



HEREFORD & WORCESTER Fire and Rescue Authority

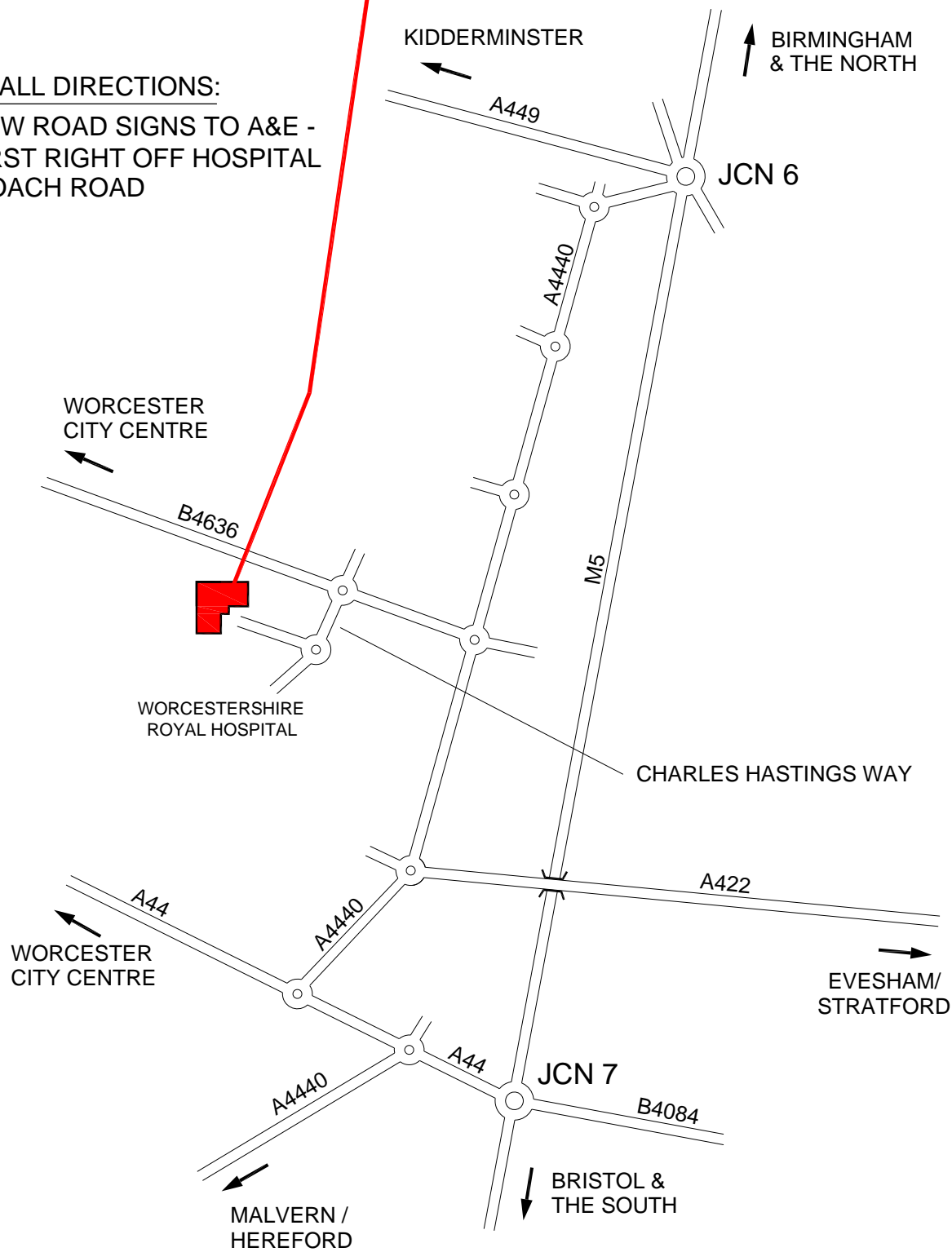
AGENDA

10.30 am Wednesday 14 December 2011

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

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

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



This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Hereford & Worcester Fire and Rescue Service 100029587 2005

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

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.

WELCOME AND GUIDE TO TODAY’S MEETING

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

Agenda Papers

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

Chairman

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

Officers

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

The Business

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

Decisions

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

Agenda

Members

Herefordshire:

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

Worcestershire:

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

No.	Item	Pages
1.	Apologies for Absence To receive any apologies for absence.	
2.	Declaration of Interests (if any) The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3.	Chairman's Announcements	
4.	Confirmation of Minutes To confirm the minutes of the Meeting of the Fire and Rescue Authority held on 28 September 2011.	1 - 5
5.	Questions from Members of the Public To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.	

6. Chief Fire Officer's Service Report	
To inform the Authority of recent key developments and activities together with performance information for the period 1 July 2011 to 30 September 2011.	6 - 12
7. Fire and Rescue Authority Options for Appointment of a Treasurer and Clerk/Monitoring Officer	
To bring to the Authority's attention the options that are available for the provision of services of a permanent Treasurer and permanent Clerk/Monitoring Officer; and To extend the interim appointments of the current temporary Treasurer and Clerk/Monitoring Officer until the end of May 2012 or until such time as permanent appointments are made.	13 - 19
8. Future Financial Prospects	
To inform the Authority of the initial review of future financial prospects.	20 - 28
9. Future Service Planning	
To update Members on changes to the Service's Business Planning Processes and Strategic direction.	29 - 33
10. Reduction in Attendance at Automatic Fire Alarms-Consultation Feedback	
To bring to the attention of the Fire and Rescue Authority the responses to consultation regarding the proposed reduction of attendances at Automatic Fire Alarms (AFAs) and to seek permission to implement the recommendations contained in this paper.	34 - 57
11. Revised Redundancy Policy	
To provide the Authority with the revised draft Redundancy Policy for approval.	58 - 76
12. West Midlands Contractor Framework (Report to follow)	
13. Risk Management Strategy and Strategic Risk Register	
To consider and recommend the revised Risk Management Strategy and Policy and the live Strategic Risk Register for approval by the Authority.	77 - 114
14. Information Commissioner's Office Model Publication Scheme Review	
To seek the Authority's approval of the revised Publication Scheme, in line with the Service's Governance arrangements.	115 - 129

15. Amendment of Appointments Committee's Terms of Reference	
To seek approval from the Authority to amend the wording of the Appointments Committee's Terms of Reference.	130 - 131
16. Member Development 2011/12	
To update Members on the current position with regards to Member Development.	132 - 134
17. FRA Member Representative for Health and Safety Liaison Panel	
To advise Members of the proposed new Member representative for the Health and Safety Liaison Panel.	135 - 136
18. Audit Committee Report	
To inform the Authority on the proceedings of the Audit Committee meeting held on 28 September 2011 and the Special Audit Committee meeting held on 7 November 2011.	137 - 141
19. Policy and Resources Committee Report	
To inform the Authority on the proceedings of the Policy and Resources Committee meeting held on 23 November 2011.	142 - 145
20. FRA and Committee Meeting Dates for 2012/13	
To inform Authority Members of the meeting dates for 2012/13.	146 - 148
21. Exclusion of the Press and Public	
In the opinion of the Clerk to the Authority the meeting will not be, or is not likely to be open to the public and press at the time item 22 is considered for the following reason:	
Item 22 is (a) likely to disclose information relating to the financial or business affairs of the Authority and (b) contains information relating to any consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.	
22. Business Continuity Planning	
To update Members on planning arrangements and associated strategy and obtain Authority approval for such arrangements.	149 - 154
Glossary	155 - 158

28 September 2011



Minutes

Members present:

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

Mr. T Bean, Mr. B Bullock, Mrs. M Bunker, Mr. J Cairns, Mr. J Campion, Mrs. L Duffy, Mrs. L Eyre, Mrs. L Hodgson, Mrs. G Hopkins, Mrs M Lloyd-Hayes, Mrs. F Oborski, Mrs. J Potter, Mr. T Spencer, Mr. D Taylor, Mr. K Taylor, Mr. J Thomas, Mr. P Watts and Mr. G Yarranton.

No. Item

1. Apologies for Absence

The meeting noted the apologies from Mr D Greenow, Mr. A Hardman, Mr. B Matthews, Mr. C Smith and Mr. R Udall.

2. Declaration of Interests (if any)

The Chairman invited any Member to declare an interest in any of the items on this Agenda. The following interests were declared:

- Brig. P Jones CBE - personal interest in relation to item 8 Local Government Pension Scheme Discretions - his wife's son is a firefighter at Bromsgrove Fire Station.
- Mr P Watts - personal interest in relation to item 8 Local Government Pension Scheme Discretions - in receipt of a Firefighter's pension.
- Mrs. L Hodgson - personal and prejudicial interest in relation to item 10 Internal Audit Arrangements – she is a Worcester City Councillor.
- Mr. D Prodger MBE - personal and prejudicial interest in relation to item 10 Internal Audit Arrangements – he is a Worcester City Councillor.

3. Chairman's Announcements

3.1 Firefighters' Memorial Trust Annual Remembrance and Wreath Laying Ceremony

The Chairman informed the meeting that he had attended the memorial service with the Chief Fire Officer on 11 September to commemorate the tenth anniversary of the terrorist attack in New York in 2001, in which 343 firefighters lost their lives. The Annual Service also remembered all firefighters that had lost their lives as a result of their duties since the beginning of the Second World War.

3.2 Water Rescue Equipment

The Chairman announced that there was a display of Water Rescue Equipment on display outside the Council Chamber. It was agreed to adjourn the meeting to enable members to view the equipment.

4. Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Fire and Rescue Authority held on 22 June 2011 be confirmed as a correct record and signed by the Chairman.

5. Questions from Members of the Public

No questions for the Authority were received from members of the public.

The meeting was adjourned at 10.35am and resumed at 10.55am.

6. Review of Roles of the Treasurer and Clerk

[The Treasurer, Mr T Wood and Clerk, Mrs A Brown were not present during this item]

The Chief Fire Officer explained that the Clerk and Treasurer had been appointed on a temporary basis until 30 September 2011. It was intended to review the Authority's requirements for permanent appointments of Clerk and Treasurer following the receipt of the Audit Commission's report on the retirement of the previous Chief Fire Officer.

The report had not yet been received and therefore it was necessary to further extend the appointments on a temporary basis pending receipt of the report and completion of the review.

RESOLVED that the Authority continue the appointment of Mr Tony Wood and Mrs Anne Brown as an Interim Treasurer and Interim Clerk to the Authority until 31 December 2011 or until the completion of the review and finalisation of permanent arrangements, whichever is the earlier.

7. Chief Fire Officer's Service Report

The Chief Fire Officer informed the Authority of recent key developments and activities together with an overview of Service performance for the period 1 April 2011 to 30 June 2011.

During the ensuing discussions the following points were raised:

- The Service employed a full time Arson Reduction Officer to work in partnership with the Police to proactively reduce arson. The Service was still committed to working at a local level to reduce deliberate fires with local District staff working with local policing teams.
- The increase in the number of road traffic collisions (RTCs) attended could have been due to a number of factors such as increased reporting by the public. The majority of RTCs were found on A and B class roads and there was a relatively low number of incidents on local

motorways.

- The Service was involved with the Road Safety Partnership who held information such as the age profile of those involved in road traffic collisions which facilitated targeted prevention work.
- There was currently no information with regards to increases in call volume to Fire Control following recent changes in the Ambulance Service.
- The Service did not provide details of incidents to insurance companies.
- The Service had recently held its Annual Awards Ceremony at which Long Service and Good Conduct medals and other awards were given to Fire Service staff. In addition, three staff from other emergency services received commendations following their actions at specific incidents.
- Following the demise of Regional Control Centres, the Service was in the process of formulating a grant application for submission to the Department of Communities and Local Government for funding to enable improvement of control facilities at a local level.
- The elderly lady who had died following a fire in Herefordshire was known to the Service through previous incidents which had triggered extensive fire prevention activities, including a portable fire suppression system. It was confirmed that there were a number of other agencies also involved in provision of services to the victim.

The Authority congratulated ACFO Richard Lawrence on achieving his role on a substantive basis.

RESOLVED that the report be noted.

8. Local Government Pension Scheme Discretions

The Acting Deputy Chief Fire Officer presented a report that had been considered by the Policy & Resources Committee. The Statement of Policy considered by the Committee mirrored best practice and included consultation from Unions.

Following a question from a Member, it was confirmed that UNISON had not submitted comments as they were satisfied with the document.

RESOLVED that:

- i) the Statement of Policy attached at Appendix 1 be approved and;***
- ii) the Policy and Resources Committee be delegated responsibility for exercising the discretionary elements of the Local Government Pension Scheme, including the authority for incurring any costs involved.***

9. Draft Integrated Risk Management Plan (IRMP) Action Plan 2012/13

The Chief Fire Officer presented the draft IRMP Action Plan for 2012/13 and explained that a new National Framework was anticipated which would provide a different direction to Fire Services and would be less directive than the current framework.

Following a question from a Member it was confirmed that Officers were aware of the Early Help Strategy and would report to Members in due course.

RESOLVED that the draft Integrated Risk Management Plan Action Plan for 2012/13 be approved for consultation.

[Cllr Mrs L Hodgson and Cllr D Prodger MBE left the meeting]

[Vice-Chairman in the Chair]

10. Internal Audit Arrangements

The Treasurer informed the Authority that Worcestershire County Council had recently confirmed that it no longer had the capacity to provide an Internal Audit service to the Fire and Rescue Authority. The Treasurer explained there had been agreement to appoint a Consortium generated from several local district councils to provide Internal Audit services to the Authority.

Following a question from a Member, the Clerk explained that consideration was given to the Authority's Standing Orders for the Regulation of Contracts. The meeting was informed that there were certain exceptions to the tendering process set out in Standing Orders where a contract could be agreed with prior approval of the Chief Fire Officer (CFO). In this case, the Treasurer had raised two exceptions; the specialised nature of the service due to the complexity of public sector accounts and the urgency needed to approve a contract due to the short timescales involved.

Following further questions from Members it was confirmed that the contract was not an interim arrangement but was for a three year period and an Internal Audit Plan would need to be agreed within the budget set for the contract.

It was suggested by a Member that further work should be carried out over the next three years to ensure that the Authority was receiving good value for money.

Cllrs Mr J Cairns, Mrs L Eyre, Mrs Lloyd-Hayes abstained from the vote.

RESOLVED that the appointment of the Internal Audit Consortium, subject to agreeable terms and conditions being received be noted.

[Cllr Mrs L Hodgson and Cllr D Prodger MBE returned]

[Chairman took the Chair]

11. Indemnities for Members and Officers

The Clerk explained that all Members had a personal interest in this item, however there was a specific exemption within the Code of Conduct that removed the need to put forward declarations. The personal interests were not prejudicial.

The Clerk explained that Members and Officers of local authorities could incur personal civil and criminal liability as a result of their actions, both within the Authority and as an Authority representative on outside bodies. In certain circumstances a Member or Officer may be immune from such liability or may be indemnified against such liability.

The Clerk informed the meeting that the powers granted by the Local Authorities (Indemnities for Members and Officers) Order 2004 permitted local authorities to provide indemnities to Members and Officers in certain circumstances.

RESOLVED that

- i) the granting of indemnities to Members and Officers in the terms set out in Appendix 1 to the report be approved; and***
- ii) the Treasurer be authorised to take steps to secure insurance to cover the Authority's liability under this indemnity, in so far as in his opinion such insurance would be financially practicable.***

12. Report from the Audit Committee

The Audit Committee Chair informed the Authority of the proceedings of the Audit Committee meeting on 29 June 2011.

RESOLVED that the proceedings of the Audit Committee meeting on 29 June 2011 be noted.

13. Report from the Policy and Resources Committee

The Policy and Resources Committee Vice-Chair informed the Authority of the proceedings of the Policy and Resources Committee meeting on 7 September 2011.

RESOLVED that the proceedings of the Policy and Resources Committee meeting on 7 September 2011 be noted.

The meeting finished at 12.01pm

Signed: _____
Chairman

Date: _____

6. Chief Fire Officer's Service Report

Purpose of Report

- To inform the Authority of recent key developments and activities together with performance information for the period 1 July 2011 to 30 September 2011.

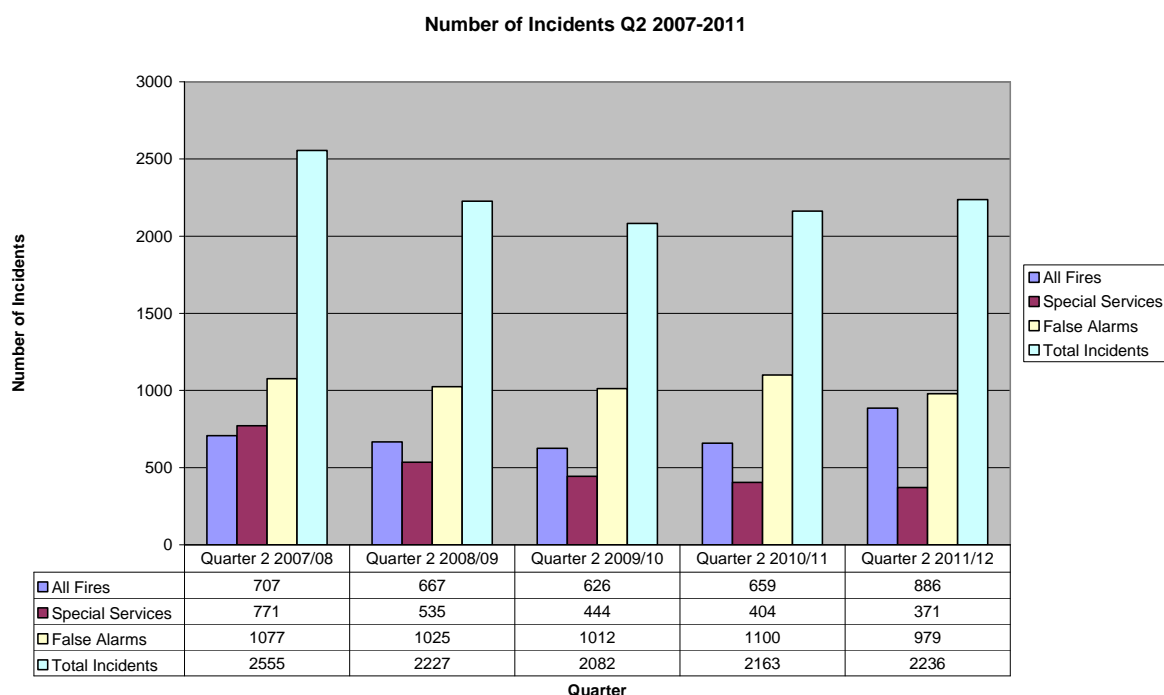
Recommendation

The Chief Fire Officer recommends that the report be noted.

Performance

Operational Activity

- Figure 1 below demonstrates overall operational activity during Quarter 2 2011-2012 compared with the second quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q2 2007/08-2011/12)

- Total incident numbers for Quarter 2 2011-2012 show a slight increase on the same quarter last year. 2236 incidents were attended in Quarter 2 2011-2012 compared with 2163 incidents in Quarter 2 2010-2011, (+3.4%). This is due to an increase in the total number of fires attended. The number of special services incidents attended and the number of false alarms attended have both decreased compared with the same quarter last year.

Total Number of Fires Attended

4. The total number of fires has increased from 659 in Quarter 2 2010-2011 to 886 in Quarter 2 2011-2012, (+34.4%). Table 1 below demonstrates that the increase in total fires is mainly due to a 62.9% increase in secondary fires in Quarter 2 2011-2012 compared with Quarter 2 2010-2011:

	Quarter 2 2010-11	Quarter 2 2011-12	Percentage change
Primary Fires	324	360	+11.1%
Secondary Fires	318	518	+62.9%
Chimney Fires	17	8	-52.9%
Total Fires	659	886	+34.4%

(Table 1 – Total Fires Q2 10-11 and Q2 11-12)

Primary Fires

5. Primary fires have increased from 324 in Quarter 2 2010-11 to 360 in Quarter 2 2011-12 (+11.1%):

	Quarter 2 2010-11	Quarter 2 2011-12	Percentage change
Building Fires	195	208	+6.7%
Road Vehicle Fires	97	103	+6.1%
Outdoor Fires	32	49	+53.1%
Total Fires	324	360	+11.1%

(Table 2 – Primary Fires Q2 10-11 and Q2 11-12)

Secondary Fires

6. The Service attended 518 secondary fires in Quarter 2 2011-12 compared with 318 in the same quarter last year (+62.9%).
7. The table below illustrates that there have been increases in the number of secondary fires attended in every month when compared with the same quarter last year. The summer increase in secondary fires has lasted longer into September than in the previous year. Accidental secondary fires represented 55.6% of all secondary fires in the month of September 2011.

	Jul	Aug	Sep	Quarterly Total
Secondary Fires Q2 10-11	147	115	56	318
Secondary Fires Q2 11-12	179	206	133	518
Percentage Change	+21.8%	+79.1%	+137.5%	+62.9%

(Table 3 – Secondary Fires per month Q2 10-11 and Q2 11-12)

8. Further analysis indicates that there has been an increase in secondary fires starting in tree scrub, railway trackside vegetation and roadside vegetation in Quarter 2 2011-12 compared with the same quarter last year:

	Quarter 2 2010-11	Quarter 2 2011-12
Tree Scrub Fires	45	123
Railway Trackside Vegetation Fires	15	48
Roadside Vegetation Fires	5	28

(Table 4 –Selected Secondary Fire categories Q2 10-11 and Q2 11-12)

9. As reported in Quarter 1 a number of railway trackside fires were related to the Severn Valley Railway who have confirmed that they have been running more frequent services than in the past. As a result of discussions with our Community Safety department, the Railway has agreed to a number of interventions to reduce the number of fires occurring and have also agreed to set up regular meetings with the Service in the future. Although there have been 48 railway trackside vegetation fires in Quarter 2 2011-12, only 9 were in September.
10. In addition, the Service has also embarked upon a range of initiatives in Quarter 2 designed to reduce the number of secondary fires, including high visibility joint arson patrols with the Police in the Winyates area of Redditch, joint working with the owners of Wychbury Hall, Hagley where a sharp rise in secondary fires has occurred, a continuation of Junior Fire setter Referrals to help reduce the number of deliberate secondary fires and continued close working with Police on all arson cases to highlight trends and identify opportunities for joint remedial action.

Special Service Incidents

11. The number of Special Service incidents has decreased in Quarter 2 2011-12 compared with the same quarter last year with 371 incidents attended in Quarter 2 2011-2012 compared with 404 in Quarter 2 2010-2011, (-8.2%):

	Quarter 2 2010-11	Quarter 2 2011-12	Percentage change
RTC Incidents	165	146	-11.5%
Flooding	13	13	0.0%
Other Special Services	226	212	-6.2%
All Special Services	404	371	-8.2%

(Table 5 – Special Services Q2 10-11 and Q2 11-12)

False Alarm Incidents

12. The number of false alarm incidents has also decreased in Quarter 2 2011-2012 with 979 incidents attended in Quarter 2 2010-2011 compared with 1100 in Quarter 2 2010-2011 (-11.0%):

	Quarter 2 2010-11	Quarter 2 2011-12	Percentage change
Malicious False Alarms	22	17	-22.7%
False Alarm Good Intent	240	229	-4.6%
Automatic False Alarms	838	733	-12.5%
Total False Alarms	1100	979	-11.0%

(Table 6 – False Alarms Q2 10-11 and Q2 11-12)

Health and Safety

Incidents and Injuries

	July	Aug	Sep	This Quarter Total	Previous Quarter Total
Serious Incidents ¹	3	5	3	11	8
Near Hit/Cause for Concern ²	5	6	3	16	17
Potential Exposure ³	8	2	0	10	9
Specialist Investigations ⁴	0	0	3	3	4

Analysis

13. There were 11 incidents reported this quarter that were serious, or had the potential to be serious. This represents 12% of all incidents reported during this 3 month period, but represents a 2% increase on the figures for the previous quarter. After preliminary investigations this led to only 3 of these incidents requiring a specialist investigation.
14. Furthermore, there has been a 4% drop in the number of reported near hits and causes for concern, which during this period represent just over 18%, as compared to 22% in the last quarter.
15. The Specialist investigations mobilised this quarter comprise of the following:
 - One incident resulted in a member of staff losing consciousness during use of the cross trainer in the headquarters gym;
 - Reddening of both arms following the wearing of Breathing Apparatus at a house fire;
 - A firefighter from another Fire Service being bitten by a dog they were trying to restrain at a house fire involving our personnel – the investigation is being conducted in partnership with the other Fire Service.
16. All three of these Specialist Investigations are still under the final stages of investigation.
17. This quarter, 9 of the 10 incidents of potential exposure occurred during operational training and would be deemed “normal”. In addition, there was one incident of verbal abuse to crews that was also a significant event due to the nature of the verbal abuse and the fact that the crew were impeded in firefighting.

