public service providers in an area, the CAA focuses on the delivery of community outcomes for the area as a whole. It assesses the outcomes delivered by councils working alone or in partnership, and involves a forward-looking assessment of the prospects for the future achievement of shared priorities by the council and its partners.
4. The following diagram sets out the main elements of the CAA framework for the Fire and Rescue Service.



## Organisational Assessment

5. The Organisational Assessment focuses on two key aspects – **Managing Performance** and **Use of Resources**. Specific considerations for H&WFRS included:
- how well the FRS was delivering the priorities and objectives set out in the National Framework, balancing effectively its prevention, protection and response functions;
  - how well equality and diversity is fully integrated into all aspects of the Service; and
  - an assessment of the impact and effectiveness of the contribution to broader partnership outcomes in the LAA.

### Managing Performance

6. The Managing Performance theme reflected on specific performance and service delivery priorities within the FRS. It is reported against two key lines of enquiry:
- how well is the organisation delivering its priority services, outcomes and improvements that are important to local people?
  - does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

### Use of Resources

7. The use of resources theme assessed how well the FRS delivers value for money in terms of managing finances, governing the business, and managing resources. The key lines of enquiry had three overarching questions:
- Managing finances:  
How effectively does the organisation manage its finances to deliver value for money?
  - Governing the business:  
How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
  - Managing resources:  
How well does the organisation manage its natural resources, physical assets, and people to meet current and future needs and deliver value for money?
8. The Audit Commission commenced work on H&WFRS Organisational Assessment in Spring 2009. This comprised of a rigorous evaluation of previously submitted self assessment documents, an extensive review of key evidence to support the self assessment documents and two on-site visits which involved 1-2-1 interviews with Authority Members and a cross section of staff.

9. The final report confirms that fires, fire deaths and injuries have been reducing at a rapid rate and last year the Fire and Rescue Authority (FRA) recorded the lowest number of fires ever. It also acknowledges how well the Service responds to incidents and the difference it is making to the lives of vulnerable people who are at risk. The report concluded that:
- People in Herefordshire and Worcestershire are at low risk from the dangers of fire and last year the FRA attended the lowest number of fires ever recorded in the two counties.
  - Accidental house fires, fire deaths and injuries have been reducing rapidly for a few years – at one of the fastest rates nationally.
  - The Authority is providing an effective and improving Fire and Rescue Service to communities and provides value for money.
  - Arson is not a widespread problem in most parts of the county and the work of the FRA has lessened the occurrence by half in the last three years.
  - The FRA is among the best services in the country for promoting equality and diversity.
  - The FRA is aware of where it can get better. For example, by further reducing attendances to unwanted fire alarms and malicious fire calls.
10. A summary and a full copy of the report are attached for your information.

## **Supporting Information**

### **Appendices**

1. Hereford and Worcester FRA Organisational Assessment 2009- Summary
2. Hereford and Worcester FRA Organisational Assessment 2009- Full Draft

### **Contact Officer**

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# Hereford and Worcester Fire And Rescue Authority

## Organisational Assessment (Summary version)

Pre-publication version dated 03 December 2009

Provided under embargo



for an independent overview  
of local public services

## Hereford and Worcester Fire And Rescue Authority

Overall, Hereford and Worcester Fire And Rescue Authority performs well

Managing performance	3 out of 4
Use of resources	3 out of 4
Managing finances	3 out of 4
Governing the business	3 out of 4
Managing resources	3 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

## Summary

The FRA performs well and scores 3 out of 4 for its organisational assessment. This is because the FRA is achieving its main priority - to keep people safe from fire. The risk from fire is low. Fires and fire deaths and injuries have been reducing at a rapid rate and last year the FRA recorded the lowest number of fires ever. The FRA responds to incidents quickly and is making a difference to the lives of vulnerable people who are at risk. It promotes equality and diversity in what it does and is reducing arson and road casualties. It is providing value for money as it is low cost and achieves high performance. It manages its finances well and links funding to priority services. It is self aware and is well placed to make further improvements with plans and funds in place.

The FRA performs well and scores 3 out of 4 for managing performance. Hereford and Worcester Fire and Rescue Authority manages performance well, because it is providing an effective and improving fire and rescue service to communities and provides value for money. It is also well placed to make further improvements.

People in Herefordshire and Worcestershire are at low risk from the dangers of fire and last year the FRA attended the lowest number of fires ever recorded in the two counties. Accidental house fires, fire deaths and injuries have been reducing rapidly for a few years - at one of the fastest rates nationally.

The work of the FRA is helping to make people safe in their homes. The FRA



has a good understanding of communities and visits the most vulnerable people to improve safety. Arson is not a widespread problem in most parts of the county and the work of the FRA has lessened the occurrence by half in the last 3 years.

It works closely with other agencies on a wide range of community issues. For example, while ensuring vulnerable individuals and families are safe from the dangers of fire it helps to ensure they can live independently in their own homes. Youth work includes a Young Firefighter Association and talks to schools about arson and malicious calls as well as fire safety. This is helping to improve levels of home fire safety, reduce arson and ASB. The FRA is improving safety on the local roads where deaths and serious injuries are fairly high.

The FRA is among the best services in the country for promoting equality and diversity. It has gained a high standard - level 4 - on the national local government equality standard and a high score of 95% for the duty to promote race equality. Customer service, engagement and care are also good. It has gained a nationally recognised award - the Charter Mark - with twelve important areas which are national best practice.

The FRA is responding quickly and effectively to emergencies. It is achieving attendance standards to attend fires and other emergencies anywhere in the two counties within a time limit of 10 minutes.

The FRA is aware of where it can get better. For example, by further reducing attendances to unwanted fire alarms and malicious fire calls which, although improving, are rather high. Sickness levels are also high and levels rose and fell over recent years. There are also a few staff new to their current posts and therefore grappling with new areas of responsibility. Despite these minor shortcomings which the FRA is tackling, is well positioned and has the capacity to make further improvements.

The FRA scores 3 out of 4 for Use of Resources.

The FRA is providing value for money in the way it provides and improves services to communities and it is achieving safer communities. It is low cost and is high performing. It is good at making savings and has made above average levels of efficiency savings some from more efficient staffing arrangements at stations.

It looks for opportunities to reduce costs by buying essential equipment with others and has made many efficiency savings over recent years.

The FRA manages its finances well. It links money to its priorities such as community safety. It is improving performance and does not under or overspend its budget. The FRA has also got extra money for itself and Worcestershire by meeting its targets to reduce arson in high risk areas.

Financial arrangements are effective and the 2008/09 accounts completed, audited and approved well in advance of the required date of September. However, during the auditing of the 2008/09 accounts some errors were found.

The FRA is in a good position to improve further. It is displaying leadership, by influencing partners and supporting a wide range of community activities. It is clear about what is important to local people and what needs improving. It plans well for the future, regularly checks and manages how it is improving.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>



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# Hereford and Worcester Fire And Rescue Authority

## Organisational Assessment

Pre-publication version dated 03 December 2009

Provided under embargo



for an independent overview  
of local public services

# Hereford and Worcester Fire And Rescue Authority

Overall, Hereford and Worcester Fire And Rescue Authority performs well

Managing performance	3 out of 4
Use of resources	3 out of 4
Managing finances	3 out of 4
Governing the business	3 out of 4
Managing resources	3 out of 4

- Description of scores:
- 1. An organisation that does not meet minimum requirements, Performs Poorly
  - 2. An organisation that meets only minimum requirements, Performs Adequately
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## Summary

The FRA performs well and scores 3 out of 4 for its organisational assessment. This is because the FRA is achieving its main priority - to keep people safe from fire. The risk from fire is low. Fires and fire deaths and injuries have been reducing at a rapid rate and last year the FRA recorded the lowest number of fires ever. The FRA responds to incidents quickly and is making a difference to the lives of vulnerable people who are at risk. It promotes equality and diversity in what it does and is reducing arson and road casualties. It is providing value for money as it is low cost and achieves high performance. It manages its finances well and links funding to priority services. It is self aware and is well placed to make further improvements with plans and funds in place.

