



# HEREFORD & WORCESTER Fire and Rescue Authority

## AGENDA

Friday 26 June 2009

2.00 pm

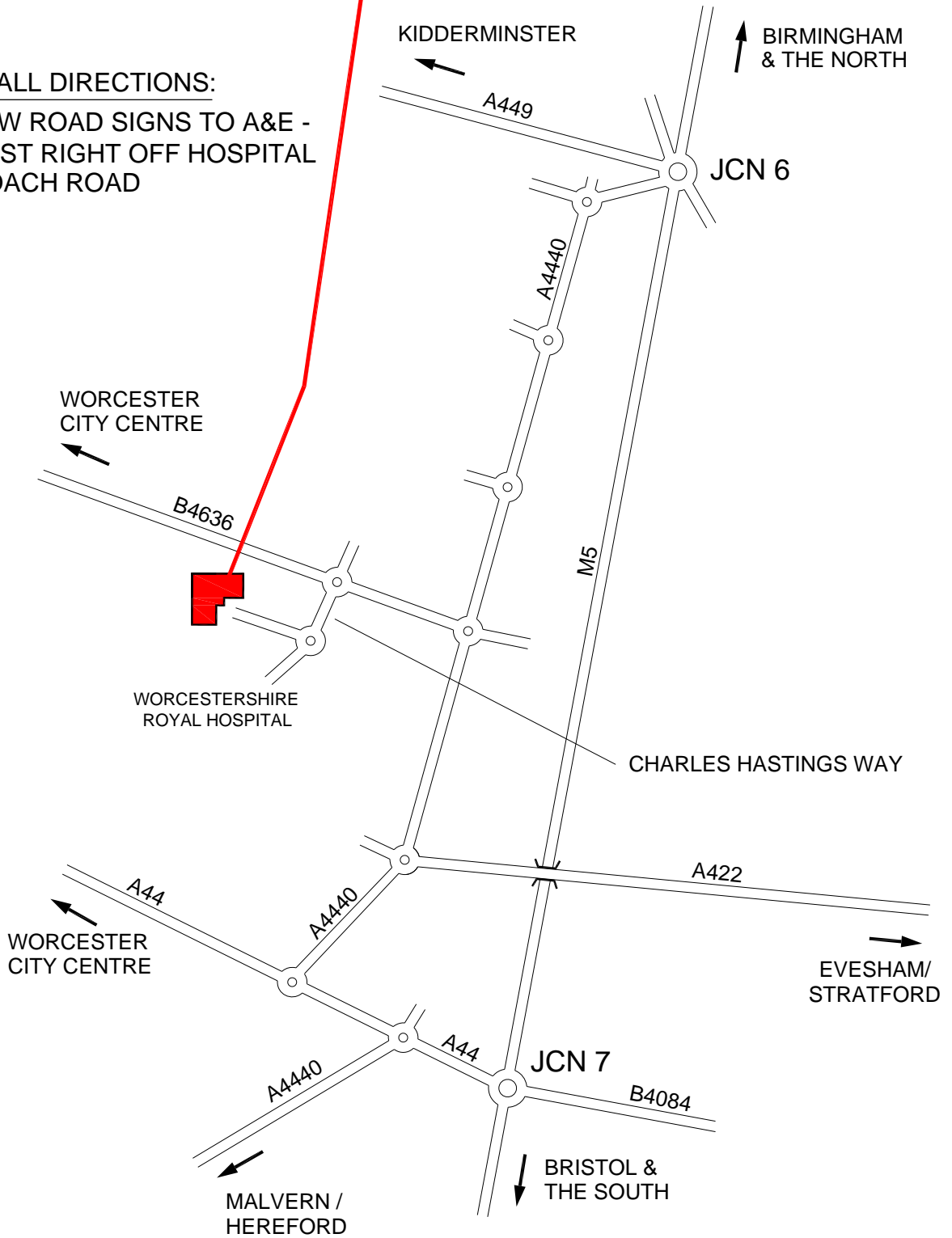
Headquarters,  
2 Kings Court,  
Charles Hastings Way,  
Worcester  
WR5 1JR



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

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



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## **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**.

## **GUIDANCE NOTES FOR VISITORS**

### **Security**

Upon arrival, visitors are requested to proceed to the barrier and speak to the reception staff via the intercom. There are parking spaces allocated for visitors around the front of the building, clearly marked. Upon entering the building, you will then be welcomed and given any further instructions. In particular it is important that you sign in upon arrival and sign out upon departure. Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

### **Wheelchair access**

The meeting room is accessible for visitors in wheelchairs.

### **Alternative formats**

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

**Smoking** is not permitted.

**First Aid** -please ask at reception to contact a trained First Aider.

**Toilets** – please ask at reception.

## **ACCESS TO INFORMATION – YOUR RIGHTS**

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

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

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

## **WELCOME AND GUIDE TO TODAY’S MEETING**

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

### **Agenda Papers**

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

### **Chairman**

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

### **Officers**

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

### **The Business**

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

### **Decisions**

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

# Agenda

## Councillors

### Herefordshire:

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

### Worcestershire:

(To be appointed)

	<b>Pages</b>
<p>1. <b>Apologies for Absence</b> To receive any apologies for absence.</p>	
<p>2. <b>Chairman</b> To elect a Chairman of the Fire and Rescue Authority.</p>	
<p>3. <b>Vice-Chairman</b> To elect a Vice-Chairman of the Fire and Rescue Authority.</p>	
<p>4. <b>Declaration of Interests (if any)</b>  The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.</p>	
<p>5. <b>Confirmation of Minutes</b> To confirm the minutes of the meeting of the Fire and Rescue Authority held on 18 February 2009 (copy attached).</p>	<b>1 - 4</b>
<p>6. <b>Questions from Members of the Public</b> To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.</p>	
<p>7. <b>Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies</b>  To consider the allocation of seats on Committees to political groups and to authorise the Clerk, following consultation with Group Leaders, to make appointments to Committees and other bodies.</p>	<b>5 - 13</b>

8.	<b>The 2008/09 Annual Report of the Standards Committee</b>	<b>14 – 21</b>
	To update the Authority in respect of Standards Committee proceedings during 2008/09 and to put forward recommendations with regards to functions and procedures of the Standards Committee.	
9.	<b>Service Report</b>	<b>22 – 30</b>
	To inform Members of recent key developments and activities together with performance information for the period 1 January 2009 to 31 March 2009.	
10.	<b>Financial Results 2008/09</b> (To follow)	<b>(To Follow)</b>
	To provide information on the Revenue and Capital expenditure and income positions for 2008/09	
11.	<b>Flooding Update</b>	
	i. To update the Fire Authority on the Service's current operational preparedness in relation to major flooding events.	
	ii. To update the Fire Authority on the Government's response to the "Pitt Review" into the 2007 floods.	<b>31 – 39</b>
	iii. To seek the Authority's approval for a Flood/Water Rescue Strategy that takes account of national developments.	
12.	<b>Integrated Risk Management Plan- Draft 2010/11 Action Plan for Consultation</b>	<b>40 – 46</b>
	To recommend the draft 2010/2011 IRMP Action Plan for consultation	
13.	<b>Service Plan 2009/10</b>	<b>47 - 50</b>
	To seek approval of the Authority's Service Plan 2009-10	
	<b>(Service Plan issued as separate enclosure)</b>	

**(A glossary is attached at pages 51 – 54)**

Please note that these minutes will remain as a draft until formally confirmed as a correct record at the next meeting and signed by the Chairman.

**10.30am 18 February 2009.**

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

**Present:**

**Herefordshire:**

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

**Worcestershire:**

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

**685. APOLOGIES FOR ABSENCE**

Cllrs. Philip Mould, John Holden and Andrew Fry.

**686. NAMED SUBSTITUTES**

None.

**687. DECLARATION OF INTERESTS**

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.)

**688. CONFIRMATION OF MINUTES**

**Resolved that: the Minutes of the Meeting held on 19 December 2008 be confirmed as a correct record and signed by the Chairman.**

**689. SERVICE REPORT**

The Chief Fire Officer reported regarding key Service developments and activities, together with performance information for the period 1 October 2008 to 31 December 2008.

The cost of calling the service on the 0845 number from a mobile 'phone was discussed and it was reported that the Police Service had changed to a 0300 number. It was agreed that the Authority would examine the most effective and efficient telephone service to communicate with the community.

Arising out of a discussion on the Government's response to the Pitt Report, it was noted that the public was concerned about the resources available to the Fire and Rescue Service, and the ability of the Service to respond to flooding in the area.

It was agreed that the Authority would review this matter and a report would be submitted to the next Authority Meeting, which would include arrangements for working with, and co-operating with, other statutory and voluntary bodies when floods occurred.

The meeting noted that the Service had participated in a Pandemic Flu Exercise at Worcester Rugby Club on 4 February, designed to test the resilience of Herefordshire, Worcestershire and Shropshire in the event of a Flu Pandemic. It was reported that the event was successfully organised, and the results of the exercise should be available for the next Authority Meeting.

In response to a query from one of the Members, it was reported that the Service continued to inspect night clubs to ensure compliance with Fire Safety Regulations.

**RESOLVED: That the Authority note the Service Report.**

**690. BUDGET & PRECEPT AND MEDIUM-TERM FINANCIAL PLAN**

The Treasurer tabled the revenue and capital budgets for 2009/10, as previously circulated to Members. He reported that the Authority had been working on this budget for the past year, and that it built on the decisions made by the Authority at its Meeting on 19 December 2008.

Cllr. Hardman, the Chairman of the Budget Committee, told the Meeting that the proposals placed particular emphasis on the Medium Term Financial Plan (Appendix 7), and that while the Budget Committee regretted the proposed annual increase in the precept of 4.93%, this was a direct result of the very disappointing Grant settlement received by the Authority.

Cllr. Udall complimented the Treasurer for the budget presentation, and thanked the Budget Committee for all their work in preparing the Budget, but he regretted that the Labour Members could not support the budget as presented because of the proposed reduction of 12 operational posts.

It was proposed by Cllr. Hardman, seconded by Cllr. Clee, that the Authority approve the Budget proposals as presented by the Treasurer, and the Chairman called for a vote, which resulted in 19 votes For and 3 Against.

**RESOLVED that:**

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

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



**691. UPDATE ON HEREFORD & WORCESTERSHIRE/WARWICKSHIRE JOINT SERVICE REVIEW.**

The Chief Fire Officer updated the Authority on the Hereford & Worcestershire/Warwickshire Joint Review, and reported that because of uncertainties which had arisen from the detailed financial analysis, and also regarding the outcomes from the Atherstone-on-Stour incident, that it was recommended that the review be put on hold. It was noted that the Authority would consider this and any other options which would be in the interests of their communities.

**RESOLVED that:**

- i) the business case process examining the three potential options for the future of Warwickshire and Hereford & Worcester Fire and Rescue Authorities be put on hold for the time being; and**
- ii) this position be kept under periodic review to identify opportunities to finalise the review at some point in the future.**

**692. PERFORMANCE ASSESSMENT 2008**

The Deputy Chief Fire Officer informed Members that the Audit Commission had published the results of the Fire and Rescue Performance Assessment 2008 on 12 February 2009. The Commission had confirmed that this Authority continued to be one of the best performing Fire Authorities in the country. It was reported that the Authority was ranked 6<sup>th</sup> out of 48 in terms of Performance Indicator improvement, and joint second overall across all areas of assessment. Hereford and Worcester was one of only five Authorities which have been classed as "Improving Strongly".

The Chairman said that this was recognition of the excellent work of all the Service employees, and congratulated all concerned.

**RESOLVED that the Authority note the Audit Commission Performance Assessment 2008.**

**693. HEREFORD & WORCESTER FIRE AND RESCUE SERVICE:  
CHARTER MARK RESULTS 2008/09**

The Deputy Chief Fire Officer informed the Meeting that the Service had successfully retained its CharterMark Standard, which was external recognition for excellence in customer service. It was noted that the Authority held an additional two examples of national best practice.

The Chairman stated that this was more good news for the Service, and congratulated all involved.

**RESOLVED that the Authority note the CharterMark results 2008/09.**

**694. PUBLICATION SCHEME**

The Authority was obliged by law to adopt a Publication Scheme by 1 January 2009, and the Deputy Chief Fire Officer presented details of the updated Scheme, which followed recommended best practice from the Information Commissioner, and which had now been launched on the Service website.

**RESOLVED that the Authority note and endorse the Publication Scheme.**

At the conclusion of the Meeting, the Chairman thanked all the Members for the manner in which the meeting was conducted. He noted that Local Elections were due to be held in Worcestershire on 4 June 2008, and he wished well to all those Worcestershire Members who would be seeking re-election. It was noted that Cllrs. Mould and Farmer would not be contesting the elections, and he thanked them for their services to the Authority.

The Meeting ended at 11.45 am

Chairman:.....

## Urgent Item

In accordance with Section 100B 4(b) of the Local Government Act 1972 (as amended), and paragraph 4.3.7(b) of the Authority's Standing orders for the Conduct of Business, the Chairman will be asked to allow consideration of the following late item as a matter of urgency to ensure that the statutory role of Clerk/Monitoring Officer to the Authority is filled:

### **Appointment of Clerk/Monitoring Officer**

#### Purpose of report

1. To confirm the appointment of Clerk/Monitoring Officer to the Authority.
- 

#### Recommendations

**The Chief Fire Officer recommends that the Authority confirm the appointment of Ms. Charlotte Adan as Clerk/Monitoring Officer to the Authority with immediate effect.**

#### Background

2. Under the Local Government and Housing Act 1989 the Authority is required to make an appointment to the statutory position of Monitoring Officer. In 1997, the Authority linked the role of Clerk with that of Monitoring Officer. The statutory duties of the Monitoring Officer are attached at Appendix 1. The role of Clerk to the Authority is necessary to ensure that meetings are administered in accordance with the relevant statutes and regulations and to deal with legal and procedural matters for the Authority.
3. In June 2006, the Authority confirmed the appointment of Mr A.J. McLaughlin (Deputy Chief Executive of Herefordshire Council) as Clerk/Monitoring Officer to the Authority. Mr McLaughlin has recently left his current position with Herefordshire Council, leaving a vacancy in the office of Clerk/Monitoring Officer to the Authority.
4. Due to the departure of Mr McLaughlin, it is necessary to fill the Clerk/Monitoring Officer role to ensure that the Authority meets its statutory requirements.

#### Conclusion / Summary

5. The Authority is recommended to appoint Ms. Charlotte Adan, the Interim Assistant Chief Executive (Legal & Democratic) at Herefordshire Council as Clerk/Monitoring Officer to the Authority with immediate effect to ensure that the statutory post is filled.

#### Corporate Considerations

6. A Business Impact Analysis form is attached at Appendix 2 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 – Role of the Monitoring Officer

Appendix 2 - Business Impact Assessment Form

## Contact Officer

Kevin O’Keefe, Legal Practice Manager  
(01432 260005)  
Email: [kokeefe@herefordshire.gov.uk](mailto:kokeefe@herefordshire.gov.uk)

## Hereford and Worcester Combined Fire Authority

### Functions of the Monitoring Officer

The list of functions below reflects the statutory duties and powers and associated responsibilities of the Monitoring Officer.

#### Statutory role

- **Ensuring lawfulness and fairness of decision making.** After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the Authority if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- **Receiving reports.** The Monitoring Officer will receive and act on reports made by ethical standards officers and decisions of the case tribunals.
- **Conducting investigations.** The Monitoring Officer will conduct investigations into matters referred by ethical standards officers and make reports or recommendations in respect of them to the Standards Committee.
- **Supporting the Standards Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.

#### Other Statutory provisions

- **Duty to Provide Sufficient Resources to the Monitoring Officer.** The Authority will provide the Monitoring Officer with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.
- **Restrictions on posts.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

#### Associated Responsibilities

- **Maintaining the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Authority's Constitution and will ensure that it is widely available for consultation by Members of the Authority, staff and the public.
- **Proper officer for access to information.** The Monitoring Officer will ensure that the Authority's decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.
- **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, and probity to all Members of the Authority.

**(Note: The Chief Fire Officer has been designated as Head of Paid Service and the Treasurer has been designated as the Chief Finance Officer.)**

## 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>Appointment of Clerk/Monitoring Officer</b>		<b>Author</b>		
<b>Purpose:</b>	To confirm the appointment of Clerk/Monitoring Officer to the Authority.				

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>Comments</b>
<b>Resource Implications</b>	✓	The Authority has a duty to provide sufficient resources to the Monitoring Officer ie such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed. A Service Level Agreement is in place between the Authority and Herefordshire Council for the Clerk/Monitoring Officer. Herefordshire Council receive an annual fee of £6100 which is included within current budgets
<b>Legal</b>	✓	It is a statutory requirement Under the Local Government and Housing Act 1989 to appoint a Monitoring Officer.
<b>Facilities (Property)</b>		
<b>Financial</b>		
<b>Human Resources</b>		
<b>Strategic Policy Implications</b>		
<b>Operational Issues</b>		
<b>Partnership Issues</b>		
<b>Reputational Issues</b>	✓	The Clerk/Monitoring Officer role is key to ensure that advice is provided to reduce the risk of unlawfulness or maladministration regarding Authority decisions. The role also provides advice to Members regarding ethical issues
<b>Environmental Issues</b>		
<b>Data Quality Issues</b>		
<b>Equality/Ethical Issues</b>	<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>	

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<b>Managing Risk</b>								
<b>The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.</b>								
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation	
No Clerk/Monitoring Officer in place	Risk Score	9	Appoint Clerk/Monitoring Officer with immediate effect	Risk Score	2		Risk Score	
	Risk Score			Risk Score			Risk Score	

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>
	<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	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	Without a Clerk/Monitoring Officer there is a risk that Authority decisions could be made unlawfully or unfairly.
<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>	No	
<ul style="list-style-type: none"> <li>Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?</li> </ul>	Yes	One complaint received regarding Code of Conduct issue – Monitoring Officer needed to provide training and advice to Members
<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>	Yes	Monitoring Officer advice regarding ethical issues will overcome any risks regarding harassment and bullying in relation to the members' Code of Conduct
<ul style="list-style-type: none"> <li>If so, should there be equality objectives?</li> </ul>	No	
<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>	No	
<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>	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.**



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

### **Purpose of report**

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

### **Recommendations**

The Clerk recommends that:

- i) the Authority considers appointments to the offices of Chairman and Vice-Chairman of the Authority's Committees;
- ii) two Members be appointed the Authority's representatives on the Standards Committee;
- iii) the Clerk be authorised following consultation with Group Leaders to take any necessary action to give effect to proportionality requirements, determine the numbers of seats on Committees and make appointments to those Committees and other bodies in accordance with the wishes of the Group Leaders;
- iv) the Authority determines whether it wishes to adhere to its previous view that representation and voting on the Local Government Association be as follows:
  - a. that the Authority's representatives on the Local Government Association should be the Group Leaders or their nominees;
  - b. that the 13 Service votes on the Local Government Association Assembly be allocated between its representatives on a politically proportionate basis; and
  - c. the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee.
- v) the Authority determines whether it wishes the Chairman or his nominee to hold the place and vote available to the Authority on the LGA's Fire Service Forum;
- vi) the appointments to the Regional Management Board be confirmed; and
- vii) the appointment of Director to the West Midlands Fire and Rescue Services Regional Control Centre Company be confirmed.

### **Background**

2. In accordance with the Hereford & Worcester Fire Services (Combination Scheme) Order 1997 the Authority's membership comprises 25 Councillors, 19 from Worcestershire County Council and 6 from Herefordshire Council.

3. Both Herefordshire Council's appointments and Worcestershire County Council's appointments were made for the life of their respective Councils. (The Herefordshire Councillors were appointed in May 2007 for a four year term and the Worcestershire County Councillors were appointed on 25 June 2009, also for a four year term.)
4. The Local Government and Housing Act 1989 requires that where "a Council" holds an Annual Meeting it shall review the allocation of seats to political groups either at that meeting or as soon as practical thereafter. It is, therefore, necessary to confirm the appointments to Committees. It is proposed that the Clerk be authorised to take any necessary action to give effect to the requirement that seats be allocated on the basis of political proportionality.
5. The Authority has established the following Committees:
  - Urgent Decisions Committee (11 Seats)
  - Appointments Committee (11 seats)
  - Audit Committee (5 seats)
  - Best Value Policy and Performance Committee (7 seats)
  - Budget Committee (11 seats)
6. The Authority has generally appointed the Chairmen and Vice-Chairmen of these Committees at its annual meeting.
7. The Authority also appoints a Standards Committee comprising five independent persons, (Mr C Emeny, Mr R Gething, Dr M Mylechreest, Mr R Rogers and Mr D Stevens); and two Members of the Authority: (formerly Mr RJ Farmer and Mr J R Webb), each of whom it was agreed should have a named substitute.
8. A Members Steering Group has also previously been appointed as an informal advisory body to work with Officers on the development of the Integrated Risk Management Plan, comprising Group Leaders and Committee Chairs.
9. The terms of reference of the Authority's Committees are attached at Appendix 1 for Members information.

### **Rules Governing Appointments**

10. The Committee agreed in reviewing its Committee Structure in September 2004 that to enhance accountability Group Leaders (who it would be expected would include the Chairman and Vice-Chairman of the Authority), or their nominees who had been working on policy development initiatives, should not serve on the Best Value, Policy and Performance Committee.
11. The Authority confirmed in June 2005 that Group Leaders, the Chairman and Vice-Chairman of the Authority, should not serve on the Standards Committee.
12. In appointing the Audit Committee in February 2006, the Authority agreed that Membership of the Audit Committee should exclude the Chairman and Vice-Chairman of the Authority, the Chairman of the Authority's predecessor as Chairman and the Chairman of the Budget Committee.

## **Local Government Association Appointments**

13. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Service Forum. The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Forum and exercise the vote on behalf of this Authority.
14. This Authority is also in corporate membership of the LGA. The Authority is entitled to appoint up to 4 representatives to serve on the General Assembly. The Association encourages those authorities entitled to 3 or 4 representatives to allocate one of these positions to minority group leaders on their authorities. Arrangements determined by the Authority on 16 June 2008 allocated places on the General Assembly to the Leaders of the Political Groups on the Authority. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated.

## **Voting**

15. The LGA constitution provides that Authorities in corporate membership shall be entitled to vote only as follows:-
  - a) On the election of a Chair, Vice-Chair and Deputy Chairs and on questions of estimated expenditure and subscriptions each corporate member shall have one vote; and
  - b) On issues of direct relevance to the statutory duties and responsibilities of corporate members of their class (as determined by the Chair of the meeting) each corporate member shall be entitled to the same number of votes as a unitary authority within their population band (meaning that this Authority has 13 votes).
16. On 16 June 2008 the Authority allocated the corporate vote to the Chairman (or his nominee) and divided the 13 Service votes on the basis of proportionality. The Authority needs to determine whether it wishes to adhere to this decision.

## **West Midlands Regional Management Board**

17. In December 2003 the Authority agreed to participate in the establishment of the West Midlands Regional Management Board. The Authority is entitled to make three appointments. The Authority agreed in June 2008 that the Group Leaders should be appointed.
18. The Authority needs to confirm appointments to be made to the Regional Management Board.

## **West Midlands Fire and Rescue Services Regional Control Centre Company**

19. The Fire and Rescue Authority agreed in December 2006 to participate in the Local Authority Company established to run the Regional Control Centre. It agreed to appoint the then Chairman of the Authority as a Director of the Local Authority Company.
20. The Authority needs to confirm an appointment to be made to the Control Centre Company.

## **Conclusion / Summary**

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

## **Corporate Considerations**

22. A Business Impact Analysis form is attached at Appendix 2 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 – Committee Terms of Reference

Appendix 2 – Business Impact Analysis Form

Background papers - None

## **Contact Officer**

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

### **1. APPOINTMENTS, ETC. COMMITTEE**

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

### **2. AUDIT COMMITTEE**

To agree the external audit plans.

To receive reports from the External Auditors.

To monitor and report on the performance of internal audit.

To approve the Statement on Internal Control.

To approve the Statutory Accounts.

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

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

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

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

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

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

To monitor progress in implementing approved policies and make recommendations.

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

### **4. BUDGET COMMITTEE**

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

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

## **5. STANDARDS COMMITTEE**

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

Assisting Members to observe the Code of Conduct,

Advising the Authority on the adoption or revision of the Code of Conduct,

Monitoring the operation of the Code of Conduct,

Advising, training or arranging to train the Members of the Authority on matters relating to the Code of Conduct,

Granting dispensations to Members, in circumstances to be prescribed in Regulations, from requirements relating to interests set out in the Members' Code of Conduct,

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

Setting up a sub-committee or making arrangements with an adjoining authority with regard to reviews of initial assessments of investigations,

Conducting assessments and investigations of allegations of breaches by Members of the Code of Conduct

## **6. URGENT DECISIONS COMMITTEE**

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

## HEREFORD & 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>Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies</b>		<b>Author</b>	<b>Clerk</b>
<b>Purpose:</b>	To consider the allocation of seats on Committees to political groups and to authorise the Clerk following consultation with Group Leaders to make appointments to Committees and other bodies.			

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		None
Legal		Compliance with Local Government and Housing Act 1989 and Standing Orders
Facilities (Property)		None
Financial		Special Responsibility Allowances are included in agreed budgets
Human Resources		None
Strategic Policy Implications		Allocation of seats necessary for governance of Authority
Operational Issues		None
Partnership Issues		None
Reputational Issues		Yes
Environmental Issues		None
Data Quality Issues		None
Equality/Ethical Issues		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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.

<b>Managing Risk</b>								
<b>The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.</b>								
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation	
Legal	Risk Score	6	Appoint committees in accordance with recommendations	Risk Score	1		Risk Score	
Reputational	Risk Score	6		Risk Score	1		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	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?	no	
• Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?	yes	Compliance with legislation/standing orders
• 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.**

## 8. The 2008/09 Annual Report of the Standards Committee

### Purpose of report

1. To update the Authority in respect of Standards Committee proceedings during 2008/09 and to put forward recommendations with regards to the functions and procedures of the Standards Committee.
- 

### Recommendations

The Standards Committee recommends that:

- i) the Annual Report be noted by the Authority;
- ii) the Fire & Rescue Authority notes the concerns of the Standards Committee at the low level of attendance by Members at Training Seminars, and the concerns raised for the Corporate Governance of the Authority;
- iii) the Fire & Rescue Authority and Group Leaders encourage Members to attend future training events; and
- iv) the Authority approves the addendum to the Committee's Terms of Reference, as follows:

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

### Background

2. The Standards Committee has been entrusted by the Authority to promote and maintain high standards of conduct by the Members of the Authority.
3. On 8 May 2008 the responsibility for considering complaints that a Member may have breached the Code of Conduct moved from the Standards Board for England to the Standards Committees of local authorities, which has greatly extended the role and responsibilities of the Committee.
4. There were two full meetings of the Committee in 2008/09, and one meeting of an Assessment Committee to deal with a complaint against an Authority Member.

### The Annual Report 2008/09

5. The Annual Report (Appendix 1) sets out the Membership of the Standards Committee, its Terms of Reference, and a summary of the business transacted by the Committee during the year. The two main items addressed by the Committee during the year were:
  - The drafting and adopting of procedures and criteria for the local assessment of allegations that Members had breached the Authority's Code of Conduct, and
  - The review and development of the Member Development Programme.

## **Conclusion / Summary**

6. 2008 was a pivotal year for Standards Committees, as they assumed responsibility for Local Assessments of allegations of breaches of the Code of Conduct by Authority Members.
7. In addition, when considering the Member Development Programme the Committee raised concerns at the low level of attendance at Member Training Events, and the concerns this raises for the corporate governance of the Authority.

## **Corporate Considerations**

8. A Business Impact Analysis form is attached at Appendix 2 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- The 2008/09 Annual Report of the Standards Committee to the Hereford & Worcester Fire and Rescue Authority

Appendix 2- Business Impact Analysis Form

Background papers

- Local Assessment Procedures and Criteria (Standards Committee Meeting 17 April 2009)
- Member Development Plan and Member Training Report (Standards Committee Meeting 21 November 2008)

## **Contact Officer**

Alan McLaughlin, The Monitoring Officer, Herefordshire County Council, Brockington, 35 Hafod Road, Hereford, Herefordshire, HR1 1SH Tel: (01432) 260000.  
Email: amclaughlin@herefordshire.gov.uk

## The 2008/09 Annual Report of the Standards Committee to the Hereford & Worcester Fire and Rescue Authority

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### Committee Membership:

Chairman: Dr Murray Mylechreest  
Mr Colin Emeny,  
Mr Richard Gething  
Mr Robert Rogers  
Mr David Stevens

Members of the Authority appointed to the Committee:

Councillors Reg J Farmer and Jeremy R Webb (deceased).

