



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

## **AGENDA**

10.30 am Friday 25 June 2010

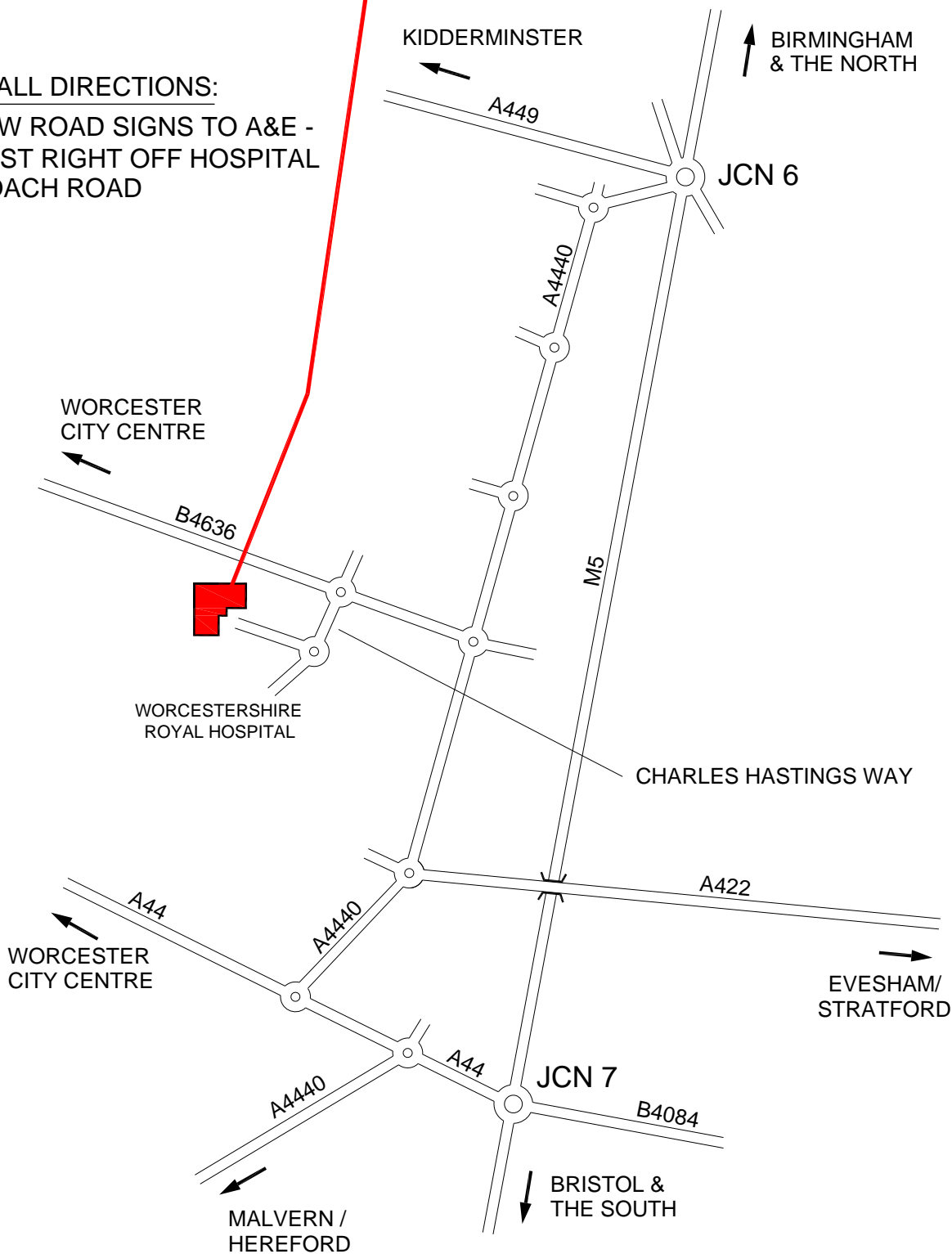
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2 Kings Court,  
Charles Hastings Way,  
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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE  
HEADQUARTERS  
2 KINGS COURT  
CHARLES HASTINGS WAY  
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- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
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## WELCOME AND GUIDE TO TODAY’S MEETING

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

### Agenda Papers

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

### Chairman

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

### Officers

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

### The Business

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

### Decisions

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

# Agenda

## Members

**Herefordshire:**

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

### Worcestershire:

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

No.	Item	Pages
1.	<b>Apologies for Absence</b> To receive any apologies for absence.	
2.	<b>Declaration of Interests (if any)</b>  The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3.	<b>Election of Chairman</b> To elect a Chairman of the Fire and Rescue Authority.	
4.	<b>Election of Vice-Chairman</b> To elect a Vice-Chairman of the Fire and Rescue Authority.	
5.	<b>Chairman's Announcements</b>	
6.	<b>Confirmation of Minutes</b> To confirm the minutes of:  (i) the meeting of the Fire and Rescue Authority held on 18 February 2010 and  (ii) the Extraordinary General Meeting held on 21 May 2010. (copy attached).	1 – 4       5 – 7

<b>No.</b>	<b>Item</b>	<b>Pages</b>
<b>7.</b>	<b>Questions from Members of the Public</b> To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.	
<b>8.</b>	<b>Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies</b>  To consider maintaining the current allocation of seats on Committees to political groups and retaining the current membership of Committees and other bodies until 28 September 2010, in light of the current Governance Review.  To determine appointments to outside bodies.	<b>8 – 19</b>
<b>9.</b>	<b>Service Report</b>  To inform Members of recent key developments and activities together with performance information for the period 1 January 2010 to 31 March 2010.	<b>20 - 28</b>
<b>10.</b>	<b>Financial Results 2009/10</b>  To brief the Authority on financial results for the year ended 31 March 2010.	<b>To follow</b>
<b>11.</b>	<b>Integrated Risk Management Plan - Draft 2011/12 Action Plan for Consultation</b>  To recommend the draft 2011/12 Integrated Risk Management Plan (IRMP) Action Plan for consultation.	<b>29 – 37</b>
<b>12.</b>	<b>The Fire Authority Plan 2010/11</b>  To consider the draft Authority's Plan 2010/11 for approval and publication.	<b>38 – 87</b>
<b>13.</b>	<b>Equality Scheme 2010-2013: Consultation Results and Publication</b>  To inform Members of the results of the consultation and involvement process for the Authority's revised Single Equality Scheme and Action Plan 2010 – 2013, and to seek approval for its publication following this process.	<b>88 – 182</b>
<b>14.</b>	<b>Organisational Structure Review</b>  To seek Members' approval for the Chief Fire Officer to review the organisational structure of the Service.	<b>183</b>

<b>No.</b>	<b>Item</b>	<b>Pages</b>
<b>15.</b>	<b>Update on the Regional Control Centre</b>	
	To update Members on progress and issues regarding the FiReControl Project, particularly the outcome of the CLG Select Committee Inquiry into the FiReControl Project and Local Government Association evidence.	<b>184 - 186</b>
<b>16.</b>	<b>The Review of the Retained Duty System</b>	
	To provide Authority Members with an overview of the Retained Duty System (RDS) Review and Implementation Plan.	<b>187 - 206</b>
<b>17.</b>	<b>Worcestershire Partnership Terms of Engagement for Statutory Partners</b>	
	To seek approval to the Worcestershire Partnership's Terms of Engagement for Statutory Partners in relation to the major budget pressures facing the public sector over the next 4-5 years, and to provide an update of the Worcestershire Total Place initiative.	<b>207 - 215</b>
<b>18.</b>	<b>Annual Report from the Standards Committee to the Fire and Rescue Authority</b>	
	To inform the Authority of the proceedings of the Standards Committee since the last AGM of the Authority.	<b>216 - 217</b>
<b>19.</b>	<b>Report from Best Value, Policy and Performance Committee</b>	
	To inform the Authority of the proceedings of the Committee Meetings held on 25 March and 3 June 2010.	<b>218</b>
<b>20.</b>	<b>Report from Audit Committee</b>	
	To inform the Authority of the proceedings of the Committee Meeting held on 26 May 2010.	<b>219</b>
<b>21.</b>	<b>Report from the Urgent Decisions Committee</b>	
	To inform the Authority of the proceedings of the Committee Meeting held on 12 May 2010.	<b>220</b>
	<b>Glossary</b>	<b>221 - 224</b>

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

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

**10.30 am, Wednesday 17 February, 2010**

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

**Present:**           **Herefordshire:**  
Mr J H R Goodwin, Mr D Greenow,  
Brigadier P Jones CBE (Chair), Mr D C Taylor, Mr P J Watts.

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

### **47. Apologies for Absence**

Cllr. P. Andrews

### **48. Declaration of Interests**

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

### **49. Chairman's Announcements**

The Chairman asked that any suggestions regarding the layout of the room be raised with Committee Services prior to the next meeting of the Authority.

### **50. Confirmation of Minutes**

***RESOLVED that the Minutes of the meeting held on 18 December 2009 be confirmed as a correct record and signed by the Chairman.***

### **51. Appointment of Chief Fire Officer/ Chief Executive**

The Chairman informed the Meeting that following notification from Paul Hayden, Chief Fire Officer/Chief Executive of his intention to retire from the Service on 12 May 2010, the Appointments Committee undertook a selection process over two days, 11 and 12 February 2010, to select a candidate to succeed Mr. Hayden. The Chairman told the Meeting that the applications received were of a very high standard and that the Appointments Committee worked very hard on the selection process.



Having fully considered the merits of each candidate, the Appointments Committee recommended the appointment of Mr. Mark Yates with effect from a date to be agreed with him.

***RESOLVED that the Fire and Rescue Authority ratify the appointment of Mr. Mark Yates as Chief Fire Officer/Chief Executive as recommended by the Appointments Committee, subject to satisfactory medical reports.***

Mr. Yates was then invited to observe the proceedings of the rest of the Meeting.

**52. Questions from Members of the Public**

None.

**53. Service Report**

The Chief Fire Officer informed Members of recent key developments and activities together with performance information for the period 1 October to 31 December 2009.

The Meeting noted the increased number of incidents attended by the Service over the quarter, largely due to the bad weather.

At the proposal of the Chairman, the Authority unanimously congratulated the Chief Fire Officer, Paul Hayden, who has been awarded the Queen's Fire Service Medal in the New Year's Honours List.

Cllr R. Udall proposed that the Authority request that the Queen's Diamond Jubilee Medal be presented to serving emergency services personnel in 2012 and this was agreed by the Meeting.

The Chief Fire Officer updated Members on a recent incident at Evesham which was under investigation by the police. The Authority was satisfied that the Service had responded as well as possible in difficult circumstances.

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

**54. Budget & Precept and Medium Term Financial Plan**

The Treasurer presented the Budget & Precept and Medium Term Financial Plan to the Meeting and he thanked the Authority staff and the Budget Committee for their hard work in preparing the budget over the previous three months.

The recommended 2010/11 core budget requirement was £31.123m, representing an increase of 2.2% over the previous year. The proposed budget required a precept increase of 2.9% to £73.64 Band D equivalent.

The Treasurer assured the Authority that to the best of his knowledge and belief the budget calculations were robust and had full regard to the Authority's budgetary policy and financial requirements.

It was proposed by Cllr. A. Hardman, seconded by Cllr. S. Clee and

**RESOLVED that:**

- (i) the Capital Budget and Programme totalling £3,980,000, as set out at Appendix 5 be approved;*
- (ii) the Revenue Budget (£31,123,000), Net Budget Requirement (£31,394,675) and consequential precept of £20,643,848, Band D equivalent £73.64, as set out in Appendix 6 be approved;*
- (iii) the Medium Term Financial Strategy set out in Appendix 7 be approved;*
- (iv) the Statement of Prudential Code Indicators set out in Appendix 8 be approved;*
- (v) the Minimum Revenue Provision (MRP) policy for 2010-11 as set out in Appendix 9 be approved; and*
- (vi) the Budget Committee be designated to have oversight of Treasury Management activity.*

**55. Revised Equality Scheme 2010-2013**

The Deputy Chief Fire Officer told the meeting that the Authority was obliged by law to conduct a full review of its Equality Scheme and to publish a three year Scheme outlining its response to its duties.

**RESOLVED that the draft Equality Scheme 2010-2013 be approved for consultation.**

**56. EU Funding Opportunity “EU Watersave”**

The Chief Fire Officer informed the Authority of an offer of EU funding should Hereford & Worcester Fire and Rescue Service administer the UK’s contribution to a pilot project in connection with EU water rescue standards.

**RESOLVED that:**

- i) the funding offer be accepted, subject to approval by the Chief Fire Officer, the Treasurer and the Clerk;*
- ii) the grant agreement be reviewed by the Chief Fire Officer, Treasurer and Clerk to ensure that the arrangements put in place for delivery of the UK contribution, and the control measures to oversee delivery and protect the Authority’s interests, are robust; and*
- iii) these control measures to include systems to update the Authority on the project’s progress and outcomes.*

## 57. Audit Committee Report

Cllr. Derek Prodger, Chair of the Audit Committee told the Authority that the Committee Meeting on 21 January considered revised internal audit plans for 2009/10, the External Audit Opinion Plan for 2009/10, the Quarterly Risk Management update and the establishment of a Governance Review Group.

The Audit Committee received the Annual Audit Letter from the Audit Commission which assessed the Authority as “*performing well*” in its arrangements for Managing Finance, Governing the Business and Managing Resources.

The Audit Commission reported that the Authority maintained its track record as a high performing organisation and was among the best services in the country for promoting equality and diversity.

The Committee welcomed the Letter and recommended it for noting by the Authority.

### **RESOLVED that:**

- i) The proceedings of the Audit Committee Meeting held on 21 January be noted; and***
- ii) The Annual Audit Letter 2008/09 be noted.***

The Chairman told the Members that this was the last Authority meeting at which Paul Hayden would be Chief Fire Officer and the Members expressed appreciation of Mr. Hayden’s work on behalf of the communities of Herefordshire and Worcestershire.

The meeting ended at 11.20 am

Signed:.....  
Chairman

Date:.....

# **Extraordinary Meeting of Hereford & Worcester Fire and Rescue Authority**

**10.45 am, Friday 21 May, 2010**

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

**Present:**

**Herefordshire:**

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

**Worcestershire:**

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

**58. Apologies for Absence**

Apologies were received from Mr J Campion, Mr J Cairns, Mrs G Hopkins, Mrs J Potter and Mr P J Watts.

**59. Chairman's Announcements**

The Chairman informed the meeting that Cllrs Maddy Bunker and John Cairns had replaced Cllrs Allah Ditta and Mary Drinkwater on the Authority and welcomed the new Member to the meeting.

The Chairman announced that former ACFO Frank Norton had passed away in the early hours of the morning. The meeting held a minutes silence in his memory.

**60. Declaration of Interests**

No interests were declared.

**61. Questions from the Public**

There were no questions submitted.

**62. Exclusion of Public and Press**

The Clerk to the Authority recommended that the public and press be excluded from the meeting during the consideration of item number 5: Outgoing Chief Fire Officer's Retirement Situation on the grounds that if they were present during such consideration it was likely that there would be disclosure to them of exempt information as defined in Section 100 (I) and Schedule 12A of the Local Government Act 1972 i.e. it was likely that information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional

privilege could be maintained in legal proceedings and the public interest in maintaining the exemption outweighed the public interest in disclosure.

**RESOLVED that the public and the press be excluded from the Meeting for the consideration by the Committee of Item number 5: Outgoing Chief Fire Officer's Retirement Situation.**

**63. Outgoing Chief Fire Officer's Retirement Situation**

The Clerk proposed that the meeting be adjourned for ten minutes to provide Members with additional time to read through the confidential report, which had been circulated an hour prior to the meeting due to its confidential nature.

The meeting resumed at 11.08 am.

The Clerk provided the Authority with three options for Members to consider which sought to resolve the situation. The Clerk explained that option two was recommended by Officers, however although option three had been put forward for consideration it was strongly recommended by Officers that this was not taken.

Cllr Hodgson proposed an additional recommendation that the Chairman and Clerk write to the DCLG setting out the Authority's concerns as detailed in the report. This was seconded by Cllr Eyre.

Cllr Clee proposed to move the recommendations, including the additional recommendation as put forward by Cllr Hodgson. The proposal to move was seconded by Cllr Prodger.

Cllr Udall proposed an amendment to recommendation (ii) i.e. that delegated authority be given to the Clerk in consultation with the Assistant Chief Fire Officer, Service Support, the Treasurer and the Chairman of the Authority to pursue Option 2, subject to the constituent authorities accepting the contents of paragraph 20 of the report. In the event of a failure to achieve this, a further meeting of the Fire & Rescue Authority would be convened to discuss the position further.

The Authority agreed unanimously to the recommendations, as amended.

**RESOLVED that:**

- i) Members note the content of the report;**
- ii) delegated authority be given to the Clerk in consultation with the Assistant Chief Fire Officer, Service Support, the Treasurer and the Chairman of the Authority to pursue Option 2, subject to the constituent authorities accepting the contents of paragraph 20 of the report. In the event of a failure to achieve this a further meeting of the Fire & Rescue Authority be convened to discuss the position further;**

- iii) in the event that agreement cannot be reached between the parties in relation to Option 2 delegated authority be given to the Clerk in consultation with the Assistant Chief Fire Officer, Service Support, the Treasurer and the Chairman of the Authority to implement Option 1;
- iv) in the event that agreement cannot be reached on either option delegated authority be given to the Clerk to determine any claim brought against the Authority;
- v) the Chief Fire Officer be given authority to pursue action in accordance with paragraph 48 of the report;
- vi) Members be advised of the final outcome of the matter and the Clerk in consultation with the Chairman of the Authority be authorised to issue a public report at the conclusion of the matter;
- vii) the proposal in paragraphs 52 and 53 of the report be approved; and
- viii) the Chairman and Clerk write to the Department of Communities and Local Government (DCLG) setting out the Authority's concerns as detailed in the report.

Signed:.....  
Chairman

Date:.....

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

### **Purpose of report**

1. To consider maintaining the current allocation of seats on Committees to political groups and retaining the current membership of Committees and other bodies until 28 September 2010, in light of the current Governance Review.
2. To determine appointments to outside bodies.

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### **Recommendations**

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

- i) the current allocation of seats on Committees to political groups and the current membership of Committees and other bodies as set out in Appendix 1 to the report be retained until the Authority meeting on 28 September 2010. Any vacancies to be filled by the Clerk in consultation with Group Leaders;
- ii) appointments to the offices of Chair and Vice-Chair of the Authority's Committees be considered at the Authority meeting on 28 September 2010 with the exception of the Chair of the Best Value, Policy and Performance Committee, which is currently vacant;
- iii) the Clerk be authorised following consultation with Group Leaders to make amendments to the appointments to Committees and other bodies in accordance with the wishes of the Group Leaders, should the rules governing appointments require such changes to be made prior to 28 September 2010;
- iv) appointments to the Member Champion roles for Asset Management, Equality & Diversity and Risk Management be considered at the Authority meeting on 28 September 2010;
- v) the Authority determines whether it wishes to adhere to its previous view that representation and voting on the Local Government Association be as follows:
  - a. that the Authority's representatives on the Local Government Association should be the Group Leaders or their nominees;
  - b. that the 13 Service votes on the Local Government Association Assembly be allocated between its representatives on a politically proportionate basis; and
  - c. the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee.

- vi) **the Authority determines whether it wishes the Chairman or his nominee to hold the place and vote available to the Authority on the LGA's Fire Service Forum;**
- vii) **the appointments to the Regional Management Board be confirmed; and**
- viii) **the appointment of Director to the West Midlands Fire and Rescue Services Regional Control Centre Company be confirmed.**

## **Background**

3. In accordance with the Hereford & Worcester Fire Services (Combination Scheme) Order 1997 the Authority's membership comprises 25 Councillors, 19 from Worcestershire County Council and 6 from Herefordshire Council.
4. Both Herefordshire Council's appointments and Worcestershire County Council's appointments were made for the life of their respective Councils. (The Herefordshire Councillors were appointed in May 2007 for a four year term and the Worcestershire County Councillors were appointed on 25 June 2009, also for a four year term.)
5. The Local Government and Housing Act 1989 requires that where "a Council" holds an Annual Meeting it shall review the allocation of seats to political groups either at that meeting or as soon as practical thereafter. However, in light of the ongoing Governance Review and as the political balance of the Authority remains unchanged since June 2009, it is recommended that the current allocation of seats on Committees to political groups and the current membership of Committees and other bodies is maintained until the next Authority meeting on 28 September.
6. It is planned that recommendations from the first tranche of the Governance Review, focussing on the Committee structure, will be considered by the Authority at its next meeting in September which will provide an opportunity for the Authority to further review the allocation of seats on the basis of political proportionality.
7. However, Members should note the following rules governing appointments that may become relevant should Group Leaders, the Chair and Vice-Chair to the Authority change:
  - Group Leaders or their nominees who have been working on policy development initiatives, should not serve on the Best Value, Policy and Performance Committee.
  - Group Leaders, the Chair and Vice-Chair of the Authority, should not serve on the Standards Committee.
  - Membership of the Audit Committee should exclude the Chair and Vice-Chair of the Authority as Chair and the Chair of the Budget Committee.
8. It is therefore recommended that the Clerk should be authorised following consultation with Group Leaders to make amendments to the appointments to Committees and other bodies should the rules governing appointments require such changes to be made.



## **Local Government Association Appointments**

9. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Services Forum. The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Forum and exercise the vote on behalf of this Authority.
10. This Authority is also in corporate membership of the LGA. The Authority is entitled to appoint up to 4 representatives to serve on the General Assembly. The Association encourages those authorities entitled to 3 or 4 representatives to allocate one of these positions to minority group leaders on their authorities. Arrangements determined by the Authority on 26 June 2009 allocated places on the General Assembly to the Leaders of the Political Groups on the Authority or their nominees. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated.

## **Voting**

11. The LGA constitution provides that Authorities in corporate membership shall be entitled to vote only as follows:-
  - a) On the election of a Chair, Vice-Chair and Deputy Chairs and on questions of estimated expenditure and subscriptions each corporate member shall have one vote; and
  - b) On issues of direct relevance to the statutory duties and responsibilities of corporate members of their class (as determined by the Chair of the meeting) each corporate member shall be entitled to the same number of votes as a unitary authority within their population band (meaning that this Authority has 13 votes).
12. On 26 June 2009 the Authority allocated the corporate vote to the Chairman (or his nominee) and divided the 13 Service votes on the basis of proportionality. The Authority needs to determine whether it wishes to adhere to this decision. The Conservative Group currently has 9 votes, the Liberal Democrat/Liberal Group has 2 votes and the Independent/Labour Group has 2 votes.

## **West Midlands Regional Management Board**

13. In December 2003 the Authority agreed to participate in the establishment of the West Midlands Regional Management Board. The Authority is entitled to make three appointments. The Authority agreed in June 2009 that the Conservative Group Leader, Liberal Democrat/Liberal Group Leader and Independent/Labour Group Leader should be appointed.
14. The Authority needs to confirm appointments to be made to the Regional Management Board.

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

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

### **Conclusion/Summary**

17. In light of the current Governance Review, the Authority is asked to consider maintaining the current allocation of seats on Committees to political groups and thereby retaining the current membership of Committees and other bodies until the next meeting on 28 September 2010. However, should the rules governing appointments require amendments to be made to the membership of Committees and other bodies, the Authority is asked to authorise such changes in consultation with Group Leaders.
18. The Authority is also requested to determine representation and voting on the Local Government Association (LGA) Assembly and appointments to the LGA Fire Services Forum, the West Midlands Regional Management Board and to confirm the appointment of the Director to the West Midlands Fire and Rescue Services Regional Control Centre Company.

### **Corporate Considerations**

19. A Business Impact Analysis form is attached at Appendix 2 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

### **Supporting Information**

Appendix 1 – Membership of Committees and Other Bodies

Appendix 2 – Business Impact Analysis Form

Background papers - None

### **Contact Officer**

Anne Brown, Clerk to the Authority  
Tel: (01432) 260000  
Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)

## Appendix 1

## Committee Membership

Committee	Total Seats	Conservative Group	Lib. Dem / Liberal Group	Independent / Labour Group
Urgent Decisions	11	8 S Clee (Ch) M L Drinkwater A Hardman J Goodwin Liz Eyre P Watts L Hodgson K Taylor	2 P Andrews C Smith	1 J Thomas
Appointments Committee	11	8 S Clee L Duffy P Jones (Ch) J Goodwin D Prodger M Drinkwater D Greenow G Yarranton	2 T Bean P Andrews	1 R Udall
Audit Committee	5	3 D Prodger (Ch) G Hopkins L Duffy (VCh)	1 C Smith	1 J Thomas
Best Value, Policy and Performance Committee	7	5 M Drinkwater – (Ch) G Yarranton (VCh) J Goodwin L Duffy K Taylor	1 F Oborski	1 R Udall
Budget Committee	11	8 A Hardman – (Ch) J Goodwin J Potter Brig Jones D Prodger G Yarranton L Eyre L Hodgson	2 T Bean (VCh) F Oborski	1 D Taylor
Standards Committee	<p>2 Councillors to be determined by the Authority on the recommendation of Group Leaders (and named deputies) and 5 Independent persons (NB The current Independent persons are Mr C Emeny, Mr R Gething, Dr M Mylechreest, Mr R Rogers and Mr D Stevens)</p> <p>Cllr Goodwin (Cons), G Hopkins (Cons)</p>			

### Other Bodies

IRMP Steering Group (Group Leaders and Committee Chairs)	Brig. P Jones T Bean D Taylor S Clee M Drinkwater A Hardman D Prodger
Equality & Diversity Steering Group	F. Oborski R Udall
Asset Management Champion	D Prodger
Equality & Diversity Champion	R Udall
Risk Champion	P Watts
Young Firefighters Association Executive Committee Chair	L Hodgson

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	<b>FRA Report</b>	<b>New/Existing?</b> (If existing, please state which document it will replace)	
		<b>Date:</b>	
<b>Directorate:</b>		<b>Department:</b>	
<b>Author:</b>	<b>Clerk to the Authority</b>	<b>Head of Department:</b>	
<b>Title:</b>	<b>Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies</b>		
<b>Purpose:</b>	1. To consider maintaining the current allocation of seats on Committees to political groups and retaining the current membership of Committees and other bodies until 28 September 2010, in light of the current Governance Review.  2. To determine appointments to outside bodies.		
<b>Strategic Policy Implications</b>			<b>No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives?			
<b>Equality and Diversity Outcomes</b>			<b>Yes</b>
Are there any equality and diversity outcomes for this policy/activity?			
Yes, the Authority will appoint a Member Champion for Equality & Diversity in addition to appointing Members to the Equality & Diversity Steering Group			
<b>Equality Monitoring</b>			<b>No</b>
Does the Service currently collate data specific to this activity for equality monitoring?			
<b>Partnership Working</b>			<b>Yes</b>
Does this policy/ activity involve working or interaction with other organisations?			
Members are appointed to other bodies such as the LGA, West Midlands Regional Management Forum			

Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

### Risk Management

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

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

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

Risk Areas Identified (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			
By not appointing to outside bodies, the Authority will not have an input to LGA, LGA Fire Services Forum, West Midlands Regional Management Board or the West Midlands Fire and Rescue Services Regional Control Centre Company	<b>8</b>	Appoint to LGA, LGA Fire Services Forum, West Midlands Regional Management Board or the West Midlands Fire and Rescue Services Regional Control Centre Company	<b>2</b>
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race Gender Disability Age Sexual Orientation Religion & Belief			
2. Could this activity prevent us promoting equality for any diverse group? <b>No</b> <i>If yes, please identify how and what the risk is here.</i>			
3. Could this activity potentially discourage the participation of any equality groups? <b>No</b> <i>If yes, please identify how and what the risk is here.</i>			
4. Could this activity promote negative attitudes towards any equality groups? <b>No</b>			

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<i>If yes, please identify how and what the risk is here.</i>			
5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes</b>			
<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>Yes</b>			
Consultation has been carried out with Group Leaders. The Governance Review Group has provided updated to the Audit Committee and Standards Committee. The Audit Committee Chair is involved in the Review.			
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
By not appointing to outside bodies, the Authority will not have an input to LGA, LGA Fire Services Forum, West Midlands Regional Management Board or the West Midlands Fire and Rescue Services Regional Control Centre Company.  Allocation of seats is necessary for governance of Authority however the Committees will retain current functions unless changes are approved by the Authority in September.			
<b>Operational – e.g. how we carry out our duties</b>			
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
Compliance with Local Government and Housing Act 1989 and Standing Orders			
<b>Financial – e.g. monetary or resource implications</b>			
Special Responsibility Allowances are included in agreed budgets			
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
<b>Partnership – e.g. Working or interaction with other organisations</b>			
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
<i>Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?</i>			
<b>Total Inherent Score</b>		<b>Total Residual Score</b>	
<b>Outcome:</b>			<b>Yes</b>
<b>Does this Policy/Project/Activity reduce the overall risk for the service?</b> <i>If no, please state why there is not a reduction in risk</i>			



# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

Log No. 

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

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

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

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

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

## 9. Service Report

### Purpose of Report

1. To inform Members of recent key developments and activities together with performance information for the period 1 January to 31 March 2010.