¹ Incidents either actually resulting in, or having the potential to result in a fatality, serious personal injury or significant loss or damage.

² Incidents that almost resulted in an injury or conditions identified that have the potential to cause injury, loss or a near hit but have not done so up to the time of reporting – e.g. items falling from shelf near to people or unbalanced and overhanging items stored on a shelf.

³ Incidents where persons were potentially exposed to hazardous substances (usually during operational duties) – e.g. exposure to river water during swift water rescue training, exposure to asbestos during firefighting.

⁴ Of incidents either actually resulting in, or having the potential to result in serious injuries or losses and incidents involving Breathing Apparatus.

Fleet Incidents

18. Of the total of 21 driving-related incidents reported this period, 14 occurred during routine driving, 2 during driver training and 5 occurred whilst responding to incidents.

Station	Total	Response Driving
21 Worcester	5	1
22 Stourport-on-Severn	1	1
23 Bewdley	1	0
31 Pershore	1	0
41 Malvern	1	0
43 Fownhope	1	1
46 Hereford	3	1

Station	Total	Response Driving
48 Eardisley	1	1
52 Leominster	1	0
HQ	2	0
Training Centre	3	0
Ops Logistics	1	0
Total	21	5

Training Completed 2011-12

- 36 personnel trained in undertaking risk assessment;
- 30 personnel trained in managing hazardous substances;
- 9 Fleet Technicians trained in using/managing abrasive wheels;
- 9 Fleet Technicians trained in noise and vibration management;
- All Fire Control staff trained in managing Display Screen Equipment;
- 26 departmental and station staff trained in managing Display Screen Equipment; and
- 30 staff trained in Conflict Resolution.

Significant Completed Activities

- Manager's Health and Safety Handbook has now been shared with the region who intend to use it as a model for their own versions;
- Work has begun on a review of the GAP analysis conducted by all Fire Services within the region against the HSE's consolidated report following its inspections of 8 Fire Services, to draw out key themes from which to develop leading indicators;
- Reviews of 15 Service Policies and Instructions have been completed, with another currently being considered with key stakeholders;
- Two new policies have been written relating to asbestos management and pressure systems and gas containers;
- Delivery of 2 support sessions to Fleet; and
- All Premises' Action Plans have now been written, with the exception of Headquarters as we still await the completed Workplace Inspection.

Future Performance Management

19. The Service is currently reviewing all performance measures to ensure they remain relevant and contribute to the Service's aims. This process of review will also examine targets and the potential for targets to be replaced with more meaningful 'bands of tolerance.' Any proposed changes will be reported to the Policy and Resources Committee for approval.

Items of Interest

7½ Years Sentence for Arson

20. At 03:35 hours on Friday 14 January 2011, Fire Control received a call to a house fire in Evesham Road, Cookhill. The incident was identified as persons reported and 3 fire appliances from Redditch Fire Station were mobilised, with the first arriving at 03:50 hours.
21. On arrival the fire crews were faced with a severe fire in a 2 bedroom detached cottage. The Incident Commander mobilised an additional pump and requested the attendance of a water carrier. As the incident was persons reported considerable effort was used to search the dwelling with BA crews. At one stage the bedroom above the room of origin of the fire collapsed into the ground floor slightly injuring a firefighter. This firefighter was treated at the scene by paramedics and remained on duty. Eventually no persons were found to be in the dwelling.
22. A Fire Investigation Officer was also mobilised and arrived on scene at 04:23 hours. Initial observations of the scene identified vital evidence in the way of bottles containing an ignitable liquid which were preserved for later seizure by Police Forensic Investigators.
23. A second Fire Investigator took on the job of a full scene examination in daylight hours and worked alongside a Police Forensic Investigator and the West Midlands Fire Service Hydrocarbon Detector Dog Team. The dogs made several indications to the presence of ignitable liquids within the cottage.
24. A Police investigation led to the arrest and charging of an individual on several counts of arson.
25. After a 3 day trial at Worcester Crown Court in September, where one of the Service's Fire Investigation Officers gave expert evidence, the individual was found guilty of arson recklessly endangering the life of the occupier and arson recklessly endangering the life of rescuers (emergency service) and others. The individual was given a custodial sentence of 7½ years.

Worcestershire Awards Ceremony

26. Firefighters and staff from Hereford & Worcester Fire and Rescue Service (H&WFRS) were honoured at an Awards Ceremony held on Friday 23 September at the Guild Hall in Worcester.
27. During the evening, medals for Long Service and Good Conduct were presented by Michael Brinton, Lord Lieutenant of Worcestershire, as the Queen's representative, and also by Chief Fire Officer Mark Yates and Councillor Derek W Prodger MBE, Chairman of Hereford & Worcester Fire Authority. The High Sheriff of Worcestershire, Lady Rosalind Morrison, also attended the ceremony to present the High Sheriff's Award while George Sherry, Area Commander with H&WFRS, acted as Master of Ceremonies.

Herefordshire Awards Ceremony

28. Firefighters and staff from Hereford & Worcester Fire and Rescue Service (H&WFRS) were honoured at an Awards Ceremony held on Friday 4 November at Hereford Town Hall.
29. During the evening, medals for Long Service and Good Conduct were presented by Lieutenant General Sir John Foley KCB, OBE, MC, DL, Vice Lord-Lieutenant of Herefordshire, and also by Chief Fire Officer Mark Yates and Councillor Derek W Prodger MBE, Chairman of Hereford & Worcester Fire Authority. Station Commander Neil Pigott acted as Master of Ceremonies.

Leadership Seminar

30. The Chief Fire Officer hosted the inaugural Leadership Seminar in November to which all Service Managers were invited. The Seminar is part of a leadership development programme that has been designed to improve leadership capacity and competence at all levels of the organisation. The attendees heard presentations from various speakers which were designed to promote debate in the subject of leadership and how effective leadership contributes to a high quality organisation.

Contact Officer

Mark Yates, Chief Fire Officer
0845 1224454
Email: myates@hwfire.org.uk

7. Fire and Rescue Authority Options for Appointment of a Treasurer and Clerk/Monitoring Officer

Purpose of report

1. To bring to the Authority's attention the options that are available for the provision of services of a permanent Treasurer and permanent Clerk/Monitoring Officer.
 2. To extend the interim appointments of the current temporary Treasurer and Clerk/Monitoring Officer until the end of May 2012 or until such time as permanent appointments are made.
-

Recommendations

The CFO recommends that:

- (i) **The current interim arrangements for the Clerk/Monitoring Officer and Treasurer are extended until 31 May 2012 or until the Fire and Rescue Authority ratifies permanent appointments on the basis of options contained in this paper.**
- (ii) **The FRA advises the CFO which option(s) is preferred for securing the services of a Clerk/Monitoring Officer and Treasurer and instructs the CFO to complete detailed investigations for consideration by the Appointments Committee.**

Introduction and Background

3. In December 2010 the Fire and Rescue Authority appointed the current Treasurer and Clerk/Monitoring Officer on a temporary fixed term basis until 16 February 2011 and then reappointed both individuals until 30 September 2011. At the Fire Authority meeting on 28 September 2011, this decision was subsequently extended until the end of December 2011.
4. Both posts were appointed on a temporary and interim basis pending the receipt and acceptance of the Audit Commission's report into the retirement of the former Chief Fire Officer as it was anticipated that this report would make reference to these two statutory officers and their relationships with the Authority. The Audit Commission's report was received by the Audit Committee on 7 November 2011. The report contained the following recommendation in relation to the posts of Treasurer and Clerk/Monitoring Officer.

"The Authority should improve processes and arrangements in its governance arrangements (not operational) that could help safeguard the Authority against recurrence of a similar situation by:

- *having a Monitoring Officer (Clerk) and Treasurer who are not remote to the operations of the Authority.”*
5. In response to this part of Recommendation 1, the Chief Fire Officer and Chairman responded to the Audit Commission stating that:

“It is the intention of the Authority to review the arrangements for the roles of Clerk/Monitoring Officer and the Treasurer taking into account this report and the comments and opinions of the Auditor and make permanent appointments to the respective roles within the next six months.”
 6. Prior to the publication of the Audit Commission report the Authority had already made significant changes to improve existing arrangements. A new Treasurer and a new Clerk were appointed on an individual contract basis and are now involved in the Service’s Senior Management Board, which has incorporated both roles into the operations of the Authority. Both individuals have also built working relationships with officers of the Service and Authority Members.
 7. In addition, the review of the Committee structure carried out in 2010 gave the Appointments Committee responsibility for considering the appointment of the Monitoring Officer and Treasurer and for undertaking an annual performance appraisal of both individuals. This will help embed the Monitoring Officer and Treasurer roles within the organisation and provides a formal and transparent process to ensure the performance of both individuals is reviewed.
 8. The Combination Scheme (1997) that brought about the existence of the Hereford & Worcester Fire and Rescue Service included a requirement (amongst many others) to appoint a Treasurer. In addition under the Local Government and Housing Act 1989 the Fire and Rescue Authority was also required to make appointment to the statutory position of Monitoring Officer. This Act also required the appointment of a Chief Financial Officer as defined by Section 151 of the Local Government Act 1972. Neither the above Combination Order nor relevant Acts stipulate the basis upon which either statutory officer is employed, i.e. self-employed, directly employed, contractor, SLA with another Authority, etc. In addition, although neither the Combination Order nor relevant Acts mention a Clerk to administer meetings and deal with legal and procedural matters for the Authority, the Authority has always linked the role of Clerk with the statutory Monitoring Officer function since the creation of the Combined Fire Authority. In a similar manner the Treasurer has historically always acted as the Chief Financial Officer.

Options Available

9. When taking the above background into consideration it is now appropriate to seek the appointment of a permanent Treasurer and Clerk/Monitoring Officer. The options available to the Authority are similar for both posts, however a different option may apply to either post.

Option 1

SLA with another Fire and Rescue Authority or Council

10. This option would be similar to the historic arrangements that have been in place for both posts, i.e. Treasurer from Worcestershire County Council and Clerk/Monitoring Officer from Herefordshire Council.

Advantages

- Continual availability of advice/guidance as if specified individual is unavailable due to leave or sickness, another qualified individual from that Authority would likely be able to assist.
- Potentially good value in terms of financial outlay.
- Closer working relationship with one of our constituent authorities or a neighbouring Fire and Rescue Authority.
- Independent/autonomous advice.
- Existing knowledge and experience of working with Elected Members and local authority processes and regulations.
- Potential Fire Service organisational awareness if individual is from another FRA
- Could utilise HWFRS staff and resources to become more integrated in the organisation and build ongoing relationship with officers of the Service and Authority Members. Potential to reduce financial outlay.

Disadvantages

- Potential for appointed persons to be remote from organisation which does not address Audit Commission's recommendation.
- As the individuals have another main employer the Authority may not receive primacy for matters as they arise.
- Potential lack of Fire Service organisational awareness (if not sourcing service from another Fire Authority).
- Potential conflict of interest, e.g. advice on precept setting.

Option 2

High Street Solicitor/Accountant

11. This option would provide the statutory officers on a basis similar to how services are procured by members of the public or some other organisations. It could be via a fixed hours contract or a call off contract.

Advantages

- Individual available on an “as and when” basis which may provide value for money if limited use is made of the contract.
- Continual availability of advice/guidance as if specified individual is unavailable due to leave or sickness, another qualified individual would likely be able to assist.
- Independent/autonomous advice
- Could utilise HWFRS staff and resources to become more integrated in the organisation and build ongoing relationship with officers of the Service and Elected Members. This may also provide a saving in fees.

Disadvantages

- Potential lack of Fire Service organisational awareness.
- Potential lack of knowledge and experience of working with Elected Members and local authority processes and regulations.
- Potential lack of continuity with individual(s) provided.
- Potential for appointed persons to be remote from organisation which does not address Audit Commission’s recommendation.
- Could be less cost effective if on an hour-by-hour basis and potentially more time required with regard to background briefings.
- As the practice has other clients the Authority may not receive primacy for matters as they arise.

Option 3

Individual Contract(s)

12. This option is the current interim solution.

Advantages

- Potential for immediate availability.
- Individual service with primacy for the Service.
- Potential continuity – same individual may be involved.
- Could utilise HWFRS staff and resources, so would become more integrated in the organisation and build ongoing relationship with officers of the Service and Authority Members. Potential to reduce cost.
- Independent/autonomous advice.
- Potential to source an individual with existing knowledge and experience of working with Elected Members and local authority processes and regulations.
- Individual available on an “as and when” basis which may provide value for money if limited use is made of the contract.

Disadvantages

- Potential for appointed persons to be remote from organisation which does not address Audit Commission’s recommendation.
- Potentially expensive and therefore may not provide value for money.
- Lacks the back-up of a large Authority or High Street practice for resilience, therefore would still require some form of SLA with regards to legal and financial advice at an additional cost.

Option 4

Direct Employment

13. Using this option an individual(s) would be directly employed for each post. This may take the form of full-time, part-time or shared with another Fire Authority.

Advantages

- Permanent and ongoing relationship between officers of the Service and individuals appointed.
- Flexibility in role (as employee) to allow for different duties.
- Good understanding of organisation can be built up to assist in ensuring good governance.
- Fully addresses Audit Commission's recommendations.
- If a justifiable full-time role can be identified within the existing structure or finance identified from existing legal/financial budgets, the individual(s) could be very cost effective.

Disadvantages

- Lack the back-up of a large Authority or High Street practice for resilience, therefore would need appointed deputies within Service.
- Lack of independence/autonomy due to being an employee.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
These would be considered as part of detailed investigations and brought before the Appointments Committee	Y	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
These would be addressed during any subsequent appointment process.	Y	

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Paragraphs 10 - 13
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).		
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).		
Consultation with Representative Bodies		

Conclusion/Summary

15. The Fire and Rescue Authority has now had interim arrangements for two of its three statutory posts for a number of months which isn't a satisfactory long term position. With the acceptance of the Audit Commission's report into the former Chief Fire Officer the Fire and Rescue Authority now has the opportunity to not only make permanent appointments but also to ensure those appointments satisfy the current needs of the Authority.

Background papers

Audit Commission Report received by Audit Committee on the 7th November 2011.

Contact Officer

Mark Yates, Chief Fire Officer
(01905 368201)
Email: myates@hwfire.org.uk

8. Future Financial Prospects

Purpose of Report

1. To inform the Authority of the initial review of future financial prospects.

Recommendation

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

Background

2. In February 2011 the Fire and Rescue Authority (FRA) agreed a Medium Term Financial Plan (MTFP) for 2010-11 to 2013-14, which is attached at Appendix 1.
3. Since approval, more information is available in respect of cost projections, and some information in respect of future grants, and it is appropriate to revisit the MTFP at this point.
4. A similar paper was considered in detail by the Policy and Resources Committee on 23 November 2011.

Initial Review of Expenditure and Resources

5. Appendix 2 shows the known changes to the forecast budget requirement; although at this stage there has been no amendment to the assumptions on pay or other inflation rates.
6. The changes to the projection relate to :
 - An additional public holiday for the Diamond Jubilee.
 - Full costs of the settlement of the RDS part-time workers discrimination claim.
 - Removal of the FiReControl legacy costs and replacement with lower costs of the Control Resilience project.
 - Inclusion of Firelink grant to the end of the CSR period.
7. The impact of these changes on the forecast expenditure requirement is summarised in the table below:

	2012/13	2013/14	2014/15
	£m	£m	£m
MTFP Forecast	32.645	33.756	34.789
net changes	(0.407)	(0.491)	(0.476)
Revised Forecast	32.238	33.265	34.313

8. When the MTFP was compiled DCLG had given no information on the grant allocations for 2013/14 or 2014/15, other than that the grant cuts were back-loaded. In the absence of any other information it was assumed that this meant an annual reduction of 6.2% in each year.
9. At the recent CFA Conference Neil O'Connor; Director of Fire, Resilience and Emergencies, DCLG stated that there would be no announcement on individual grant allocations for 2013/14 and 2014/15 until Autumn 2012.
10. Although there is no information on grant allocation to individual authorities, DCLG have now released the grant control totals for the latter 2 years and the year on year reductions are 8.5% and 5% respectively.
11. The impact of this has been factored into the revised MTFP and although there is a significant impact on the 2013/14 position the compounding effect of the cut means that the 2014/15 effect is less so. The table below summarises the change in resource:

	2012/13	2013/14	2014/15
	£m	£m	£m
MTFP Resource	(32.055)	(32.144)	(32.298)
net changes		0.248	0.120
Revised Resource	(32.055)	(31.896)	(32.178)

12. The impact of the change in expenditure requirement and the assessment of resource availability is to change the projected budget gap. The overall effect is shown below:

	2012/13	2013/14	2014/15
	£m	£m	£m
MTFP Budget Gap	0.590	1.612	2.491
net changes	(0.407)	(0.243)	(0.356)
Revised Budget Gap	0.183	1.369	2.135

13. Detailed work on these requirements will continue in the light of any new information that is received.

Council Tax Freeze

14. On 14 November DCLG announced details of a further Council Tax Freeze grant for 2011/12 where, in return for setting a 0% precept increase the FRA could receive a grant equal to 3% of the 2011/12 precept yield, a figure of £0.627m
15. There are 2 potential issues if the Authority were to take the freeze grant:
 - The FRA approved a planning assumption of an annual 3.5% increase over the Comprehensive Spending Review (CSR) period, and the freeze grant is set at 3.0% – this would lead to a shortfall in resources of £0.087m in 2012/13.

- Unlike the 2011/12 grant, the 2012/13 grant will be for one year only, and will have to be made up by significantly greater cuts in expenditure from 2013/14 or larger future precept increases.
16. Appendix 3 shows the impact of taking the grant in 2013/14 and maintaining the current MTFP precept increase assumptions thereafter. It means that there is a slightly bigger budget gap in 2012/13, but, more importantly, the budget gap in 2013/14 and 2014/15 increases by over £0.740m.
 17. This would have a significant effect on services as the overall budget gap is bigger and experienced earlier than currently expected.
 18. Appendix 4 shows that if the grant loss in 2013/14 were to be made good by increasing the precept further it would require a headline increase figure of over 7% in that year. This level of increase is unlikely to be sustainable.
 19. Members will need to carefully consider the longer term implications of accepting or declining the new council tax freeze grant, when considering the budget and precept at the February FRA meeting. However, Members are reminded that they are not being asked to make a decision at this moment.

Council Tax Capping

20. New “capping” arrangements are contained in the recent Localism Act, and in broad terms:
 - Require the government to set a “reasonable” level of council tax increase
 - Require Local Authorities wishing to set an increase greater than this to hold a local referendum to approve the increase
21. It was intended that the timetable will allow this process to take place before the deadline for setting council tax, thus avoiding the potential costs of re-billing. However, the “reasonable” level of increase does not have to be announced until Parliament approves the Local Government grant settlement, usually in early January.
22. It has now been confirmed that the FRA will be included in the provisions of the referendum requirement, although the government may set a de-minimus cash limit on the value of the excess increase to avoid the referendum costs being disproportionate to the increased council tax.
23. To put this into context:
 - DCLG estimate the cost of a referendum for a Billing Authority as being £0.090m-£0.300m but recognise that the cost to a precepting Authority would be higher.
 - If the FRA were to set a precept increase that exceeded the “reasonable” figure by 1% this would add only 74 pence to the annual total council tax bill but would raise an additional £0.208m.
 - If an FRA referendum cost say £0.250m this would need a precept rise of 1.2% just to pay for the referendum.

Future Progress

24. Officers will continue to refine the budget figures and reflect any more detail about the council tax freeze grant or capping policy that emerges.
25. There are further planned meetings as follows:
 - 18 January 2012 (12.30) : Seminar for all Members
 - 25 January 2012 (10.30) : P&R Committee – to make final budget and precept recommendations to the FRA
 - 15 February 2012 (10.30) : Full FRA meeting - at which the budget and precept must be set

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Appendix 1: Approved MTFP

Appendix 2: Revisions to MTFP

Appendix 3: 2012/13 Council Tax Freeze Grant Option 1

Appendix 4: 2012/13 Council Tax Freeze Grant Option 2

Background Papers

None

Contact Officer

Martin Reohorn, Director of Finance and Assets

(01905 368205)

Email: mreohorn@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority
Medium Term Financial Forecast Review
As approved FRA - Feb 2011

Appendix 1

			2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
2011/12 Net Budget Requirement			31.195	31.195	31.195
Less one-off 2011/12 Public Holiday			(0.020)	(0.020)	(0.020)
			31.175	31.175	31.175
<u>Cost Pressures</u>					
Contingency for Pay Awards (average 2%)			0.356	0.808	1.264
General Inflation Contingency (average 3%)			0.300	0.600	0.900
LGPS - Increased Contribution Rate			0.020	0.040	0.060
			0.676	1.448	2.224
<u>Capital Programme</u>					
Impact of Asset Management Plan & Fleet Strategy			0.229	0.479	0.729
			0.229	0.479	0.729
<u>Consequences of National Projects</u>					
Firelink - Net Cost					0.007
Firelink - ending of Special Grant				0.289	0.289
FiReControl - Legacy issues			0.565	0.365	0.365
			0.565	0.654	0.661
PROJECTED NET BUDGET REQUIREMENT NEED			32.645	33.756	34.789
		2011/12 Budget	2012/13 Forecast	2013/14 Forecast	2014/15 Forecast
Band D Increase			3.45%	3.45%	3.45%
Tax-base Increase			0.0%	0.0%	0.0%
Grant Change			1.7%	-6.2%	-6.2%
Band D Tax		£ 73.64	£ 76.18	£ 78.81	£ 81.53
Tax-base		281,860.94	281,860.94	281,860.94	281,860.94
Council Tax Yield	£m	(20.757)	(21.471)	(22.212)	(22.978)
Formula Grant	£m	(10.407)	(10.584)	(9.932)	(9.320)
Collection Fund Surpluses	£m	(0.031)	0.000	0.000	0.000
Gross Resources	£m	(31.195)	(32.055)	(32.144)	(32.298)
BUDGET GAP			0.590	1.612	2.491

Hereford & Worcester Fire and Rescue Authority
Medium Term Financial Forecast Review
Known Changes to Projections

Appendix 2

			2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
2011/12 Net Budget Requirement			31.195	31.195	31.195
Less one-off 2011/12 Public Holiday			(0.020)	(0.020)	(0.020)
			31.175	31.175	31.175
Cost Pressures					
Contingency for Pay Awards (average 2%)			0.356	0.808	1.264
General Inflation Contingency (average 3%)			0.300	0.600	0.900
LGPS - Increased Contribution Rate			0.020	0.040	0.060
			0.676	1.448	2.224
Capital Programme					
Impact of Asset Management Plan & Fleet Strategy			0.229	0.479	0.729
			0.229	0.479	0.729
Consequences of National Projects					
Firelink - Net Cost					0.007
Firelink - ending of Special Grant				0.289	0.289
FiReControl - Legacy issues			0.565	0.365	0.365
			0.565	0.654	0.661
EXISTING PROJECTION			32.645	33.756	34.789
CHANGES TO PROJECTION					
Diamond Jubilee Public Holiday			0.020		
RDS - Settlement of Part-time working issues			0.050	0.050	0.050
less : FiReControl - Legacy issues			(0.565)	(0.365)	(0.365)
plus : Control Resilience Project			0.088	0.113	0.128
Firelink Grant to continue to end of CSR period				(0.289)	(0.289)
REVISED PROJECTION			32.238	33.265	34.313
		2011/12 Budget	2012/13 Forecast	2013/14 Forecast	2014/15 Forecast
Band D Increase			3.45%	3.45%	3.45%
Tax-base Increase			0.0%	0.0%	0.0%
Grant Change			1.7%	-8.5%	-5.0%
Band D Tax		£ 73.64	£ 76.18	£ 78.81	£ 81.53
Tax-base		281,860.94	281,860.94	281,860.94	281,860.94
Council Tax Yield	£m	(20.757)	(21.471)	(22.212)	(22.978)
Formula Grant	£m	(10.407)	(10.584)	(9.684)	(9.200)
Collection Fund Surpluses	£m	(0.031)	0.000	0.000	0.000
Gross Resources	£m	(31.195)	(32.055)	(31.896)	(32.178)
REVISED BUDGET GAP			0.183	1.369	2.135
Change from current MTFP			(0.407)	(0.243)	(0.356)
Reason for change					
reduced net expenditure requirement			(0.407)	(0.491)	(0.476)
reduced resource projection			0.000	0.248	0.120
			(0.407)	(0.243)	(0.356)

Hereford & Worcester Fire and Rescue Authority

Medium Term Financial Forecast Review

Impact of 2012/13 Council Tax Freeze Grant

Appendix 3

Option 1 - take the grant and maintain existing MTFP precept increase assumptions for 2013/14 and 2014/16

		2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
REVISED PROJECTION		32.238	33.265	34.313
Band D Increase		0.00%	3.45%	3.45%
Tax-base Increase		0.0%	0.0%	0.0%
Grant Change		1.7%	-8.5%	-5.0%
Band D Tax		£ 73.64	£ 76.18	£ 78.81
Tax-base		281,860.94	281,860.94	281,860.94
Council Tax Yield	£m	(20.757)	(21.471)	(22.212)
2012/13 Council Tax Freeze Grant	£m	(0.627)		
Formula Grant	£m	(10.584)	(9.684)	(9.200)
Collection Fund Surpluses	£m	0.000	0.000	0.000
Gross Resources	£m	(31.968)	(31.155)	(31.412)
REVISED BUDGET GAP		0.270	2.110	2.901

Impact on the Gap	0.087	0.741	0.766
-------------------	-------	--------------	--------------

Hereford & Worcester Fire and Rescue Authority
Medium Term Financial Forecast Review
Impact of 2012/13 Council Tax Freeze Grant

Appendix 4

Option 2 - take the grant and adjust 2013/14 precept increase to compensate

		2012/13 Forecast £m	2013/14 Forecast £m	2014/15 Forecast £m
REVISED PROJECTION		32.238	33.265	34.313
Band D Increase		0.00%	7.01%	3.45%
Tax-base Increase		0.0%	0.0%	0.0%
Grant Change		1.7%	-8.5%	-5.0%
Band D Tax		£ 73.64	£ 78.80	£ 81.52
Tax-base		281,860.94	281,860.94	281,860.94
Council Tax Yield	£m	(20.757)	(22.212)	(22.978)
2012/13 Council Tax Freeze Grant	£m	(0.627)		
Formula Grant	£m	(10.584)	(9.684)	(9.200)
Collection Fund Surpluses	£m	0.000	0.000	0.000
Gross Resources	£m	(31.968)	(31.896)	(32.178)
REVISED BUDGET GAP		0.270	1.369	2.135

Impact on the Gap	0.087	0.000	0.000
-------------------	-------	-------	-------

9. Future Service Planning

Purpose of report

1. To update Members on changes to the Service's Business Planning Processes and Strategic direction.

Recommendation

The Chief Fire Officer recommends that:

- i) the Authority approves the replacement of the current Vision Statement and associated strategy with the Core Purpose for 2012/13 as set out in paragraph 6 of this report; and*
- ii) the Authority endorses the new simplified approach to business planning and delivery of Service strategy.*

Background

2. Over a number of years the Service has developed a comprehensive and detailed process for managing business planning and projects, supported by a series of organisational and corporate objectives to underpin this. It has been identified that these processes and strategies now appear overly complex, burdensome and do not deliver a clear and easily understood message across the organisation.
3. Since the formation of the Service Management Board (SMB), in January 2011, there has been a desire to rationalise this and deliver a clear and easily understood strategy. It has also been recognised that this also requires a simple and pragmatic business planning process to support this. There is also a requirement for a greater emphasis on providing assurance that resources are being utilised in the most appropriate and efficient manner. Within a climate of reducing resources, a new strategy and simplified planning process will not only provide clear and unambiguous direction to managers when utilising those limited resources, but will also realise elements of managerial capacity.