### Terms of Reference of the Standards Committee:

1.
  - Promoting and maintaining high standards of conduct by the Members of the Authority;
  - Assisting Members to observe the Code of Conduct;
  - Advising the Authority on the adoption or revision of the Code of Conduct;
  - Monitoring the operation of the Code of Conduct;
  - Advising, training or arranging to train the Members of the Authority on matters relating to the Code of Conduct;
  - Granting dispensations to Members, in circumstances to be prescribed in Regulations, from requirements relating to interests set out in the Members' Code of Conduct;
  - Dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer or any matter which is referred by an ethical standards officer to the Monitoring Officer
  - Setting up a sub-committee or making arrangements with an adjoining authority with regard to reviews of initial assessments of investigations
  - Conducting assessments and investigations of allegations of breaches by Members of the Code of Conduct

### Meetings held 2008/09

- |    |                          |                    |
|----|--------------------------|--------------------|
| 2. | Assessment Sub-committee | 18 September 2008. |
|    | Standards Committee      | 21 November 2008.  |
|    | Standards Committee      | 17 April 2009      |

## **Member Training**

3. The Committee considered the Members' Training Programme implemented by the Authority for 2007/08 and 2008/09. The Committee was disappointed at the low level of attendance by Members at training events (an average attendance of 28%) and highlighted the concerns this raised for the Corporate Governance of the Authority. The Committee was concerned that by not attending training, Members would miss out on essential information and advice that would enable them to carry out their roles and it was felt that this was a corporate risk to the Authority.
4. The Committee has endorsed the Member Development Plan for 2009/10, and is considering joint Standards Committee training with the constituent Authorities. The Committee reiterates the importance of Member training on the Code of Conduct, Governance, Standards and Ethics, particularly for any new Authority Members following the Local Government elections in June 2009.

## **Local Assessments**

5. There was only one allegation received during the year regarding a breach of the Members' Code of Conduct. The Committee formed an Assessment Sub-Committee to consider the alleged breach and the matter was resolved to the satisfaction of all parties concerned.
6. In May 2008 responsibility for dealing with allegations of breaches of the Code of Conduct by Members was transferred from the Standards Board for England to Standards Committees. The Authority has drafted Local Assessment Procedures and Criteria for same, for dealing with alleged breaches by Members of the Authority's Code of Conduct, which were adopted by the Committee in April 2009 and are now published on the Service website.
7. In order to effectively carry out these statutory responsibilities the committee had to make the following addendum to its Terms of Reference:

*Setting up a sub-committee or making arrangements with an adjoining authority with regard to reviews of initial assessments of complaints*

## **Codes of Conduct Consultation paper**

8. The Committee made a submission to The Department of Communities and Local Government regarding the proposed changes to the Members' Code of Conduct and the introduction of an Employees' Code of Conduct, as set out in the paper *"Communities in control: Real people, real power: Codes of conduct for local authority members and employees."*

## **West Mercia Independent Members Forum**

9. South Shropshire District Council hosted the Forum, which met in Ludlow on 4 February 2009. The Forum was addressed by Dr. Richard Chilton, Chairman of the Standards Board for England who said that the involvement of Independent, non-elected Members on Standards Committees increases public confidence in the Local Assessment process. The Standards Board is satisfied that local Assessments are better handled at local level, and the Board is pleased with the results since the introduction of the Local Assessment process on 8 May 2008.

## **Code of Corporate Governance**

10. At its meeting on 17 April 2009, the Committee considered compliance with the Code of Corporate Governance for the Authority for 2008/09 in relation to areas concerning Standards of Conduct. The input from the Committee will contribute to the annual review of the Code of Corporate Governance which will subsequently be reported to the Authority.

## **Attendance at Annual Assembly of Standards Committees**

11. The Committee was represented at the Annual Assembly of Standards Committees, which was held from 13-14 October 2008 in the ICC in Birmingham. The Assembly was addressed by Mr. Sadiq Kahn, MP, Parliamentary Under-Secretary of State, Communities and Local Government, and Speakers included:
  - Dr. Robert Chilton, Chairman of the Standards Board for England
  - Ms. Glenys Stacey, chief executive of the Standards board for England
  - Sir Christopher Kelly, Chair, Committee on Standards in Public Life
  - Dr. Richard Cowell, Centre for local and regional government research, Cardiff University

## **Guidance for Members and Employees in the pre-election period**

12. The Committee approved the draft guidance to assist Members and Employees in the pre-election period and ensure the proper use of the Authority's resources/facilities.

## **Recommendation**

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

- (i) **The Annual Report be noted by the Authority,**
- (ii) **The Fire & Rescue Authority notes the concerns of the Standards Committee at the low level of attendance by Members at Training Seminars, and the concerns raised for the Corporate Governance of the Authority,**
- (iii) **The Fire & Rescue Authority and Group Leaders encourage Members to attend future training events, and**
- (iv) **The Authority approves the addendum to the Committee's Terms of Reference, as follows:**

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

## **Appendices- None**

## **Background papers:**

- a) Minutes of Standards Committee Meeting on 21 November 2008
- b) Agenda and Papers for Standards Committee Meeting on 17 April 2009, including the Local Assessment Criteria and Procedures
- c) Members' Code of Conduct

## HEREFORD & 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>Annual report of the Standards Committee</b>	<b>Author</b>	<b>Monitoring Officer</b>	
<b>Purpose:</b>	<b>To update the Authority in respect of Standards Committee meetings which have taken place in 2008/09 and to put forward recommendations to the Authority with regards to Local Assessments and Member Training.</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
<b>Resource Implications</b>		None
<b>Legal</b>		Compliance with Local Government and Public Involvement in Health Act 2007 and The Standards Committee (England) Regulations 2008.
<b>Facilities (Property)</b>		None
<b>Financial</b>		None
<b>Human Resources</b>		None
<b>Strategic Policy Implications</b>		Risk to Governance of Authority if members are not properly trained
<b>Operational Issues</b>		None
<b>Partnership Issues</b>		None
<b>Reputational Issues</b>		Breaches of Code of Conduct
<b>Environmental Issues</b>		None
<b>Data Quality Issues</b>		None
<b>Equality/Ethical Issues</b>		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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.

<b>Managing Risk</b>							
<b>The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.</b>							
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation
Risk to Governance/ reputation of Authority if members are not properly trained	Risk Score	5	Encourage members to attend training Events	Risk Score	4		Risk Score
Breaches of Code of Conduct	Risk Score	6	Local Assessment Procedures to deal with Breaches, and Training of members	Risk Score	4		Risk Score

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>
	<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	Low <span style="margin-left: 100px;">Likelihood</span> <span style="float: right;">High</span>		



# 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	Equality & Diversity training to be provided Code of Conduct and Local Assessment procedures encourage/promote equity and equality and discourage discriminatory/improper conduct
<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	
<ul style="list-style-type: none"> <li>Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?</li> </ul>	yes	Complaint against a Member's remarks
<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>	yes	Equality & Diversity training to be provided Code of Conduct and Local Assessment procedures encourage/promote equity and equality and discourage discriminatory/improper conduct
<ul style="list-style-type: none"> <li>If so, should there be equality objectives?</li> </ul>	yes	See Code of Conduct
<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	Regular meetings of Standards Committee Local Assessment procedures in place to deal with complaints, which can identify issues, etc.
<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>	yes	Equality & Diversity training to be provided/ Code of conduct and Local Assessment procedures encourage/promote equity and equality and discourage discriminatory/improper conduct
<ul style="list-style-type: none"> <li>Is there the potential to enhance equality of opportunity through this activity/policy?</li> </ul>	yes	Equality & Diversity training to be provided Code of conduct and Local Assessment procedures encourage/promote equity and equality and discourage discriminatory/improper conduct
<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>	yes	Regular review of member training, and meetings of Standards Committee

**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.**

## 9. Service Report

### Purpose of Report

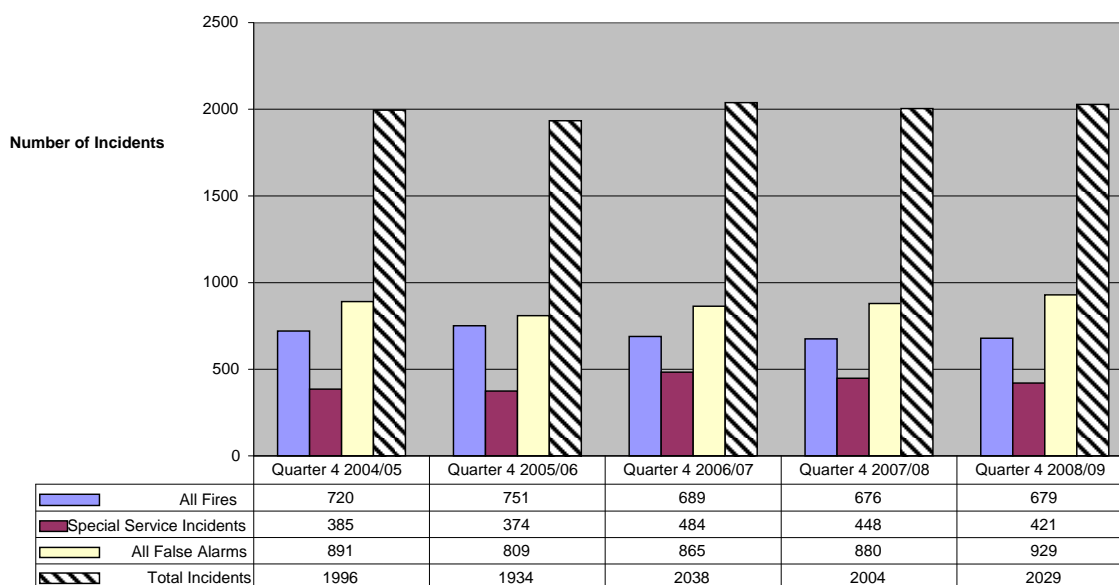
- To inform Members of recent key developments and activities together with performance information for the period 1 January 2009 to 31 March 2009.

## Performance

### Incident Statistics

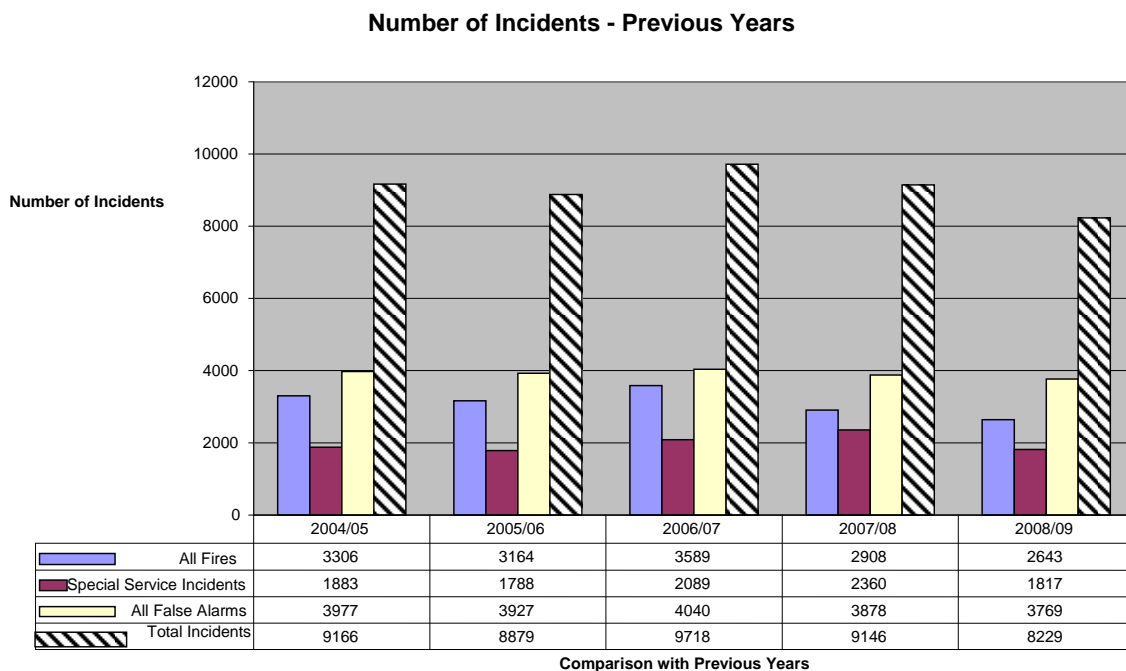
- The number of fires attended during Quarter 4 was 679 compared with 676 in the same quarter last year. This equates to an increase of 0.44% compared with the Quarter 4 2007-08.
- The number of Special Service incidents attended during Quarter 4 was 421 compared with 448 in the same quarter last year. This equates to a decrease of 6.03% compared with Quarter 3 2007-08.
- The number of False Alarms attended in Quarter 4 was 929 compared with 880 in the same quarter last year. This equates to an increase of 5.56% compared with Quarter 4 2007-08.
- A total of 2029 incidents were attended in Quarter 4 compared with 2004 incidents were attended in Quarter 4 2007-08. The total number of incidents has increased by 1.24% when compared with Quarter 4 2007-08. The total number of incidents for Quarter 4 2008-09 is 1.81% higher than the four year average for this quarter at 1993 incidents.
- The following chart demonstrates this quarter's activity with the 4th Quarter for the last four years:

**Number of Incidents - Previous Years**



Q4 Comparison with previous Years

7. At this time, it is also appropriate to look at the end of year performance. The Quarter 4 performance for 2008-09 should be taken in the context of the best ever yearly performance in 2008-09 of the last five years. The graph below illustrates the reduction in the number of incidents attended:



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

### Health and Safety Incidents and Injuries

	<b>Incidents</b>	<b>RIDDOR</b>	<b>% Rate on Establishment</b>
Jan – March 2008	27	3	3
April – June 2008	27	5	3
July – Sept 2008	31	7	4
October – December 2008	42	12	4.5
<b>Quarter 4</b>	<b>21</b>	<b>4</b>	<b>2</b>

9. The number of reported Health & Safety Incidents/Injuries this last quarter of 2008-09 has fallen sharply when compared with the same quarter last year, down from 27 to 21, and has halved when compared to the immediately preceding quarter, down from 42 to 21. Furthermore, the number of incidents reportable under RIDDOR has also fallen: from 12 to 4 when compared to the immediately preceding quarter. However, there has been an increase of 1 when compared with the same period last year.
10. Encouragingly, analysis of all reported incidents has shown a drop in slips, trips and falls (from 12 to 3 incidents), Manual Handling incidents (from 6 to 3 incidents), and exposures to hazardous substances (from 7 to 2 incidents).

11. However, operational staff continue to dominate the figures; being involved in 67% of all incidents and there was also an act of violence against one of our Community Fire Safety staff involving a member of the public, though no injury was sustained.
12. Of the 4 incidents reportable under the RIDDOR, 2 were the result of manual handling: one was as a result of using cutting gear during extrication of a casualty at a road traffic collision and one occurred whilst closing the appliance door. Of the remaining two, one was a minor Breathing Apparatus malfunction, whilst the other involved a firefighter being hospitalised with an illness initially suspected to be related to submersion in water. Test results later appeared to refute that the illness was related to this training.
13. This incident was also subject to a specialist investigation, as was another incident where a member of the public collided with one of our appliances whilst stationary on the M42 when providing assistance at a road traffic collision. The driver of the third party vehicle was killed. Following an investigation by the police, no action is to be taken against Hereford & Worcester Fire and Rescue Service.
14. The number of reported Near Hits and Potential Hazards has risen sharply in comparison to previous quarters with 20 incidents being reported.
15. A total of 14 Fleet Health & Safety Incidents were reported this quarter. Of these incidents 64% occurred whilst responding but no injuries have been sustained by Fire Service personnel.
16. A review of RIDDOR statistics for the past 9 years has been undertaken, and the findings analysed; it is proposed to present this Report to the September meeting of the Authority.

### **Complaints, Concerns, Compliments and Donations**

17. During the period 1 January 2009 to 31 March 2009 the Service received 2 complaints, 3 concerns, 12 compliments and 7 donations. All letters will be made available for Members' perusal at the meeting.

### **Information Management**

#### **Requests for Information**

<b>Q4</b>	<b>FOI Requests received and completed</b>	<b>DPA Requests received and completed</b>	<b>EIR Requests received and completed</b>	<b>Requests received to date</b>
January 2009	21	1	0	
February 2009	13	0	0	
March 2009	28	3	1	
<b>TOTALS</b>	<b>62</b>	<b>4</b>	<b>1</b>	<b>67</b>
<b>Requests received January – March 2009</b>			<b>67</b>	

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

18. The Service is currently experiencing a steep rise in the numbers of information requests received. The rise fits into the national picture and the increased awareness of the use of Freedom of Information.

## **Items of Interest**

### **HWFRS supports Fire Service College after fire**

19. On Saturday 16th May, the Fire Service College suffered an extensive fire in its appliance bays that resulted in the loss of 11 fire engines used to train junior officers from the UK's Fire and Rescue Services. The College is run as an executive agency of Communities and Local Government and operates under trading status as an independent organisation. This structure presents it with a unique set of problems in terms of contingency planning for events such as this.
20. To ensure that the College could continue to deliver the level of training we all wish for whilst permanent replacements are found, on behalf of the Chief Fire Officers Association, this Service offered to facilitate the Country's Fire and Rescue Services, to provide a fleet of fully kitted-out loan appliances appropriate to enable planned programmes to be delivered.
21. A team was established at Fire Control in Worcester to co-ordinate offers that were coming in and quickly accepted equipped appliances from: West Midlands, East Sussex, Hereford & Worcester, Lancashire, Wiltshire, Kent and Gloucestershire. These appliances travelled to the College over the weekend for kit checks ahead of the courses that started on the Monday morning. It was to the credit of those services involved that all courses started on time with no interruption to training experienced.
22. These arrangements have been designed to provide for the first six weeks and the service has also supported the College in developing a longer-term replacement strategy.
23. The Service has received the following message from the Chief Executive of the College:

“Thank you all for the instant and unequivocal support you have given the College today. We have all been really overwhelmed by the kind support from the Service and the Fire Resilience Directorate. The 6 appliances we need to continue to deliver our courses next week will arrive tomorrow from 5 brigades whose willingness to help was fantastic. As a result, not only will we be able to continue to deliver business as usual but the College feels like an integral part of the Service and that is a powerful and very welcome message to us here at the College and to the outside world.”
24. And this from the President of the Chief Fire Officers Association:

“I just wanted to say a big "thank you" for the instant and generous support your service has offered the College following the unfortunate events yesterday. I know from speaking to Sally that it means a great deal to know that the support is there and we have once again demonstrated the willingness and capacity of the service to help out when most needed.”

### **HWFRS awarded prestigious Silver Awards Certificate**

25. HWFRS has been awarded a Silver Awards Certificate for its Payroll Giving Scheme to good causes and the local community. The Silver Award is a symbol of excellence and, funded by HM Government, recognises and rewards businesses for making Payroll Giving available to staff. The Payroll Giving Scheme was first introduced to HWFRS in 2003 and enables employees to give to any UK charity of their choice directly from their salaries.

### **Retained Duty System Review**

26. During 2008/09 the Service carried out an extensive review of the management arrangements for its Retained Duty System. Implementation of the recommendations of this review will commence in 2009/10, however this work is extensive and far reaching and it is likely that this will continue into 2010/11. The Service is committed to strengthening the management of the Retained Duty System in order to ensure Operational readiness.

### **Technical Fire Safety Review**

27. During 2008/09 the Service undertook a detailed review of its Technical Fire Safety function to ensure the efficient delivery of the function across the Service. The implementation of the recommendations from this review will commence in 2009/10.

### **Risk Impact – Economic Downturn**

28. The Service continues to monitor both impact and implications for the organisation in the current economic downturn. A detailed paper will be presented to Members in September 2009.

29. In the meantime work continues with our partners to review key strategic references for potential organisational risks. Internal consultation is continually ongoing, monitoring change and measuring the effect on the Service as whole and individual directorates.

### **Swine Flu (Pandemic Influenza) Update**

30. The Civil Contingencies Act 2004 imposed additional responsibilities on public sector organisations, specifically to make plans which enable them to be able to continue discharging their statutory duties in spite conditions, an example of which is an influenza pandemic causing prolonged disruption from the loss of critical functions.

31. Swine flu has been confirmed in a number of countries and it is spreading from human to human, which could lead to what is referred to as a pandemic flu outbreak. Pandemic flu is different from ordinary flu because it's a new flu virus that appears in humans and spreads very quickly from person to person worldwide.

32. The Service has robust plans in place to deal with the current pandemic alert (Swine Flu) and meets on a regular basis to discuss appropriate actions in line with National and Regional guidance. We are currently working to (UK) Alert Phase 1 – Planning Phase and World Health Organisation (WHO) alert Phase 5.

33. With so much media coverage of the developments around Swine Flu, the five Fire Services of the West Midlands Region have collaborated to provide all staff within the West Midlands area with a briefing informed by national events. Each Service has its own planning arrangements which are led through the Local Resilience Forums which involve all of our Services and other partners with which we are working. Please be assured that we are all working closely with each other to ensure the very best services continue to be delivered.

34. Regional teams have been established to consider all aspects of our operational response. It is hoped that we can both reduce the impact on any one individual Service as well as ensure consistency in our response across the region.

35. In so far as the exigencies of the Service allows, the Service will support the strategies developed by regional and local Health Authorities where they can achieve maximum impact in support of the general health of the community. Simultaneously, the Service will strive to maintain optimum front line service delivery to the public, as well as maintaining business continuity with our industrial and commercial partners where it is practicable to do so, during what could potentially be a prolonged phase of high level absenteeism.
36. The Service has provisions to adopt a dynamic approach to accommodate rapid changes to the status of the epidemic.
37. In the event of major staff shortages, priority will be given to safeguarding front line services to the public. Departmental contingency plans will be adjusted to ensure they support these critical functions and other objectives may need to be reconsidered to ensure service delivery is not compromised.

### **Clarification on 0845/0800 Telephone Number Costs**

38. At the previous Authority meeting the cost of calling the Service on the 0845 number from a mobile phone was discussed. The Service currently have two 0845 numbers in place, the main Headquarters number and the Benevolent Fund number. In addition, there is one 0800 number for Fire Safety.
39. An **0800** number is free to the caller but means that the company (H&WFRS) picks up all the call charges & rental for the use of the line, except in cases of mobile phones, where the mobile phone provider charges the user. Currently BT charge £10 a quarter for the rental and £0.019 (1.9p) a minute for the call charges.
40. An **0845** number means that the Service picks up all the rental and some of the call charges (a portion) of the caller charge. The caller is getting charged a standard rate for a Lo-Call i.e. a non-geographic cheaper rate, but not a local rate. Currently BT charge us £10 per quarter and no call charges (OGC/government deal), which is a very good rate. If a caller is calling out of area - in our case, outside of the 01905 area code - they get charged less than a national rate call (currently 7.7p per minute between 6am and 6pm Monday to Friday) but similar to a local rate call (currently 3.8p per minute between 6am and 6pm Monday to Friday). This is especially relevant as the Authority covers a national boundary area. For example, it is a national call rate charge to dial Worcester from Hereford from a land-line. Call charges from mobiles to 0845 numbers varies considerably and can be up to 35p per minute depending on the provider.
41. Alternative numbers are:

An **0844** number where calls are charged a £0.03 (3p) a minute at all times to the caller, have no per minute charge for the Service, carry no connection charge and cost £10 per quarter rental.

An **0300** number is charged to us at 0.5p per minute and the caller pays a national rate. There is no connection charge to us and cost £10 per quarter rental.

Mobile charges to these numbers also vary considerably, and can be up to 35p per minute depending on the provider and subject to network charges.

42. Summary of the different numbers

Number prefix	Fire service Pence per minute	Caller Pence per minute
0300	0.5	National rate (7.7 peak time)
0800	1.9	Free
0844	Free	3.0
0845	Pays Part of caller charge	3.402
Calls to any of these numbers from mobiles vary considerably, based on network providers, and are up to 35p per minute.		

43. In summary the **0844** number is marginally cheaper than the **0845** number, although this is negligible. However, for the public the **0800** number offers no cost to the caller and may be preferable, but there is a cost for the service. Calling either number from a mobile would be expensive.

## Information for Members

### Young Firefighters Association (YFA) Update

44. The Executive Committee has met twice since the last FRA meeting. The Droitwich group has taken a new cohort which passed out in May. The Malvern Branch continues to be suspended with further attempts being made to encourage Instructors. The new Redditch Branch will launch in the Autumn with a series of events being planned ahead of this date. Finally, efforts continue to establish a Branch at Herefordshire and opportunities to work with the police are being maximised in the meantime.

### Update of the Best Value, Policy and Performance Committee

45. The Committee met on 30 March 2009 to consider the third quarter analysis of the Performance Plan 2008/09 and also received an update on the Local Area Agreements 2008-11. The Committee was informed about Charter Mark as well as 2008 Performance Assessment Results that showed the Authority is *An Authority that is improving strongly*.

46. The Committee was also informed of the Risk Implications of the current economic downturn on the Fire & Rescue Service. A full report will be presented to the September Meeting of the Authority.

### Update of the Standards Committee

47. The Committee met on 17 April 2009 to approve its draft Annual Report for 2008/09, and to adopt Criteria and Procedures for Local Assessment of Allegations of Breaches of the Members' Code of Conduct. The recommendations of the Committee are included in the agenda for this meeting.



## **Local Incidents to Note**

### **Modern Firefighting Technology Significantly Reduces Impact of Fire**

48. Around 80 Firefighters from across Herefordshire and Worcestershire dealt with a severe fire that broke out at just after 3.30 am on Wednesday, June 17 at the packaging site, Skymark, Southern Avenue in Leominster. A 400m exclusion zone was set up in the area as the site contained a large quantity of chemicals. Homes in the nearby vicinity were asked to keep their windows and doors closed and a number of local schools were closed for the day.
49. Our priorities for this incident were twofold. Firstly, to deal with a significant chemical fire and a risk of explosion but, more importantly, to help other Authorities in the Leominster area deal with the substantial toxic smoke plume. At an 8am briefing, it was predicted that the major fire could be burning for anything up to two days.
50. Not under estimating the impact of such a long incident on local businesses and the wider community, the decision was taken to deploy a new form of foam developed to support Firefighting in rural communities around Herefordshire where water is in short supply.
51. The new Compressed Air Foam System (CAFS) from Peterchurch Fire Station was sent to the scene and had an immediate impact on reducing the volume of smoke and virtually stopped the plume that was causing such problems.
52. A further deployment of the High Volume Pumping Unit and Urban Search and Rescue Crews resulted in the fire being extinguished shortly after midday, some eight hours after its discovery.
53. A/Deputy Chief Fire Officer Jon Hall said: "Hereford & Worcester Fire and Rescue Authority were one of the first in the country to invest in this new technology - making the decision to purchase it to protect rural communities. To see it used to such dramatic effect on this incident is testament to the decision that was taken by the Authority."

### **Woman rescued after car plunged 30 ft down hillside**

54. A young woman was rescued by firefighters from Malvern and Ledbury after her car left the A449 at Chances Pitch near British Camp on the night of Tuesday, February 10. The car had rolled down the hillside before coming to rest against a tree. The crews cut the roof off the car to free the woman who was then winched to safety on a spinal board by the line rescue team. The rescue operation took two hours.

### **Driver trapped for 22 hours in overturned 4x4**

55. A woman was trapped inside her overturned 4x4 car for 22 hours before she was found and rescued by crews from Leominster and Bromyard. The vehicle had left the narrow road near Risbury and fell 15ft down the embankment into a stream. The woman suffered head injuries and was flown to hospital by air ambulance on Friday February 27. She has subsequently made a full recovery.

### **Whistle sounded to evacuate crews before roof collapsed**

56. The evacuation whistle was sounded to warn firefighters to evacuate three terraced houses in Cookley, near Kidderminster on March 24. A fire had started in the roof of one of the houses and spread to the other two. The roofs did collapse after the evacuation. No one was injured. The fire was caused by a fault to an internal heating boiler.

### **Guests safely evacuated from hotel fire**

57. Six guests together with the landlord and his wife followed their safety and evacuation procedures when fire spread through the 16<sup>th</sup> Century Talbot Hotel, Ledbury on the night of March 28. The Fire Service had inspected the hotel in 2007 and offered advice on how fire safety equipment and procedures could be improved. A man was subsequently arrested and charged with arson with intent to endanger life.