The FRA performs well and scores 3 out of 4 for managing performance. Hereford and Worcester Fire and Rescue Authority manages performance well, because it is providing an effective and improving fire and rescue service to communities and provides value for money. It is also well placed to make further improvements.

People in Herefordshire and Worcestershire are at low risk from the dangers of fire and last year the FRA attended the lowest number of fires ever recorded in the two counties. Accidental house fires, fire deaths and injuries have been reducing rapidly for a few years - at one of the fastest rates nationally.

The work of the FRA is helping to make people safe in their homes. The FRA

has a good understanding of communities and visits the most vulnerable people to improve safety. Arson is not a widespread problem in most parts of the county and the work of the FRA has lessened the occurrence by half in the last 3 years.

It works closely with other agencies on a wide range of community issues. For example, while ensuring vulnerable individuals and families are safe from the dangers of fire it helps to ensure they can live independently in their own homes. Youth work includes a Young Firefighter Association and talks to schools about arson and malicious calls as well as fire safety. This is helping to improve levels of home fire safety, reduce arson and ASB. The FRA is improving safety on the local roads where deaths and serious injuries are fairly high.

The FRA is among the best services in the country for promoting equality and diversity. It has gained a high standard - level 4 - on the national local government equality standard and a high score of 95% for the duty to promote race equality. Customer service, engagement and care are also good. It has gained a nationally recognised award - the Charter Mark - with twelve important areas which are national best practice.

The FRA is responding quickly and effectively to emergencies. It is achieving attendance standards to attend fires and other emergencies anywhere in the two counties within a time limit of 10 minutes.

The FRA is aware of where it can get better. For example, by further reducing attendances to unwanted fire alarms and malicious fire calls which, although improving, are rather high. Sickness levels are also high and levels rose and fell over recent years. There are also a few staff new to their current posts and therefore grappling with new areas of responsibility. Despite these minor shortcomings which the FRA is tackling, is well positioned and has the capacity to make further improvements.

The FRA scores 3 out of 4 for Use of Resources.

The FRA is providing value for money in the way it provides and improves services to communities and it is achieving safer communities. It is low cost and is high performing. It is good at making savings and has made above average levels of efficiency savings some from more efficient staffing arrangements at stations.

It looks for opportunities to reduce costs by buying essential equipment with others and has made many efficiency savings over recent years.

The FRA manages its finances well. It links money to its priorities such as community safety. It is improving performance and does not under or overspend its budget. The FRA has also got extra money for itself and Worcestershire by meeting its targets to reduce arson in high risk areas.

Financial arrangements are effective and the 2008/09 accounts completed, audited and approved well in advance of the required date of September. However, during the auditing of the 2008/09 accounts some errors were found.

The FRA is in a good position to improve further. It is displaying leadership, by influencing partners and supporting a wide range of community activities. It is clear about what is important to local people and what needs improving. It plans well for the future, regularly checks and manages how it is improving.

## About Hereford and Worcester Fire And Rescue Authority

Hereford and Worcester FRA covers the counties of Herefordshire and Worcestershire in the West Midlands. Both areas are largely rural although Worcestershire's population mainly live in the towns of Worcester, Bromsgrove, Droitwich, Evesham, Kidderminster, Malvern and Redditch - these towns are also where the main wholetime or day-crewed fire stations are placed. Worcestershire has the largest population and the highest population density, whereas Herefordshire is more sparsely populated. The proportion of older people is higher within both areas compared with the regional and national average. The area is dominated by a White British population although the black and minority ethnic population is higher in Worcestershire. The area is well-off, although some areas within Worcester City, Kidderminster and Redditch are within the top 10% most deprived areas nationally. Unemployment is low but wage levels are lower than the regional and national average. Flooding is a risk across the area, with four major rivers running through the two counties. Housing is unaffordable for many. The health of people in Herefordshire and Worcestershire is better than the England average, although there are inequalities across the area, particularly in Redditch, Wyre Forest and Worcester City.

This year Hereford and Worcester Fire and Rescue Service had a peer review of its Operational Assessment (OpA) self-assessment by accredited peers from the fire sector. The findings of this evidence-based review are used in this organisational assessment.

Hereford and Worcester Fire and Rescue Authority vision for local communities and priorities are: Vision - 'To make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being

Priorities - 1. Community: We will improve the safety of the community by targeting at risk groups, improving the environment within which we live, and by working and engaging with the people we serve.

2. People: We will ensure the fair and equitable treatment of both our staff and the people we serve, and promote the training and safety of all our personnel.

3. Business Process and Organisational Development: We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.

4. Finance and Resources: We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order

to deliver value for money services

## Organisational assessment

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

People in Herefordshire and Worcestershire are at low risk from the dangers of fire. Hereford and Worcester Fire and Rescue Authority (FRA) has a good record of improving community safety and last year, the FRA attended the lowest number of fires ever recorded. Accidental house fires, fire deaths and injuries have been reducing rapidly for a few years - at one of the fastest rates nationally with currently about 8 accidental home fires and less than 1 injury per week. The work of the FRA is helping to make people safer in their homes. Fire fighters carry out safety checks in homes and fit smoke alarms. They talk to schoolchildren about the dangers from fire and other hazards.

The FRA has a good understanding of communities and visits the most vulnerable people to improve safety. It talks to community groups and agencies to help it to talk to people most at risk. The FRA carries out a rather low number of home visits but is increasing these.

Arson is a problem in some parts of the country but there are only a few cases in the local area. Some towns in Worcestershire have more deliberate fires than the rest of the area, but the work of the FRA has halved these in the last 3 years.

The FRA is making local communities safer. The FRA is improving safety on local roads where deaths and serious injuries are high. It is leading a multi-agency approach to improve road safety. It is raising the awareness of the dangers on the road with young drivers and motorcyclists through thought-provoking programmes such as 'Crash Zone, Bikers Skills and Dying to Drive'. This reduces deaths on the roads. It works closely with other agencies on a wide range of things. For example, the Signposting project is helping to ensure vulnerable individuals and families are safe from the dangers of fire and can live independently in their own homes. The FRA, in partnership, has helped to attract over £1 million of funding to support this work. It is helping young people lead better lives. Some work includes the Young Firefighter Association talks to schools about arson and malicious calls as well as fire safety. This is helping to improve levels of home fire safety, reduce arson and prevent anti-social behaviour.

The FRA is making people in commercial and public buildings safer. Trained staff are visiting these buildings and helping building managers to reduce the risk from fire. They are visiting the buildings that at most at risk first. As a result there is a low and decreasing number of fires in commercial buildings, which are among the lowest nationally.

**People: We will ensure the fair and equitable**



**treatment of both our staff and the people we serve, and promote the training and safety of all our personnel.**

The FRA delivers a fair and equitable service to meet the diverse and changing needs of local communities. It is successful because it has a clear understanding of its communities through assessing risk, working with community partners and talking and listening to community groups. This helps it to target its work at the most vulnerable homes and those people most at risk.

It is easy for everyone to use services provided by the FRA. This is helping to provide a more equitable and fair approach to service delivery. It provides guidance, training and good employment conditions for staff to develop and improve the way they provide services to communities.