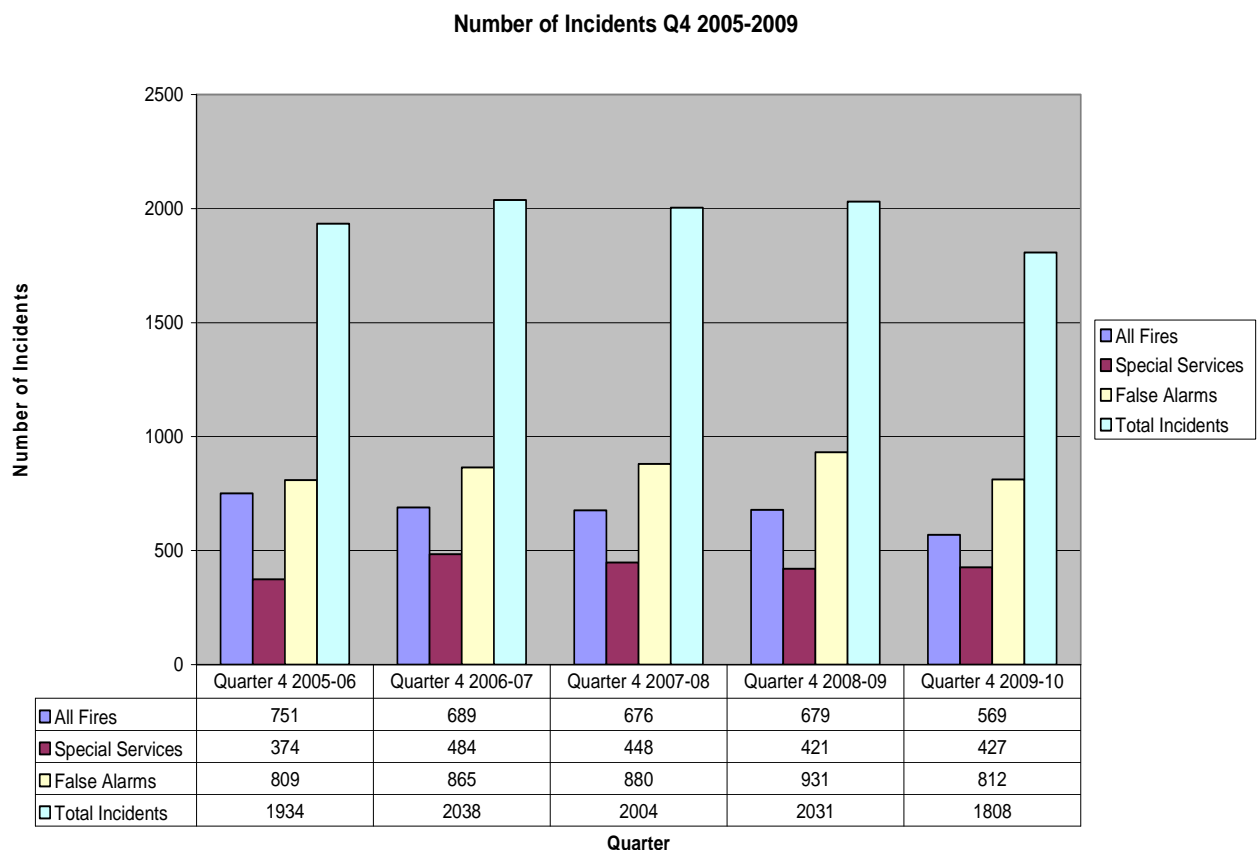
### Recommendation

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

## Performance

### Operational Performance Update Quarter 4 2009-10

2. Figure 1 below demonstrates overall operational activity during Quarter 4 2009-10 compared with the same quarter in the previous 4 years:



*(Figure 1 – Comparative number of incidents Q4 2005-2009)*

3. Total incident numbers for Quarter 4 2009-10 shows our best quarterly performance over the same period in the last five years. This is due to decreases in the number of fires and false alarms attended. The total number of incidents has decreased from 2031 in Quarter 4 2008-09 to 1808 in Quarter 4 2009-10, a decrease of 10.98%.

4. The number of fires has reduced from 679 in Quarter 4 2008-09 to 569 in Quarter 4 2009-10, a decrease of 16.2%. Primary Fires reduced from 326 incidents attended in Quarter 4 2008-09 to 288 in Quarter 4 2009-10, a reduction of 11.66%. The number of secondary fires has similarly reduced from 236 in Quarter 4 2008-09 to 152 in Quarter 4 2009-10, a reduction of 35.59%. The number of chimney fires has increased when compared with the same quarter last year with 129 chimney fire incidents in Quarter 4 2009-10 compared with 117 chimney fire incidents in Quarter 4 2008-09, an increase of 10.26%. The number of chimney fires attended is largely dependent on prevailing weather conditions. There were 47 chimney incidents in January 2010, 31 in February 2010 and 51 in March 2010 in a quarter which was reported to be colder than usual.
5. The number of False Alarm incidents has decreased from 931 in Quarter 4 2008-09 to 812 in Quarter 4 2009-10, a decrease of 12.78%. There were 621 Automatic False Alarms (AFAs) in Quarter 4 2009-10 compared with 655 in the same quarter last year, a decrease of 5.19%. The Service attended 11 malicious false alarms in Quarter 4 2009-10 compared with 38 in Quarter 4 2008-09, a decrease of 71.05% and 180 False alarm good intent incidents in Quarter 4 2009-10 compared with 238 in Quarter 4 2008-09, a decrease of 24.37%. The success with these incident types can be attributed to more robust call challenging and the continued application of Service policies and initiatives.

## Health and Safety

### Incidents and Injuries

	<b>Total Incidents*</b>	<b>RIDDOR Reportable</b>
January – March 2009	51	3
April – June 2009	54	11
July – Sept 2009	46	4
October – December 2009	72	6
<b>January – March 2010</b>	<b>103</b>	<b>11</b>

\*includes all H & S Incidents (injuries, fleet H & S incidents, near hits, etc)

### Analysis

6. The number of reported Health and Safety incidents/injuries this quarter has increased significantly when compared with the previous quarter – up from 72 to 103 – and the same period last year – up from 51.
7. The number of incidents reportable under RIDDOR has increased when compared with the previous quarter – up from 6 to 11. However, this is a significant increase compared to the same period last year – from 3 up to 11.
8. Members will be aware that whilst the numbers have increased this quarter, the numbers remain small when compared to other comparable organisations; however safety remains a high priority and we will do what is required to reduce incidents where possible.

9. The 11 RIDDOR reportable Health and Safety incidents comprise of:
  - One slip on icy ground when responding to an alerter.
  - Two incidents of uncontrolled release of air from BA cylinders resulting in injuries to hands.
  - One injury resulting from attempting to operate the valve on a new BA Set.
  - One in the potential exposure to carbon monoxide during a rescue.
  - One incident relates to a fire caused by a faulty shower on a Station.
  - One is a BA malfunction of the distress signal unit.
  - Two were reportable manual handling injury.
  - One tragic incident involving a fatality.
  - One was a twisted ankle sustained when responding to their alerter.
10. Four of the incidents reported under RIDDOR are being dealt with as specialist investigations. These relate predominantly to incidents involving the new BA kit.
11. Again, as identified in previous periods, a significant number of all Health and Safety incidents continue to involve Operational personnel.
12. Yet again this quarter, slip, trip and fall injuries and manual handling injuries have continued to remain low, with the largest proportion of incidents being attributed to Breathing Apparatus and exposures to hazardous substances (such as during swift water rescue training).
13. A total of 9 Fleet Health and Safety Incidents were reported this quarter, with 5 of these incidents occurring during routine driving activities. The total number of reported fleet incidents has remained the same when compared with the immediately preceding quarter.
14. The number of reported Near Hits and Potential Hazards has increased; however we are mindful these relate to the BA kit.
15. Further investigation into the steep rise in incidents/injuries and injuries reportable under RIDDOR suggests the increase is attributed to the introduction of new Breathing Apparatus kit.
16. The main issues relating to the Draeger BA set fall into two categories: ergonomic design and the unexpected rapid release of air. The safety of firefighters is the number one priority of the Service and therefore the introduction of this piece of equipment was halted whilst investigations took place.

17. Following extensive investigations, a cost effective solution to prevent the potential for rapid release of air has been identified and is being implemented across all four Services in the West Midlands region. The additional cost of approximately £60,000 will be met by a priority allocation from the Minor Capital Schemes budget. In addition, a reconfiguration of the cylinder valve has removed the ergonomic issues of the set. The rollout of the equipment will recommence during the summer months.

### **Health and Safety Training**

18. COSHH, Risk assessment and IOSH courses are planned for 2010/11 to ensure staff are given the skills and knowledge they require and forms part of the Service's direction to promote the training and safety of all our personnel. This in turn strives to reduce incidents of injury and loss.
19. Members received Health and Safety training recently, demonstrating areas of responsibility and some useful examples of specialist investigation. Excellent feedback was received from Members and it is planned to roll out similar training in the future.

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

20.

	<b>Jan-10</b>	<b>Feb-10</b>	<b>Mar-10</b>
Complaints/Concerns	0	4	4
Compliments	6	4	5
Donations	3	2	1

### **Information Management**

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

<b>Q4</b>	<b>FOIA Requests received and completed</b>	<b>DPA Requests received and completed</b>	<b>EIR Requests received and completed</b>	<b>Requests received to date</b>
January 2010	15	1	0	16
February 2010	14	1	0	15
March 2010	23	2	0	25
<b>TOTALS</b>	<b>52</b>	<b>4</b>	<b>0</b>	<b>56</b>
<b>Requests received January – March 2010</b>			<b>56</b>	

## Items of Interest

### EU Watersave

22. The EU Watersave project is a programme of work relating to water rescue which is funded by the European Union. H&WFRS was an Associated Beneficiary and had indicatively signed up to carry out part of the work on behalf of the Co-ordinating Beneficiary in the Netherlands.
23. At the FRA meeting on 17 February 2010, it was resolved that:
  - the funding offer be accepted, subject to approval by the Chief Fire Officer, the Treasurer and the Clerk;
  - the grant agreement be reviewed by the Chief Fire Officer, Treasurer and Clerk to ensure that the arrangements put in place for delivery of the UK contribution, and the control measures to oversee delivery and protect the Authority's interests, are robust; and
  - these control measures include systems to update the Authority on the project's progress and outcomes.
24. Upon taking up post, the new CFO then consulted with Service colleagues, the Clerk and the Treasurer and concluded that it was not in the Service's best interest to continue with this project. Merseyside FRS was approached (as a Service with similar experience and expertise to H&WFRS) and their Authority officially accepted the project at a meeting on 27 April 2010. The handover of the project was seamless and it is envisaged that H&WFRS crews may still benefit by taking part in some of the exercises.
25. Members should be aware of the excellent work carried out by Area Manager Paul Amos who has facilitated the smooth handover of the project.

### Outstanding Service to Mountain Rescue

26. Area Manager Paul Amos was recently awarded a certificate recognising outstanding service to Mountain Rescue by the executive of Mountain Rescue England & Wales (MREW). This was in recognition of his efforts to build improved relations between Fire and Rescue Services and Mountain Rescue Services at national level and laying the foundation for a future of greater cooperation.
27. Paul has been the CFOA representative to MREW for 3 years. During that period he has worked within the UK Search and Rescue Framework to improve joint working with all voluntary agencies, including the current arrangements within our own Service with West Mercia Police and the Severn Area Rescue Association who are affiliated to MREW. In addition, Paul was instrumental in ensuring the inclusion of MREW in the national flood rescue enhancement project, which will provide more effective flood response throughout the UK.
28. Members may wish to join the Chief Fire Officer in congratulating Paul on this award and also to thank him for all the work he has carried out on behalf of Hereford & Worcester Fire and Rescue Authority over all the years he has been with us (Paul is due to retire from the Service in August 2010).

### Meeting the Challenge

29. In March of this year Members of the Authority joined Senior Officers, representative bodies and members of staff from across the Service to consider the challenges ahead for the Service, including the anticipated public sector financial pressures, and to share ideas on how the organisation can respond positively to its changing environment. Suggestions from these workshops have helped to inform the Draft IRMP Action Plan for 11/12 being considered by the Authority at this meeting.
30. However, the challenges facing the Authority extend far beyond the scope of its IRMP and work is ongoing to consider wider organisational challenges and changes which will need to be progressed. These include the potential for structural change, exploring opportunities for shared services and efficiencies through closer partnership arrangements and a closer examination of all areas of spend, several of which may need to be progressed in this current financial year. A key aspect of this change programme will be further opportunities for discussion, and the sharing and challenging of ideas will be available to staff, Members and the public as our plans unfold, with final proposals being put to the Fire Authority in due course.

### Corporate Risk

31. At the time of writing there is no known escalation of risks on the National, Local or Strategic risk registers. Ongoing vigilance in areas of finance, human and animal pandemic influenza and terrorist attacks on infrastructure continues. A programme of exercises is planned for 2010-11 for both Service and multi agency involvement to continually test resilience and preparedness to deal with such eventualities. West Mercia Local Resilience Forum (LRF), of which the Service is a member, has been nominated to participate in a national exercise named Exercise Watermark planned for 2011. The Service continues to assist in the preparation for this exercise.
32. Work continues in strengthening continuity plans in order to deliver front-line services and to mitigate disruption.

### Strategic/Budget/Financial Risk

33. Following the recent General Election and the ensuing coalition Government, the Authority is monitoring policy announcements from Communities and Local Government and The Cabinet Office with particular attention being paid to the response to dealing with the national deficit and public spending settlements. A Budget Statement is planned for 22 June and Authority Members will be briefed at the earliest possible opportunity of any implications which may result for the Service.



## Local Incidents to Note

### Fire at Malvern College

34. In excess of 60 radio stations, newspapers and websites reported the fire at Malvern College on Saturday 10 April. The incident was reported nationally on the front page of the BBC website, as well as the Daily Mail, Daily Express and Sun newspaper. Fortunately the accommodation block was empty at the time of the fire, due to the fact that students were away for the Easter holidays. All of the media reports stated that around half of the building was saved thanks to the efforts of the 70 firefighters who were at the scene.

### Factory Fire at Unit in Racecourse Road, Pershore

35. At 06:19Hrs on Sunday 28 March 2010, Hereford & Worcester Fire and Rescue Service was called to reports of a factory fire at a unit in Racecourse Road, Pershore, Worcestershire. Local on-call firefighters from Pershore were promptly on the scene, followed by crews from Broadway, Droitwich, Evesham, Malvern, Pebworth, Redditch, Stourport, Upton and Worcester. In addition to fire appliances, an aerial ladder platform, a command unit, an environmental protection unit and a water carrier were also brought in to tackle the blaze.
36. On arrival firefighters found the offices at the front of a large factory unit on fire. It was established that gas cylinders and a fuel supply were in the vicinity and, due to explosive risks, a 200m cordon was put in place with the assistance of West Mercia Police Officers, whilst fire crews used breathing apparatus and jets to bring the fire under control and prevent the spread of fire to nearby properties.
37. Throughout the morning over 80 firefighters (including specialist crews) were brought in to tackle the blaze. The Environment Agency was present to ensure watercourses remained clear of potential pollutants. Firefighters were able to stop the spread of fire and by lunchtime damage was limited to the two storey office facilities. The owners were able to recover manufacturing equipment and implement disaster recovery plans – which meant that production could be run a day after the fire.
38. The cause of the fire is currently under investigation.

### Firefighters Receive Certificate of Commendation

39. Three firefighters received a certificate of commendation from the Ambulance Service after they battled to save the life of a lorry driver whose vehicle had been struck by overhead power lines which were carrying 11,000 volts. FF Steve Perks (Kidderminster), Jason Mayhew (Evesham) and Dave Iles (Hereford) administered CPR at the scene of the incident even though electricity was still passing through the vehicle close to where the casualty was lying. Sadly the driver later died in Selly Oak Hospital.

### Malvern Property Fire

40. Firefighters were praised for their efforts by a Malvern shop owner after a fire took hold of the roof of the property. Despite the fire damage caused to the roof, owner Peter Walter said: "The Fire Service was amazing."

## **Worcester University Students in Coach Fire**

41. Students from Worcester University managed to escape unharmed after the coach they were travelling in on the M5 caught fire. Fire crews from Bromsgrove, Redditch, Droitwich and colleagues from West Midlands Fire Service attended the incident. On arrival firefighters found that the fire had spread from the engine compartment to the passenger compartment. Lanes one and two of the motorway between Junctions 4a and 4 were closed whilst the incident was dealt with and the scene made safe.

## **Fire Death in Redditch**

42. On Monday 31 May 2010 the Service received a call from West Mercia Police to assist them with a sudden death in Redditch that had been discovered by them. The fire had clearly been extinguished some time prior to the Service receiving the call. Whilst no direct firefighting action was required the Service attended the scene with two Fire Investigation Officers to support the investigation with the Police. The Service is awaiting information through the Police to confirm the exact cause of death; however, it is reasonable to suspect that this may be a fire related death at this stage.

## **Warndon fires**

43. Firefighters were called to eight separate wheelie bin fires in the Warndon area of Worcester on Sunday, June 13. These were in Bowens Drive, Watercraft, Flyswatter Close, Toll dine Road, Kennedale Close, Rydal Close and two in Furness Close, while there were also reports of a motorbike on fire in nearby Ambleside Drive at 4.51 am and a motorbike cover on fire at 5.45 am in Glen Thorne Avenue during the same morning.
44. A man in his 20s was arrested by West Mercia Police at 6.10 am on Sunday morning in Toll dine Road, Worcester, on suspicion of arson. He appeared at Worcester Magistrates Court on Monday, June 14, charged with two counts of arson with intent to endanger life and two counts of arson. He was remanded in custody and will appear at Worcester Crown Court on Monday, September 13.

## **Firefighter of the Year**

45. At the Spirit of Fire awards ceremony, held at Wembley Stadium on 4 June 2010, Crew Manager Simon Hawkins, who is stationed at Bromsgrove, was announced as the winner of the Firefighter of the Year award by Bruce Forsyth and Barry Cryer. Simon is the UK's only amputee firefighter to return to full operational duties and the award was not only given to recognise his tenacity and determination to return to full duties following a horrific motorcycle accident, but also to recognise that Simon uses his experience to assist other firefighters throughout the UK who are recovering from injuries that threaten their careers. He also voluntarily works with other agencies to assist amputees as well as acting as a role model to others who find themselves in a similar position.
46. Prior to the awards ceremony a number of Chief Fire Officers, including Mark Yates, accompanied Simon and all other nominees to a reception at 10 Downing Street.

## **Pebworth Turf Cutting**

47. On 10 June 2010 the Chief Fire Officer accompanied the Chairman of the Fire Authority to the official Turf Cutting for the new Fire Station at Pebworth. This event marks the start of the building of the station which is due to be completed by the end of the year. The local firefighters from Pebworth, South District Officers and Councillor Tom Bean attended the event prior to all attendees visiting the old station to view the facilities that are to be replaced.

## **Contact Officer**

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

## **11. Integrated Risk Management Plan – Draft 2011/2012 Action Plan Consultation**

### **Purpose of report**

1. To recommend the Draft 2011/12 Integrated Risk Management Plan (IRMP) Action Plan for consultation.
- 

### **Recommendation**

***The Chief Fire Officer recommends that the Authority approves the Draft 2011-12 Integrated Risk Management Plan (IRMP) Action Plan for consultation.***

### **Background**

2. Members will be aware that the Authority set a 3 year Integrated Risk Management Plan (IRMP) that commenced on 1 April 2009. It is also a requirement that an annual IRMP action plan is published for public consultation. The action plan will be consulted upon for 12 weeks and a final plan, incorporating any feedback, will be submitted to the Authority for approval at the December 2010 meeting.

### **Process**

3. The 2011/12 IRMP Action Plan is based upon a revised risk assessment, the results of which are contained within an IRMP evidence document. This review involved a full risk assessment looking at historical incident data analysis and demographic information across Herefordshire and Worcestershire. Also the effectiveness of our current prevention, protection and response arrangements were evaluated.
4. This review took account of input from our District Commanders, District community safety staff and our firefighters in order to capture local knowledge and risk information. Two dedicated staff workshops also provided valuable supporting information for the Action Plan. The evidence document will be available on the Service Website ([www.hwfire.org.uk](http://www.hwfire.org.uk)).
5. The resulting draft Action Plan was considered by the IRMP Steering Group on 02 June 2010 and is attached as Appendix 1.

### **Consultation Process**

6. The Authority has a statutory duty to consult on the IRMP Action Plan through the following guiding principles:
  - Any person or organisation must have an opportunity to express their views regarding any significant change if they have a legitimate interest in, or may be affected by, IRMP proposals.

- The scope of the consultation undertaken will be proportionate to the nature and extent of any changes proposed.
- 7. The consultation will commence following approval of the Action Plan by the FRA on 25 June 2010, for a 12 week period.
- 8. Our Consultation Plan involves all our stakeholders, both internal and external including:
  - Staff in all Districts, including our retained duty staff, and our support staff
  - Representative bodies
  - Public Focus Groups and Community Safety Events
  - Authority Members, Parish Councils
  - Partner Organisations
- 9. The consultation will use a variety of methods including face-to-face discussion groups, mail shots, email campaigns and internet/web based opportunities for people to respond.
- 10. The IRMP Steering Group will meet to consider the findings of the consultation and the final version will be presented to the full Authority for approval in December 2010. The final approved Action Plan will form the basis for our corporate planning process for the coming year.

### **Corporate Considerations**

- 11. A Business Impact Analysis form is attached at Appendix 2 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

### **Supporting Information**

Appendix 1 - Draft 2011/2012 Action Plan

Appendix 2 - Business Impact Assessment Form

Background Papers – IRMP Evidence Document  
IRMP 2009 - 2012

### **Contact Officer**

Lucy Phillips, Deputy Chief Fire Officer  
(0845 1224454)  
Email: LPhillips@hwfire.org.uk

## 2011/12 IRMP Draft Action Plan

### **Recommendation 1: - Technical Fire Safety Review**

Technical Fire Safety (TFS) takes the key role in management and enforcement of fire safety regulations for non-domestic premises through audit, provision of advice and working with the responsible persons(s) to make improvements where necessary.

A comprehensive TFS review conducted by a specialist consultancy firm (FARMSS) in 2008 suggested a number of areas for consideration. The outputs from this review were developed into a “Way Forward” plan and associated actions have since been implemented by Service Delivery.

Recommendation 1: -

**During 2011/12 we will conduct a review of the impact of the recent changes in Technical Fire Safety arrangements to ensure that the anticipated benefits are being fully realised.**

### **Recommendation 2: - Community Safety**

The Service is committed to improving the safety of communities in Herefordshire and Worcestershire, particularly those most at risk. We are currently engaged in a wide range of community safety activities across both counties. This recommendation proposes a comprehensive review of the resources allocated to this work, and the evidence available to the Service on the impact and outcomes of these activities. It is anticipated that this review will inform the future focus of community safety activity and will optimise the Service’s use of its resources to reduce risk in its communities.

Recommendation 2: -

**We will review the allocation of our community safety resources to ensure the best fit of activities to risk. This will maximise our ability to reduce risk in our communities.**

### **Recommendation 3: - Automatic Fire Alarms (AFA) Strategy**

The Service attends over 2700 calls a year to automatic fire alarms (AFA) that turn out to be false alarms; this is approximately one third of all calls to the Service.

There has been a percentage decrease in overall AFA calls over the past four years of just under 4%. For four years in a row the percentage of AFA calls that turned out to be fires has not exceeded 3%.

Of all AFA calls over the last four years, only 0.125 % actually required any fire fighting actions with the majority of AFA calls that were classed as actual fires, being extinguished prior to the arrival of the Fire Service.

50 premises are responsible for 40% of all repeat AFA calls within the two counties.

**Recommendation 3: -**

**We will reduce our attendance at AFAs through a review of our policies and procedures and the implementation of our findings.**

### **Recommendation 4: - Review of Fire Cover and Response Arrangements**

The Service has a duty to deliver its services in the most cost effective way using the resources that it has available. Over three quarters of our annual operating budget is used to meet employee and fleet related costs. It is essential that we continue to review the level of resources required to provide fire cover, whilst rigorously ensuring the provision of an adequate emergency response.

**Recommendation 4: -**

**We will review our fire cover and response arrangements with a focus on:-**

- **The requirement for a third appliance at Hereford, Worcester and Redditch.**
- **The current crewing arrangements at Bromsgrove.**
- **The appropriate number of personnel on each watch at wholetime and day crewed stations.**

## **Recommendation 5: - Property**

There are a number of Service buildings currently under review, a process which includes consideration of the potential for new stations, station refurbishments, strategic training facilities and ongoing maintenance demands.

In order to prioritise investment within an environment of increasingly constrained funding, it is essential that our property strategy is fully integrated with, and driven by future Service activity. This will include consideration of operational risk, firefighter competence and establishment numbers and deployment.

Recommendation 5: -

**We will ensure our Property Strategy is fully aligned to our IRMP proposals including Recommendation No.4 and other aspects of Service Delivery, such as the provision of effective operational training.**

## **Recommendation 6: - Provision of Operational Training and Development**

The Training and Development (T&D) department provides direction for the delivery of training so that staff are competent for the risks they face, ensuring that the Service's legal responsibilities are met with particular regard to the safe person concept.

This recommendation proposes a comprehensive review of our training and development provision including a reassessment of the balance of training delivered between the training centre and operational units and a reappraisal of our NVQ (National Vocational Qualification) and ADC (Assessment and Development Centre) policies and processes.

Recommendation 6: -

**We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes.**



## **Recommendation 7:- Environment and Sustainability**

Protecting the environment and mitigating the impacts of climate change is a significant concern for our communities. The Service recognises that it has a part to play in preserving the natural environment. We recognise that the operations and activities we carry out have the potential to impact on the environment and we are committed to improving our environmental performance.

Within this context the Service needs to reduce its energy consumption, as well as reduce costs such as heating, lighting, water and fuel. There are potential new ways of working and technology that are under utilised; therefore a clear integrated approach including cultural change would be needed.

### **Recommendation 7: -**

We will review our approach to environmental issues to ensure that we are maximising the potential partnership working in this area, reducing our energy usage and identifying further opportunities for cost efficiency.

## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

**Purpose**

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

<b>PMM Papers</b> (please tick)		<b>FRA Committee Papers</b> (please tick)	✓	<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>	<b>IRMP – Draft 2011/12 Action Plan</b>			<b>Author</b>	<b>AM PPP</b>
<b>Purpose:</b>	To recommend the draft 2011/12 IRMP Action Plan for consultation.				

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

Corporate Considerations	✓	Comments
Resource Implications		Final proposals in the 2011 IRMP Action Plan will have resource implications for the Service. This will be considered as part of the business planning process for 2011 once the action plan is finalised.
Legal		The FRS National Framework 2008-11 requires us to consult on our IRMP Action Plan.
Facilities (Property)		None
Financial		Publishing costs
Human Resources		None
Strategic Policy Implications		The final IRMP action plan for 2011 will inform the Service's Strategic direction.
Operational Issues		None
Partnership Issues		The plan, if approved may offer opportunities to engage in partnership working to deliver the recommendations.
Reputational Issues		The public may disagree with our proposed recommendations.
Environmental Issues		The document will be published on the Service Website to reduce the need for printing
Data Quality Issues		None
Equality/Ethical Issues		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

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

Impact	High	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
		Low	Likelihood	High

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

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

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

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

## **12. HEREFORD & WORCESTER FIRE AND RESCUE DRAFT AUTHORITY PLAN 2010/11**

### **Purpose of report**

1. To consider the draft Authority Plan 2010/11 for approval and publication.
- 

### **Recommendation**

***The Chief Fire Officer recommends that the Authority approves the draft Authority Plan 2010/11 for publication.***

### **Background**

2. As part of our corporate planning process the Service produces an annual Fire Authority Plan. (The draft Plan is attached at Appendix 1).
3. The plan provides an overview of the Authority's strategic objectives and priorities for 2010-11. It also details our achievements during 2009-10.
4. The plan aims to communicate our achievements and plans to all of our stakeholders and it also serves to inform other agencies in the public, private and voluntary sectors that will be looking for opportunities to engage in local partnership initiatives supporting the Fire and Rescue Service.