### **Cannabis plants destroyed in barn fire**

58. Several hundred cannabis plants were destroyed when fire damaged a barn at Charley, near Moberly on April 14. The fire was caused by a fault in the electrical system used to heat the interior of the barn to assist the plants to grow.

### **Mother and children escape from house fire**

59. A mother and her three children escaped unharmed from their home in Fairfield Close, Worcester on March 29 after a severe fire in the kitchen. The fire started as a result of a washing basket and clothes being left on an oven that had been accidentally switched on.

### **Five cars burnt out in arson attack**

60. Five cars parked in the driveway of four homes in Marsh Avenue, Warndon Villages, were burnt out following an arson attack in the early hours on May 10. No one was injured.

### **Prize bull rescued from farm well**

61. A prize bull, weighing two tonnes, was lifted to safety after falling 15ft into a well at a farm at Bellbroughton on Friday May 15. Fire crews from Bromsgrove pumped water from the well to enable USAR equipment to be put around the animal before it was lifted out using a farm vehicle. The operation took two hours.

### **Recommendation**

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

### **Appendices**

**None**

## 10. Financial Results 2008/09

### Purpose of report

1. To brief the Authority on financial results for the year ended 31 March 2009 and to provide Members with information on compliance with the CIPFA/SOLACE Code on Corporate Governance.

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### Recommendation

The Authority is recommended to:

- i) note the financial results for 2008/09;
- ii) note that the Audit Committee will consider the annual Statement of Accounts in detail; and
- iii) note the Treasury Management position.

### Introduction

2. Although financial matters sit within the terms of reference of the Budget Committee, this Committee does not meet until 30 July 2009, and it is established practice to bring a report on the 2008/09 financial results to Members at this earlier opportunity.
3. Detailed budget monitoring reports have been presented to the Budget Committee throughout the year, and progress on major projects, including capital schemes, is also monitored by the Best Value, Policy and Performance Committee. This monitoring process will be maintained during 2009/10.

### Use of Revenue Resources

4. The approved budget for 2008/09 was £29.311m. This is made up and funded as below:

	£m
Net Expenditure on Services	30.589
Special Grants	- 1.061
Transfers from Earmarked Reserves	- 0.217
	<hr/>
	29.311

	£m
Business Rates	9.180
Revenue Support Grant	1.278
Council Tax-payers - Precept	18.853
	<hr/>
	29.311

5. Final results showing a planned use of Earmarked Reserves increasing the budgeted expenditure by £0.576m and an out-turn variance of £0.113m, as shown in the table below:

	Original Budget £m	Reserves £m	Revised Budget £m	Final Results £m	Variance £m
Net Expenditure on Services	30.589	0.576	31.165	31.448	0.283
Special Grants	- 1.061		- 1.061	- 1.232	- 0.171
Transfers from Earmarked Reserves	- 0.217		- 0.217	- 0.217	-
Transfers from Earmarked Reserves	-	-0.576	- 0.576	- 0.576	-
	<b>29.311</b>	<b>-</b>	<b>29.311</b>	<b>29.423</b>	<b>0.112</b>

6. The reason for the net variation is given in the table below.

	£m
Additional Cost of Pay Awards - above budget	0.085
Additional BA Training (mainly RDS)	0.198
RMB budget savings	-0.048
Net Fire Investigation charges	-0.044
Net Capital Finance Changes	-0.023
Net Other Variation	-0.056
	<b>0.112</b>

7. In setting the budget for 2008/09 the FRA flagged a budget risk that if pay awards were in excess of the 2% budgeted, then there would be a potential call on reserves. The final pay awards cost £0.085m more than was budgeted.
8. Additionally, within the overall total the Service has also managed to address some of the additional BA training need identified, and to carry out a major and necessary review of the Retained Service.
9. The February meeting of the FRA was advised that the projected out-turn would leave General Balances at around £1.2m, as a result of the final out-turn the actual figure will be £1.146m. This represents 3.8% of the 2009/10 Core Budget and compares with 4.1% expected in the Medium Term Financial Plan (MTFP).
10. In addition £1.322m is held in earmarked reserves for specific purposes. The table below details the balance at 31<sup>st</sup> March 2009:

	£m
Pensions Reserve	0.167
Training Reserve	0.089
New Dimensions Training Reserve	0.070
Rank to Role Reserve	0.058
Urban Search & Rescue Reserve	0.284
LPSA Reward Grant Reserve	0.156
Environment Agency Grant Reserve	0.022
New Burdens (FRC Transition) Reserve	0.232
Mobilising Resilience Reserve	0.040
Relocation Reserve	0.045
New Dimensions HVP/ECU Reserve	0.144
IRS Implementation Reserve	0.015
	<b>1.322</b>

## Use of Capital Resources

11. On the advice of the Budget Committee during 2008/09 a distinction was made between the:
  - Capital Strategy -representing the overall funding provided within the budget
  - Capital Budget - representing the amount which has been authorised to be expended.
12. For example, this allows financial provision to be made for major building works, but which are not authorized until the Budget Committee has approved an individual business case.
13. In February 2008 the Fire and Rescue Authority set a Capital Strategy of £3.623m for 2008/09. This was increased in June 2008 by £2.599m to cover slippage from 2007/08, and a further £0.041m funded from reserves, bringing the total capital strategy to £6.272m.
14. Of the total Capital Strategy £6.272m, £4.075m has been allocated into the Capital Budget and expenditure of £3.736 (92%) has been incurred, a net underspending of £0.339m.
15. The Strategy underspending figure is however understandably somewhat higher at £2.536m and is detailed in the table below:

	£m	£m
Minor Schemes Slippage	-0.324	
Phasing - Routine Vehicle Replacements	-0.239	
Additional Costs - RAV	0.022	
Additional Workshop Equipment	0.014	
Preliminary Design - Malvern	0.009	
	<b>-0.518</b>	
Community Vehicles - funded by Grant	0.025	
Community Safety IT - funded from LPSA Grants	0.009	
USAR Works - funded from specific grant reserve	0.145	
<b>Variation from Allocated Budget</b>		<b>-0.339</b>
Major Building Schemes - not committed from Strategy	-1.722	
Specialist Vehicle Replacements - not committed from Strategy	-0.475	
<b>Variation from Capital Strategy</b>		<b>-2.536</b>

16. It is proposed that the sums described in the table above are slipped and added to the 2009/10 budget.
17. Members should note that this will not increase revenue costs as the capital financing costs are already provided for within the 2009/10 revenue budget.

## Role of the Audit Committee

18. Following this meeting of the full Fire and Rescue Authority, the Audit Committee will meet to approve the statutory Annual Statement of Accounts for 2008/09.
19. The Accounts are prepared in accordance with the Accounting Code of Practice, and in doing so show the true economic costs of providing the Service. This differs from the statutory basis on which the budget, grant and precept are prepared.
20. On page 16 of the draft statement of Accounts attached at Appendix 1, the Income & Expenditure Account (prepared under the Code of Practice) shows an accounting deficit of £11.692m. This figure reconciles back to the Council Tax decision, by adjusting for the items
  - required to be charged for the Code of Practice, but not permitted for council tax purposes
  - required to be charged for statutory council tax purposes, but not included within the Code of practice.

The table below summarises the position:

	£m	£m
Deficit from Statement of Accounts		15.455
<u>Less items not permitted by statute</u>		
Net Depreciation/Impairment	-4.677	
Gain on Fixed Asset Sale	0.101	
FRS 17 Entries	<u>-17.352</u>	-21.928
<u>Plus items required by statute</u>		
Minimum Revenue Provision	0.662	
Revenue Financing of Capital	0.447	
Direct Pensions contributions etc	6.257	
Transfer from earmarked reserves	<u>-0.781</u>	<u>6.585</u>
<u>Statutory Council Tax Deficit</u>		<u>0.112</u>

## CIPFA/SOLACE Code of Practice on Governance

21. For completeness Appendix 2 is a copy of the annual review of the Authority's compliance with the CIPFA/SOLACE Code of Practice on Governance. The purpose of this is to provide Members with assurance that the Authority complies with best practice, and to allow the Audit Committee to approve the Annual Governance Statement.

## Treasury Management

22. The FRA invests surplus cash with Worcestershire County Council under a Treasury Management agreement. In return for receiving interest payments at the average rate achieved by WCC the FRA shares risk proportionate to the relative size of their cash balances.

23. To assure Members that FRA funds are not put at undue risk, the following points are relevant:
- WCC complies with the CIPFA Code of Practice on Treasury Management
  - The practical arrangements mean that FRA funds are put at no greater risk than those of WCC
  - In the current climate WCC has adopted a prudent approach to investment, considering the security of tax-payers funds to have a higher priority than maximising returns. This policy has been endorsed by the FRA Budget Committee
  - Consequentially no FRA funds have been invested with Icelandic banks and current policy is to deposit only with the Bank of England.
24. A consequence of this, and the current market conditions, is that the rate of interest received has fallen from around 5% at the start of the year to round 0.5% now.

## **Supporting Information**

### **Appendices:**

1. 2008-09 Statement of Accounts (Issued as separate enclosure)
2. Examples of Assurance and Evidence in Support of the Authority's Annual Governance Statement Updated May 2009

### **Background papers:**

None

### **Contact Officer**

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# Hereford & Worcester Fire and Rescue Authority Statement of Accounts 2008/09

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## EXPLANATORY FOREWORD

1. Originally formed as an independent corporate body on 1 April 1998, as a result of Local Government Reorganisation, Hereford & Worcester Fire and Rescue Authority (the FRA) is now constituted under the Fire and Rescue Services Act 2004. The FRA sets its own budget requirement, receives a share of Non-Domestic Rates and Revenue Support Grant, and issues its own Council Tax Precept.
2. The Statement of Accounts that follows covers the FRA's financial year ending 31 March 2009. The accounts comprise a group of Core Financial Statements:
  - Income and Expenditure Account
  - Statement of the Movement on the General Fund Balance
  - Statement of Recognised Gains and Losses
  - Balance Sheet
  - Cash Flow Statement
  - Notes to the Core Statements
3. In addition there is a Supplementary Financial Statement in respect of the Firefighters Pension Scheme.
4. The Income and Expenditure Account summarises all the resources that the FRA has generated, consumed or set aside during 2008-09.
5. However, the FRA budget requirement, and therefore the Council Tax demand, is governed by statute and non-statutory proper practices which establish the net expenditure according to different rules. The impact of this is shown in the Statement of Movement in the General Fund Balance. This statement summarises how the surplus or deficit on the Income and Expenditure Account reconciles to the actual spending power carried forward to future years.
6. The Statement of Recognised Gains and Losses explains how the movement in the net worth in the Balance Sheet is made up of the surplus or deficit on the Income and Expenditure Account together with other unrealised gains and losses.
7. Expenditure on assets which benefit the FRA over a number of years is dealt with in the capital programme and the value of such assets is recorded in the Balance Sheet. The Balance Sheet shows the value of assets and liabilities at the end of each financial year.
8. The Cash-flow Statement shows the income and expenditure on a cash basis and is reconciled to the Income and Expenditure Account and to year on year movements in the Balance Sheet.
9. The accounting policies adopted by the FRA comply with the relevant recommended accounting practice. The FRA's policies are explained fully in the Statement of Accounting Policies which is set out on pages 12-15.
10. The FRA's spending is planned and controlled by a process which includes regular reporting to both the Service's management team and the FRA's Budget Committee.

## Revenue Budget

11. Available resources for 2008-09 totalled £29.311m, funded as below:

Council Tax Precept	£18.853m
Non-Domestic Rates	£ 9.180m
Revenue Support Grant	£ 1.278m
	<b>£29.311m</b>

12. As a consequence of net over-spending in the final out-turn there is a small transfer from general balances £0.112m. The net overspending mainly arises from the national pay awards being higher than budgeted. This was anticipated as a budget risk when the FRA considered the 2008-09 budget in February 2008.

## Exceptional Items

13. There are no exceptional items in 2007-08 or 2008-09.

## Firefighters' Pensions

14. Since 1 April 2006 Firefighters' pensions are paid from a separate pensions account, into which the employees contributions and a new employer contribution are also paid. The net deficit on this account is funded by direct government grant.

15. The employer contribution and certain costs in relation to injury pensions still fall on the Income and Expenditure Account.

## Capital Programme Budget

16. During 2008-09 £3.736m was spent on new assets or improvements to existing ones. This included completion of the new Logistics support building in Malvern, completion of the USAR training facility at Droitwich, the approved vehicle programme, and minor property schemes. The majority of the programme was, as planned, funded by net borrowing, with some of the works in relation to the Urban Search and Rescue (USAR) building being funded from specific capital grant and an earmarked reserve.

## Balance Sheet

17. The Balance Sheet at 31 March 2008 has been restated at 1 April 2008 to take account of:
- the revised requirements of FRS 17 (as amended). An explanation of this change is given in Note 19.3 on page 28.
  - The separation of Intangible Assets (primarily software licences) from Equipment Fixed Assets
- 18.1 At 1 April 2008 the FRA held Fixed Assets with a net book value of £35.597m. In accordance with the Capital Accounting Code of Practice property assets were last re-valued at 31 March 2005, and are next due for revaluation at 31<sup>st</sup> March 2010.
- 18.2 In accordance with the Accounting Policy an annual impairment review has been carried out, and impairment identified by the Independent Valuer has been treated appropriately. The present economic climate has had a significant impact on the potential value of non-operational assets requiring a net impairment adjustment of £3.586m.
- 18.3 Adjusting for disposals, depreciation, impairment and capital expenditure, Fixed Assets are valued at £34.151m at 31 March 2009.
19. Long Term borrowing (excluding accrued interest shown as an addition to the long-term creditor in accordance with SORP 2007) has not increased in 2008/09. However as one specific PWLB loan falls due within 12 months this is shown as a short term creditor. The approved capital expenditure being funded by a reduction in cash balances, in response to

current money market conditions All existing borrowing is from the Public Works Loans Board (PWLB).

20. The Balance Sheet shows liabilities in respect of the four pension schemes provided for staff.

The £4.778m liability on the Local Government Scheme will be covered by the continued level of employer contributions.

The Firefighters' schemes are statutory un-funded ones and the significant total liability of £159.219m, is a result of this position. There is no requirement, or legal powers, for the FRA to fund this deficit, and any costs not financed by employee or employer contributions are met by direct government grant. More details on pensions can be found on pages 27-33.

### **Corporate Governance Arrangements**

21. The FRA is responsible for ensuring that its business is conducted in accordance with relevant legislation 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 procedures for the governance of the FRA's affairs and the stewardship of the resources at its disposal.
22. During 2008/09 the FRA has reviewed the systems and processes it has in place to ensure sound corporate governance and to confirm that they are consistent with the principles outlined in the CIPFA/SOLACE Framework '*Corporate Governance in Local Government: A Keystone for Community Governance.*' The latest review of compliance with the code was approved by the FRA on 26 June 2009.
23. Many of the elements of the code had been in place since the creation of the FRA such as: Codes of Conduct, Codes of Practice, Policy Statements, Standing Orders, Financial Regulations, Internal Audit arrangements and Risk Management arrangements which have been strengthened as referred to in the Annual Governance Statement on pages 7-8.

### **The Euro**

24. The FRA is continuing to consider the impact should the United Kingdom enter the European Monetary Union and adopt the Euro in the near future. During the year no financial commitments relating to European Monetary Union have been entered into.

## Treasurer's Personal Assurance Statement

25. This statement has been given to the Authority's external auditors The Audit Commission:

- I confirm that, to the best of my knowledge and belief and having made appropriate enquiries of other Senior Officers of the Authority, the following representation is given to you in connection with your audit of the Hereford & Worcester Fire and Rescue Authority's financial statement for the period ending 31 March 2009.
- **Accounting records**  
All the accounting records have been made available to you in accordance with section 6 of the Audit Commission Act 1998 for the purposes of your audit and all the transactions undertaken have been properly reflected and recorded in the accounting records. To the best of my knowledge and belief, reasonable efforts have been made to ensure that records and related information which might materially affect the truth and fairness of, or necessary disclosure in, the financial statements, have been made available to you and no such information has been withheld.
- **Related Party Transactions**  
Other than stated in the accounts, there are no related party transactions in the period which require adjustment of or disclosure to the financial statements or in the notes thereto.

### Law and Regulations

I am not aware of any instances of actual or potential breaches of or non-compliance with the laws and regulations governing the transactions of the Authority or that could have a material effect on the financial statements.

- I am not aware of any irregularities, or allegations of irregularities including fraud, involving management or employees who have a significant role in the accounting and internal control systems, or that could have a material effect on the financial statements.
- **Subsequent Events**  
Other than stated in the accounts, there have been no circumstances or events subsequent to the period end which require adjustment to or disclosure in the financial statements or in the notes thereto.
- The last date at which changes could have been made to these audited accounts was 26 June 2009.

**Mike Weaver**  
Treasurer to the Fire and Rescue Authority  
c/o Worcestershire County Council  
County Hall  
Spetchley Road  
Worcester WR5 2NP

\_\_\_\_\_  
Signed

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

Telephone: 01905 766501  
E-mail: [mweaver@worcestershire.gov.uk](mailto:mweaver@worcestershire.gov.uk)

## STATEMENT OF RESPONSIBILITIES

### The Authority's Responsibilities

1. The Authority is required to:
  - make arrangements for the proper administration of its financial affairs and to ensure that one of its Officers has responsibility for the administration of those affairs. In this Authority, that Officer is the Treasurer;
  - manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
  - approve the Statement of Accounts.

### The Treasurer's Responsibilities

2. The Treasurer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in Great Britain ('the Code of Practice').
3. In preparing this Statement of Accounts the Treasurer has:
  - selected suitable accounting policies and then applied them consistently;
  - made judgements and estimates that were reasonable and prudent; and
  - complied with the Code of Practice.
4. The Treasurer has also:
  - kept proper accounting records which were up to date; and
  - taken reasonable steps for the prevention and detection of fraud and other irregularities.

## AUTHORITY APPROVAL

In accordance with Regulation 10 (3)b of the Accounts and Audit Regulations 2003 I certify that the Audit Committee of the Fire and Rescue Authority approved the Statement of Accounts 2008/09 on 26 June 2009.

\_\_\_\_\_  
Presiding Chairman of the Audit Committee meeting

\_\_\_\_\_  
Date

## DRAFT ANNUAL GOVERNANCE STATEMENT

### 1. Scope of Responsibility

- 1.1 The Fire and Rescue Authority (FRA) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The FRA also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, the FRA is also responsible for ensuring that proper arrangements exist for the governance of its affairs and facilitating the exercise of its functions, which included ensuring a sound system of internal control is maintained throughout the year and that includes arrangements for the management of risk.
- 1.3 This statement explains how the FRA has complied with these requirements and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control
- 1.4 In considering its Governance Arrangements the FRA compares and evidences activity against best practice as contained within the CIPFA/SOLACE publication "*Corporate Governance in Local Government – A Keystone for Community Governance*". This was last reviewed by the FRA on 26<sup>th</sup> June 2009.

### 2. The Purpose of the Governance Framework

- 2.1 The governance framework comprises of the systems and processes, and culture and values by which the FRA is directed and controlled and its activities through which it accounts to and engages with the community. It enables the FRA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.
- 2.2 The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the FRA's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The FRA has always maintained a sound system to protect against risks and mitigate their impact upon the Authority. The systems are constantly being reviewed and updated.
- 2.3 The governance framework has been in place at the Authority for the year ended 31 March 2009 and up to the date of approval of the Statement of Account

### 3. The Governance Framework

- 3.1 The FRA's governance Framework comprises the many systems, policies, procedures, operations and reviews to:
- 3.2 **Establish Statutory and Organisational Obligations and Objectives**  
The objectives of the FRA, which are informed by the views of the communities served, the Fire and Rescue Services Act, the National Framework Document and other relevant sources, are embodied in the Integrated Risk Management Plan (IRMP) and Corporate Plan.  
The FRA has a robust process for establishing priorities using a risk based approach.  
The FRA has an integrated and developing performance management process from individual Watch, Station and departmental plans, through to the overall corporate level.
- 3.3 **Identify Principal Risks to Achievement of Objectives**  
During 2008/09, the FRA reviewed and amended the corporate Risk Register as necessary.

A similar exercise was carried out for each departmental risk register, in regard to lower level risk, which is linked to the Corporate Risk Register.

During 2008/09 significant progress was made in developing Business Continuity arrangements; strategically for the FRA and the wider community as well as at a departmental level.

The profile of risk management and business continuity has been raised further by the appointment of an FRA Member as risk champion.

### 3.4 Identify Key Controls to Manage Risk

- The FRA has identified mitigation measures against all identified risk and has, in addition, well established and embedded controls to manage risk as follows;
- A Scheme of Delegation
- A Code of Corporate Governance
- A Code of Conduct for Members and Officers
- Financial Regulations
- Contract Standing Orders
- An Anti-Fraud and Corruption Policy
- An Anti-Money Laundering Policy
- A Whistle Blowing Policy

### 3.5 Obtain Assurance on the Effectiveness of Controls

- The FRA has carried out a review of the above mentioned processes to ensure that they are both working correctly and relevant to the current environment.
- The FRA has a clear and well established Performance Management regime that provides relevant information to Officers and Members on the achievement of Corporate Objectives on a regular basis throughout the year.
- The process of reviewing key financial systems by the Internal Audit provider is a continuous one, and no major weaknesses have been identified in the 2008/09 financial year.
- Budget Monitoring reports have been presented to Members throughout the financial year and have shown that the budget pressures are being controlled within the overall total, and final out-turn is consistent with those reports.
- The Chief Executive and Chair have received assurances from Principal Officers and Risk Owners, that controls are operating as expected.
- The S151 and Monitoring Officers have provided reassurances on their respective areas of statutory responsibility.
- Additionally during 2008/09 the FRA has been subject to an extensive external review of its performance and use of resources, by the Audit Commission. This included an assessment of risk management arrangements. The overall ratings given to the Authority were "Improving Strongly" and "Performing Well" respectively.
- The Charter Mark annual inspection process again confirmed that the FRA continued to be effective.

## 4.0 Significant Internal Control Issues

- 4.1 Based on the evidence identified in Section 3.5 there are no significant internal control weaknesses identified.

\_\_\_\_\_  
**Chief Fire Officer/Chief Executive**

\_\_\_\_\_  
**Chairman of the Fire and Rescue Authority**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**







Auditors 3Es Opinion – to be provided at conclusion of Audit

## STATEMENT OF ACCOUNTING POLICIES

### Code of Practice

1. The Accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting A Statement of Recommended Practice (SORP) 2008 and the Best Value Accounting Code of Practice 2008, both issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and approved by the Accounting Standards Board. The Code defines proper accounting practices based on both statutory and professional accounting requirements. The accounts follow the guidance notes for practitioners, issued by CIPFA, on the application of accounting standards to Fire and Rescue Authorities.
2. The following sections set out the FRA's general accounting policies which have been followed in 2008/09.
3. The accounts of the FRA are maintained on an accruals basis, thus sums due to, or amounts owing by the FRA in respect of goods and services rendered but not paid for at 31 March are included in the accounts.
  - Creditors are included in the Balance Sheet and charged to the Income and Expenditure Account when goods or services have been received but not invoiced at the year end.
  - Debtors are included in the Balance Sheet and Income and Expenditure Account where services have been provided but not reimbursed at the year end.
4. Exceptions to this policy are as follows:
  - Utilities (gas, telephone, electricity etc) and other annual fees, where invoices will be accounted for in the year they fall, providing that only 1 annual, 4 quarterly or 12 monthly invoices are charged in any one year.
  - Existing contracts for aerial sites where income will be accounted for in the year it falls providing that only one 12 monthly invoice is charged in any one year. New contracts of a material nature will be treated in accordance with (3) above.
  - Employee expenses paid through payroll where the cut off date for claim is 20<sup>th</sup> of the month, but where 12 months' claims will be included in the Income and Expenditure Account.
  - Individual invoices of less than £500 are accounted for in the year they fall.
5. Depreciation is included within Net Cost of Service. This represents the value of the asset consumed in the delivery of the service.
6. Asset Disposal:
  - 6.1 From 1 April 2006 authorities are required to calculate gains and losses on disposal of fixed assets for disclosure in the Income and Expenditure Account. As the FRA carries its assets on the balance sheet at current value, gains and losses are measured against this value.
  - 6.2 The Statement of Recognised Gains and Losses (STRGL) requires any difference between the carrying value on the balance sheet and the sale proceeds (the newly evidenced current value) to be disclosed as a gain or loss
  - 6.3 The Income and Expenditure Account states the gain on the disposal of fixed assets in 2008-09 is £0.101m (2007-08 zero)

### Capital Assets

7. All expenditure on the acquisition and/or improvement of fixed assets is capitalised provided that the asset yields a benefit to the FRA for a period of more than one year. However, some relatively immaterial items may be financed from revenue.
8. The Authority operates a *de minimis* level for the capitalisation of vehicles. Up to 2007/08 this was set at £20,000, but was reduced to £5,000 from 2008/09. As there was no such expenditure in 2007/08 there is no implication for the comparative figures. There is no *de minimis* level for land purchases or building works that enhance or extend the life of the asset.
9. Fixed assets are stated in the Balance Sheet at gross value, net of depreciation where appropriate, reflecting the capital accounting requirements of the Code of Practice.

10. Property assets have been valued using the independent professional services of the Chief Valuer of Worcestershire County Council, in accordance with the basis recommended by CIPFA and according to the Statement of Asset Valuation Principles and Guidance Notes issued by the Royal Institute of Chartered Surveyors (RICS). The latest valuation being at 31 March 2005, with the next scheduled for 31<sup>st</sup> March 2010. In each interim year the Valuer carries out an impairment review.
11. Fixed assets are classified as:
- Operational Assets - those presently used by the Authority to deliver services, or to support their delivery. These assets are further divided into land and buildings, vehicles, plant, furniture and equipment.
  - Non-Operational Assets – which cover 2 asset types:
    - Work in Progress – Assets on which expenditure has been incurred but which are not yet available for use.
    - Pending Disposal – Assets identified for disposal and not in use awaiting sale.
  - Intangible Assets – that do not have a physical existence but are identifiable and controlled by the FRA – in practice mainly software licences.
12. Assets have been valued at open market value for existing use (OMVEU), or where because of the specialised nature of the asset this could not be assessed, at depreciated replacement cost (DRC), subject to the exception that:
- Short-lived operational assets (ie vehicles, plant and equipment) are valued at historic cost (less depreciation where appropriate) as a proxy for current replacement cost.
  - Uncompleted building works, or those completed since the last valuation, are included in the Balance Sheet at historic cost.
13. Depreciation has been calculated on a straight-line basis over the estimated life of the asset, commencing in the year that the asset is brought into use. Although depreciation is calculated on the estimated life of the specific individual asset concerned, approximate average depreciation periods have been as follows:
- |                      |             |
|----------------------|-------------|
| Buildings            | 50 years    |
| Operational Vehicles | 10/15 years |
| Ancillary Vehicles   | 5 years     |
| Equipment            | 5 years     |
- Depreciation is not charged on assets that are held pending completion of disposal.  
Depreciation on Intangible assets is charged to the Income & Expenditure Account over 5 years.
14. In accordance with the SORP land and buildings are valued separately and only the latter should be depreciated. For a small number of buildings this split is not available and therefore the total value has been depreciated. The total amount of such depreciation charged in 2008/09 is £0.006m (2007/08 £0.022m).

### **Financing of Capital Expenditure**

15. Capital expenditure is funded by borrowing, government grants, capital receipts and revenue contributions. The interest on external borrowing is charged to the Income and Expenditure Account. A provision for repayment of external borrowing, in accordance with the Minimum Revenue Provision, is set aside each year as a contribution to the Capital Adjustment Account.

### **Redemption of Debt**

16. The FRA finances a proportion of its capital investment by raising loans. In accordance with the Local Government and Housing Act 1989, the Income and Expenditure Account is charged annually with a sum to provide for the eventual repayment of those loans.
- Up to 2007/08 this charge was a specified statutory percentage of outstanding debt. This sum being known as the Minimum Revenue Provision (MRP). In addition, for shorter life assets such as operational vehicles the FRA made additional Voluntary Revenue Provision (VRP) to ensure that any related debt has been redeemed by the end of the useful life of the asset.
  - Since 2008/09 the FRA has been required to determine an appropriate MRP policy, which has been broadly to set aside sufficient funds over the life of the assets funded from net borrowing. The policy below was approved by the FRA on 18<sup>th</sup> February 2009.
  - All expenditure from 2008/09 onwards - MRP using an Asset life basis:-

- Buildings over 50 years – per depreciation policy;
- IT equipment over 5 years - reflecting average life
- Other Equipment over 7 years – reflecting actual average usage within the FRS;
- Vehicles – on actual estimated life of each vehicle
- Vehicle Expenditure before 2008/09 – MRP on a proxy Asset Life basis using original cost, less accumulative MRP, over the remaining useful life of the individual vehicle
- Expenditure before 2008/09, (other than vehicles) - MRP on a proxy Asset Life basis using original cost, less accumulative MRP over average asset life as above

### Leases

17. Operating leases, which are used to acquire vehicles as an alternative to capital financing, are accounted for in accordance with SSAP21/FRS9. They are not capitalised and rentals are charged directly to the Income and Expenditure Account in the year in which they are incurred.