The FRA is among the best services in the country for promoting equality and diversity. It has gained a high standard - level 4 - on the national local government equality standard and a high score of 95% for promoting race equality. Customer service, engagement and care are also very good. It has gained a nationally recognised award - the Charter Mark - with 12 important aspects which are national best practice.

The FRA's staff are becoming more representative of the local community. Staff closely reflect the BME proportion of local communities and 5 per cent of staff are women which is fairly high nationally. The FRA works hard to recruit staff from these groups, but there is still some way to go to achieve the FRA's diversity targets.

**Business Process and Organisational Development: We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.**

The FRA is responding to emergencies quickly and effectively. It has set attendance standards following thorough research. It aims to attend fires and other emergencies anywhere in Herefordshire or Worcestershire within 10 minutes in 3 out of 4 occasions. It does much better than this though. A recent review by fire service experts has judged the FRA to be an effective service. The FRA is learning lessons from experience at emergencies which is improving the way it tackles a wide range of incidents. It is also well prepared to manage major incidents such as flooding and urban search and rescue. It has recently introduced more equipment, better procedures and improved working with partners when it learnt important lessons from a large incident.

Staff are well trained and arrangements for training are effective. The FRA

has introduced competency training and improvements include providing more realistic training facilities, more effective command training and better evaluation. Managers are well qualified in Health and Safety and safety and risk information is readily available to crews at emergencies

The FRA has reliable information to help it manage and improve its services to communities. It has achieved a national standards to ensure that data is accurate and secure. Good data is essential to knowing how a fire service is performing. The FRA manages its performance well which helps it improve. There is a review of the performance of different departments every quarter with reports to senior officers and members.

## **Finance and Resources: We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services**

The FRA is providing value for money. It is low cost and is high performing. It is good at making savings. It has made good savings from more sensible staffing arrangements at fire stations. It reduces costs by buying essential equipment with other organisations. It considers environmental protection when providing services, for example, specialist foam equipment uses less water than standard systems and there are water saving devices fitted to the FRAs premises. But it could do more in this area.

The FRA has made some changes to shift patterns and duty systems. This has resulted in savings over 5 years similar to other fire services. Fire stations are generally well located. It has decided that the location of stations and the associated duty systems are adequate, but knows there is still further room for more efficiencies.

The FRA is in a good position to improve even more. It is displaying leadership, by influencing partners and supporting a wide range of community activities. It is clear about what is important to local people and what needs improving. It plans well for the future and regularly checks and manages its progress.

The FRA manages its finances well. It links money to its priorities such as community safety. It is improving performance and does not under or overspend its budget. The FRA has also achieved reward grants for itself and Worcestershire by meeting its targets to reduce arson in high risk areas. Financial arrangements are effective and the 2008/09 accounts were completed, audited and approved well before the required date of September. However, during audit of these accounts some errors were found.

Working with partners is helping the FRA to improve community safety and do things more economically. For example responding to flooding which is a serious risk in the two counties. Working with its neighbouring fire services is improving the way it deals with major emergencies and more effective training and development. There is scope for further improvement in the service. For example, by further reducing attendances to unwanted fire alarms and malicious fire calls which, although improving, are fairly high. Sickness levels are also high and levels have fluctuated over recent years .

There are also a few key staff who are new to their current posts and therefore grappling with new areas of responsibility. This needs to be carefully managed. The FRA is well positioned and has the ability and knowledge to make further improvements to the safety of local people.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>



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## **15. The Review of the Water Rescue Strategy by the Best Value, Policy and Performance Committee**

### **Purpose of report**

1. To report on the review of the Water Rescue Strategy carried out by the Committee.
- 

### **Recommendations**

#### ***The Committee recommends that:***

- i) Its Review of the Water Rescue Strategy is noted by the full Fire and Rescue Authority;***
- ii) A further review is conducted once the outcomes of the current National Flood Rescue Enhancement programme are known; and***
- iii) A letter is sent on behalf of the Authority to the Ministers for Communities and Local Government and for Environment, Food and Rural Affairs, outlining the issues we have identified and our ongoing support for Sir Michael Pitt's original recommendations from his review of the 2007 floods.***

### **Background**

2. The Service has learned important lessons and gained invaluable experience from the flooding events of the past decade and continues to develop and update its Water Rescue Strategy, drawing on this experience and having regard to national developments.
3. At the Authority meeting on 26 June 2009, Members considered a revised Water Rescue Strategy and agreed a number of recommendations for improvement. One recommendation surrounding the introduction of specialist "first responder teams" with two separate options is currently being consulted upon through the IRMP process.
4. Whilst the revised strategy was approved at the June Authority meeting, questions were raised about whether the strategy went far enough, and it was agreed that the Best Value Policy & Performance Committee should review this latest Water Rescue Strategy and the current national situation to identify any further gaps or lessons learnt, reporting back to the Authority at its meeting on 18 December 2009 with any recommendations as appropriate.

## **Review Terms of Reference**

5. The Committee agreed a Terms of Reference designed to facilitate the review and enable Members to make a judgement on the current Strategy within the context of national developments:
  - i) Review recommendation 39 of the Pitt Review and GRIP (the government's response to it).
  - ii) Review the Terms of Reference for the national Flood Rescue Enhancement Project initiated in response to recommendation 39 of the Pitt Review and current development in that project.
  - iii) Review the provisions made in a number of similar Fire and Rescue Authorities
  - iv) Consider the report on the Water Rescue Strategy that was presented at the Authority meeting on 26 June 2009, referencing where appropriate the recommendations made in the Best Value Policy & Performance Committee review of the 2007 floods.
  - v) Produce a report for the Authority, with further recommendations as appropriate.

## **Conduct of the Review**

6. In order for the Committee to carry out its review it held a number of special meetings including a briefing from Officers, a visit to a current water rescue station to speak to front-line staff (Evesham) and an invitation to all representative bodies to meet with the Committee so that they could seek their views and input.
7. Following the initial "desk top" review of documentation, which included an evaluation of the arrangements and resources currently provided within other Authorities as declared to the DEFRA National Flood Rescue Asset Database, it was decided that there would be little value in visiting an external Service. The Committee therefore agreed to amend its initial Terms of Reference in this respect.

## **Conclusion/Summary**

8. Having considered carefully all of the evidence available, the Committee was able to group the issues into three areas of interest, roles and responsibilities; current guidance, training and equipment for flood response, and the financial impact of a specialist flood response capability on Council tax.

## **Roles and responsibilities**

9. The lack of clarity in relation to roles and responsibilities for undertaking flood rescue was a consistent theme considered by the Committee. It was evident that this was the major issue considered in Sir Michael Pitt's Review of the 2007 floods, and from the feedback from meetings with Officers and representative bodies.