### **Corporate Considerations**

5. A Business Impact Analysis form is attached at Appendix 2 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

### **Supporting Information**

Appendix 1 - Hereford & Worcester Fire and Rescue draft Authority Plan 2010/11  
(Separate enclosure)

Appendix 2 - Business Impact Assessment Form

### **Contact Officer**

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

**Fire Authority Plan**  
**2010-11**

**Progress & Priorities**

**Version 1.6**

**Draft**

## **What do you think of our plan?**

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

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

**Alternatively you may write to**

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

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

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**Our Corporate Objectives, Progress and Plans**

### **COMMUNITY**

**Objective 1: Reduce Risk in the Community**

- Deliver the 2009-12 Integrated Risk Management Plan
- Prevention
- Protection
- Effective Response/Intervention
- Responder Safety
- National Fire Resilience Programme
- Ensure Effective Partnership Engagement
- Link HWFRS Priorities to Herefordshire LAA Priorities
- Link HWFRS Priorities to Worcestershire LAA Priorities

### **PEOPLE**

**Objective 2: Deliver the People Strategy**

**Objective 3: Achieve Excellence in Equality and Diversity**

**Objective 4: Improve Support to and Management of Retained Staff**

**Objective 5: Further improve Workforce Training and Development**

### **BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT**

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**Objective 7: Enhance Organisational and Cultural Development**

**Objective 8: Embed the Performance Management Framework**

**Objective 9: Consolidate Organisational Resilience**

**Objective 10: Embrace Environmental Sustainability and Impact**

### **FINANCE AND RESOURCES**

**Objective 11: Provide Value for Money and Deliver Efficiency**

- Strengthen Financial Systems
- Strengthen Reporting Mechanisms to demonstrate Outcomes and Value for Money
- Deliver the Asset Management Plan
  - >equipment and vehicles
  - >essential building

### **Appendices**

- Annual Governance Statement
- Glossary of Terms



## Foreword by the Chairman of the Fire Authority and the Chief Fire Officer

Brigadier Peter Jones CBE  
Chairman of the Authority

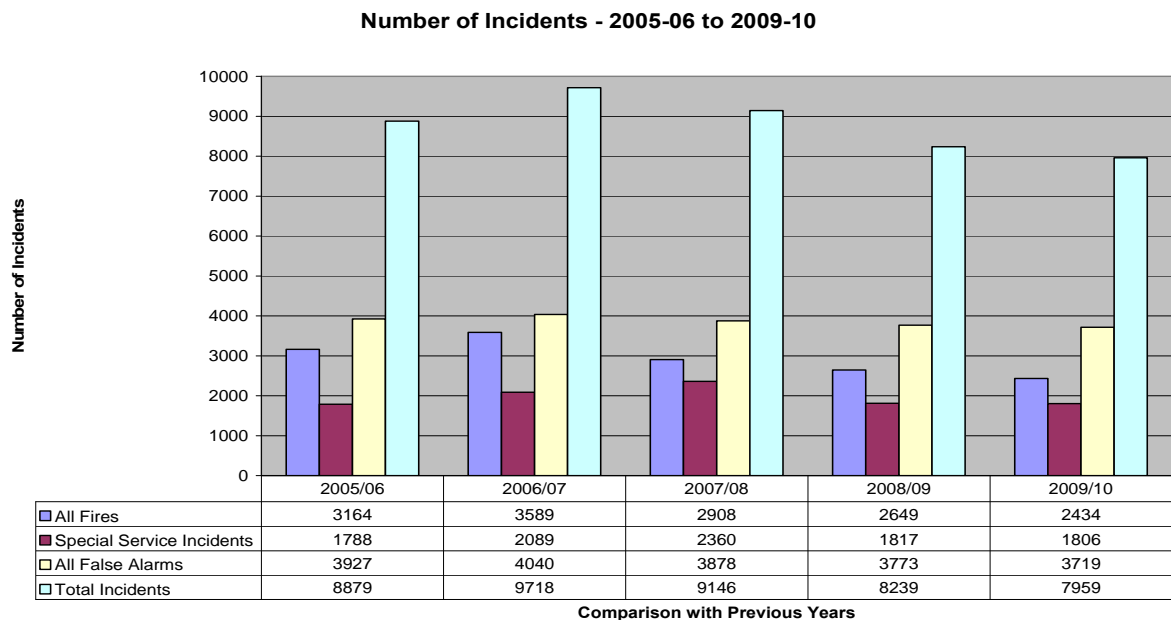
Mark J. Yates  
Chief Fire Officer/Chief Executive

### **Introduction**

The Fire Authority Plan serves a number of purposes: it outlines the functions the Service performs on behalf of the Authority; it enables us to summarise our performance over the past year; details the results of any external assessments over the same period; provides an overview of our financial position and plans and outlines the areas of focus for the current year. The plan is structured around our corporate objectives in support of our vision and strategic direction, combining the Integrated Risk Management (IRMP) action plan and the annual elements of our financial and medium term supporting strategies. It links each initiative to a corporate objective, providing an overview of what we do, why we do it and what progress we are making.

Every initiative or project has been broken down further into a sequence of component milestones, each of which describes a significant deliverable within the work programme and defines an associated performance indicator and completion date. We have populated our IT based performance management system with this detailed information. This enables tracking of progress against achievement of every initiative and thereby early identification of any necessary remedial action.

The strong improvements we have seen in recent years have continued over the past twelve months and we are delighted to report that in 2009/10 we achieved our best ever annual performance in terms of the total number of incidents attended. In addition, we delivered a number of five year performance records in key areas including the number of primary fires; the number of deliberate primary fires including vehicles; the percentage of fires attended where no smoke alarm was fitted; the number of incidents attended caused by automatic fire detection equipment in non-domestic properties and the number of working days lost to all staff sickness absence per head. The trend in the number of accidental fire related deaths and [non-fatal injuries in the home](#) continued to improve with a further reduction in 2009/10 compared with the previous year.



Comprehensive Area Assessment (CAA), the new way of assessing local public services in England, was implemented during the summer of 2009 and examines how well councils are working together with other public bodies to meet the needs of the people they serve. In December 2009 the results were announced and our organisational assessment report confirmed that Hereford & Worcester Fire and Rescue Authority is “performing well” and achieving its main priority – to keep people safe from fire.

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

The Authority is constantly looking for innovative ways to improve and enhance service delivery by adapting resources, priorities and methods of working within an environment of ever decreasing Government grants and public expectations remaining high. Environmental sustainability is, and will remain for the foreseeable future, a particularly stretching challenge to meet.

N.B. A primary fire is one involving a victim and/or a building or vehicle and/or a large incident involving five pumps or more.

## Who We Are

Hereford & Worcester Fire and Rescue Authority is constituted under the Fire and Rescue Services Act 2004. The Fire & Rescue Authority comprises 25 Elected Members (County Councillors), 19 from Worcestershire and 6 from Herefordshire. The Authority has an annual budget of around £31 million and governs the work of the Service through a variety of committees and scrutiny bodies. The Authority's central role is to set the budget and approve the Service's strategic direction. The Authority's meetings are public meetings, details of which can be found on our website at [www.hwfire.org.uk](http://www.hwfire.org.uk), including notice of the future meetings schedule, as well as previous minutes and papers from meetings. The Authority's Annual General Meeting is held in June each year and details of each individual Authority Member can be found on our website.

Fire and Rescue Services, including fire safety activities, are provided from 27 fire stations strategically located across the two counties. These services are co-ordinated within three geographical districts which coincide with Local Authority and Police boundaries. The Service has five Wholtime stations (crewed 24 hours) based in the cities of Hereford and Worcester and the three towns of Kidderminster, Bromsgrove and Redditch. It also operates three day-crewed (crewed during the day and providing an on-call or retained service at night) stations in the Worcestershire towns of Malvern, Droitwich and Evesham. The Retained Duty (on-call firefighters) service is mainly based in Herefordshire, with 12 out of the 19 retained stations located here. The Fire and Rescue Service has 865 employees comprising 329 Wholtime firefighters, 369 Retained firefighters, 25 Fire Control staff answering emergency calls and 142 support staff. We also host one of 20 national Urban Search and Rescue specialist units.

The Fire Authority attends approximately 8,000 emergency incidents each year. The majority of calls for assistance are to fires, road traffic collisions and alerts from automatic alarm systems. In our area in particular, there are also calls for rope rescues, grass fires in open areas, and to assist when floods strike. We have highly trained specialist teams to deal with these specific types of emergencies.

The Service deploys a range of different vehicles with varied capabilities to cover the current risk however the majority of calls are attended by standard fire appliances and these are divided into two main types: water ladder pumps which attend the majority of incidents where one fire appliance is required and rescue pumps that have an enhanced rescue capability for road traffic collisions (RTCs) and other heavy rescues.

**+ Map and locations etc**

## Our Vision and Strategic Direction

We have a clear corporate vision and strategic direction that identify our long term broad objectives and aspirations, providing a framework for corporate planning in support of the further development of the Service.

### Our long term vision is:

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

### Our strategic direction is:

- **Community:** We will improve the safety of the community by targeting at risk groups, improving the environment within which we live and by working and engaging with the people we serve
- **People:** We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel
- **Business Process and Organisational Development:** We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance
- **Finance and Resources:** We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services

## **Our Values**

Hereford & Worcester Fire and Rescue Service is committed to the values of the Fire and Rescue Service. These values are a way of recognising the standard at which we operate, the ethos behind the Service, and are intended to provide a benchmark for every employee in every situation. Our values are a way of displaying the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

### **We Value Diverse Communities**

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

### **We Value Our People**

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

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

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

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

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

## How we have performed in 2009/10

H&WFRS prides itself on being a learning organisation with a positive attitude towards continuous improvement. We value innovation and recognise the value of training and learning. We encourage creative thinking and welcome constructive challenge.

In 2009/10 the Authority was assessed as part of the Comprehensive Area Assessment (CAA) which was more demanding and required an outcome focused approach. The Comprehensive Area Assessment (CAA) of local public services in England led by the Audit Commission examined how well councils are working together with other public bodies and the voluntary sector to meet the needs of the people they serve.

The results and a summary of the key findings, which were published as part of 'Oneplace', are detailed below:-

### Organisational Assessment

Our Organisational Assessment report issued in December 2009 confirmed that Hereford & Worcester Fire and Rescue Authority is “performing well” and achieving its main priority – to keep people safe from fire.

The report confirmed that fires, fire deaths and injuries have been reducing at a rapid rate and last year (2008/09), the Fire and Rescue Authority (FRA) recorded the lowest number of fires ever. It also acknowledged how well the Service responds to incidents and the difference it is making to the lives of vulnerable people who are at risk. The report concluded that:

- People in Herefordshire and Worcestershire are at low risk from the dangers of fire and last year the FRA attended the lowest number of fires ever recorded in the two counties.
- Accidental house fires, fire deaths and injuries have been reducing rapidly for a few years – at one of the fastest rates nationally.
- The Authority is providing an effective and improving fire and rescue service to communities and provides value for money.
- Arson is not a widespread problem in most parts of the county and the work of the FRA has lessened the occurrence by half in the last three years.
- The FRA is among the best services in the country for promoting equality and diversity.
- The FRA is aware of where it can get better. For example, by further reducing attendances to unwanted fire alarms and malicious fire calls.

The below table shows our assessment scores for the different elements of the audits.

Managing Performance	3 out of 4
Use of Resources	3 out of 4
Managing finances	3 out of 4
Governing the business	3 out of 4
Managing resources	3 out of 4

A full copy of the Audit Commission's findings can be found at <http://oneplace.direct.gov.uk>

### **Operational Assessment of Service Delivery Peer Review**

In June 2009, Hereford & Worcester Fire and Rescue Service (HWFRS) hosted a visit by a Local Government Improvement Team to conduct a peer review of our operational effectiveness. The key findings from this assessment were:

- Hereford & Worcester Fire and Rescue Service (HWFRS) are operationally effective and meets its statutory duties.
- HWFRS is performing well against its corporate priorities and has achieved improvement across its main performance targets.
- HWFRS works well with partners across its communities and is well respected.
- The organisation is seen to be in a period of change with many staff operating in functions and at levels that are new to them.

### **Charter Mark**

Charter Mark is the Government's national customer service standard for organisations delivering public services.

We have successfully retained our Charter Mark Standard for 'Excellence in Customer Service' for the last 12 years and Hereford & Worcester Fire and Rescue Service now have 13 elements identified as good practice.

### **Health and Safety**

2009-10 has been a year of good progress towards our key objective of improving the Health and Safety culture within the organisation.

- We have undertaken an internal audit of the Health and Safety management system throughout the organisation and have achieved the highest award (Level 5) for the audit model used.
- An external audit of how Health and Safety is implemented throughout the organisation was completed by RCES (UK) Ltd. This examined activities and understanding at several fire stations, within the Fleet Department, the Property Department and the Training and Development Centre.

The findings of each of these audits will be used to produce an action plan, agreed by the senior management team and to inform the Health and Safety Strategy for 2010-13. By progressing the items in the action plan and by implementing the Health and Safety Strategy, the organisation will ultimately move towards greater compliance, better targeted resources and improved understanding/appreciation by our staff of how to work safely. This in turn will lead to an improved safety culture overall.



## Community Engagement and Customer Service

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

Survey Type	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Place Survey – Overall Satisfaction (Every 2 Years)	-	-	-	-	-	-	<b>84% - Herefordshire</b> <b>81% - Worcestershire</b>
After the incident – overall satisfaction	<b>100%</b>	<b>99%</b>	<b>99%</b>	<b>100%</b>	<b>99% - Home Incidents</b> <b>98% - Non Domestic Incidents</b>	<b>99% - Home Incidents</b> <b>98% - Non Domestic Incidents</b>	<b>100% - Home Incidents</b> <b>97% - Non Domestic Incidents</b>
Fire Safety Audit/Inspection – overall satisfaction	<b>99%</b>	<b>98%</b>	<b>99%</b>	<b>99%</b>	<b>95%</b>	<b>94%</b>	<b>100%</b>
Fire Safety Schools Visit	-	-	-	<b>97%</b>	<b>100%</b>	<b>98%</b>	<b>99%</b>
Home Fire Safety Check – overall satisfaction	-	-	-	-	-	<b>100%</b>	<b>99%</b>

In line with the Government's 'Duty to Involve' we continue to work with our partners in the statutory and voluntary sector to improve the way we inform, consult and involve the communities of Herefordshire and Worcestershire.

- Our IRMP consultation process has demonstrated strong involvement with partners and the public, to ensure that we are able not just to pass on information but also to engage and use joint opportunities with other public authorities and events. This ensures every opportunity is used effectively to provide the right type of engagement based on the needs of those affected by any proposals.
- Joint forums have been developed with our partners to improve community involvement, including Worcestershire Joint Citizen's Panel (Viewpoint) covering the county council, 6 district councils and the Health community which was set up in 2009/10.

- We have established a new Community Engagement panel with representatives covering the six equality strands across the two counties. This group aims to build community capacity for greater involvement in identifying issues and influencing strategy and policy.
- We have developed new Community Fire Safety recording and reporting forms to capture local engagement and involvement with community groups.
- We have revised and updated our Publication Scheme to comply with the new model scheme as stipulated by the Information Commissioner's Office

### **Complaints and Concerns**

The Authority also maintains a complaints and concerns register and reports are provided to meetings of the Fire and Rescue Authority for Member scrutiny and comment. During 2009/10 we received a total of 64 compliments, 24 complaints and 16 concerns from members of the public regarding our Service. Of the complaints and concerns, 16 were associated with behaviour/conduct, 8 with driving, 3 with each of response time and damage to property and the remainder with miscellaneous other categories. We send out a formal survey to all complaints and concerns received (provided that we have a contact address).

### **Information Requests**

The number of information requests received has increased significantly since the Freedom of Information Act was implemented in 2005:

	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Number of information requests received	<b>82</b>	<b>114</b>	<b>174</b>	<b>256</b>	<b>247</b>
Requests completed within statutory timeframe	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>99.6%</b>

## Primary Performance Indicators

Performance against a number of primary indicators has continued to improve and 2009-2010 can be regarded as another successful year in performance terms. The highlights are below:

▼	<b>P3 (IRMP 1)-Primary fires/10,000 population</b>
	16.49 (1210); under target of 17.88 (1312); down by 102 (-8%)
▼	<b>P4-Accidental dwelling fires/10,000 dwellings</b>
	12.68 (397); under target of 12.85 (402); down by 5 (-1%)
▼	<b>P9 (IRMP 6)-Percentage of fires attended where no smoke alarm fitted</b>
	22.62% (95/420); under target of 39.6%; down by 17%
▲	<b>P47-Percentage of uniformed staff from ethnic communities</b>
	2.75% (18/654); over target of 1.3%; up by 1.45%
▲	<b>P51-Percentage of top 5% of earners that are women</b>
	3.03% (1/33); over target of 2.7%; up by 0.33%
▼	<b>P17 (IRMP 12)-Malicious calls attended as a percentage of all malicious calls</b>
	43.06% (93/216); under target of 50%; down by 7%
▼	<b>P18 (IRMP 13)-AFAs caused by automatic fire detection equipment/ 1000 non-domestic properties</b>
	73.76 (1870); under target of 94 (2383); down by 513 (-22%)
▼	<b>P22 (IRMP 9)-Deliberate primary fires including vehicles/10,000 population</b>
	3.50 (257); under target of 4 (294); down by 37 (-13%)

▼	<b>P32-Working shifts lost to Wholetime uniformed staff sickness absence per head</b>
	6.08 (2160/355.0); under target of 7.8 (2771/355.0); down by 611 (-22%)
▼	<b>P33-Working days lost to all staff sickness absence per head</b>
	7.16 (3463/483.6); under target of 7.90 (3821/483.6); down by 358 (-9%)
▲	<b>P34-Percentage of invoices paid within 30 days</b>
	98.38% (7663/7789); over target of 95%; up by 3%

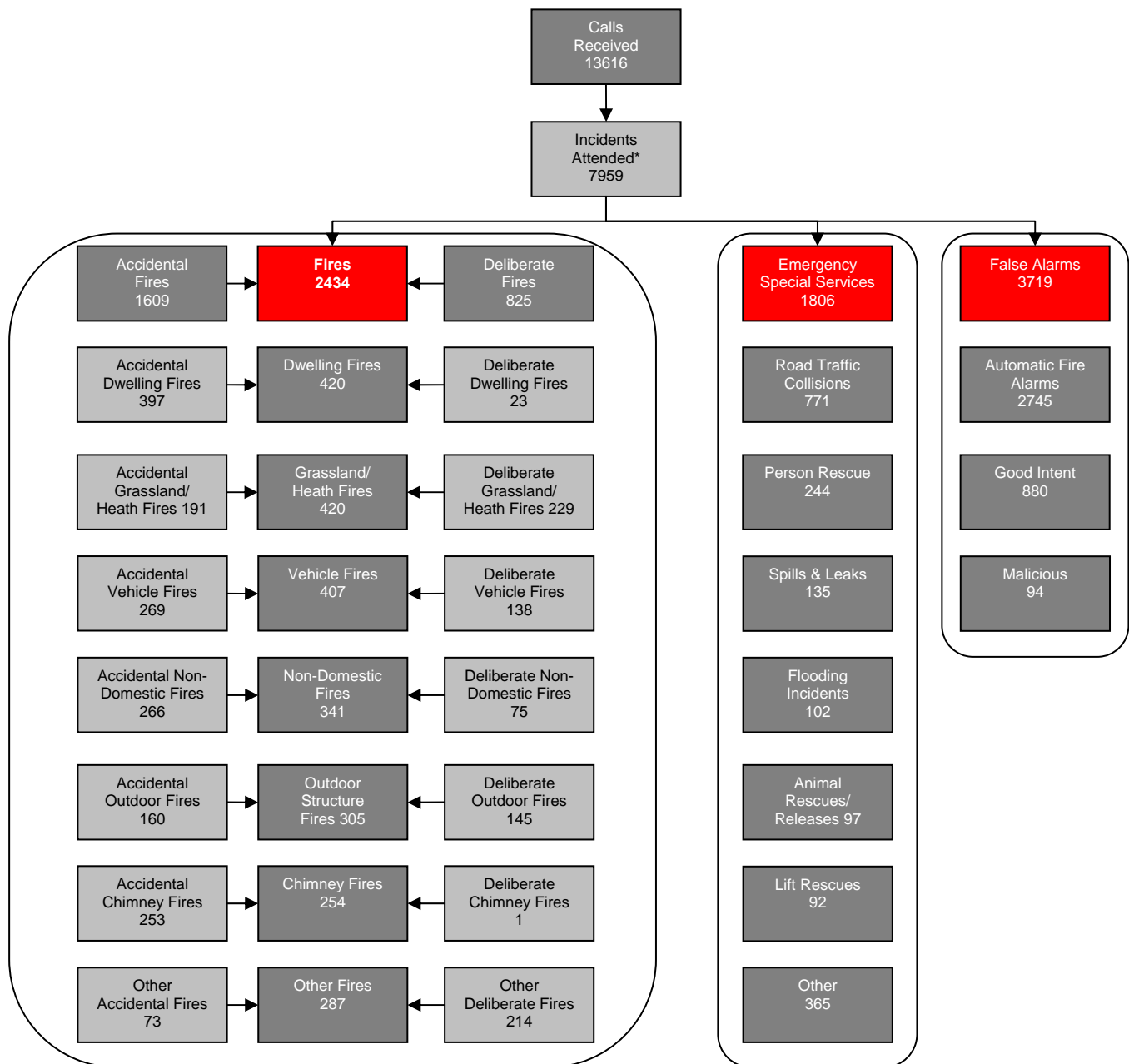
## IRMP PERFORMANCE

The Integrated Risk Management Plan (IRMP) 2009-2012 sets out a broad set of strategic objectives and targets for Service improvement to be delivered over the three-year period of the plan.

Several of the IRMP areas are already highlighted above. Please see below for additional measures.

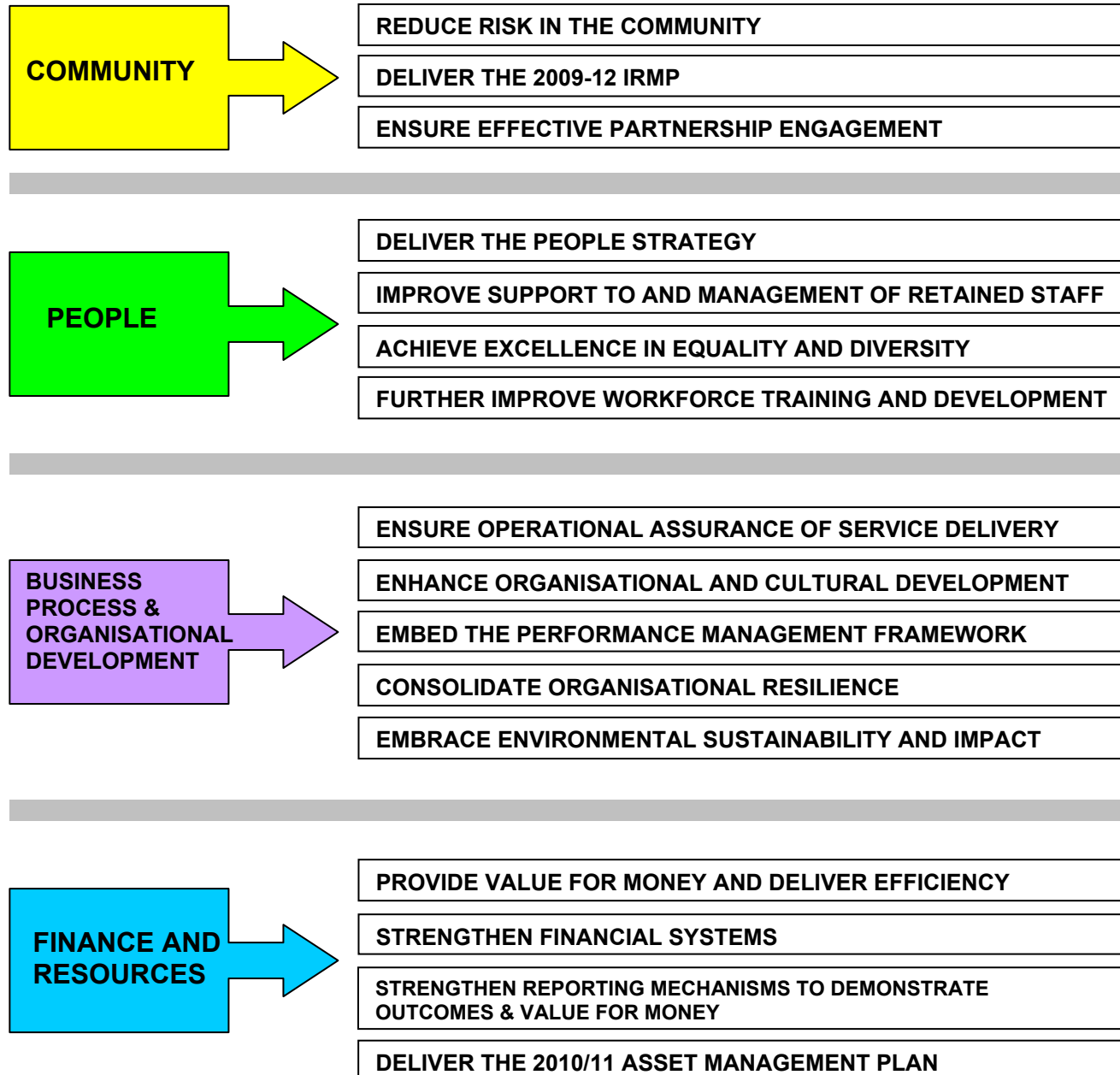
▼	<b>IRMP 7-Number of Killed or Serious Injuries (KSIs) on our roads in Worcestershire</b>
	190; under target of 283; down by 93 (-33%)
▼	<b>IRMP 8-Number of Killed or Serious Injuries (KSIs) on our roads in Herefordshire</b>
	105; under target of 108; down by 3 (-3%)
▲	<b>IRMP 10-Number of fires in non-domestic premises per 1000 non-domestic premises</b>
	8.83 (224); over target of 8.66 (220); up by 4 (+2%)

## Summary of 2009/10 Incidents



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

## OUR CORPORATE OBJECTIVES, PROGRESS AND PLANS



## **COMMUNITY**

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

### **OBJECTIVE 1: REDUCE RISK IN THE COMMUNITY**

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

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

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

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

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

#### **Our Achievements in 2009/10**

- We continued to monitor and report against the draft attendance standard for road traffic collisions (RTC) and will review the standard again in 2010/11 in the light of emerging evidence from the Road Safety Partnership work.
- We realised cashable efficiencies of £672k whilst maintaining our levels of operational response.
- We combined the information captured within our new incident recording system (IRS) with our risk and data mapping tools to improve the analysis and presentation of statistics relating to historic and current service performance. This allows management information to inform remedial action on any areas of underperformance and for future decisions for IRMP.
- We continued to examine further opportunities to deliver efficiency savings and service improvements, including combination with Warwickshire Fire and Rescue Service

## **2010/11 IRMP Action Plan**

Our 2010/11 IRMP action plan continues to focus on delivering efficiencies whilst ensuring that we develop our levels of operational response. Further efficiency initiatives are described in the Finance and Resources section (page 35 onwards). In addition, through consultation, we have committed to deliver the following initiatives during 2010/11:

- Review our revised management arrangements at our day crewed stations.
- Further develop local risk profiles to include an assessment of high level salvage risks associated with Heritage sites.
- Further develop local risk profiles to include an assessment of potential risk to the environment.
- Further develop interoperability arrangements with Gloucestershire, South Wales and Mid & West Wales.

## **Risk Management**

- Review the Service's risk profile and produce the 2011/12 IRMP action plan for consultation by June 2010.
- Restructure and update our IRMP evidence portfolio to inform development of the next three year (2012/15) plan.
- Assist in the development of a regional protocol for the sharing of risk information.
- All Districts will deliver the Service-wide local risk identification process (LRIP).
- Introduce a provision of operational risk information policy and system.

## **PREVENTION**

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

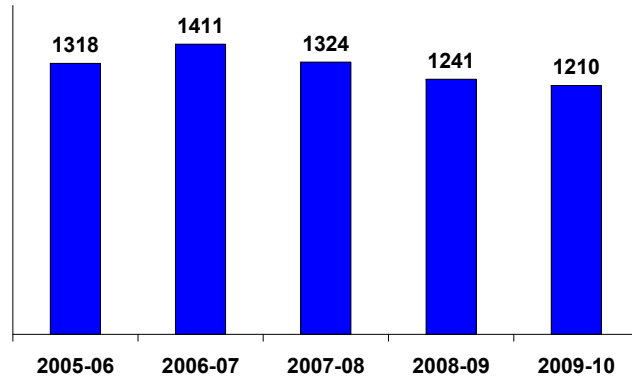
## **Our Achievements in 2009/10**

2009/10 has been another year of strong performance towards our primary objective to improve the safety of the community

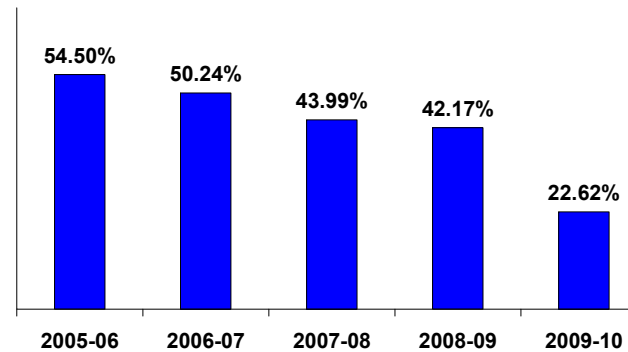
- We worked with our partners to establish a joint database of sites, properties and numbers of occupants, to help identify priorities for inspection and to develop risk reduction strategies for migrant/seasonal/short term workers in Herefordshire and Worcestershire.
- We further developed our arson reduction policy to achieve a reduction in the number of deliberate fires and a greater understanding of how to prevent deliberate fires within the Community.
- All Districts have delivered community safety partnership campaigns to support Local Area Agreements (LAAs).
- Mobile, multi-functional community safety event display units were delivered to each District to ensure consistency of messages and to reduce workload demands on event personnel.
- We reviewed and updated our community safety strategy covering the five themes.

- We carried out a full review of all our community safety policies and embedded a review process.
- We worked with our partners to design targeted Road Safety education to our communities.
- We established a written agreement and processes with the University of Worcester to enable students to work with HWFRS staff on mutually beneficial projects and evaluation work.

### Primary Fires



### Percentage of Fires Attended where No Smoke Alarm Fitted



### Our Plans for 2010/11

- Match our accidental dwelling fire profile to our socio-demographics data mapping system to generate valuable additional insights into the past and potential behaviour of our most at risk social groups. This information will be used to inform our community fire safety strategy and to progressively improve the targeting of resources.
- Develop a questionnaire builder to enable us to collect more targeted data on those community members receiving home fire safety checks.
- All Districts will deliver community safety advice/campaigns to vulnerable people within the community via locally developed station/cluster community fire safety (CFS) strategies.
- Develop an arson reduction adult intervention scheme (to complement the juvenile scheme).
- Review, update and publish our road safety strategy.
- Develop the Community Safety Support Team (CSST) for Retained areas.
- Roll out the volunteering programme Service-wide.