### Capital Receipts

18. Proceeds from the sale of fixed assets may be used to finance other capital expenditure as prescribed by the Local Government and Housing Act 1989, amended by subsequent Statutory Instruments. Individual receipts of less than £10,000 are not classified as capital receipts and are credited to the Income and Expenditure Account.

### Stocks

19. Stocks, where material, are shown in the Balance Sheet valued at the average purchase price, except that;
- Vehicle fuel is valued at latest invoice price, which is considered appropriate for this type of stock.
  - Other immaterial stocks, e.g. stationery, are treated as current expenditure and charged directly to the Income and Expenditure Account.

### Provisions

20. The Authority has no provisions.

### Reserves

21. The FRA has been permitted to hold general balances only since 1 April 2005, and at 31 March 2009 a small reserve is held to meet expenditure which may arise from unforeseen events.
22. In addition the FRA holds a variety of earmarked reserves to meet specific known future costs. The value and nature of the current reserves are disclosed in the Notes to the Core Financial Statements on pages 34-35.

### Capital Accounting Reserves

23. Since 1 April 2007 there are two capital accounting reserves as part of the system of capital accounting. These are:
- **The Capital Adjustments Account**  
This account records the consumption (of the historical cost) of a fixed asset over the life of the asset. It also records the amounts set aside from revenue resources or capital receipts to finance capital expenditure on fixed assets or for the repayment of external loans and other capital financing transactions.
  - **The Revaluation Reserve**  
This reserve records the unrealised net gains and losses from revaluations made after 1 April 2007, with the proviso that losses are charged to the Income and Expenditure Account if the loss is attributable to impairment (the consumption of economic benefits). In the event of such a charge to the Income and Expenditure Account, accounting entries are made to ensure that there is no effect on the council tax requirement.

### Grants and Contributions

24. Small revenue grants and other contributions are shown as income in arriving at net revenue expenditure.

### Pensions

25. In accordance with FRS17 the Authority recognises the cost of retirement benefits in the Net Cost of Services, when they are earned, rather than when the benefits are actually paid as pensions.
26. However, the charge that is required to be made to the council tax is based on the amount payable in the year, i.e. the employer's contributions under the relevant scheme. The difference is shown in the Statement of Movement in the General Fund Balance on page 16 and detailed in Note 1 to the accounts on page 20.
27. Since the production of the 2007-08 Accounts the standard governing the accounting treatment of pensions (FRS 17) has been amended. This has necessitated a restatement of the 2007-08 Balance Sheet. The nature of the change is explained in Note 19.3 on page 28.

**Non Distributed Costs**

28. Gains or Losses arising on settlement or curtailment under FRS17 in respect of both pension scheme types (uniformed and non uniformed).

**INCOME AND EXPENDITURE ACCOUNT FOR 12 MONTHS ENDING 31 MARCH 2009**

	2007-08 Net Expenditure £m	2008-09		
		Gross Expenditure £m	Gross Income £m	Net Expenditure £m
<b>Operations and Rescues</b>	<b>25.934</b>	<b>28.959</b>	<b>(1.359)</b>	<b>27.600</b>
<b>Community Safety</b>	<b>2.513</b>	<b>2.940</b>	<b>(0.146)</b>	<b>2.794</b>
<b>Emergency Planning and Civil Defence</b>	<b>0.000</b>	<b>0.126</b>	<b>(0.006)</b>	<b>0.120</b>
<b>Corporate and Democratic Core</b>				
Democratic Representation	0.209	0.239	(0.011)	0.228
Corporate Management	1.316	1.983	(0.092)	1.891
	<b>1.525</b>	<b>2.222</b>	<b>(0.103)</b>	<b>2.119</b>
<b>Non Distributed Costs</b>				
FFPS - Past Service Gain	(2.660)			0.000
FFPS - Past Service Cost - Injury Awards	0.180			0.000
LGPS - Past Service Gain	0.149			0.000
	<b>(2.331)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>NET COST OF SERVICE</b>	<b>27.641</b>	<b>34.247</b>	<b>(1.614)</b>	<b>32.633</b>
Interest payable and similar charges	0.500	0.584		0.584
Interest and Investment Income	(0.325)		(0.226)	(0.226)
Gain on the disposal of fixed assets	0.000		(0.101)	(0.101)
Pensions Interest Cost and expected return on pensions assets	10.600	12.491	(0.562)	11.929
<b>NET OPERATING EXPENDITURE</b>	<b>38.416</b>	<b>47.322</b>	<b>(2.503)</b>	<b>44.819</b>
Revenue Support Grant	(1.488)		(1.278)	(1.278)
National Non-Domestic Rates	(8.867)		(9.180)	(9.180)
Council Tax Precept	(17.931)		(18.853)	(18.853)
<b>(SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>10.130</b>	<b>47.322</b>	<b>(31.814)</b>	<b>15.508</b>

**STATEMENT OF MOVEMENT IN GENERAL FUND BALANCE**

	2007-08 £m	2008-09 £m
<b>(Surplus)/Deficit for the year on the Income and Expenditure Account</b>	<b>10.130</b>	<b>15.508</b>
Net additional amount required by statute and non-statutory proper practice to be debited or credited to the General Fund Balance for the year	(10.341)	(15.396)
<b>(Increase)/Decrease in General Fund Balance for the year</b>	<b>(0.210)</b>	<b>0.112</b>
General Fund Balance brought forward	(1.049)	(1.259)
<b>General Fund Balance carried forward</b>	<b>(1.259)</b>	<b>(1.147)</b>

**STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES**

	<b>2007-08 £m</b>	<b>2008-09 £m</b>
(Surplus)/Deficit for the year on the Income and Expenditure Account	10.130	15.508
Loss arising from the revaluation of fixed assets	0.008	0.055
Gain arising from the re-statement of fixed assets	0.000	0.000
Actuarial (gains)/losses on pension fund asset and liabilities	(32.408)	(22.123)
<b>Total Recognised (Gains)/losses for the year</b>	<b>(22.270)</b>	<b>(6.560)</b>



**BALANCE SHEET**

	Note	31 Mar 2008 £m	Restat e -ment £m	01 Apr 2008 £m	31 Mar 2009 £m
<b>Operational Fixed Assets</b>					
Land & Buildings	10-11	31.023		31.023	28.720
Vehicles Plant & Equipment	10-11	2.873	(0.219)	2.654	4.929
		<b>33.896</b>	<b>(0.219)</b>	<b>33.677</b>	<b>33.649</b>
<b>Non-Operational Fixed Assets</b>					
Assets under construction	10-11	1.701		1.701	0.322
		<b>1.701</b>	<b>0.000</b>	<b>1.701</b>	<b>0.322</b>
<b>Intangible Assets</b>					
Software Licences etc	10		0.219	0.219	0.180
		<b>0.000</b>	<b>0.219</b>	<b>0.219</b>	<b>0.180</b>
<b>TOTAL FIXED ASSETS</b>		<b>35.597</b>	<b>0.000</b>	<b>35.597</b>	<b>34.151</b>
<b>Current Assets</b>					
Cash In Hand		0.018		0.018	0.010
Short Term Investments	12-13	6.387		6.387	2.855
Stocks & Work in Progress	14	0.133		0.133	0.133
Debtors & Prepayments	15	1.553		1.553	1.851
		<b>8.091</b>	<b>0.000</b>	<b>8.091</b>	<b>4.849</b>
<b>Current Liabilities</b>					
Creditors	16	(2.490)		(2.490)	(2.257)
Short Term Borrowing	12	0.000		0.000	(1.094)
Deferred Income		(0.001)		(0.001)	(0.001)
		<b>(2.491)</b>	<b>0.000</b>	<b>(2.491)</b>	<b>(3.352)</b>
<b>NET CURRENT ASSETS</b>		<b>5.600</b>	<b>0.000</b>	<b>5.600</b>	<b>1.497</b>
<b>Long Term Liabilities</b>					
Long Term Borrowing	12	(13.138)		(13.138)	(12.053)
Capital Grants Unapplied	17	(0.689)		(0.689)	(0.369)
Government Grants Deferred	18	(0.038)		(0.038)	(0.362)
Liability related to Defined Benefit Pension Schemes	19	(175.010)	(0.015)	(175.025)	(163.997)
		<b>(188.875)</b>	<b>(0.015)</b>	<b>(188.890)</b>	<b>(176.781)</b>
<b>NET ASSETS</b>		<b>(147.678)</b>	<b>(0.015)</b>	<b>(147.693)</b>	<b>(141.133)</b>
<b>REPRESENTED BY:</b>					
Revaluation Reserve	20	0.000		0.000	0.000
Capital Adjustment Account	20	23.970		23.970	20.395
Pensions Reserve	19	(175.010)	(0.015)	(175.025)	(163.997)
Useable Capital Receipts Reserve	21	0.000		0.000	0.000
Earmarked Reserves	22	2.103		2.103	1.322
Revenue Reserve	22	1.259		1.259	1.147
		<b>(147.678)</b>	<b>(0.015)</b>	<b>(147.693)</b>	<b>(141.133)</b>

Treasurer to the Fire and Rescue Authority \_\_\_\_\_

Date \_\_\_\_\_

**CASH-FLOW STATEMENT FOR 12 MONTHS ENDING 31 MARCH 2009**

		Note s	2007-08		2008-09	
			£m	£m	£m	£m
<b>REVENUE ACTIVITIES</b>						
Cash Outflow	Employees		23.853		25.854	
	Other		5.914	29.767	6.760	32.614
			(17.931)		(18.853)	
Cash Inflow	Council Tax Precept		( )		( )	
	Share of National Non-Domestic Rates		(8.867)		(9.180)	
	Revenue Support Grant		(1.488)		(1.278)	
	Other Government Grants	24.5	(3.412)		(2.831)	
	Goods & Services		(0.353)	(32.076)	(0.466)	(32.656)
	Other Contributions		(0.025)	( )	(0.048)	( )
<b>Net Cashflow from Revenue Activities</b>		24.1		<b>(2.309)</b>		<b>(0.042)</b>
<b>RETURNS ON INVESTMENT &amp; SERVICING OF FINANCE</b>						
Cash Outflow	Interest Paid		0.499		0.575	
Cash Inflow	Interest Received		(0.313)	<b>0.186</b>	(0.295)	<b>0.280</b>
<b>CAPITAL ACTIVITIES</b>						
Cash Outflow	Purchase of Fixed Assets		1.140		3.804	
Cash Inflow	Capital Receipts		(0.182)		(0.477)	
Cash Inflow	Capital Grants		0.000	<b>0.958</b>	(0.025)	<b>3.302</b>
<b>Net Cash-flow Before Financing</b>		24.4		<b>(1.165)</b>		<b>3.540</b>
<b>FINANCING</b>						
Cash Outflow	Loans Repaid		1.311		0.000	
Cash Inflow	Loans Raised		(3.050)	<b>(1.739)</b>	0.000	<b>0.000</b>
<b>NET CHANGE IN CASH &amp; CASH ALTERNATIVES</b>		24.2		<b>(2.904)</b>		<b>3.540</b>

## NOTES TO THE CORE FINANCIAL STATEMENTS

### 1. Reconciliation of the Statement of Movement in the General Fund

1.1 This table details the difference in the accounting basis that the FRA is required, by statute, to use when determining Council Tax for the year.

	2007-08 £m	2008-09 £m
Depreciation and impairment of fixed assets	(0.922)	(4.751)
Government Grants Deferred amortisation	0.001	0.021
Net Gain on Sale of Fixed Assets	0.000	0.101
Net charges made for retirement benefits in accordance with FRS17	(15.804)	(17.352)
<b>Amounts included in the Income and Expenditure Account but required by statute to be excluded when determining the Movement on the General Fund Balance for the year</b>	<b>(16.725)</b>	<b>(21.981)</b>
Minimum revenue provision for capital financing	0.449	0.662
Capital Expenditure Charged to Revenue	0.196	0.447
Employer's contributions payable to the Worcestershire County Council Pension Fund and payment of retirement benefits direct to pensioners	5.960	6.257
<b>Amounts not included in the Income and Expenditure Account but required to be included by statute when determining the Movement on the General Fund Balance for the year</b>	<b>6.605</b>	<b>7.366</b>
Voluntary revenue provision for capital financing	0.101	n/a
Net transfer to or from earmarked reserves	(0.322)	(0.781)
<b>Transfers to or from the General Fund Balance that are required to be taken into account when determining the Movement on the General Fund Balance for the year</b>	<b>(0.221)</b>	<b>(0.781)</b>
<b>Net additional amount required to be credited to the General Fund balance for the year</b>	<b>(10.341)</b>	<b>(15.396)</b>

### 2. Publicity

2.1 Section 5 of the Local Government Act 1986 requires the FRA to maintain a separate account of expenditure on a wide range of publicity activities. The expenditure shown below is included within the Income and Expenditure Account:

	2007-08 £	2008-09 £
Staff Advertising	35,325	46,139
General Advertising	6,948	7,203
	<b>42,273</b>	<b>53,342</b>

### 3. Members Allowances

3.1 The total amount paid to Members as Allowances under the adopted scheme was £50,155. (2007/08 £49,273)

### 4. Officers' Emoluments

4.1 During the year the number of Staff who received remuneration in excess of £50,000 fell into the following bands:

£	2007-08 No. of Staff	2008-09 No. of Staff
50,000 - 59,999	16	20
60,000 - 69,999	4	2
70,000 - 79,999	1	2
80,000 - 89,999	3	1
90,000 - 99,999	0	2
100,000 - 109,999	0	0
110,000 - 119,999	1	1
	<b>25</b>	<b>28</b>

Remuneration for this purpose includes all sums paid or receivable by an employee, and sums due by way of expenses, allowances and the money value of any other benefits received other than in cash.

### 5. Related Party Transactions

5.1 The Clerk to the Fire and Rescue Authority for 2007-08 and 2008-09 was the Head of Legal and Democratic Services of Herefordshire Council, and the Treasurer to the Fire and Rescue Authority is the Director of Financial Services of Worcestershire County Council, (which also administers the Local Government Pension Scheme).

5.2 The FRA shares services with both these bodies and costs are included in the Income and Expenditure Account. The extent and value of these transactions is shown in the table below. Some of the Legal and Property Services costs associated with capital schemes or disposal of assets are not recorded in the Income and Expenditure Account but are charged against capital costs or capital receipts as appropriate.

Service	Related Party	2007-08 £m	2008-09 £m
Legal Services	Herefordshire Council	0.026	0.047
Committee Services	Herefordshire Council	0.032	0.004
		<b>0.058</b>	<b>0.051</b>
Financial Services	Worcestershire County Council	0.012	0.012
Internal Audit	Worcestershire County Council	0.026	0.023
Payroll and Pensions	Worcestershire County Council	0.053	0.060
Scientific Services	Worcestershire County Council	0.007	0.009
Personnel Services	Worcestershire County Council	0.002	0.000
Property Services	Worcestershire County Council	0.020	0.064
		<b>0.120</b>	<b>0.168</b>
		<b>0.178</b>	<b>0.219</b>

5.3 During the year transactions with related parties, not disclosed elsewhere in the Statement of Accounts, were as follows:

- Worcestershire County Council Pension Fund Employer's pension contributions paid by the Authority to the Worcestershire County Council Pension Fund totalled £0.532m. (2007/08 £0.497m)
- Fire Authority Members  
No members of the Fire and Rescue Authority or members of their immediate family or household declared any positions of influence.
- Service Senior Officers  
No Senior Officers within the Service or members of their immediate family or household declared any positions of influence.

## 6. External Audit Fees

6.1 From 1 April 2007 the Authority's appointed External Auditors changed, on rotation, from PricewaterhouseCoopers to the Audit Commission. However, as the statutory inspection work in 2007-08 relied on work done in respect of the 2006-07 accounts, this was carried out by PricewaterhouseCoopers. The External Audit activity is now being undertaken by the Audit Commission.

6.2 During 2008-09 Hereford & Worcester Fire and Rescue Service incurred the fees below in respect of external audit and statutory inspection, in accordance with the Audit Commission Act 1998.

	2007-08 £m	2008-09 £m
<b>Fees payable to PricewaterhouseCoopers:</b>		
in respect of statutory inspections	0.016	n/a
	<b>0.016</b>	<b>n/a</b>
<b>Fees payable to the Audit Commission:</b>		
in respect of external audit services : 2007-08 Accounts	0.053	0.015
in respect of external audit services : 2008-09 Accounts	n/a	0.048
in respect of statutory inspections	n/a	0.021
	<b>0.053</b>	<b>0.084</b>
<b>Total Audit and Inspection Fees</b>	<b>0.069</b>	<b>0.084</b>

## 7. Leases

7.1 The FRA has entered into Operating Leases for the provision of emergency and ancillary vehicles. The total rentals paid to lessors on all leases in the year totalled £0.597m (2007-08 £0.589m).

7.2 The estimated future obligation under these operating lease agreements is shown in the following table

	£m
2009/10	0.435
2010/11	0.326
2011/12	0.202
2012/13	0.142
2013/14	0.045
2014/15	0.024
2015/16	0.012
	<b>1.186</b>

## 8. Capital Expenditure

8.1 Details of capital expenditure incurred during the year are as follows:

	2007-08 £m	2008-09 £m
New Buildings & Adaptations	0.667	1.928
Vehicles (including fitted equipment)	0.248	1.352
IT and Communication Equipment	0.334	0.344
Other Equipment	0.050	0.112
<b>Total Capital Expenditure</b>	<b>1.299</b>	<b>3.736</b>

8.2 Capital expenditure was financed as follows:

	2007-08 £m	2008-09 £m
Net Borrowing	0.921	2.468
Capital Receipts	0.182	0.477
Capital Grant	0.000	0.344
Revenue Contributions in year	0.049	0.000
Revenue Contributions from Earmarked Reserve	0.147	0.447
	<b>1.299</b>	<b>3.736</b>

## 8.3 Capital Financing Requirement

	2007-08 £m	2008-09 £m
<b>Opening Capital Financing Requirement</b>	<b>11.221</b>	<b>11.592</b>
<b>Capital investment</b>		
Operational assets	0.767	3.421
Non-operational assets	0.532	0.315
<b>Sources of Finance</b>		
Capital receipts	(0.182)	(0.477)
Government grants and other contributions	0.000	(0.344)
Sums set aside from revenue - Direct Revenue Financing	(0.196)	(0.447)
	<b>0.921</b>	<b>2.468</b>
Sums set aside from revenue - Minimum Revenue Provision	(0.550)	(0.662)
<b>Change in Capital Financing Requirement</b>	<b>0.371</b>	<b>1.806</b>
<b>Closing Capital Financing Requirement</b>	<b>11.592</b>	<b>13.398</b>
<b>Explanation of movements in year</b>		
Increase in underlying need to borrow (supported by government financial assistance)	0.371	0.701
Increase in underlying need to borrow (unsupported by government financial assistance)	0.000	1.105
<b>Increase in Capital Financing Requirement</b>	<b>0.371</b>	<b>1.806</b>

## 9 Capital Commitments

At 31<sup>st</sup> March 2009 the FRA had the following material commitments to capital schemes, for which budget has been provided.

Combined Aerial Rescue Pump	£0.350m
Smaller Specialist Appliances	£0.216m

## 10. Movement of Fixed Assets

	Land and Buildings £m	Vehicles Plant and Equipment £m	Non- Operationa l Assets £m	Intangible Assets £m	TOTA L £m
<b>Cost or valuation</b>					
at 31 March 2008	32.273	7.323	1.701		41.297
Identification of Intangible assets		(0.355)		0.355	0.000
<b>At 1 April 2008</b>	<b>32.273</b>	<b>6.968</b>	<b>1.701</b>	<b>0.355</b>	<b>41.297</b>
Additions	1.018	2.363	0.315	0.040	3.736
Disposals	(0.396)	(0.005)			(0.401)
Revaluation	0.068				0.068
Impairment	(3.654)				(3.654)
Reclassifications	1.089	0.605	(1.694)		0.000
Write Offs	(0.055)				(0.055)
<b>At 31 March 2009</b>	<b>30.343</b>	<b>9.931</b>	<b>0.322</b>	<b>0.395</b>	<b>40.991</b>
<b>Depreciation</b>					
at 31 March 2008	(1.250)	(4.450)			(5.700)
Identification of Intangible assets		0.136		(0.136)	0.000
<b>At 1 April 2008</b>	<b>(1.250)</b>	<b>(4.314)</b>	<b>0.000</b>	<b>(0.136)</b>	<b>(5.700)</b>
Depreciation Charge for 2008-09	(0.395)	(0.692)		(0.079)	(1.166)
Disposals	0.019	0.004			0.023
Write Offs	0.003				0.003
<b>At 31 March 2009</b>	<b>(1.623)</b>	<b>(5.002)</b>	<b>0.000</b>	<b>(0.215)</b>	<b>(6.840)</b>
Balance Sheet amount at 1 April 2008	31.023	2.654	1.701	0.219	35.597
Balance Sheet amount at 31 March 2009	28.720	4.929	0.322	0.180	34.151

Nature of asset holding	Land and Buildings £m	Vehicles Plant and Equipment £m	Non- Operationa l Assets £m	Intangible Assets £m	TOTA L £m
Owned	28.720	4.929	0.322	0.180	34.151
	<b>28.720</b>	<b>4.929</b>	<b>0.322</b>	<b>0.180</b>	<b>34.151</b>

10.1 Fixed assets are represented in the Balance Sheet at current value, with the exception of additions occurring since the last revaluation, which are held at historic cost, net of depreciation where appropriate. Assets disposed of have been written-out at their net book value.

## 11 Details of Assets Owned

	31-Mar-2008	31-Mar-2009
<b>Buildings</b>		
Fire Stations	27	27
Training and Development Centre	1	1
HQ Sites	1	1
Workshops	1	0
Supplies	1	0
Site Acquired for new Workshop	1	0

Logistics Facility (Workshop/Stores)	0	1
Houses - in use as offices	5	5
Houses - in use (residential)	4	3
HQ Buildings temporarily let pending disposal	1	1
<b>Vehicles</b>		
Operational Vehicles	55	62
Ancillary Vehicles	2	1

Due to the de-minimus limit applied to vehicle capital purchase (see Accounting Policies) not all vehicles listed above are included in the Fixed Assets on the Balance Sheet. In addition a significant part of the fleet has been acquired under operational leases, or supplied by DCLG. For information this is shown below:

	31-Mar-2008	31-Mar-2009
Operational Vehicles - DCLG	8	9
Operational Vehicles - Leased	21	21
Ancillary Vehicles - Leased	110	113

## 12. Financial Instruments

12.1 The borrowings and investments disclosed in the Balance Sheet are made up of the following categories of financial instruments

### Long and Short Term Borrowing:

	31-Mar-2008 £m	31-Mar-2009		
		Long Term £m	Short Term £m	TOTAL £m
<b>Loan Source</b>				
Public Works Loans Board	13.053	11.963	1.090	13.053
	<b>13.053</b>	<b>11.963</b>	<b>1.090</b>	<b>13.053</b>
<b>Analysis by Maturity</b>				
Less than 1 year	0.000	0.000	1.090	1.090
Between 1 and 2 years	1.090	0.525	0.000	0.525
Between 2 and 5 years	1.992	1.467	0.000	1.467
Between 5 and 10 years	0.334	0.334	0.000	0.334
Over 10 years	9.637	9.637	0.000	9.637
<b>Total of Loans</b>	<b>13.053</b>	<b>11.963</b>	<b>1.090</b>	<b>13.053</b>
Accrued Interest	0.085	0.090	0.004	0.094
<b>Balance Sheet Total</b>	<b>13.138</b>	<b>12.053</b>	<b>1.094</b>	<b>13.147</b>

12.2 Up to 2006-07 the relevant SORP allowed accrued interest to be treated as a short term creditor on the balance sheet as it falls due within 12 months. However the SORP now requires that this accrued interest is shown as an addition to the long term creditor.

12.3 Other than the maturing Long Term loan, there are no short term borrowings.

12.3 The Fair Value of the loans at 31 March 2009 was £14.303m (£13.334m at 31 March 2008) as estimated by PWLB by reference to the "premature repayment" set of rates in force on 31 March 2009. (31 March 2008).

### Short Term Investments:

	31-Mar-2008 £m	31-Mar-2009 £m
Loans to Worcestershire CC	6.387	2.855
	<b>6.387</b>	<b>2.855</b>



Any surplus cash balances are loaned on a daily basis to Worcestershire County Council. The County Council invests its total funds in short term deposits with a range of banks in accordance with the WCC Treasury Management Policy.

### 13 Financial Instruments – Exposure to Risk

13.1 The authority's activities expose it to a variety of financial risks:

- Credit risk – the possibility that other parties might fail to pay amounts due to the authority
- Liquidity risk – the possibility that the authority might not have funds available to meet its commitments to make payments
- Market risk – the possibility that financial loss might arise for the authority as a result of changes in such measures as interest rates and stock market movements

13.2 The CIPFA Code of Practice on Treasury Management has been adopted by the FRA, and under the Service Level Agreement with Worcestershire County Council the County Council is obliged and does adopt the Code also. In this way risks are actively managed.

#### Credit Risk

13.3 Under the Treasury Management SLA, the FRA invests surplus cash with WCC, but in return for receiving an average investment rate based on the Councils portfolio of investments the FRA shares risk in proportion to its value of the total portfolio.

Credit risk also arises from credit exposures to the authority's customers.

13.4 Amounts Invoiced to customers are of relatively low value and are actively pursued through an SLA with Herefordshire Council Legal Services.

13.5 The following analysis summarises the FRA's potential maximum exposure to credit risk based on actual experience in terms of deposits and percentage of debt which has been written off as unrecoverable in the last 3 years in terms of debtors (total £1,079.00)

	<b>31-Mar-09</b>	<b>written off in last 3 years</b>	<b>Historical Default</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Investment with WCC	2.855	-	0.00%
Customers	0.170	0.001	0.59%
<b>Total</b>	<b>3.025</b>	<b>0.001</b>	

Of the £0.170m due from Customers at 31<sup>st</sup> March the following table analyses the due dates

	<b>£m</b>
not yet due	0.162
less than 1 month overdue	0.005
1 to 2 months overdue	0.003
more than 2 months overdue	0.000
	<b>0.170</b>

#### Liquidity Risk

13.6 The FRA is able to access borrowings from the Public Works Loans Board (PWL B) so there is no significant risk that it will be able to meet its commitments relating to financial liabilities. The risk is that the FRA will be bound to replenish a significant proportion of its borrowings at a time of unfavourable interest rates. The FRA sets limits on the proportion of borrowings due to mature at intervals as follows.

<b>Period of Maturity</b>	<b>Upper Limit %</b>	<b>Lower Limit %</b>
Under 12 months	25	0
12 months and within 24 months	25	0

24 months and within 5 years	50	0
5 years and within 10 years	75	0
10 years and above	95	25

This strategy allows the FRA time to restructure debt when interest rates are favourable. The strategy is to maintain sufficient cash balances to meet daily revenue requirements without recourse to short term borrowing other than in exceptional circumstances

### Market Risk

- 13.7 The FRA does not invest in equity shares and therefore has no exposure to loss arising from movements in share prices.

The FRA has no financial assets or liabilities denominated in foreign currencies and therefore has no exposure to loss arising from exchange rate movements.