Proposals

4. Whilst the proposed new Service strategy and business planning process for 2012/13 will look completely different in many ways, the key elements for the delivery of an efficient and structured Fire and Rescue Service, will remain unchanged. A reduction in complexity and bureaucracy will support an increased emphasis on leadership and direct ownership by managers and commanders, at all levels in the organisation. The aim of this is to ensure that the strategy proposed by SMB, and approved by the Authority, is translated into tangible direct action by those responsible for delivering it. This will remove any

ambiguity in strategic direction and give clarity to all staff regarding where the Service is being led and what is required to achieve this.

5. The Authority's current published strategic direction, corporate objectives and vision statement will be replaced with a single strategic message encompassing these areas that will be known as "Our Strategy" (See Appendix 1). This has been developed by SMB, who will be responsible for delivering and championing it throughout the Service.
6. The Authority's current Vision Statement:

"Serving the community: To make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being",

And will be replaced for 2012/13 by the "Core Purpose":

"We will provide our communities with sustainable, high quality firefighting, rescue and preventative services".

The Core Purpose will be delivered through three key principles:
 - Ensuring firefighter safety
 - Ensuring community safety
 - Ensuring the delivery of quality services
7. This is underpinned by six key areas (See Appendix 1) behind which the organisation can align resources and objectives, in order to provide the efficient and focussed delivery of the core purpose.
8. The Service will be adopting a leaner and simplified business planning process for 2012/13. The existing process is heavily reliant on managers submitting complex levels of detail regarding their business objectives and resource plans. This will be replaced by a "lighter touch" approach whereby only headline objectives will need to be provided. The monitoring of their progress throughout the year will be owned by line managers at a local level, rather than dictated centrally. This approach is supported by all key departments being represented at SMB, however there will still be support and assurance provided centrally.
9. The focus on resource management will still require significant consideration by managers, including a detailed budget submission and a longer term broad resource plan for a further three years. The systems and reporting mechanisms that underpin this will be greatly simplified, not only reducing the administrative burden at the planning stage, but also ensuring this is kept to minimum throughout the year.
10. Managers will have a greater level of ownership of the process and accountability for its delivery resides with the line management up to SMB, to highlight exception reporting and resource management issues.

Conclusion/Summary

11. The Service through SMB is committed to the principles outlined in this report and to ensure the optimum use of our available resources, now and in the future. SMB believes the existing processes outlined are overly complex, difficult to understand and not readily understood throughout the Service.
12. Having developed this new approach SMB hope it will not only address the issues outlined above, but will also support the consistent approach of a leaner more focussed delivery of services with minimal levels of unnecessary bureaucracy, administration and complexity. SMB have also developed a supporting programme utilising a variety of forms of delivery to embed the new strategy throughout the organisation, over the next twelve to twenty four months.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Paragraph 9
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Paragraph 6
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

Appendix 1 - Our Strategy

Contact Officer

Jonathon Pryce, Area Commander
(01905 368355)
Email: jpryce@hwfire.org.uk



10. Reduction in Attendance at Automatic Fire Alarms – Consultation Feedback

Purpose of report

1. To bring to the attention of the Fire and Rescue Authority the responses to consultation regarding the proposed reduction of attendances at Automatic Fire Alarms (AFAs) and to seek permission to implement the recommendations contained in this paper.

Recommendations

The Chief Fire Officer recommends that the Authority adopts the following in relation to Automatic Fire Alarms:

- i) all Pre-Determined Attendances to Automatic Fire Alarm calls to be one pumping appliance only, except where risk factors and Intel (intelligence) information indicate otherwise;*
- ii) robust call filtering in the Service's Command and Control Centre be implemented;*
- iii) return en route be implemented when a caller confirms any previous call as now a false alarm;*
- iv) all responses to Automatic Fire Alarms to be at normal road speeds unless the Officer in Charge of the appliance deems otherwise;*
- v) attendance be made to Automatic Fire Alarms received to dwellings (includes houses in multiple occupation, flats) schools, residential care and other residential (includes special units, sheltered housing, hotels, hostels);*
- vi) hospitals to receive a one fire appliance attendance to calls from Automatic Fire Alarms for a period of 12 months, during this 12 months a full assessment of each hospital be made to establish if a single fire appliance or a non-attendance is appropriate;*
- vii) attendance will not be made to non residential premises (includes offices, shops, factories, warehouses, other buildings);*
- viii) all restricted attendances be implemented at all times of day and night, this will be specifically reviewed after 12 months;*
- ix) Automatic Fire Alarms to unoccupied premises will not receive an attendance;*
- x) the Service's Command and Control Centre will apply a "full" filter procedure to Automatic Fire Alarm calls from non-residential premises and hospitals. (This complements Recommendation (v). They will apply a "light" filter procedure to Automatic Fire Alarm calls*

from dwellings, schools, residential care and other residential properties);

xi) the Service may implement a non-attendance policy to repeat offenders, following Technical Fire Safety intervention, unless a confirmed fire is reported; and

xii) the Authority will not adopt a 'Charging for Automatic Fire Alarms' policy at this time.

Background

2. The IRMP action plan 2011/12 Recommendation 3 proposed a review and changes to the established practices that will reduce the number of attendances that Hereford & Worcester Fire and Rescue Service (HWFRS) makes to unwanted fire signals (UwFS). This review was completed earlier this year and makes a series of proposals to address the key issues. The review will also assist in future decision making by the provision of data, statistical analysis, staff engagement, consultation and professional judgement.
3. This recommendation to review UwFS was previously consulted upon for twelve weeks in 2010, as part of the IRMP action plan for 2011/12. Recommendation 3 not only stated the intent to review this issue, but to also implement the outcomes based upon its findings, in order to "*reduce the level of attendances at this type of incident*". This report highlights the findings of the review and details consultation with key stakeholders which has taken place since summer 2011. Further consultation on the outcomes of the review has allowed the Service to make minor amendments to the original recommendations submitted to the Policy and Resources Committee earlier this year.
4. There are now enabling mechanisms contained within the Localism Act 2011, which in principle allow Fire and Rescue Services to charge for attendance at incidents where faulty apparatus, or a repeat offender are the cause. However the outcomes of this review do not recommend pursuing this as an option, as there is currently insufficient clarity on how this may be applied.

Overview

5. The Service currently attends over 3,000 AFAs per year (over a third of all incidents attended), of which only a very small fraction subsequently turn out to be "real" fires. Significant direct firefighting action by H&WFRS firefighters was only used to extinguish 25 incidents out of 6,067 incidents that originated as AFA calls (0.4% of AFA calls) over a recorded two year period¹.
6. It is also worthy of note that the approximately 3,000 incidents a year often involve multiple FRS vehicle movements per incident, therefore any reduction in levels of response and changes in current practice will have a greater effect than one appliance per incident. Over 3,000 incidents per year with all the associated vehicle movements, mainly on blue lights pose an increased level of risk to the staff responding and the public. There are many reasons to adopt the

¹ IRMP 2011-12 Action Plan Recommendation 3, *Review of Attendance at False Alarms caused by Automatic Fire Alarms*, P.13

recommendations in this review, including realising staff capacity, ensuring more appliances are available for real emergencies and promoting higher levels of awareness and ownership amongst those affected. However, the reduction in road journeys and the risks faced for over a third of the Services activity that rarely results in significant fires is a substantial consideration alone.

Our Consultation Programme

Headlines

7. A twelve week consultation period for the IRMP Action Plan in 2010, was completed prior to this review being undertaken. On completion of this review a more direct program of engagement has been undertaken with stakeholders likely to be affected by the outcomes. A total of 650 premises from the business sectors were contacted via a letter. A wider campaign of partner, public, professional and representative body engagement, was managed through existing networks. The Service also undertook a media campaign.
8. A range of briefings with key business groups was undertaken, both proactively, and based on request, which allowed the Service to capture salient comments from our stakeholders. In support of this approach, the Service provided an online support help desk to answer questions from consultees, or to receive and record any comments.
9. The consultation targeted the most relevant premises and stakeholders affected by these proposals. This targeting was primarily achieved through the analysis of AFA data over the last 3 years. This allowed for the accurate pinpointing of addresses most affected. A full list of our consultation stakeholders can be seen within Appendix 1.
10. In summary the main results of our consultation feedback showed that:
 - There was a limited business response to this consultation exercise, with a total of only 16 responses received. There were however, a number of partner discussions that took place to inform the outcomes of this report.
 - Of the responses received some consultees did express concern about the Service's proposed non attendance at hospitals. Based upon these concerns the relevant proposal has been amended.
 - A small proportion of consultees questioned our attendance at AFAs using normal road speed rather than a blue light emergency response.
 - A percentage of responses from the consultation asked only for clarity as to their individual responsibilities in relation to these recommendations, and not to comment or object to the proposals.
 - The Service did receive comments that were supportive of the recommendations.

How did we consult with stakeholders?

11. The table below outlines our engagement strategy for all groups:

Group	Method of engagement
Business	<ul style="list-style-type: none">• Face to face meetings with key stakeholders conducted by Technical Fire Safety (TFS) officers• Business Support helpdesk facilitated by TFS officers• Presentations to key stakeholders by TFS officers• Media coverage promulgated by Service on 2 separate occasions.• 650 targeted letters to key businesses based on data analysis
Public	<ul style="list-style-type: none">• Opportunity to comment against recommendations in IRMP Action plan 10/11• Media coverage promulgated by Service on 2 separate occasions.• Support helpdesk established to respond to consultee responses• Service website publishing details of Recommendations
Partners	<ul style="list-style-type: none">• Email to individuals and organisations, informing them of the proposals• Meeting Herefordshire Partnership Executive Group• Meeting Worcestershire County Council• Meeting Wye Valley NHS Trust• Worcestershire Health and Care NHS Trust• Worcestershire County Council Area Care Homes Manager
Professional bodies	<ul style="list-style-type: none">• Fire Industry Association• Fire Protection Association
Representative Bodies	<ul style="list-style-type: none">• A process of consultation has taken place between the Authority and Representative Bodies concerning these proposals (FBU Response)
Staff	<ul style="list-style-type: none">• Key staff with responsibility for the implementation of any changes have been consulted regarding these proposals

Media Coverage

12. The purpose of engaging the media in this process was to publicise the consultation programme to business sectors, partners and the wider public, and to also allow journalists to understand the key facts about the proposals in the event that they were contacted by staff or the public. By adopting this strategy the Service took a proactive approach to working with the media, rather than have to

work reactively. In this regard, media coverage has been positive with excellent support from key media partners.

News Releases and Coverage

13. Copyright will not allow for the publication of news reports within this report; however their release, distribution, and release dates are summarised below.

Publication	Date
<ul style="list-style-type: none">Worcester News	8 September
<ul style="list-style-type: none">Hereford Times	22 September
<ul style="list-style-type: none">BBC News Hereford and Worcester	23 September
<ul style="list-style-type: none">Evesham Journal	24 September
<ul style="list-style-type: none">Worcester Standard	26 September
<ul style="list-style-type: none">Bromsgrove Standard	27 September
<ul style="list-style-type: none">Worcester News	28 September
<ul style="list-style-type: none">Redditch and Alcester Standard	29 September
<ul style="list-style-type: none">Worcester News	10 November

Final Recommendations from the Review and Subsequent Consultation

14. Below are the final proposed amended recommendations from this review, having taken into consideration the key points from stakeholders. A detailed overview of consultation findings is included in Appendix 2.

Recommendation 1

All Pre-Determined Attendances to AFA calls to be one pumping appliance only, except where risk factors and Intel (intelligence) information indicate otherwise.

Key Consultation Themes

- What risk factors determine our response?
- What can only one fire engine achieve if it attends a fire?

Our response

It is not the Service's intention to apply a blanket approach to all premise types. Wherever premises are assessed and identified as having the appropriate risk factors they will be afforded an amended response, in most cases this will be completed prior to implementation.

In relation to the efficacy of a single fire appliance attendance, on the very rare occasion (less than 0.4% based on previous two years data), that a fire may have developed within a property it is nearly always supported by calls indicating a real fire. This would then attract a full attendance on blue lights. On occasions where this may not be the case, personnel responding are professional firefighters that are

highly trained and they will operate within clear defined safe systems of work. Each incident to which the Service responds will be assessed by the Incident Commander and the appropriate level of intervention will be in accordance with the risk. It is currently common practice for a single fire appliance to attend a fire and commence appropriate operations prior to other appliances (if required) attending.

Recommendation 2

Implement robust call filtering in the Service's Command and Control Centre.

Key Themes

- What training will staff receive?
- What is the definition of a low risk site?
- How will the Service work with Alarm Receiving Centres?

Our response

The Service will embark upon an extensive communication exercise in the lead up to the implementation of this Policy, which we would estimate going live in mid 2012 and in conjunction with the new Fire Control. During this period we will further engage with our key stakeholders and provide information to those affected as to their individual responsibilities in relation to the Policy. We will provide wider support to those in the commercial sector as to how they can introduce effective controls to minimise individual impacts to their businesses.

In relation to Alarm Receiving Centres they are, and will continue to be, a key stakeholder in this process and will be part of our communications strategy. The Service will continue to work with this stakeholder group to ensure a common understanding of any Policy change.

The Service is committed to providing its staff with high quality training and this will be implemented accordingly in this matter. To date, considerable preparatory work has been undertaken between the Service's Technical Fire Safety department and our Service's Control staff to assist in the transition to the proposed new arrangements

Recommendation 3

Implement return en route when a caller confirms any previous call as now a false alarm.

Key Themes

- Staffing capacity at premises will sometimes not allow for the investigation of an AFA
- This recommendation will see extended times before a fire is noticed if the fire service do not attend
- How will information of the specific fire alarm events be captured if we return en route?
- This approach will not allow the Service to assist the owner occupier in dealing with the fault.

Our response

An AFA system installed to provide the occupants with an early warning of fire through detection. The management of the (commercial standard) system is the responsibility of the owner/occupier. It is their legal obligation under the Regulatory Reform Order (Fire Safety) 2005 to provide management arrangements for these eventualities. Currently nearly all AFA actuations that the Service attends do not result in a fire of any description. If there is no obvious sign of fire we have no legal basis on which to gain or force entry to the premises. This can result in fire appliances waiting for the attendance of a key holder. This is not an efficient use of our resources and potentially diverts resources away from real emergencies.

The Service will consider how data could be recorded from these occurrences so as to allow the Service to both support individual businesses who require it and to ensure that all activity that the Service undertakes is recorded.

There are currently occasions where a return en route protocol is being applied. The Service will ensure that definitive guidance is promulgated through a new Policy.

Recommendation 4

All responses to AFAs to be at normal road speeds unless the Officer in Charge of the appliance deems otherwise.

Key themes

- Is the discretionary use of blue lights not ambiguous?

Our response

Whether a call to an incident requires an emergency response is the decision of the Officer in Charge (OIC) and a judgement must be made to inform the driver as appropriate. However there may be circumstances where the OIC of the appliance may require the flexibility to apply his/her professional judgement such as locality, time of day etc, in order to ensure a reasonable response. The flexibility to do this is already in existing policy, SPI 6, Sec 19, 6.6, 6.8 & Appendix B.

Further clarity on this matter will be provided through the appropriate policies.

Recommendation 5

Attendance will be made to AFAs received to dwellings (includes houses in multiple occupation, flats) schools, residential care and other residential (includes special units, sheltered housing, hotels, hostels).

Hospitals will receive a one fire appliance attendance to calls from AFAs for a period of 12 months. During this 12 months a full assessment of each hospital will be made to establish if a single fire appliance or a non-attendance is appropriate.

Attendance will not be made to non residential (includes offices, shops, factories, warehouses, other buildings).

Key Themes

- Why are hospitals not being attended?
- What about premises whose key holders live considerable distances away?

Our response

Hospitals, although providing care differ from care homes in terms of staffing, levels of training, security and management systems, which are much higher. Hospitals have many highly trained staff on duty 24/7 and there is no direct correlation between our historical data and the national fire death statistics. However, the Service will apply a risk based analysis to all known hospitals to ascertain the impact of this proposal on each location. A decision will be made as to attendance or not at these respective premises, based upon risk.

However taking into consideration consultation responses, hospitals will continue to receive an attendance for a 12 month period. During this period each hospital will be risk assessed to establish if an attendance to an AFA call is appropriate. This risk assessment will consider the management of the premises, staff training, active and passive fire precautions and the history of any fires.

Recommendation 6

All restricted attendances will be implemented at all times of day and night. This will be specifically reviewed after 12 months.

Key Themes

- Clarity is required as to what time of day restrictions actually means
- Further consultation would be required before further implementation
- Why not implement time of day restrictions from the start?

Our response

The Service feels that its recommended approach, which is to consider introducing this proposal after 12 months, will allow for a period of monitoring and information to be gathered, to support any further decisions. This will support better decision making as to whether this recommendation would be necessary or effective. We will base any future restrictions on risk and data from the preceding 12 month implementation period.

The definition and detail regarding time of day can be found in Appendix 2²

Recommendation 7

AFAs to unoccupied premises will not receive an attendance.

² IRMP 2011-12 Action Plan Recommendation 3, *Review of Attendance at False Alarms caused by Automatic Fire Alarms*, P.24

Key Themes

- How will unoccupied premises be identified?
- What if specific risks or circumstances are identified in unoccupied premises?
- This will increase the time that a fire will be identified and dealt with.

Our Response

Identified within this recommendation is the caveat that where through our risk assessment process, elevated risk factors are clearly identified within a premises, attendance will be made to that premises.

As stated previously we will assist stakeholders with understanding their responsibilities in relation to unoccupied premises.

Recommendation 8

The Service's Command and Control Centre will apply "full" filter procedure to AFA calls from non-residential premises and hospitals. This complements Recommendation 5. They will apply a "light" filter procedure to AFA calls from dwellings, schools, residential care and other residential properties.

Key Themes

- What is the difference between the filtering procedures?
- Hereford and Worcester are setting a precedent with this approach

Our Response

As defined within the Chief Fire Officers Association's (CFOA) guidance³, call filters are the steps taken to limit the possibility of a false alarm being transmitted to a FRS as an Unwanted Fire Signal. Call filtering enables information to be gathered to aid the decision making process of Fire Control staff. The light filter is designed to obtain the information without delaying mobilisation. The full filter will be applied to premises types that do not attract any response, unless a fire is confirmed. We will modify our approach to attendance at hospitals as result of this consultation process.

Recommendation 9

The Service may implement a non-attendance policy to repeat offenders, following Technical Fire Safety intervention, unless a confirmed fire is reported.

Key Themes

- Why not educate rather than penalise owner /occupiers?
- What is the definition of a repeat offender?
- With limited capacity to investigate AFAs at certain times premises may, by default, become repeat offenders

³ CFOA Protocol for the Reduction of False Alarms & Unwanted Fire Signals, Sept 2010, P.9

- Professional bodies can assist the Service in the administering of this recommendation

Our Response

Education and support for repeated offenders will take place (as is current practice) in the form of TFS education programmes prior to intervention. There is no simple definition for repeat offenders, as it depends on a range of factors (such as size or building(s), number of detector heads or the processes being carried out) and will be considered on a case by case basis.

We will engage with our key stakeholders and provide information to those affected as to their individual responsibilities in relation to the proposed Policy. We will provide wider support to those in the commercial sector as to how they can introduce effective controls to minimise individual impacts to their businesses.

Recommendation 10

The Authority will not adopt a ‘Charging for AFA’ policy at this time.

Key Themes

- Why is the Service not adopting a charging Policy?
- This approach is welcomed

Our Response

Education and non attendance is preferable to charging in the Service’s opinion, as we are trying to avoid resources being unnecessarily wasted and keep them available for “real” emergencies. As described previously within this report there are now enabling mechanisms contained within the Localism Act 2011, which in principle, will allow Fire and Rescue Service to recover costs for attendance at incidents where faulty apparatus or repeat offenders of that attendance are the cause. However, it is deemed at this point that there is insufficient clarity and detail by which the Service can pursue this option. There is also the potential for the cost, of cost recovery measures, to exceed the income generated.

Recommendation Implement in full

Conclusion

15. The Service is confident that it has listened to its stakeholders and modified its approach in line with their comments as appropriate. We will continue to work with stakeholders in implementing this policy as effectively as possible and further engagement and communication will be undertaken to support this. Whilst not everybody agrees with all the proposals, it is undeniable that reduced journeys on our roads, more appliances available for emergencies, more staff time available for training and community safety and greater ownership and awareness in the communities, are good reasons for undertaking these measures. It is not our intention to implement this policy in isolation, rather to continually monitor and work with our communities and partners to ensure a successful and sustainable outcome.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Appendix 1 – Consultation Programme

Appendix 2 – Feedback Analysis

Background Papers

IRMP 2011-12 Action Plan Recommendation 3: Review of Attendance at False Alarms caused by Automatic Fire Alarms

Policy & Resources Committee – 7 September 2011

Contact Officer

J Pryce, Area Commander

(01905 368355) Email: jpryce@hwfire.org.uk

Appendix 1 – Consultation Programme

The following highlights the detail behind our consultation programme. This highlights who we corresponded with, or attempted to correspond with, and at what time. The purpose of this section is to demonstrate both the investment that we made in ensuring that this consultation was as full as possible and to be transparent in our processes.