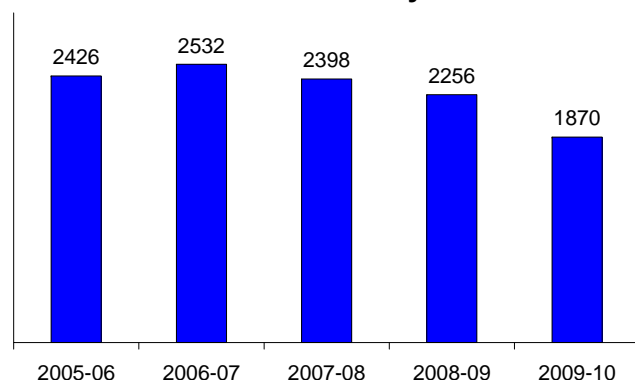
## **PROTECTION**

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

### **Our Achievements in 2009/10**

- We implemented the findings of the 2008/09 audit of Technical Fire Safety.
- We upgraded the Technical Fire Safety (TFS) website to improve the provision of TFS information to both internal and external stakeholders.
- We continued to develop the facilities to record technical fire safety information in the Districts by installing scanning equipment.
- All TFS Service Policy and Instructions (SPI) were reviewed and updated as appropriate creating a comprehensive suite including a support framework for legal proceedings.

### **Incidents Attended Caused by Automatic Fire Detection Equipment in Non-Domestic Properties**



### **Our plans for 2010/11**

- Introduce and implement recommendations from CFOA (Guidance note 4) on risk based audit programmes.
- Evaluate the implementation of our updated unwanted fire signals policy and issue workflow guidance.
- Develop and agree a standard Technical Fire Safety (TFS) approach to work with enforcement partners across both counties.
- Introduce audit systems to assist TFS station managers reduce the total relative risk within the non-domestic building stock.
- Deliver a training programme for operational crews to carry out post fire audits and thematic inspections.
- Implement a process by which TFS complaints/concerns will be managed.

## **EFFECTIVE RESPONSE/INTERVENTION**

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

### **Our Achievements in 2009/10**

- We reviewed and revised our Intel/risk identification process for properties.
- We developed and implemented a water rescue response strategy.
- We reviewed and reissued a suite of water rescue documentation.
- Three water rescue team (WRT) vehicles were procured.
- One USAR personnel carrying vehicle was procured.
- We reviewed and revised our high rise SPI.

### **Our Plans for 2010/11**

- All Districts will deliver an annual programme of team development reviews.
- All Districts will deliver a programme of Service-wide District exercises in line with agreed protocols which reflect high priority Service need.
- Develop our Enhanced Command Support function with a new vehicle and new policy.
- Facilitate the delivery of a new Incident Support Unit vehicle into the Service to further improve our incident command function.
- Deliver the new Combined Aerial Rescue Appliance (CARP) and associated SPIs into the Service.
- Facilitate the delivery of a new rope rescue vehicle into the Service.
- Procure six new pumping appliances for delivery during 2010/11.
- Develop our planning systems to improve salvage capability at incidents in or near hospitals.
- Produce and implement a Regional radiation policy (National Resilience Radiation Equipment).

## **RESPONDER SAFETY**

### **Our Achievements in 2009/10**

- We completed one internal and one external Health and Safety audit, the findings of which will be used to inform our revised strategy.
- We reviewed our Breathing Apparatus Policy to ensure safer systems of work for breathing apparatus.
- We published our Health & Safety General Policy statement.

### **Our Plans for 2010/11**

- Complete the implementation of new Respiratory Protective Equipment (RPE) for use on all operational incidents.
- Consolidate the use of breathing apparatus (BA) procedures and competence against the new CLG Technical Bulletin.
- Deliver the provision of firefighting personal protection equipment (PPE).
- Deliver Station work wear to all selected Service personnel.
- We will develop and embed our revised 2010/13 Health and Safety strategy and framework.
- Progress against the implementation of the 2010/13 Health and Safety strategy and its associated action plan will be monitored by the Health and Safety Working Group and reported quarterly to the Health and Safety Liaison Panel.

## **NATIONAL FIRE RESILIENCE PROGRAMME**

The Government's FiReControl project aims to provide an enhanced control service using a national network of nine Regional Control Centres (RCC). The FiRelink project will introduce a common interoperable radio communications system and replacement of existing mobile data terminals.

### **Our Achievements in 2009/10**

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

### **Our Plans for 2010/11**

- The Service will continue to respond to, and actively influence, the Regional Control Centre and FiRelink projects including the planning for phase C of FiRelink.

## **EFFECTIVE PARTNERSHIP ENGAGEMENT**

We place a high value on partnership working, and are committed to working with partner organisations, with members of the local community, and with other stakeholders who have a shared interest in reducing risk, improving community safety and increasing overall community wellbeing.

We continue to work with partners, who can add value to our service, particularly where they help to:

- enable us to identify and target our community priorities.
- improve and strengthen how we deliver our services.
- achieve more efficient use of resources and provide value for money.
- improve our overall performance.

Our vision and priorities echo the overall aspirations of the communities in Herefordshire and Worcestershire. These aspirations are captured in Sustainable Community Strategies (SCS) and Local Area Agreements (LAAs), which pull together all the aims and priorities of partner organisations involved in providing services in Herefordshire and Worcestershire.

The Authority is a board member of Herefordshire Partnership and Worcestershire Partnership, the two overarching, county-level local strategic partnerships. Both partnerships have a set of values or principles guiding how partners work together to achieve the community visions for the two counties. These values and principles have been adopted by their respective boards and are embodied in the two countywide Sustainable Community Strategies.

Our contributions are at all levels; ranging from major multi-agency emergency planning across the two counties to targeted community safety initiatives in local neighbourhoods. Some of the key areas where our work contributes to addressing community priorities and concerns are illustrated in the two diagrams on pages 25 and 26.

We want to build on our achievements in partnership working, and are putting new arrangements in place to help to support and strengthen our involvement. This will include improving our overall management, co-ordination and communication, so that we continue to develop our work with partners.

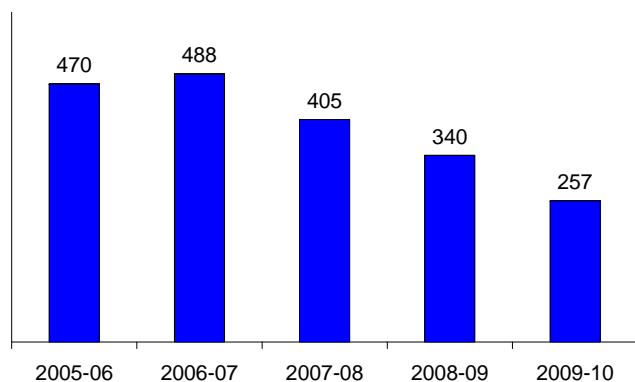
Key strategic partnerships we work with include:

- all eight Local Strategic Partnerships across the two counties.
- all five Community Safety Partnerships (Crime and Disorder Reduction Partnerships).
- Safer Roads Partnership in West Mercia.
- West Midlands Regional Management Board.
- West Mercia Local Resilience Forum.

## Arson Reduction

The Authority has been proactive in developing, coordinating and monitoring the delivery of activities targeted at arson reduction, prevention and education utilising the Juvenile Fire Setter Coordinator and the Service Youth Officer. It has established and developed relationships between partner agencies, including forging strong links within West Mercia Constabulary especially with their local policing teams. This activity has led now to two arrests in Hereford, two in Kidderminster, three in Redditch and one in Broadway. Also in the last twelve months, sixty five juvenile fire setters have been referred to the Service through the partnership work that has been carried out. We are also accessing, monitoring, updating and reviewing management information systems to gather and analyse information concerning fire crime activity.

## Deliberate Primary Fires including Vehicles



(A primary fire is one involving a victim and/or a building or vehicle and/or a large incident involving five pumps or more)

## Our Plans for 2010/11

- Review and revise our governance arrangements for partnership working.
- Continue to strengthen the integration of community priorities and objectives into our strategic planning process.

## LINKING HWFRS PRIORITIES TO HEREFORDSHIRE SCS AND LAA COMMUNITY PRIORITIES

Herefordshire SCS priority themes	Safer Communities	Environment	Economic Devt. and Enterprise	Health and Wellbeing	Children and Young People	Stronger Communities
<b>Key Herefordshire LAA priorities (which HWFRS activities help to address)</b>	Further reduce the low levels of crime, disorder and anti-social behaviour in the county and to reduce any disproportionate fear of such  Improve safety for road users in the county	Lead a local contribution to climate change reduction	Increase access to and participation in learning and development at all levels	Encourage and promote a healthy lifestyle - reducing smoking, reducing levels of obesity and avoiding excessive consumption of alcohol  Help vulnerable people to live safely and independently in their own homes	Encourage and enable children and young people to achieve their potential and participate in positive activities  Improve participation in and achievement for young people in education, employment and training	Encourage thriving communities where people are able to influence change and take action to improve their area  Strengthen resilience to and recovery from civil emergencies
<b>HWFRS activities</b>						
Arson reduction activities to address anti-social fire crimes	✓					
Malicious/hoax call challenging and interventions	✓					
Targeted Home Fire Safety Checks	✓			✓		
Signposting and Community Action Team (CAT) services	✓			✓		
Multi-agency prevention, protection and response initiatives	✓	✓				
Safety Education in schools and communities (fire, road, water, home)	✓			✓	✓	
Young people personal development initiatives, including Ignite, Motiv8, Prince's Trust and Young Firefighters Association	✓		✓	✓	✓	
Adult and Juvenile Firesetters Schemes	✓				✓	
Road Safety campaigns and initiatives	✓					
Community volunteer programmes	✓		✓	✓	✓	✓
Interagency community safety campaigns and events	✓					
Fire Station Open Days	✓					
Support to Regional and Local Resilience Forums	✓	✓				✓
Business fire safety and continuity advice and support	✓	✓	✓			✓
Water safety awareness education and water rescue capability	✓	✓				✓
Flooding and major emergency advice and response, including specialist rescue teams	✓	✓				✓
Support to climate change response activities	✓	✓				
Support to environmental clean-up work	✓	✓				
Built and natural environment risk profiles and assessments	✓	✓				✓
Specialist environmental protection units	✓	✓				✓
Embedded Urban Search And Rescue capability	✓	✓				✓

## LINKING HWFRS PRIORITIES TO WORCESTERSHIRE SCS AND LAA COMMUNITY PRIORITIES

Worcestershire SCS priority themes	Communities that are safe and feel safe	A better environment for today and tomorrow	Economic success that is shared by all	Improving health and well being	Meeting the needs of children and young people	Stronger communities
<b>Key Worcestershire LAA priorities (which HWFRS activities help to address)</b>	To continue to improve community safety and build confidence in communities  To reduce the harm caused by illegal drugs and alcohol	To improve flood mitigation measures and improve drainage	To remove barriers to employment and improve skills in education, employment and training	To support and improve the leading of healthy lifestyles and wellbeing of adults and children and young people  To improve the quality of life and independence of older people and those with a long-term illness	To ensure all children and young people have the opportunity to participate in positive activities	To reduce levels of inequality within the community
<b>HWFRS activities</b>						
Arson reduction activities to address anti-social fire crimes	✓					
Malicious/hoax call challenging and interventions	✓					
Targeted Home Fire Safety Checks	✓			✓		
Signposting and Community Action Team (CAT) services	✓			✓		✓
Multi-agency prevention, protection and response initiatives	✓	✓				
Safety Education in schools and communities (fire, road, water, home)	✓			✓	✓	
Young people personal development initiatives, including Ignite, Motiv8, Prince's Trust and Young Firefighters Association	✓		✓	✓	✓	
Adult and Juvenile Firesetters Schemes	✓				✓	
Road Safety campaigns and initiatives	✓					
Community volunteer programmes	✓		✓	✓	✓	✓
Interagency community safety campaigns and events	✓					
Fire Station Open Days	✓					
Support to Regional and Local Resilience Forums	✓					
Business fire safety and continuity advice and support	✓		✓			
Water safety awareness education and water rescue capability	✓	✓				
Flooding and major emergency advice and response, including specialist rescue teams	✓	✓				
Support to climate change response activities	✓	✓				
Support to environmental clean-up work	✓	✓				
Built and natural environment risk profiles and assessments	✓	✓				
Specialist environmental protection units	✓	✓				
Embedded Urban Search And Rescue capability	✓	✓				

## PEOPLE

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

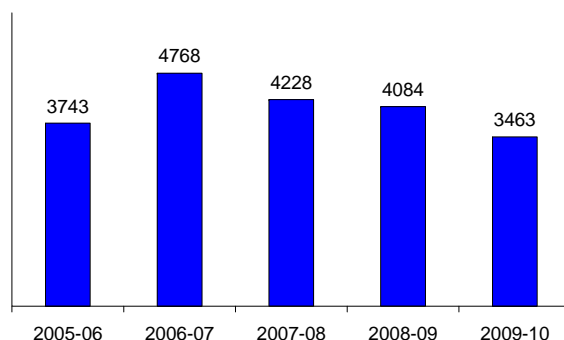
### **OBJECTIVE 2: DELIVER THE PEOPLE STRATEGY**

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

#### **Our Achievements in 2009/10**

- We reviewed and updated our 2009-12 People Strategy.
- We implemented a computerised HR system to improve the efficiency of our HR function and the availability of management information.
- We developed and introduced revised attendance management policies and procedures in conjunction with robust monitoring systems, resulting in significantly lower sickness absence.
- We completed the preparatory work to enable the Service to conduct an Equal Pay review.
- We continued our programme of review and development of HR related Service Policies and Instructions (SPI) towards our goal of a comprehensive suite of SPIs which comply with legislation and exemplifies national and regional 'good practice'.
- We completed a review of the Technical Fire Safety department's capacity, skills and succession planning.

#### **Working days lost to all staff sickness absence per head**



#### **Our Plans for 2010/11**

- Fully implement the Leadership strategy across the Service.
- Embed implementation of the new computerised HR system (HR Connect).
- Implement an HR strategy and succession planning for the Technical Fire Safety department.



### **OBJECTIVE 3: ACHIEVE EXCELLENCE IN EQUALITY AND DIVERSITY**

The Authority is committed to ensuring that equality and diversity are fully integrated into all aspects of the Service. We will continue to take the actions required on leadership, service delivery, employment practice, evaluation and dissemination of good practice and accountability to support this commitment.

#### **Our Achievements in 2009/10**

- HWFRS contributed as a pilot Authority to the development of the Fire and Rescue Service Equality Framework.
- We established a robust process for assessing the Equality impact of all our Service policies and publications.
- We delivered our Positive Action Plan in accordance with best practice to support the achievement of the Service's Equality targets.
- We supported the development of partnership consultation panels for equalities.

#### **Our Plans for 2010/11**

- Publish a revised three year Equality Scheme.
- Harness best practice to develop and agree a revised Positive Action Plan for 2010-13.
- Achieve Excellent in Equality and Diversity as defined within the Fire and Rescue Service Equality Framework.
- Deliver E&D training programme (including Ethical Framework refresher training).
- Review and update our Procurement strategy and policies within the context of new Equality and Diversity and Sustainability targets.

## **OBJECTIVE 4: IMPROVE SUPPORT TO AND MANAGEMENT OF RETAINED STAFF**

We will ensure that the Retained Duty System (RDS) is moved forward to a position where it is more sustainable with increased resilience.

### **Our Achievements in 2009/10**

- We developed, agreed and began delivering a three year implementation plan to address the findings of the review of the retained duty system.

### **Our Plans for 2010/11**

- Introduce an Electronic Availability System to record availability of RDS appliances and personnel across the Service.
- Install a replacement RDS pay system.
- Restructure the management of West District as necessary to provide additional managerial supervision and support directly to RDS stations.
- Review, agree and update RDS contracts to reflect new working practices.
- Ensure budgetary cover is assigned to support new working practices and training requirements.
- Deliver identified initiatives to improve the recruitment of RDS staff.

## **OBJECTIVE 5: FURTHER IMPROVE WORKFORCE TRAINING AND DEVELOPMENT**

Our Training and Development Centre (T&DC) supports the implementation of the Service's IRMP by designing courses and providing training to ensure that operational staff possess the necessary skills to ensure an efficient operational response and safe systems of work.

### **Our Achievements in 2009/10**

- We developed a revised system for the central co-ordination of all training to maintain operational fire cover.
- We reviewed crew and watch manager development programmes.
- We organised and delivered specialised driver training courses to meet our fleet deployment requirements.
- We audited and analysed our trauma training provision to improve the trauma care and equipment provided at Road Traffic Collisions to reduce the incidence of seriously injured or killed at RTCs.
- We delivered additional training at Worcester and Hereford to enhance Aerial Ladder Platform (ALP) resilience and implemented a rolling programme of ALP refresher training.
- We developed and implemented water rescue training standards.

### **Our Plans for 2010/11**

- Develop officers' training to support maintenance of operational competency.
- Develop and deliver a training delivery strategy (prospectus) that discharges the organisational training needs of the IPDR and station skills profile.
- Introduce an in band process for CM-WM and SM-GM promotion.
- Implement a replacement system and processes for administering individual development records (IDR) across the Service.
- Embed six weekly local training with T&DC moving towards support of local instructors.
- Develop a comprehensive road safety training response/plan.
- Fully integrate water rescue and awareness training into T&DC normal business.
- Develop a robust regional system for co-ordinating training and exercises.
- Consolidate development plans for personnel in development phase.
- Review the NVQ process across all duty systems.
- Develop and agree a replacement workforce development strategy and associated implementation plan.
- Develop and agree a Service-wide training strategy with associated implementation plan.

## **BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT**

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

### **OBJECTIVE 6: ENSURE OPERATIONAL ASSURANCE OF SERVICE DELIVERY (OASD)**

#### **Our Achievements in 2009/10**

The following actions were identified and implemented during 2009/10:

- We developed and implemented an Active Incident Monitoring System
- We continued to work within the Region to facilitate the sharing of information and good practice on operational assurance and health and safety.
- We rolled out our new electronic debrief system and policy.
- We reviewed and revised our SPI for station exercises, addressing OASD recommendation to include local risk information process (LRIP) and team development reviews (TDR).

#### **Our Plans for 2010/11**

- Undertake targeted reviews of operational capability with findings reviewed and appropriate actions taken.
- All Districts will implement a Service-wide peer review process to underpin operational assurance
- Deliver an approved report on the satisfactory completion of the GM-AM Workplace Assessment portfolios (OASD October 2006 outcomes).

## **OBJECTIVE 7: ENHANCE ORGANISATIONAL AND CULTURAL DEVELOPMENT**

### **Our Achievements in 2009/10**

- We devised and delivered an improved Member development programme and Member visits' programme.
- We developed a revised Equality Scheme and equality and diversity action plan and began its subsequent consultation programme.
- We delivered a series of cultural development innovations including training on both the Services ethical framework and equality and diversity.
- We have worked regionally to develop a 'Leadership in Equality and Diversity' programme, and an audit programme for performance in equalities across the region.

### **Our Plans for 2010/11**

- Review our Cultural Development plan and begin delivery on a revised programme, and an audit programme focused on leadership development and cultural change.
- Publish a revised three year Single Equality Scheme.
- Develop and implement the programme of member training for 2010-11.
- Develop opportunities to enhance community safety activity through the use of new media.

## **OBJECTIVE 8: EMBED THE PERFORMANCE MANAGEMENT FRAMEWORK**

### **Our Achievements in 2009/10**

- We published our Performance Management Framework.
- We continued to expand our use of our performance management system including the monitoring of our progress against our Departmental, District and Station business plans.
- We continued to closely monitor our performance against Partnership objectives.
- We continued to respond positively to all external assessments.

### **Our Plans for 2010/11**

- Update and ratify the Authority's governance arrangements.
- Review & evaluate Programme and Project Management process and procedures.
- Fully rationalise and embed Incident Recording System (IRS) protocols.
- Identify performance management system development requirements and prioritise to meet organisational/user needs.
- Develop and consistently apply a structured approach to the evaluation of Community Safety projects.
- Continue to respond positively to all external assessments during 2010/11.

## **OBJECTIVE 9: CONSOLIDATE ORGANISATIONAL RESILIENCE**

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

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

### **Our Achievements in 2009/10**

- We reviewed our current risk register arrangements and published a revised business continuity management plan.
- We developed and implemented resilience proposals including exercises to ensure approved levels of fire cover provision at times of reduced staff availability.
- We reviewed existing measures and produced a new policy to ensure resilience of Fire Control's mobilising ability.
- We established flu pandemic management guidance and combined this with our spare conditions policy.
- We developed a response to severe weather management (emergency planning).
- We replaced our existing ICT hardware cluster as a pre-requisite of our continuing business continuity improvements.
- We delivered improvements in Information Governance arrangements.

### **Our Plans for 2010/11**

- Strengthen and consolidate Emergency Planning and Resilience response.
- Implement ICT business continuity enhancements at Droitwich (secondary fire control site and installation of mirror servers).
- Implement Service-wide Microsoft software utility upgrades and ICT equipment replacement programme.
- Develop and implement a revised Service Policy and Instructions (SPI) strategy.
- Develop a Document Management system.
- Produce quality management processes for the management of data in the Service.

## **OBJECTIVE 10: EMBRACE ENVIRONMENTAL SUSTAINABILITY AND IMPACT**

Protecting the environment and mitigating climate change is a significant concern for our community. The Authority recognises that it has a part to play in preserving the natural environment.

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

### **Our Achievements in 2009/10**

- We published our Environment policy documenting our medium term commitments.
- Through our proactive community safety programmes we reduced the number of incidents we attended by a further 3.3%.
- We delivered two new appliances into the Service equipped with bulk Compressed Air Foam System (CAFS)\* capability.
- We delivered two Restricted Access Vehicles into the Service also equipped with (CAFS) capability. These vehicles are small enough to travel around the complex network of narrow lanes through Symonds Yat and The Doward.
- Our contract with the external consultancy company ADSM to rationalise our water usage and to check charges and rates saved 2600 cubic metres. For every proven pound they save us, ADSM receive 50 pence and a proportion of this income is channelled through WaterAid to Bangladesh and has contributed to supporting over 270,000 people by improving access to safe water, hygiene and sanitation.
- We undertook an audit of energy consumption within our properties and will develop an action plan for improvement.
- We signed up to a good quality combined heat and power (CHP) supply from accredited sources.
- We deferred our postal delivery one day per week and saved the associated vehicle miles.

### **Our Plans for 2010/11**

- Develop and publish our Environmental strategy following a review of our approach to the environment and sustainability and focusing on carbon reduction.
- Deliver a replacement Environmental Protection Unit to increase the Service's capacity to deal with incidents involving hazardous materials.
- Develop our Compressed Air Foam System capability (CAFS) for fighting fires indoors.

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\* CAFS systems use 10 times less foam concentrate and considerably less water than our standard appliance. This results in less environmental impact and increased firefighting efficiency



## **FINANCE AND RESOURCES**

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

### **OBJECTIVE 11: PROVIDE VALUE FOR MONEY AND DELIVER EFFICIENCY**

The Authority remains committed to delivering high quality, efficient services to its local communities and continues to demonstrate an impressive track record. We have a legal duty to deliver services in the most cost effective way using the resources that we have available. This means ensuring that we balance our budgets within the constraints of current and future funding mechanisms, whilst providing the best possible service.

HWFRA is a low cost, high performing Combined Fire Authority (CFA) operating with a grant settlement which continues to be the lowest per citizen of all of the 24 CFAs at 73% for 2010/11. Over the three years of the current Comprehensive Spending Review (CSR) period our compounded increase is 3.0% compared with a CFA average of 7.63%, with some individual CFAs well into double figures.

#### **Our Achievements in 2009/10**

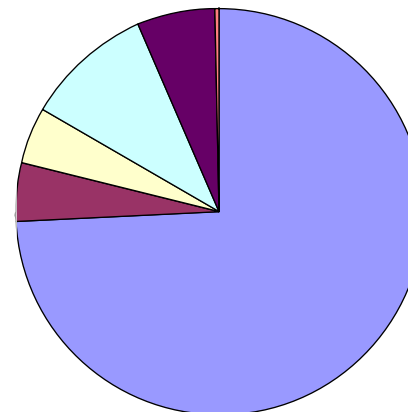
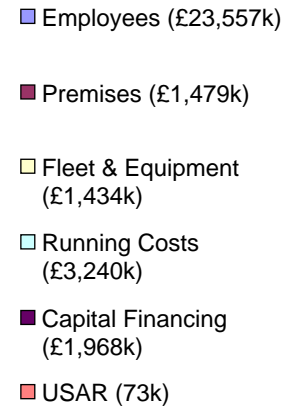
- The 2008/11 Comprehensive Spending Review required English Fire and Rescue Services to make ongoing efficiencies totalling 4.5% by the end of 2010/11 but recognised that individual Services had different scopes for achieving further efficiencies. HWFRA set itself an efficiency target, based upon Audit Commission reports, setting out to achieve a total of £700K by the end of 2010/11. We are on track to meet this challenging target, making cashable efficiencies of £672k in 2009/10 with a further £83K already budgeted for 2010/11. In the previous three year round of efficiency targeting, HWFRA exceeded the national target of 5% with an 8% improvement.
- A net surplus of £271k on collection funds has been transferred to strengthen balances to provide potential assistance to deal with future budget gaps.
- The firefighter establishment was reduced by 12 posts through normal reductions in staff numbers such as retirements, resulting in efficiencies of £420k. Service provision was maintained through the development and implementation of improved business practices including:
  - centralised co-ordination of crewing
  - centralised co-ordination of training to ensure crewing availability
  - additional training capacity to provide locally delivered training
  - comprehensive arrangements to manage and monitor attendance
  - new arrangements for water rescue training
- Back office services were streamlined to achieve efficiencies of £211k.
- An incremental investment of £100k was made to support the cost of cover arrangements to enable the release of staff for risk critical training.

## 2009/10 Expenditure and financial position

The following information has been drawn from the Authority's Statement of Accounts for 2009/10 and is subject to review and scrutiny by the Authority's independent external auditors. Please note that at the time of publishing this document, the external auditors have not issued their opinion on the Accounts and as such the information presented is subject to change. The audited Statement of Accounts will be published by the end of September 2009. To request a copy please visit our website or use the contact details on page 2.

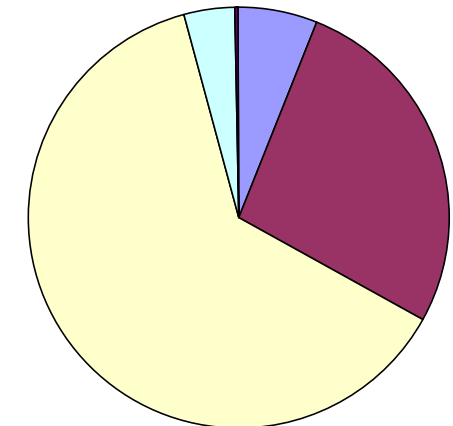
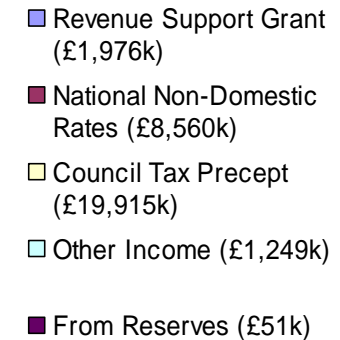
## Revenue Expenditure

The chart below shows the day to day expenditure on running the Service in 2009/10. It can be seen that most of the budget (74%) is used to meet employee-related costs, with the cost of vehicles and travel also forming a large part of the expenditure.



## Revenue Funding

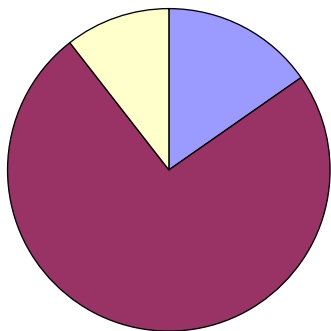
As shown in the chart below, 63% of the Authority's revenue funding comes from council tax whilst 27% comes from national non-domestic rates and revenue support grant. The remaining 10% is from a combination of specific government grant and other sources of income.



## Capital Expenditure

The chart below shows how much was invested in information systems and capital expenditure. The Authority sets technology, property improvements, purchase of vehicles, fire appliances and that it remains prudent and affordable equipment.

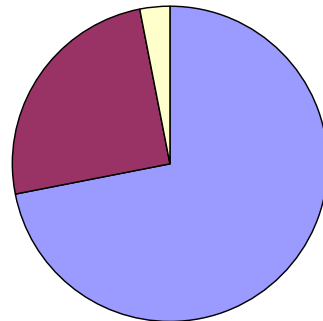
■ Premises (£448k)  
■ Vehicles & Equipment (£2,191k)  
■ ICT Systems (£312k)



## Capital funding

This chart shows how we funded the Authority sets itself a limit on its total borrowing to ensure that it remains prudent and affordable.

■ Net LT Borrowing (£2,127k)  
■ Capital Grant (£734k)  
■ Revenue (£90k)



## Balance Sheet

The table below provides a simplified summary of the financial position of the Authority at 31 March 2010. It shows the Authority's assets, as well as what it owes to others and what is owed to the Authority.