10. Whilst the current national situation remains unhelpful, the statutory position is clear. The Department for Environment, Food and Rural Affairs is the lead department for flooding matters, but not for flood rescue. No agency or organisation currently has a statutory obligation to undertake rescues from flood water, a situation highlighted by Sir Michael Pitt as putting both rescuers and the public at additional unnecessary risk.
11. However, the Fire and Rescue Authority, as a “Category 1 Responder” under the Civil Contingencies Act, has a responsibility to plan for flood events working in close collaboration with all other agencies, but not necessarily to respond to them. Equally, the Police have a general duty to co-ordinate inland searches for people, which could include searches for people lost in flood water, but there is no statutory obligation for Police Officers to undertake a rescue role themselves.
12. Between 1947 and 2004, Fire Brigades were statutorily empowered to utilise their resources to “save life and render humanitarian services”. This broad empowerment led to a wide expansion in role over time to include rescues from road traffic accidents and attendance at flooding incidents, chemical spillages and a wide range of other hazards, and the provision of community safety advice. This was done without a statutory obligation to do so, but within the statutory empowerment of individual Brigades to take action to save life and protect property.
13. The 2004 Fire and Rescue Services Act addressed some of these inconsistencies, making responses to road traffic accidents and provision of community safety advice a statutory obligation. The previous general provision to “save life and render humanitarian services”, has been replaced by Section 11 of the Fire and Rescue Services Act 2004 “Power to respond to other eventualities”. This states that;
  - (1) A Fire and Rescue Authority may take any action it considers appropriate:
    - (a) in response to an event or situation of a kind mentioned in subsection (2);
    - (b) for the purpose of enabling action to be taken in response to such an event or situation.
  - (2) The event or situation is one that causes or is likely to cause:
    - (a) one or more individuals to die, be injured or become ill;
    - (b) harm to the environment (including the life and health of plants and animals).
  - (3) The power conferred by subsection (1) includes power to secure the provision of equipment.
  - (4) The power conferred by subsection (1) may be exercised by an Authority outside as well as within the Authority’s area.
14. The new Fire and Rescue Services Act also required Fire and Rescue Authorities to assess risks to their local communities and consult the public about the services they intend to offer through an Integrated Risk Management Planning (IRMP) process. In effect, an IRMP becomes the contract between the Fire Authority and the public, and having set out the assessment of local risk and the range of services the Fire Authority intends to offer, becomes the basis upon which budgets and local Council Taxes are decided.

15. In its first IRMP in 2004/05, this Authority highlighted the ongoing risks to communities across Herefordshire and Worcestershire from flooding, and proposed that the flood response that had been in place for many years should be updated and maintained. Investment in more appropriate training and equipment was authorised and Council Tax set appropriately. Since 2004/05, the provision of these services has formed a part of our contract with the public and has been funded from within the general Council Tax raised.
16. Evidence from all of the stakeholders we have interviewed has indicated that our investment in training and equipment has resulted in communities and Firefighters that are safer than they were pre-2004. However, at the time of the major flooding events of 2007, not all of the Authority's plans had been put into effect and key training and equipment procurements had not been finalised. A number of difficulties were reported to the Authority following the BVPP Committee's 2007 review of those events.
17. In the immediate aftermath of the 2007 floods, government gave a number of reassurances that outstanding issues surrounding statutory clarity and funding support from national government for flood response would be addressed. Sir Michael Pitt's Review recommendation 39 stated; *"The Government should urgently put in place a fully funded national capability for flood rescue, with Fire and Rescue Authorities playing a leading role, underpinned, as necessary, by a statutory duty"*.
18. As a result of this recommendation, which was supported by government, a number of local initiatives to extend and improve flood response capabilities in line with the BVPP Committee's 2007 report were put on hold. On 17 December 2008, The Secretary of State for Environment, Food and Rural Affairs, Hillary Benn, announced the government's response to the Pitt Review, covering in detail its response to all 92 recommendations. A DEFRA led project, the National Flood Rescue Enhancement Project, was announced with an initial £2m budget to examine the issues and make further recommendations to government. The Chief Fire Officer, in his national role as Lead Officer for environment and flooding, was appointed by government to sit on the Board of that project.
19. During the Spring of 2009, it became clear that although government had accepted recommendation 39, it was unlikely that any decisions would be considered until Spring 2010 at the earliest on whether a statutory duty would be enacted requiring Fire Services to respond to flooding and on any long term central government funding to support them in doing so.
20. Given that the Authority had accepted in 2007 that it needed to do more to ensure community and responder safety during a flood, and that the expected government announcement on investment would be delayed until at least 2010, the Chief Fire Officer brought a paper to the June Authority meeting, recommending that improved management and coordination arrangements be put in place in the meantime.



## **Current guidance, training and equipment for flood response**

21. The Department for Communities and Local Government (CLG) is currently responsible for the issue and updating of all national Fire and Rescue Service guidance, including guidance for “working on or near water”. Since CLG dis-established Her Majesty’s Inspectorate of Fire Services in 2004, the Service has been left without any central co-ordinating body to produce or review guidance. As a result, it is accepted that much of our current guidance requires updating.
22. In the absence of any national policy or guidance, the Chief Fire Officers’ Association have published draft guidelines for training and equipment standards for inland water rescue. Whilst these multi-agency standards have been developed and consulted upon through the government’s UK Search and Rescue Group, which includes FRS, RNLI, the Police, Military and the Coastguard, and adopted by all of those groups as current “best practice”, they cannot be considered as current national guidance, as neither CFOA or UK SAR are authorised to issue national guidance.
23. Following pressure from all stakeholders, new arrangements have been put in place by CLG to commence reviews of guidance once again, with elements of work subcontracted to individual Services to manage, and with a central stakeholder led quality control function providing a final level of quality control. Although many stakeholders will be involved in drafting guidance, once completed, it will be published as a CLG manual.
24. Hereford & Worcester FRS was invited to manage a project to update the current FRS guidance for working on or near water in September this year. Work on the project will be undertaken by a range of stakeholders including FRS’ representative bodies across England and Wales. All project and management costs were identified and agreed with CLG before the project commenced on 1 November 2009. The project is expected to take six months to complete, with new guidance issued by CLG in July 2010. Obviously, the involvement of H&W in this project means that we shall have early access to current best practice, allowing us to update our own guidance as soon as is possible.
25. Guidance specific to responses to major flood events is being drafted by the DEFRA led National Flood Rescue Enhancement Project (FRNE). The starting point for this work is the multi-agency guidance produced by CFOA/UK SAR. It is expected that this guidance, which will apply to all agencies involved in flood response not just FRS, will be issued for consultation by DEFRA in January/February 2010.
26. Following a period of formal consultation, finalised concept of operations and flood rescue training standards will be published by DEFRA under the authority of the expected “Flooding and Water Bill” which they will then apply to all statutory and voluntary agencies providing a flood rescue response.
27. Work is also underway within FRNE to engage with the Sector Skills Council to ensure that these standards, once finalised, can be adopted into current FRS qualifications.

28. As the Chief Fire Officer is on the Board of both of these projects, their likely outcomes have already been incorporated into his report of June 2009. Of course, thinking and guidance may change in the coming year, and it is for that reason that the June 2009 proposals suggest that this matter needs to remain under review.
29. An issue raised with Members of the Committee when they visited staff at Evesham, was the inability of the various rescue teams and agencies to talk to each other, and to talk to rescue helicopters, via radio. Since 2007, the roll out of the "Airwave radio" system has reduced these difficulties. We have recently completed the roll out of these radios in Hereford and Worcester, enabling us to communicate with colleagues from other emergency services locally, and with FRS teams from around the country who may be mobilised into Hereford and Worcester during a major event.
30. Although local voluntary agencies, such as Severn Area Rescue Association, do not have Airwave radios of their own due to government licensing restrictions, we have arrangements in place to issue them with suitable radios during an event. Equally, now that Airwave has been adopted across all emergency services, rescue helicopters have been fitted with radio sets to facilitate ground to air communications in future.
31. Despite the difficulties encountered in identifying definitive standards for training or equipment, it is clear that H&W has adopted best known current practice. Speaking to personnel at Evesham, it is also clear that in addition to a response service, the Service's involvement in community safety work, both in its own right and in partnership with other agencies, has made a valuable contribution to the reduction of risk to communities.
32. However, despite the provision of clear policy guidance, it is clear that a number of difficulties have arisen in the implementation of agreed plans, for example, in the provision of individual issue dry suits for personnel. A policy decision was taken that individual issue dry suits should be issued and funding identified. However, the Officer responsible for implementing this element of the project at the time decided to increase the number of personnel to be trained, balancing his overall budget by expecting personnel to share dry suits.
33. Whilst this decision was reversed once it became known to senior managers, it has rightly caused concern for front-line staff, and serves as an example of the confusion that can occur when separate parts of a strategy implementation do not rest with a single Officer or Department.
34. The 2010/11 IRMP Action Plan issued for consultation this summer, due to be considered by the full Fire Authority in December 2009, recommends that in the future all specialist rescues come within the auspices of a technical rescue hub based around the current Urban Search and Rescue Team. If approved, this move will ensure that all component elements required for a technical rescue capability, including equipment, training and exercising, can be monitored and managed in a more cohesive way.