Stakeholders	Date of face to face meetings	Communication Methods					Responded (*ongoing work continues)*
		Email	Letters	Telephone	Website	Press and Media	
Staff Representative bodies FBU RFU Unison/GMB/FOA	JCC Meeting – 18/10/11						Yes
Call Centres	✓ TBC		✓ 10/10/11	✓			No
Care Quality Commission (CQC)	Ref activity log	✓ 20/09/11					Yes
Chamber of Commerce		✓ 10/10/11		✓			No reply
Federation of Small Businesses				✓ 11/11/2011			No
Fire Authority Members							Yes
General Public – local Businesses			✓ 23/09/11		✓ 21/09/11	✓ 22/09/11	Yes
Hereford Partnership Executive Group (HPEG)	CFO – 05/10/11 (presentation)						Yes
Hospitals	Worcestershire Royal Hospital -19/10/11		✓ 23/09/11				Yes
Hotels	Taken place at Fownes Hotel - face to face with coordinator		✓ 23/09/11				Yes
National Trust		✓ 23/09/11					Yes
Operational staff Station Commander Forum Watch Commander Forum ROIC Meeting	26/09/11 14, 24, 28 October & 3 Nov 18/10/11						Yes
Other Residential Premises (Hostels)	Sanctuary Housing - 03/11/11 Worcester Community Housing - w/c 5th December (TBC)		✓ 23/09/11	✓ 21/10/11 (Apple Court Hostel)			Yes
Pubs/licensed premises trade group	Worcester Night Safe - TBC			✓			No*
Residential Care	07/11/11		✓ 23/09/11				Yes
Schools		✓ 28/09/11					Yes
Shopping Centres	Taken place at Reindeer Court - face to face with coordinator Crowngate Shopping Centre - 08/11/11 Cathedral Plaza Shopping Centre - 08/11/11	✓ 23/09/11	✓ 23/09/11				Yes
Support Staff							Yes
University of Worcester	Brief discussions have taken place during non AFA meeting. 14/10/2011 - DH had meeting with H&S Officer and Head of Campus Services.			✓ 19/09/11			Yes
Worcs County Council (Property Services)			✓ 23/09/11				Yes
Wye Valley NHS Trust - Herefordshire	03/11/11						Yes

Appendix 2 – Feedback Analysis

Recommendation 1

All Pre-Determined Attendances to AFA calls to be one appliance only except where risk factors and Intel information indicate otherwise.

What risk factors and Intel information will dictate the attendance of one appliance at these incidents? Would premises with a High Intel rating get a higher response than one appliance? [FBU]

In the event that the one appliance arrives to find a fire will they mobilise or call for back up before fighting the fire? [Fire Industry Association]

Recommendation 2

Implement robust call filtering in Control to ensure that persons calling in response to alarm actuations at lower risk premises are requested to investigate further the cause of the alarm (see Recommendation 8)

Who is providing our Control staff with the necessary training and will it be in place before the policy goes live? I would request that the Control FBU Rep be involved with this training. If the owner of the property that has the AFA system installed in the building, and, has a Policy that states you do not check for fire on activation of an AFA, you just leave the building, will the Service send an appliance? [FBU]

We assume that 'lower risk premises' will not include the community hospitals, mental health inpatient facilities and respite care facilities that the Trust owns and operates. That being so the major issue for the Trust will be availability of staff to respond to alarm actuations at low risk sites outside normal office hours as the majority of these are not staffed then. The Trust operates both a management and estates on call service out of hours. Potentially there will be significant delays between our switchboards informing a member of staff on call and that person attending the site where an AFA has activated. [Worcestershire Health and Care NHS Trust]

The FIA supports call filtering but it has to be remembered here that the Alarm Receiving Centre is the 'postman' and will only be able to do so much to ascertain whether there is a fire or not [Fire Industry Association]

Recommendation 3

Implement return en route as a policy, when a caller confirms any previous call as now a false alarm. This could be applied to all incident types.

This is already happening. [FBU]

Where the Trust has the capacity to direct staff to investigate an AFA to ascertain if it is a false alarm it is accepted that a tender dispatched to respond to an AFA should return to base. As indicated above the Trust's capacity to investigate AFAs will be severely limited outside normal hours. Although sites such as community hospitals, mental health inpatient facilities and respite care facilities are staffed 24 hours a day, outside normal hours and particularly overnight there are only small numbers of staff on duty. [Worcestershire Health and Care NHS Trust]

It follows from this recommendation that Fire and Rescue staff will no longer play a part in agreeing the stand down of a false fire alarm and resetting of a fire alarm panel. In the event of a false AFA outside normal hours it may be some time before the on call engineer can reach the site to reset the alarm panel. [Worcestershire Health and Care NHS Trust]

A Return En Route (RER) policy will reduce the figures in terms of how many attendances are made to AFA/UwFS calls. However, it should be borne in mind that these calls will still need to be recorded to highlight the disruption to Service activities such as training, school visits and HFSCs. No doubt there will be information requests (both internally and externally) for how many calls we mobilised to that resulted in a RER. The other consequence of RER would be that there is no record of the AFA, hence no cause or which detector head actuated etc which makes it impossible for the TFS department to address the problem. TFS action would be restricted to giving general advice, not specific assistance to particular premises. [Internal HWFRS member of staff]

Recommendation 4

All responses to AFA's to be at normal road speeds unless the Officer in Charge of the appliance deems otherwise

It is not the OIC's responsibility for the use of blue lights, it is either an emergency response or not. We have a strict driving policy which clearly defines the use of blue lights and audible warning sirens; this does not sit within this. [FBU]

*A general concern by a number of Commanders was the requirement of them to use their professional judgement when deciding whether to proceed to an AFA on blue lights or not.
[Watch Commander Forum]*

This seems entirely reasonable. [Worcestershire Health and Care NHS Trust]

The response to AFAs should be a definite "blues" or "no blues" response. It must not be ambiguous or left to individual officers to decide at the time. What would the be the justification given if a road user is killed as a pump went through a red light on blues, when the policy stated response should be "at normal road speed"? I believe that if the Service decides to attend an AFA in the first place, the Service obviously feels it is necessary; therefore an attendance should be made promptly on blues to deal with the incident. If the Service decides AFAs are not important enough to make an attendance on blues, then time of response is obviously not an issue and, therefore, why attend at all? In times of heavy traffic and with long travel distances from the fire station, it may take half an hour to attend at normal road speeds, which surely contradicts the Service aim of reducing the hours spent by crews attending AFAs. The only advantage would be that in that extended time, the matter may have been dealt with by the occupiers, Fire Control notified of the known false alarm and the fire appliance returned en route, thus reducing the statistics further! [Internal HWFRS member of staff]

Recommendation 5

Attendance at:

- **Dwellings (includes houses in multiple occupation, flats) schools, residential care and other residential (includes special units, sheltered housing, hotels, hostels).**

Non attendance at:

- **Hospitals and non residential (includes offices, shops, factories, warehouses, other buildings).**

Why a non-attendance at hospitals? These are exactly the same as care homes where patients are required stay overnight, thus making it a care facility. There will be patients that are immobile and will struggle to get out in event of fire. Also I believe as a so called humanitarian rendering Service, we have a duty of care to these patients. [FBU]

If we do not attend unoccupied buildings at the time of alarm, there is the potential for putting firefighters into a fully developed fire at a later stage rather than a developing fire, putting them at unnecessary greater risk and going against the mantra of firefighter safety; which at present is deemed a high priority to senior management. [FBU]

A number of Commanders felt that we should continue to attend AFA's at Hospitals due to substantial life risk and occupancy type [Watch Commander Forum]

Please see responses to recommendations 2 and 3. [Worcestershire Health and Care NHS Trust]

The FIA is amazed that there will be no attendance at hospitals. Surely this must be a mistake regardless of their record of false alarms? [Fire Industry Association]

It will need to be clarified whether attendance will still be made to dwellings and schools if they are unoccupied, as this contradicts Recommendation 7. I personally think the Service should not attend school AFAs, unless it involves sleeping accommodation. It would be more important, in my view, to attend schools outside normal opening times, due to the impact to the community if a fire were to occur when no-one was on the premises (Property protection rather than a life risk consideration).

If there has to be a change to the response then would it be possible for a 999 response during the working day and remain with an automated response out of hours? [A Worcestershire shopping centre]

As owners of the premises, we are some 50 miles remote, and will have no way of knowing whether the premises are alight, or whether anyone is inside, in the event the alarms are activated. [A Herefordshire estates company]

Recommendation 6

As well as the restriction on the types of premises that the Service attends as identified within Recommendation 5 (Premises Type), the Service can add further restrictions on FRS attendance based on the time of day. It is recommended that

this is considered for implementation after a 12 month review of the adopted changes.

Expansion on this statement is required, by explaining what these further restrictions are, what time of day they are to be used and the need for further restrictions, this statement is unclear in its intent. [FBU]

The Trust would ask to be consulted if it is subsequently proposed to review FRS attendance at community hospitals, mental health inpatient facilities and respite care facilities. [Worcestershire Health and Care NHS Trust]

Surely if you decide not to attend then it would have been more sensible to start with reduced attendance during the day rather than total non-attendance to certain categories of building? To further remove attendance at a later date just compounds the situation! [Fire Industry Association]

Recommendation 7

Do not attend unoccupied premises. Key holder to investigate and ring 999 if signs of fire discovered, unless identified as a specific risk through the Intel process.

Once again the Service will be allowing fires to develop, yet again putting firefighters at greater preventable risk. [FBU]

Please see response to recommendation 2. [Worcestershire Health and Care NHS Trust]

How are the ARC or FRS to confirm whether a building is occupied or not? Given the reduced manning levels in many industries and lone worker problems this looks a risky recommendation! [Fire Industry Association]

When notified that an AFA has actuated in a premises e.g. by Alarm Receiving Centre, how will the Service know whether the premises is occupied or not? Response will still be determined by premises type, presumably. [Internal HWFRS member of staff]

*This is potentially a huge problem for the historic buildings with collections – by the time a staff member has got to either site to make a 999 call it's likely that hundreds of thousands of pounds worth of damage will be made.
Plus it's going to mean we can't borrow anything from any other museum! [Museums Worcestershire]*

Of further concern is the proposed policy regarding unoccupied premises: I am sure that you will be aware that a key-holder may take almost 20 minutes to reach the property where a fire may have started and properly been detected by the alarm system. From our understanding of your proposals, only then will you respond, leaving a further delay until a fire is tackled. In many cases the fire protection by doors and normal barriers will be overwhelmed at this point, so the building will have suffered severe damage, if indeed, it can be saved at all. As you know, in the months following a fire most businesses suffer not just the property damage and disruption, most lose orders, many lose jobs and a large number simply go bust. [Fire Protection Association]

Recommendation 8

Apply full filter procedure to AFA calls from non-residential premises and hospitals. This complements Recommendation 5.

Apply light filter procedure to AFA calls from dwellings, schools, residential care and other residential properties. This complements Recommendation 5.

Please explain the notions light and full filter. Why filter calls that we are going to attend anyway? [FBU]

Please see response to recommendation 2. [Worcestershire Health and Care NHS Trust]

We are concerned that Hereford and Worcester appears to be the first service in the UK to not exempt NHS and other hospitals from call screening procedures. [Fire Protection Association]

Recommendation 9

No attendance to be made to repeat offenders, following Technical Fire Safety intervention, unless a confirmed fire is reported.

Would it not be better to educate or even charge repeat offenders rather than punish them for repeat calls? Define repeat offenders? [FBU]

One Commander proposed that we focus only on repeated offenders i.e. after a reasonable amount of support and time with no improvement a non AFA response would then be imposed. [Watch Commander Forum]

Please see response to recommendation 3 with particular reference to community hospitals, mental health inpatient facilities and respite care facilities. Outside office hours areas beyond the wards are closed off and will not be familiar to ward staff even if they have the capacity to investigate AFAs. [Worcestershire Health and Care NHS Trust]

The FIA has helped FRS with repeat offenders in the past and would place this offer on the table for HWFRS, indeed we have run in conjunction with FRS and CFOA Seminars and Workshops to help the Responsible Person with their False Alarm problem. No attendance is in the FIA's opinion the 'nuclear option' for any premises that have sleeping accommodation and/or vulnerable people. [Fire Industry Association]

Recommendation 10

**The Authority will not adopt a 'Charging for AFA' policy.
The Authority will no longer attend repeat offenders' premises in preference to charging (see Recommendation 9).**

4. Additional Written Responses

4.1 The Fire Brigades Union provided a detailed response which addressed each recommendation and this input has been incorporated and attributed within Section 2 above. In addition, the FBU raised a number of additional comments and questions which are documented below:

Could you clarify how often AFA's have diverted essential services from real emergencies? An AFA is a real emergency until confirmed by Fire Service personnel to be a false alarm.

How are risks to the public and firefighters reduced by lessening the response to AFA's? Surely if appliances are being driven on blue lights, the firefighters and members of the public will be safer.

I would like to request a breakdown report of accidents involving Service vehicles on blue lights compared to accidents when not on blue lights.

The Service is cutting back on many of its community activities, so by stating that reducing our attendances at AFA's the Service is freeing up more time for community activities, this statement is misleading.

Please give evidence where the change to this policy is weighted against community and business risk, as I have not seen any.

The Policy states that mobilisation to certain incidents will need to continue on professional judgement and evidence, who's professional judgement and what evidence?

We tell home owners during HFSC visits, not to check for a fire, just leave the building if they suspect fire. Why is the Service suggesting to the contrary with businesses etc?

I would like to request the figures for how often RDS pumps provide cover for whole time stations where the majority of AFA's occur.

"Reducing mobilisation or not attending AFA's will demonstrate a common sense approach", who's common sense and how do you measure common sense?

"Most buildings will have someone to investigate the cause of the alarm", what if there is no one to investigate, will we attend this alarm?

*The person investigating the fire may be the only person in the building
And could already be overcome by smoke, so will be unable to contact the Service.*

Only recently this Service has experienced two major fires that were attended via AFA systems. If we had not attended these at all, the outcomes could have been very different, especially in regard to the incident in Market Street, Kidderminster, where the first pump in attendance was required to evacuate the café attached to the building. The Service has experienced considerable negative feedback on YouTube about its performance at this incident; this was due to being unable to fire fight because they were evacuating the building. Surely this should galvanise the Service into upping its attendance at AFA's rather than cutting them.

We should be listening to these responses as ultimately these people are our primary stakeholders who fund the Fire Service through the Council Tax.

Will the Service be reducing our Council Tax bill as we are giving the public a lesser service?

4.2 Wye Valley NHS Trust

Further to my recent meeting with Steve Fellowes of the H&WFRA I would like to make the following comments with regard to amended attendance to incidents in the Wye Valley NHS Trust Control.

I support your efforts to reduce the number of unwanted calls unreservedly, but as you can see from my comments in those buildings where we have patients I am anxious that we should still be able to rely upon fire brigade attendance and I am concerned about the possibility of staff delaying a call to the brigade for too long.

As the enquiries into the Rosepark Fire and the Great Ormond Street Fire demonstrated that a delay in the call to the emergency services can result in either heavy loss of life, or in a serious escalation of the situation affecting both the occupants and the attending fire crews I am concerned about increasing the risk to our patients and staff. The following comments are made but proposed actions will require approval by both the Trust's Fire Safety Committee and the Health and Safety Committee:

1. The Trust does not use any "autodial" facilities and all calls are made either by the person discovering a fire or a switchboard/reception operator in larger premises;
2. All automatic fire alarm systems within our control are fully maintained in accordance with British Standards. Where a smoke detector is considered likely to produce unwanted alarms it is immediately replaced;
3. Within the County Hospital it will be my recommendation to the Health and Safety Committee that use of the pre-alarm function, where provided, is re-evaluated and new procedures introduced to further reduce the possibility of unwanted calls to the fire brigade;
4. Within those premises where a pre-alarm function is not available, it will be my recommendation that "*where immediate knowledge that the cause of the alarm does not require fire brigade attendance*", that the call to the brigade be delayed and if possible avoided.
5. I am concerned that the effects of the proposed Localism Bill will further deter staff from calling the Brigade as many of the staff already believe that a charge can be made for an emergency call. I would suggest that operational officers are "briefed" on the realities of the bill as many staff are nervous about incurring costs by operating the automatic fire alarm.

I have attached a spreadsheet with a list of our premises, and those operated by 2Gether [our providers of mental healthcare] that outline proposed actions. I hope that this will also prevent a reduction in the attendance by H&WFRA.

4.3 The Fire Industry Association provided a detailed response which addressed a number of specific recommendations and this input has been incorporated and attributed within Section 2 above. In addition, the FIA raised some general points which are documented below:

Industry is looking for a reasonably consistent policy across the country with regard to the way that the Fire and Rescue Services will attend and to date it would appear that Scotland is moving in this direction while the approach in England becomes ever more disparate. The more deviations from the norm there are on AFA attendance then the more likely industry is to cry postcode lottery and in the event of a fire that costs jobs or lives because of non-attendance then the good name of fire and rescue will be irreparably damaged. The FIA would ask once again why can't the English Fire and Rescue Services co-operate to produce a consistent policy on AFA attendance as fire knows no geographical boundaries?

4.4 The Worcestershire Health and Care NHS Trust

The Trust provided a detailed response which addressed a number of specific recommendations and this input has been incorporated and attributed within Section 2 above. In addition, it raised some general points which are documented below:

I anticipate that you will advise respondents to the consultation of the outcome and that if the recommendations are implemented as worded they will come into effect from a future date to be advised. Given the size of the estate that my Trust owns or leases and the number of staff that we employ the recommendations as worded will have significant implications for the organisation. Most importantly the fire safety training that is provided for our staff will need to be reviewed. It will take time to define and commission revised training programmes.

4.5 Museums Worcestershire

Museums Worcestershire expressed a specific concern with recommendation 7 and this input has been incorporated and attributed within Section 2 above. In addition, it provided further background information which is documented below:

We need to make sure this is looked at, either with a more sophisticated alarm system or to get the Fire brigade to recognise that our museum buildings are exceptions to this rule.

I do understand where the fire service is coming from – after all we're all facing cuts at the moment. I have to say we have had nothing but support from HWFRS over the years, particularly at The Commandery where we've worked really closely with them. I'm sure that with discussion we can come to something that works for all of us.

There are four museum sites in the county that we manage – Worcester City Art Gallery & Museum (we call this MAG internally), The Commandery, the County Museum at Hartlebury Castle and the Museums Worcestershire Collections Centre at Hartlebury Trading Estate. All but the last are important heritage buildings in their own right, plus all contain museum collections with high monetary and irreplaceable value as the heritage of the county.

The first three are staffed and open to the public either 6 or 7 days a week, but not staffed overnight. The Collections Centre doesn't have permanent staffing, but staffs (and researchers) work there on average 3 days a week. All buildings have security alarms and fire systems and call out procedures. The Collections Centre additionally has the call out of the trading estate staff.

We have some documents that show what we need to work with regarding borrowing exhibitions from elsewhere. The first is Government Indemnity which covers our borrowing from national museums. This is hugely long, but the key page is page 64 which summarises the conditions laid out in law. The second document is the facilities report that we have to supply every time we borrow an exhibit from another museum. It's a standard document that is used by all museums. You'll see there is a section all about the fire systems. If I had to include the proposed situation on this report, other museums would immediately say no to any loan.

There is also a national Security Advisor for museums based in Birmingham who can give us advice on this area.

4.6 The Fire Protection Association

The FPA provided a detailed response which addressed a number of specific recommendations and this input has been incorporated and attributed within Section 2 above. In addition, the FIA raised a number of general concerns which are documented below:

Re: Proposed Changes in AFA Response

I am writing to register our concern to the proposed changes in your response to calls from Automatic Fire Alarms and would urge you to reconsider and revise your current proposals. We do appreciate that action is required to reduce the number of false alarms the fire and rescue service is called to attend each year; however we are concerned at the impact on life safety, businesses, and property protection in Herefordshire & Worcestershire if the proposed changes are implemented.

FPA is the UK's national fire safety organisation and we also represent RISCAuthority which conducts research on behalf of a group of UK's largest commercial insurers into risk mitigation measures from fire and security risks. Businesses and insurers throughout the UK are becoming increasingly concerned about the changes in response to fire alarm and ARC calls to fire control rooms. We have already begun a project on behalf of insurers and our members to understand the extent and impact of these changes.

Your proposed new policy represents yet another variation of the previously agreed CFOA policy, which it was hoped to bring some consistency in this area. Under this uncoordinated and disjointed approach any multi centred national or regional company or organisation has to formulate and train staff for a different procedure in almost every county in which they operate. This is a logistical challenge and more prone to human error in a serious fire.

We are also concerned that Hereford and Worcester appears to be the first service in the UK to not exempt NHS and other hospitals from call screening procedures.

Of further concern is the proposed policy regarding unoccupied premises: I am sure that you will be aware that a key-holder may take almost 20 minutes to reach the property where a fire may have started and properly been detected by the alarm system. From our understanding of your proposals, only then will you respond, leaving a further delay until a fire is tackled. In many cases the fire protection by doors and normal barriers will be overwhelmed at this point, so the building will have suffered severe damage, if indeed, it can be saved at all. As you know, in the months following a fire most businesses suffer not just the property damage and disruption, most lose orders, many lose jobs and a large number simply go bust.

Concern has also been expressed that the policy does not appear to give any recognition to signals emanating from sprinkler systems, which as you will be aware has only a 1 in 14 million chance of being a false alarm. We would however appreciate some clarification on this point.

4.7 A shopping centre in Worcestershire

The withdrawal of cover for commercial property, unless confirmed by a 999 call, is a dereliction of duty and measures to ensure the safety of the properties will cost each

business thousands of £s, i.e. 24/7 occupation to raise alarm, extra sprinkling facilities, increased Insurance premium costs etc which, in these financially difficult times, no funds are available to pay for.

This attitude, by public “services” that the commercial world, whilst still funding these services, can sort out problems themselves, was well illustrated by the police in the recent riots, when no protection was given to property.

We are being offered a second class service or no service at all, whilst still paying for gold plated salaries and pensions for the senior and middle managers of these organisations. I have no hesitation in paying a decent wage to the firefighters that actually put their lives at risk, but to their administrators I have serious objections.

Is this what the government intended when financial reins were put on these public service empires?

I cannot stress enough how detrimental to business this change of policy will be, how unacceptable that they can just decide to put the wealth creators at greater risk and that they are out of the control of the tax paying public that has to fund their lavish remunerations.

Please let me know what, if anything can be done to avert this catastrophic decision.

4.8 Herefordshire Partnership Executive Group [Minutes of a meeting held on Wednesday 5th October 2011 HWFRS Changes to Response to Automatic Fire Alarms – HWFRS CFO]

The CFO delivered a PowerPoint presentation. The covering report was previously circulated with the agenda. The main change is that the Fire & Rescue Service will no longer attend calls to fire alarms actuating at hospitals and non-residential premises (includes offices, shops, factories, warehouses and other buildings) unless a fire is confirmed. The Service’s review found that 40% of their calls had been false alarms, hence the need to address this. They will still respond to residential and school fire alarms. HPEG were in agreement of supporting the proposed changes. Implementation will occur in 2012.

5. Additional Comments from Briefings and Feedback Forms

5.1 AFA Key Contact Notes

Below are listed key points from face to face meetings with a number of premises. A number of further meetings may take place with these premises as the policy is written

Worcester University

Require further clarification as mixed use site

Supportive of changes and have worked with fire service to reduce AFAs

Worcestershire Royal Hospital

Supportive of change

Will have alarm policy rewritten and retrain staff

St Paul's Hostel Worcester

General AFA review meeting

Hostel will see no change

Positive steps by hostel on AFA management including behaviour agreements with certain residents

Cathedral Plaza Shopping Centre

Question raised as centre is mixed use with hotel and residential flats

Already manage activations during day with investigation delay

Crown Gate Shopping Centre

Have been managing AFA response for some time using investigation delays

Will look to increase their investigation delay in new year

Once staff and tenants are retrained do not see major issues

Worcestershire County Council Area Care Home Manager Forum

Positive comments

Supported the service with better use of resources

Little change to present response seen by homes

5.2 Additional e-Response Summary Feedback

- (a) I was staggered to receive your letter dated 23rd Sept, relating to proposed changes to fire and rescue response to automatic fire alarms.

These proposals are most concerning, and will not only put property in danger, but life as well.