	£'000
Value of assets (e.g. land, buildings, vehicles & equipment etc)	34,151
Amounts in Stock	133
Money owed to the FRA	1,851
Cash in Bank & Invested	2,865
Money Owed by the FRA	-2,258
Loans funding capital expenditure	-13,147
Amounts Set Aside in Reserves & Provisions	
<b>Net Value of Balance Sheet Assets &amp; Liabilities</b>	<b>23,595</b>

## Cash Flow

The following table shows the inflow and outflow of cash during 2009/10

	£'000
Cash at the start of 2009/10	6,405
Revenue & Capital Payments in Year	-36,993
Revenue Income & Capital Receipts in Year	1,286
Loans Repaid	0
Income from Government Grants	13,314
Amounts received from Precept	18,853
<b>Cash at End of Year</b>	<b>2,865</b>

## Our Plans for 2010/11

In 2010/11 the FRA will spend £31.1m providing a comprehensive community safety service across the two counties

	2009/10 £m	2010/11 £m
<b>Gross Expenditure</b>		
Employees (including pension costs)	23.400	23.324
Running Costs	6.360	6.950
Capital Financing	1.916	2.205
Income	(0.170)	(0.170)
<b>Core Budget</b>	<b>31.506</b>	<b>32.309</b>
Special Grant – Urban Search and Rescue	(0.859)	(0.868)
Special Grant – New Dimensions Training	(0.080)	(0.080)
Special Grant – Fire Control Implementation	(0.056)	(0.178)
Special Grant – Fire Control Initial Staff Pool	(0.060)	(0.060)
<b>Gross Expenditure</b>	<b>30.451</b>	<b>31.123</b>

Why spending has changed	£m
<b>Net Budget Requirement 2009-10</b>	<b>30.451</b>
National Pay Awards & Cost Pressures	0.144
Impact of Asset Management Plan and Vehicle Strategy	0.289
Property and ICT Maintenance etc.	0.161
Cash Releasing Efficiencies	(0.083)
Net Other Changes	0.161
<b>Gross Expenditure 2010-11</b>	<b>31.123</b>
Strengthening of Balances	0.271
<b>Net Budget Requirement 2010-11</b>	<b>31.394</b>

- Further support service efficiencies will be generated to fund the implementation of an optimal level of cover of flood/water first responder teams.
- We will consider all duty systems and crewing levels across the Service to identify the most effective and efficient use of resources.
- We will establish a central hub better utilising the skills and capacity of our USAR team to consolidate support for all elements of technical rescue within the Service. This will provide greater consistency and interoperability across our specialist disciplines at no additional cost.
- We will conduct a programme of process reviews to deliver cashable and non-cashable savings.

## **STRENGTHEN FINANCIAL SYSTEMS**

We will continue to develop and implement improved financial systems and procedures that will support the needs of the Service.

### **Our Achievements in 2009/10**

- The new financial management information system was enhanced by completing the installation of the Asset Management module and carrying out a review of functionality to improve efficiency and accuracy.
- Our finance policies and guidance literature were reviewed and revised.
- Preliminary investigation and procedural changes were completed to facilitate the introduction of the International Financial Reporting Standards (IFRS).
- The Payroll service level agreements were reviewed and revised.
- We delivered a training strategy to raise levels of financial awareness and improve financial management among our managers.

### **Our Plans for 2010/11**

- Assess counter fraud and corruption arrangements against best practice.
- Complete all preparatory work and system shadowing for the implementation of devolved budget accountability.
- Develop and implement systems necessary for BACS payments.
- Review the Treasury Management and Pensions service level agreements.
- Move the basis of the Authority's financial statements to IFRS.

## **STRENGTHEN REPORTING MECHANISMS TO DEMONSTRATE OUTCOMES AND VALUE FOR MONEY**

The Authority will review its financial reporting mechanisms to improve focus on practical impact and value for money.

### **Our Achievements in 2009/10**

- We achieved a 3% increase in our percentage of invoices paid within 30 days.

### **Our Plans for 2010/11**

- Evaluate benchmarking opportunities to include improving value for money.
- Seek stakeholders' views to develop and implement improved and better focused external reporting of the Authority's financial performance.
- Evaluate feasibility of aligning performance and financial reporting/data in line with internal governance review recommendations.

## **DELIVER THE ASSET MANAGEMENT PLAN**

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

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

### **Our Achievements in 2009/10**

- Planning permission for the new Pebworth Fire Station was obtained and land purchased.

### **Our Plans for 2010/11**

- Progress the delivery of strategic training facilities at Evesham, Kingsland and Malvern.
- Commence construction of Pebworth Fire Station.
- Commence refurbishment of Malvern Fire Station.
- Work with West Mercia Constabulary to build a new location for Bromsgrove Fire Station.
- Complete option appraisals for each of Redditch, Worcester and Hereford Fire Stations.
- Review, update and agree the Asset Management plan and the Property asset maintenance strategy.

## **APPENDICES**

### **ANNUAL GOVERNANCE STATEMENT**

**To be added later.**

## GLOSSARY OF TERMS

<p><b>ACO</b> Assistant Chief Fire Officer</p> <p><b>ADSM</b> Advanced Demand Side Management plc</p> <p><b>AES</b> Annual Efficiency Statement</p> <p><b>AFA</b> Automatic Fire Alarm</p> <p><b>AFD</b> Automatic Fire Detection</p> <p><b>ALP</b> Aerial Ladder Platform</p> <p><b>AM</b> Area Manager</p> <p><b>BA</b> Breathing Apparatus</p> <p><b>BACS</b> Banker's Automated Clearing Service</p> <p><b>BVPI</b> Best Value Performance Indicator</p> <p><b>BVPP</b> Best Value Policy &amp; Performance</p> <p><b>CAA</b> Comprehensive Area Assessment</p> <p><b>CAFS</b> Compressed Air Foam System</p> <p><b>CARP</b> Combined Aerial Rescue Pump</p> <p><b>C&amp;C</b> Command and Control</p> <p><b>CCBRN</b> Conventional Chemical Biological Radiological Nuclear</p> <p><b>CDRP</b> Crime and Disorder Reduction Partnership</p> <p><b>CFA</b> Combined Fire Authority</p> <p><b>CHP</b> Combined Heat and Power</p> <p><b>CSU</b> Command Support Unit</p> <p><b>CFO</b> Chief Fire Officer</p> <p><b>CFOA</b> Chief Fire Officers Association</p> <p><b>CFS</b> Community Fire Safety</p> <p><b>CIPFA</b> The Chartered Institute of Public Finance and Accountancy</p> <p><b>CISD</b> Critical Incident Stress Management Department</p> <p><b>CLG</b> Department for Communities and Local Government</p> <p><b>CM</b> Crew Manager</p> <p><b>COSHH</b> Control of Substances Hazardous to Health</p> <p><b>CPA</b> Comprehensive Performance Assessment</p> <p><b>CSR</b> Comprehensive Spending Review</p> <p><b>CSST</b> Community Safety Support Team</p> <p><b>DCFO</b> Deputy Chief Fire Office</p> <p><b>DTI</b> Department of Trade and Industry</p> <p><b>E&amp;D</b> Equality and Diversity</p> <p><b>EPU</b> Environmental Protection Unit</p> <p><b>Ff</b> Firefighter</p> <p><b>FBU</b> Fire Brigades Union</p> <p><b>FMIS</b> Finance Management Information System</p>	<p><b>IT</b> Information Technology</p> <p><b>JERA</b> Joint Emergency Response Arrangements</p> <p><b>KPI</b> Key Performance Indicator</p> <p><b>KSI</b> Killed and Seriously Injured</p> <p><b>LAA</b> Local Area Agreement</p> <p><b>LACC</b> Local Authority Controlled Company</p> <p><b>LASER</b> Learning about Safety by Experiencing Risk</p> <p><b>LGV</b> Light Goods Vehicle</p> <p><b>LRF</b> Local Resilience Forum</p> <p><b>LRIP</b> Local Risk Identification Process</p> <p><b>LSP</b> Local Strategic Partnership</p> <p><b>LTCM</b> Long Term Capability Management</p> <p><b>MIS</b> Management Information Systems</p> <p><b>MoU</b> Memorandum of Understanding</p> <p><b>MMFE</b> Management of Major Flood Events</p> <p><b>NVQ</b> National Vocational Qualification</p> <p><b>OASD</b> Operational Assessment of Service Delivery</p> <p><b>ORS</b> Opinion Research Services</p> <p><b>OTB</b> Over the Border</p> <p><b>PDA</b> Pre-Determined Attendance</p> <p><b>PDR</b> Personal Development Review</p> <p><b>PI</b> Performance Indicator</p> <p><b>PMM</b> Principal Management Meeting</p> <p><b>PO</b> Principal Officer</p> <p><b>PPE</b> Personal Protective Equipment</p> <p><b>PPP</b> Policy, Planning and Performance</p> <p><b>PSA</b> Public Service Agreement</p> <p><b>QSA</b> Quality Systems Audit</p> <p><b>RAG</b> Responsible Authorities Group</p> <p><b>RCC</b> Regional Control Centre</p> <p><b>RDS</b> Retained Duty System</p> <p><b>RMB</b> Regional Management Board</p> <p><b>RoSPA</b> Royal Society for the Prevention of Accidents</p> <p><b>RPE</b> Respiratory Protective Equipment</p> <p><b>RRO</b> Regulatory Reform Order</p> <p><b>RSIG</b> Road Safety Implementation Group</p> <p><b>RSPCA</b> Royal Society for the Prevention of Cruelty to Animals</p> <p><b>RTC</b> Road Traffic Collision</p> <p><b>SAP</b> Systems Application and Products</p>
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<b>FRA</b> Fire and Rescue Authority <b>FRS</b> Fire and Rescue Service <b>FSC</b> Fire Service Circular/Fire Service College <b>FSEC</b> Fire Service Emergency Cover <b>GM</b> Group Manager <b>GoWM</b> Government Office for the West Midlands <b>H&amp;S</b> Health and Safety <b>HCSDP</b> Hereford Community Safety and Drugs Partnership <b>HFSC</b> Home Fire Safety Check <b>HMFSI</b> Her Majesty's Fire Service Inspectorate <b>HR</b> Human Resources <b>HSE</b> Health & Safety Executive <b>HWFRS</b> Hereford & Worcester Fire and Rescue Service <b>HWFRA</b> Hereford & Worcester Fire and Rescue Authority <b>ICP</b> Integrated Clothing Project <b>ICS</b> Incident Command System <b>ICT</b> Information and Communications Technology <b>IDeA</b> Improvement and Development Agency <b>IDR</b> Individual Development Record <b>IFRS</b> International Financial Reporting Standards <b>IIP</b> Investors in People <b>IOSH</b> Institute of Occupation Safety and Health <b>IPDS</b> Integrated Personal Development System <b>IRMP</b> Integrated Risk Management Plan <b>IRS</b> Incident Recording System <b>ISU</b> Incident Support Unit	<b>SCS</b> Sustainable Community Strategy <b>SLA</b> Service Level Agreement <b>SM</b> Station Manager <b>SORP</b> Statement of Recommended Practice <b>SPI</b> Service Policy / Instructions <b>SRT</b> Swift Water Rescue Team <b>SSI</b> Special Service Incidents <b>T&amp;DC</b> Training and Development Centre <b>TDR</b> Team Development Review <b>TFS</b> Technical Fire Safety <b>UPS</b> Uninterrupted Power Supply <b>USAR</b> Urban Search and Rescue <b>VMDS</b> Vehicle Mounted Data System <b>WAN</b> Wide Area Network <b>WM</b> Watch Manager <b>WMP</b> West Mercia Police <b>WMSRP</b> West Mercia Safer Roads Partnership <b>YFA</b> Young Firefighters' Association
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## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	FRA Paper	<b>New/Existing?</b> (If existing, please state which document it will replace)	New
		<b>Date:</b>	May 2010
<b>Directorate:</b>	PPP	<b>Department:</b>	Policy, Planning and Performance
<b>Author:</b>	Planning Officer	<b>Head of Department:</b>	Jon Pryce
<b>Title:</b>	Fire Authority Plan 2010-11 (Progress and Priorities)		
<b>Purpose:</b>	<p><i>Please use the Executive Summary information from the SPI to complete this section, members of the public as well as staff will read this form.</i></p> <p>To summarise and communicate the Authority's performance in 2009-10 and its strategic objectives and priorities for 2010-11</p>		
<b>Strategic Policy Implications</b>			<b>Yes</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives?			
The plan is structured around our corporate objectives in support of our vision and strategic direction, combining the Integrated Risk Management (IRMP) action plan and the annual elements of our financial and medium term supporting strategies. It links each initiative to a corporate objective, providing an overview of what we do, why we do it and what progress we are making.			
<b>Equality and Diversity Outcomes</b>			<b>Yes</b>
Are there any equality and diversity outcomes for this policy/activity?			
Each component business objective identified whether it impacted upon the six strands of equality. Specific impacts are integrated into the E&D Action Plan			
<b>Equality Monitoring</b>			<b>Yes</b>
Does the Service currently collate data specific to this activity for equality monitoring?			
<b>Partnership Working</b>			<b>Yes</b>
Does this policy/ activity involve working or interaction with other organisations?			
The plan aims to communicate our achievements and plans to all of our stakeholders and it also serves to inform other agencies in the public, private and voluntary sectors that will be looking for opportunities to engage in local partnership initiatives supporting the Fire and Rescue Service			

Log No.

## Risk Management

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

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

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

<b>Risk Areas Identified</b> (Risk impact or concerns arising from the subject area being adopted)	<b>Inherent Risk Score</b> (before any control measures applied)	<b>Control Measures/Solution</b> (What action has or will be taken to reduce the inherent risk score and who is responsible?)	<b>Residual Risk Score</b> (after control measures/solutions are applied)
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public ✓ Staff ✓ Partners ✓ Contractors Consultants Community Groups ✓ Local Government ✓ Local Resilience Forum ✓			
One or more of these groups may disagree with our proposed objectives	5	Proposed IRMP Action Plan and Equality Scheme objectives were issued to a wide range of individuals, groups and partnerships across the two counties for consultation. This incorporates the needs of identified groups	2
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race ✓ Gender ✓ Disability ✓ Age ✓ Sexual Orientation ✓ Religion & Belief ✓			
Individual component business objectives have the potential to impact on identified groups	5	Each component business objective identified whether it impacted upon the six strands of equality. Specific impacts are incorporated in the E&D Action Plan. Consultation has been conducted with identified groups.	2
2. Could this activity prevent us promoting equality for any diverse group? <b>No</b>			
If yes, please identify how and what the risk is here.			
3. Could this activity potentially discourage the participation of any equality groups? <b>No</b>			
If yes, please identify how and what the risk is here.			
4. Could this activity promote negative attitudes towards any equality groups? <b>No</b>			
If yes, please identify how and what the risk is here.			

Log No.

5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes</b>			
<i>If no, please identify why and what the risk is here</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>Yes</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	5	Proposed IRMP Action Plan objectives were issued to a wide range of individuals, groups and partnerships across the two counties for consultation. Equality Scheme consultation focused engagement amongst identified groups.	2
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes</b>			
<i>If no, please identify what needs are not being met.</i>	5	The document will be available in accessible formats and different languages to ensure it is available to all.	2
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
Members or stakeholder groups may disagree with our proposed objectives	5	Formal FRA approval of the plan is required	2
<b>Operational – e.g. how we carry out our duties</b>			
None identified	5	The plan provides direction to help us deliver our key services to reduce risk in the community	2
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
None identified			
<b>Financial – e.g. monetary or resource implications</b>			
Costs of production and publishing	5	Costs are identified within approved budgets	2
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
No additional risk areas have been identified	5		2
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
None identified. The document itself will be published on the Service Website to reduce the need for printing	5	The plan identifies a number of initiatives to help improve our environmental performance.	2
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
None identified	5	The plan identifies initiatives to improve and maintain our buildings, facilities, vehicles and equipment	2
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
None identified			
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
None identified			
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			

Log No.

None identified	5	The plan identifies initiatives to enhance health, safety and wellbeing	2
<b>Partnership – e.g. Working or interaction with other organisations</b>			
No additional risk areas have been identified	5		2
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles? <b>Yes</b>	7	All performance data has been quality assured	2
<b>Total Inherent Score 5</b>		<b>Total Residual Score 2</b>	
<b>Outcome:</b>			<b>Yes</b>
Does this Policy/Project/Activity reduce the overall risk for the service? The plan provides direction to help us deliver our key services to reduce risk in the community and to our people. Progress against our objectives will be monitored quarterly through the Service Performance Management framework.			

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

Log No.
---------

Opportunities:	Responsible:
The plan impacts on nearly all activities of the Authority and Service	Chairman of the Authority Chief Fire Officer

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published? <b>No</b>			
<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:		Date:	
Head of Department/Mgr:		Date:	

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	

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

### **Purpose of report**

1. To inform Members of the results of the consultation and involvement process for the Authority's revised Single Equality Scheme and Action Plan 2010 – 2013, and to seek approval for its publication following this process.
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### **Recommendation**

***The Chief Fire Officer recommends that the Authority approve 'Delivering Equality for All: The Scheme 2010 – 2013' for formal publication.***

### **Background**

2. H&WFRA's Single Equality Scheme was published in 2007, and incorporated the statutory duties placed on all public authorities from various pieces of equalities legislation. The lifetime of the Scheme was three years, following which a review of the Scheme was conducted, and a revised Scheme produced.
3. Following approval from the FRA on 17 February 2010 this revised Scheme was consulted on with a range on internal and external stakeholders (full details of respondents can be found in Appendix One). The revised Scheme and an accompanying questionnaire were published on our website for those who preferred to access the documents electronically or respond by email. A variety of group and one to one meetings were conducted to provide an overview and update of the required changes to the Scheme by law and as a result of ongoing feedback and initiatives undertaken with the Service.
4. The consultation period lasted 12 weeks and ended on 4 June 2010. All responses received were used to inform this final Scheme. The review of the Scheme has also taken account of the Equality Act 2010 and its duties on public authorities.

### **Summary of Feedback**

5. The majority of respondents indicated that they found the document to be well written and structured, easy to read, understand and user friendly. There were requests to use fewer abbreviations and jargon and provide a clear glossary of terms used that are not familiar to the public.
6. Responses indicated that they were in agreement with the principles of the Scheme and felt that these were well explained. The approach to maintaining the incorporation of the other strands of Equality were well received with respondents appreciating that all necessary information could be obtained in one place rather than several other documents should their needs require.

7. Key elements of feedback includes:

- The Fire Service more generally still retains elements of its stereotypical culture in the eyes of the public, although the Scheme outlines the work being undertaken internally to modernise and develop organisational culture and public awareness of the role of the Fire and Rescue Service.
- Respondents stressed the importance of performance management systems to ensure delivery of the actions, and early awareness of any areas for improvement.
- Some respondents felt that some areas of equality featured more strongly than others (i.e. disability and sexual orientation), and some also suggested that more specific policies should be developed for all areas.
- A range of suggestions regarding community safety activity and potential methods for engaging specific groups formed the bulk of suggestions, and these will be discussed with the Community Safety department for their potential implementation.
- The fact that the Service has a high-profile female DCFO was greatly commended, and the need to identify more positive role models in the other equality areas was also felt to be important. Also commended was the clear involvement from across the organisation of managers and staff in developing this approach to equalities.
- A significant level of fear was expressed regarding the potential for public sector cuts and the impact this may have on equality and diversity work. It was felt that this was a key area of work, which linked well with other areas of the Service's activity, most notably IRMP and reducing risk. The Scheme did not clarify what resources were required to deliver its objectives, and whilst this may not be an issue now, it was suggested that it may well become pertinent in the future.
- There was limited information of the Authority's approach to Equal Pay, which was felt to be growing in its importance across the whole of the public sector.
- It was felt that training and the general approach to equality Impact assessments could benefit from being more transparent.

8. All respondents have been thanked and informed about the next stages within this process, acknowledging that the feedback received would be built into the final scheme where possible and engagement would continue through the lifetime of the Scheme. Feedback was also given to respondents regarding any suggestions which fell outside the remit of the Scheme, and the nature of any subsequent action.

## **Conclusion and Future Direction**

9. "Delivering Equality for All: The Scheme 2010 – 2013" sets out our commitment to embedding equality and diversity throughout our organisation. It addresses the concerns and feedback raised by our partners, stakeholders and the communities of Herefordshire and Worcestershire.



10. Key priorities for are around the implementation of the new single Equality Duty under the Equality Act 2010. The main requirements that need to be encompassed are:
- The tackling of discrimination, promotion equality of opportunity and encouragement of good community relations.
  - The reduction of socio-economic inequalities.
  - The publication of information about the difference in pay between male and female employees.
  - Implementation of the new Protected Characteristics:
    - a. Race
    - b. Gender
    - c. Disability
    - d. Religion or belief
    - e. Sexual orientation
    - f. Age
    - g. Gender reassignment
    - h. Marriage and civil partnership
    - i. Pregnancy and maternity

### **Corporate Considerations**

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

### **Supporting Information**

Appendix 1 – Delivering Equality for All: The Scheme 2010 – 2013

Appendix 2 - Schedule of Consultation/Key Respondents

Appendix 3 - Business Impact Assessment Form

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# Delivering Equality for All

## Hereford & Worcester Fire Authority Equality Scheme 2010 – 2013

Race, Gender, Disability, Sexual  
Orientation, Religion or Belief and Age

This scheme has been subject to a Business Impact Analysis and Equality  
Impact Assessment.

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## Foreword

Since the introduction of our unified Equality Scheme in 2007 the Authority and the staff of the Service have continued to move from strength to strength in this crucial area. We have always believed in key tangible outcomes, and this Scheme is clearly designed to unite the various areas of equalities. In doing so we have been able to focus our activities on reducing the impact of inequality by ensuring that the Service is both self aware and the services we provide are focused and meet the needs of all our communities, with a particular focus on the vulnerable in society.

In the three years of the previous scheme there have been some significant national developments which have helped to improve and unify the approach of the all UK Fire Services towards equalities. Most notably amongst these are the National Fire Service Equality and Diversity Strategy and the new FRS Equality Framework, both of which are very much welcomed by this Authority.

We believe we are active and highly focused in the equalities arena but we don't rest on our laurels and seek external challenge to assist both our learning and improvement. To demonstrate our openness to external scrutiny we were one of the first Fire Services to seek external validation of its equalities work by the IDeA, and achieved the Equality Mark for our progress against the Equality Standard for Local Government.

There are of course many challenges ahead; most notably throughout the lifetime of this scheme the public sector will see cuts in its finances that may have a profound effect. This will be our greatest challenges to date – to retain our ambition and progress in achieving equality whilst absorbing the impact of changes that will significantly alter the face of public services. We are nevertheless determined to forge ahead with improvements in the equalities arena for no other reason than we individually, and as an organisation, believe it to be the right thing to do.

Chair of Hereford & Worcester Fire and Rescue Authority

Chief Fire Officer/Chief Executive

## Introduction

Our first equality scheme Delivering Equality for All 2007 – 2010 enabled the Service to highlight in one document its commitment to delivering equality and diversity for all of our employees and the communities we serve. The development and implementation of this equality scheme enabled us to deliver the right services, at the right time, to the right places more efficiently, effectively and robustly.

During the development and implementation of our first Equality Scheme, legislation has continued to change and develop with the introduction of the Equality Act which builds upon and simplifies the existing legislation and enquiry reports into equalities practice such as The MacPherson Report.

This Equality scheme will build upon our existing equality work and will:

- Continue to provide a systematic framework for the mainstreaming of equalities. Equality and diversity is the responsibility of everyone within the organisation and each functional unit, each station and section, will have their own objectives to work towards which will feed into the organisational strategy.
- Continue to ensure that the Authority is meeting its obligations under law. The strategy will provide the opportunity to not only respond to these, adopt them but also measure progress against them.
- Maintain the integration of equalities policies and objectives with all areas of the Authority's work. As a cross-cutting approach, the strategy examines all functions of the organisation and assesses their impact on equality and diversity and designates objectives based on this assessment. All functions and policies are covered at some level, from Health and Safety to Procurement.
- Actively promote anti-discriminatory behaviour and increase the awareness of good practice throughout the organisation.
- Provide a basis for tackling any forms of institutional discrimination should it exist. Along with anti-discriminatory behaviour we will examine our policies and procedures for any inadvertent disadvantage and a systematic assurance that institutionalisation is examined and acted upon.
- Continue to maintain a framework for improving performance, over time. The strategy provides another baseline of where we are now against which performance will be measured. It also outlines our aspirations and objectives in the coming years.
- Continue to develop the culture and values of the organisation and seek to ensure that behaviour and processes reflect our commitment to equality and diversity.

- Enable the Authority to continue to integrate equality of opportunity and respect for diversity into all aspects of its activity.

To achieve our aims of the Equality Scheme we will continue to:

- Positively promote equality of opportunity and the benefits of diversity within the Service and the communities we serve.
- Challenge all forms of unfair discrimination, whether intentional, unintentional, institutional or otherwise.
- Profile the make up of the community in order to inform our priorities.
- Develop and maintain an Equality Action Plan to implement this Scheme.
- Undertake Equality Impact Assessments on Service provision and employment and take appropriate action.
- Establish clear local targets for improvement within Service areas and employment.
- Engage with and listen to the views of our communities and Service users, to assist in the development of our equality agenda.
- Incorporate equality of opportunity into all policies, plans and strategies from the start.
- Develop services that are appropriate and accessible to all members of the community.
- Seek to create a workforce profile that reflects our diverse community at all levels.
- Provide appropriate training and development in equality and diversity issues for our Members and employees.
- Review, self-assess, audit and report progress periodically on our equalities work.
- Work to develop and maintain procedures to respond to and address all forms of harassment and victimisation.

The main objectives of our Equality Scheme are:

- To promote and progress equalities in relation to service delivery, including community engagement, procurement, employment and training.
- To develop partnerships to promote equality.
- To devise and progress equality action plans.
- To communicate equalities issues and policies to all staff and raise awareness of equalities issues.

Our approach is one of rights and responsibilities. We all have rights, which need not only to be defended, but to be exercised and as members of a public authority we have a responsibility to ensure that our actions reflect this commitment. We have an individual as well as a collective duty to ensure the needs of individuals are met within the exigencies of the organisation and the delivery of its services.

## **What is Equality and Diversity?**

### Equality

Equality is a natural successor to equal opportunities and earlier approaches at dealing with the issues of disadvantage and discrimination. It is in considering terminology like discrimination that we can best grasp what equality is today.

Discrimination exists at a variety of levels. People have prejudices and they act on these prejudices as a daily function of human life. We learn to discriminate based on the stimuli presented to us. We know what we like and dislike based on our past experience. However, the law provides protection against some types of discrimination and its exercise. Discrimination based on race, gender, disability, sexual orientation, religion or belief or age clearly is unlawful and as members of a public authority, each employee and Authority Member has a duty to uphold these legal principles.

The legal framework though is much more complex than that, and it is in making sense of the complex legislation, such as the Sex Discrimination Act and the Employment Equality Regulations on Religion and Belief, Age and Sexual Orientation. It includes aspects of such diverse legislation as that for Employment Relations, Protection from Harassment and the Public Order. (See section on The Legal Framework).

It is this broad framework that encompasses and defines equalities work today.

### Diversity

Diversity, however, is much more about good management practice and is based on the principle that a diverse workforce is a workforce that is better able to deliver organisational objectives. Capturing and valuing the diversity of our workforce is a positive outcome, which is based on firm business goals.

We have two other strong cases for following this route and ensuring we are effective in our approach to both equality and diversity. Clearly there is a moral case for doing this. We are committed to addressing the disadvantage suffered by many groups, as well as ensuring that unlawful discrimination is tackled effectively by the organisation.

There is also a legal case to ensure that we meet all of our statutory obligations and ensure that we follow good practice and are mindful of legislation, both current and in development and have a clear understanding of how it affects our functions and policies.



## The Legal Framework

The Authority acknowledges its legal responsibilities in relation to equalities, including the requirements of the following legislation and any other legislation impacting on equality and diversity and subsequent regulations and case law:

- Equal Pay Act 1970, 1975, Amendment 1984
- Rehabilitation of Offenders Act 1974
- Sex Discrimination Act 1975, 1979 and Amendment 1986
- Race Relations Act 1976, Amendment 2000, Amendment Regulations 2003
- Employment Act 1989
- Children Act 1989
- Disability Discrimination Act 1995, Amendment 2005
- Employment Rights Act 1996
- Protection from Harassment Act 1997
- Data Protection Act 1998
- Human Rights Act 1998
- Working Time Regulations 1998
- Employment Relations Act 1999
- Sex Discrimination (Gender reassignment) Regulations 1999
- Maternity and Parental Leave Regulations 1999
- Special Education Needs and Disability Act 2000
- Part-Time Workers 2000
- Regulations on Fixed Term Workers 2001
- The Employment Equality (Religion or Belief) Regulations 2003
- The Employment Equality (Sexual Orientation) Regulations 2003
- The Gender Recognition Act 2004
- The Employment Equality (Age) Regulations 2006
- The Equality Act 2006, 2010

We will ensure that our policies and procedures are compliant with the above legislation, as well as Codes of Practice and guidance published by national equalities bodies and Commissions.

## Types of Discrimination

Discrimination occurs when a person or group of people are treated on certain grounds less favourably than another. For example, this might occur on the basis of a person's age, disability, gender, gender re-assignment, marital or civil partnership status, race, colour, nationality, ethnic or national origin, religion or belief, culture, sexual orientation, pregnancy or maternity or other differences or a combination of the above.

There are instances when the law allows for people to be treated differently. This is when a particular requirement or condition is objectively justifiable e.g. where the holder of the job provides individuals with personal services and those services can only be provided by a particular sex or the same racial group.

Discrimination can be direct, indirect, intentional or unintentional, and can be caused by individuals, groups or institutions.

At an Institutional level, prejudices become embedded in policies, practices, procedures and criteria for decision making. These discriminate with the effect of excluding some people in favour of others. This could lead to unequal treatment, inequitable distribution of opportunities, power and resources, which in turn could deprive some people of a better quality of life.

This collective failure of an organisation to provide appropriate and professional service or employment conditions can also be because of a person's age, race, disability, gender, sexual orientation, religion and belief.

At an individual level, a person may hold negative attitudes and use language that could result in inappropriate discriminatory behaviour or outcomes, which are unacceptable.

### **The Equalities Legislation and Human Rights**

The Authority intends to discharge all its statutory Equality and Human Rights duties through its Equality Scheme and ensure that Equality, Diversity and Human Rights are continued to be mainstreamed throughout our service delivery, into all systems and structures, into all policies, processes and procedures, into the organisation and the culture, into everything we do.