## 14. Stocks and Work in Progress

	31-Mar-2008 £m	31-Mar-2009 £m
Equipment, Uniforms & Supplies	0.051	0.059
Fuel	0.021	0.014
Vehicle Stores	0.061	0.060
	<b>0.133</b>	<b>0.133</b>

Part of the reduction in fuel stocks is due to the move to the new logistics facility at Malvern, which unlike the replaced vehicle workshop, does not have fuel bunkering

## 15. Debtors and Prepayments

	31-Mar-2008 £m	31-Mar-2009 £m
Sundry Debtors	1.160	1.470
Prepayments	0.393	0.381
	<b>1.553</b>	<b>1.851</b>

## 16. Creditors

	31-Mar-2008 £m	31-Mar-2009 £m
Government Departments	0.442	0.464
Sundry Creditors	2.048	1.793
	<b>2.490</b>	<b>2.257</b>

## 17. Capital Grants Unapplied

	LPSA1 (Worcs) Reward Grant (Capital) £m	USAR Capital Grants £m	Herefordshire Council Vehicles £m	TOTAL £m
Balance at 1 April 2008	0.419	0.270	0.000	0.689
Grant Received in Year	0.000	0.000	0.025	0.025
Used to Finance Capital Expenditure	(0.050)	(0.270)	(0.025)	(0.345)
<b>Balance at 31 March 2009</b>	<b>0.369</b>	<b>0.000</b>	<b>0.000</b>	<b>0.369</b>

## 18. Government Grants Deferred

- 18.1 Where assets are funded by specific government grant, it is required that accounting for the grant takes place over the life of the asset, in line with the depreciation charge on the asset created.

	£m
Balance at 1 April 2008	0.038
Grant Received in year	0.344
Grant Applied in year	(0.020)

## 19. Pension Arrangements

19.1 As part of the terms and conditions of employment of its staff, the Authority offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make the payments that needs to be disclosed at the time that employees earn their future entitlement.

19.2 The Authority participates in four schemes:

- The Firefighters' Pension Scheme (FFPS) (the "1992 Scheme"). This is a statutory un-funded defined benefit final salary scheme and has been closed to new entrants since 6 April 2006.
- The New Firefighters' Pension Scheme (NFPS) (the "2006 Scheme") – is open to all uniformed staff (except Fire Control) and is also a statutory un-funded defined benefit final salary scheme, with differing benefits
- The Firefighters' Compensation Scheme (FFCS) (the Injury Scheme) – another statutory un-funded defined benefit scheme covering existing and new injury pensions.
  - The three Firefighters' schemes are unfunded meaning that there are no investment assets built up to meet the pensions liabilities and cash has to be generated to meet the actual pensions payments as they eventually fall due. The arrangements are determined by the Department of Communities and Local Government.
- The Local Government Pension Scheme (LGPS) – subject to qualifying criteria, open to staff not covered by the Firefighters' schemes. This scheme is administered by Worcestershire County Council and is a funded defined benefit final salary scheme. The Authority and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

### 19.3 Change in Accounting Policy

Under SORP 2008 the FRA has adopted the amendment to FRS 17 *Retirement Benefits*. As a result quoted securities held as assets in the LGPS are now valued at bid prices rather than the mid-market value. As a result the net liability on the LGPS has increased by £0.015m, resulting in a corresponding increase in the pension deficit at 31 March 2008. Current and prior year surpluses have been unaffected by this change.

19.4 The retirement benefits are recognised in the Net Cost of Service when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge that is required to made against council tax precept is based on the cash payable in the year, (as described in 19.5 below) so the real cost of retirement benefits is reversed out in the Statement of Movement in the General Fund Balance.

19.5 Charges made to the Income & Expenditure Account for council tax precept purposes are as below:

- LGPS – the employers contribution payable to the Pension Fund
- FFPS/NFPS – the notional employers contribution payable into the Pension Account as explained in Paragraph 15 of the Explanatory Forward.
- FFCS – the actual injury pensions and any RDS ill-health pensions payable

19.6 Transactions made in the Income and Expenditure Account and the Statement of Movement in the General Fund Balance during the year are shown in the tables overleaf:

	LGPS		FFPS	
	2007-08 £m	2008-09 £m	2007-08 £m	2008-09 £m
<b>Income and Expenditure Account</b>				
<b>Net Cost of Services:</b>				
Current Service Cost	0.525	0.573	6.160	4.260
Past Service Cost	0.149	0.000	(2.660)	0.000
<b>Net Operating Expenditure:</b>				
Interest Cost	0.610	0.841	9.970	10.880
Expected Return on Assets in the Scheme	(0.570)	(0.562)	n/a	n/a
<b>Net Charge to the Income and Expenditure Account</b>	<b>0.714</b>	<b>0.852</b>	<b>13.470</b>	<b>15.140</b>
<b>Statement of Movement in the General Fund Balance</b>				
Removal of net charges made for retirement benefits in accordance with FRS17	(0.714)	(0.852)	(13.470)	(15.140)
<b>Actual Amount charged against the General Fund Balance for pensions in the year:</b>				
Employer's contribution payable to scheme	0.497	0.532	2.187	2.109
Retirement Benefits payable to Pensioners				0.000
	<b>0.497</b>	<b>0.532</b>	<b>2.187</b>	<b>2.109</b>

	NFPS		FFCS	
	2007-08 £m	2008-09 £m	2007-08 £m	2008-09 £m
<b>Income and Expenditure Account</b>				
<b>Net Cost of Services:</b>				
Current Service Cost	0.850	0.590	0.000	0.000
Past Service Cost	0.000	0.000	0.180	0.000
<b>Net Operating Expenditure:</b>				
Interest Cost	0.030	0.090	0.560	0.680
Expected Return on Assets in the Scheme	n/a	n/a	n/a	n/a
<b>Net Charge to the Income and Expenditure Account</b>	<b>0.880</b>	<b>0.680</b>	<b>0.740</b>	<b>0.680</b>
<b>Statement of Movement in the General Fund Balance</b>				
Removal of net charges made for retirement benefits in accordance with FRS17	(0.880)	(0.680)	(0.740)	(0.680)
<b>Actual Amount charged against the General Fund Balance for pensions in the year:</b>				
Retirement Benefits payable to Pensioners	0.238	0.236	0.567	0.611
	<b>0.238</b>	<b>0.236</b>	<b>0.567</b>	<b>0.611</b>

In addition to the recognized gains and losses included in the Income & Expenditure Account, net actuarial gains of £22.123m (2007-08 £32.408m) were included in the Statement of Total Realised Gains and Losses.

## Assets and Liabilities in relation to retirement benefits

### 19.7 Reconciliation of the present value of scheme liabilities:

	Funded liabilities (LGPS)		Unfunded liabilities (FFPS)	
	2007-08	2008-09	2007-08	2008-09
	£m	£m	£m	£m
<b>at 1st April</b>	<b>11.022</b>	<b>13.490</b>	<b>184.020</b>	<b>158.428</b>
Current Service Cost	0.525	0.573	5.020	3.190
Interest Cost	0.610	0.841	9.970	10.880
Contributions by scheme participants	0.191	0.214	1.140	1.070
Actuarial gains and losses	1.150	(3.573)	(34.058)	(19.975)
Benefits paid	(0.157)	(0.204)	(5.004)	(5.935)
Past Service Costs	0.149	0.000	(2.660)	0.000
<b>at 31st March</b>	<b>13.490</b>	<b>11.341</b>	<b>158.428</b>	<b>147.658</b>

	Unfunded liabilities (NFPS)		Unfunded liabilities (FFCS)	
	2007-08	2008-09	2007-08	2008-09
	£m	£m	£m	£m
<b>at 1st April</b>	<b>0.100</b>	<b>0.930</b>	<b>10.525</b>	<b>10.162</b>
Current Service Cost	0.680	0.420		
Interest Cost	0.030	0.090	0.560	0.680
Contributions by scheme participants	0.170	0.170		
Transfers In	0.080	0.210		
Actuarial gains and losses	(0.130)	(0.330)	(0.570)	(0.160)
Benefits paid			(0.533)	(0.611)
Past Service Costs			0.180	0.000
<b>at 31st March</b>	<b>0.930</b>	<b>1.490</b>	<b>10.162</b>	<b>10.071</b>

### 19.8 Recognition of fair value of scheme assets:

Note that as the 3 Fire-fighter schemes are unfunded there are no assets to report upon, and this table refers to the LGPS only.

	LGPS	
	2007-08 restated £m	2008-09 £m
<b>at 1st April</b>	<b>8.076</b>	<b>7.985</b>
Expected rate of return	0.569	0.562
Actuarial gains and losses	(1.197)	(2.526)
Employer contributions	0.503	0.532
Contributions by scheme participants	0.191	0.214
Benefits paid	(0.157)	(0.204)
<b>at 31st March</b>	<b>7.985</b>	<b>6.563</b>

19.9 The expected return on the scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long term real rates of return experienced in the respective markets. The actual return on schemes assets in the year was £1.964m (2007-08 £0.458m)

19.10 **Scheme History:**

	2004-05	2005-06	2006-07	2007-08	2008-09
	£m	£m	Restated £m	Restated £m	£m
<b>Present value of liabilities:</b>					
LGPS : Local Government Pension Scheme	8.667	10.605	11.022	13.490	11.341
FFPS : Firefighters 1992 Scheme	160.460	198.094	184.020	158.428	147.658
NFPS : Firefighters 2006 Scheme	n/a	n/a	0.100	0.930	1.490
FFCS : Firefighters Injury Scheme	n/a	n/a	10.525	10.162	10.071
<b>Fair value of assets in the LGPS</b>	5.389	7.137	8.076	7.985	6.563
<b>Surplus/(deficit) in the scheme:</b>					
LGPS : Local Government Pension Scheme	3.278	3.468	2.946	5.505	4.778
FFPS : Firefighters 1992 Scheme	160.460	198.094	184.020	158.428	147.658
NFPS : Firefighters 2006 Scheme	n/a	n/a	0.100	0.930	1.490
FFCS : Firefighters Injury Scheme	n/a	n/a	10.525	10.162	10.071
<b>Total</b>	<b>163.738</b>	<b>201.562</b>	<b>197.591</b>	<b>175.025</b>	<b>163.997</b>

19.11 The authority has elected not to restate the value of scheme assets in the Local Government Scheme for 2004/2005 and 2005/2006 as permitted by FRS 17 (as revised).

The liabilities show the underlying commitments that the FRA has in the long run to pay retirement benefits. The total liability of £163.997m, has a substantial impact on the net worth of the FRA as recorded in the Balance Sheet, resulting in a negative overall balance of £141.133m.

However, statutory arrangements for funding the deficit mean that the financial position of the FRA remains healthy:

- The deficit on the LGPS will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.
- Finance is only required to be raised to cover Firefighter pensions when the pension is actually paid.

The total contributions expected to be made to the LGPS by the FRA in 2009-10 is £0.558m, and to the firefighters schemes £3.053m. This includes the direct cost of injury pensions.

19.12 **Basis for Estimating Assets and Liabilities**

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc. Estimates for the LGPS have been made by Mercer Human Resource Consulting Ltd (an independent firm of actuaries), and for the firefighters schemes by GAD, the Government Actuaries Department.

The principal assumptions used by the actuaries are shown overleaf.

	Local Government Scheme		FFPS (1992 Scheme)	
	2007-08	2008-09	2007-08	2008-09
<b>Long-term expected rate of return on assets in the scheme</b>				
Equity investments	7.5%	7.5%	n/a	n/a
Government Bonds	4.6%	4.0%	n/a	n/a
Other Bonds	6.1%	6.0%	n/a	n/a
Property	n/a	n/a	n/a	n/a
Cash/liquidity	5.3%	0.5%	n/a	n/a
Mortality assumptions:				
<b>Longevity at 65 for current pensioners</b>				
Male	21.1	21.2	23.1	23.1
Female	24.0	24.0	24.7	24.7
<b>Longevity at 65 for future pensioners</b>				
Male	22.2	22.2	25.8	25.8
Female	25.0	25.0	27.4	27.4
Rate of inflation	3.6%	3.3%	3.7%	3.0%
Rate of increase in salaries	5.1%	4.8%	5.2%	4.5%
Rate of increase in pensions	3.6%	3.3%	3.7%	3.0%
Rate for discounting scheme liabilities	6.1%	7.1%	6.9%	6.9%
<b>Take-up of option to convert annual pension into retirement lump sum:</b>				
take maximum cash	50%	50%	n/a	n/a
take 3/80ths cash	50%	50%	n/a	n/a

	NFPS (2006 Scheme)		FFCS (Injury Scheme)	
	2007-08	2008-09	2007-08	2008-09
<b>Longevity at 65 for current pensioners</b>				
Male	23.1	23.1	23.1	23.1
Female	24.7	24.7	24.7	24.7
<b>Longevity at 65 for future pensioners</b>				
Male	25.8	25.8	25.8	25.8
Female	27.4	27.4	27.4	27.4
Rate of inflation	3.7%	3.0%	3.7%	3.0%
Rate of increase in salaries	5.2%	4.5%	5.2%	4.5%
Rate of increase in pensions	3.7%	3.0%	3.7%	3.0%
Rate for discounting scheme liabilities	6.9%	6.9%	6.9%	6.9%
<b>Take-up of option to convert annual pension into retirement lump sum:</b>				
take maximum cash	n/a	n/a	n/a	n/a
take 3/80ths cash	n/a	n/a	n/a	n/a

Annual pension conversion options do not apply to the Fire-fighter Pension Schemes

The fire-fighters schemes have no assets to cover their liabilities. The LGPS assets consist of the following categories by proportion of the total assets held.

	31-Mar-08	31-Mar-09
Equities	88.6%	85.60%
Government Bonds	4.7%	8.40%
Other Bonds	3.8%	3.20%
Other Assets	2.9%	2.80%
	<b>100.0%</b>	<b>100.0%</b>

### 19.13 History of experience gains and losses

The actuarial gains identified as movements in the Pension Reserve in 2008-09 can be analysed into the following categories, measured as a percentage of assets or liabilities at 31 March 2009, and are shown in the table overleaf.

<b>Local Government Scheme</b>					
	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07 Restated</b>	<b>2007-08 Restated</b>	<b>2008-09</b>
Difference between the expected and actual return on assets	-3.0%	14.8%	0.2%	-15.0%	-38.5%
Experience gains and losses on liabilities	3.0%	-3.0%	0.0%	-5.0%	0.0%

<b>1992 Firefighters Pension Scheme</b>					
	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
Experience gains and losses on liabilities	4.4%	0.4%	-1.4%	1.8%	1.6%

<b>2006 Firefighters Pension Scheme</b>					
	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
Experience gains and losses on liabilities	n/a	n/a	0.0%	-25.8%	11.4%

<b>Firefighters Injury Scheme</b>					
	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
Experience gains and losses on liabilities	n/a	n/a	0.0%	-2.7%	-2.1%

## 20. Movements in Capital Accounting Reserves

	<b>Capital Adjustment Account £m</b>	<b>Revaluation Reserve £m</b>
<b>Balance at 31 March 2008</b>	<b>23.970</b>	<b>0.000</b>
Revaluation	0.000	0.068
Impairment	(3.586)	(0.068)
Provision for Depreciation	(1.166)	
Direct Revenue Financing of Capital	0.447	
Use of Capital Receipts	0.477	
Write out of assets disposed	(0.378)	
Write out of demolished assets	(0.052)	
Transfer from Govt Grants Deferred	0.021	
Provision for repayment of loans	0.662	
<b>Balance at 31 March 2009</b>	<b>20.395</b>	<b>0.000</b>

## 21. Movements in Useable Capital Receipts

	<b>£m</b>
Balance at 1 April 2008	0.000
Net Proceeds from sale of fixed assets	0.477
Used to Finance capital expenditure	(0.477)
<b>Balance at 31 March 2009</b>	<b>0.000</b>



## 22 Movements in Revenue Reserves

	<b>BALANCE 01-Apr-08 £m</b>	<b>NET MOVEMENT IN YEAR £m</b>	<b>BALANCE 31-Mar-09 £m</b>
<b>CAPITAL ADJUSTMENTS ACCOUNT</b>	23.970	(3.575)	20.395
Purpose : to record consumption of fixed assets over their life and monies set aside to finance assets.			
<b>REVALUATION RESERVE</b>	0.000	0.000	0.000
Purpose : to hold unrealised gains and losses from revaluations since 1st April 2007.			
<b>USABLE CAPITAL RECEIPTS</b>	0.000	0.000	0.000
Purpose : Proceeds of fixed asst sales available to meet future capital investment			
<b>PENSIONS RESERVE</b>	(175.025)	11.028	(163.997)
Purpose Balancing account to allow inclusion of Pensions Liability in the Balance Sheet			
<b>GENERAL FUND</b>	1.259	(0.112)	1.147
Purpose : Resources available to meet future unforeseen costs			
<b>OTHER RESERVES</b>	2.103	(0.781)	1.322
Purpose : Resources set aside and earmarked for specific future spending			

22.1 The Other Reserves shown in the table above are Earmarked for a variety of purposes the value and nature of these is outlined below:

	<b>Balance at 31-Mar-08 £m</b>	<b>from I &amp; E Acct £m</b>	<b>to I &amp; E Acct £m</b>	<b>Balance at 31-Mar-09 £m</b>
<b>Earmarked Reserves</b>				
RMB Costs Reserve	0.024		(0.024)	0.000
Pensions Reserve	0.237		(0.070)	0.167
Training Reserve	0.192		(0.103)	0.089
New Dimensions Training Reserve	0.070			0.070
Rank to Role Reserve	0.205		(0.147)	0.058
Urban Search & Rescue Reserve	0.518	0.213	(0.447)	0.284
LPSA Reward Grant Reserve	0.257		(0.101)	0.156
Environment Agency Grant Reserve	0.022			0.022
Fire Prevention Grant Reserve	0.028		(0.028)	0.000
HFSI Grant Reserve	0.037		(0.037)	0.000
IEG Reserve	0.019		(0.019)	0.000
New Burdens (FRC Transition) Reserve	0.270		(0.038)	0.232
Hereford CFS Grant Reserve	0.005		(0.005)	0.000
Mobilising Resilience Reserve	0.040			0.040
Relocation Reserve	0.045			0.045
New Dimensions HVP/ECU Reserve	0.054	0.096	(0.006)	0.144
Fuel Price Reserve	0.080		(0.080)	0.000
IRS Implementation Reserve	0.000	0.015		0.015
	<b>2.103</b>	<b>0.324</b>	<b>(1.105)</b>	<b>1.322</b>

22.2 The purpose and nature of these provisions are explained below:

- RMB Reserve – to meet the FRA’s share of possible initial costs, now not required.
- Pensions – To smooth the un-even effects of charges that still fall on the FRA Income and Expenditure Account, particularly in respect of any Ill Health retirements.

- Training Reserve – to meet the costs of planned training that has been delayed or deferred.
- New Dimensions Training Reserve – To provide for the future costs of Mass Decontamination continuation training.
- Rank to Role Reserve – The settlement of the Firefighters’ pay dispute in 2003 included a commitment to move from payment by rank to payment by role. This process has been a long one and this requires the FRA to provide for the possible additional costs of back-dating of individual claims to 2004/05. This process was largely completed in 2007/08 and a transfer to the revenue account has been made. A further transfer is expected in 2008/09 and the small remaining balance held pending any future back-dating appeals.
- Urban Search and Rescue (USAR) Reserve – The FRA is one of only 19 to provide specialist Urban Search and Rescue facilities to the whole country, and because of this is funded by special grant. Some of this grant was paid in advance of the units being fully established and with CLG agreement was retained and is being used in 2008-09 and 2009-10 towards funding the capital costs of associated works at Droitwich Fire Station.
- LPSA Reward Grant Reserve – Following success in achieving targets under Worcestershire Local Public Service Agreement, the FRA has been awarded significant Reward Grant. The revenue element is held in this reserve, pending decisions on actual expenditure to be funded.
- Environment Agency Grant Reserve – funds provided at the very end of March 2008 to assist the FRA in improving Environmental Protection Capability, for which expenditure will be incurred in 2008/09.
- Fire Prevention Grant Reserve – the small balance represents cash grant received by 31 March 2008, but where expenditure was not made in 2007-08.
- HFSI Reserve – the small balance of grant represents cash grant received by 31 March 2008, but where expenditure was not made in 2007-08.
- IEG Reserve – a small balance of grant originally provided under the Government’s now changed strategy on implementing E-government. Utilised in 2008-09
- New Burdens Fire Control Transition Reserve – The balance of various small grants paid by CLG towards the significant costs of transition to Regional Fire Control. The reserve exists because expenditure and grant income are phased differently. The FRA is not in a position to incur costs until grant has actually been confirmed.
- Herefordshire CFS Reserve – a small grant to fund fire-related crime reduction initiatives. Utilised in 2008-09
- Mobilising Resilience Reserve – the further delay to Regional Fire Control “go live” means that the FRS cannot defer expenditure to increase short term resilience of the existing arrangements. This reserve is provided to meet any future costs prior to RCC cutover.
- Relocation Reserve – National Firefighter terms and conditions require payment of relocation costs in certain circumstances. Budget is provided to cover the expected relocations in year; however the current Housing Market is delaying physical location in many cases.
- New Dimensions HVP/ECU Reserve - In very late 2008-09 CLG made payment of significant un-anticipated grant in respect of the Enhanced Command Unit and High Volume Pump vehicles training.
- Fuel Price Reserve – to provide cover in 2008/09 for the significant increase in fuel prices in the early part of the year, and utilised as planned.
- IRS Implementation Reserve – to complete the implementation of the £0.060m project to implement CLG chosen software to deliver data to CLG.

## **23. Contingent Liabilities**

23.1 There are no contingent liabilities.

## 24. NOTES TO THE CASH-FLOW STATEMENT

### 24.1 Reconciliation of Income and Expenditure Account to Revenue Activities Cash Flow

	2007-08		2008-09	
	£m	£m	£m	£m
<b>Movement on General Fund Balance</b>	(0.210)		0.112	
less Transfer from Reserve	0.322	0.112	0.781	0.893
<b>Less : Non-Cash Transactions</b>				
Minimum Revenue Provision (MRP)	(0.550)		(0.662)	
Revenue Financing of Capital	(0.196)	(0.746)	(0.447)	(1.109)
<b>Less : Items on an Accruals Basis</b>				
change in debtors	(0.740)		0.287	
change in creditors	(0.742)		0.166	
change in stocks/WIP	(0.006)	(1.488)	0.000	0.453
<b>Less : Servicing of Finance</b>		(0.187)		(0.279)
<b>Net Cash-Flow : Revenue Activities</b>		<b>(2.309)</b>		<b>(0.042)</b>

### 24.2 Reconciliation of Movement in Cash

	Balance 31 March 2008 £m	Balance 31 March 2009 £m	Change in the year £m
Cash In Hand	0.018	0.010	0.008
Cash at Bank	6.387	2.855	3.532
Cash Overdrawn	0.000	0.000	0.000
	<b>6.405</b>	<b>2.865</b>	<b>3.540</b>

### 24.3 Reconciliation of Net Cash Flow to the Movement in Net Debt

	2007-08 £m	2008-09 £m
<b>Net Debt at Start of Year</b>	<b>(7.813)</b>	<b>(6.648)</b>
Change in Cash	0.000	(0.008)
Change in Debt Financing	(1.739)	0.000
Change in Liquid Resources	2.904	(3.532)
<b>Net Debt at End of Year</b>	<b>(6.648)</b>	<b>(10.188)</b>

### 24.4 Analysis of Net Debt

	Balance 31 March 2008 £m	Balance 31 March 2009 £m	Change in the year £m
Cash in Hand	0.018	0.010	(0.008)
Short Term Investments	6.387	2.855	(3.532)
Short Term Debt	0.000	0.000	0.000
Long Term Debt	(13.053)	(13.053)	0.000
	<b>(6.648)</b>	<b>(10.188)</b>	<b>(3.540)</b>

### 24.5 Government Grants

Government grants received and included in the Cash Inflow from Revenue Activities are shown on the next page.

<b>Government Grant Received</b>	<b>2007-08 £m</b>	<b>2008-09 £m</b>
New Dimensions IRU Training Grant	(0.070)	(0.071)
New Dimensions USAR Grant	(1.554)	(0.835)
New Dimensions ECU Grant	(0.061)	(0.041)
New Burdens (Fire Control) Grant	(0.443)	(0.123)
Home Fire Safety Initiatives Grant	(0.064)	0.000
Herefordshire Council Vehicle Grant	0.000	(0.005)
Fire Prevention Grant	(0.037)	0.000
Environment Agency Grant	(0.022)	0.000
Pensions Grant	(1.026)	(1.742)
Bellwin Grant	(0.135)	(0.014)
	<b>(3.412)</b>	<b>(2.831)</b>

## **25. West Midlands Fire and Rescue Services Regional Control Centre Company**

- 25.1 The National Fire Control Project is working towards the migration of English Fire and Rescue Control functions into nine Regional Control Centres. One of these centres is located within the West Midlands region.
- 25.2 The Centre will be operated by a Local Authority Controlled Company (LACC) of which the 5 regional Fire and Rescue Services are Members. The company was incorporated on 19 February 2007
- 25.3 On current plans the Regional Control Centre will not be providing any services to Hereford & Worcester FRA until at least June 2011.
- 25.4 At 31 March 2009 the company held no material assets or liabilities and in 2008/09 incurred expenditure of £0.373m all of which was funded by Government grant paid to West Midlands Fire Service. None of these transactions are included in Hereford & Worcester Fire and Rescue Authority's accounts.

## **FIREFIGHTERS' PENSION FUND**

1. Since 2006-2007 Firefighters' pensions are paid out of a separate account into which the employees contributions and an employers contribution are paid. Any deficit on this account is made up by direct government grant.
2. The employers contribution is borne by the Income and Expenditure Account for Council Tax Precept setting purposes.
3. In accordance with the requirements of FRS17 the employers contribution is replaced by the current service cost of pensions in the Income and Expenditure Account, and reversed out again in the Statement of the Movement in the General Fund Balance.
4. Although the scheme remains an un-funded one, Government has determined that this account is deemed a Pension Fund separate from the income and expenditure account and is thus reported on separately. As an un-funded scheme there are no assets and the difference between income and expenditure is met by the direct government grant.
5. The accounts are prepared in accordance with the same Code of Practice and accounting policies as outlined in the Statement of Accounting Policies set out on pages 12-15.
6. Any Government grant payable is paid in 2 instalments, 80% of the estimated annual amount at the start of the year, and the actual balance paid following completion of the accounts for the year.
7. The amount due at 31 March 2009 represents 37% (40% at 31 March 2008) of the actual grant for the year, significantly higher than was estimated. This arises from late changes in commutation rates advised by CLG after the end of each of the financial years. In addition in 2008-09 actual payments were higher than forecast, mainly as a result of retirements delayed from 2007-08.
8. The following pensions fund shows the income and expenditure for the year. It does not take account of liabilities to pay pensions and other benefits after the year end.

## FIREFIGHTERS' PENSION FUND INCOME AND EXPENDITURE ACCOUNT

	2007-08 £m	2008-09 £m
<b>Contributions receivable</b>		
From employer		
Normal contributions	(2.422)	(2.348)
Additional contributions (early retirement)	0.000	0.000
Additional contributions (ill health charges)	(0.010)	(0.019)
From members	(2.432)	(2.367)
Normal contributions	(1.327)	(1.293)
Refund of Contributions	0.000	0.000
Transfers in	(1.327)	(1.293)
Individual transfers from other schemes	(0.085)	(0.206)
Other Transfers	0.000	0.000
	(0.085)	(0.206)
<b>Income to the Fund</b>	<b>(3.844)</b>	<b>(3.866)</b>
<b>Expenditure</b>		
Benefits Payable		
Pensions	3.932	4.232
Lump sum retirement benefits	1.033	1.651
Lump sum death benefits	0.000	0.000
	4.965	5.883
Transfers out		
Individual transfers to other schemes	0.000	0.051
	0.000	0.051
<b>Expenditure by the Fund</b>	<b>4.965</b>	<b>5.934</b>
<b>Net Deficit on the Fund</b>	<b>1.121</b>	<b>2.068</b>
<b>Financed By:</b>		
DCLG Pension Top up Grant - Received	(0.675)	(1.297)
DCLG Pension Top up Grant - Due	(0.446)	(0.771)
	<b>(1.121)</b>	<b>(2.068)</b>

## FIREFIGHTERS' PENSION FUND STATEMENT OF NET ASSETS

The following balances in relation to the Pensions Fund are included in the Balance Sheet on page 18.

	2007-08 £m	2008-09 £m
<b>Current Assets</b>		
Debtors		
Employer Contributions Due	0.066	0.072
Employee Contributions Due	0.038	0.038
DCLG Top Up Grant Due	0.446	0.771
Prepayments*	0.345	0.370
	<b>0.895</b>	<b>1.251</b>

\* the prepayments figure for 2007-08 in the 2007-08 Accounts was £0.393m as it incorrectly included £0.048m relating to pensions paid out of the main Income and Expenditure Account.