If I understand correctly, you propose that from Jan 12, the fire service will no longer respond to automated call out, and will only respond to 999 calls in the event the caller has either seen or smelt fire or smoke.

As owners of the premises, we are some 50 miles remote, and will have no way of knowing whether the premises are alight, or whether anyone is inside, in the event the alarms are activated.

Could it be possible therefore, that the fire alarm could be activated, that the emergency service could know that it has been activated, yet they will not attend the premises.

The consequences are shuddering.

- (b) I would like to confirm that we are a company in Berry Hill Industrial Estate, Droitwich with about 60 employees. The company runs two shifts (morning and afternoon 06:00-21:00) therefore after 9pm during working days, on most weekends and during public holidays, nobody will be available in the premises to dial 999 in case of a fire.

Some Production Coating equipment is run overnight unattended, for this reason we have installed automatic smoke beam detectors, which activate the fire alarm

in case of a fire. Our alarm system is connected to the fire brigade via an Independent Monitoring Centre. Our key holders live in Kidderminster and Worcester (20-30 min away from the premises), therefore by losing the immediate response from the fire brigade based on the recent changes suggested and by only relying on a 999 call, the risk of the fire spreading will significantly increase, which can increase the risk of explosion considering the compressed gases used in our Production Coating Processes.

Therefore, we would need to ask you to please consider our concerns prior to implementation of the suggested changes to Fire & Rescue Service response to Automatic Fire Alarms.

I would be grateful if you could please give this matter your urgent attention and advise us of any final decision on these changes.

- (c) In response to the changes being made to AFA response's I would like to know what percentage of False alarms are to Schools?

As in my experience, having lived next to a school for over 10 years, there are a HUGE number of alarms set off by the kids (intentionally, without cause), perhaps 2 or three a term and more in the summer term, and I'm sure most schools are the same, particularly secondary schools. Perhaps better education to these kids would help them understand why it's such a big deal to 'Cry Wolf'!

- (d) I am a Facilities Manager for a Secondary School in the area and note that we will still get an AFA response when our alarms go off. I also see that we should be able to report in if it is a false alarm. All of our AFA's over the time the school has been open (5 years) have been false alarms, I would welcome the chance to be able to cancel the response when this happens again. How do we go about being able to cancel the call? We always investigate the area of the activation and within 1 minute of the alarm going off someone within my team would be able to make a call if this was a false alarm.

Our alarms are monitored via a company called UK monitoring.

Many thanks for your help in this matter and we whole heartedly agree with this move forward.

11. Revised Redundancy Policy

Purpose of report

1. To provide the Authority with the revised draft Redundancy Policy for approval.
-

Recommendation

The Policy and Resources Committee recommend that the revised draft Redundancy Policy be approved.

Background

2. The Redundancy Policy has recently been reviewed in accordance with the Service's review schedule. Members will be aware that the current climate leaves all public authorities facing difficult change and it is inevitable that redundancies will need to be made. It was therefore felt timely to review the policy to ensure that it represented best practice, was flexible and financially sustainable. The main aim of the review was to provide more explanatory detail of the current procedures, however there are a few substantive changes.
3. The key changes relate to:
 - Inclusion of the option for voluntary redundancy.
 - Pay protection for those staff redeployed into alternative roles from three years full pay to a sliding scale over a three year period.
4. The Trade Union representatives and Senior Management Board have been fully consulted on the revised policy.

Conclusion/Summary

5. The Policy and Resources Committee have considered the revised draft redundancy policy and recommend that it be approved by the Authority.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	3

Legal Considerations

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

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	Yes	4

Supporting Information

Appendix 1 – Redundancy Policy

Contact Officer

Jackie Conway, Head of Human Resources
(01905 368339)
Email: jconway@hwfire.org.uk

Draft Redundancy

Contents

1.	Introduction	2
2.	Identifying a Redundancy Situation	2
3.	Redundancy Consultation	3
4.	Assimilation of Staff into a vacancy	5
5.	Voluntary Redundancy Process	7
6.	Redeployment	
7.	Pay Protection	
8.	Selection Process for Compulsory Redundancy	8
9.	Termination of Employment	10
10.	Appeal Process	10
11.	Redundancy Pay Scheme	11
12.	Pension Scheme Provisions	11
13.	Support for Employees	12
14.	Absent Employees	12
15.	Employees on Maternity, Paternity, Adoption Leave	13
16.	Review	13
Appendix A	Consultation Process for Proposed Redundancies	14
Appendix B	Selection Process for Compulsory Redundancy	15
Appendix C	Redundancy Selection Matrix	16
Appendix D	Process for Termination of Employment	17

Executive Summary

The purpose of this policy is to provide information about how redundancies will be handled within the Service for all employees on Green and Red Book Conditions of Service.

This policy provides enhanced redundancy provisions to all employees on Green and Red Book Conditions of Service. Redundancy provisions for these employees are covered by the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 [S.I. 2006 No. 2914] (as amended). These Regulations do not apply to uniformed operational staff on Grey and Gold Book Conditions of Service as the Service has no discretion to make enhancements to redundancy payments.

1. Introduction

1.1 Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to try and secure the employment of all employees where practicable, and will therefore exhaust all other options prior to identifying the need for redundancies. It is recognised there may be times when there is no alternative, either through financial constraints, changes in service provision or organisational requirements to change its workforce profile.

1.2 The key principles of the policy are:

- The Service will endeavour to avoid compulsory redundancies through effective Human Resource Planning and wherever possible by considering a range of alternative measures.
- Redundancies will be managed in a fair and consistent manner in accordance with relevant legislation and non-discriminatory practices.
- The Service is committed to using fair, transparent and non-discriminatory criteria for the selection of employees for redundancy.
- Consultation with the relevant Trade Union and employees will be timely and meaningful and all reasonable suggestions will be given serious consideration. Where applicable, the minimum statutory consultation periods will be adhered to and the statutory obligations will be met.
- All reasonable attempts to find suitable alternative employment for employees who are selected for redundancy will be made.
- Where redeployment opportunities are identified, a fair selection process will take place where there are more eligible employees than available posts in order to determine the most suitable candidate for the position.
- Relevant support systems will be provided for those affected as far as is practicable.
- Employees with at least two years continuous service at the date of redundancy or expiry of fixed term contract will be entitled to receive a redundancy payment.
- Where an employee unreasonably turns down the offer of redeployment to suitable alternative work, no redundancy payment will be made.
- All employees who have been issued with notice of termination of employment due to redundancy have the right of appeal.

2. Identifying a Redundancy Situation

2.1 The statutory definition of a redundancy is when employees are dismissed because:

- the employer has ceased or intends to cease to carry on the business for the purposes of which the employee was so employed; or

- the employer has ceased or intends to cease to carry on the business in the place where the employee was so employed; or
- the requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish; or
- the requirements of the business for the employees to carry out work of a particular kind in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

2.2 Where a Senior Management Board (SMB) member is considering making a post redundant he/she will present his/her proposal to SMB and obtain approval from the Chief Fire Officer (CFO). In order to inform the proposal the SMB member will liaise with the Head of Human Resources to consider if the proposal meets the criteria for redundancy.

2.3 The relevant Director will determine a suitable manager "Nominated Manager" to manage the redundancy process in conjunction with the Head of Human Resources. The Nominated Manager in discussion and agreement by the Head of Human Resources will identify those employees whose jobs may be at risk of redundancy (ie. those within the pool of selection for potential redundancy). In deciding who may be at risk of redundancy, managers must ensure that staff undertaking the same work at the same grade across the Service are included. Where a role is a one-off or extremely specialised it may be a single post. However, consideration should always be given to the possibility that someone facing compulsory redundancy might be retrained to fill an alternative post. A pool of selection can cover a team, unit, directorate or similar posts across the organisation.

2.4 The Nominated Manager and Nominated Human Resources Manager will consult with the recognised Trade Unions on proposed redundancies. Redundancy consultation will be undertaken 'with a view to reaching agreement' and will cover ways of avoiding dismissals, reducing the numbers to be dismissed and mitigating the consequences of the dismissals, however it must be remembered that redundancies cannot always be avoided.

3. Redundancy Consultation

3.1 The purpose of consultation is to provide as early an opportunity for all concerned to share the problem and explore options. Through effective consultation, the Service will be in a better position to decide whether the needs of the organisation can be met in some way other than dismissal by redundancy.

3.2 Consultation is a statutory requirement and will be undertaken 'with a view to reaching agreement'. However, there is no legal obligation to adopt all or any of the proposals put forward by the employees and representatives. All discussions will be documented.

3.3 Consultation will begin in good time as soon as practicable, and be completed before any redundancy notices are issued. The consultation process is outlined in Appendix A.

3.4 Regardless of the number of potential redundancies, the Service will consult with the appropriate trade union representatives. There are statutory notification requirements that will be followed where there are 20 or more employees to be made redundant. The relevant statutory Form HR1 will be completed and issued as required by the Head of Human Resources. The Service will commence redundancy consultation at the earliest opportunity in accordance with the following statutory timescales:

Employees to be dismissed over a 90 day period	Statutory consultation period
Between 20 and 99 employees	30 days before first dismissal takes effect
100 or more employees	90 days before first dismissal takes effect

3.5 There is also a requirement for the Nominated Manager in conjunction with the Human Resources Manager to consult with the employees who may be affected by a proposed redundancy. Consultation must be meaningful and occur whilst the redundancies are still at the proposal stage. The employee group will be consulted on the changes and the proposed redundancies. The HR Manager will write to the employee group to notify them they are 'at risk' of redundancy and to invite them to a meeting (refer to paragraph 3.8).

3.6 Consultation is a requirement even when there are volunteers for redundancy. The Human Resources Manager will meet with the appropriate recognised Trade Union representatives to consult on proposed redundancies and will confirm the proposal in writing. The letter will include:

- The reasons for the proposals
- The numbers and descriptions of employees it is proposing to dismiss as redundant
- The total number of employees of any such description that may be affected at any location in question i.e. the pool of employees.
- The proposed method by which employees will be selected for redundancy if compulsory redundancies are required
- The proposed method for dismissals to be carried out, including the period over which the dismissals are to take effect
- The method of calculating the redundancy payments to be made to those who are dismissed

3.7 The objectives of consultation are to:

- Try and avoid dismissals
- Keep the number of employees dismissed to a minimum
- Mitigate the consequences of the dismissals
- Ensure that employees are provided with all relevant information

3.8 The consultation will cover the following:

- The reasons for the potential redundancies.
- The number of jobs that are at risk of being redundant (making sure it is clear that the redundancies are only a possibility at this stage)
- An explanation of the selection of those in the "at risk" pool. The Service will also endeavour to ensure that the "at risk" pool of employees is fairly defined. (Refer to paragraph 2.2 above)
- Ways of reducing the number of redundancies and mitigating the consequences of the redundancies.
- Asking for suggestions of ways to avoid redundancies.
- The possibility of seeking volunteers (if appropriate)
- The effect on earnings where redeployment takes place to a lower graded post/role in preference to redundancy
- Alternative employment opportunities available
- Arrangements in respect of the retention of any benefits, e.g. lease vehicles etc.
- An explanation of the proposed selection criteria (if relevant)

3.9 Compulsory redundancies will only be considered once all other options have been explored including:

- The likely effects of natural wastage
- Reducing or where possible, eliminating employment of temporary staff and staff employed via agencies
- Flexible working
- Redeployment and, if possible, retraining, to other parts of the Service (where vacancies exist)
- Wherever possible, reduction or elimination of overtime working
- Restrictions on recruitment including freezing vacancies
- Consideration of suggestions from employees / employee representatives
- A salary freeze for a specified period
- Job-sharing, part-time employment and/or other flexible arrangements
- Seeking volunteers for early retirement and/or redundancy
- Offering alternative employment to those selected for redundancy
- Bumping redundancies

3.10 Following consideration of all feedback during the consultation process the Nominated Manager in conjunction with the HR Manager will notify the Trade Union representatives and employee group of the decision in writing.

4. Assimilation of staff into vacant posts

4.1 A fair and transparent process will be followed in the appointment and assimilation of employees to vacant posts. The underlying aim will be to appoint existing employees to vacant posts through:

4.1.1 Direct assimilation (slotting in)

Where a vacant post or a new post is almost identical to the post occupied by an employee affected by redundancy, in terms of job content, grade, status, hours and skills mix requirements and no other affected employee is in the same position, the employee will be assimilated into the vacant or new post without competition.

4.1.2 Competitive assimilation (ring fencing)

Where more than one affected employee is in a post that is almost identical to a vacant post, in terms of job content, grade, status and skills mix requirements, those employees will be considered for that vacant post in competition with each other and an appropriate redundancy selection process will be applied (Refer to section 8). In these circumstances vacant posts will not be advertised for general application.

4.1.3 Open Competition

Where there are other vacancies within the Service, these posts will be ringfenced for staff who are 'at risk' of redundancy to apply for. Refer to Section 6.

4.2 Where an employee meets most of the essential criteria of a vacant post and the employee is considered to be suitable to be developed into the post within a reasonable period of time, they may be offered the post subject to them acquiring the required skills etc. The salary / grade will be adjusted to reflect the level of skills, knowledge and qualifications. The full grade will only be paid when the employee meets the essential criteria and is fully skilled to undertake the full duties of the post.

5 Voluntary Redundancy Process

5.1 At the Service's discretion, employees who volunteer and are accepted for redundancy may be offered a discretionary compensation sum that is higher than the level of redundancy pay payable to employees who are selected compulsorily. If this is the case, the Service will publish details of the proposed financial terms that will be offered at the same time as invitations to volunteer are communicated.

5.2 The Service will consider inviting volunteers for redundancy from the 'at risk' pool or the wider organisation prior to making compulsory redundancies. The decision will be made by the relevant Director or CFO who will set out the process to be adopted. The opportunity to volunteer for redundancy will be available for a defined period and the communication will clearly state the closing date for applications.

5.3 Employees who choose to apply for voluntary redundancy are not guaranteed to have their application accepted. The Service reserves absolute discretion to decide whether or not to accept any individual application for redundancy. The decision as to whether or not to accept a particular application will depend on the Service's need to retain the types of knowledge and skills that are believed to be essential to meet its future aims, the need to retain a balance of people with different skills, and the overall situation at the time. The Service's decision on whether or not to accept or reject any particular application is final. The Service will take into account the future needs of the Service and reserves the right to refuse a request from any volunteers for redundancy. Employees will be informed of the reasons why they have been refused for voluntary redundancy.

5.4 Where an employee's application for voluntary redundancy is accepted, the employee will be notified of this in writing as soon as possible after the closing date for applications. Thereafter a meeting will be set up with the employee to discuss and agree the timing of his/her redundancy. The employee will receive notification of their entitlement to notice, final pay and benefits, redundancy pay and any entitlements to early release of pension depending on whether or not the employee meets the criteria defined in the relevant Pension Scheme.

6. Redeployment

6.1 The Service will ring fence any current and anticipated vacancies that are known at the time of the proposal being approved by SMB, for prior consideration of those employees who are "at risk" of redundancy. These efforts to identify suitable alternative employment will continue throughout an employees' notice period.

6.2 The employee will be asked to complete a Redeployment Form to identify their qualifications, training, experience, skills and abilities. HR Manager will inform "at risk" employees of any suitable alternative vacancies, giving them sufficient details to enable them to decide whether or not to apply. The employee will be given five days to complete and submit the form. The relevant Manager will undertake the skills assessment process which will be verified by the Human Resources Manager. Employees who meet the essential criteria or could do, within a reasonable period of time will be offered a priority interview for the position. The key purpose of the interview will be to establish whether or not the position is suitable for the employee, taking into account the employee's background, level of seniority, skills and type/level of experience, as well as the terms and conditions applicable to the post in question. A suitably trained HR Representative will attend the interview to ensure an objective and fair process has been conducted.

6.3 Where it is deemed relevant other suitable selection processes such as a written test, may be undertaken to identify the most suitable person for the post.

6.4 Where a potentially redundant employee is considered for an available alternative position, management reserves the right to make the final decision as to whether or not to offer the employee that position. Any development needs will be considered as outlined in paragraph 4.2 above. If a decision is made to offer the employee the position, the offer will be made in writing and the employee will be given five working days to decide whether or not to accept it. This time period may be extended by agreement if the alternative position involves any major changes for the employee such as a move to a new location.

6.5 Where redeployment opportunities arise after issuing an employee with notice, it may be possible to rescind the notice by mutual consent.

6.6 If an offer of suitable alternative employment is made, but the employee unreasonably refuses to accept it, the employee will lose his/her right to a redundancy payment. However, if it is accepted that the alternative employment offered is not entirely suitable for the employee and/or the employee's refusal of the offer is reasonable in the circumstances, he/she will be treated as having been dismissed by reason of redundancy on the date that his/her original job came to an end. In these circumstances, the employee will retain the right to a redundancy payment and to the benefits of the Service's redundancy pay scheme. Management reserves the right to make the final decision on this matter, although the views of the employee will be taken into account.

6.7 Where alternative employment is offered and accepted in a redundancy situation, the employee will be entitled to a trial period of four weeks in the new post. This time period may be extended up to a period of 12 weeks for retraining purposes and will be extended by written agreement before the start of the trial period. The trial period is a statutory provision enabling both the employee and the Service to assess whether or not the post is genuinely suitable for the employee. During the trial period the employee will receive the pay, terms and conditions applicable to the new role, taking into account any deemed pay adjustments in accordance with the employee's development needs. However, where the new role is graded lower than the redundant post, then pay protection will apply in accordance with Section 7 below. The Service will arrange a review meeting with the employee towards the end of the trial period to discuss whether or not the new job is in fact suitable for him/her, taking into account how the employee has performed, and any other relevant factors. If it is established that the post is not objectively suitable for the employee, his/her employment will be terminated by reason of redundancy.

6.8 In the event that the Service decides to terminate the employee's employment at the end of the trial period, he/she will retain the right to a redundancy payment and to the benefits of the Service's redundancy pay scheme. The relevant date for the purposes of calculating redundancy pay in these circumstances will be the date on which the employee's original job ended (and not the date that marked the end of the trial period).

7. Pay Protection

7.1 If an employee is redeployed to a post that is on a lower grade than their previous post then the employee's salary will be protected for a period of three years. Pay protection will be the difference in salary based on 100% in year 1, 66% in year 2, 33% in year 3. At the end of the protected pay period, the employee will revert to the top of the grade of the post that they occupy.

7.2 Pay protection will protect the “current salary” of the employee. During the period of the pay protection, the employee will not receive any further increments that they may have received in the post prior to redeployment to the new post, nor will they receive any annual pay increase awarded by the Service, until such time as the annual salary increases “catch up” with the new post.

7.3 Any other benefits such as car allowance, contractually enhanced payments such as overtime or weekend working that would have normally applied prior to redeployment will also be protected in accordance with paragraph 7.1. Enhanced payment will be calculated on an average based on the previous 12-month period. Benefits will be protected at the prescribed hourly rate of pay.

7.4 Should any posts become available during the protected period that match the redundant post to which the employee was previously appointed, the employee on pay protection will be considered, in the first instance, for a vacancy on their former substantive grade. Thereafter other staff who are “at risk” of redundancy, will be considered for a vacancy prior to the post being advertised. Redeployment will be subject to satisfactory performance and conduct.

8. Selection Process for Compulsory Redundancy

8.1 Where compulsory redundancy is the only option available and the number in the pool of “at risk” employees exceeds the number required the Nominated Manager in conjunction with the Human Resources Manager will consult with the Trade Unions on the redundancy selection criteria to be applied. Appendix B outlines the process to be followed. The timescales are indicative that management will endeavour to effectively move forward.

8.2 When selecting employees for redundancy, consideration will be given to the future viability of the Service, in order to maintain a balanced and suitably skilled workforce after the redundancies have been implemented.

8.3 The proposed redundancy selection criteria will be determined by the Nominated Manager in conjunction with the Human Resources Manager and in consultation with the relevant Trade Unions. It will as far as possible be objective criteria, precisely defined and capable of being applied in an independent way for determining which employees are selected for redundancy. The criteria must be relevant, fair and measurable. It will include the proposed weighting and scoring criteria to reflect the importance to the post. Any criteria will be free from discrimination in accordance with employment equality legislation. Appendix C provides an example Redundancy Selection Matrix. Selection criteria for redundancy will be made on the basis of objective criteria, which will be reasonably, fairly and consistently applied. Selection criteria will be formulated upon criteria such as:

- Knowledge (e.g. of job, HWFRS etc)
- Skills
- Breadth and depth of relevant experience
- Versatility (in terms of ability/willingness to perform different functions/duties)
- Relevant qualifications/training (Cannot be used in isolation)
- Job performance
- Attendance (2 year duration)
- Time-keeping
- Disciplinary record (live sanctions)

8.4 All relevant staff will be scored against an agreed set of criteria. The point scoring exercise will be carried out by the Nominated Manager or relevant line manager and will be based on available evidence. Any absences related to pregnancy, disability or as a result of a work related injury (where it has been established that the Service was at fault) will be excluded. Their scoring will be examined by the Human Resources Manager in order to ensure that a fair assessment has been made and that the employee rights have been fully understood and complied with.

8.5 Where an employee in the pool for selection is disabled, the Service will ensure that he/she is not put at any disadvantage on account of the application of the selection criteria and will accordingly make reasonable adjustments to the selection procedure to remove any disadvantage that the disabled employee would otherwise have.

8.6 Following the selection exercise, individuals will be invited to an interview. A decision will then be made based on a combination of the completed matrix and interview. Following this exercise individual employees who are provisionally selected for redundancy will be invited, in writing, to a meeting with the Nominated Manager and Human Resources Manager to discuss their selection for redundancy. The letter will inform the employee that they have been provisionally selected for redundancy. Employees will not be given access to the scores of other employees or any information that identifies other individuals. Those employees who are absent from work will also be invited to attend consultation meetings. Employees will have the right to be accompanied by a Trade Union representative or fellow colleague.

8.7 The meeting should take place within five working days of receiving notification of their provisional selection for redundancy. If the employee does not wish to attend the meeting they may submit written representations.

8.8 The aim of the meeting is for the manager to gain sufficient information to consider the proposed redundancy and reach a final conclusion. The Nominated Manager will hold as many consultation meetings as necessary to properly consult with the employee.

8.9 The purpose of the meeting will be to:

- inform the employee that they have been provisionally selected for redundancy
- discuss the selection process and criteria used and the scores allocated to the employee
- discuss any alternative options that have not been exhausted including alternative posts available
- inform the employee of their estimated redundancy payments, contractual notice period. Where appropriate the minimum contractual / statutory notice periods will be adhered to
- Enable the employee to have the opportunity to put forward any relevant information and representations including any reasons why they feel that they may have been unfairly selected for redundancy or suggest alternatives.

8.10 The Nominated Manager in conjunction with the Human Resources Manager will duly consider any representations and will provide written feedback to the employee and Trade Union representative.

9. Termination of Employment

9.1 Appendix D outlines the relevant process for termination of employment. At the end of the redundancy consultation period if there are no alternatives available other than compulsory redundancy the Human Resources Manager will write to relevant employees confirming the decision to dismiss them as redundant and specify the termination of employment date. The letter will contain an explanation of the redundancy payment calculation, their notice of termination of employment, any other payments to be made on termination of employment and their right of appeal.

9.2 It is expected that employees will work their notice period. In certain circumstances the Service may allow an employee to leave before their termination of employment date and consideration will be given to payment in lieu of notice.

9.3 If a redundant employee is successful in obtaining alternative employment external to the Service, during their period of notice, the employee will receive redundancy pay as well as salary and other benefits up to the date they actually leave the Service. However, an employee who resigns prior to being issued notice of termination by the Service will not be entitled to receive redundancy pay.

9.4 An employee who is made redundant will not be allowed to be re-engaged as an employee or consultant within the Authority for a period of twelve months from their leaving date.

9.5 Employees will normally be required to take any outstanding holiday entitlement and any flexible leave owed to them during the notice period. Only in exceptional circumstances will payment be made.

10. Appeal Process

10.1 Where the Trade Union Representative believes that matters or processes on a collective basis have not been carried out in accordance with these procedures, they should refer the matter to the Head of Human Resources in the first instance, within five days of the occurrence.

10.2 If an individual employee believes that the redundancy process (e.g.) redundancy selection criteria has been unfairly applied to them they should lodge an appeal within five working days of being issued with a letter that confirms their notice of termination of employment. Letters of appeal must set out the detailed grounds upon which the appeal is being pursued, identifying clear rationale for the perceived unfair process must be received by the Head of Human Resources within the five day time limit. Appeals lodged outside of this timeframe will only be considered in exceptional circumstances. Upon receipt of the letter of appeal, the Head of Human Resources shall consider whether the employee has grounds for appeal and where relevant, shall make appropriate arrangements for an appeal hearing to be heard by a relevant Director. The appeal hearing will be chaired by a person not directly involved in the selection of the employee for redundancy.