The Authority recognises that people may suffer unfair treatment, discrimination and be disadvantaged for many reasons, including:

- Race
- Gender
- Gender Re-assignment
- Disability
- Sexual Orientation
- Religion or Belief
- Age
- Marriage and Civil Partnership
- Pregnancy and Maternity

The Authority's position in protecting these characteristics in relation to the Equalities and Human Rights legislation is detailed below:

### **THE HUMAN RIGHTS ACT 1998**

In October 2000, the Human Rights Act came into effect in the UK. Human Rights are fundamentally important in maintaining a fair and civilised society. Human Rights are rights and freedoms that belong to all individuals regardless of their nationality and citizenship.

The Human Rights Act has the following implications for the work of public authorities:-

- It makes it unlawful for public authorities to act in a way that is incompatible with a Convention right.
- It should mean that people across society are treated with respect for their human rights, promoting values such as dignity, fairness, equality and respect.

There are 16 basic rights in the Human Rights Act. They concern matters of life and death, like freedom from torture and being killed, but they also cover rights in everyday life, such as what a person can say and do, their beliefs, their right to a fair trial and other basic entitlements.

It is essential for the Service to understand these rights and take them into account in our day-to-day activities and policies.

The Service is committed to ensuring that Human Rights legislation is adhered too and embedded in all policies. We firmly believe that all people we serve and employ should be treated with dignity and respect with regards to employment and the services they receive. Service provision incorporates human rights' considerations which meets the needs of individual users wherever practicable, contributing to improving opportunities and quality of life.

## **THE EQUALITY ACT 2006**

The Act's main provisions were to:

- establish the Commission for Equality and Human Rights (CEHR) and define its purpose and functions;
- make unlawful discrimination on the grounds of religion or belief in the provision of goods, facilities and services, education, the use and disposal of premises, and the exercise of public functions;
- enable provision to be made for discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, education, the use and disposal of premises and the exercise of public functions; and
- create a duty on public authorities to promote equality of opportunity between women and men ('the gender duty'), and prohibit sex discrimination and harassment in the exercise of public functions.

The CEHR took on the work of the existing equality Commissions (the Equal Opportunities Commission (EOC), the Commission for Racial Equality (CRE), and the Disability Rights Commission (DRC)) and will additionally assume responsibility for promoting equality and combating unlawful discrimination in

three new strands, namely sexual orientation, religion or belief, and age. The CEHR also has responsibility for the promotion of human rights.

## **BACKGROUND TO THE EQUALITY ACT**

The Sex Discrimination Act 1975 (c. 65) (SDA), Race Relations Act 1976 (c. 74) (RRA) and the Disability Rights Commission Act 1999 (c. 17) (DRCA) created the EOC, CRE, and DRC respectively. The founding legislation confers responsibility on the Commissions for combating unlawful discrimination and promoting equality of opportunity as regards gender, race or disability. The EOC has responsibilities for the SDA and Equal Pay Act 1970, the CRE has responsibility for the RRA and the DRC enforces the Disability Discrimination Act (DDA).

The Employment Equality (Sexual Orientation) Regulations 2003 (S.I. 2003/1661) and Employment Equality (Religion or Belief) Regulations 2003 (S.I. 2003/1660) made unlawful discrimination on the grounds of sexual orientation and religion or belief in employment and vocational training. These Regulations implement the UK's obligations under the EC Employment Directive (Directive 2000/78/EC).

Following this legislation towards the end of 2006, the Employment Equality (Age) Regulations 2006 (S.I. 2006/1031) were introduced to prohibit age discrimination.

## **Equality and diversity**

The provisions require the CEHR to promote understanding of, and encourage good practice in relation to, equality and diversity, promote equality of opportunity, promote awareness and understanding of rights under the equality enactments and to work towards the elimination of unlawful discrimination and harassment, including through using its enforcement powers.

## **Human rights**

The provisions require the CEHR to promote understanding of the importance of human rights, encourage good practice in relation to human rights, and promote awareness, understanding and protection of human rights. In addition, the CEHR will be required to encourage public authorities to comply with section 6 of the Human Rights Act 1998 (c.42) (HRA) (which prohibits them from acting in a way which is incompatible with the Convention rights as defined in section 1 of the HRA).

## THE EQUALITY ACT 2010

The Equality Act 2010 is a single legal framework, providing clearer, streamlined law that is more effective at tackling disadvantage and discrimination and helping employers to comply more easily with the law.

The Act has a staggered introduction, beginning in April 2010, and will introduce a single public sector equality duty. This duty will continue to cover race, gender, and disability but will be extended to cover age, sexual orientation, religion or belief, pregnancy and maternity explicitly, and gender reassignment in full.

The new Equality Duty will require a range of public bodies to consider the needs of diverse groups in the community when designing and delivering public services so that people can get fairer opportunities and better public services.

The new duty includes a requirement to strengthen the provisions for a socio-economic duty, ensuring public authorities work to reduce the socio-economic inequalities people face. It also recognises that the public sector has an important opportunity to use its purchasing power to promote equality. As a public sector organisation we already have a legal obligation to consider the needs of women, disabled people and ethnic minorities and the new Equality Duty will extend this.

The Act will continue to outlaw and strengthen age discrimination, and will tackle the gender pay gap and contain a power to require reporting on the gender pay gap.

The Act also expands the way positive action can be used so that employers can pick someone for a job from an underrepresented group when they have the choice between two or more candidates who are equally suitable, provided they do not have a general policy of doing so in every case.

The Act will not allow positive discrimination, which will remain unlawful.

Positive discrimination means employing or promoting people just because they are from an under-represented group, even if they are less suitable. The Equality Act does not allow this to happen and does not allow employment quotas.

Positive action is not about banning certain groups from certain jobs. It is about allowing employers to increase diversity if they want their workforce to better reflect the local community or customer base, and they are under-represented currently.

## **Race Equality**

Our commitment is to ensure that irrespective of racial, ethnic or national origins, all people have the same rights of access to services and employment. All people will be treated with equality, dignity and respect when having any contact with the Service. The Service acknowledges that its services must be tailored to meet the needs of all groups to ensure that the services are fair and responsive to their needs.

As a public authority we have a statutory duty under the Race Relations (Amendment) Act 2000 to:

- Eliminate unlawful discrimination;
- Promote equality of opportunity; and
- Promote good relations between people of different racial groups.

We strive to fulfil this duty through the implementation of our action plan, however in addition to our statutory duties we understand our responsibility to the local community and our workforce to ensure racism is tackled and eliminated both in service delivery and employment.

Black and minority ethnic people are currently under-represented in the Service, and our approach is to strategically target positive action initiatives, via a recruitment strategy, to encourage applications from such groups. We emphasise our commitment, wherever possible, to reflecting the composition of the local community in our workforce and have set and published targets for the employment of underrepresented groups. We strive to achieve these targets through the systematic use of our Equality Scheme along with monitoring of both our recruitment and service delivery. We continue to introduce appropriate positive action measures to try to achieve this goal by making full use of the perspectives, knowledge, skills and experience of people from underrepresented groups to ensure their personal and professional development and retention within the organisation.

We engage in community events and support initiatives that will raise the profile of the Service amongst under-represented groups, and ensure our community engagement strategy is sustained. This is coupled with our approach to integrated risk management, which seeks to target services to those at highest risk in society, and sustain engagement with them.

## **Gender Equality**

Hereford & Worcester Fire and Rescue Authority acknowledges that, historically, women more than men may experience unfair discrimination and disadvantage in the workplace and society generally. We are committed to promoting equality for all female employees and members of the public in our role as an employer and as a Service.

The Equality Act of 2006 amends the Sex Discrimination Act 1975 to place a statutory duty on all public authorities, including HWFRA, known as the Gender Equality Duty. This duty includes discrimination in pay, and everything that a public authority does including its employment functions, its services and public functions, such as its regulatory and enforcement work to the extent they are relevant to gender equality. This duty requires us to:

- Eliminate unlawful sex discrimination; and
- Promote equality of opportunity between women and men.

The Sex Discrimination Act (1976) outlaws sex discrimination in the workplace and in the provision of goods and services and if a man or woman experiences gender discrimination they can challenge it through the legal system.

The Equality Act (2006) introduces the above duties on public authorities to promote gender equality, similar to the existing duties to promote race equality and disability equality. These duties place clear responsibility for taking action on equality with public authorities themselves, rather than relying on individuals to take action. The Gender equality duty requires public bodies to ensure that their policies on services and employment address the different needs of women and men including those that identify as transgender or transsexual. This requires public authorities to set gender equality goals in the design and delivery of services, and the way staff are employed showing the action that will be taken to implement them.

Public authorities are expected to provide evidence that due regard has been paid to the duty in relation to core functions of policy development, service design and delivery, and employment.

Public Authorities have to listen to what women and men say about their needs, choose priority goals for change, and take action conducting and publishing gender impact assessments.

The Authority recognises that women are under-represented in the uniformed Service, and in response has targets for the employment of women. The Service is determined to increase the profile of the Service amongst women, and increase awareness of the employment opportunities, with a view to increasing the number of applications from women.

We acknowledge that there is potential for prejudice and discrimination against transgender people. Breach of the Sex Discrimination (Gender Reassignment) Regulations 1999, is unlawful. We will provide support to prevent discrimination against transgender people who may have undergone, or about to undergo, gender reassignment. Like any other employee, we will not discriminate on the grounds of sex in pay and treatment in employment and vocational training.

## Disability Equality

Hereford & Worcester Fire and Rescue Authority is committed to equality of opportunity, both in the provision of services and in our role as an employer. We believe that everyone has the right to be treated with dignity and respect. We are committed to, and will work towards, the elimination of unfair and unlawful discrimination against disabled people to ensure equal treatment in all our policies, procedures, practices and access to services.

The Disability Rights Commission advocate the Social Model of Disability as an ideal, to which HWFRS will continue to adopt the Social Model of Disability and ensure that our staff understands that it is not their impairments which disabled people but society's response to those impairments. We will continue to seek ways of dismantling barriers which may prevent disabled people from participating in public life.

The Disability Discrimination Act 1995 provides disabled people with protection from discrimination in a range of areas, including employment. This means that employers:

- Must not directly discriminate against a disabled person.
- Must not treat a disabled person less favourably for a reason related to his or her disability, unless that treatment can be justified.
- Must make reasonable adjustments in the recruitment and employment of disabled people. This can include, for example, adjustments to recruitment and selection procedures, to terms and conditions of employment, to working arrangements and physical changes to the premises or equipment

The Disability Equality Duty which is similar to the Race and Gender Equality Duties came into force on 4 December 2006 and moves equality forward by requiring public authorities such as Hereford & Worcester Fire and Rescue Authority to tackle disability discrimination in a practical way by introducing policies that actively promote opportunities and so prevent discrimination taking place.

The Duty requires public authorities to adopt a proactive approach, therefore preventing discrimination. They must mainstream disability equality into all decisions, policies and actions rather than just reacting to individual cases.

The basic requirements for a public authority under the Disability Equality Duty when carrying out its functions is to have due regard to the following:

- Promote equality of opportunity between disabled people and other people.
- Eliminate discrimination that is unlawful under the Disability Discrimination Act.



- Eliminate harassment of disabled people that is related to their disability.
- Promote positive attitudes towards disabled people.
- Encourage participation by disabled people in public life.
- Take steps to meet disabled people's needs, even if this requires more favourable treatment.

A direct difference between this Act and the other Acts is the requirement of public authorities within the Specific Duties of the Act to formally involve disabled people in the development of the scheme. HWFRS have involved people with disabilities in key aspects of the scheme including:

- The identification of barriers faced by people with a disability.
- Advice and guidance during access audits of stations.
- Identifying priority areas for progress within our action plan.

## Sexual Orientation Equality

From 1 December 2003, the Employment Equality (Sexual Orientation) Regulations made it unlawful to discriminate against workers because of sexual orientation.

These Regulations apply to all employment and vocational training and include recruitment, terms and conditions, promotions, transfers, dismissals and training.

It is unlawful on the grounds of sexual orientation to:

1. Discriminate **directly** against anyone – that is, to treat them less favourably than others because of their actual or perceived sexual orientation.

For example it is unlawful to:

- decide not to employ someone
- dismiss them
- refuse to provide them with training
- deny them promotion
- give them adverse terms and conditions

2. Discriminate **indirectly** against anyone – that is, to apply a criterion, rule, provision or practice, although not aimed at a person directly, which disadvantages that person because of their particular sexual orientation unless it can be objectively justified.
3. Subject someone to harassment.
4. Victimise someone because they have made or intend to make a complaint or allegation or have given or intend to give evidence in

relation to a complaint of discrimination on grounds of sexual orientation.

5. Discriminate against someone, in certain circumstances, after the working relationship has ended, (e.g. in the provision of references).

Within the Regulations, sexual orientation is defined as:

- Orientation towards persons of the same sex (lesbians and gay men).
- Orientation towards persons of the opposite sex (heterosexual).
- Orientation towards persons of the same sex and the opposite sex (bisexual).

## **Religion or Belief Equality**

From 2 December 2003, the Employment Equality (Religion or Belief) Regulations made it unlawful to discriminate against workers because of religion or similar belief.

These Regulations apply to vocational training and all facets of employment – including recruitment, terms and conditions, promotions, transfers, dismissals and training. (The Equality Act extends the unlawful discrimination to cover buying services, renting a house or flat, schooling and public authority plans which affect people).

It is unlawful on the grounds of religion or belief to:

1. Discriminate directly against anyone. That is, to treat them less favourably than others because of their religion or belief.

For example it is unlawful to:

- decide not to employ someone
- dismiss them
- refuse to provide them with training
- deny them promotion
- give them adverse terms and conditions

because they follow, or do not follow, a particular religion or belief.

2. Discriminate indirectly against anyone. That is, to apply a criterion, rule, provision or practice which disadvantages people of a particular religion or belief unless it can be objectively justified.
3. Subject someone to harassment.
4. Victimise someone because they have made or intend to make a complaint or allegation or have given or intend to give evidence in relation to a complaint of discrimination on the grounds of religion or belief.

5. Discriminate or harass someone in certain circumstances after the working relationship has ended, (e.g. the provision of a reference).

Exceptions may be made in very limited circumstances if there is a genuine occupational requirement for the worker to be of a particular religion or belief in order to do the job or to comply with the religious or belief ethos of the organisation.

Religion or belief is defined as being any religion, religious belief or similar philosophical belief. This does not include any philosophical or political belief unless it is similar to religious belief. It will be for the Employment Tribunals and other Courts to decide whether particular circumstances are covered by the Regulations.

### **Age Equality**

From 1 October 2006 the Employment Equality (Age) Regulations 2006 made it unlawful to discriminate against workers, employees, job seekers and trainees because of their age.

The regulations cover employment and vocational training including access to help and guidance, recruitment, promotion, training and development, termination, terms and conditions of employment.

The Regulations make it unlawful on the grounds of age to:

1. Discriminate directly against anyone. That is, to treat them less favourably than others because of their age.

For example it is unlawful to:

- decide not to employ someone
- dismiss them
- refuse to provide them with training
- deny them promotion
- give them adverse terms and conditions

2. Discriminate indirectly against anyone. That is, to apply a criterion, rule, provision or practice which disadvantages people of a particular age unless it can be objectively justified.
3. Subject someone to harassment.
4. Victimise someone because they have made or intend to make a complaint or allegation or have given or intend to give evidence in relation to a complaint of discrimination on the grounds of age.
5. Discriminate or harass someone in certain circumstances after the working relationship has ended, (e.g. the provision of a reference).

Employers could be responsible for the acts of employees who discriminate on the grounds of age.

There will be a national default retirement age of 65, making compulsory retirement below 65 unlawful unless objectively justified. Employees will have the right to request to work beyond 65 or any other age set by an organisation and the employer has a duty to consider such requests. These regulations do not affect State Pensions.

There are limited circumstances when discrimination may be lawful (e.g. objective justifications, exceptions, exemptions, and genuine occupational requirement).

## Hereford & Worcester Fire and Rescue Authority Profile

Hereford & Worcester Fire and Rescue Service are located in the Heart of England and extend from the metropolitan borders of the West Midlands to the rural southern borderland between England and Wales. The geographical area amounts to some 390,000 hectares and has a total population of around 730,000. It covers two counties, Worcestershire in the east with a population of 549,300 and Herefordshire to the west with 176,000. Both counties are largely rural, however, Worcestershire's population mainly reside in the towns of Worcester, Bromsgrove, Droitwich, Evesham, Kidderminster, Malvern and Redditch.

Hereford & Worcester Fire and Rescue Authority is constituted under the Fire and Rescue Services Act 2004. The Fire and Rescue Authority comprises of Elected Members from Herefordshire and Worcestershire, reflecting the populations of each County.

The Authority Members are people who have been elected as Fire Authority Members with the purpose of:

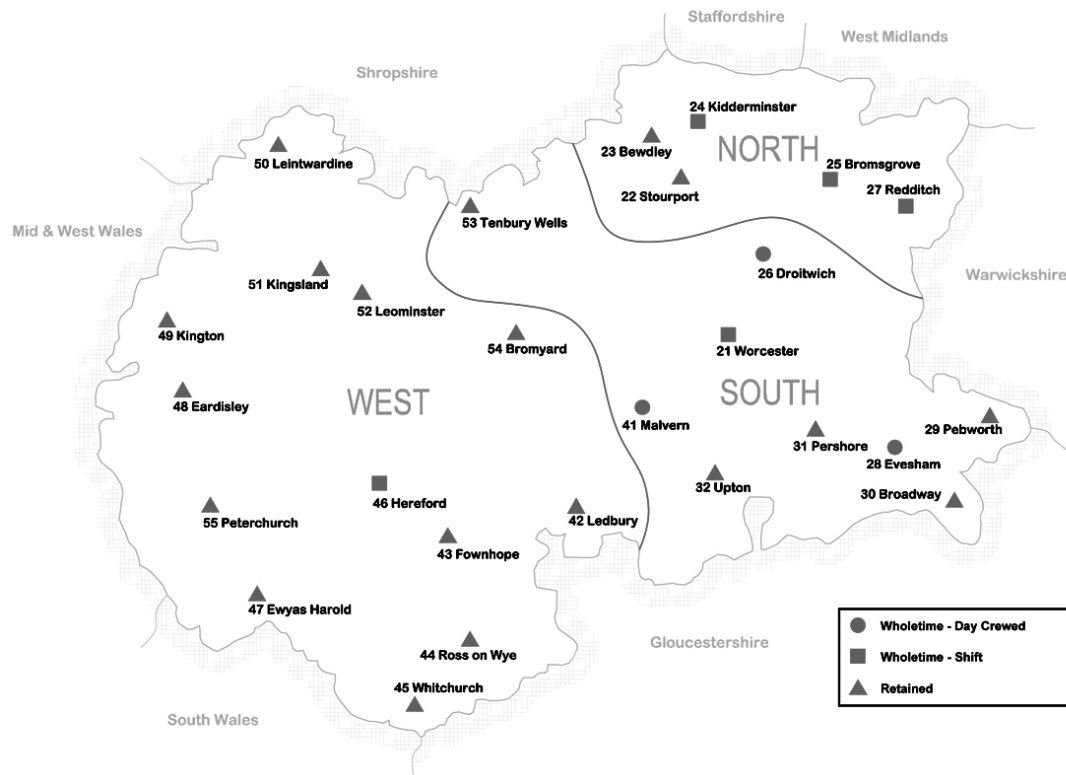
- Setting the strategic direction of the Authority and monitor service delivery.
- Developing and maintaining a scheme of delegated or reserved powers.
- Putting in place clearly documented and understood management processes for policy development, implementation and review and for decision making, monitoring and control and reporting, and formal procedural and financial regulations to govern the conduct of the Authority's business.
- Ensuring that the role of the executive Members is properly defined in writing to include the responsibility for providing effective strategic leadership to the Authority and for ensuring that the Authority successfully discharges its overall responsibilities for the activities of the organisation as a whole.
- Ensuring that a senior officer is made responsible to the Authority for ensuring that appropriate advice is given to it on all financial matters, for keeping proper financial records and accounts and for maintaining an effective system of internal financial control.
- Ensuring that a senior officer is made responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.
- Adopting clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole Authority are acknowledged and resolved.

## Station Locations/District Boundaries

The Fire Service is structured into 3 districts, North, South and West and contains:

- 5 Whole-time Stations (24 hour crewing)
- 3 Day-crewed Stations, with a retained response at other times
- 18 Retained Stations

Crewing patterns reflect the relative incidence of fire and other related emergency responses made by the Service.



### Fire Service Profile

Area in Hectares	390,859
Population	729804
Fire Stations	27
Wholetime Uniformed Posts	332
Retained Uniformed Posts	369
Control Staff Posts	21
Non-Uniformed Posts	117
Operational Vehicles	61

## Our Vision

*Our vision is to make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being*

We are committed to the values of the National Fire and Rescue Service, building upon these values locally to reflect the profile and make up of Herefordshire and Worcestershire. These values are a way of recognising the standard at which we operate, the ethos behind the Service and can act as a template for every employee, in every situation.

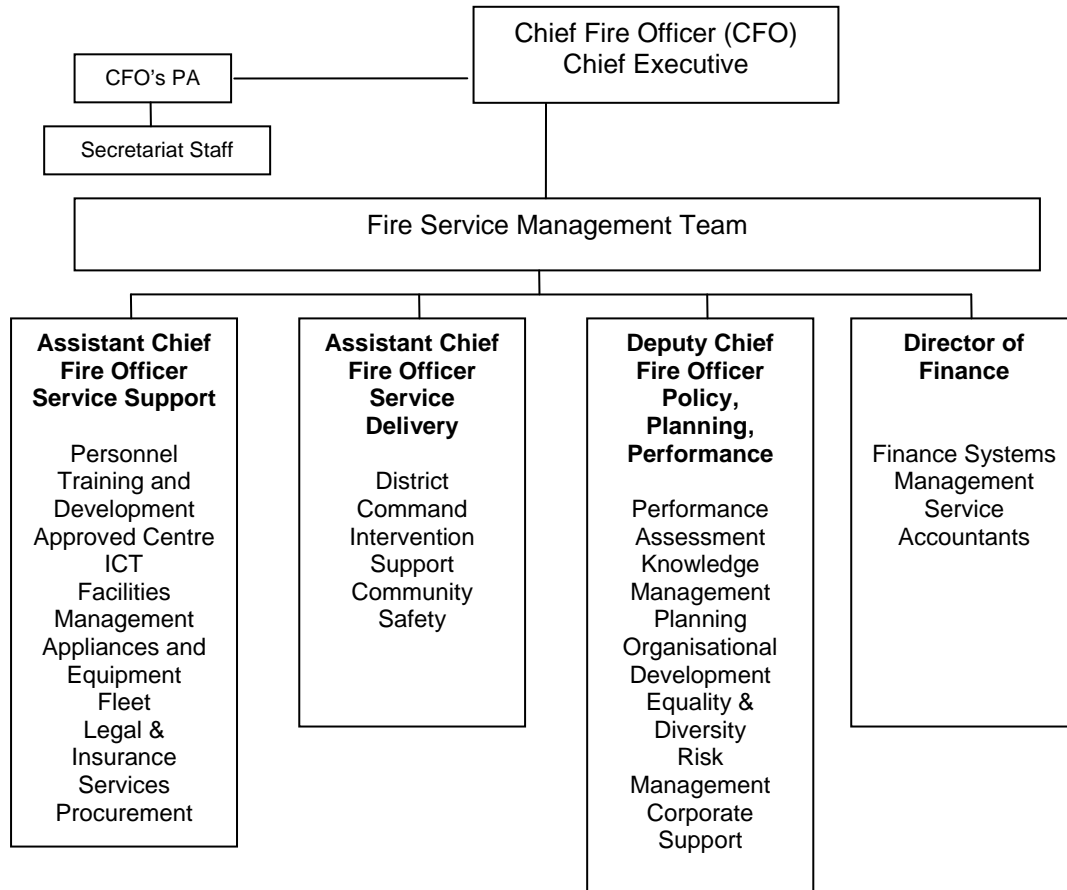
The values display the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

## Our Commitment, Our Values, Our Future

<p><u>We Value Innovation, Change and Learning</u></p> <ul style="list-style-type: none"> <li>▪ We encourage critical and lateral thinking and manage constructive challenge;</li> <li>▪ We take responsibility for improving our performance;</li> <li>▪ We develop ourselves and others to achieve our full potential;</li> <li>▪ We take responsibility for our actions;</li> <li>▪ We encourage problem solving at all levels;</li> <li>▪ We capture good ideas from wherever they originate; and</li> <li>▪ We learn from our experiences.</li> </ul>	<p><u>We Value our People</u></p> <ul style="list-style-type: none"> <li>▪ We are committed to developing our people;</li> <li>▪ We build relationships that are based upon mutual trust and respect;</li> <li>▪ We work in an inclusive way;</li> <li>▪ We recognise that everyone has a contribution to make;</li> <li>▪ We respect and see difference as a strength;</li> <li>▪ We behave in an ethical way;</li> <li>▪ We promote well-being of others;</li> <li>▪ We allow empathy to flourish;</li> <li>▪ We are active and participative listeners;</li> <li>▪ We communicate with honesty and integrity; and</li> <li>▪ We say 'thank-you'.</li> </ul>
<p><u>We Value Diverse Communities</u></p> <ul style="list-style-type: none"> <li>▪ We are committed to serving all parts of our communities;</li> <li>▪ We recognise that diverse needs, expectations and risks need diverse solutions;</li> <li>▪ We always fulfil our responsibilities to people, communities and the environment;</li> <li>▪ We remove barriers to entry and seek true diversity to reflect the communities we serve;</li> <li>▪ We will challenge inappropriate behaviour; and</li> <li>▪ We actively seek feedback.</li> </ul>	<p><u>We Value our Fire and Rescue Service</u></p> <ul style="list-style-type: none"> <li>▪ We are passionate about maintaining/improving our great reputation;</li> <li>▪ We make work rewarding and motivating;</li> <li>▪ We all pull together in the right direction;</li> <li>▪ We are a team and not a family;</li> <li>▪ We enjoy and celebrate our work;</li> <li>▪ We focus on priorities by setting clear objectives and accountabilities; and</li> <li>▪ We provide the right service at the right time and in the right place.</li> </ul>

## Organisational Structure

Hereford & Worcester Fire and Rescue Services' organisational structure is detailed below.





## **Involvement and Commitment to Equality and Diversity Nationally and Regionally**

### **National**

#### **Chief Fire Officers Association**

The Chief Fire Officers' Association (CFOA) provides independent professional advice to government on fire prevention, protection and intervention issues as well as on a wide range of community safety and rescue matters.

CFOA supports equality and diversity through:

- Equality and diversity champions – these are individual members of the association who have a strong personal commitment to improving fire and rescue service performance in equality and diversity and have volunteered to undertake a specific champion role with regard to the various equality strands.
- The equality and diversity professionals group – membership consists of senior equality and diversity representatives from each CFOA region, additional members with particular interest or expertise and representatives from the Department of Communities and Local Government (CLG)
- The equality and diversity stakeholder group is comprised of representatives from a range of fire and rescue professional organisation, equality and diversity groups and trade unions. Members contribute to the development of good practice guidance documents and the overall progress of equality and diversity.

#### **The Asian Fire Service Association (AFSA)**

The Asian Fire Service Association works with the National Fire and Rescue Service and supporting agencies to enhance equality and diversity, and associated values.

The objectives of AFSA are to promote good race relations and equality of opportunity, improve community safety, and support community cohesion activity, within the Fire Services of the UK and associated agencies. Along with:

1. Providing support and informal mentoring of members of AFSA.

2. Working in partnership with the Fire Services of the UK and associated agencies to improve community safety, especially within socially excluded communities.
3. Supporting and facilitating inter-faith working and improve community interaction and cohesion.
4. Influencing the direction of policies and procedures nationally, regionally and locally, in line with equality principles and anti-discriminatory practices.
5. Providing a forum for networking and act as a social group that celebrates the diversity of our members.

### **National Disabled Fire Association**

The National Disabled Fire Association was set up in 2007 with a vision to support, inform and connect people living with and affected by disabilities, to raise awareness of the issues surrounding disability, and assist the UK Fire and Rescue Services to support employees and potential employees with disabilities appropriately and deliver its services to disabled people in the community appropriate and effectively.

The Service works with the association to ensure that the duties associated with the Disability Discrimination Act are met and implemented effectively and efficiently to meet our staff and Service users' needs. Advice where necessary can be obtained to support the internal work of our Disability Focus Group.

### **Networking Women in the Fire Service**

Networking Women in the Fire Service is a voluntary organisation established in 1993. The organisation is made up of individual members from all roles within the UK Fire Service.

The main objective of the organisation is to make the Fire and Rescue Service a place where men and women can work together professionally and harmoniously. The organisation provides support, challenge, advice and research.

As a Service we have NWFS representatives who promote the objectives of the National group internally and who can provide advice and guidance and who support our Women's Action Committee group.

### **Stonewall**

In January 2009 we made the commitment to join Stonewall, the leading charity for Lesbian, Gay and Bisexual people. We became part of their Diversity Champions Programme enabling us to ensure that best practice in employment and service delivery is progressed and real difference is made in this area. Ongoing advice and guidance has been received enabling the Service to conduct a gap analysis against the Workplace Equality Index providing an overview of the improvements that are required; which have been fed into the Equality and Diversity Action Plan 2010 – 2013.

## **Fire and Rescue Service Equality Framework (FRSEF)**

Since the time of the Commission for Race Equality's, Race Equality Means Quality standard, HWFRS have engaged in assessing its practices, procedures and policies against an equality framework with a view to achieve improved performance and to ensure we are working in an environment of self-awareness, allowing us to judge how well we are succeeding in the organisation.