## **The financial impact of a specialist flood response capability on Council Tax**

35. A number of stakeholders have suggested that emergency flood and water rescue responses are “unfunded” and do not form part of our Service budget. This obviously raises the question of how these activities are to be maintained at times of budget pressures. Given the statutory confusion that has arisen in respect of flood responses generally, and comments made by Ministers, it is easy to see how this view has arisen. However, this is factually incorrect.
36. It is true that the funding the Authority currently receives in central government grant does not include any element for flood response, or indeed any of the other emergency responses that the Authority is statutorily empowered to undertake, but not statutorily obliged to make. However, these local services identified through IRMP and provided by the Authority, such as flooding and responses to chemical incidents, are fully funded from local Council Tax.
37. Even when considering the potential central government funding support for flood response in the future, it should be borne in mind that Sir Michael Pitt’s recommendation was limited to the provision of national funding support for national resilience, and national level events. It is not clear whether there would be any element of funding support available to local FRS to meet their local requirements.
38. The Committee has considered the costs of maintaining the current level of service to the public in flood response and water rescue now that it is in place, and has ascertained that by stopping all ongoing training and provision for water rescue activities, £73,000 per year could be saved. This represents a cost of £0.26 per year, per Band D council tax payer. The current capital cost of specialist equipment such as boats and dry suits amounts to £0.04p per year, per Band D council tax payer, although it was noted that even if a decision was taken to stop the provision of this service, these capital costs could not be avoided for the next 5 years.
39. Hence, the net potential future savings for each Band D taxpayer that could be released by stopping all forms of water/flood response in H&W is £0.30 per year (of which £0.04 relates to capital cost which could not be avoided for 5 years.) This would reduce the current charge by 0.4%.
40. In terms of the value added to the public through the provision of these services, and the additional risks communities would face from their removal, it is difficult to identify definitive data, as until recently flooding was not a separate category of incident in the national database, and Officers have therefore had to examine the data to determine which incidents did or did not constitute a flooding incident. A further difficulty arose because it is common during major flood events to categorise a number of incidents as a single wide area flood event. For example, during the spate conditions in July 2007, a response to a single flooded street dealing with fifty or more premises for more than a day might have been recorded as a single incident for statistical purposes.
41. The latest national arrangements for capturing incident data will improve this reporting as it now records flooding as a separate category. However, interestingly the CLG do not require us to record exact numbers of rescues in flooding incidents but rather banded figures.

42. On the basis of best available data, the table below summarises the number of incidents attended in each year:

Year	Number of Flooding Incidents Attended	Number of Rescues carried out at Flooding incidents
2006-2007	248	51
2007-2008	484	1198*
2008-09	129	36
2009-10 (Apr to Oct)	49	31 to 60**

\* This figure includes 1124 rescues reported to CFRAU Flood Review for the period 16/07/2007 to 22/07/2007

\*\*Actual figures not available banded figures recorded (see note below)

43. Whilst precise historical data is difficult to quantify, it is clear that flooding and water related incidents continue to present a significant risk to communities in H&W, and that the removal of our services would inevitable lead to fatalities and increased financial losses.

## Final Conclusions

44. The continuing lack of government guidance and funding for flood response, more than two years after Sir Michael Pitt's report into the summer 2007 floods, remains a matter of significant concern. We appreciate that a great deal of background and supporting work has already been concluded and that these issues remain under review within government. However, this ongoing uncertainty makes effective local planning more complex.
45. In light of this ongoing uncertainty, we believe that the Strategy adopted by the Authority in June 2009 remains appropriate, addressing many of the issues identified by this committee in 2007, whilst not going too far until the outcome of national deliberations are announced. Whilst the Authority could no doubt do even more, in particular, provide dry suits and "first responder" training to more Stations than proposed by the Chief Fire Officer in June, at this point in time, the proposals represent a sensible compromise.
46. It has been accepted that there have been project management problems in the introduction of new boats and dry suits for specialist responders at Evesham, Hereford and Worcester. However, we are satisfied that these problems have now been identified and actions are underway to address them. This work is ongoing, and should be resolved by the New Year. For the future, we believe that the proposals made in this year's IRMP consultation to improve the management and monitoring of all technical and specialist rescue arrangements will ensure that similar difficulties do not arise again in the future.
47. There is no question that all public budgets will come under extreme scrutiny in the coming years. It is therefore right that any services that may be described as "optional" must come under scrutiny. In the case of flooding and water rescues, data suggests that typically between 30 and 60 people are rescued from the water each year by our teams. Less frequent major floods, as were last seen in 2007, resulted in the rescue of more than 1100 people. Whilst this is an issue the Authority would want to keep under review, the current provision of a professional and comprehensive rescue service at a cost of approximately £0.30 per year for a Band D taxpayer represents extremely good value for money.

48. In these circumstances, there is little doubt that the public would expect the Authority to have exhausted all other opportunities to save money before withdrawing such a vital and life saving front-line service.
49. By summer 2010, it is expected that we will see the publication of final national guidance for FRS and a determination on statutory duty and central government funding support through FRNE. It would therefore be appropriate for this Committee to consider the situation further at that time.
50. Given the issues identified in this review, and the fact that internal government deliberations are not yet concluded, we would also recommend that a letter is sent on behalf of the Authority to the Ministers for Communities and Local Government and for Environment, Food and Rural Affairs, outlining the issues we have identified and our ongoing support for Sir Michael Pitt's original recommendations from his review of the 2007 floods.

### **Supporting Information**

None

### **Contact Officer**

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## 16. Publication Scheme

### Purpose of report

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

### Recommendation:

***The Chief Fire Officer recommends that the Authority notes the New Publication Scheme.***

### Background

2. Under Section 19 of the Freedom of Information Act, it is the duty of every Public Authority to adopt and maintain a Publication Scheme.
3. As a result of the Publication Scheme Development and Maintenance Initiative the Information Commissioners Office (ICO) has introduced a Model Publication Scheme that all public sector organisations adopted on 1 January 2009.
4. The New Model Publication Scheme was prepared and approved by the Information Commissioner and as a result was adopted by the Authority without further ICO approval.

### Publication Scheme

5. The Publication Scheme commits the Authority to proactively publish and make information available held by the Authority as part of its normal business activities.
6. The Scheme divides information into seven standardised classes, as stipulated by the ICO:
  - Who we are and what we do;
  - What we spend and how we spend it;
  - What our priorities are and how we are doing;
  - How we make decisions;
  - Our policies and procedure;
  - Lists and registers; and
  - The services we offer.
7. The Scheme states in what format the information is published with hyperlinks to electronically available information and details of how to request information obtainable in hard copy format only and whether any charges apply.

8. The New Model Publication Scheme was launched on the Service's website on 1 January 2009 and will continue to be maintained by Corporate Risk Management as a live document.