10.3 At the Appeal Hearing the employee will be entitled to be accompanied by a Trade Union Representative or a fellow colleague. The Appeal hearing will take place as soon as is reasonably practicable and it is anticipated that most appeals will be heard during the notice period and if the appeal is upheld, notice would be withdrawn. Where the appeal takes place after the end of the notice period, the employee will be reinstated should the appeal be upheld, and service will be regarded as continuous.

10.4 The employee will be notified in writing of the decision of the Appeal hearing chair.

11. Redundancy Pay Scheme

11.1 Employees with at least two years continuous service are entitled to a redundancy payment. Previous continuous service with a Local Authority or related body is defined by the Redundancy Payments (local Government) (Modification) Order 1999 and subsequent amendments, will be included in calculating the entitlement to a redundancy payment.

11.2 Where a fixed-term contract expires, and is not renewed, this will be a dismissal in law and the reason for dismissal will be redundancy if the employee has more than two years continuous service.

11.3 Redundancy payments will be calculated in accordance with the Statutory Redundancy Payments Scheme and applicable tax regulations. The Service, however, will exercise its discretion to substitute actual weekly gross pay as opposed to the statutory redundancy pay. The Chief Fire Officer may consider a further discretion to award additional compensation (i.e. exceeding the statutory minimum number of weeks gross pay) where there is a justifiable business case to do so.

11.4 If awarded discretionary compensation it would be inclusive of that paid under the Statutory Redundancy Payments Scheme.

11.5 A week's pay is that which the employee is entitled to under his or her contract at the calculation date. The calculation date is the date on which the employer gives the employee notice to which they will be entitled to under their contract. If the weekly pay varies the Service will use an average of the previous twelve weeks pay prior to the calculation date.

11.6 Overtime will not be counted in the calculation of a weeks pay unless there is a contractual obligation for the Authority to provide it, and the employee is bound to work it.

11.7 An employee who would normally be entitled to a redundancy payment may lose this entitlement where:

- a) He or she commits an act of gross misconduct and is dismissed in the notice period
- b) He or she unreasonably refuses an offer of suitable alternative employment

11.8 An employee will not be entitled to redundancy payment in accordance with the Redundancy Payments Modification Order (Local Government) 1983 if he or she accepts employment with another Modification Order body within four weeks of leaving the employment of the Authority.

12. Pension Scheme Provisions

12.1 Members of the Local Government Pension Scheme who accept alternative employment at a lower level of salary are entitled to a 10 year "certificate of protection" for pension purposes.

12.2 Members of the Local Government Pension Scheme who are aged 55 or more are entitled to immediate unreduced pension benefits based on their membership up to the date of leaving.

12.3 Under Regulation 12 and Regulation 13 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, the Authority has the discretion to award additional membership or additional pension. To be eligible the employee must have at least three months local government pension scheme membership. These discretions apply on redundancy regardless of whether the employee has immediate access to their pension benefits and will be granted where it is in the interests of the Authority to do and there are sound financial reasons for doing so.

13. Support for Employees

13.1 Employees who are selected for redundancy will be given as much help and advice as possible by their manager and HR representative. This may include, but is not restricted to, help with CV's and completion of application forms, access to careers advice and general support. Counselling services will be made available to those employees who could be affected by redundancy.

13.2 Subject to the Service's operational needs, employees will be given permission to take reasonable time off work during their notice period to look for work or seek retraining opportunities in accordance with current legislation. Evidence of interviews / training may be required and permission must be sought in advance.

13.3 It is recognised the employees who remain working for the Service may also require support, guidance and advice. The HR department will actively support managers and employees in any way possible to facilitate the change process.

14. Absent Employees

14.1 The Service will endeavour to consult with all affected employees, even if he or she is absent due to illness. The Service will therefore keep absent employees up to date with the ongoing redundancy process and send him or her the same written information as it provides to other employees. Absent employees will be given the opportunity to play an active role in the redundancy consultation, and will be encouraged to fully engage in the process. If an employee is unable to physically attend consultation meetings at the workplace, consideration will be given to arranging consultation by telephone, letter and/or email.

14.2 The Service recognises that change management processes can be stressful for all affected employees, and any unnecessary delays in concluding the process can exacerbate such feelings of anxiety. The Service will therefore be very reluctant to put any change management processes "on hold" if an employee is absent due to sickness, in light of the detrimental impact on others.

14.3 Where appropriate, the Service shall obtain medical advice as to an employee's ability to fully engage in any given change management process. Employees who unreasonably refuse to co-operate with the Service, or who unreasonably refuse to engage in consultation procedures may be subject to disciplinary action.

15. Employees on Maternity, Paternity or Adoption Leave

15.1 An employee on maternity, paternity or adoption leave has the right to return to the job in which they were employed, on no less favourable terms and conditions.

15.2 If the employee on maternity, paternity or adoption leave is unable to return to their previous job by reason of redundancy, they are entitled, where there is a suitable available vacancy, to be offered alternative employment in preference to other employees. The provisions of the alternative employment must not be substantially less favourable than if they had returned to the original job. The employee is entitled to be offered any suitable alternative employment, even if it arises before they notify the Authority of their intended return date. An offer of alternative employment cannot be withheld only on the basis that the employee cannot take up post immediately. The post should be held for the employee until their period of maternity, paternity or adoption leave ends, if necessary covered on a temporary basis.

15.3 Where an employee on maternity, paternity or adoption leave is potentially redundant, managers must ensure that the employee is provided with all necessary information, including vacancies, and that they are fully consulted. If necessary, there should be some home visits. Employees should also be informed that they are required to maintain regular contact with their line manager and/or HR.

15.4 The Service will take all reasonable steps to facilitate redeployment of employees who are notified of redundancy during maternity, paternity or adoption leave. This includes steps in relation to arrangement of meetings, interviews, and selection processes.

16. Review

16.1 This policy will be reviewed periodically and the Service will apply changes to legislation and Pension Scheme Regulations as applicable.

APPENDIX A

Consultation Process for Proposed Redundancies

DAY	PROCESS	RESPONSIBILITY
1	Complete and issue Statutory Form HR1 if it is proposed that more than 20 employees will be made redundant within a 90 day period	Head of Human Resources
1	Meet with relevant Trade Union representatives to consult on proposed redundancies (Refer to paragraph 3.8)	Nominated Manager and Human Resources Manager
1	Write to Trade Union representatives to confirm the proposals .	Human Resources Manager
1	Write to employee group to inform them of proposed redundancies and invite them to a meeting (Refer to paragraph 3.5)	Human Resources Manager
5	Meet with relevant “at risk” employees to consult on proposed redundancies (Refer to paragraph 3.8)	Nominated Manager and Human Resources Manager
5 to 21	Provide comments, suggestions and counter proposals to relevant Nominated Manager	Trade Union Representatives and employee group
21 to 28	Consider feedback	Nominated Manager and Human Resources Manager
28	Write to Trade Union representatives and employees to notify them of decision and right of appeal (refer to Appendix D)	Human Resources Manager

Notes:

Timescales may be varied with agreement of Nominated Manager and Trade Union Representatives

Where applicable, statutory timescales for consultation will be followed in accordance with paragraph 3.4, and the above timescales will be varied in such circumstances.

APPENDIX B

Selection Process for Compulsory Redundancies

DAY	PROCESS	RESPONSIBILITY
1	Write to relevant trade union representatives to inform them of the proposed redundancy selection criteria, methods of scoring and weightings (Refer to paragraph 8.3	Human Resources Manager
5	Meet the relevant Trade Union representatives to consult on the proposed redundancy selection criteria, methods of scoring and weightings. Consider Feedback.	Nominated Manager and Human Resources Manager
8	Write to relevant trade union representatives to notify them of the agreed redundancy selection criteria, methods of scoring and weightings.	Human Resources Manager
9-16	Complete scoring matrix based on available evidence as required for each employee in redundancy pool	Nominated Manager
17-18	Hold a selection interview with individual employees and base decision on a combination of the completed matrix and interview.	Nominated Manager and Human Resources Manager
17-18	Consider scoring matrix and interview outcome to ensure a fair process has been completed and employee rights are complied with	Human Resources Manager
19	Write to employee to notify them of the outcome of the process and invite them to a meeting (Refer to paragraph 8.6 and 8.7)	Human Resources Manager
24	Meet with relevant employee and their representative to discuss their selection for potential redundancy and for employee to put forward their representations (Refer to paragraph 8.9)	Nominated Manager and Human Resources Manager
24	Consider employee's representations	Nominated Manager and Human Resources Manager
25	Provide written feedback to employee and Trade Union representative to notify them of the decision and right of appeal (refer to Appendix D).	Human Resources Manager

Note: Timescales are indicative and may vary dependant upon the numbers within the redundancy pool

APPENDIX C

Redundancy Selection Matrix			
Name of employee		Job title	
Department			
Name(s) of manager(s) making assessment			
Criteria	Score (1-10)	Weighting (1-5)	Total score
Knowledge (e.g. of job, HWFRS etc)			
Skills			
Breadth and depth of relevant experience			
Versatility (in terms of ability/willingness to perform different functions/duties)			
Relevant qualifications/training			
Job performance			
Attendance (2 year duration)			
Time-keeping			
Disciplinary record (live sanctions)			
Total score			
Manager's signature		Date	
Verified by HR Manager		Date	
<p>Notes</p> <p>The range of 1-10 for employees' point scores should be applied as follows:</p> <p>10 = highest (e.g. the employee's skills are exceptionally relevant and useful to the organisation)</p> <p>1 = lowest (e.g. the employee does not have suitable or adequate skills to do the job)</p>			

APPENDIX D

Process for Termination of Employment

1	Write to employee to confirm decision to dismiss due to redundancy and right of appeal (Refer to paragraph 9.1)	Human Resources Manager
2 to 6	Employees eligible to submit letter of appeal	Employee
7	Arranges appeal hearing	Human Resources Manager
14	Appeal hearing	Relevant Director Head of Human Resources Employee
21	Letter to employee informing outcome of appeal	Relevant Director

Note: Timescales are indicative and may vary

13. Risk Management Strategy and Strategic Risk Register

Purpose of report

1. To consider and recommend the revised Risk Management Strategy and Policy and the live Strategic Risk Register for approval by the Authority.
-

Recommendation

The Audit Committee recommends that the revised Risk Management Strategy and Policy and the live Strategic Risk Register be approved by the Authority.

Introduction and Background

2. Through the Fire Authority's Governance arrangements a systematic strategy, framework and processes to manage risk are in place. An assessment of the effectiveness of these arrangements is reviewed and published regularly. Risk Management is a key objective and active part of the Fire and Rescue Service.

Risk Management Strategy and Policy

3. The overall objective of this revised strategy is to ensure that the Authority identifies strategic risks and applies the most cost effective control mechanisms to manage those risks. This ensures they are eliminated or reduced to an acceptable level and that systems are in place to monitor and report. The Strategic Risk Register is then prepared to identify controls which mitigate the inherent identified risks. The residual risk demonstrates the revised risk assessment as a result of the action taken and any opportunities that have been identified.

Strategic Risk Register

4. The reviewed and updated Strategic Risk Register consultation took place with Principal Officers and was shared with Mr. Peter Watts, Risk Management Member Champion and Group Leaders. The Strategic Risk Register was then considered by the Audit Committee on 28 September 2011, who have recommended it for FRA approval.
5. The overall responsibility for ensuring risks are managed effectively lies with the Authority as advised by the Service. The live Strategic Risk Register outlines to Members the risk scoring for both likelihood and impact. A number of changes are recommended to the document, which reflects the National, Regional and Local perspective. Both Members and Officers recommend that the Register continues to be split into Strategic, Operational, Regulatory, Financial, Reputational and Environmental risks.

6. Based upon the revised scores it is pleasing to report the direction of travel for Strategic Risk for 2011/12 continues moving downwards. It is suggested from the information gathered this is a result of stronger management at the top level, continuity and improved control mechanisms. It is highlighted that due to the current economic climate there is still potential for some key suppliers to encounter difficulties within the market place, which may have an impact on the Service.
7. Two risks that have been identified as red are:
 - Risk 17 - Ineffective contingency in the event of an emergency under the Civil Contingencies Act (2004) due to potential industrial action and the recent civil disturbances.
 - Risk 23 - Change in economic and/or political environment causing reduction in real terms of grants etc whilst is scored red the residual score has gone down.
8. The Strategic Risk Register reflects both the updated National Risk Register which is intended to capture the range of emergencies that may have a major impact on all, or significant parts of, the UK. The National Register drives the Community Risk Register held by the Local Resilience Forum (LRF) and is recognised in the Service's live Strategic Register.
9. From a Service perspective the live Strategic Risk Register acknowledges departmental, project and partnership risks. The Director of Corporate Services will escalate any outstanding exposures where necessary to SMB who will report to Audit Committee and the Risk Management Member Champion.
10. These strengths are demonstrated in the successful achievement of Corporate, Strategic and Operational objectives and using risk management to identify opportunities. Whilst pursuing those objectives and embedding corporate risk, it is now an integral component of effective Corporate Governance.

Conclusion/Summary

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

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Strategic Risk Register Paragraph 7

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Strategic Risk Register Paragraph 7

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Strategic Risk Register Paragraph 7
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Strategic Risk Register Paragraph 8
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	Yes	Strategic Risk Register Paragraph 7, 8
Consultation with Representative Bodies	Yes	Strategic Risk Register Paragraph 7

Supporting Information

Appendix 1 – Revised Strategic Risk Register
Appendix 2 – Risk Management Strategy & Policy

Contact Officer

Zahoor Ahmad, Temporary Director of Corporate Services
(01905 368256)

Email: zahmad@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

This register details key risks which the Service has identified and links into the Local Resilience Forum Community Risk Register and National Risk Register. These risks are supported by departmental and project risk registers. They are live documents which are updated on a regular basis to reflect changes in the Service and levels of risk and aligned to the Strategic objectives. To assist in the management of key risks they have been placed in the following sections: **Strategic, Operational, Regulatory, Financial, Reputation and Environmental**. [Please note all amendments/additional risks are indicated in blue.](#)

Review Risk Score

(2011 Inherent Score 141) 2011 Residual 116

Overall Direction of Travel continues downwards - suggests stronger management, control mechanisms and continuity

A Strategic Risk	Key Risks	Likelihood	Impact	Score	Direction of Travel
	1. Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service	Medium	Medium	5	↔
	2. Loss of key supplier/partnership	Medium	Medium	5	↔
	3. Poor leadership leading to ineffective practices and failure to deliver services to required standard	Low	Medium	3	↓
	4. Inability to attract and/or retain key individual or groups of staff	Low	Medium	3	↔
B Operational Risk	5. Death or serious injury to a member of staff (RIDDOR reportable)	Low	High	6	↔
	6. Inability to maintain Operational functionality of Fire Control	Low	Medium	5	↓
	7. Failure to successfully defend legal action taken against the Authority	Medium	Medium	3	↓
	8. Failure to maintain adequate staffing levels	Medium	Medium	3	↔
	9. Failure of key ICT or other infrastructure system	Low	Medium	3	↔
	10. Death or serious injury to member of the public through our actions (RIDDOR reportable)	Low	Medium	3	↔
	11. Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	Medium	Medium	5	↔
	12. Maintain Risk Critical training	Low	Medium	3	↔

B Operational Risk (cont'd)	13. Unavailability of key item of equipment	Low	Medium	3	↓
	14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	Low	Medium	3	↔
	15. Inadequate Water Supplies	Low	High	3	↓
	16. Failure to comply with key regulatory requirements, including Fire and Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act	Low	Medium	3	↔
	17. Ineffective contingency in the Event of an emergency under CCA	Medium	High	8	↑
C Regulatory Risk	18. Failure to maintain satisfactory audit assessment	Low	Medium	3	↔
D Financial Risk	19. Failure to maintain effective financial planning and management processes including ineffective budgetary control	Low	High	6	↔
	20. Failure to manage major projects effectively	Low	Medium	5	↑
	21. <i>Now incorporated into Risk 18 above</i>				
	22. Major fraud or corruption case	Low	Medium	3	↔
	23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	High	Medium	7	↓
	24. Failure of Financial System (i.e. payroll and payment to suppliers)	Low	High	3	↔
E Reputation Risk	25. Failure to effectively manage the media and obtain the desired media coverage	Medium	Medium	5	↔
	26. Inappropriate behaviour by employees or Members	Medium	Medium	5	↔
	27. Poor quality key information provided to Members/Personnel of the Authority/Service	Low	Medium	3	↔
	28. Failure to communicate key information effectively				
F Environmental Risk	29. Failure to comply with relevant environmental legislation and directives	Medium	Medium	5	↔

Key: ↑Risk escalated, ↔ Risk unaltered, ↓Risk decreased over last 12 months.

Risk Maps

<u>IMPACT</u>	<u>HIGH</u>	<p>IMPORTANT RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>6</u></p>	<p>KEY RISK- MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>8</u></p>	<p>IMMEDIATE ACTION NEEDED - SERIOUS THREAT TO PROVISION AND/OR ACHIEVEMENT OF KEY SERVICES OR DUTIES</p> <p><u>9</u></p>
	<u>MEDIUM</u>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>3</u></p>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>5</u></p>	<p>KEY RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>7</u></p>
	<u>LOW</u>	<p>NO ACTION NECESSARY</p> <p><u>1</u></p>	<p>MONITOR AS NECESSARY - ENSURE BEING PROPERLY MANAGED</p> <p><u>2</u></p>	<p>MONITOR AS NECESSARY- LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>4</u></p>
		<u>LOW</u>	<u>LIKELIHOOD</u>	<u>HIGH</u>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service	Chair of FRA CFO	8	<ul style="list-style-type: none"> Group leaders meet regularly with CFO/DCFO Good open communication channels Availability of local working groups Members seminars and training take place to reinforce good communication Stable and competent SMB Effective SMB structure Interface with external bodies Formal structure of reporting to FRA Audit, P & R, Committee Chairman and Vice Chairman re-elected 2010 Reviewed and audited Governance arrangements Strong link to new risk 23 Member Communication strategy Committees and reporting structure CFO group total place 	5 5 ↔	<p>Monitor central government guidance etc/circulars/bulletins</p> <p>Extend links/communication with partners/groups both internally and externally (e.g. LRF)</p> <p>Regularly update Members/Officers on Risk/Business Continuity/Emergency Planning issues Privatisation (part or full)</p> <p>Change in political direction/policy changes</p> <p>Impact of Comprehensive spending review</p>	Monitor closely political activity local, regional and national government agencies and regulatory guidance	March 2012	<p>Strengthen inter-agency relationships (LRFs)</p> <p>Improved engagement with Category 2 Responders</p> <p>CFO group total place</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
2	Loss of key supplier/partnership	Director of Finance and Assets	7	<ul style="list-style-type: none"> Procurement consortiums used. Adopted FireBuy Purchasing/Tendering process makes appropriate health and ethical checks Regularly review suppliers Key supplier business continuity arrangements confirmed including PPE Procurement and Asset Manager Business Continuity planning guidance sent to all key suppliers Contract Standing Orders SPI partnership Partnership Officer in place to monitor Improved Project & Partnership assurance in place SLA/MoU in place and reviewed on a regular basis Overall awareness has been raised Robust challenge to meet contractual obligations Local sourcing where appropriate Contract management All future contracts include confirmation business continuity arrangements Departmental BC plans agreed 	5 ↔ 5	<p>Ensure adequate arrangements/security checks are adopted. Adopt common protocols</p> <p>*AssetCo key supplier of numerous systems (see action)</p> <p>Economic Downturn</p> <p>Comprehensive Spending Review</p> <p>Monitor framework agreement</p> <p>Uncertainty of FireBuy future (MR)</p>	<p>Monitor exposures to single/key suppliers and—ensure BCM plans/contingency are in place for current and new (BHs)</p> <p>*Budget Holders to monitor suppliers to recognise early supply change problems. Supplier strategy to mitigate supplier risk.</p> <p>Economic downturn FRA paper</p>	<p>Nov 2011</p> <p>Ongoing</p>	<p>Joint procurement</p> <p>Procurement references FireBuy</p> <p>Partnerships changing focus – no detrimental effect on the Service. Increase presence at the table/influence/understanding of our Service</p> <p>Total Place</p>


Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	Chair of FRA	6	<ul style="list-style-type: none"> • Key Performance Indicators • Good support mechanisms • Internal/External Audit • Charter Mark • Group Leaders support/assistance • Member Champions • Communication Strategy • Standards Committee Audit Committee monitoring • Monitoring/Clerk Officer • Reviewed Corporate Governance arrangements • Service policies/ instructions • Leadership Training Programme • Centre of Excellence • People Strategy (HR) • Cultural change programme • Members communication strategy • SMB formed/integrated (live) Refocused senior management team • Live SMB Sharepoint site • SMB departmental visits/discussion 	6 ↓ 3	Restructure of individual directorates	Member and Officer Training	March 2012	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
4	Inability to attract and/or retain key individual or groups of staff	CFO	6	<ul style="list-style-type: none"> Staff evaluation all personnel Recruitment awareness days Intermediary system in place Flexible working arrangements Training and personal development Cultural work – Communication Strategy IPDR' s Induction/Exit Interviews National firefighters standard testing (FFST) Improved arrangements for RDS Waiting lists – awaiting appointment wholetime Rolling programme recruitment and awareness days Performance indicators (female/ethnic minority recruitment. Succession planning for Retained personnel (HR) 	3 ← → 3	Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning. Retained recruitment	<p>Monitor female/ethnic minority recruitment (HR)</p> <p>Introduce succession planning for support staff</p>	<p>Ongoing</p> <p>October 2011</p>	<p>Large pool of potential staff due to the current economic climate</p> <p>Monitor apprentice scheme opportunities</p> <p>Accelerated training opportunities enhanced</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
5	Death or serious injury to a member of staff (RIDDOR reportable)	CFO	8	<ul style="list-style-type: none"> Statutory compliance Operational procedures in place Regular Training given Information readily available Operational debriefs Near miss reports Personal protective equipment - first class equipment (Total Care package) Research and development on any equipment that is purchased Senior Accident Investigators Operational assurance Peer review Debriefs Operational/Risk Assurance in place Major Incident protocol in place/tested Corporate manslaughter training completed Monitor equipment note information and subsequent guidance 	6 ↕ 6		<p>Consider further training implications for the Service</p> <p>Continue to monitor injury performance statistics</p> <p>Training element of RDS plan</p>	<p>October 2011</p> <p>Ongoing</p> <p>October 2011</p>	Funding opportunity for RDS

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
6	<p>Inability to maintain Operational functionality of Fire Control</p> <p>1. Technical Director of Finance and Assets</p> <p>2. Staff Director of Corporate Services</p> <p>3. Operational Director Service Delivery</p> <p>4. Fire Control Project Director of Corporate Services</p> <p>5. Financial Director of Finance and Assets</p>	Director Service Delivery	9	<ul style="list-style-type: none"> Internal Operating procedures in place Mutual assistance arrangements with Shropshire Regular testing of evacuation arrangements. ICT Secondary Fire Control Droitwich strengthened to enable resilient call handling to be maintained (Stand-alone laptop) Call-out arrangements which support ICT networks (internal/externally) in place Reviewed current Emergency Plan procedures/exercised Task & Finish group Regular FRA updates 	6	<ul style="list-style-type: none"> Incident call management arrangements Review all Fire Control functionality. (Priority) Resilience Fire Control Project Unable to support current mobilising equipment (Integrity of existing systems) Loss of control due to breakdown in call-management systems Failure to secure data. Loss of key staff, knowledge and skills Retention arrangements for staff See project risk register 	<p>Ongoing costs for maintaining Fire Control</p> <p>Evaluation of tenders/ for transitional resilience mobilising arrangements</p> <p>Implement mobilising equipment (Integrity of existing systems)</p> <p>Control resilience project SHQ</p> <p>Data Sharing – (Replacement Fire Control Contractor)</p>	<p>March 2012</p> <p>February 2012</p> <p>March 2012</p> <p>January 2012</p>	<p>Shared MOU with Shropshire</p> <p>CLG Grant Funding</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
7	Failure to successfully defend legal action taken against the Authority	CFO	6	<ul style="list-style-type: none"> Right systems and processes in place. Good professional advisors and legal advice (SLA approved/adopted/reviewed and monitored annually) Incident investigated with trained personnel Strong case studies records in place. Debrief documentation available Insurance for third party losses Annual review of insurance provision Investigation systems in place/tested Preventative training in place Legal support for employment matters Reviewed process in place External legal advice available Dedicated Clerk arrangements 	5 ↓ 3	<p>Outcome of tribunals</p> <p>Potential increase insurance claims</p> <p>Compliance levels within technical fire safety</p> <p>Ongoing staff training required for investigative/legal procedures (interviewing/note taking information gathering)</p> <p>Employment tribunals training</p>	<p>Live Outstanding claims</p> <p>Quarterly meeting with SLA provider needs monitoring</p> <p>Track costs</p>	<p>As required</p> <p>October 2011</p> <p>Quarterly</p>	Collaboration with other agencies