The Equality Standard for Local Government enabled us to continue this improvement process, this was superseded by the Equality Framework for Local Government in 2007. This framework is one of the main drivers for ensuring the delivery of this Scheme by providing a means for determining actions required, targets to be achieved and the means of reviewing and auditing achievement.

In 2008 we successfully self assessed ourselves at level 4 against the Equality Standard for Local Government. Since this achievement the Fire and Rescue Service specific Equality Framework (FRSEF) was launched in 2009. The FRSEF recognises and addresses equality and diversity objectives that are a priority for the Fire and Rescue Service.

The Framework has 3 levels of achievement, of which HWFRS are working towards 'Excellent':

- Developing Understanding the importance of equality
- Achieving Developing better outcomes
- Excellent Making a difference

The framework arranges activities into 5 priority areas of performance:

- Leadership and promoting inclusion
- Accountability
- Effective service delivery and community engagement
- Employment and training
- Evaluation and sharing good practice

Appendix one details the characteristics required for the achievement Framework of an 'Excellent' Authority to achieve each of the 3 levels of the Framework.

## **Regional**

### **Regional Equality and Diversity Practitioners Group**

HWFRS is part of a strong Regional group of Fire and Rescue Services, each Service has a dedicated equality and diversity practitioner or department. The regional practitioners group meets bi-monthly with the purpose of progressing

equality and diversity initiatives; supporting each other through sharing information and benchmarking.

Over the past few years the regional practitioners have been working on a variety of initiatives to improve and progress equality and diversity within the workplace.

The main priority has been improving leadership through the development of a framework for the region's equality and diversity policies, strategies and schemes (action plans) to enable Fire and Rescue Authorities to work towards the achievement of the 'Excellent' level within the Fire and Rescue Service Equality Framework. This project has focused upon creating an Equality Management system and Auditing process which provides a clear framework which measures performance against equality. This management system has seen key personnel within each of the regional fire services become fully trained in the auditing process against the equality framework with further training for the practitioners to train other staff, adding resilience within the region.

Currently there is no recognised Management/Auditing System, which is accredited by ISO to ensure the management, development and progression of Equality and Diversity to ensure good practice and legislative compliance.

Other areas of work have involved sharing good practice through a communications toolkit; improving community engagement and outreach work; along with benchmarking of function areas and information to support equality progress for example, equality training initiatives, procurement practices, equality monitoring and community safety.

### **HWFRS LGBT Working Group and Birmingham Pride**

HWFRS have a Lesbian, Gay, Bisexual and Transgender (LGBT) Working group which was established in 2008 along with an LGBT Chief Officer Lead. The original purpose of the group was to be advocates for sexual orientation equality and help to promote positive images and messages, along with organising our attendance at Birmingham Pride 2008, 2009. It is hoped that this group becomes a support network.

2010 will see HWFRS attending Birmingham Pride for the 3<sup>rd</sup> year in a row, helping Birmingham city celebrate LGBT culture.

Our internal LGBT Working group has specific terms of reference for its functioning working to:

- Improve the working environment for LGBT employees, and service provision for the LGBT community.
- Take forward the actions in our Equality and Diversity Scheme – Delivering Equality for All 2007 – 2010.
- Raise awareness of LGBT issues amongst the workforce.
- Seek to identify and eradicate discrimination.

- Share knowledge, information and good practice.
- Support the scrutiny and review of our Scheme.
- Establish a group of “critical friends” to provide direction, scrutiny and guidance.

### **Lesbian, Gay, Bisexual and Trans Support Network**

The Regional Fire Service has established an LGBT network group. LGBT members from all of our Services in our region are invited to attend with the purpose of being a support to each other and the opportunity to share information and experiences.

### **Gay Worcester**

In support of our National work with Stonewall and our Regional work with the LGBT Support Network; HWFRS are working with Gay Worcester who are the independent organisation for LGBT initiatives locally within Worcestershire. Gay Worcester support HWFRS with specialist knowledge and guidance, helping us to protect our LGBT communities we serve proactively, efficiently and effectively.

## The Service's Departments

### *How we deliver our Services*

The Service is structured into three main business units and a Finance department:

#### **Service Support**

##### Equality and Diversity in Employment

The Authority is committed to all aspects of equality of opportunity in employment. In particular, the Authority will ensure that there are adequate policies, strategies and procedures in place to enable the Authority to promote equal opportunities effectively.

Systems are further being developed to ensure that employment data is recorded and published in accordance with the requirements of the Race Relations (Amendment) Act, Disability Discrimination Act and the Equality Act.

Service Support is a broad directorate, incorporating several key functions:

#### **Human Resources**

This department includes Personnel Services, who have broad responsibility for all recruitment based monitoring procedures, as well as driving the positive action plan within the people strategy. Also within HR is the Training and Development function. This includes monitoring and development of an appraisal process, as well as delivering internal training and development opportunities, and includes an Approved Centre for NVQs. This section has clear evidence for supporting individual training needs, and ensuring opportunities are delivered equitably and fairly.

##### The People Strategy:

The People Strategy is a medium term plan that sets out a strategy aimed at achieving the right number of skilled people in the right place and at the right time. This will deliver more customer focused front-line services helping to drive down risk to life and improve community sustainability. Recognising the importance of people as a key resource, the strategy places an emphasis on people management, workforce planning and workforce development.

Skills and knowledge are essential to our ability to provide efficient and effective services, preventing fires and saving lives. We will continue to develop our staff to make sure they understand value and respect difference.

This aims to support the creation and maintenance of a dignified, stimulating working environment where staff are valued and encouraged to maximise

their contribution to the effectiveness of the Service in achieving its aims and objectives.

Equality and diversity will be a mandatory element of the competence framework within all roles across the Service, and generic and specific Equality and Diversity training will be provided in order to ensure that a detailed understanding is developed for all our employees and refresher training is available when required.

- Training specifically in relations to the duties within the acts.
- Four levels of training – Induction, Foundation, Management and Strategic levels of training will be developed and delivered.
- More formal system of training needs analysis through the appraisal process will highlight any gaps in knowledge or understanding, and subsequent training will be provided.

To supplement training, every member of the Service will be issued with a copy of the following documents to clarify the expected behaviour required of our staff:

- Ethical Framework/Code of Conduct Policy
- Equality and Diversity Policy
- Harassment and Bullying Policy

All personnel in the Service will have an appraisal twice a year. During this time both organisational and personal objectives will be discussed on an individual basis and a personal development plan developed.

#### Recruitment and Selection:

Continuous reviews are undertaken within the Personnel function and specifically with regards to the recruitment and selection process. This enables us to establish whether any improvements can be made to the process to encourage a wider pool of applicants also ensuring that all processes are non-discriminatory and do not pose an adverse impact upon any minority groups.

Positive Action is used as a tool to target and encourage interest and applications from under-represented groups such as women and Black and Minority Ethnic people. This will be part of the Service's continued work towards achieving targets for the recruitment of women and ethnic minorities into the uniformed Service and will be conducted in line with our recruitment and selection policy and our People Strategy.

HWFRS will ensure that vacancies are accessible to people from all sections of the community, where necessary information will be provided in other formats and alternative languages. We will also make available to all applicants for posts that the recruitment and selection strategy exists and their right to be treated with dignity and respect through the process.

Potential or current employees who have or develop a disability, as defined by the Disability Discrimination Act, research will be conducted into making reasonable adjustments to accommodate the individual's specific circumstances. This research will be carried out in consultation with the individual and specialist agencies. People becoming disabled whilst in employment will be given positive help to retain them in the Service.

#### Guaranteed Interview Scheme:

HWFRS operates a guaranteed interview scheme. We will ensure all applicants with a disability who meet the essential criteria for a job vacancy will be guaranteed with an interview and will be considered on their abilities and skills for the role they have applied for.

#### Discipline and Grievance Procedures:

The discipline and grievance procedures are issued to everyone as part of our induction process, in line with the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice. We monitor all disciplines or grievances based upon any of the Equalities Legislation.

#### Equal Pay:

All support staff posts have been through a job evaluation process to ensure equity between roles. All operational posts are aligned to the national Fire Service pay award, and as such equivalent roles attract equivalent remuneration.

#### Monitoring, Evaluation and Review:

In order to meet the needs of the community and staff employed at HWFRS, it is important to monitor and analyse employment data which will enable us to progress and improve our performance and service delivery. Employment monitoring data is also a specific duty under the Equality Acts. This data will be monitored quarterly at Strategic Performance Review meetings. Should any discrepancies arise in relation to the monitoring undertaken, this is raised with the Equality and Diversity Officer, who will investigate the reasons and identify any actions which may need to be undertaken to overcome any unfairness, disadvantage or possible discrimination. Where necessary, actions will be added to the Equality Action plan to ensure recommendations are progressed.

Outcomes from Monitoring will also aide the work we intend to undertake in relation to Positive Action initiatives, enabling us to identify where research and initiatives can be targeted in order to identify and remove any barriers that may exist.

Monitoring of the following areas is essential to establish trends and information which can help us measure adverse impact upon particular minority groups:



- The number of staff in post.
- The number of applicants for employment, training and promotion.
- The number of staff in receipt of training.
- The number of staff who benefit or suffer detriment as a result of performance assessment procedures.
- Staff who are involved in grievance procedures.
- Staff subject to disciplinary procedures.
- The number of leavers.

### **Training and Development**

The Training and Development department provide training to operational firefighters, and develop staff to a point where they are able to operate safely carrying out the requirements within the Integrated Risk Management Plan and the Fire and Rescue Services Act.

Support is provided to staff making reasonable adjustments where required in order to ensure that people are operating to their maximum competency. Support is also provided to members of the public through awareness days providing people with an overview of the requirements of the job i.e strength and fitness programmes.

### **Approved Centre**

The Approved Centre focuses upon the development and assessment of competence of staff, ensuring that all firefighters remain competent in their roles throughout their career. This department manages the NVQ process which assesses competence as well as the assessment centre and promotions process.

### **Asset Management**

This includes responsibility for all property, vehicle, ICT and operational logistics. There is clear evidence here of equality procedures being delivered through the procurement processes, as well as assets developed with equality aims in mind. Information Communication Technology (ICT) is also a key area of this function operating proactively and reactively if IT based reasonable adjustments for staff become necessary.

### **Access Audits**

HWFRS has carried out Access Audits and prepared written reports on 27 fire stations throughout Herefordshire and Worcestershire, to identify any physical barriers that exist which may prevent or hinder access, by people with disabilities. Pertemps Mouzer was engaged to review the Access Audit reports and to highlight recommendations for improvements.

Pertemps Mouzer's review of the Access Audit reports did not consider HWFRS's responsibilities as an employer solely as a 'Service Provider'. The duties and responsibilities placed on service providers by the Disability Discrimination Act are not related to 'making buildings accessible', rather than to ensure that the 'service' provided is given 'without discrimination'. After the identification of the service provision provided by HWFRS properties and the way in which the buildings are managed, it became apparent that many physical barriers to service provision could be avoided by management policy and procedures. The management of any process of change is progressed through the Property department and Property Strategy Group.

## **Operational Logistics**

Operational logistics houses the Equipment Support, Stores and Fleet sections. Upon request the Equipment Support and Fleet Management section is able to research, source, evaluate, provide and procure new or replacement equipment or vehicles for our operational personnel. The sections also ensure the repair or replacement of defective equipment and vehicles with the minimum of operational downtime. The servicing and licensing of vehicles is also undertaken within the department.

### Equality and Diversity in Procurement/Contracting:

Under some Equality legislation, Hereford & Worcester Fire and Rescue Service is required to take all reasonable steps to make sure where goods and services are being delivered through an external provider on our behalf, that they meet the same equality standards that we would expect to meet if we were providing the service directly ourselves.

The Head of Asset Management has the responsibility of ensuring that the Service's policies and processes have the provisions of the Equalities Acts along with the best practice requirements of the Commission for Racial Equality Code of Practice for Procurement, in order to ensure that the service provided does not unlawfully discriminate, and ensures service providers comply with our expectations regarding equality.

In addition to complying with national and European Union Public Procurement legislation, HWFRS aims to achieve the following outcomes:

- Ensure that contractors, suppliers, volunteers and partners are aware of our position on equality and are clear about their obligation to provide services that are free from discrimination, harassment or victimisation.
- Recognise and promote the application of national guidelines and advice, in line with our own contracting procedures.
- Make sure that our selection and tendering processes positively address and include equality considerations that are in line with the procedures mentioned above.
- Provide training for relevant staff in equalities issues for procurement.

- To ensure that all contracts are delivered in a way which is non-discriminatory, and promotes equality of opportunity for our staff and the general public.
- The goods, works and services provided by contractors cater for all users needs.
- There is no difference in the satisfaction rates of users, or staff from different minority groups.
- Contractors are representative of the local population, or of the area from which the businesses are drawn, with respect to ethnic diversity.

### **Information, Communication and Technology:**

Information is a vital and valuable product of the Hereford & Worcester Fire and Rescue Service (HWFRS) activities and its community fire safety awareness strategies. Information systems are a critical resource in enabling these core activities and communicating work with our staff, citizens and business partners.

The Information, Communication and Technology department are responsible for the provision and management of all information technology and communication equipment used within the Service. The team provides a helpdesk function which supports personnel through the use and maintenance of their equipment.

Special equipment can be obtained for staff who require reasonable adjustments helping them to work more effectively and productively, for example ergonomic mice and keyboards, large monitors, and specific software for people with Dyslexia (e.g. Mind map, Dragon speech software, text to speech, speech to text or specialised spell checkers).

## Service Delivery

### Equality and diversity in Service Delivery

The Authority commits to ensuring that equality considerations are integrated into all relevant areas of service planning, management and delivery. The Integrated Risk Management Plan (IRMP) has had a fundamental impact on reducing risk amongst communities in Herefordshire and Worcestershire.

We achieve this through delivering targeted community safety activities and regulatory enforcement in commercial premises, and by ensuring that our emergency interventions to a wide range of hazards, from fire and road accident, to major floods, are safe and efficient.

In general, we will:

- Continue to ensure that the Authority's services are accessible, and are delivered appropriately in order to facilitate equality of treatment.
- Continue to ensure that information about services is offered in appropriate formats and languages to meet the needs of all members of the community.
- Continue to ensure that the Authority's resources are targeted to promote equality of access.
- Improve the monitoring of service provision in relation to age, disability, gender and race, religion and sexual orientation and the similar monitoring of complaints.
- Continue to assess the equality impact of proposed and amended functions and policies.
- Continue to improve the Authority's awareness and understanding of the needs of different groups through effective community profiling, consultation and involvement.
- Continue to train staff to ensure that they are aware of the Equality Scheme and are able to apply it to their own area of work.

Service Delivery is the front end of the organisation's work, and includes all fire stations and community safety work. It can be broadly divided into three main areas of work: Intervention; Prevention; and Protection.

**Intervention:** The rescue element, responding to emergency calls, and provision of an 'all hazards' service, i.e. fire, water, road and home safety. HWFRS also house one of the national Urban Search and Rescue teams.

**Prevention:** This element focuses on the reduction of risk, across all the areas mentioned above. This is also the area where the most work can be carried out with regards to equality, most notably the development and delivery of specifically tailored programmes for at-risk communities. Much of this work uses the data gleaned from the intervention calls and subsequent events, as well as local data and partnership information. Working with partners can be particularly useful when attempting to access socially excluded groups. The Service is able to ascertain risk geographically and

thematically, identify which communities are at greatest risk, and develop risk mitigation or community safety programmes.

Current programmes that support this drive include:

- 1 A sign posting service;
- 2 Juvenile fire setting counselling;
- 3 Young Firefighters Association;
- 4 Migrant workers programme;
- 5 Arson reduction and the LAA.

Protection: This element focuses on the legal enforcement duties of the Service for businesses and public buildings. Its focus is also supportive and again there may be specific needs the Service will respond to on an equality basis.

### **Community Risk**

This department's main focus is to ensure the safety of the public and the safety of our firefighters responding to an incident.

The main areas of responsibility are to review and create all operational policies and instructions that keep members of the public and firefighters safe during the management of incidents.

The section ensures that the appropriate level of crewing is in place along with the maintenance and management of the command room function at SHQ.

The section's responsibility also includes the review and updating of the Vehicle Mounted Data System Handbook Files. These files contain operational information for crews at incidents to use. This information is risk specific and scientific about sites which may have chemicals or radiation, irreplaceable information or heritage sites. This knowledge helps to assist our crews in protecting the sites and to inform their plan of action. There is a mapping function available on the system, along with local water supplies, flood layer information or places at risk in the event of serious levels of rainfall which enables crews to respond to incidents with as much information as possible to safeguard their response and also the community.

### **Community Safety**

The 2004 Fire and Rescue Services Act introduced the statutory requirement for Fire and Rescue Services to promote Fire Prevention. Thus Community Safety at HWFRS was borne out of a desire to make our communities safer in their own homes. Initially we concentrated on Fire Safety alone, however Road and Water Safety have now been added to our remit in line with the intervention work the FRS carries out.

HWFRS collates information to ensure that we are targeting our most 'at risk' groups in the community with information such as:

- Local demographic data
- HWFRS incident data
- Partnership data
- Local knowledge
- Community consultation information.

We then identify our priority groups in our Community Safety Strategy 'How to' Guide. This ensures that we are targeting our resources to those most vulnerable in our communities, to help address the disadvantage suffered by these groups in our society. We work closely with our partners and local communities to promote equality of opportunity and respect for diversity.

Activities we engage in with our local communities include:

- Home Fire Safety Checks for the over 55's who are more 'at risk' of fire but less likely to be aware of the importance of smoke alarms, escape plans etc. We also offer specialist smoke alarms for those with disabilities.
- Working with juvenile fire setters to help them understand the consequences of their actions which encourages them away from anti-social behaviour and adds to Safer and Stronger Communities overall
- Promoting the Signposting of vulnerable adults to other support agencies to further develop their safety and security in their own homes. The Community Action Team in Herefordshire is a new initiative lead by HWFRS. The Team identify the most vulnerable in their communities to Signpost; the rural nature of their County making some very 'hard to reach'.

To ensure that Community Safety stays abreast of the needs of our communities we are also committed to the training and development of our staff in all aspects of Equality and Diversity. Recent courses have included Social Marketing, Dyslexia Awareness and Working with Vulnerable Adults.

#### Priorities from the Community Safety Strategy:

With regard to fires, the groups who are most 'at risk' are:

- Lone pensioners
- Those with a limiting long term illness
- Single parent families
- Those living in rented accommodation

With regard to road safety, the groups who are most 'at risk' are:

- Higher in males than females aged 10 to 19 years
- Serious injury for males and females aged over 85 years
- Fatality rate greater for those aged over 85 years

With regard to water safety, the groups who are most 'at risk' are:

- Those aged over 75 years - more frequent falls and decreasing ability to save themselves
- Males aged 15 to 30 years - alcohol plays a part in many drownings

### **Technical Fire Safety**

This section is responsible under the Regulatory Reform (Fire Safety) Order 2005 for enforcing fire safety provision in all premises, with the exception of single private dwellings. The Order also places a duty on us to educate and inform businesses of the risk of fire and the Building Regulations 1995 require us to be consulted on all plans, other than single private dwellings.

Different business premises present different levels of risk and to reflect this we have devised and implemented a risk-based inspection programme. Premises are inspected initially on the outcome of our sliding scale of risk.

In addition to our enforcement activities, we will continue to promote a greater knowledge and understanding of risk amongst businesses and the wider community, reaffirming our belief that prevention, and not emergency intervention, is the most effective means of reducing harm to the people we serve.

### **Policy, Planning and Performance**

This is a central team, led by the Deputy Chief Fire Officer (DCFO) (the organisational lead for equalities), and has two main strands:

The DCFO is chair of the Equality & Diversity Steering Group. This group supports and guides the service's core equalities activity and is the group through which policies and procedures are developed. It also has a number of subgroups that work to develop particular lines of activity on key areas. This currently includes a Women's Action subgroup; a Disability Focus subgroup; an Lesbian, Gay, Bisexual and Trans Working subgroup; and a Positive Action Committee subgroup. All groups contain members with a specific interest or responsibility regarding delivery. The programme is monitored and fed back into the steering group, and subsequently forms part of the overall equality and diversity strategy.

Initially the Equality and Diversity Steering Group was set-up as FAWAG (Fairness at Work Advisory Group). It has been developed further into the steering group, to ensure it is at the forefront of developments within the service, and is best placed support continuing performance and development.

#### **Policy, Planning and Performance:**

This section is responsible for all aspects of performance management, planning and risk management. It uses the intelligence gathered from all sources to deliver a broad planning agenda, and includes the development of the IRMP, as well as detailing the annual Corporate Plan.

### Business Planning:

Planning is an essential component of every well-run organisation. A good planning process will provide Service users, partners, managers and individual employees with:

- A clear vision and strategic sense of direction for the organisation.
- Defined aims and objectives to enable the organisation to achieve its strategic priorities.
- **SMART** (Specific, Measurable, Agreed upon, Realistic and Time-based) targets against which achievement and progress can be measured.

The FRS's planning process is a golden thread running through the whole organisation. It links strategic direction and objectives with Service policies and priorities to the responsibilities of individual staff.

The Departmental Planning Process for 2010-11 identifies the impact of local Business Objectives upon the strands of Equality and embeds equality objectives and targets at a local level where appropriate.

### Programme and Project Management:

The Programme Management Support Office (PMSO) has been designed to assist Project Managers with support and guidance. This enables the Project Manager to monitor progress and highlight any issues or risks as early as possible.

The Project Management Framework has been designed to ensure that all projects are linked to either Corporate or Department Objectives. This ensures that resources are focused on the appropriate projects. The section has ensured that all corporate projects consider equalities as part of the initial project planning and more formally through the equality impact assessment process during the production of the Business Case. Equality and diversity is also considered as a standard agenda item at Project Assurance Group meetings.

### Performance Monitoring:

Performance monitoring enables:

- Regular monitoring and analysis of the Service's Equality measures through the electronic CorVu Performance Management System and reports provided to Senior Managers.
- Equality and Diversity is a standing Agenda item for Quarterly PMM Performance Review Meetings. This group reviews progress on a whole range of performance indicators, including those for equalities.
- This information and progress on employment targets and service delivery measures is also reported regularly to the Authority.
- This is enhanced with analysis and research on national best practice/top quartile performance to support the achievement of the targets.



- In depth trend analysis conducted for equality measures and census/demographic information for setting future long term targets.

Partnership Working:

Partnerships are essential aspects of the Service's way of working. Effective partnerships can help to improve and strengthen service delivery, they can achieve more efficient and effective use of resources, and they can improve our overall performance. The Service is committed to Partnership Working that enhances our service delivery and maximises the opportunities for addressing our vision, our objectives and our priorities.

A partnership is a joint working arrangement between two or more independent partners, which aims to achieve something that they could not do alone. There is usually an agreed common goal, an agreed programme of action and a separate organisational structure or process to achieve this goal. By working together the partners are able to pool their skills, resources and relevant information as well as sharing any risks and rewards.

## External Assessments

The team are also responsible for providing equalities evidence for external assessments. Recent audits and inspections have reported the following in equalities practice:

### **Annual Audit and Inspection Letter 2007/08 – Audit Commission - March 2009**

“Commitment to diversity, equality and community engagement is strong and has improved. The FRA's robust approach to diversity and equality is evident in its extensive IRMP research and consultation, retaining level 4 of the equality standard, and in the profile of staff, who closely reflect the BME proportion of local communities and 5 per cent of operational staff are women which is amongst the best nationally.”

“Access to services is effective and improving strongly. The FRA can demonstrate a firm commitment to the diversity and equality agenda, supported by a robust framework of policies and practices around employment and service delivery. Positive outcomes are demonstrated by the attainment of level 4 on the local government equality standard and a score of 95 per cent for the duty to promote race equality.”

### **Charter Mark – February 2009**

Consistent Chartermark accreditation, with strong equalities practices:

“Customer service, engagement and care continue to be strong. This is demonstrated by the successful retention of the Charter Mark with twelve elements assessed as national best practice.”

“Level 4 accreditation of the Equality Standard and Equality Mark supports the commitment to fairness and accessibility.”

“You have good systems and initiatives in place to ensure that users with special needs are consulted.”

Best Practice/Compliance Plus:

3.3.3: You make reasonable changes to your facilities, policies, practices and procedures to help disadvantaged people, those with learning difficulties and members of minority groups who use or access your service.

“Continuing responsiveness to users with special needs. Progressively improving achievements on key diversity BVPIs. The first amputee Wholetime firefighter in Europe. Now therefore considered to be Best Practice.

A great deal of effort has been put into migrant workers, the disadvantaged, vulnerable and hard to reach groups. There is a new Equality and Diversity Officer (2007) and Signposting Officer. The extension of signposting into Worcestershire is particularly noteworthy.

No change to the compliance plus rating with refreshed evidence confirming the many recent examples to support this element.”

#### **Operational Assessment Peer Review – IDeA – June 2009**

“Strengths

- Positive attitudes of staff within HQ
- Equality and diversity is part of the culture”

“HWFRS appears to be very aware of Equality and Diversity (E&D) issues and is 3 years into a 10-12 year programme. E&D appears to be part of the culture at HWFRS and there is a desire to improve. The FRS has achieved level 4 of the Equality Standard and is working towards level 5. There are examples of the use of Equalities Impact Assessments.”

#### **Managing Performance Assessment 2009 – Audit Commission – April 2009**

“Access to services is effective and is reinforcing a more equitable and fair approach to service delivery. The FRA can demonstrate a firm commitment to the diversity and equality agenda, supported by a robust framework of policies and practices around employment and service delivery. Positive outcomes are demonstrated by the attainment of level 4 on the local government equality standard and a score of 95% for the duty to promote race equality. Customer service, engagement and care continue to be a strength. This is demonstrated by the successful retention of the Charter Mark with twelve elements assessed as national best practice.”

“There is a clear commitment to diversity and equality which is evident from the achievement of level 4 on the LGES and through the profile of staff. This closely reflects the BME proportion of local communities and at 5 percent of operational staff the proportion of women firefighters has been historically high nationally. There are plans and positive action initiatives in place to increase performance, but there is still some way to go to achieve the FRA’s diversity targets.”

#### **Organisational Assessment 2009 – Audit Commission – April 2009**

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

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

The FRA is among the best services in the country for promoting equality and diversity. It has gained a high standard – level 4 - on the national local government equality standard and a high score of 95% for promoting race

equality. Customer service, engagement and care is also very good. It has gained a nationally recognised award – the Charter Mark – with twelve important aspects which are national best practice.

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

#### Equality and Diversity Peer Assessment

"Members of the team have demonstrated commitment to Equalities by playing a full role in supporting our Equality Assessment and the development of Equalities Peer Assessment across the West Midlands Region. This has resulted in a member of the team becoming a fully qualified Equality and Diversity Peer Auditor through TMS Insight".

#### **Organisational Development:**

This section is where Equality and Diversity sits as a function, although it can clearly be seen that those people with responsibility in other areas lead on their individual aspects of the Fire and Rescue Service Equality Framework (formerly the Equality Standard for Local Government). This section is led by the Head of Organisational Development with overall responsibility for strategic development of equalities, with an additional E&D Officer, who has more of a focus on tactical and operational delivery. This section also includes Media and Communications, and Corporate Support. The alignment of tactical equality and diversity support with communications and cultural change is critical to the Authority's strategy of embracing equality and diversity in all its forms.

The Organisational Development strategy incorporates equality objectives, which is one of its five key theme areas for development.

Corporate Support: This section comprises of Committee Services, Reception and Registry and is based at Headquarters.

Committee Services: co-ordinates and supports the work of the Fire and Rescue Authority and provides information about the Authority and its Members, agendas, reports and decisions. The team is the key point of contact for Authority Members and provides Members' Services such as the Member Training and Members' Visits Programmes. In addition, we support the Corporate Risk department in ensuring that the Authority maintains high ethical standards and good corporate governance, for example monitoring Members' Registers of Interest and the Gifts and Hospitality Register.

FRA Members: Each year, two FRA Members are nominated to sit on the Service's Equality and Diversity Steering Group to provide input on behalf of the Authority. One of these two Authority Members is the Member Champion

for Equality and Diversity who acts as an advocate and provides leadership on Equality & Diversity issues.

All Authority Members receive training annually in relation to equality, which covers the legislative framework and the E&D Strategy. Members also receive annual training on Standards and Ethics which includes the Service's Ethical Framework and Code of Conduct. In addition, Members have been encouraged by the Authority Chair to sign up individually to the Local Government Association Equality and Diversity Charter.

Reception & Registry: provides a front-line reception and switchboard service for HQ, as well as dealing with incoming and outgoing post.

HQ Reception staff participated in the Supporting Customers course, delivered by the Chamber of Commerce, which focused on the equality and diversity aspects of excellent customer service. The customer service delivered by HWFRS staff has contributed to the successful retention of Charter Mark with 12 elements assessed as national best practice.

Personal alerters are available from HQ Reception staff on request for those visitors who are unable to hear the alarm in the event of a fire. There are also induction loops in the HQ Reception area.

Media and Communications: ensures all communications in whatever media are accessible, follow principles of clear English usage and are fit for purpose. The Authority's website was developed incorporating accessibility guidelines, and supports W3C allowing people with visual impairments to listen to content.

## **Ethical Framework/Code of Conduct**

Employees and members of HWFRS have certain rights, which we value and seek to support. However, being a member of a public authority also means that certain responsibilities are required of our staff, which are reflected at a strategic and operational level. Every individual has a role to play, and the Ethical Framework and Code of Conduct helps to define that.