## **GLOSSARY OF TERMS**

### **Accruals**

The concept that income and expenditure are recognised as they are earned or incurred, not as cash is received or paid.

### **BVACoP**

This is an abbreviation given for the Best Value Accounting Code of Practice. This set out to modernise the system of local authority accounting and reporting to meet the demands of the Best Value legislation.

### **Capital Expenditure**

Expenditure on the acquisition of fixed assets or expenditure, which adds to and not merely, maintains the value of existing fixed assets.

### **Capital Receipts**

Income from the sale of assets. Such income may only be used to repay loan debt or to finance new capital expenditure.

### **Chartered Institute of Public Finance and Accountancy (CIPFA)**

The principal accountancy body dealing with local government finance.

### **Creditors**

Amounts owed by the FRA but which are unpaid at the end of the financial year

### **CLG**

Communities and Local Government. The Government department that was responsible for aspects of Local Authority and Fire and Rescue Authority activity in 2007-08 and 2008-09.

### **Debtors**

Amounts due to the FRA but unpaid at the end of the financial year.

### **Depreciation**

The measure of the wearing out, consumption, or other reduction in the useful economic life of a fixed asset.

### **Fixed Assets**

Tangible assets that yield benefits to the FRA for a period of more than one year.

### **FRA**

The Fire and Rescue Authority

### **FRS**

This is an abbreviation for Financial Reporting Standards that are set by the Accounting Standards Board.

### **GAAP**

Generally Accepted Accounting Practice – the standards which are generally adopted across all sets of accounts. In some instances Local Government accounting has to comply with statutory requirements which are contrary to GAAP, but have precedence.

### **GAD**

Government Actuaries Department – the government body that provides information in respect of pensions costs particularly in respect of compliance with FRS17.

**HFSI**  
Home Fire Safety Initiative. An DCLG funded scheme to increase the number of Home Fire Safety Checks and Smoke Alarm installations nationally.

**IEG**  
Implementing Electronic Government. A name for the process devised by the former ODPM (Office of Deputy Prime Minister, now replaced by CLG) where Local Authorities were required to produce detailed plans identifying the costs of moving toward the government targets on e-government. This was to be funded by 3 annual grant payments. Having completed the 3 plans, there was a change of policy and ODPM determined that only 1 year's grant would be paid to Fire and Rescue Authorities.

**Impairment**  
Otherwise known as 'consumption of economic benefit' this is similar to depreciation but can occur at a faster rate because it arises from factors such as physical damage and obsolescence

**LASAAC**  
This is an abbreviation for the Local Authority (Scotland) Accounts Advisory Committee.

**Long Term Borrowing**  
Loans raised to finance capital spending which have still to be repaid.

**LPSA**  
Local Public Service Agreement. A partnership arrangement with Worcestershire County and Herefordshire Councils.

**Operational Leasing**  
A method of financing the acquisition of assets, notably equipment, vehicles, plant, etc, which involves the payment of a rental by the user for a period which is normally substantially less than the useful economic life of the asset.

**Provision**  
A liability or loss which is likely or certain to be incurred but uncertain as to the amount or date when it will arise.

**Reserve**  
An amount set aside for purposes falling outside the definition of a provision.

**Revenue Expenditure and Income**  
Expenditure and income arising from the day to day operation of the FRA.

**RMB**  
Regional Management Board. A joint arrangement with the four other Fire and Rescue Authorities in the government's West Midlands Region to co-ordinate joint working to improve efficiency and effectiveness.

**SORP**  
This is an abbreviation given for the 'Statement of Recommended Practice' issued by CIPFA and LASAAC incorporating the Code of Practice on Local Authority Accounting in the United Kingdom.

**Unapplied Capital Grant**  
Grants that have been received but not yet used to finance expenditure.

**USAR** (Urban Search and Rescue)  
Specialist CLG Funded teams, hosted by 19 select FRA to provide support for major incidents involving building collapse.



**Examples of Assurance and Evidence in Support of the Authority's Annual Governance Statement**  
**Updated May 2009**

The principles of good governance that we have adopted are:-	What we will do to meet them	How we will demonstrate compliance
<p><b>Focus on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for Herefordshire and Worcestershire:</b></p> <p>By:-</p> <ul style="list-style-type: none"> <li>• Developing and promoting the Authority's purpose and vision;</li>   <li>• Regularly reviewing the Authority's vision for the local area and it's impact on the authority's governance arrangements;</li>   <li>• Ensure that partnerships are underpinned by a common vision of their work and that it is understood and agreed by all parties;</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> </ul>	<ul style="list-style-type: none"> <li>• The FRA exercises strategic leadership by developing and clearly communicating the authority's purpose and its vision via its stated intended outcomes for its community and service users.</li>   <li>• The FRA regularly reviews its statement of intent as a basis for service planning to also include the wider community and partner priorities.</li>   <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> </ul>	<ul style="list-style-type: none"> <li>• Publish a clear statement of the Authority's vision and values in its Service Plan.</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> <li>• Quarterly review by BVPP Committee of corporate aims and objectives.</li>   <li>• Actively participate in strategic partnerships.</li>   <li>• Service Plan</li> <li>• Statement of Accounts</li>   <li>• PMM Quarterly Performance Meetings</li> <li>• Best Value, Policy &amp; Performance Committee</li> <li>• Audit Committee</li> <li>• FRA</li> </ul>

<ul style="list-style-type: none"> <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 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 Authority has adopted an Environmental Strategy (EMS).</li> </ul>	<ul style="list-style-type: none"> <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>• Annual Report to FRA on compliance with Environmental Strategy.</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
<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></p> <p>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> <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> </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 and the roles and responsibilities of the scrutiny function.</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> <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> </ul>	<ul style="list-style-type: none"> <li>• 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. (An effective rank to role procedure has been adopted)</li> <li>• Organisational Chart</li> <li>• Protocol for Member /Officer Relations</li> <li>• Scheme of Delegation</li> <li>• Organisational Chart</li> <li>• Scheme of Delegation</li> <li>• Protocol for member/officer relations</li> </ul>

<ul style="list-style-type: none"> <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> <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> <li>• When working in partnership ensure that members are clear about their roles and responsibilities both individually and</li> </ul>	<ul style="list-style-type: none"> <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> <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</li> </ul>	<ul style="list-style-type: none"> <li>• This responsibility is performed by the Treasurer of the FRA.</li> <li>• This responsibility is performed by the Clerk to the FRA.</li> <li>• Group Leaders meetings</li> <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>• Quarterly review by BVPP Committee of corporate aims and objectives, including measurement against Performance Indicators.</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> <li>• Members represent the Authority at Strategic partnership level.</li> </ul>
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<p>collectively in relation to the partnership and to the Authority;</p> <ul style="list-style-type: none"> <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>	<p>proceed.</p> <ul style="list-style-type: none"> <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>• 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> </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
<p><b>To promote values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour:</b></p> <p>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>   <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> </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>   <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> </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.</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>• 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.</li> <li>• The Authority appoints an Equality and Diversity Champion to promote and pursue these aims.</li> <li>• The Authority employs a designated Equality</li> </ul>

<ul style="list-style-type: none"> <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> <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 put into place effective organisational values.</li> <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> </ul>	<p>and Diversity Officer.</p> <ul style="list-style-type: none"> <li>• The Authority provides training for Members in 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>• The Authority's performance against its own Equality &amp; Diversity Performance Indicators is reviewed on a quarterly basis by the BVPP Committee.</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 provides training, both internally and externally, 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>
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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
<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>   <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</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>   <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> </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.</li>   <li>• All Agendas, papers, reports and minutes of meetings of the FRA are available on the service website.</li> <li>• Business Impact Assessments are submitted with papers and reports which recommend changes in policies or procedures.</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 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>• The Authority has appointed an independent Audit Committee, which works closely with the Audit Commission and the internal auditors.</li> </ul>



<p>functions or make other appropriate arrangements for the discharge of the functions of such a committee.</p> <ul style="list-style-type: none"> <li>• Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.</li> <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> <li>• Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority have access.</li> </ul>	<ul style="list-style-type: none"> <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> <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> <li>• The FRA has arrangements in place for whistle-blowing to which staff and all those contracting with the Authority have access.</li> </ul>	<ul style="list-style-type: none"> <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>• 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 submitted with papers and reports which recommend changes in policies or procedures.</li> <li>• The Authority has a Strategic Risk Register, which is reviewed on an Annual Basis.</li> <li>• A Corporate Risk report is presented each quarter to the Audit Committee.</li> <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> </ul>
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<ul style="list-style-type: none"> <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 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 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>
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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
<p><b>Developing the capacity and capability of members and officers to be effective:</b></p> <p>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> <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 provides induction programmes tailored to individual needs and opportunities for Members and all officers to update their knowledge on a regular basis.</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> <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>• Induction Programme is in place.</li> <li>• Member Development Programme in place, in addition to Member support services.</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> <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>   <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>   <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> </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>   <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>   <li>• Communication and consultation procedures recognise diverse needs.</li> </ul>	<ul style="list-style-type: none"> <li>• All consultation and engagement mechanisms follow good practice.</li>   <li>• All FRA and Committee meetings follow statutory guidance and are open to the public.</li>   <li>• Consultation procedures (especially during the production of the Equality Scheme) shows evidence of continuous engagement and capacity building of excluded groups to become effective consultees.</li>   <li>• Flood Scrutiny Report.</li> <li>• Recruitment Scrutiny Report.</li>   <li>• Communication plans incorporate actions to meet the needs of diverse groups.</li> </ul>

<ul style="list-style-type: none"> <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> <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>• 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> <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>• Consultation Plan.</li> <li>• Service Plan.</li> <li>• Media &amp; Communications Plan.</li> <li>• Media &amp; Communications Plan.</li> <li>• Joint Protocols for Industrial Relations Policy.</li> </ul>
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## **11. Flooding Update**

### **Purpose of report**

1. To update the Fire Authority on the Service's current operational preparedness in relation to major flooding events.
  2. To update the Fire Authority on the Government's response to the "Pitt Review" into the 2007 floods.
  3. To seek the Authority's approval for a Flood/Water Rescue Strategy that takes account of national developments.
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### **Recommendations**

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

- i) the Authority notes the current national and local position in respect of flooding/water rescue;**
- ii) the Authority approves the establishment of a cadre of Water Incident Managers and improved management and oversight for all specialist water/ flood capabilities;**
- iii) the Authority consults stakeholders through the IRMP process on whether to establish a minimum or optimum "first responder" capability. The ongoing revenue costs of either proposal would be met through back office efficiencies to be agreed through the same IRMP process; and**
- iv) the Authority tasks the Chief Fire Officer with seeking external funding support for existing and "first responder" capabilities that are made available to the National Asset Register, being compiled by the Government's Flood Rescue National Enhancement Programme (FRNE).**

### **Background**

4. As part of the very first IRMP 2004/05 and in response to major flooding in 1998 and 2000, the Authority committed to providing a comprehensive Water Rescue Service. The main aim of the Water Rescue Strategy introduced at that time was to reduce the risk to front line staff and the community from the dangers presented by flooding and water related events.
5. Since that time the Authority has invested in equipment and training as well as engaging in partnerships to deliver water safety messages to schools throughout the two counties. These activities are now mainstreamed into our work.
6. Primary rescue responses are provided through 3 specialist water rescue teams at Hereford, Worcester and Evesham, supported by the rope rescue team at Malvern and the USAR team at Droitwich. The Authority's response to major flood events is strengthened through a groundbreaking agreement, led by the Service, which co-ordinates the response to flood incidents of all blue light agencies and voluntary rescue

teams such as Severn Area Rescue Association (SARA) and Mercia Inshore Search and Rescue (MISAR). These teams are trained and equipped to operate interchangeably with our own in response to a major event.

7. In addition to these specialist resources, all front line and emergency response staff receive water awareness training and each pumping appliance has the equipment to carry out rescues from the water's edge. All other operational personnel, including Officers, have access to lifejackets.
8. Despite this investment and extensive use of specialist mutual aid from other FRS and the voluntary sector, the Service was severely stretched during the July floods of 2007. An issue of particular concern, identified through our internal scrutiny review, was the fact that many fire fighters were placed in positions where they entered the water without adequate PPE or training. Nevertheless, over 1100 people were successfully rescued from the water without significant injury to any member of staff.
9. Following the summer flooding events of 2007, the Government commissioned a comprehensive national review led by Sir Michael Pitt. At a local level, the BVPP Committee conducted a scrutiny review on behalf of the Fire and Rescue Authority.
10. Given that issues of funding and statutory duty for the FRS were raised by Sir Michael and were under consideration by Government, the Service locally and nationally has been waiting for a Government response before making major changes to current strategies. As a consequence, in Hereford and Worcester we have continued to maintain funding and levels of service at pre-2007 levels despite a growing awareness that there are gaps in that provision.

### **Government's Response to the Pitt Review**

11. On 17<sup>th</sup> 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.
12. From an FRS perspective, one of the key issues raised from Sir Michael's report is recommendation No.39, which stated that;

***“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.”***

13. Government has accepted the recommendation in principle. However, there are no plans at this time to create a rescue duty for the FRS, or to fund the FRS, fully or otherwise, to deliver a national capability. Instead, DEFRA has been tasked with identifying ways of developing existing rescue capabilities from FRS and the voluntary sector and delivering a significant improvement in flood rescue capability and co-ordination between the agencies concerned.
14. Up to £2 million has been made available to DEFRA by Government within the current spending review period (i.e. to 31 March 2011) to carry out the initial project work and deliver any immediate enhancements necessary. The Chief Fire Officer has been appointed to the National Programme Board responsible for delivering this project, representing all Fire and Rescue Services.
15. The Chief Fire Officer's advice to Government has been that until or unless issues of statutory clarity and certainty are addressed, and the issue of long term funding resolved, this initial “one off” investment of £2m would best be spent on establishing the

foundations for safe systems of work, identifying ways to improve multi-agency co-ordination and response, and providing basic training and equipment to improve the safety of responders.

16. This approach has been accepted and Government has therefore challenged the DEFRA project with delivering flood rescue improvement in four distinct areas:
  - I. Making more effective use of existing flood rescue capabilities through a comprehensive multi-agency flood rescue framework supported by team typing and accreditation systems, along with national standards for training and equipment. **(First draft documents available for consultation by Autumn 2009)**
  - II. Quantifying current capabilities and rescue capacity to create a national register of capable flood rescue assets. **(Initial register to be completed by May 2009)**
  - III. Identifying any capability gaps and making recommendations for addressing them. **(Enhancements to be procured before winter 2009/10, long term recommendations to be formulated)**
  - IV. Ensuring certainty, clarity and consistency in major flood rescue approach by communicating and testing the outcomes of this project with all Local Resilience Forums, statutory and voluntary flood rescue providers. **(Testing the new arrangements through a national exercise in 2011)**
17. A decision on Sir Michael's recommendation, for statutory clarity around flood rescue supported by long term funding, has been deferred until this initial DEFRA project has examined existing capabilities and statutory arrangements. Recommendations for change and identification of any long term investment requirements will be one of the key outcomes from the DEFRA capabilities project.

### **Current Flood/Water Rescue Arrangements**

18. Following reviews of the 2007 floods, the CFOA National Draft Guidance on flood/ water rescue work has been expanded to include a level of training and equipment for "first responders" who can be safely equipped with dry suits in order to enter still or slow moving water to carry out "wading rescues" and provide assistance to the public. The standards have also been expanded to encompass flood incident management.
19. Whilst these draft CFOA training standards cannot be considered as formal national guidance, they have been accepted within the UKSAR Group, which includes FRS, Police, Military, Maritime and Coastguard Agency, and voluntary sector organisations such as the RNLI and cover the following levels:

#### **Module 1 Water Awareness**

General water safety awareness training and basic land-based rescue techniques.

#### **Module 2 Water First Responder**

To work safely near and in water using appropriate specialist PPE, land-based and wading techniques.

#### **Module 3 Water Rescue Technician**

Specialist water rescue operation.



#### **Module 4 Water Rescue Boat Operator**

Rescue boat operation (this goes beyond simple boat handling techniques identified in systems such as RYA power boat training).

#### **Module 5 Water Rescue Incident Management**

Water related incident command (bronze/silver).

20. In Hereford and Worcester, we currently operate only two levels of flood/water rescue response: fire fighters who are not trained or equipped to enter even shallow water, but can undertake bank side rescues, and specialist rescue teams. This equates to Modules 1, 3 and 4.
21. One way of reducing the risk that fire fighters without sufficient training or personal protective equipment will enter the water is to establish additional specialist teams similar to those at Hereford, Worcester and Evesham. However, this approach would be expensive and time consuming both in terms of establishing the team and maintaining the skills required long term. In addition, use of local and national mutual aid protocols and early warning provided by the new Flood Warning Centre can make further specialist resources available to us if required. It is therefore considered that our current specialist provision is adequate for our routine risks.
22. Many of the fire fighter safety and welfare issues identified at a local and national level following the 2007 floods may be addressed by adoption of a comprehensive response strategy with additional capabilities including "first responder" teams at selected stations and specialist supervisory officers who can ensure that safe systems of work are adopted at all times.
23. Although some financial support for expansion of a "first responders" and specialist flood/water incident supervisory programme may become available through the current DEFRA work programme, this is by no means certain.
24. Having considered local flood/water risks and strategic cover requirements, it is considered that provision of first responder teams at the following stations would provide a minimum standard of cover:
  - Kidderminster (funded as a safe system of work for the HVP asset)
  - Tenbury
  - Upton-on-Severn
  - Ross-on-Wye
25. The Chief Fire Officer recommends that in order to deliver an optimal level of cover that would provide extra flexibility and resilience across the two counties, the following stations would also be equipped to first responder standards:
  - Pershore
  - Bromyard (to also support safe system of work with Environmental Protection Unit)
  - Leintwardine
26. To maintain a safe and consistent system of work in this hazardous environment, specialist incident management training for flood/water events at a "Bronze" and "Silver" level will ensure that personnel are appropriately supervised. We have a number of personnel who have been trained to supervise flood/water operations, but creation and maintenance of a formal cadre of staff with specialist knowledge in this area would reduce risk to responders and the public.

27. To ensure that a cohesive and comprehensive approach to flood/water incidents can be maintained for the future, there needs to be clear ownership of our special rescue strategy with centralised oversight and quality control. There are recommendations within the 2010/11 IRMP to resolve this issue with the introduction of a technical rescue hub.

## **Cost Implications**

28. Following the Authority's decision in 2004/5 to provide a water/flood rescue service, costs for existing levels of service are contained within base budgets.
29. Training to establish a cadre of Water Incident Management Specialist Officers can be delivered within existing resources and training budgets.
30. Establishment of clear lines of managerial accountability and the provision of oversight and control for all specialist flood/water rescue operations can be achieved without additional cost through revised structures in the Service Delivery Directorate and subject to IRMP consultations, supported by specialists from our USAR Team.
31. Provision of 4 new flood/water rescue first responder units to provide a minimum level of cover will require the following investment;
- Initial Capital cost £28k
  - Initial training cost £29k
  - Ongoing maintenance costs £21k
32. The provision of a further 3 units would provide the optimum level of cover, requiring the following investment;
- Initial Capital cost £16k
  - Initial training cost £21k
  - Ongoing maintenance costs £15k
33. Subject to the Authority's approval, initial costs for either option can be found by the reprioritisation of existing budgets. However, back office savings to meet ongoing revenue costs would need to be found in each case.

## **Conclusion / Summary**

34. The Service has learned important lessons and gained invaluable experience from the flooding events of the past decade.
35. The Service has developed a Water Rescue Strategy which draws on this experience, and has regard to the national response to flooding events.
36. The Strategy identifies gaps in the provision of these essential services, and recommends solutions which can be provided within current financial constraints by the reprioritisation of existing budgets.

## **Corporate Considerations**

37. 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 - None

## **Contact Officer**

Paul Hayden, Chief Fire Officer  
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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>X</b>	<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>	<b>Flooding</b>		<b>Author</b>	<b>CFO Hayden</b>	
<b>Purpose:</b>	<ol style="list-style-type: none"> <li>To update the Fire Authority on the Service's current operational preparedness in relation to major flooding events.</li> <li>To update the Fire Authority on the Government's response to the "Pitt Review" into the 2007 floods.</li> <li>To seek the Authority's approval for a Flood/Water Rescue Strategy that takes account of national developments.</li> </ol>				

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>	X	
<b>Facilities (Property)</b>	X	
<b>Financial</b>	X	Two costed options are provided for consideration through the IRMP process.
<b>Human Resources</b>	X	
<b>Strategic Policy Implications</b>	X	
<b>Operational Issues</b>	X	
<b>Partnership Issues</b>	X	
<b>Reputational Issues</b>	X	
<b>Environmental Issues</b>	X	
<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

<b>Managing Risk</b>							
<b>The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.</b>							
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation
Adoption of option 1	Risk Score	8		Risk Score	5		Risk Score Option 1 delivers a minimum level of additional safety and service provision
Adoption of option 2	Risk Score	8		Risk Score	2		Risk Score Option 2 delivers an optimal level of additional safety and service provision

High	<b>Important risks - may potentially affect provision of key services or duties</b>  6	<b>Key risk- may potentially affect provision of key services or duties</b>  8	<b>Immediate action needed - serious threat to provision and/or achievement of key services or duties</b>  9
	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  3	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  5	<b>Key risks - may potentially affect provision of key services or duties</b>  7
	<b>No action necessary</b>  1	<b>Monitor as necessary - ensure being properly managed</b>  2	<b>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</b>  4
low	Low <span style="margin-left: 100px;">Likelihood</span> <span style="margin-left: 100px;">High</span>		

# 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>	No	
<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>	No	
<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>	No	
<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>	No	
<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>	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. Integrated Risk Management Plan – Draft 2010/2011 Action Plan Consultation.**

### **Purpose of report**

1. To recommend the Draft 2010/11 Integrated Risk Management Plan (IRMP) Action Plan for consultation.
- 

### **Recommendations**

**The Chief Fire Officer recommends that the Authority approves the Draft 2010-11 Integrated Risk Management Plan (IRMP) Action Plan for consultation.**

### **Background**

2. Members will be aware that the Authority set a 3 year Integrated Risk Management Plan (IRMP) that commenced on 1 April 2009. It is also a requirement under Best Value legislation that an annual IRMP Action Plan is published for public consultation. The action plan will be consulted upon for 12 weeks and a final plan, incorporating any feedback, will be submitted to the Authority for approval at the December 2009 meeting.

### **Process**

3. The 2010/11 IRMP Action Plan is based upon a revised risk assessment, the results of which are contained within the IRMP Evidence Document. This review involved a full risk assessment looking at historical incident data analysis and demographic information across Herefordshire and Worcestershire. We also evaluated the effectiveness of our current prevention, protection and response arrangements.
4. This review took account of input from our District Commanders, District community safety staff and our fire fighters in order to capture local knowledge and risk information. The revised evidence document is available on the Service Website ([www.hwfire.org.uk](http://www.hwfire.org.uk)).
5. The resulting Action Plan was approved by the IRMP Steering Group on 11 May 2009 and is detailed below.

### **2010/11 Action Plan Recommendations**

6. The IRMP team has carried out a review of incidents attended by our crews over the last 3 years to identify periods of peak activity and identify any opportunities to review our shift systems and crewing arrangements to deliver efficiencies. A previous IRMP introduced revised arrangements at our day crewed stations. The effectiveness of these changes is now due for review.

**Recommendation 1 - During 2010/11 we will review our revised management arrangements at our day crewed stations.**

7. Targeted response vehicles (TRVs) are small fire appliances that have been introduced in many parts of the County to deal with minor fires, such as small areas of grass verge. They are typically crewed by between 2 and 4 fire fighters and offer the potential to reduce the number of times our main appliances are unavailable to respond to more serious incidents because they are tied up on minor calls. Analysis of the number of small secondary fires attended indicates that there is scope for further investigation of the potential for the introduction of TRVs.

**Recommendation 2 - During 2010/11 we will investigate the options for the increased use of TRVs across the Service.**

8. In accordance with guidance issued by CLG, our crews have carried out an initial review of their station areas to identify heritage sites and sites with the potential to pollute, either from their on-site activities or from water run-off from fire fighting at their premises. Protection of heritage sites and the environment is a developing role for the Fire and Rescue Service.

**Recommendation 3 - Further develop local risk profiles to include an assessment of high level salvage risks associated with heritage sites.**

**Recommendation 4 - Further develop local risk profiles to include an assessment of potential risk to the environment.**

9. The Service is committed to reviewing interoperability arrangements with colleagues in neighbouring Fire and Rescue Services. We are working towards common operational procedures to reduce risk and make the most efficient and effective use of our combined resources in border areas. The Service has made significant progress in this area, in particular within the West Midlands region. We recognise that there is additional work to be done with our other neighbours.

**Recommendation 5 - We will further develop interoperability arrangements with Gloucestershire, South Wales and Mid and West Wales.**

10. Following the 2007 flooding event, the Service carried out a significant debriefing process, culminating in the BVPP scrutiny report. The findings of that report were incorporated into our planning processes, part of which was the updating of our Flood Response Strategy. Local developments have been delayed as we awaited the Government's response to the Pitt review, which was announced in December 2008.

11. Our revised Flood/Water Rescue Strategy has identified a number of improvements necessary to strengthen our response and ensure the safety of our responders. Taking account of local flood/water risks and strategic cover requirements, a need for a number of trained "first responder" teams equipped with dry suits and other equipment was identified.

12. Two options have been identified:

(A) To provide a minimum standard of cover, selected personnel at the following stations would receive training:

- Kidderminster (funded as a safe system of work for the HVP asset)
- Tenbury
- Upton-on-Severn
- Ross-on-Wye



13. This level of additional cover would incur an ongoing revenue cost of £21,000 per annum that would have to be found from back office efficiencies.

(B) Should the Authority support an optimal level of cover that would provide extra flexibility and resilience across the two counties, the following stations would also be equipped to first responder standards:

- Pershore
- Bromyard (to also support safe system of work with Environmental Protection Unit.)
- Leintwardine

14. This would add £15,000 per annum to the revenue cost, taking the total back office efficiencies required for an optimal level of cover to £36,000 per annum.

**Recommendation 6 – That we consult stakeholders on whether to introduce a minimum level of flood/water first responders, requiring back office efficiencies of £21,000 per annum, or provide an optimum level of cover requiring back office efficiencies of £36,000 per annum.**

15. The Authority has already adopted water and rope rescue as an integral part of our core business. Following the completion of the Government funded Urban Search and Rescue (USAR) project we are now in a position to consolidate support for all elements of technical rescue within the Service to provide greater coherence and interoperability across all specialist disciplines. Better utilisation of the skills and capacity of the USAR team to support this goal will provide an opportunity to achieve this outcome at no additional cost to the Authority.

**Recommendation 7 - We will establish a central hub based around the USAR team to co-ordinate and manage specialist Technical Rescue functions within the Service.**

## Consultation Process

16. The Authority has a statutory duty to consult on the IRMP Action Plan through the following guiding principles:

- Any person or organisation must have an opportunity to express their views regarding any significant change if they have a legitimate interest in or may be affected by IRMP proposals.
- The scope of the consultation undertaken will be proportionate to the nature and extent of any changes proposed.

17. The 2009 IRMP consultation will commence following approval of the Action Plan by the FRA on 29 June 2009 for a 12 week period.

18. Our Consultation Plan involves all our stakeholders, both internal and external including:

- Staff in all Districts, including our retained duty staff, and our support staff
- Representative bodies
- Public Focus Groups and Community Safety Events
- Authority Members, Parish Councils

➤ Partner Organisations

19. The consultation will use a variety of methods including face-to-face discussion groups, mail shots, email campaigns and internet/web based opportunities for people to respond.
20. The IRMP Steering Group will meet to consider the findings of the consultation and the final version will be presented to the full Authority for approval in December 2009. The final approved Action Plan will form the basis for our corporate planning process for the coming year.

**Corporate Considerations**

21. 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 – IRMP Evidence Document

**Contact Officer**

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

## 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>IRMP – Draft 2010/11 Action Plan</b>			<b>Author</b>	<b>AM PPP</b>
<b>Purpose:</b>	To recommend the draft 2010/11 IRMP Action Plan for 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.