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
8	Failure to maintain adequate staffing levels Likelihood increased	Members CFO Director Service Delivery Director Corporate Services Director of Finance and Assets	6	<ul style="list-style-type: none"> Regular meetings with Representative Bodies NJC direction developed Trade Union Protocol National resilience (Mutual aid/new dimensions) BCM Plan Supplements Critical departmental BC plans in place including fall-back arrangements Home working policy ICT Portal access for critical staff Command structure Resilience Register live Monitoring sickness/absence SharePoint operational resilience arrangements (degradation) Employment contractual arrangement Monthly establishment review meeting Skills Audit Consultation forums 	3 	Potential budget reduction Succession planning Link to funding reduction possibility IRMP reviews (potential risk rise)	Monitor resource levels through monthly SMB	ongoing	Multi-skilling Shared Services

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
9	Failure of key ICT or other infrastructure system For Fire control see Risk 6	Director of Finance and Assets	8	<ul style="list-style-type: none"> Continuity plans in place Secondary/Mirror back up systems in place 24/7 technical cover in place Annual Heath check – major supplier Alternative internet route in place Business contingency and disaster recovery arrangements finalised Critical equipment checks/register Training and specialist skills ongoing Debriefs – lesson learnt 	3 8 power outage ← → 3	<p>Potential budget cuts - some ICT problems may take longer to resolve</p> <p>Insufficient server capacity for maintenance arrangements</p> <p>ICT interdependencies</p> <p>Link to RCC project</p>	<p>Monitor Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p> <p>Purchase back-up server</p>	<p>Dec 2011</p> <p>March 2011</p>	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
10	Death or serious injury to member of the public through our actions (RIDDOR reportable)	CFO	6	<ul style="list-style-type: none"> Dedicated programme for training of drivers Incident Command system in place Operational procedures in place Legal guidance available Operational assurance Command training Reviewed Operational Assurance Debriefs/Accident investigation Major incident Protocol in place External legal services available outside of office hours for hours 	3 ↕ 3		Continue to track trends in statistics		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
11	Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	Members CFO	8	<ul style="list-style-type: none"> Business continuity plan implemented and exercised Regional and Local Resilience Forum in place (RRF & LRF) Corporate Risk Group in place Joint Emergency response arrangements (JERA) National Coordination arrangements LRF exercise programme in place Member scrutiny report in place National Risk Register updated Work with National resilience Board embed protocols into the Service standard operating arrangements Governments response to Pitt (GRIP) ongoing SPI Spate conditions Exercises/training/Watermark/Hydra/Unite/Fireplace Experience bank expanded New Dimensions USAR Severe Weather plans 	5 ↕ 5	Build Business Continuity Supplements Review/Monitor/Exercise plans. Monitor potential impact to climate change Public/Civil disturbances	Exercises Debriefs Exercise Sully		Audits: National Capability, Audit Commission) Enhancement programme External Agencies

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
12	Failure to maintain Risk Critical training	ACFO Service Support Director of Service Delivery	6	<ul style="list-style-type: none"> IPDRs Competence levels monitored Service Performance Indicators National Guidelines Operational assurance Hot fire training Recruitment programme People strategy Training programme Resilience Register Monitoring protocol for assessing operational competencies utilising Vector and Minerva Systems Active incident monitoring based on West Midlands model Training calendar Identified key players for BCM Assurance project group monitoring risks RDS training following RDS review Skills Audit 	3 ↓ ↓ ↓ 3	Potential budget implications could affect training volume and standard	Prioritise training requirements		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
13	Unavailability of key item of equipment	ACFO Service Support Director of Finance and Assets	6	<ul style="list-style-type: none"> Asset Manager appointed Procurement systems in place Firebuy in place Back-up suppliers Maintenance agreements in place Contract Directory Equipment testing programme in place Audit of equipment on a regular basis Monitor Contracts on a regular basis Redkite/Asset registers. Communication tool (sharepoint for BA) Vehicle maintenance records Management of Fire Kit resilience BA kit interoperability with border Services Improved testing protocols for all equipment (mitigating actions strong) 	6 3 ↓	VMDs Link to Resilience Fire Control Project Ladder maintenance (RL)	<p>A number of injuries with new BA under investigation</p> <p>Review current contractual arrangements</p> <p>Cross border mutual aid for key items of equipment</p> <p>BA cylinder investigation ongoing</p>		Purchasing power/ resilience through FIREBuy/ Shared Services combining with other FRS

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	Chief Fire Officer Director Corp Services	6	<ul style="list-style-type: none"> Community Risk Register Members of LRF forum Collation of lower tier Risk Register Improved resilience performance with LRF partners Silver/Gold training Embed INTEL process into CRR including exercise and training Sites identified within critical National RR to be included into INTEL process FSEC populated with flood risks Water Rescue/flood linked into IRMP Severe weather/Fuel plan implemented Local risk register (Identifies multi agency lower tier risk) Reviewed BC plans Improved monitoring and reporting of risk through the LRF 	3 ↓ 3		Monitor Industrial action		Shared specialist information

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
15	Inadequate Water Supplies	ACFO Service Support Director of Assets	8	<ul style="list-style-type: none"> Hydrant inspections based on risk. Two full time technicians employed. Mains water failure notification Water Officer resources increased 	6 ↕ ↕ 3	<p>Hydrant checks risk based.</p> <p>Monitor supply failure</p> <p>Report completed for inspection program based on national risk based model – awaiting PMM decision</p>	<p>Hydrant checking resources</p> <p>Consider outsourcing</p>		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act, Equalities Act & Regulatory Reform Act	Members Chief Fire Officer	6	<ul style="list-style-type: none"> Assigned to individual POs Personnel pick up ongoing employment issues Single point of contact to the Clerk of the FRA Better Governance Forums Annual Review of Code of Corporate Governance – statement of internal control Annual Governance Statement Fire and Rescue Services monthly bulletin are logged, actioned and monitored Action plans produced for new regulations and legislations. FRA members have access to minutes of SMB/Group Leaders meetings Performance and continuous scrutiny Strengthened Committee structure and support Risk Champions appointed LRF Forum membership Standing Orders reviewed on an regular basis Service Policy and Instructions to reflect changes in legislation Continuity Planning in place Data Security in place Outcomes of H & S Audits actioned 	3 → ← 3	<p>Issues arising from Atherstone Incident and any other improvement notices identified</p> <p>Outcome of H&S audit</p>	<p>Action audit trail required for CLG correspondence</p> <p>Internal audit of work surrounding other Service's improvement notices</p> <p>Action plan H&S audit (prioritising)</p>		Streamline processes and procedures


Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
17	<p>Ineffective contingency in the Event of an Emergency under CCA (2004) eg</p> <ul style="list-style-type: none"> Major Ill Health Epidemic Industrial Action Severe loss of ICT Fuel shortages Severe Weather Natural Disaster Terrorist Incident Loss of Utilities/Comms 	Director of Corp. Services	9	<ul style="list-style-type: none"> Pandemic Flu Plan Business Impact Analysis completed Membership of Herefordshire & Worcs - Influenza pandemic planning group (IPPG) Internal exercise completed Participate in national, regional and local exercises COBR/Top line brief/Regional coordination/Silvers multi agency/HPA Live experience BC triggered – Pandemic Resilience Register Reviewed BC departmental plans Critical functions indentified Fall-back arrangements agreed CRMG/SRWG activated SharePoint – generic resilience arrangements Enhanced Industrial Action arrangements Severe weather plans developed Fuel plan refreshed Local monitoring of ongoing events through active silvers in Worcs/Hfd SMB training workshops as required. 	<p>3</p> <p>8</p> <p>Industrial action likelihood increased – impact dependant which union and different combinations</p> <p>Industrial action plan reviewed</p> <p>Monitoring Civil disturbances</p> <p>Middle East conflict (fuel etc)</p>	<p>BC Training ongoing Plans for terrorist incident</p> <p>Industrial action likelihood increased – impact dependant which union and different combinations</p> <p>Industrial action plan reviewed</p> <p>Monitoring Civil disturbances</p> <p>Middle East conflict (fuel etc)</p>	<p>Monitor current activity and national picture</p> <p>Induction and refresher training</p> <p>Exercise Programme: Finance HR ICT Facilities Ops logistics</p> <p>Industrial action</p> <p>Test JOCC arrangements</p>		<p>Streamline processes and procedures</p> <p>Regional/local collaboration</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
18	Failure to maintain satisfactory audit assessment and/or local transparency	Deputy Chief Fire Officer Director of Corporate Services	6 ↓	<ul style="list-style-type: none"> • Audit self assessment • Annual Charter Mark status maintained • IRMP consultation and action plan • Performance Framework in place • Quarterly Performance update to Senior Officers • Peer assessment and feedback • Members updated on a regular basis • CORVU performance software in place • Consultation workshops in place • Updated Key Lines of Enquiries • Annual Governance Statement/Evidence • Continue to review through performance planning • Annual Corporate planning 	3 → → 3	Retention of key staff Internal audit	Identify areas for improvement from CAA process Charter Mark status		Improved results Potential cost savings Potential for increased productivity Informs budget planning process Governments relaxation of Auditing (light touch)

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
19	Failure to maintain effective financial planning and management processes including ineffective budgetary control	Director of Finance and Assets Treasurer Members	8	<ul style="list-style-type: none"> Finance System SLAs reviewed Payroll/Pensions/Tres Management Budget Planning Asset Management Plan Monthly meetings with budget holders Regular reports to PMM Financial regulations in place Data Quality process Reports to the FRA/Budget/Audit Committee Procurement strategies agreed Budget monitoring reports Maintain effective budgetary control Internal /External Audit Annual Governance Statement/Code of Corporate Governance Qualified professional staff Medium term financial strategy in place Cost benchmarking SLA Assurance monies securely invested (Financial Investment Controls) Bank of England Financial BC Plan in place 	6 ↓ 6	Financial Signatory protocol Corporate Credit Card	<p>Monitor current economic downturn</p> <p>Exercise finance BC arrangements</p> <p>Insufficient funding to address planned and audited work</p>		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
20	Failure to manage major projects effectively	Deputy Chief Fire Officer	6	<ul style="list-style-type: none"> Officer responsible for project office Risk assurance/monitoring Reporting mechanisms in place including risk escalation - residual risk rating above 7 SMB & P&R, Audit and FRA reports Identification of current and project forecasting in place. Programme management and specialist support available Project managers trained CDM regs used in management of building project Leadership with clear understanding of project responsibility Robust arrangement for contractual monitoring Improved resources/specialism in facilities to manage new building projects External scrutiny where appropriate 	3 ↑ 5	<p>Fire Control Project</p> <p>ICP/PPE absolute deadline for replacement is 31 March 2011</p> <p>Risk Assurance indicates resource capacity shortfall with numerous projects coming on line at the same time</p> <p>CARP snagging issues</p> <p>ICT interdependencies</p> <p>Likelihood increased SMB minutes</p>	<p>FireBuy awareness of deadline of ICP/PPE replacement</p> <p>Control resilience Project on Red</p>		Improved efficiency

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
21	Now incorporated into Risk 18 above								
22	Major fraud or corruption case	Director of Finance and Assets Treasurer Members	5	<ul style="list-style-type: none"> Financial regulations in place Policies/Instructions in place and reviewed regularly Audit investigation protocol ICT controls Audit anti-fraud checklist (Good Practice) National Fraud Initiative Reviewed Policies Fraud Corruption/ Whistleblowing Insurance arrangements in place SLAs with specialist Advisors Money laundering policy Audit plan Staff Training/Awareness SPI reviewed 	3 → ← 3	Monitor closely	Continue staff Training		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
23	Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	CFO Treasurer Chairman	8	<ul style="list-style-type: none"> Good financial planning Strategic planning Financial Investment Controls in place with SLA with Worcs CC Vigilant to future implications through monitoring Total Place SMB team preplanning options Meeting the challenge workshops with all staff IRMP refers and Service streamlining. 	9  7	Change of Government policy Economic downturn Comprehensive Spending Review outcomes National, regional and local financial pressures Changes in funding formula/allocation Inability to deliver corporate/business objectives	Staff briefings timely/accurate		Funding opportunities

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
24	Failure of Financial System (i.e. payroll and payment to suppliers)	Director of Finance and Assets	6 ↓	<ul style="list-style-type: none"> Finance System in place SLA with Worcestershire County Council Resilience arrangements in place 	3 → ← 3	Signatory	Test BC plan		Shared services
25	Failure to effectively manage the media and obtain the desired media coverage	Members Clerk Chief Fire Officer	5 ↓	<ul style="list-style-type: none"> Press and PR Officer in place Good relationships with media Media training for key staff/member Media/ centrally coordinated Communications strategy in place Media manager Media Manager member of LRF communication working group Members handbook Prepared press releases for major events 	5 → ← 5	Effective 24 hour cover Use of Social media			Shared Services

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
26	Inappropriate behaviour by employees or Members	Chairman of FRA Clerk Chief Fire Officer	5 ↓	<ul style="list-style-type: none"> Revised Code of Conduct in place Sufficient systems to reduce the likelihood of inappropriate behaviour in the workplace Regular reports to Standards Committee Management and Members training Ethical Framework adopted and cascaded through Service Behavioural standards included in Contracts of employment Rank to role including core values Whistleblowing Inductions and Exit Interviews Policies reviewed annually Continuation training Discipline procedures in place Complaints procedure Investigation protocol in place 	5 ↑ ↓ 5	Abolition of standards board for England Resilience Project Use of Social media	Monitor behavioural standards by reference to internal/external complaints and discipline actions Improved protocol and guidance arrangements for YFA		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
27	Poor quality key information provided to Members/Personnel of the Authority/Service	Chief Fire Officer Chairman of Authority Clerk Group Leaders	8	<ul style="list-style-type: none"> • Open and accessible organisation • Members training and handbook • Meetings Minutes, matrix and action plans • Minutes of PMM available to staff/Members • Business Impact Analysis • Review policies annually • Group Leaders meet with CFO • Dedicated Committee Service team in-house • SharePoint • Members bulletin with key information published monthly • Staff Communications Strategy inc staff bulletin • Effective ICT infrastructure • Developed effective communication with partner agencies through the LRF • Information Sharing protocol in place • BCM Exercise programme implemented • Service Policy and Instructions eg Data Quality • IPDRs • Press & PR role • PO visits to Service location • Information Governance Group • Staff Workshops • H & S Liaison Committee • Consultation with Representative Bodies • SMT News • Authority Plan • NVQ process • VMDs information • IRS 	3 ↓ 3	Management of e-mail Social media	Further development of Intranet communication (Sharepoint)		Commercial opportunities? Commitment to improve Intranet capability (portal)

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
28	Now incorporated into Risk 27 above								
29	Failure to comply with relevant environmental legislation and directives	Members CFO Director of Finance and Assets	8	<ul style="list-style-type: none"> Asset Manger conducted a gap analysis Skills internally Member of Worcestershire/Herefordshire Partnership Climate Group Insurance covers specific actions. 	5 ↓ ↓ 5	Limited insurance for clean up costs. Provided standard industry insurance conditions are met.	Energy Manager Real time energy monitoring Carbon footprint		

Completed by:	Head of Corporate Risk
Date completed/Version Control	September 2011 Version V4.13
Risks reviewed	29
New Risks added	0
Risk escalated in the previous 12 month period	0
Risk removed	
Reviewed by:	PO Consultation SMB Risk Champion Group Leaders Audit Committee FRA Membership
Date reviewed:	15 September 2011
Interim review	May 2012
FRA approved	December 2010
Next FRA Approval due	December 2011

Risk Management Strategy & Policy

Contents

	Page
1. Introduction	2
2 Scope of Risk Management	3
3. Benefits	3
4. Risk Management programme	3
5. Risk Reporting	4

Risk Management Strategy & Policy

1. Introduction

1.1 Risk Management is fundamental to any modern organisation and is an issue that all Fire and Rescue Services and Local Authorities have addressed to meet the expectations now being placed on them in respect of this discipline. The terms of reference for the Audit Committee gave them responsibility for consideration of regular reports on business risk environment and associated management action.

1.2 Formalised Risk Management was introduced in the private sector, as part of the strengthening of corporate governance (The Turnbull Committee Report). Risk Management has since continued to be recognised as a valuable discipline across all the other sectors of the economy and the Audit Commission recommended the introduction of formalised Risk Management in Local Authorities. During the same period corporate governance within Local Authorities was evolving and this led to the publication, jointly by CIPFA and SOLACE, of a framework and guidance note on the subject. Within that framework, one of five dimensions through which the fundamental principals of corporate governance need to be reflected is Risk Management and Internal Control. Accordingly, this strategy outlines the responsibilities, scope and steps that have been taken to fully embed Risk Management processes into the Hereford & Worcester Fire and Rescue Authority

1.3 The overall objective of this strategy is to ensure that the Fire and Rescue Authority (FRA) adopt effective practices in the identification, evaluation and cost effective control of risks. This will ensure that they are eliminated or reduced to an acceptable level and that systems are in place to track and report upon existing and emerging risks that could cause damage to both the Service and the Authority, or its stakeholders.

1.4 Overall responsibility for ensuring that risks are effectively managed, lies with the Members of the Fire and Rescue Authority as advised by Senior Management Board (SMB).

1.5 SMB are responsible for managing the operational aspects of the process and for ensuring appropriate resources are made available to support the process where necessary.

1.6 Risk Management is not a subject that exists in isolation and is viewed in terms of the way in which acts or omissions could impact on the Authority and its ability to achieve its plans and objectives. The Authority appreciates Risk Management is about empowerment and the creation of value and opportunity as well as prevention. Risk Management is therefore a two way process - top to bottom and bottom up, involving all levels of staff. There is a clear understanding that risk is embedded within the working practices and culture of the Authority.

2. Scope of Risk Management

2.1 All risks are considered not simply as a sub-set, such as financial risks or the risks to human life. Similarly it is not just the impact of an incident in financial terms that need to be evaluated, but also the potential damage that such an incident could inflict upon the operations of the Authority or upon its reputation. It is anything that could prevent the Authority from achieving its objectives. A working definition of risk:

“The threat that an event or action will adversely affect the Authority’s ability to achieve its objectives, perform its duties or meet the expectations of its stakeholders”.

2.3 The responsibility for managing these risks is not restricted to any one person or group of specialists; it is the duty of every member of staff. It is the formalisation of normal working practices and management. All members of the Senior Management Board are risk managers in their own field. They have responsibility for ensuring risks within their area are properly managed.

2.4 Support is available from our specialist Insurers should the need arise.

2.5 The Risk Management process will be co-ordinated centrally through Corporate Services (Corporate Risk) to ensure that key risk data is analysed, compiled and reported in a consistent manner and that best practice is disseminated throughout the Authority.

3. Benefits

3.1 Amongst the benefits the Service gains from a formalised Risk Management process are:

- A fully documented representation of all its key risks and the actions being taken to mitigate them;
- Better understanding of risks and exposures faced by the organisation;
- Greater ownership of risks by all personnel and their systems of internal control;
- An understanding of how risks are moving and the ability to model how they are accumulating;
- Integration of Risk Management into systems and project based development and contracting and partnership arrangements;
- Efficient and effective integration of recovery and contingency plans;
- More focused use of insurance as a method of transferring risk;
- The implementation of a more cost effective control environment;
- More effective working practices between Managers, Auditors and other specialists;
- Improved management information when considering governance of the organisation; and
- Improved cost effectiveness and opportunities.

4. Risk Management Programme

4.1 In managing a programme for Risk Management there are a number of clearly defined steps that are undertaken:

RISK MODEL: A consistent and tailored model for determining whether an identified risk is material to a specific activity has been established together with a table with agreed parameters to assist in the assessment of likelihood and potential impact both in terms of Strategic, Operational, Regulatory, Financial, Reputation damage and Environmental. Risk categories and definitions are identified to ensure consistency in the identification, tracking and reporting of the key risks using business impact analysis.

4.2 At a Service level departmental managers are responsible for cascading and embedding the process within their area (departmental risk registers). The risks at each level are cross referenced with each other and Strategic risk cross referenced to business objectives. Similarly risk assessment has become an integral part of the annual planning process to ensure plans and objectives are linked to the Authority's risk profile.

RISK TRACKING: key risk indicators in Strategic, Departmental, Partnership and Project Risk Registers are documented to enable tracking and monitoring of risks identified:

- changes in risk performance are monitored; and
- a full audit trail to the process is provided.
- opportunities are identified and reported
- any outstanding exposures and actions are documented and reported to SMB. A process to manage risk escalation has been adopted

The generation of this information has:

- promoted an awareness of changes and opportunities in risks;
- provided risk management information where appropriate;
- focused management attention, prioritising and supporting the overall risk management process; and
- has linked performance management and risk management within a single process.

RISK REPORTING: Risks, even at the strategic level, do not remain static. Therefore a programme of risk reporting is in place through the quarterly performance reports presented to SMB and an annual report for the Audit Committee and the FRA. These reports cover changes to the known risks, the analyses of any emerging risks and the progress of any actions plans. All risks are formally considered at the commencement of any major organisational change or project.

Embedding the process into the culture is assisted by aligning staff development and training to perceived risk areas and by introducing risk management awareness into staff induction and communication activities. Regular awareness training sessions with groups of personnel are carried out. Risk Management is a part of Senior Management culture and is inclusive within all department meetings to reinforce the Risk Management message and to include all levels of staff in the dissemination of business objectives and significant risks to their achievement.

Risk Management is an integral part of Code of Corporate Governance and the statement of Internal Control.

14. Information Commissioner's Office (ICO) Model Publication Scheme Review

Purpose of report

1. To seek the Authority's approval of the revised Publication Scheme, in line with the Service's Governance arrangements.

Recommendation

The Policy and Resources Committee recommends that the revised Model Publication Scheme be recommended for approval by the Authority.

Introduction and Background

2. Under Section 19 of the Freedom of Information Act, it is the duty of every Public Authority to adopt and maintain a Publication Scheme.
3. A New Model Publication Scheme was introduced by the ICO for all public sector organisations to adopt on 1 January 2009.
4. The Authority implemented the ICO's New Model Publication Scheme without amendment and as a result the Authority did not have to submit the Scheme to the ICO for further approval.
5. On 8 December 2010, the Authority approved the revisions to the Model Publication Scheme.

Model Publication Scheme

6. The revised Publication Scheme for 2011 commits the Authority to proactively publish and routinely make available information held by the Authority. The Corporate Risk Management Department maintains the Scheme and completes a full review on an annual basis. The revised Scheme was considered by the Policy and Resources Committee on 23 November 2011 and recommended for approval by the full Authority.
7. The Scheme divides information into seven standardised classes, as stipulated by the ICO and states in what format the data is published. It provides hyperlinks to electronically available information, details of how to request information obtainable in hard copy format only and whether any charges apply.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Conclusion/Summary

9. It is recommended that the revised Publication Scheme is approved to go live in January 2012. To simplify future updating processes and ensure the data quality of information provided, where information is available electronically, hyperlinks will be provided to pages on the Service's website rather than to specific documents.
10. This will ensure that any amendments to information on the Service's website are accurately reflected in the Scheme immediately, guaranteeing the accuracy and integrity of the data that the Authority routinely publishes.
11. The positive release of information plays a crucial role in supporting and providing greater openness and transparency across the Authority and governance arrangements for the management of information and data.

