

FRA Paper – Service Structure - Appendix 1

**CFO/
Chief Executive**

**DCFO
(PPP)**

1. Policy & Performance
2. Partnership
3. Corporate Risk
4. FOI/Data Compliance
5. Health & Safety
6. Emergency Planning
7. Equality & Diversity
8. Comms / Media / /PR
9. Member Services

**ACFO
(Service Support)**

10. Human Resources
11. Training & Development
12. ICT / Communications
13. Facilities Management
14. Operational Logistics
15. Workshops/Fleet

**ACFO
(Service Delivery)**

16. Operations, Support & Response
17. Fire Control
18. 3 x Districts (North, South & West)
19. Community Safety & Education
20. Technical Fire Safety

**Director of
Finance**

21. Finance Systems
22. Accounts
23. Payroll
24. Finance Policy

FRA Paper (28th September 2010) – Service Structure (Proposed) - Appendix 2

CFO/ Chief Executive

```
graph TD; CEO[CFO/Chief Executive] --> DCS[Director of Corporate Services]; CEO --> DA[Director of Assets]; CEO --> DSD[Director of Service Delivery]; DCS --> DCS_List[1. Policy & Performance, 2. Partnerships, 3. Corporate Risk, 4. FOI/Data Compliance, 5. Health & Safety, 6. Emergency Planning, 7. Equality & Diversity, 8. Comms / Media / PR, 9. Member Services, 10. Human Resources, 16. Operations Policy & Support]; DA --> DA_List[12. ICT / Communications, 13. Facilities Management, 14. Operational Logistics, 15. Workshops / Fleet, 21. Finance systems, 22. Accounts, 23. Payroll, 24. Finance Policy]; DSD --> DSD_List[17. Fire Control, 18. 3 x Districts (North, South, West), 19. Community Safety & Education, 20. Technical Fire Safety, 11. Training & Development];
```

Director of Corporate Services

(Deputy Chief Fire Officer/
Deputy Chief Executive)

1. Policy & Performance
2. Partnerships
3. Corporate Risk
4. FOI/Data Compliance
5. Health & Safety
6. Emergency Planning
7. Equality & Diversity
8. Comms / Media / PR
9. Member Services
10. Human Resources
16. Operations Policy & Support

Director of Assets

(Director of Finance)

12. ICT / Communications
13. Facilities Management
14. Operational Logistics
15. Workshops / Fleet
21. Finance systems
22. Accounts
23. Payroll
24. Finance Policy

Director of Service Delivery

(Vacancy)

17. Fire Control
18. 3 x Districts (North, South, West)
19. Community Safety & Education.
20. Technical Fire Safety.
11. Training & Development

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

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

Log No.

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Risk Management

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

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

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

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

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

Log No.

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

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

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

Equality & Diversity Officer		
Head of Corporate Risk		

PMM AND FRA PAPERS ONLY:	
PMM:	
FRA:	
Programme Support:	
Procurement:	
Sustainability impact appraisal completed	