### **Benefits of the Publication Scheme**

9. The positive release of information plays a crucial role in supporting and providing greater openness and transparency across the Authority and governance arrangements for the management of information and data.
10. By routinely and actively publishing information into the public domain, it is to be expected that the number of Freedom of Information Act and Environmental Information Regulations requests received by the Authority will decrease.

### **Supporting Information**

Appendix 1 – Publication Scheme

#### **Background papers**

None

#### **Contact Officer**

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## Publication Scheme

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

## Publication Scheme

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

## Publication Scheme

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<b>3. What our priorities are and how we are doing</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Strategic plan, business plan, aims and objectives</b>	Internet and hard copy on request	<a href="#">Community Safety Strategy 2009-12</a> <a href="#">Integrated Risk Management Plan 2009-2012</a> <a href="#">IRMP 2009/12 - Evidence Document</a> <a href="#">IRMP Annual Action Plan 2008/09 Evidence Document</a> <a href="#">Response to Consultation - IRMP Final Plan 2006-2009</a> <a href="#">IRMP Final Plan 2006-2009</a> <a href="#">IRMP 2nd Annual Action Plan 2005/06</a> <a href="#">Our Policy, Planning and Performance</a> <a href="#">Our Planning - Integrated Risk Management Plan (IRMP)</a> <a href="#">Risk Management Strategy</a> <a href="#">Service Plan 2009 - 2010</a>
<b>Reports indicating service provision, performance assessments, operational assessment reports</b>	Internet and hard copy on request	<a href="#">Audit Commission Website</a> <a href="#">Equality &amp; Diversity - The Scheme</a> <a href="#">FRA Performance Assessment 2008 - scorecard summary</a> <a href="#">FRA Service Assessment 2008 - scorecard summary</a> <a href="#">FRA Performance Assessment 2007 - scorecard summary</a> <a href="#">FRA Service Assessment 2007 - scorecard summary</a> <a href="#">FRA Service Assessment 2006 - scorecard summary</a> <a href="#">FRA Operational Assessment Report 2006</a> <a href="#">FRA Performance Assessment 2005 Summary</a> <a href="#">FRA CPA Report 2005</a> <a href="#">Service Plan 2009 - 2010</a>

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

Sub – Class	Format of Information	Availability
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	<a href="#">Best Value Policy &amp; Performance Meeting - Sept 2009</a> <a href="#">Best Value Policy &amp; Performance Meeting - March 2009</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Nov 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - May 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - March 2008</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Nov 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - June 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - Jan 2007</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Nov 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - June 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2006</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2005</a> <a href="#">Best Value Policy &amp; Performance Meeting - July 2005</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2005</a>



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

Sub – Class	Format of Information	Availability
Reports by external inspectors	Internet and hard copy on request	<a href="#">External Audit September 2008</a> <a href="#">Comprehensive Assessment Results</a>
Joint strategies	Internet and hard copy on request	<a href="#">Partnerships</a> <a href="#">Worcestershire Partnership</a> <a href="#">Herefordshire Partnership</a> <a href="#">Bromsgrove Partnership</a> <a href="#">Redditch Partnership</a> <a href="#">Malvern Hills Partnership</a> <a href="#">Worcester Alliance</a> <a href="#">Wychavon Strategic Partnership</a> <a href="#">Wyre Forest Matters</a> <a href="#">Safer Herefordshire</a> <a href="#">Bromsgrove Community Safety Partnership</a> <a href="#">Malvern Hills Community Safety Partnership</a> <a href="#">Redditch Community Safety Partnership</a> <a href="#">Safe and Sound in Wychavon</a> <a href="#">Safer Worcester</a> <a href="#">South Worcestershire Community Safety Partnership</a> <a href="#">Wyre Forest Community Safety Partnership</a> <a href="#">West Mercia Local Resilience Forum</a> <a href="#">Rural Services Partnership</a>

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

Sub – Class	Format of Information	Availability
Statistical information	Internet and hard copy on request	<a href="#">Comments, Compliments and Complaints</a>  <a href="#">Integrated Risk Management Plan 2009-12</a>  <a href="#">Fire and Rescue Authority Main Meetings - Agenda and Minutes 2004 - 2009</a>  <a href="#">Requests For Information</a>  <a href="#">Service Plan 2009 - 2010</a>  <a href="#">Statement of Accounts 2008/09</a> <a href="#">Statement of Accounts 2007/08</a> <a href="#">Statement of Accounts 2006/07</a> <a href="#">Statement of Accounts 2005/06</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2009</a> <a href="#">Best Value Policy &amp; Performance Meeting - March 2009</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Nov 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - May 2008</a> <a href="#">Best Value Policy &amp; Performance Meeting - March 2008</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Nov 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - June 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2007</a> <a href="#">Best Value Policy &amp; Performance Meeting - Jan 2007</a>

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

Sub – Class	Format of Information	Availability
		<a href="#">Best Value Policy &amp; Performance Meeting - Nov 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - June 2006</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2006</a>  <a href="#">Best Value Policy &amp; Performance Meeting - Sept 2005</a> <a href="#">Best Value Policy &amp; Performance Meeting - July 2005</a> <a href="#">Best Value Policy &amp; Performance Meeting - April 2005</a>
	Hard copy on request	Quarterly Performance Reports

<b>4. How we make decisions</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Schedule of meetings open to the public</b>	Internet and hard copy on request	<a href="#">Fire and Rescue Authority Meeting Dates 2008 - 2009</a>
<b>Agendas and approved minutes of the authority and authority sub-committees</b>	Internet and hard copy on request	<a href="#">Fire and Rescue Authority Main Meetings - Agenda and Minutes</a> <a href="#">Best Value Policy and Performance (BVPP) Meetings</a> <a href="#">Audit Meetings</a> <a href="#">Budget Meetings</a> <a href="#">Urgent Decisions Meetings</a> <a href="#">Appointments Meetings</a> <a href="#">Standards Committee Meetings</a>
<b>Background papers for meetings open to the public</b>	Internet and hard copy on request	<a href="#">Fire and Rescue Authority Main Meetings - Agenda and Minutes</a>  Background papers are listed at the end of each Fire and Rescue Authority meeting papers and can be accessed via the Service's website or in hard copy format on request.
<b>Facts and analyses of facts used for decision making</b>	Internet and hard copy on request	<a href="#">Fire and Rescue Authority Main Meetings - Agenda and Minutes</a> <a href="#">Best Value Policy and Performance (BVPP) Meetings</a> <a href="#">Audit Meetings</a> <a href="#">Budget Meetings</a> <a href="#">Urgent Decisions Meetings</a> <a href="#">Appointments Meetings</a> <a href="#">Standards Committee Meetings</a>
<b>Public consultations</b>	Internet and hard copy on request	<a href="#">Public Questions</a> <a href="#">Integrated Risk Management Plan 2009-12</a>
	Hard copy on request	ORS Reports