Supporting Information

Appendix 1 – Publication Scheme

Contact Officer

Zahoor Ahmad, Director of Corporate Services
(01905 368256)
Email: zahmad@hwfire.org.uk

Publication Scheme

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Publication Scheme

Format of Information	<p>All information is available in hard copy on request.</p> <p>The information identified in this Publication Scheme will be available from the website where appropriate.</p> <p>Some information is also available in other languages/formats on request.</p> <p>Copyright arrangements are in place and documents/information provided may only be reproduced with prior permission from the Service.</p>
Availability and Cost	<p>Please apply in the first instance to:</p> <p>Corporate Risk Department Hereford & Worcester Fire and Rescue Authority Service Headquarters 2 Kings Court Charles Hasting Way Worcester, WR5 1JR Telephone 0845 12 24454 Fax 01905 357405</p> <p>E-mail: Informationrequests@hwfire.org.uk or info@hwfire.org.uk Website address – www.hwfire.org.uk</p> <p>Information provided in brochure, leaflet or webpage format is provided free of charge. Where information is provided in a document format, including reports and maps, there is a copying fee of 10 pence per A4 sheet.</p> <p>Fire Reports – Fire Reports are available on written request from the Corporate Risk Department. Charges are applicable and are available in the Service Policy & Instruction No 3 – Operational, Section 7 - Non Specific Operational Procedures. 7.3 Cost Recovery including Special Services, 7.3.1 Cost Recovery including Special Services</p>

Publication Scheme

Contents

	Page
1. Who we are and what we do	5
2. What we spend and how we spend it	6
3. What our priorities are and how we are doing	7
4. How we make decisions	8
5. Our policies and procedures	9
6. Lists and registers	10
7. The services we offer	11 - 13

1. Who we are and what we do		
Sub – Class	Format of Information	Availability
Structure of the Authority	Internet and hard copy on request	Your Fire Authority Your Fire Service Fire and Rescue Authority Member Details Authority Plan 2010 - 2011
Staff structure of the Authority	Internet and hard copy on request	Service Structure Retired Firefighters
Contact Information	Internet and hard copy on request	Contact Us
Geographical area of operation	Internet and hard copy on request	Station Areas Our Vehicles Specialised Units
General outline of responsibilities	Internet and hard copy on request	Your Fire Service CFO Welcome
Relationship with other Authorities	Internet and hard copy on request	Partnerships

2. What we spend and how we spend it		
Sub – Class	Format of Information	Availability
Summary of revenue budget estimates and capital expenditure plans	Internet and hard copy on request	Policy and Resources Committee Budget Committee - Archive Fire and Rescue Authority Main Meetings - Agenda and Minutes
Annual statement of accounts	Internet and hard copy on request	Statement of Accounts
Financial audit reports	Internet and hard copy on request	Audit Committee Audit Commission Website Fire and Rescue Authority Main Meetings - Agenda and Minutes
Staff pay and grading structure	Internet and hard copy on request	Uniformed Pay Scales Non Uniformed Pay Scales
Expenses paid to or incurred by Members of the Authority and Senior Officers	Internet and hard copy on request	Members' Allowances
	Hard copy on request	PO Expenses
Procurement procedures	Internet and hard copy on request Hard copy on request	Procurement Standing Orders for the Regulation of Contracts Local Transparency
List of contracts and value	Hard copy on request	Contracts Register
Internal financial regulations and delegated authority	Internet and hard copy on request	Register of Financial and Other Interests

3. What our priorities are and how we are doing		
Sub – Class	Format of Information	Availability
Strategic plan, business plan, aims and objectives	Internet and hard copy on request	Policy Planning and Performance Planning Publications
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Audit Commission Website Performance Publications
Reports indicating service provision, performance assessments, operational assessment reports	Internet and hard copy on request	Policy and Resources Committee Best Value, Policy & Performance Committee - Archive
Reports by external inspectors	Internet and hard copy on request	Audit Committee Audit Commission Website Comprehensive Area Assessment
Joint strategies	Internet and hard copy on request	Partnerships
Statistical information	Internet and hard copy on request	Comments, Compliments and Complaints Integrated Risk Management Plan 2009-12 Fire and Rescue Authority Main Meetings - Agenda and Minutes Requests for Information Disclosure Log Authority Plan 2010-2011 Statement of Accounts Policy and Resources Committee Best Value, Policy & Performance Committee - Archive

4. How we make decisions		
Sub – Class	Format of Information	Availability
Schedule of meetings open to the public	Internet and hard copy on request	Fire and Rescue Meetings Dates
Agendas and approved minutes of the authority and authority sub-committees	Internet and hard copy on request	Fire and Rescue Meetings Dates Fire and Rescue Authority Committees
Background papers for meetings open to the public	Internet and hard copy on request	Fire and Rescue Meetings Dates Background papers are listed at the end of each of the Fire and Rescue Authority meeting papers and can be accessed via the Service's website or in hard copy format on request.
Facts and analyses of facts used for decision making	Internet and hard copy on request	Fire and Rescue Meetings Dates Fire and Rescue Authority Committees
Public consultations	Internet and hard copy on request	Public Questions Integrated Risk Management Plan 2009-12
	Hard copy on request	Opinion Research Service Reports

5. Our policies and procedures		
Sub – Class	Format of Information	Availability
Policies and procedures for the conduct of authority business	Internet and hard copy on request	Your Fire and Rescue Authority
Policies and procedures for the provision of services	Internet and hard copy on request	Comments, Compliments and Complaints Confidential Reporting (Whistleblowing) Your Right To Know
Policies and Procedures about the employment of staff	Internet and hard copy on request	Recruitment Equality Diversity Health & Safety
Customer service	Internet and hard copy on request	Comments, Compliments and Complaints Your Right To Know
Internal instructions, manuals and guidelines	Hard copy on request	If you require any information on the Service's internal Policies and Instructions, please contact the Head of Corporate Risk on telephone number 0845 12 24454 or by e-mail to informationrequests@hwfire.org.uk who will be pleased to assist you.
Charging regimes and policies	Internet and hard copy on request	Your Right To Know

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

7. The services we offer		
Sub – Class	Format of Information	Availability
Information about the provision of the Authority's services	Internet and hard copy on request	Authority Plan 2010-2011 Integrated Risk Management Plan Preparing for Emergencies Safety advice for businesses Young People Your Safety
	Hard copy on request	Fire Reports – Fire Reports / Fire Investigation are available on written request from the Corporate Risk Department . Charges are applicable and are available in the Service Policy & Instruction No 3 – Operational, Section 7 - Non Specific Operational Procedures. 7.3 Cost Recovery including Special Services, 7.3.1 Cost Recovery including Special Services
Regulatory responsibilities and procedures	Internet	Accounts and Audit Regulations 2003 Audit Commission Act 1998 Civil Contingencies Act 2004 Comprehensive Assessment Results Corporate Manslaughter and Homicide Act 2007 Data Protection Act 1998 Department of Communities and Local Government Environmental Information Regulations 2004 Equalities Act 2010 Bribery Act 2010

7. The services we offer - Continued		
Sub – Class	Format of Information	Availability
Regulatory responsibilities and procedures	Internet	Equality Procedures Fire and Rescue Service National Framework 2008/11 Fire and Rescue Services Act 2004 Freedom of Information Act 2000 Health and Safety at Work etc Act 1974 Local Authorities (Capital Finance & Accounting) (England) Regulations 2003 Local Government Act 2000 Office of Public Sector Information Regulatory Reform (Fire Safety) Order 2005
Leaflets and explanatory booklets	Internet and hard copy on request	Comments, Compliments and Complaints leaflet Comprehensive Assessment Results Herefordshire Council Tax Publications Safety Advice for Businesses Worcestershire Council Tax Your Safety

7. The services we offer – Continued		
Sub – Class	Format of Information	Availability
Services for which the authority is entitled to recover a fee, together with those fees	Internet and hard copy on request	Your Right To Know
	Hard copy on request	Fire Reports – Fire Reports / Fire Investigation are available on written request from the Corporate Risk Department . Charges are applicable and are available in the Service Policy & Instruction No 3 – Operational, Section 7 - Non Specific Operational Procedures. 7.3 Cost Recovery including Special Services, 7.3.1 Cost Recovery including Special Services
Media releases	Internet and hard copy on request	News and Events

15. Amendment of Appointments Committee's Terms of Reference

Purpose of report

1. To seek approval from the Authority to amend the wording of the Appointments Committee's Terms of Reference.
-

Recommendation

The Clerk recommends that the Authority approve the change in the Terms of Reference of the Appointments Committee, set out in paragraph 5 of this report.

Background

2. In September 2010, Members approved a review of the committee framework and new Terms of Reference of the main committees. The Appointments Committee's Terms of Reference were retained and additions were made in respect of the Clerk and Section 151 Officer.

3. The current Terms of Reference provide:

"The Committee will consider and make recommendation to the Authority on the appointment, terms and conditions, suspension or dismissal of the Chief Fire Officer and Deputy Chief Fire Officer, Section 151 Officer and Monitoring Officer."

4. However in practice the Appointments Committee has always, since its inception exercised, delegated authority in relation to determining terms and conditions of the relevant officers. This is because there is usually an element of local discretion with regards to terms and conditions that are agreed nationally. In addition, when new appointments are made it may be necessary to amend existing terms and conditions to reflect the needs of the Service.

5. It is therefore recommended that the Terms of Reference of the Appointments Committee are amended to reflect the current practice and read as follows:

"The Committee will consider and make recommendation to the Authority on the appointment, suspension or dismissal of the Chief Fire Officer and Deputy Chief Fire Officer, Section 151 Officer and Monitoring Officer.

The Committee will approve the terms and conditions of employment of the Chief Fire Officer, Deputy Chief Fire officer, Monitoring Officer and Section 151 Officer."

Summary

6. Members are asked to agree to the change in Terms of Reference to reflect the current practice, whereby the Appointments Committee approves the terms and conditions of employment of the Chief Fire Officer, Deputy Chief Fire Officer, Monitoring Officer and Section 151 Officer.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Contact Officer

Anne Brown, Clerk to the Authority
0845 12 24454
Email: abrown@hwfire.org.uk

16. Member Development 2011/2012

Purpose of report

1. To update Members on the current position with regards to Member Development.
-

Recommendation

The Member Development Champions recommend that the report be noted.

Introduction and Background

2. The Code of Corporate Governance sets out the Authority's values and principles which underpin its governance arrangements. The values that have been adopted by the Authority set the standard expected of Members and officers responsible for governance. It is against these values and principles that our structures and procedures will be tested on an annual basis to ensure that they remain effective.
3. One of the principles of good governance that the Authority has adopted is to develop the capacity and capability of Members and officers to be effective. Good practice recommends that to demonstrate the practice of this principle Authorities should:
 - Provide induction programmes tailored to individual needs and opportunities for Members to update their knowledge on a regular basis.
 - Assess the skills required by Members and make a commitment to develop those skills to enable roles to be carried out effectively.
 - Ensure that effective arrangements are in place for reviewing the performance of individual Members and agreeing an action plan which might; for example, aim to address any training or development needs.

Member Development Programme 2010/11

4. The Committee Services Team developed a Programme for 2010/11 that aimed to improve the support and information available to Members and ensure that Members were properly trained to enable them to carry out their roles as Members of the Fire and Rescue Authority.
5. This incorporated an annual Induction for new Members, which included the legislative framework for the Fire and Rescue Services and an initial session on the Members' Code of Conduct. This session was also a useful refresher for existing Members to keep updated with changes in the Service.

6. The Development Programme also provided a range of seminars on core issues to which all Members were invited. It aimed to provide opportunities for Members to improve their knowledge and skills in relation to their role as key decision-makers and linked in with the Authority's key objectives.
7. In addition to the core programme there were sessions provided for Members with specific roles eg Committee Members, Member Champions, Chairs and Vice-Chairs. Committee Services also provided opportunities for all Members to remain up to date with operational developments in service delivery through equipment demonstrations, station open days and briefings.

Member Development 2011/2012

8. In June this year, the Authority appointed three Members (one from each political group) to act as Member Development Champions and promote the training and development amongst their Groups and the Authority. The Member Development Champions are Mrs L. Hodgson, Mr C.T. Smith and Mr D.C. Taylor.
9. Following a meeting with the Member Development Champions it was agreed that Members should be surveyed to establish their current skills and knowledge and how these areas could be developed. A copy of the skills questionnaire will be distributed at the Authority meeting for completion. Member Development Champions are keen to encourage their fellow Members to complete the survey and for all Members to maintain their commitment to develop their skills and knowledge.
10. The results of the questionnaires will be analysed to inform the next phase of the Member Development Programme. This next stage of the programme will build on the knowledge and skills developed in 2010/11 and will be tailored to the specific needs of Authority Members, where possible.
11. It is envisaged that the programme will again be Service specific and supplementary to sessions delivered at the Constituent Authorities by focussing on the needs of Members and co-ordinating with local Councils. Most sessions will be delivered using in-house staff and where possible the potential for undertaking sessions in conjunction with other Authorities will be investigated. The Authority has previously made a commitment to developing the skills of Members by identifying funds within the 2011/12 revenue budget. Any external sessions that may be required will be funded using this existing budget.
12. The Member Development Champions also discussed how Members could be given opportunities to visit locations and staff in each District to provide an overview of areas such as specialist vehicles, types of appliances, training facilities and scenarios. The Committee Services Team will progress this as part of the overall Development Programme.

Summary

13. One of the principles of good governance that the Authority previously adopted is to develop the capacity and capability of Members and officers to be effective. This report updates Members on the current position with regards to Member Development and encourages all Members to undertake a skills analysis by completing a survey which will help in identifying their needs. This will enable an assessment to be made regarding the skills required by Members.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	Yes	Paragraph 11

Legal Considerations

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

Additional Considerations

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

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Paragraph 11
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Paragraph 6
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	No	
Consultation with Representative Bodies	No	

Supporting Information

None

Contact Officer

Alison Hughes, Corporate Support Manager
(01905 368331)
Email: ahughes@hwfire.org.uk

17. FRA Member Representative for Health and Safety Liaison Panel

Purpose of report

1. To advise Members of the proposed new Member representative for the Health and Safety Liaison Panel.
-

Recommendation

The Clerk recommends that Councillor Peter Watts be appointed as the Member representative on the Authority's Health and Safety Liaison Panel.

Introduction and Background

2. At the Policy and Resources Committee held on 7 September 2011 it was identified that there was currently no Member representation on the Authority's Health and Safety Liaison Panel. It was therefore proposed that the Authority be asked to consider nominating a Member representative to attend this meeting.
3. Subsequently at a Group Leaders' meeting in October 2011 the matter was discussed further and the Vice-Chairman of the Authority agreed to approach Councillor Peter Watts, to see whether he would wish to be the FRA's Member representative on the Health and Safety Liaison Panel.
4. Having been approached, Councillor Peter Watts has confirmed that he is happy to be proposed as the Member representative on the FRA's Health and Safety Liaison Panel.

Conclusion/Summary

5. The appointment of an FRA Member representative will address the lack of Member input on the Health and Safety Liaison Panel.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Background papers – Health and Safety Liaison Panel Update (Report to Policy and Resources Committee) – 7 September 2011

Contact Officer

Committee Services
(01905 368367)
Email: Committeeservices@hwfire.org.uk

18. Audit Committee Report

Purpose of report

1. To inform the Authority of the proceedings of the Committee Meeting held on 28 September 2011 and those of the Special Audit Committee meeting held on 7 November 2011.
-

Recommendations

The Audit Committee recommends that the Authority note:

- i) the proceedings of the Committee Meeting held on 28 September 2011 and the Special Audit Committee meeting held on 7 November 2011;*
- ii) that the Committee approved the Annual Governance Statement 2010/11 for publication;*
- iii) that the Committee approved the Statement of Accounts 2010-11;*
- iv) that the Committee agreed to monitor the progress of the actions as set out in the District Auditor's report; and*
- v) that letters of representation be approved on behalf of the Authority for both the Supplementary Annual Governance Report 2009/10 and the Supplementary Annual Governance Report 2010/11.*

Audit Committee 28 September 2011

External Audit Annual Governance Report 2010/11

2. The Fire and Rescue Authority (FRA) is required to review its arrangements for governance on an annual basis and to publish an Annual Governance Statement. The Authority has delegated this function to the Audit Committee.
3. The District Auditor informed the Committee that he planned to issue an unqualified value for money conclusion as he expected to conclude that the Authority had sound financial governance and good financial control.
4. The Committee noted the report and approved a letter of representation on behalf of the Authority. The response to the proposed Action Plan was also agreed.

Approval of the Statement of Accounts 2010/11

5. The signed Statement of Accounts must be approved by resolution of the Fire and Rescue Authority (FRA) or designated committee, and the FRA has delegated the function to the Audit Committee.
6. The Accounts must be approved by 30 September 2011 and published by 30 September 2011.
7. The Treasurer presented the Statement of Accounts which were tabled at the meeting and explained that the Accounts were no longer prepared on the basis of UK "Generally Accepted Accounting Practice (GAAP)" but were instead produced under the International Finance Reporting Standards (IFRS) basis in full.
8. The Treasurer explained in detail to Members the Core Financial Statements i.e. the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet and Cash Flow Statement.
9. The Committee approved the Statement of Accounts 2010/11 as presented by the Treasurer.

Annual Governance Statement

10. The Accounts and Audit (England) Regulations 2011 require that the Fire and Rescue Authority (FRA) review its arrangements for Governance and systems of internal control at least on an annual basis. Following such a review the Authority is required to publish an Annual Governance Statement by 30 September 2011.
11. The purpose of the Annual Governance Statement is to report how the Authority's governance arrangements meets the values, principles and best practice as set out in the Authority's Code of Corporate Governance. The Statement includes how the Authority has monitored the effectiveness of its governance arrangements, setting out any planned changes for the current period.
12. The Clerk explained that no significant governance issues had been identified and that the Governance Review Group would continue to produce recommendations over the coming year that would need to be addressed.
13. The Committee approved the Annual Governance Statement 2010/11 and supporting assurances for publication.

Risk Management Strategy and Strategic Risk Register

14. This item is reported elsewhere in the FRA agenda.

Internal Audit Update/Internal Audit Arrangements

15. The Authority is responsible for maintaining or procuring an adequate and effective internal audit of the activities of the Authority under the Accounts Audit (England) Regulations 2011. This includes considering, where appropriate, the need for and the effectiveness of anti fraud controls. This duty has been delegated to the Treasurer and Internal Audit was provided during 2010/11 by the Internal Audit Section of Worcestershire County Council.
16. The Chief Internal Auditor informed the Committee that Worcestershire County Council would no longer provide internal Audit Services to the Fire and Rescue Authority and responsibility for the provision of the service would be transferred to a Consortium hosted by Worcester City Council.
17. Members were advised that there were no outstanding issues with regards to the Internal Audits that had taken place.
18. The Committee noted the reports on the Internal Audit Update and Internal Audit Arrangements.

Special Audit Committee Meeting 7 November 2011

Settlement of Outstanding Claim:

19. Members received a report which informed them of the basis of the settlement reached by the Authority with both the outgoing Chief Fire Officer and the constituent Councils. Members noted the report.

Retirement of the Chief Fire Officer – Report by the District Auditor

20. Members received the District Auditor's report detailing his investigation into the retirement of the former Chief Fire officer.
21. The Committee noted the report and the recommendations made by the District Auditor and the subsequent response of the current Chief Fire Officer and Chairman. The Committee agreed to monitor the progress of the actions as set out in the District Auditor's report.

Supplementary Annual Governance Report 2009/10 and 2010/11

22. The Committee noted the External Audit Supplementary Annual Governance Report 2009/10 and the External Audit Supplementary Annual Governance Report 2010/11 and agreed that the letters of representation be approved on behalf of the Authority.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Appendix 1: Annual Governance Statement 2010/11

Appendix 2: The Audit Commission's Annual Governance Report to the Hereford

Background Papers

- i) Agenda and Papers for Audit Committee Meeting held on 28 September 2011- 2010
- ii) The Statement of Accounts 2010/11
- iii) The Code of Corporate Governance

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

Contact Officer

Committee Services
(01905 368367)
Email: Committeeservices@hwfire.org.uk

19. Policy and Resources Committee Report

Purpose of report

1. To inform the Authority of the proceedings of the Committee Meeting held on 23 November 2011.
-

Recommendation

The Policy and Resources Committee recommends that the Authority note the proceedings of the Committee meeting held on 23 November 2011.

Budget Monitoring Report 2011-2012

2. A report was considered that informed the Committee of the current position on budgets and expenditure for 2011-12. The report was a routine review of the position on Revenue and Capital budgets and followed on from the monthly review cycle undertaken by the Service's Senior Management Board. The report represented the position after 6 months. The report was noted.

Future Financial Prospects

3. The Committee agreed to recommend the draft revised policy to the Authority for approval. This item will be considered elsewhere on the FRA agenda.

Revised Redundancy Policy

4. This item will be considered elsewhere on the FRA agenda.

Fire Authority Plan 2011-2012 – 2nd Quarter Performance Analysis

5. The Committee considered a report which provided a summary of the second quarter performance against the Fire Authority Plan 2011-2012. The Committee noted some positive results including the fact that the total number of road traffic collisions had reduced and that the percentage number of dwelling fires where smoke alarms had been fitted had decreased. Also the number of serious incidents on the roads in Worcestershire was reducing. The Policy and Resources Committee noted the contents of this report.

Review of the Technical Fire Safety Department

6. A report was considered that informed the Policy and Resources Committee on progress of the Review of Technical Fire Safety as approved as part of the Integrated Risk Management Plan 2011/2012. The Committee noted that the recommendations of the 2009 Technical Fire Safety review documents had been implemented in full wherever appropriate. The implementation of the 2009 review recommendations and specifically delivery of an effective Risk Based Audit Programme enabled all legislative obligations to be met and evidenced.
7. The Committee noted the contents of the report.

Information Commissioner's Office (ICO) Model Publication Scheme Review

8. The Committee agreed to recommend the draft revised policy to the Authority for approval. This item will be considered elsewhere on the FRA agenda.

Equality and Diversity Steering Group Update

9. A report was considered which informed the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Steering Group meeting in November 2011. Items that were included in the report included:
 - Review of Membership of the Group
 - Identification of Equality and Diversity Champions
 - Guidance on Gender Reassignment
 - Review of the Ethical Framework
10. The Committee noted the report.

Joint Consultative Committee Update

11. A report was considered that informed the Policy and Resources Committee of the Joint Consultative Committee meeting held during October 2011. Key subjects currently open which were under discussion and development included:
 - Maternity Provisions
 - Union Officials – facilities and duties
 - Review of allowances
 - Relocation of South District staff
 - Use of driver/Officer in Charge (OIC) on appliances
12. New areas brought for discussion were:

- Integrated Risk Management Plan (IRMP) consultation
- Industrial Action
- Rates of Pay for Development/Competent Roles

13. The Committee noted the report.

Asset Management Strategy: Strategic Training Facilities

14. A report was considered that sought approval from the Policy and Resources Committee to proceed with three Strategic Training Facilities through to project completion.
15. The Committee approved the progression of the 3 sites and noted the use of an allocation of the national resilience USAR training grant and use of a small Government grant and noted the proposal for a fourth Strategic Training Facility.

Business Contingency Planning

16. The Committee agreed to recommend the draft revised policy to the Authority for approval. This item will be considered elsewhere on the FRA agenda.

Fire Control Project Update

17. The Policy and Resources Committee received a report on the financial progress of the Fire Control Project. The Committee noted the contents of the report.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Background papers – Agenda and Papers from Policy and Resources Committee meeting held on 23 November 2011.

Contact Officer

Committee Services
(01905 368367)
Email: Committeeservices@hwfire.org.uk

20. FRA and Committee Meeting Dates for 2012/13

Purpose of report

1. To inform Authority Members of the meeting dates for 2012/13.
-

Recommendation

The Chief Fire Officer and Clerk recommend that the attached dates are noted.

Meeting Dates for 2012/13

2. Members are asked to note the attached meeting dates for 2012/13.

Financial Considerations

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

Legal Considerations

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

Additional Considerations

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

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

Supporting Information

Appendix 1 – Meeting Dates 2012/13

Contact Officer

Committee Services
(01905 368331)
Email: committeeservices@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority
2012/13 Meeting Dates

Meeting	Date	Time	Location
Policy and Resources Committee	7 June 2012	10.30 am	Headquarters
Fire and Rescue Authority	20 June 2012	10.30 am	Headquarters
Audit Committee	29 June 2012	14.00 pm	Headquarters
Policy and Resources Committee	5 Sept 2012	10.30 am	Headquarters
Fire and Rescue Authority	21 Sept 2012	10.30 am	Brockington
Audit Committee	28 Sept 2012	14.00 pm	Headquarters
Policy and Resources Committee	21 Nov 2012	10.30 am	Headquarters
Fire and Rescue Authority	12 Dec 2012	10.30 am	Headquarters
Audit Committee	16 Jan 2013	14.00 pm	Headquarters
Policy and Resources Committee	23 Jan 2013	10.30 am	Headquarters
Fire and Rescue Authority	13 Feb 2013	10.30 am	Headquarters
Policy and Resources Committee	27 March 2013	10.30 am	Headquarters
Audit Committee	8 May 2013	14.00 pm	Headquarters

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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