<b>Corporate Considerations</b>	✓	<b>Comments</b>
<b>Resource Implications</b>		Final proposals in the 2010/11 IRMP Action Plan will have resource implications for the Service. This will be considered as part of the business planning process for 2010/11 once the action plan is finalised.
<b>Legal</b>		The FRS National Framework 2008-11 requires us to consult on our IRMP Action Plan.
<b>Facilities (Property)</b>		None
<b>Financial</b>		Publishing costs
<b>Human Resources</b>		None
<b>Strategic Policy Implications</b>		The final IRMP action plan for 2010/11 will inform the Service's Strategic direction for 2010/11.
<b>Operational Issues</b>		None
<b>Partnership Issues</b>		The plan, if approved may offer opportunities to engage in partnership working to deliver the recommendations.
<b>Reputational Issues</b>		The public may disagree with our proposed recommendations.
<b>Environmental Issues</b>		The document will be published on the Service Website to reduce the need for printing
<b>Data Quality Issues</b>		None
<b>Equality/Ethical Issues</b>		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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.

<b>Managing Risk</b>							
<b>The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.</b>							
Risk Identified	Inherent Risk Evaluation		Control Measures	Residual Risk Evaluation		Opportunities	Risk Evaluation
Legal	Risk Score	8	Carrying out full consultation in accordance with legislation	Risk Score	1		Risk Score The National Framework requires us to produce this document for consultation
Reputational	Risk Score	4	Ensuring the draft plan is appropriate and reflects community risk	Risk Score	2		Risk Score

Impact	High	<b>Important risks - may potentially affect provision of key services or duties</b>  6	<b>Key risk- may potentially affect provision of key services or duties</b>  8	<b>Immediate action needed - serious threat to provision and/or achievement of key services or duties</b>  9
		<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  3	<b>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</b>  5	<b>Key risks - may potentially affect provision of key services or duties</b>  7
	low	<b>No action necessary</b>  1	<b>Monitor as necessary - ensure being properly managed</b>  2	<b>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</b>  4
		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	The consultation document is available in accessible formats and different languages to ensure it is available to all.
<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>	Yes	The consultation document is available in accessible formats and different languages to ensure it is available to all.
<ul style="list-style-type: none"> <li>Does the activity/policy identify and take account of diverse needs?</li> </ul>	Yes	The consultation document is available in accessible formats and different languages to ensure it is available to all.
<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 quarterly through the Service Performance Management framework.
<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>	Yes	The consultation presents an opportunity to inform our communities of our progress and priorities and invites comments from the public.
<ul style="list-style-type: none"> <li>Is there the potential to enhance equality of opportunity through this activity/policy?</li> </ul>	Yes	The plan presents an opportunity to inform our communities of our progress and priorities and invites comments from the public.
<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.**

## **13. Service Plan 2009/10**

### **Purpose of report**

1. To seek approval of the Authority's Service Plan 2009-10
- 

### **Recommendations**

**The Chief Fire Officer recommends that the Authority approves the 2009-10 Service Plan.**

### **Background**

2. As part of our corporate planning process the Service produces an annual Service Plan.
3. The Plan, attached at Appendix 1 provides an overview of the Authority's strategic objectives and priorities for 2009-10. It also details our achievements during 2008-09.
4. The Plan aims to inform all our stakeholders of our achievements and our plans and it is also to inform other agencies in the public, private and voluntary sectors that will be looking to this plan for opportunities to engage in constructive local partnerships.

### **Corporate Considerations**

5. A Business Impact Analysis form is attached at Appendix 2 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 – Service Plan 2009-10 (Issued as separate enclosure)

Appendix 2 - Business Impact Assessment Form

### **Contact Officer**

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

## **Hereford and Worcester Fire and Rescue Authority 2009-10 Service Plan**

*FRA Meeting 26 June 2009- Agenda Item No. 13-Appendix 1.*

## **Service Plan 2009-10**

### **Foreword by Chairman of Fire Authority and CFO**

All public authorities, including the Fire and Rescue Authority, currently face a number of significant challenges. Budgets are tighter than ever before and we need to prepare for further pressures in the coming years, scrutiny and audit of our performance is more robust than ever. The requirement to maintain a strong performing authority in this challenging environment puts significant pressures on staff and the Service.

We're pleased that the Service has consistently proved itself to be up to the challenge. We have put into place a challenging new Integrated Risk Management Plan which outlines our response to the Government's Efficiency Agenda, as well as our ambitions for delivering a continuously improving service to the public.

Despite receiving one of the lowest levels of Government grant of any Fire and Rescue Authority, this year's assessments by the Audit Commission have again placed us amongst the top five Authorities in the country. This year's external assessment has also shown us to be "Improving Strongly" from a position where we were already a "Good" authority.

We're proud of the staff who have made this possible with the ongoing commitment and unquestionable ability to make the communities of Herefordshire and Worcestershire safer.

Brigadier Peter Jones CBE  
Chairman of the Authority

Paul Hayden  
Chief Fire Officer/Chief Executive



## **Introduction**

The Service Plan outlines the areas of focus for 2009/10, and reports on our performance in 2008/09. It lists each area of activity to the overall organisational strategy and direction, providing an overview of what we do, why we do it and how well we do it.

The Government's programme of legislative requirements placed on us changes from year to year, and has been considerable this year. For the first time we no longer have Best Value Performance Indicators, and the range and detail of the Audit Commission's assessments is wider than it has ever been, and places its own challenges on the Service. However, the Authority continues to perform outstandingly in this area.

The Authority has vastly expanded its work with partners, reflecting the national agenda of improving the effectiveness of services to local communities by working with public authorities such as the Herefordshire and Worcestershire County Councils, the District Councils in Worcestershire and West Mercia Constabulary.

The Authority continues to develop its services and strengthen its local, regional and national position. The environment is, and will remain for the foreseeable future, a challenging one with difficult efficiency targets to meet, in the context of an uncertain financial position.

## **Context Statement / who are we?**

Hereford & Worcester Fire and Rescue Authority is constituted under the Fire and Rescue Services Act 2004. The Fire & Rescue Authority comprises 25 Elected Members, 19 from Worcestershire and 6 from Herefordshire which is a unitary Authority. Worcestershire comprises six district councils and the county council. The Authority has an annual budget of around £30 million.

Fire and rescue services, including fire safety activities, are provided from 27 fire stations strategically located across the two counties. These services are co-ordinated within three geographical districts which coincide with Local Authority and Police boundaries. The Service has five Wholetime Stations based in the cities of Hereford and Worcester and the three towns of Kidderminster, Bromsgrove and Redditch. It also operates three day-crewed Stations in the Worcestershire towns of Malvern, Droitwich and Evesham. The Retained Duty service is mainly based in Herefordshire, with 12 out of the 19 Retained Stations located here. The Fire and Rescue Service has an establishment of 332 Wholetime posts, 369 Retained posts, 28 Fire Control staff and 127 support staff. We also host one of 20 national Urban Search and Rescue specialist units.

The Fire Authority attends approximately 9,000 emergency incidents each year. The majority of calls for assistance are to fires, road traffic collisions and alerts from automatic alarm systems. In our area in particular, there are also calls for rope rescues, grass fires in open areas, and to assist when floods strike. We have highly trained specialist teams to deal with these specific types of emergencies.

## Our Vision, Strategic Objectives and Values

We have a clear corporate vision and supporting strategic objectives that provide the direction for our corporate planning towards the further development of the Service.

**Our long term vision is:**

**“To Make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being”**

**Our strategic objectives are:**

- **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:** 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
- **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
- **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

Hereford & Worcester Fire and Rescue Service is committed to the values of the Fire and Rescue Service. These values are a way of recognising the standard at which we operate, the ethos behind the Service, and are intended to provide a benchmark for every employee in every situation.

Our values are a way of displaying the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

## **Our Values**

### **We Value Diverse Communities**

- We are committed to serving all parts of our communities
- We recognise that diverse needs, expectations and risks need diverse solutions
- We always fulfil our responsibilities to people, communities and the environment
- We remove barriers to entry and seek true diversity to reflect the communities we serve
- We will challenge inappropriate behaviour
- We actively seek feedback

### **We Value Our People**

- We are committed to developing our people
- We build relationships that are based upon mutual trust and respect
- We work in an inclusive way
- We recognise that everyone has a contribution to make
- We respect and see difference as a strength
- We behave in an ethical way
- We promote well-being of others
- We allow empathy to flourish
- We are active and participative listeners
- We communicate with honesty and integrity
- We say 'thank you'

### **We Value Our Fire and Rescue Service**

- We are passionate about building our great reputation
- We make work rewarding and motivating
- We all pull together in the right direction
- We are a team and not a family
- We enjoy and celebrate our work
- We focus on priorities by setting clear objectives and accountabilities
- We provide the right service at the right time and in the right place

### **We Value Innovation, Change and Learning**

- We encourage critical and lateral thinking and manage constructive challenge
- We take responsibility for improving our performance
- We develop ourselves and others to achieve our full potential
- We take responsibility for our actions
- We encourage problem solving at all levels
- We capture good ideas from wherever they originate
- We learn from our experiences

### How have we performed in 2008/09?

The Comprehensive Performance Assessment in 2007/08 confirmed that Hereford and Worcester Fire and Rescue Authority was continuing to improve following its overall **Good** performance in 2005.

Fire and rescue authorities were assessed under the 2008 performance framework on three elements:

- What progress Hereford and Worcester Fire and Rescue Authority has made in the last year – Direction of Travel
- How Hereford and Worcester Fire and Rescue Authority manages its finances and provides value for money – Use of Resources
- How Hereford and Worcester Fire and Rescue Authority delivers its fire and rescue service – Service Assessment

Hereford and Worcester Fire and Rescue Authority was assessed as **improving strongly** in 2008.  
(A summary of the findings is provided below.)

The Audit Commission report confirmed that there have been significant reductions in fire deaths, primary and non domestic fires and all categories of arson.

This is testament to the excellent work being carried out by our staff across the two counties, who are all working to make Herefordshire and Worcestershire a safer place to live and work.

The Audit Commission concluded that:

- The Fire and Rescue Authority (FRA) is clearly delivering its vision of making local communities safer
- There is a balanced approach which recognises the importance of maintaining a high level of operational skills and preparedness whilst reducing risk
- The FRA is using partnerships and other agencies to effectively identify and access the more vulnerable groups in communities.

- The FRA is providing a good and improving level of value for money
- The FRA can demonstrate a firm commitment to the diversity and equality agenda – the proportion of women firefighters is amongst the highest nationally
- The FRA is demonstrating a robust approach to the enforcement of the Regulatory Reform Order and has a risk-based inspection programme in place.

This report confirms that our Service continues to perform exceptionally well, despite some financial challenges. Whilst we are delighted with the performance results we can never become complacent. We will continue to set ourselves challenging targets and objectives which are crucial to the success of any modern and progressive organisation and we look forward to the challenging yet rewarding times ahead.

### **Chartermark**

We have successfully retained our Chartermark Standard for ‘Excellence in Customer Service’, with two further areas of national best practice identified as part of the assessment process. Hereford and Worcester Fire and Rescue Service now have 12 elements identified as best practice.

### Community Empowerment and Consultation

What the public think of the Service that they receive is important to us. By engaging with the people of Herefordshire and Worcestershire, we can establish the impact of our services on those who use them. We conduct user satisfaction surveys on an ongoing basis to allow us to determine public opinion.

Survey Type	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Public Survey – Overall Satisfaction (Every 3 Years)	75%	-	-	70%	-	-	64*	-
After the incident – overall satisfaction	-	-	100%	99%	99%	100%	99% - Home incidents 98% - Non Domestic Incidents	99% - Home incidents 98% - Non Domestic Incidents
Fire Safety Audit / Inspection – overall satisfaction	-	-	99%	98%	99%	99%	95%	94%
Fire Safety Schools Visit	-	-	-	-	-	97%	100%	98%
Home Fire Safety Check – overall satisfaction	-	-	-	-	-	-	-	100%

Although the Authority is well above the national average and just below the top quartile for Public Survey Results, the overall satisfaction rate is decreasing. This is comparable with the national satisfaction rate for which the trend is also downwards.

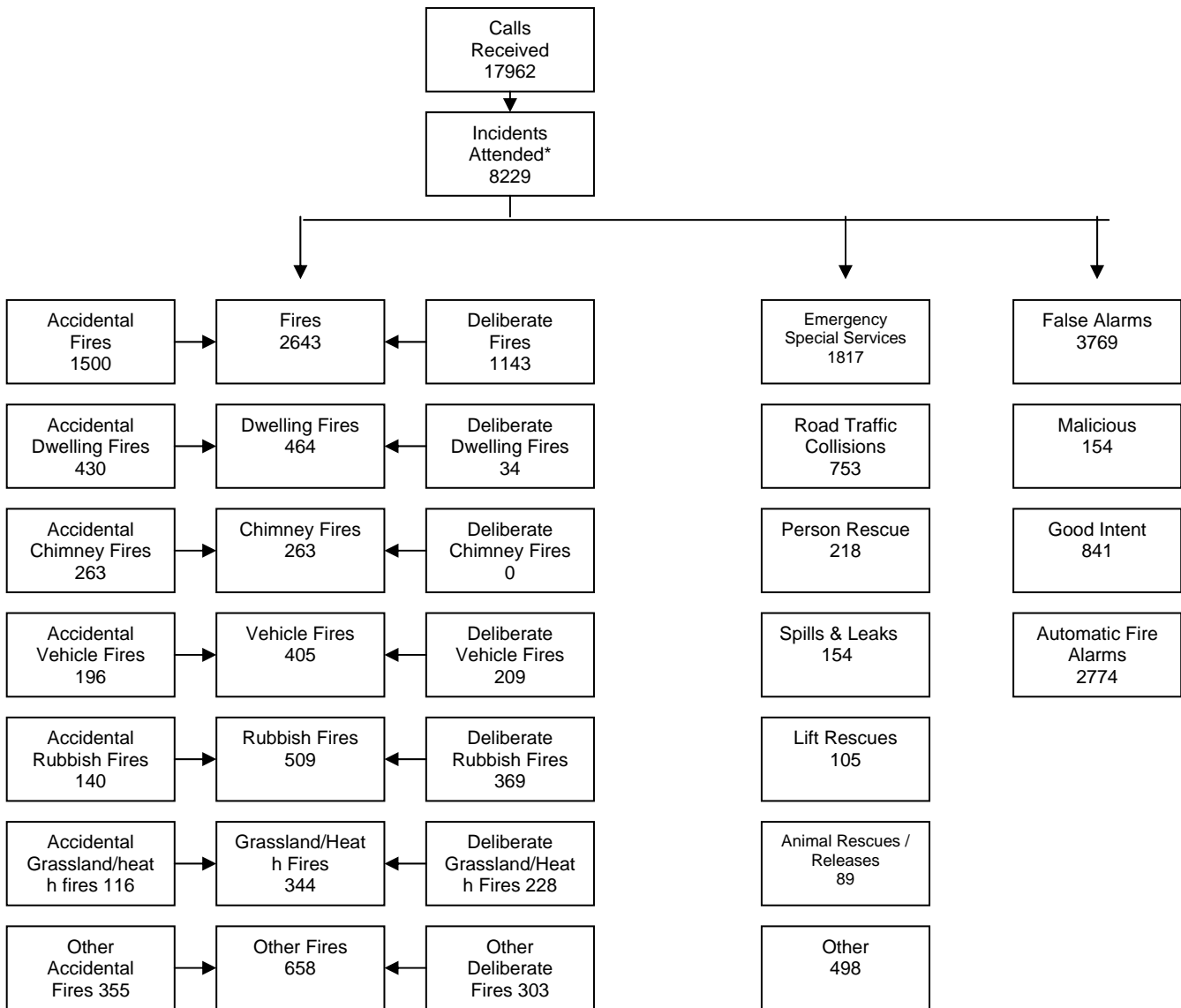
The Authority also maintains a complaints and concerns register and reports are provided to meetings of the Fire and Rescue Authority for member scrutiny and comment. During 2008/09 we received a total of 60 compliments, 24 complaints and 17 concerns from members of the public regarding our Service.



We are embracing the principles of the Government's Duty, and working with our partners, to improve the way we inform, consult and involve the people we serve.

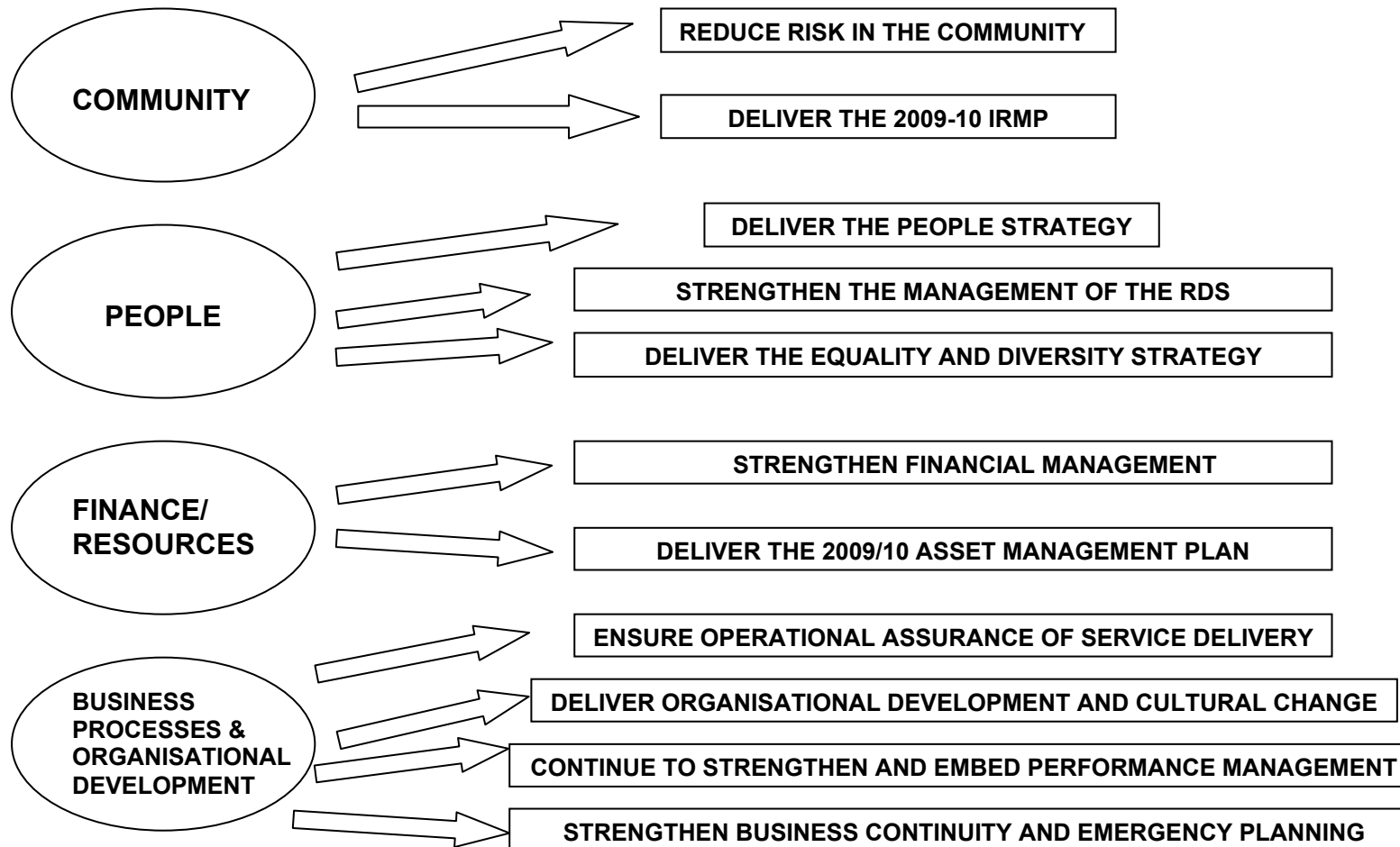
- We have developed our IRMP consultation processes to include involvement plans for the public and external stakeholder groups
- We are working with our partners in both Herefordshire and Worcestershire to develop a joint approach to improve community involvement. We are actively participating in a working group to set up a Worcestershire Joint Citizen's Panel covering the county council, 6 district councils and key partners.
- We have established a new Community Engagement panel with representatives covering the six equality strands across the two counties. This group aims to build community capacity for greater involvement in identifying issues and influencing strategy and policy.
- We have developed new Community Fire Safety recording and reporting forms to capture local engagement and involvement with community groups

## Summary of 2008/09 Incidents



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

## OUR AIMS AND OBJECTIVES



## 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.

### **OBJECTIVE 1: Reduce Risk in the Community**

- **from Fire**
- **on our Roads**
- **from the consequences of terrorism or natural disaster**
- **from hazards in or around water**
- **in the home**

We work to reduce the risks in our communities by ensuring that we have effective prevention, response and partnership arrangements.

### **PREVENTION**

We will work with our communities to prevent fires and other incidents through our Community Safety Strategy and community education measures, particularly with 'at risk' and hard to reach groups.

### **Our Achievements in 2008/09**

2008/09 has been a year of strong performance towards our primary objective to improve the safety of the community

- We have continued to target our prevention activities and provide home fire safety checks and community safety advice to the elderly and housebound in our communities
- We have developed a three year Community Safety Strategy with our partners. The Strategy consists of 10 specific objectives with 27 associated performance indicators and provides a framework for us to serve our communities and make them safer from fire and other hazards.
- Our Community Safety work has resulted in a reduction in the overall number of fire deaths and injuries, total calls to fires, fires in commercial premises and automatic fire alarms. This has meant fewer people suffering loss of injury and contributing to reducing the economic cost of fire to the community.

- Our Road Safety Strategy has strengthened our partnership work in reducing road traffic collisions. This is an important step towards achieving the particularly challenging long term aim of lower deaths and injuries on the road.
- We have developed our links with West Mercia Constabulary's Arson Task Force and appointed an Arson Reduction Manager to work with the police and develop an Arson Reduction Strategy.

### **Our Plans for 2009/10**

- We will work with our partners to establish a joint database of sites, properties and numbers of caravans and occupants, to help identify priorities for inspection and to develop risk reduction strategies for migrant/seasonal/short term workers in Herefordshire and Worcestershire.
- We will further develop our arson reduction policy to achieve a reduction in the number of deliberate fires and a greater understanding of how to prevent deliberate fires within the Community.
- We will provide additional community safety facilities in our districts to help us reach our communities and promote community safety .
- We will expand the delivery of CS education into Special needs schools and homes to ensure equality of Service Delivery across Herefordshire and Worcestershire.
- We will work with our partners to design and deliver targeted Road Safety education to our communities.

### **PROTECTION**

We will ensure that our public buildings and workplaces are protected from the risks of fire.

### **Our Achievements in 2008/09**

- We have developed a focused and flexible Risk Based Audit Programme for Technical Fire Safety.
- We have carried out a review of the delivery and support of Technical Fire Safety.
- We have provided our Technical Fire Safety inspection staff with tablet computers to allow electronic data capture from audit inspections.

## **Our plans for 2009/10**

- We will implement the findings of the 2008/09 review of Technical Fire Safety.
- We will upgrade the Technical Fire Safety website to improve the provision of Technical Fire Safety Information to both internal and external stakeholders.
- We will continue to develop the facilities to record technical fire safety information in the districts.

## **EFFECTIVE RESPONSE / INTERVENTION**

Our Operational Intervention Department provides our crews with the necessary skills and equipment to provide an effective and efficient operational response whilst ensuring the safety of our crews and the community.

## **Our Achievements in 2008/09**

- We have reviewed all of our operational policies and reissued supporting guidance
- The implementation of our Water Safety Strategy has provided an additional rescue resource for the community. We have considerably strengthened our capability to carry out rescues from water and we have plans to expand this for major flood events in response to the Pitt report into the 2007 floods. We have strengthened our specialist rescue capability, improved incident command systems and improved inter-agency operations, including local flood response planning. The Service provides strategic and tactical leadership for the development of national flood rescue response
- We have fully reviewed our incident command and debrief systems and implemented revised policies. We have trained our operational staff in the new procedures and all officers have been assessed in the principles of Incident Command.
- We have enhanced our operational capability with new specialist appliances. These appliances contribute to making firefighting safer and more efficient.
- We have developed a Service Resilience Register to ensure we have sufficient emergency cover at all times and also during spate conditions.
- We have reviewed our Over the Border Interoperability arrangements and developed joint procedures with the West Midlands Regional Management Board.

## **Our Plans for 2009/10**

- We will facilitate the delivery of a new Incident Support Unit vehicle into the Service to further improve our incident command function.
- We will develop our Enhanced Command Support function with a new vehicle and new policy
- We will review our Breathing Apparatus Policy to ensure safer systems of work for breathing apparatus
- We will complete a review of our Intel/risk identification process for properties.
- We will review our policies and procedures for:
  - Hazardous materials
  - Animal Rescue
  - Aerial Operations
- We will develop the Service's response to Environmental incidents with new vehicle, equipment and policy

## **FIRE CONTROL AND FIRELINK**

The Government's Fire control project aims to provide an enhanced control service using a national network of nine Regional Control Centres (RCC). The Firelink project will introduce a common interoperable radio communications system.

### **Our Achievements in 2008/09**

- We are well prepared for the implementation of RCC and FireLink and we are meeting the project requirements and providing the necessary resources.
- A team has been recruited to coordinate and carry out the transfer of our data to the new RCC systems.
- Significant progress has been made with the FireLink project with the roll out of radios completed in February 2009.

### **Our Plans for 2009/10**

- The Service will continue to respond to, and actively influence, the Regional Control Centre and Firelink projects

## **PARTNERSHIPS**

**Partnerships are essential to our way of working. They help us:**

- to improve and strengthen how we deliver our services
- to achieve a more efficient and effective use of our resources
- to assist our partners in providing quality services to the communities of Herefordshire and Worcestershire.

We continue to strengthen our engagement in Strategic Partnerships addressing community needs and priorities across the two counties. In particular, it has helped to strengthen the focus on the safety of our communities.

We have actively participated in preparing the new Local Area Agreements (LAA's) for 2008-11 in both Herefordshire and Worcestershire, and we have identified key areas of common concern in both the Service's own vision, objectives and priorities and the two LAA's' key objectives and priorities. The diagrams on pages 20 and 21 illustrate how our community safety work is contributing.



The Service is also involved in a number of other Strategic Partnerships:

- Crime and Disorder Reduction Partnerships (CDRPs)
- West Mercia Local Resilience Forum
- Safer Roads Partnership
- West Midlands Regional Management Board
- Rural Services Partnership

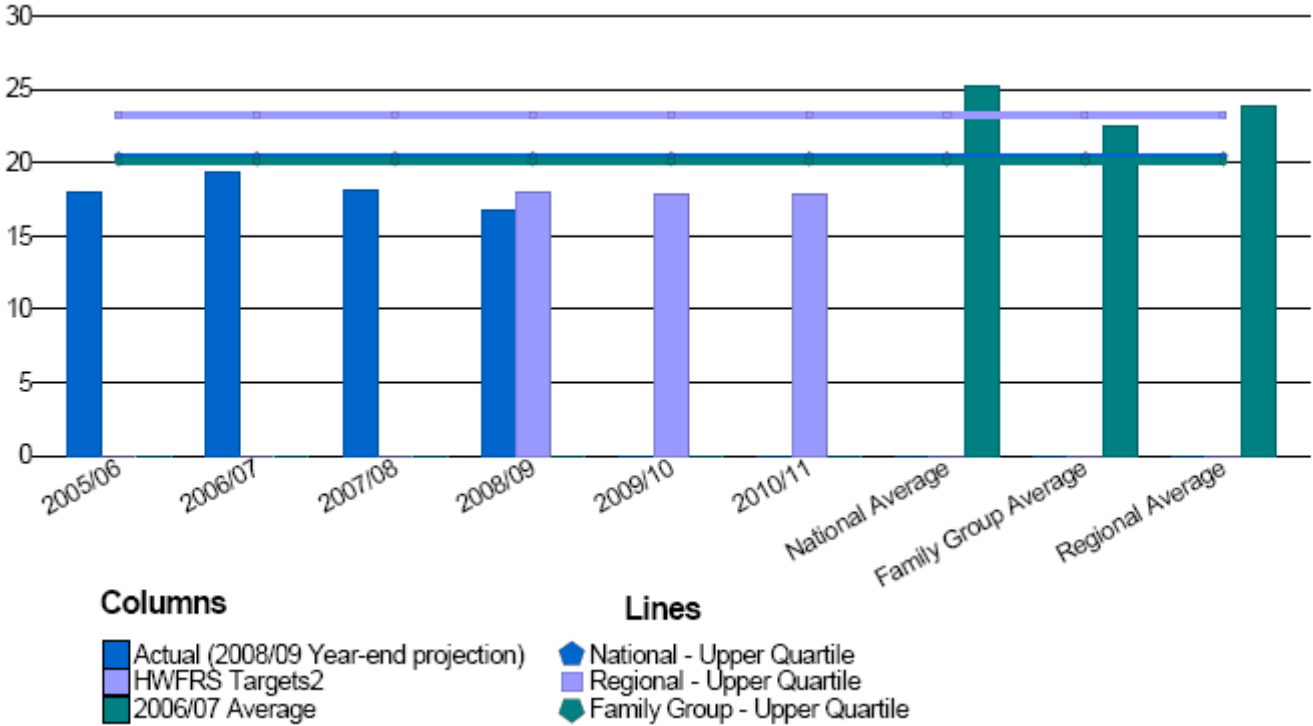
### **Signposting**

The Signposting Service is a Partnership service that aims to connect vulnerable adults who may be at risk to appropriate statutory services they may not currently be receiving. The service is for front-line members of staff who visit people in their homes; whilst carrying out their organisations' core business, they may observe additional areas of concern that may be putting the individual at risk, and may require further assistance. By using the service, people can then be connected to services they may need. Partners include all statutory services across the counties of Hereford and Worcestershire.