<b>5. Our policies and procedures</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Policies and procedures for the conduct of authority business</b>	Internet and hard copy on request	<a href="#">Annual Governance Statement</a> <a href="#">Code of Corporate Governance</a> <a href="#">Code of Conduct</a> <a href="#">Confidential Reporting (Whistleblowing)</a> <a href="#">Scheme of Delegation to Officers</a> <a href="#">Standing Orders for the Regulation of Contracts</a> <a href="#">Standing Orders for the Conduct of Business</a>
<b>Policies and procedures for the provision of services</b>	Internet and hard copy on request	<a href="#">Comments, Compliments and Complaints</a> <a href="#">Confidential Reporting (Whistleblowing)</a> <a href="#">Freedom of Information (FOIA)</a> <a href="#">Freedom of Information Publication Scheme</a> <a href="#">Your Right To Know</a>
<b>Policies and Procedures about the employment of staff</b>	Internet and hard copy on request	<a href="#">Recruitment</a> <a href="#">Equality and Diversity</a> <a href="#">Equality Procedures</a> <a href="#">Health and Safety</a>
<b>Customer service</b>	Internet and hard copy on request	<a href="#">Comments, Compliments and Complaints</a>
	Hard copy on request	Communicating with our Customers Policy
<b>Internal instructions, manuals and guidelines</b>	Hard copy on request	If you require any information on the Service's internal Policies and Instructions, please contact the Head of Corporate Risk on telephone number 0845 12 24454 or by e-mail to <a href="mailto:informationrequests@hwfire.org.uk">informationrequests@hwfire.org.uk</a> who will be pleased to assist you.
<b>Charging regimes and policies</b>	Internet and hard copy on request	<a href="#">Scale of Charges for Special Services</a>

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

<b>7. The services we offer</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Information about the provision of the Authority's services</b>	Internet and hard copy on request	<a href="#">Business Continuity Management</a> <a href="#">Home fire safety</a> <a href="#">Integrated Risk Management Plan 2009/12 (Page 11)</a> <a href="#">Preparing for emergencies</a> <a href="#">Road safety</a> <a href="#">Safety advice for businesses</a> <a href="#">Service Plan 2009 - 2010</a> <a href="#">Water safety</a> <a href="#">Young people</a> <a href="#">Your safety</a>
	Hard copy on request	Fire Reports – Fire Reports are available on written request from the <a href="#">Corporate Risk Department</a> . Please note that the Service does not currently charge for Fire Reports.
<b>Regulatory responsibilities and procedures</b>	Internet	<a href="#">Accounts and Audit Regulations 2003</a> <a href="#">Audit Commission Act 1998</a> <a href="#">Civil Contingencies Act 2004</a> <a href="#">Civil Partnership Act 2004</a> <a href="#">Comprehensive Assessment Results</a> <a href="#">Corporate Manslaughter and Homicide Act 2007</a> <a href="#">Data Protection Act 1998</a> <a href="#">Department of Communities and Local Government Website</a> <a href="#">Disability Discrimination Act 2005</a> <a href="#">Employment Equality (Age) Regulations 2006</a>

<b>7. The services we offer – Continued</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Regulatory responsibilities and procedures</b>		<a href="#">Employment Equality (Religion or Belief) Regulations 2003</a> <a href="#">Employment Equality (Sexual Orientation) Regulations 2003</a> <a href="#">Equality Act 2006 (Gender Equality)</a> <a href="#">Environmental Information Regulations 2004</a> <a href="#">Fire and Rescue Service National Framework 2008/11</a> <a href="#">Fire and Rescue Services Act 2004</a> <a href="#">Freedom of Information Act 2000</a> <a href="#">Health and Safety at Work etc Act 1974</a> <a href="#">Local Authorities (Capital Finance &amp; Accounting) (England) Regulations 2003</a> <a href="#">Local Government Act 2000</a> <a href="#">Race Relations (Amendment) Act 2000</a> <a href="#">Regulatory Reform (Fire Safety) Order 2005</a>
<b>Leaflets and explanatory booklets</b>	Internet and hard copy on request	<a href="#">Best Value Performance Summary 2008/09</a> <a href="#">Comments, Compliments and Complaints leaflet</a> <a href="#">Comprehensive Assessment Results</a> <a href="#">Education &amp; Information for Parents and Carers</a> <a href="#">Equality &amp; Diversity - The Scheme</a> <a href="#">Fire Risk Assessment Guidance</a> <a href="#">Fire Safety for People with Disabilities</a> <a href="#">Fire Safety Log Book</a> <a href="#">Flood Scrutiny Report 08</a> <a href="#">Grapevine Spring 2009</a> <a href="#">Grapevine Summer 2008</a>



<b>7. The services we offer – Continued</b>		
<b>Sub – Class</b>	<b>Format of Information</b>	<b>Availability</b>
<b>Leaflets and explanatory booklets</b>	Internet and hard copy on request	<a href="#">Grapevine Winter 2008</a> <a href="#">Herefordshire Council Tax</a> <a href="#">Home Safety</a> <a href="#">IRMP Consultation 2010 - 2011</a> <a href="#">Integrated Risk Management Plan - Evidence Document</a> <a href="#">Integrated Risk Management Plan - The Way Forward</a> <a href="#">Integrated Risk Management Plan 2009 - 2012</a> <a href="#">Road Safety</a> <a href="#">Service Plan 2009 - 2010</a> <a href="#">Statement of Accounts 2008/09</a> <a href="#">Statement of Accounts 2007/08</a> <a href="#">Statement of Accounts 2006/07</a> <a href="#">Statement of Accounts 2005/06</a> <a href="#">Top Ten Tips and Safety</a> <a href="#">Water Safety</a> <a href="#">What to do in an Emergency</a> <a href="#">Worcestershire Council Tax</a>
<b>Services for which the authority is entitled to recover a fee, together with those fees</b>	Internet and hard copy on request	<a href="#">Scale of Charges for Special Services</a>
	Hard copy on request	Fire Reports – Fire Reports are available on written request from the <a href="#">Corporate Risk Department</a> . Please note that the Service does not currently charge for Fire Reports.
<b>Media releases</b>	Internet and hard copy on request	<a href="#">Latest News</a> <a href="#">Latest Events</a>

## 17. Audit Committee Report

### Purpose of report

1. To inform Members of the proceedings of the Audit Committee Meeting held on 9 October and the Committee's recommendation to the Fire and Rescue Authority that its Terms of Reference be amended to include the monitoring of the Authority's arrangements against fraud.
- 

### Recommendations

#### *The Committee recommends that:*

- i) The Authority notes the proceedings of the Audit Committee Meeting held on 9 October, and*
  - ii) The Authority amends the Terms of Reference of the Committee to include the monitoring of the Authority's arrangements against fraud.*
2. **Audit Committee Meeting on 9 October 2009**

All 5 members of the Committee attended, and the Meeting noted updates on the following items:

  - a. Quarterly Risk Management, which identified the following issues:
    - (i) Regional Fire Control
    - (ii) The downturn in the Economy;
    - (iii) Environmental and Climate Change risks;
    - (iv) Resilience arrangements;
    - (v) Emergency Planning, and
    - (vi) The Swine Flu Pandemic.
  - b. Internal Audit;
  - c. The National Fraud Initiative 2008/09, and
  - d. The operation of the Service Business Continuity Plan during the Snow Event of February 2009.
3. On 26 June 2009, the Committee considered the Audit Commission's draft Annual Governance Report and the Action Plan included in the Report. As part of the work for the Annual Governance Report, the Audit Commission reviewed the terms of reference for the Audit Committee and highlighted that reference to monitoring the Authority's arrangements against fraud was not included.

4. The Audit Committee approved Recommendation Number 7 of the Action Plan that *“The terms of reference for the Audit Committee include reference to monitoring the Authority’s arrangements against fraud”*, and recommended that the Authority approves the necessary addition to the Audit Committee terms of Reference as recommended by the Audit Commission.

### **Corporate Considerations**

5. 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
- Background papers – The Audit Commission’s Governance Report to the Authority 2008/09
- Agenda and papers for Audit Committee Meeting held on 9 October 2009.

### **Contact Officer**

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(01905 368 205)  
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## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

**Purpose**

This form needs to be used when compiling all Service/Policy Instructions (SPI's) and relevant PMM and FRA Papers, to **measure and address the business impact your policy or documentation has on the Service**. You should use this form **as a tool to guide** your completion of the proposed documentation and **identify how it links** to Service priorities (Corporate Plan) and current policy framework. This process will improve the Service's management of Corporate Risk and Equality and Diversity. This summary will enable Principal Management and Authority Members to be confident that all Corporate considerations have been **addressed prior to approval**.

<b>PMM Papers</b> (please tick)		<b>FRA Committee Papers</b> (please tick)		<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>				<b>Author</b>	
<b>Purpose:</b>					

Please identify the implications/considerations in the space provided (Comments). Please complete all fields. Make sure you have addressed all relevant corporate considerations within your document.

Corporate Considerations	✓	Comments
Resource Implications	x	Potential loss of resources through fraud
Legal		
Facilities (Property)		
Financial	x	Potential loss through fraud
Human Resources		
Strategic Policy Implications		
Operational Issues		
Partnership Issues		
Reputational Issues	x	Damage to reputation should fraud be discovered
Environmental Issues		
Data Quality Issues		
Equality/Ethical Issues	Complete Equality Impact Assessment (EIA) Screening Process (page 3).	

Using the information above you are required to complete the table overleaf with any risks that need to be addressed and incorporated into appropriate Risk Registers.

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Managing Risk

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.

Risk Identified	Inherent Risk Evaluation	Control Measures	Residual Risk Evaluation	Opportunities	Risk Evaluation
Resources	Risk Score 4	Various	Risk Score 3		Risk Score
Financial	Risk Score 5	Various	Risk Score 3		Risk Score
Reputational	Risk Score 5	various	Risk Score 3		

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

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

The purpose of an EIA is to work out how a policy or legislative proposal will affect people from different minority groups. **For the purposes of this assessment due consideration should be given to all six areas of equality i.e. Race, Gender, Disability, Sexual orientation, Age, Religion or Belief.** If there are any equality issues, refer to the [EIA Flowchart](#) ensuring that there are no likely adverse affects on minority groups. Until the screening process is complete, it is to be assumed that all policies are relevant to the equalities duties. Please complete the following in detail:

Nature of Activity/Report/Policy	Potential Impact (Yes/No)	Explanation If 'yes', please expand.
• Does this impact upon the six strands of Equality legislation? If yes, please state which groups i.e. Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief	No	
• Is there any evidence to suggest that different groups have different needs, experiences, issues and priorities with regards to this activity area or policy?	No	
• Does the activity/policy identify and take account of diverse needs?	No	
• Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?	No	
• Is the activity/policy meant to overcome inequalities or eliminate barriers? For example harassment, bullying, eliminate stereotypes or other types of disadvantage?	No	
• If so, should there be equality objectives?	n/a	
• Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?	n/a	
• Is there any evidence that any part of the proposed activity/policy could discriminate unlawfully, directly or indirectly?	No	
• Is the proposed activity/policy likely to affect or promote relations between different groups?	No	
• Is there the potential to enhance equality of opportunity through this activity/policy?	No	
• Have consultations indicated that the particular activity/policy creates problems specific to any groups?	No	
• Does the Service currently collate data specific to this activity for equality monitoring? If no monitoring takes place, speak to the Equality and Diversity Officer.	No	

**If you have answered 'Yes' or 'Not Known' to any of these questions, the proposed activity may be relevant to the equality duties. Please seek advice from the Equality and Diversity Manager who will assist you with carrying out a full impact assessment.**

## **18. Budget Committee Report**

### **Purpose of Report**

1. To inform The Authority of the proceedings of the Budget Committee Meetings held on 16 October and 26 November 2009.
- 

### **Recommendations**

***The Committee recommends that the Authority notes the proceedings of the Budget Committee Meetings held on 16 October and 26 November 2009.***

### **Capital and Revenue Budget Monitoring**

2. The Treasurer updated the Committee on the position regarding Revenue and Capital Budgets for the first 6 months of 2009/10, and the Committee noted that the Treasurer forecasted a favourable variance of £0.124m on the Budget adopted by the Authority in February.

### **The Medium Term Financial Plan**

3. The Committee considered various options for the Medium Term Financial Plan and noted that the Treasurer would be reporting to the Authority Meeting on 18 December 2009.

### **Treasury Activities 2009/10**

4. The Treasurer updated the Committee on Treasury activities for the first half of 2009/10 and the Committee noted that the overall investment strategy remained prudent, that is low risk with low returns.

### **Supporting Information**

Background Papers: Agendas and papers for Meetings of the Budget Committee held on 16 October and 26 November 2009.

### **Contact Officer**

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(01905 368 205)  
Email: mreohorn@hwfire.org.uk

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

### **Purpose of report**

1. To inform Members of the proceedings of the Committee Meetings held on 8 September and 30 November 2009.
- 

### **Recommendations**

***The Best Value, Policy and Performance Committee recommends that the Authority notes the proceedings of the Committee Meetings held on 8 September and 30 November 2009.***

### **End of Year Report for 2008/09**

2. The Head of Planning and Performance presented an end of year Report for 2008/09 summarising progress against our Performance Indicators, Corporate Objectives and Corporate Projects during 2008/09. The number of incidents in 2008/09 was down 10%, and was the best ever yearly performance in terms of all incidents attended.
3. The main successes for the year were:
  - (i) The reduction in the number of False Alarms;
  - (ii) The reduction in the number of Primary Fires; and
  - (iii) The increase in the percentage of uniform staff employed from black and minority ethnic communities.
4. The areas identified as needing attention were:
  - (i) Accidental Dwelling Fires; and
  - (ii) Wholetime Uniformed Staff Sickness.
5. Key projects delivered in 2008/09 were:
  - (i) Electronic Data Recording for Home Fire Safety Checks;
  - (ii) Performance Management System (CorVu);
  - (iii) Retained Duty System Review; and
  - (iv) Implementation of the Incident Recording System.

### **Performance Analysis Quarter 1 and Quarter 2 2009/10**

6. The Committee noted the performance information for the first 2 quarters of 2009/10, in particular the reduction in the number of incidents reported for the first 2 Quarters and a substantial reduction in the number of staff days lost through sickness.



## **Performance Management Framework**

7. The Head of Planning and Performance briefed the Committee on the new Performance Management Framework used by the Service to drive forward continuous improvement.

## **Equality & Diversity**

8. The Committee noted a report which presented the Diversity Recruitment Targets for the Service to 2013, focussing on recruitment from minority ethnic groups and recruitment of women into the operational sector. It was also noted that the Fire Service specific Equality Framework would be formally launched by the CFOA/IDeA on the 7/ 8 December 2009.

## **Supporting Information**

Background Papers – Agenda and papers for the Best Value, Policy and Performance Committee Meetings held on 8 September 2009 and 30 November 2009.

## **Contact Officer**

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# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>ACAS</b>	Advisory Conciliation and Arbitration Service
<b>ACFO</b>	Assistant Chief Fire Officer
<b>AFA</b>	Automatic Fire Alarm
<b>AFD</b>	Automatic Fire Detection
<b>ALG</b>	Association of Local Governments
<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>C &amp; C</b>	Command and Control
<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>HLS</b>	Herefordshire Legal Services
<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>HVP</b>	High Volume Pump
<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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>KPI</b>	Key Performance Indicator
<b>KLOE</b>	Key Lines of Enquiry
<b>LASER</b>	Learning about Safety by Experiencing Risk
<b>LEA</b>	Local Education Authority
<b>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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>RDS</b>	Retained Duty System
<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>RSG</b>	Revenue Support Grant
<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>VTCS</b>	Vosper Thorneycroft Control Systems
<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