We have achieved excellent performance against our Community Performance Indicators.

**Total Number of primary fires per 10,000 population.**

Last year we attended 1,228 primary fires. This equates to 16.74 fires per 10,000 population. We have improved on our year end totals for the last three years.



# LINKING HWFRS PRIORITIES TO HEREFORDSHIRE LAA PRIORITIES

PRINCES TRUST

YOUNG FIREFIGHTERS  
ASSOCIATION

IGNITE

SAFETY EDUCATION IN  
SCHOOLS AND  
COMMUNITIES (FIRE,  
ROAD WATER HOME)

WORK WITH PUPIL  
REFERRAL UNITS

JUVENILE  
FIRESETTERS

FIRE STATION OPEN  
DAYS

INTERAGENCY  
COMMUNITY SAFETY  
DAYS

INTERAGENCY  
COMMUNITY SAFETY  
DAYS

WORK WITH PUPIL  
REFERRAL UNITS

SIGNPOSTING

ROAD SAFETY STRATEGY

INTERAGENCY COMMUNITY  
SAFETY DAYS

PRINCES TRUST

YOUNG FIREFIGHTERS  
ASSOCIATION

IGNITE

SAFETY EDUCATION IN  
SCHOOLS AND  
COMMUNITIES (FIRE,  
ROAD WATER HOME)

SIGNPOSTING

WORK WITH PUPIL  
REFERRAL UNITS

JUVENILE FIRESETTERS

MULTI AGENCY TASKING

MALICIOUS CALL  
CHALLENGING

ARSON REDUCTION

ROAD SAFETY STRATEGY

INTEGRATED CLIMATE  
CHANGE RESPONSE  
STRATEGY

WATER SAFETY AWARENESS  
EDUCATION AND  
IMPLEMENTATION OF THE  
WATER SAFETY STRATEGY

SUPPORT TO COMMUNITY  
RESPONDING

EMBEDDED URBAN  
SEARCH AND RESCUE  
CAPABILITY

SPATE CONDITIONS POLICY  
AND WATER RESCUE  
CAPABILITY

DEVELOPMENT OF MAJOR  
EMERGENCY RESPONSE  
SYSTEMS

LINK TO REGIONAL AND  
LOCAL RESILIENCE  
FORUMS

## CHILDREN AND YOUNG PEOPLE

- Improve participation in and achievement for young people in education employment and training post 14
- Encourage and enable children and young people in Herefordshire to achieve their potential and participate in positive activities

## STRONGER COMMUNITIES

- Encourage thriving communities where people are able to influence, change and take action to improve their area regardless of their background.

## HEALTH AND WELLBEING

- Help vulnerable people to live safely and independently in their own homes

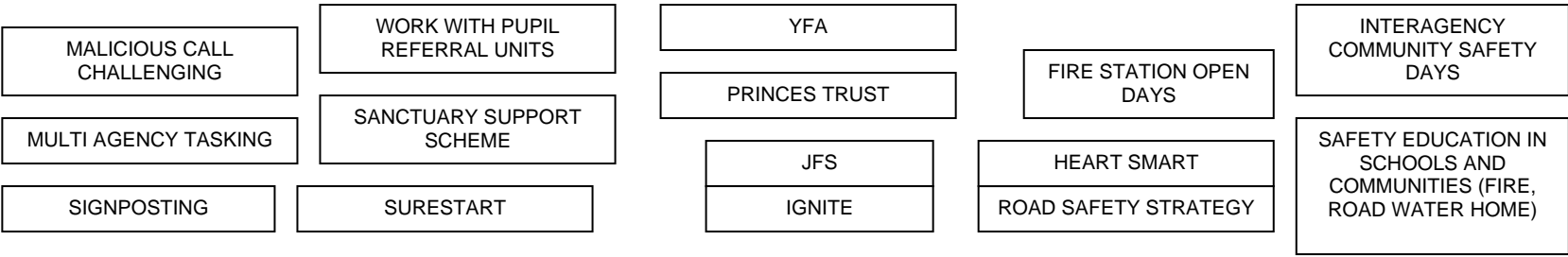
## SAFER COMMUNITIES

- Further reduce the already low levels of crime disorder and antisocial behaviour in the county and to reduce disproportionate fear of such
- Increase safety for Road users in the County

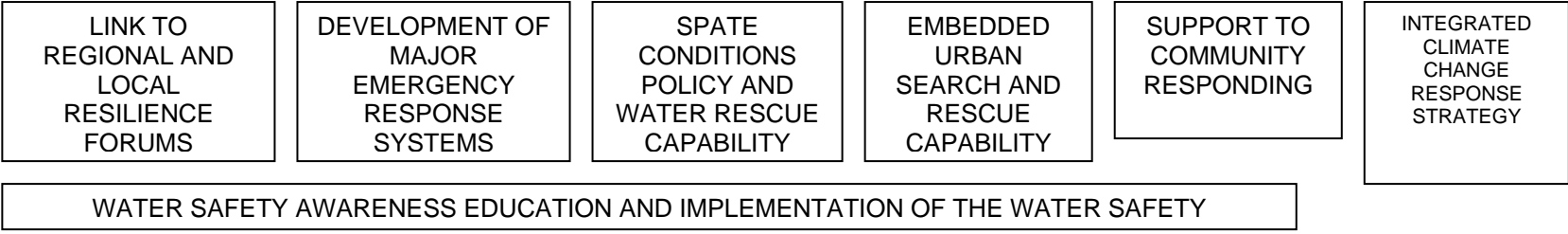
## ENVIRONMENT

- Lead a contribution to climate change reduction
- Strengthen resilience to and recovery from civil emergencies which may have a long term impact on Herefordshire communities through effective partnership, p[planning and coordination

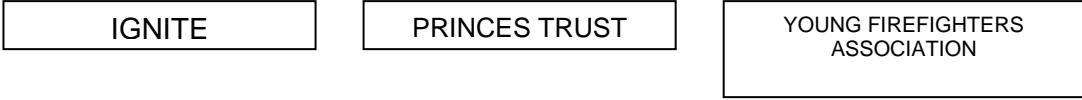
**COMMUNITIES THAT ARE SAFE AND FEEL SAFE**  
 - To continue to improve community safety and build confidence in communities



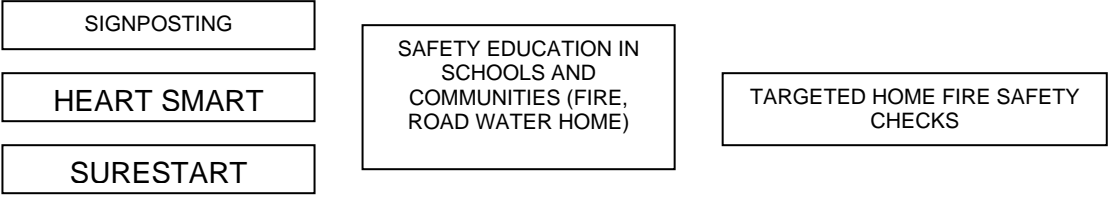
**A BETTER ENVIRONMENT FOR TODAY AND TOMORROW**  
 - To improve flood mitigation measures and improve drainage



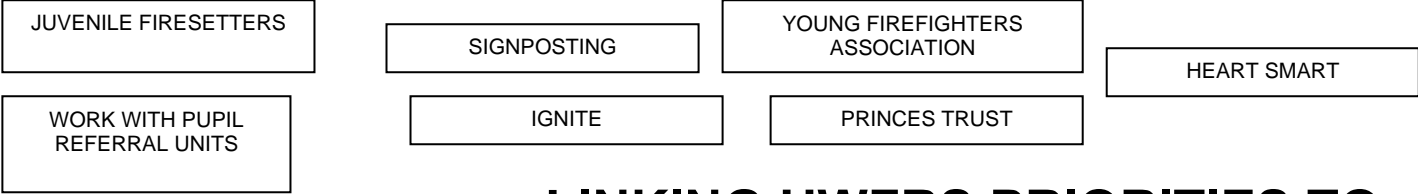
**ECONOMIC SUCCESS THAT IS SHARED BY ALL**  
 - To remove barriers to employment and improve skills in education employment and training



**IMPROVING HEALTH AND WELL BEING**  
 - To support and improve the leading of healthy lifestyles and wellbeing of adults and children  
 - To improve the quality of life and independence of older people and those with a long term limiting illness



**MEETING THE NEEDS OF CHILDREN AND YOUNG PEOPLE**  
 To ensure young people have the opportunity to participate in positive activities



**STRONGER COMMUNITIES**  
 - To reduce levels of inequality within the community



**LINKING HWFRS PRIORITIES TO WORCESTERSHIRE LAA PRIORITIES**

## **OBJECTIVE 2: DELIVER THE 2009-12 INTEGRATED RISK MANAGEMENT PLAN (IRMP)**

The Authority's 2009/12 IRMP was published on 1<sup>st</sup> April 2009. This sets out a broad set of strategic objectives for Service improvement to be delivered over the 3 year period.

The IRMP evaluates risk to our communities from fire, dangers on our roads, consequences of terrorism or natural disasters. Each year we develop an Action Plan to deliver our strategy following a process of identifying existing and potential risks and an evaluation of our current arrangements.

### **Our Achievements in 2008/09**

- We completely revised our community risk profile for the IRMP utilising new software which provides more sophisticated predictive analysis to target resources and assess risk more effectively. We worked closely with our districts and local crews to ensure that we capture local knowledge and risk information.
- The 2009/12 IRMP fully integrates our partnership commitments
- We adopted a revised attendance standard for fires in buildings. We will maintain our current standard for RTCs but continue to monitor and report against the draft standard throughout 2009/10.

### **2009/10 IRMP ACTION PLAN**

Our 2009/10 IRMP action plan focuses on delivering efficiencies whilst ensuring that we maintain our levels of operation response. During 2009/10 we will reduce the Firefighter establishment by 12 posts that is a reduction of one post from each watch at Redditch, Kidderminster and Bromsgrove. By implementing management efficiencies this change will not affect our service provision. Significant work has been carried out to facilitate the delivery of this plan:

- The Service is implementing centralised coordination of crewing.
- The Service is implementing centrally coordinated training which will ensure crewing availability whilst delivering essential training.
- We have introduced additional training capacity in the form of 3 or 4 watch managers to provide locally delivered training.
- We are also developing new arrangements for water rescue training which will have no detrimental impact on crewing.
- The Service has developed a comprehensive policy to manage attendance and monitor progress.

During 2009/10 we will review the Service's Risk Profile and produce the 2010/11 IRMP action plan for consultation by June 2009.

## 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

### OBJECTIVE 3: DELIVER THE PEOPLE STRATEGY

The Service's People Strategy provides a framework to support our aims and objectives by providing the right people in the right place at the right time with the right skills across the Service.

Our Training and Development Centre supports the implementation of the Service's IRMP by designing courses and providing training to ensure that operational staff possess the necessary skills to ensure an efficient operational response and safe systems of work.

#### Our Achievements in 2008/09

- We have significantly improved the support provided to the organisation through a restructure of our HR department. Our performance in the areas of recruitment, retention and promotion continues to improve
- We have reviewed and improved our Recruitment and Selection processes to ensure that they comply with legislation, exemplify national and regional good practice and contribute to delivery of the Equality Standard
- We have reviewed and strengthened our process, policies and procedures for succession planning
- We fully implemented the changes recommended by a 2007/08 review of training including:
  - Developing formal arrangements for ensuring that incident commanders at supervisory, middle and strategic level have maintained their competencies
  - Ensuring delivery of sufficient familiarisation courses to integrate new appliances and accommodate staff moves.
- We developed and delivered a Behavioural Health and Safety training programme in order to reduce the number of station based injuries and injuries at fires and subsequently the number of shifts lost to sickness. The success of this training will be evaluated during 2009/10.

## **Our Plans for 2009/10**

- Revise our People Strategy to ensure that it continues to support the Service's aims and objectives. Our new strategy will be published in April 2010.
- Implement a computerised HR system to improve the efficiency of our HR function and improve the availability of management information.
- Conduct an Equal Pay review
- Develop the organisation's Health and Safety Strategy, including the development and delivery of training, and review of our policies in order to ensure the safety of our staff and communities.

## **OBJECTIVE 4: STRENGTHEN THE MANAGEMENT OF THE RETAINED DUTY SYSTEM**

### **Our Achievements in 2008/09**

- The Service has successfully completed a review of the management of our retained duty system. This was a major review which has significant implications for the Service.

### **Our Plans for 2009/10**

- During 2009-10 we will begin to implement the findings of the review of the retained duty system. There is a significant amount of work involved in this and it is likely that this will continue into 2010/11.

## **OBJECTIVE 5: DELIVER THE EQUALITY AND DIVERSITY STRATEGY**

### **Our Achievements in 2008/09**

- Our success in achieving level 4 of the Equality Standard for Local Government (ESLG) has firmly established the Authority in the top level of performers in the country in this area. In the CLG's Equality and Diversity Report 2009, HWFRS is the second highest performing Fire Authority in the country.
- We have delivered Equality and Diversity training across the Service resulting in greater awareness of key issues amongst our staff.
- We have continued to develop and strengthen our partnership working with regional FRS and also further afield with London, Cheshire, Avon and Dorset sharing best practice and benchmarking exercises in support of our successful achievement of the ESLG.
- We have continued to challenge our organisational culture establishing and supporting Equality and Diversity subgroups. For example the Lesbian, Gay, Bi-sexual and Trans Action group, Women's Action Committee and Equal Access Service Group. This illustrates the Service's commitment to tackling all forms of discrimination.

### **Our Plans for 2009/10**

- Achieve level 5 (Excellent) of the Equality Standard for Local Government.
- Establish a robust process for assessing the Equality impact of all our Service policies and publications.
- Deliver our Positive Action Plan in accordance with best practice to support the achievement of the Service's Equality targets.
- Establish an Equalities Scrutiny Community Panel made from people within the community who have a role in this field.



## **BUSINESS PROCESSES 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

### **OBJECTIVE 6: ENSURE OPERATIONAL ASSURANCE OF SERVICE DELIVERY**

#### **Our Achievements in 2008/09**

The Service carried out an audit of operational assurance focusing on breathing apparatus and operational intelligence. This comprehensive review looked at existing policies and procedures, current risk management processes and examined the skills of our operational staff.

The following actions were identified and implemented during 2008/09:

- Breathing Apparatus (BA) procedural and training policies were updated and reissued to all operational staff.
- BA refresher training programmes were designed and delivered to all operational staff.

#### **Our Plans for 2009/10**

- The audit process was repeated in December 2008 and a number of areas for improvement identified. An action plan will be developed and implemented during 2009/10.
- Develop and implement an Active Incident Monitoring System.
- Continue to work within the Region to develop a policy to support the sharing of information and good practice on operational assurance and health and safety.
- Roll out our new electronic debrief system and policy.

## **OBJECTIVE 7: DELIVER ORGANISATIONAL DEVELOPMENT AND CULTURAL CHANGE**

### **Our Achievements in 2008/09**

- We have developed a Corporate Support Strategy to improve our Committee Service function and support for our Fire Authority members.
- We have developed a Media and Communications Strategy
- We identified and procured replacement station wear to support our Cultural Change programme.

### **Our Plans for 2009/10**

- We will continue to implement our Cultural Development plan including the development of a Leadership Development plan.
- We will continue to develop our Corporate Support function and deliver a new Members' Development Programme.

## **OBJECTIVE 8: CONTINUE TO EMBED AND STRENGTHEN PERFORMANCE MANAGEMENT**

### **Our Achievements in 2008/09**

- In 2008/09 the Audit Commission assessed Hereford and Worcester Fire and Rescue Service as "Improving Strongly" in its priority areas.
- We have seen excellent improvement in our performance against our 2007/08 performance indicators for our fire prevention and operational response. The Audit commission review ranked us 6<sup>th</sup> out of 48 Fire Authorities for the percentage of performance indicators improved in the last year (85%). This is above average for fire authorities (69%).
- During 2008/09, the Service has gone live with our new IT based performance management system (CORVU). The system allows us to provide detailed data to our stations and districts and target resources and community safety activities to the areas of greatest need in our communities.
- The Service successfully implemented the Incident Recording System in line with CLG requirements on February 10<sup>th</sup> 2009. Training has been delivered to all users and this focused on ensuring data quality.

## **Our Plans for 2009/10**

- We will continue to expand our use of Corvu including the monitoring of our progress against our Departmental, District and Station business plans.
- We will continue to closely monitor our performance against Partnership objectives.
- We will continue to respond positively to all external assessments during 2009/10.

## **OBJECTIVE 9: STRENGTHEN BUSINESS CONTINUITY AND EMERGENCY PLANNING**

The Service has developed its 2008/11 Business Continuity Policy and Strategy which aims to coordinate the response of all Service departments to an event which has the potential to affect our service delivery and operational response.

We actively engage with the West Mercia Local Resilience Forum (LRF) to develop our response to major emergencies and have incorporated the Community Risk Register into our own Service Risk Profile.

## **Our Achievements in 2008/09**

- We have continued to embed business continuity across the service by developing departmental business continuity risk plans.
- We have developed a range of risk-based plans for business continuity arrangements for example Fuel, Terrorism, Utilities and migration to a Regional Fire Control.
- We have identified and disseminated LRF issues across the Service and delivered training to all relevant staff who will participate in Silver command.

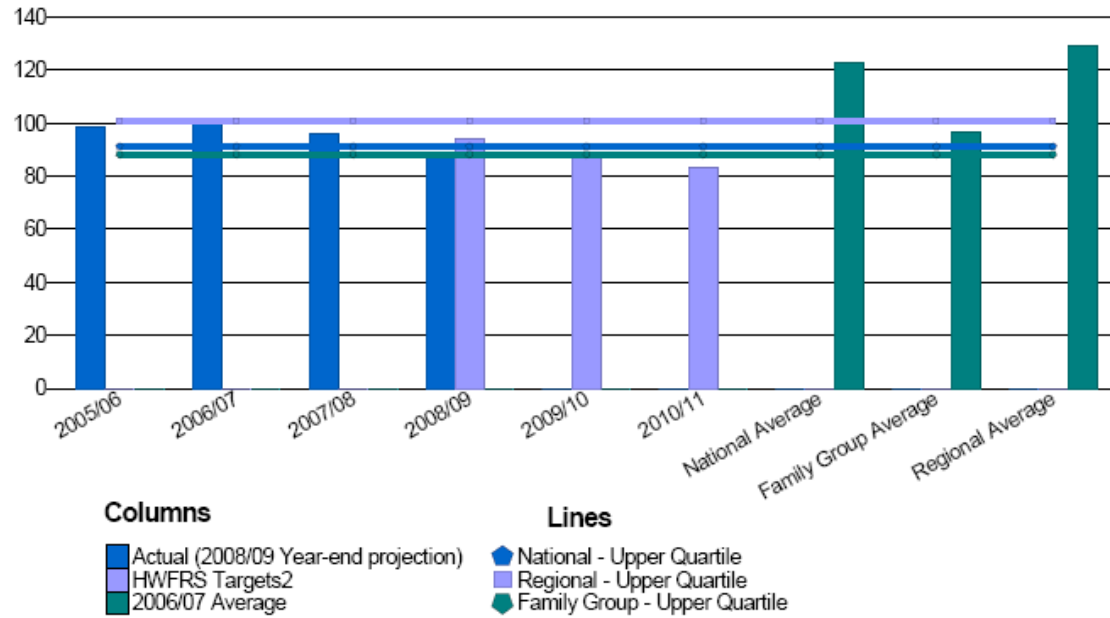
## **Our Plans for 2009/10**

- We will continue to strengthen our business continuity planning arrangements.
- We will deliver improvements in Information Governance arrangements.

We have achieved excellent performance against our Business Process performance indicators.

**The number of automatic false alarms caused by automatic fire detection equipment per 1,000 non-domestic properties.**

During 2008/09 the Service attended 2,256 automatic false alarms in non-domestic properties. This is in excess of our target and represents a year on year improvement for the last 3 years. During 2009/10 we will introduce a revised policy on automatic false alarms combining national and local requirements.



## 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

### Providing Value for Money and Delivering Efficiency

In 2009/10 the FRA will spend £30.5m providing a comprehensive community safety service across the two counties

	2008/09 £m	2009/10 £m
<b>Gross Expenditure</b>		
Employees (including pension costs)	22.73	23.400
Running Costs	6.230	6.360
Capital Financing	1.686	1.916
Income	(0.166)	(0.170)
<b>Core Budget</b>	<b>30.523</b>	<b>31.506</b>
Special Grant – Urban Search and Rescue	(0.859)	(0.859)
Special Grant – New Dimensions Training	(0.080)	(0.080)
Special Grant – Fire Control Implementation	(0.056)	(0.056)
Special Grant – Fire Control Initial Staff Pool	0.000	(0.060)
<b>Gross Expenditure</b>	<b>29.528</b>	<b>30.451</b>

Why spending has changed	£m
<b>Net Budget Requirement 2008-09</b>	<b>29.311</b>
Addback one of use of reserves in 2008/09	0.217
National Pay Awards & Cost Pressures	0.904
Changes to training arrangements	0.380
Impact of Asset Management Plan and Vehicle Strategy	0.230
Net Other Smaller Changes	0.040
<b>Gross Expenditure 2009-10</b>	<b>31.082</b>
Cash Releasing Efficiencies	(0.631)
<b>Net Budget Requirement 2009-10</b>	<b>30.451</b>

## **OBJECTIVE 10: STRENGTHEN FINANCIAL MANAGEMENT**

The Authority remains committed to delivering high quality cost effective services to its local communities and can demonstrate an impressive track record

### **Our Achievements in 2008/09**

- The 2008/11 Comprehensive Spending Review required us to make savings and efficiencies totalling £1.275 million. We are on target to meet this challenging target, making cashable efficiencies of £225k and £525k in 2008/09 and 2009/10 respectively.
- We have reduced our financial risk and enhanced our business continuity arrangements by developing a strategy to meet contingencies which disrupt the delivery of financial services to the FRS.
- Our new financial management information system has been further enhanced, to the benefit of all users, especially budget holders, leading to tighter financial control.
- We have developed a training strategy to raise levels of financial awareness and improve financial management among our managers.

### **Our Plans for 2009/10**

- We will enhance our new financial management information system by completing the installation of the Asset Management Module and carrying out a review of functionality to enhance efficiency and accuracy.
- We will identify and install a replacement Retained Duty System pay system.
- We will review and revise our finance policies and guidance literature.
- We will deliver training to our managers in good financial management.

## **OBJECTIVE 11: DELIVER THE ASSET MANAGEMENT STRATEGY**

The Authority has in place a comprehensive Asset Management Plan which provides strategic direction for improving and maintaining our buildings and facilities.

Our Asset Management Plan ensures the procurement and replacement in a timely manner of the necessary equipment to maintain our operational performance and ensure the safety of the community and our staff whilst minimising the impact to the environment and addressing sustainability issues.

### **Our Achievements in 2008/09**

- Works on the Urban Search and Rescue (USAR) training rig and building at Droitwich station were completed in November 2008. This provides a more effective training facility supporting improved service delivery and community safety.
- Our Operational Logistics facility moved to a new site at Betony Road in Malvern. The site was officially opened in April 09 by HRH the Princess Royal.
- We have provided an Archive facility for the Service at our Betony Road site.

### **Our Plans for 2009/10**

- We will continue to manage our property portfolio to ensure that our fire stations are appropriately located and have the necessary facilities to provide an effective and economic service in compliance with statutory duties.
- We will deliver the Training Buildings Strategy and provide suitable training facilities at Malvern and Droitwich.

## SUSTAINABILITY

Protecting the environment and mitigating climate change is a significant concern for our community. Hereford & Worcester Fire and Rescue Service (the FRS) recognises that it has a part to play in preserving the natural environment.

We recognise that the operations and activities that we carry out have the potential to impact on the environment and we are committed to improving our environmental performance through the following measures:

- Implement an Environmental Management System that is aligned with the international ISO 14001:2004 Standard.
- Comply with all relevant environmental legislation, Acts and other requirements to which we subscribe
- Prevent pollution of the environment from any of the operational and training activities that we carry out.
- Include environmental issues in all planning and decision making.
- Continually improve on our environmental performance by setting objectives and targets and reviewing performance against them.
- Put measures in place to control and reduce the environmental impacts of significant aspects.
- Seek suppliers and subcontractors with environmental standards consistent with our own.
- Minimise the use of energy, water and raw materials in our buildings and during our operational activities.
- Purchase the most environmentally benign materials appropriate to the job and continually review materials used.
- Undertake work with our community to prevent and reduce the numbers of fires and road traffic collisions.
- Communicate the policy to all employees and make it available to the public and stakeholders on request.

During 2008/09 the Service has procured 4 vehicles fitted with compressed air foam systems (CAFS). These systems use 10 times less foam concentrate and considerably less water than our standard appliance. This results in less environmental impact and increased firefighting efficiency.

The Service has also recently procured 3 small vans to undertake work in the Community. These vans will deliver far better fuel economy than the vehicles currently being used to undertake this work.



Our Environmental Protection Unit is also being upgraded in 2009/10 and this will result in increased capacity to deal with incidents involving hazardous materials.

The Authority has also signed up to the Worcestershire Climate Change Pledge 2009/10 which aims to:

- Reduce total Greenhouse Gas Emissions in Worcestershire
- Raise awareness of Climate Change Issues
- Assist adaptation to the impacts of Climate Change in Worcestershire.

# What do you think of our plan?

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

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

Alternatively you may write to

Hereford & Worcester Fire and Rescue Service Headquarters  
2 Kings Court,  
Charles Hastings Way,  
Worcester.  
WR5 1JR  
Tel: 0845 12 24454

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

## APPENDIX 1 – Annual Governance Statement

To be included following approval at the June FRA.

## APPENDIX 2 – Business Impact Analysis Form

## 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>Service Plan 2009-10</b>			<b>Author</b>	<b>AM PPP</b>
<b>Purpose:</b>	To provide an overview of and communicate the Authority's strategic objectives and priorities for 2009-10.				

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>Comments</b>
<b>Resource Implications</b>		None
<b>Legal</b>		None
<b>Facilities (Property)</b>		None
<b>Financial</b>		Publishing costs
<b>Human Resources</b>		None
<b>Strategic Policy Implications</b>		The plan provides an overview of the Authority's strategic objectives and priorities for 2009-10
<b>Operational Issues</b>		None
<b>Partnership Issues</b>		The plan aims to inform all of our stakeholders of our achievements and our plans and it is also to inform other agencies in the public, private and voluntary sectors that will be looking to this plan for opportunities to engage in constructive local partnerships.
<b>Reputational Issues</b>		The public may disagree with our proposed objectives
<b>Environmental Issues</b>		The document will be published on the Service Website to reduce the need for printing
<b>Data Quality Issues</b>		All performance data has been quality assured.
<b>Equality/Ethical Issues</b>		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>



# 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	The document is available in accessible formats and different languages to ensure it is available to all.
<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>	Yes	The document is available in accessible formats and different languages to ensure it is available to all.
<ul style="list-style-type: none"> <li>Does the activity/policy identify and take account of diverse needs?</li> </ul>	Yes	The document is available in accessible formats and different languages to ensure it is available to all.
<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 quarterly through the Service Performance Management framework.
<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>	Yes	The plan presents an opportunity to inform our communities of our progress and priorities and invites comments from the public.
<ul style="list-style-type: none"> <li>Is there the potential to enhance equality of opportunity through this activity/policy?</li> </ul>	Yes	The plan presents an opportunity to inform our communities of our progress and priorities and invites comments from the public.
<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.**