The purpose of the document is to provide Fire Service personnel with an aide to addressing issues regarding equality and diversity in the workplace by recognising the values of the Service and promoting a positive code of conduct, and to ensure that everyone's rights and responsibilities are supported and most importantly exercised.

## **Harassment and Bullying**

The Authority has a comprehensive Harassment and Bullying policy. The Service aims to provide a working environment which is free from harassment and bullying, victimisation and intimidation and one in which employees are

treated with respect, dignity and shown common courtesy. This policy extends to the communities we serve.

### **Consultation and Involvement**

HWFRS know that a crucial aspect of service delivery and improvement is through the consultation and involvement of different groups of service users. The Service regularly consults with employees and service users about a range of issues, and has a clear record of using consultation feedback to change and improve services and working practices.

Our consultation systems have been developed to fully meet our legal obligations towards Equalities legislation. Every effort will be made to ensure all groups have an equal opportunity to be part of the consultation process. Wherever possible, special arrangements will be to support individuals and groups with specific needs to be a part of the process.

We also aim to engage with the communities we serve to increase their capacity to be involved in the consultation process. As well as generic consultation, HWFRS also engages with voluntary and statutory sector agencies, to work in partnership to improve service delivery and access to socially excluded groups.

### **Equality Impact Assessment**

Equality impact assessments have an important role to play in making sure that equality for people underpins the Fire Service's policies, practices and procedures, whether it is written or unwritten, formal or informal and irrespective of the scope of that policy, practice or procedure.

The impact assessment process is a tool to assess the effect or likely impact these policies, practices and procedures have on people, ensuring that they do not disadvantage or discriminate through their operation.

The assessments also identify where we can do more to promote equality of opportunity and improve the service we provide. Our impact assessment process will cover all strands of equality and diversity, identifying possible direct or indirect discrimination or disadvantage, with the purpose of tackling its elimination.

Initially a policy or process is screened for its relevance to equality legislation. This screening process enables HWFRS to establish whether a policy or process will have an impact upon Race, Gender, Disability, Sexual Orientation, Religion or Belief and Age.

During an assessment a number of questions are asked to find out how this adverse impact upon a particular group can be addressed and reduced, to ensure that discrimination and disadvantage is no longer present when the policy is approved.

Dependant upon the outcome of the answers to the questions the policy, practice or procedure is assessed as high, medium or low impact equating to the potential effect it may have on equality.

### **High Impact**

- The policy, practice or procedure is relevant to all or most parts of the general duty of the Equality Acts.
- There is substantial concern or evidence of adverse impact.
- There is substantial public concern that discrimination might happen.

### **Medium Impact**

- The policy, practice or procedure is relevant to most parts of the general duty of the Equality Acts.
- There is some concern or evidence of adverse impact.
- There is some public concern of discrimination.

### **Low Impact**

- The policy, practice or procedure has little relevance to the general duty of the Equality Acts.
- There are no concerns or evidence of adverse impact.
- There are no public concerns of discrimination.

Each policy has a review date attached to it, which will be every three years at the latest, or in accordance with required changes.

### **Managing Adverse Impact**

If our Equality Impact Assessment process highlights a policy or function as having an adverse impact on some groups we will use one of the following options:

- *Change the proposed policy* – satisfying the concerns raised by staff or stakeholders, where possible.
- *Consider ways of putting the proposed policy into place* – that will remove or reduce its potential for adversely affecting some groups.
- *Find alternative means for achieving the aims of the policy* – which do not cause the same level of adverse impact.
- *Justify the policy as originally proposed* – even when it could affect some groups adversely, because of the policy's importance to service delivery or there are no alternatives.

### **Equality Impact Assessment Training**

The Service continues to provide advice, guidance and training to all policy owners and authors with regards to carrying out equality impact assessments. This will allow more policies and processes to be impact assessed to address any adverse impact.

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All equality impact assessments are quality assured by the Equality and Diversity Officer and the Head of Corporate Risk who raises any concerns or suggested amendments for alteration prior to approval by the Principal Management Board. This process ensures that policies are not approved without equality and diversity implications and the appropriate risk management systems in place.



## **The Integrated Scheme**

### **Summary**

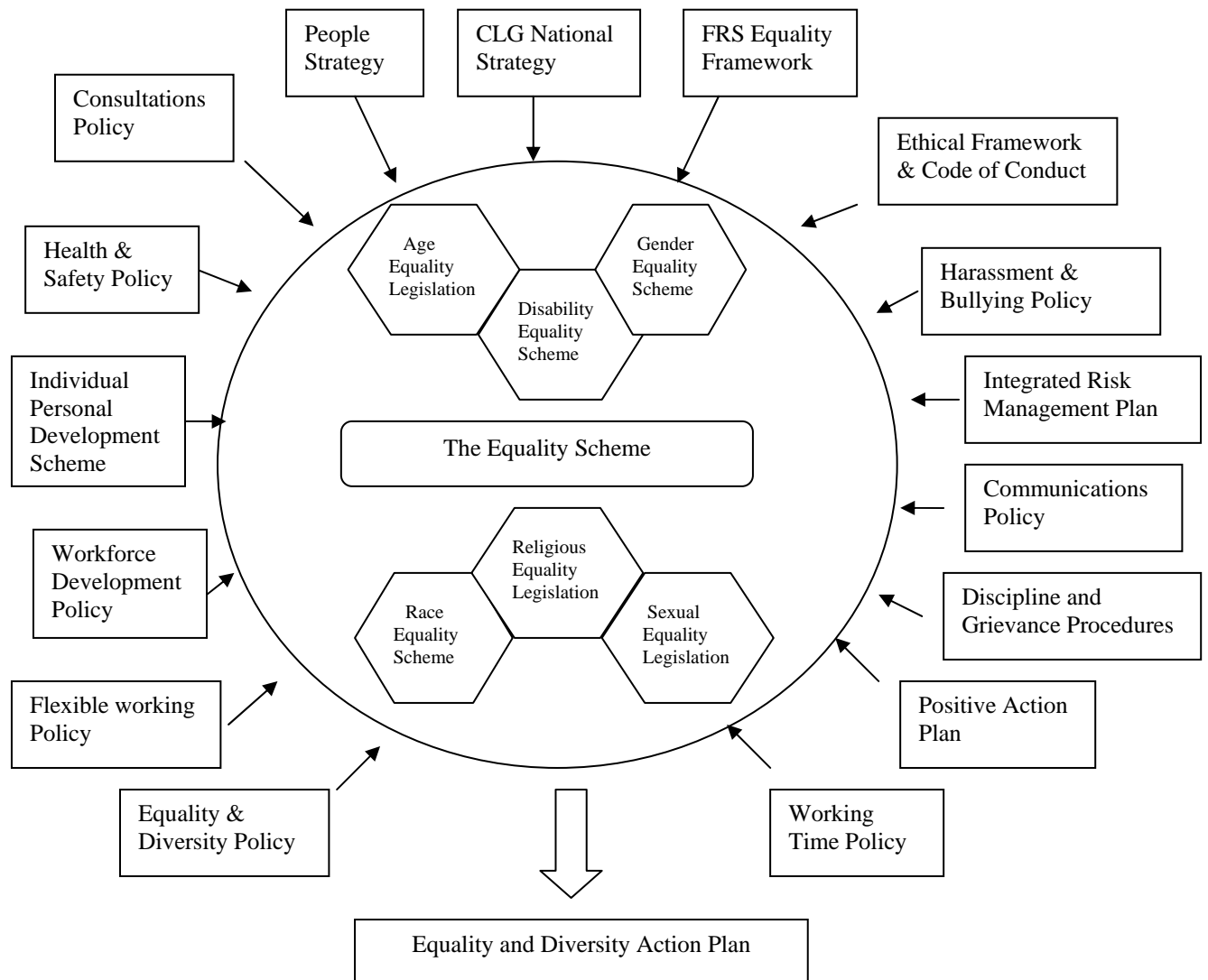
The Equality Scheme is an all encompassing framework to address equality and diversity issues. It incorporates an equalities action plan in order to communicate our intentions and to drive change.

In the light of existing and planned UK legislation, we have produced an equality scheme that clearly addresses our duties and responsibilities in relation to:

- Race
- Gender
- Disability
- Sexual orientation
- Religion & belief
- Age
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity

This reflects our commitment to the wider equality agenda and to equalising rights as far as we are able, without losing any of the strict duties that are placed upon us under the provisions of the Race Relations (Amendment) Act, Disability Discrimination (Amendment) Act and the Sex Discrimination Act amended by the Equality Act. Consequently our actions in respect of each area of equality are clearly set out throughout the scheme, and this scheme is drafted to the high specification required under each of the Acts.

## The Formulation of the Equality Scheme



## **Governing Principles**

Hereford & Worcester Fire and Rescue Authority is committed to the principles that underpin equality and diversity.

Our vision is threefold:

1. To ensure equitable service provision, based on need and risk.
2. To ensure equality of opportunity for all staff.
3. To create a diverse and multi-skilled workforce.

The bottom line of this strategy is that it will improve the organisation's ability to deliver its services to all parts of the community, that all stakeholders of the Authority are confident that they will be treated equitably, based on their needs within the exigencies of the Authority, and that ultimately we reduce the occurrence and the risk in the community from fire and associated hazards.

This strategy will build the capacity of the organisation to effectively grasp the issues of equality and diversity and this will lead to a considerable shift in culture and the awareness of culture.

Hereford and Worcester Fire and Rescue Service will seek to achieve its objectives with an integrated, multi-skilled workforce that best represents the community it serves and with a modern management structure that values diversity.

## **The Equality and Diversity Action Plan**

The action plan details the objectives required to ensure the continuation of good practice around equality. It houses the target dates, those responsible for actions and progress comments.

The action plan is organised according to the Fire and Rescue Service Equality Framework 'Excellent' level and further subdivided into 5 priority areas. The action plan begins with the generic objectives that will be undertaken that cover all 7 equality areas. The action plan is then broken into 7 areas housing the objectives that only relate to these areas.

The action plan is intended as a live document whereby activities will be marked as completed, ongoing and high priority to enable easy identification of current status.

The Service's progression in relation to equality and diversity will be monitored by the Strategic Performance Review group every quarter. This group, consisting of principal officers and senior managers, will measure performance against objectives detailed within the Equality and Diversity Action Plan, and identify any outstanding actions.

Progress will also be reported quarterly to the Authority's Equality and Diversity Steering Group, which also consists of elected members, for qualitative and quantitative scrutiny and evaluation.

## **Internal Capacity and Delivery**

### **The Future**

We have put safeguards in place to ensure that we comply with the relevant duties and to take account of the full range of Equality legislation.

Our Approach is to:

- Building on from our first Equality Scheme 2007 – 2010 and continue to make this Equality Scheme part of our working culture.
- Make impact assessments a core part of our policies ensuring that any adverse impact is eliminated as far as possible.
- Continue to gather and analyse evidence in order to improve service delivery to our stakeholders.
- Prioritise remedial actions to drive equality forward.
- Continue to involve people whose specialist knowledge will benefit individuals and the organisation.
- Report our findings and progress publicly ensuring that our processes and procedures are transparent.

### **Gathering Information**

Customer and employee information is captured and held on a number of systems, both computerised and manual. This includes the results of customer satisfaction surveys, telephone surveys and monitoring of complaints. The information is used to support our performance management and strategic planning process. However, we do recognise that greater use of customer information is still possible and changes to our approach to information gathering will help us to monitor and improve performance.

All information storage is in line with our statutory responsibilities under the Data Protection Act.

### **Access to Information and Services**

We aim to ensure that our services are accessible to all members of our community both in emergency and non-emergency situations. We will provide information by using our website, the local press, free publications, public meetings, leaflets, community organisations and any other appropriate media where possible.

The Media and Communications Manager leads on the development of a communications strategy, looking at ways of improving the information that is available to staff and our communities.

We aim to improve our understanding of who is using and who has access to our services, with the purpose of trying to improve the service we provide and

its accessibility to people who are at greatest risk in the community. We will provide information about our services in plain language and community languages, including accessible formats.

We have already started a long term programme to improve access to our stations. Not all buildings are open to members of the public, however those that are, have been assessed for compliance with the buildings regulations definition of 'accessible'.

Language can also be a barrier to equality and accessing of services. We use a service by Language Line, a 24 hour telephone interpreting service. Connection to a trained interpreter can be provided in 90 seconds and assistance provided in up to 140 languages. Every appliance has a Fire and Rescue specific Phrasebook which houses up to 40 languages that can be presented during an incident at the initial point of contact should an individual not be able to speak or speak English.

## **Responsibilities/Accountabilities**

The Deputy Chief Fire Officer will have overall responsibility for equality and diversity, and provide strategic leadership at Principal Management level.

The Head of Organisational Development will support and oversee the implementation and progression of equality and diversity along with the Scheme, helping to develop and change the culture of the Fire Service.

The responsibilities for delivering aspects of the Scheme which lie with departmental heads are defined within the Action Plan. Progress will be measured quarterly at the Strategic Performance Management group (SPMG).

Each individual member of the Service has their responsibilities to support the delivery of equality and diversity. These responsibilities are defined under the Service's Ethical Framework and Code of Conduct.

## **Complaints**

Complaints are a useful tool for gathering information about the effectiveness and efficiency of the service we provide. We welcome comments and suggestions about the way our services are provided.

We will acknowledge receipt of a complaint or concern within 3 working days. We will then investigate the complaint or concern within 10 working days. Where the concern or complaint is more complicated we will write within 10 working days to advise regarding progress.

## Reviews

The scheme and accompanying action plan will become a live document that will be monitored and will incorporate feedback and provide updates of progress within HWFRS. Throughout this process new targets and objectives will be established. The scheme itself will be formally reviewed every 3 years for publication.

The Equality and Diversity Officer will be responsible for the co-ordination of the review process and will provide advice in relation to any issues or areas of non-compliance with the general and specific duties of the Equalities Acts.

## Publishing

We will publish bi-annually data in relation to the workforce, which will be monitored by race, gender, disability, religion and belief, sexual orientation and age where possible.

Our equality action plan is a live document and will be reviewed and published annually to incorporate our progression throughout the year.

Our impact assessments for our policies, practices and procedures will be available as a requirement of the Freedom of Information Act. Results of consultation, engagement and involvement will be available incorporating why the consultation took place, how was it carried out, a summary of the responses, an assessment of the policy options and what we are proposing to do.

## How You Can Contribute and Feedback

Feedback about the content of our Equality Scheme is important to us. If you would like to comment about the contents of our scheme or just to know more, you can contact us by any of the methods listed below:

Please write to:

The Chief Fire Officer  
FAO Equality & Diversity Officer  
Hereford & Worcester Fire and Rescue Service  
Headquarters  
2 Kings Court  
Charles Hastings Way  
WORCESTER  
WR5 1JR

Or Telephone:  
01905 368363

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Or Email:  
[Equality&Diversity@hwfire.org.uk](mailto:Equality&Diversity@hwfire.org.uk)

Or Fax:  
01905357466

Or through our Website to make comments at:  
[www.hwfire.org.uk](http://www.hwfire.org.uk)



**APPENDICES**

- Appendix One: The Fire and Rescue Service Equality Framework Levels
- Appendix Two: The Equality Scheme Action Plan 2010 – 2013
- Appendix Three: Equality Scheme Consultation Report 2010 – 2013
- Appendix Four: Progress Review Equality Scheme 2007 – 2010

## **Appendix One: The Fire and Rescue Service Equality Framework Levels**

The FRS Equality Framework is outcome-focused and based upon the same principles as the Equality Framework for Local Government, including the use of three achievement levels:

- 'Developing'
- 'Achieving'
- 'Excellent'.

An excellent Fire and Rescue Authority has the following characteristics:

- Fire authority members and senior Service leaders have a reputation for championing equality issues, ensuring that they are relevant to communities and are embedded in the integrated risk management plan (IRMP) and other relevant documents.
- It works with all strategic partners, including the voluntary and community sector, to achieve defined equality outcomes.
- It has good evidence of the equalities profile, including the socio-economic differences of the community, based on national and local data that is regularly reviewed.
- It is measuring progress on equality outcomes, is able to disaggregate data on relevant performance indicators and can demonstrate real outcomes that have improved equality in service delivery and employment.
- It identifies the changing nature of its communities and their expectations, then prioritises its activities and explains its decisions.
- It provides a good standard of service, delivered by knowledgeable and well-trained employees who understand the needs of their communities.
- It has improving satisfaction and perception indicators from all sections of the community and employees.
- The Service is integrally involved in community engagement programmes.
- There are opportunities for a wide range of equality stakeholders to share experiences and evaluate the Authority's progress.
- It has implemented action for equal pay outcomes and demonstrates progress on under-representation, flexible working and access to training and development.
- It promotes an inclusive working culture based on respect.
- It reviews its equality strategy and response to the statutory duty requirements every three years and seeks innovative improvement challenges.
- Through its achievements, it is an exemplar of good practice for Fire Authorities and other public sector organisations. It works with others to share best practice.

## Appendix Two: The Equality Action Plan 2010 – 2013

### Generic Equality Objectives

#### **PRIORITY AREA 1: Leadership and Promoting Inclusion**

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	FRS 3.1 & 3.5	Conduct a full review of targets annually. <ul style="list-style-type: none"> <li>Review of program against all standards of equality.</li> <li>Ensure all legislative requirements are complied with.</li> </ul>	Annually May 2011	Head of Organisational Development	Revised action plan published. Report to FRA.
2	FRS 3.2	Members and Officers perform their role effectively: <ul style="list-style-type: none"> <li>In promoting human rights, equality, diversity and fairness</li> <li>Providing leadership to others.</li> </ul>	Review Sept 2010	Head of Organisational Development	Training delivered. Effective responses to community needs.
3	FRS 3.2	Ensure resources for HR and equality and diversity functions are sufficient to deliver fair and effective employment practices.	Review Sept 2010	CFO	Performance indicators continue to be met. HR and E&D Objectives evidenced of progress.
4	FRSPA1.4	Managers are aware of their need to promote human rights, equality and diversity and ensure all FRA plans, practices and procedures relating to any function undergoes effective EIA.	Review Sept 2010 Complete March 2011	AM PPP/ Head of OD	<ul style="list-style-type: none"> <li>Training in equality and diversity and EIA.</li> <li>EIA conducted and published.</li> </ul>
5	FRS 3.4	Ensure equality and diversity issues are fully implemented, monitored and reviewed in the procurement of goods and services.	April 2011	Head of Asset Management	Strengthened procurement procedures in place.
6	FRS 3.6	Representative bodies are expected to fulfil a positive role in delivering a wide range of equality and diversity improvements. Fully consult with representative bodies with regards to all equality, diversity and fairness objectives in order to develop a partnership approach.	September 2010	Head of Organisational Development	Consultation and engagement strategy in place, and strengthened links with equality groups and communities demonstrated.

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7	ESLG08 3.4 Ex	Working with partners, the Authority improves equality in Service Delivery and employment.	Review Sept 2010	ACO Service Delivery/ACO Service Support	Improved outcomes.
8	ESLG08 3.6 Ex	Benchmark achievements against comparable partners. <ul style="list-style-type: none"> <li>Share experience and develop good practice across the public sector.</li> </ul>	September 2010	Head of Organisational Development	Benchmarking undertaking through peer review, and good practice disseminated.
9	ESLG08 3.7 Ex	Corporate and inter-service self-evaluation process is working effectively.	Review Sept 2010	DCFO	Demonstrable benefit from review process.
10	FRS 3.3 & 3.36	The Service is a champion for achieving equality outcomes, and has a reputation within local government and partners.	Review Sept 2010 Complete March 2010	CFO	Service continues to be asked to present and support equality initiatives through workshops, conferences and other good practice.
11	FRSPA1.11	Ensure all marketing and public events reflect positive images and reinforce our commitment to all equality strands.	Review Sept 2010	Head of Organisational Development	Increase public satisfaction and outcomes for positive action initiatives.

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## PRIORITY AREA 2: Accountability

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	CLG	Annual Report on equality and diversity activity for: <ul style="list-style-type: none"> <li>• FRA</li> <li>• CLG</li> </ul> Including:- <ul style="list-style-type: none"> <li>• The steps taken in relation to the scheme.</li> <li>• The results of our information gathering.</li> <li>• What use we have made of the information collected and the changes and improvements we have made.</li> <li>• Priority actions for the remaining years of the scheme</li> </ul>	September 2010 each year	Head of Organisational Development	Annual report produced and published.
2	ESLG08 1.7 Em	Evidence of progress on Service Delivery and employment practice published on website – for publication.	March 2010	ACO Service Delivery/ACO Service Support	Evidence published.
3	FRS 3.26	All appraisal systems have equality and diversity objectives. All employees have an annual appraisal.	Review Sept 2010	Head of Personnel Services	Evidenced by monitoring systems.
4	FRS 3.7 & 3.8	Demonstrate improvements and outcomes as a result of our Equality Scheme and review progress through IRMP.	Review Sept 2010	Head of OD/ Head of PPP	Equality Scheme scrutinised, and evidence of compliance provided. Progress review published as part of annual IRMP plan.
5	ESLG08 1.29 Ex	Ensure unacceptable behaviours are tackled fairly, quickly and transparently (include bullying, harassment and unfair discrimination).	Review Sept 2010	Head of Service Support	Evidenced by reduced complaints, grievances and discipline.
6	FRS 3.9	Regular reporting and Peer Review conducted (at least every 3 years).	Sept 2010	DCFO	Improve performance across a wider range of equality and diversity matters.
7	FRS 3.10	Outcomes from equality impact assessment can be provided.	Review Sept 2010	Head of OD/ Corporate Risk	EIAs published.

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## PRIORITY AREA 3: Effective Service Delivery and Community Engagement

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
<b>Planning</b>					
1	FRS 3.11	Ensure equality of service to all sections of the community. <ul style="list-style-type: none"> <li>Evidence regularly updated of the equalities profile of our communities and their changing needs.</li> </ul>	Review Sept 2010	GM Community Safety	Information and monitoring systems - disaggregate data in a range of performance indicators.
2	FRS 3.13	Identify and take account of the needs of the full range of communities through a sophisticated and segmented understanding which informs and influences the integrated risk management plan.	Review Sept 2010	AM PPP/GM Community Safety	IRMP takes full account of local community needs. All aspects of the planning process have been effectively impact assured.
3	FRS 3.11	EIA all new policies, plans and procedures.	Review Sept 2010	All	All aspects of the planning process have been effectively equality impact assessed.
4	FRS 3.21	Review all policies, plans, procedures and practices regularly.	Review Sept 2010	All	Effective systems are put in place to obtain improved outcomes, ensuring that changing and conflicting community needs and interests are taken into account.
5	FRS 3.14	Ensure that significant improvements and equality outcomes are being delivered.	Review Sept 2010	All	Audit feedback is positive, positive action initiatives increasing workforce diversity and objectives achieved.
6	FRS 3.19	A reduction of fire incidents, deaths and injuries across local communities.	March 2011	AM PPP	Statistics indicate a reduction.
<b>Engagement</b>					
7	ESLG08 3.4 Ex	Consistently communicate progress on service delivery to all local communities, including targeted communication.	Ongoing	Media and Communications Manager	Undertakes high quality engagement with all local communities on a regular basis,

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		<ul style="list-style-type: none"> <li>Work with partner agencies/community advocates to improve/create new ways of communicating with community groups.</li> </ul>			including newer communities. <ul style="list-style-type: none"> <li>Establish effective consultation and engagement process and policies, which accounts for all standards of equality.</li> </ul>
8	FRSPA3.8	Ensure complaints are dealt with quickly, fairly and transparently.	Review Sept 2010	ACO Service Support	
9	FRS 3.16, 3.17 & 3.18	Monitor and take action on community perceptions and satisfaction identified through surveys, complaints, procedures etc.	Review Sept 2010	DCFO	<ul style="list-style-type: none"> <li>Increased satisfaction amongst key stakeholders and services and progress in meeting equality and cohesion targets.</li> <li>Effective forums are in place to enable all equality stakeholders to challenge, scrutinise and evaluate the Authority's progress.</li> </ul>
10	FRS 3.15	Ensure improvement in outcomes for communities, including those who are vulnerable and marginalised.	April 2011	GM Community Safety	Community needs are met and satisfaction levels are high.
11	ESLG08 1.11	Enhance the information published on our external website and intranet about all strands of equality.	Dec 2010	Head of Organisational Development	Increased availability of information that meets all needs of the community.
12	ESLG08 Au	Review our events' procedures to ensure that all our internal and external events are fully accessible to all people.	June 2010	Head of Organisational Development	All events held are fully accessible to all equalities groups.
<b>Training and Awareness</b>					
13	FRSPA1.13	Provide employees with appropriate training and development to build skills and confidence when working with local communities.	March 2011	GM Training and Development	Training provided to appropriate staff, and its impact assessed.

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14	TDII	Communicate clearly and consistently with staff to raise awareness and understanding of local community issues and the actions needed to address them.	Review Sept 2010	GM Community Safety/Media & Communications Manager	Improved understanding and awareness.
15	FRS 3.20	All Employees behave appropriately and respectfully to members of the public and colleagues. The Service's employees are informed, aware, engaging, open and approachable.	Review Sept 2010	Head of Organisational Development	Number of complaints received are low and public satisfaction is high.

### PRIORITY AREA 4: Employment and Training

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	FRS 3.23 & 3.24	Continue positive action and awareness campaigns to encourage applications from under-represented groups. <ul style="list-style-type: none"> <li>Demonstrate significant progress towards achieving minimum recruitment targets, results in greater equality within the workforce profile.</li> <li>Improved diversity of applicants for employment, promotion and development.</li> </ul>	Review Sept 2010	Head of Personnel Services	Positive action plan in place; activity undertaken; impact assessed; activity reviewed.
2	FRSPA4.2	Review the use of national procedures for recruitment, development and promotion of staff to ensure meeting organisational need.	Review Sept 2010	Head of Personnel Services/GM Training	Consistent approach to processes and successful
3	ESLG07 4.3 & 4.8	Continue to review and EIA employment policies, practices and procedures. <ul style="list-style-type: none"> <li>Use monitoring data.</li> <li>Conduct exit interviews.</li> </ul>	Review Sept 2010	Head of Personnel Services	Demonstrate high satisfaction and perception indicators from all staff across a range of employment processes.
4	FRSPA4.4	Assess all aspects of the working environment to ensure all employees receive support and tailored resources.	Review Sept 2010	Head of Personnel Services	Reasonable adjustments continue to be carried out wherever possible. Employee satisfaction levels high.



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5	FRS 3.27	Undertake Equal Pay Audit and monitor and address any unjustified pay gaps across all equality strands (Audit Commission).	March 2011	Head of Personnel Services/ Head OD	Action is in place to ensure equal pay is fully implemented.
6	ESLG07 4D.11	Carry out annual appraisals (to include equality and diversity objectives) to provide evidence of fair progression.	Review Sept 2010	All Heads of Dept	Managers have been appraised against Service equality objectives.
7	FRS 3.28	Training and development on all aspects of equality and diversity for all staff.	Review Sept 2010	Head of Organisational Development/ E&D Officer	<ul style="list-style-type: none"> <li>Services are provided by knowledgeable and well trained staff, who are equipped to cater to particular needs of groups where necessary.</li> <li>Staff are confident with equality issues.</li> </ul>
8	FRS 3.29	Training for all managers on grievance and discipline handling, tackling bullying, harassment, unfair discrimination and unacceptable behaviours.	Review Sept 2010	Head of Personnel Services/ Head OD	Complaints or issues are low however where present dealt with quickly, efficiently and effectively.
9	FRS 3.25	Continue to demonstrate movement towards greater equality in the workforce profile and in employment. <ul style="list-style-type: none"> <li>Where adverse trends identified the Service acts promptly to address these issues.</li> </ul>	Review Sept 2010	Head of Personnel Services	Employment targets set, and regular monitoring of impact of recruitment procedures.
10	FRS 3.26	The implementation of equality objectives through annual appraisal is helping to maximise the potential of all employees.	Review Sept 2010	All Heads of Dept	All staff have been appraised against Service equality objectives, knowledge is increasing.
11	FRS 3.30	All employees are delivering improvement on equality and diversity objectives	Review Sept 2010	All	All staff have been appraised against Service equality objectives, knowledge is increasing.
12	FRS 3.31	High satisfaction and perception indicates under-represented staff are fully supported in all areas of their employment.	March 2011	AM PPP	Retention levels are stable.

**PRIORITY AREA 5: Evaluation and Sharing Good Practice**

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	FRS 3.32	Collect and submit qualitative and quantitative evidence of improvements in: <ul style="list-style-type: none"> <li>• Service delivery.</li> <li>• Employment practice. <ul style="list-style-type: none"> <li>○ Against targets</li> <li>○ Monitoring data</li> </ul> </li> </ul>	Review Sept 2010	DCFO	Good quality, regularly updated evidence of the equalities profile of its local communities and their various changing needs. Data collected and reviewed as part of performance review arrangements; submitted as part of annual E&D report.
2	FRS 3.33	Equality objectives and outcomes are regularly reviewed and evaluated, based on updated equality data.	Review Sept 2010	Head of Organisational Development	Data reviewed as part of performance review arrangements; submitted as part of annual E&D report.
3	ESLG07 4.3 & 4.8	Continue to undertake robust EIA – all policies, practices, plans and procedures. <ul style="list-style-type: none"> <li>• Review</li> <li>• Monitor</li> <li>• Evaluation</li> </ul> <div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> <div style="font-size: 2em; vertical-align: middle;">}</div> <div style="display: inline-block; vertical-align: middle;"> Policies Practices Plans Procedures </div> </div> RME – procedures for dealing with harassment and bullying.	Review Sept 2010	All	EIAs undertaken and published.
4	FRS 3.34 & 3.35	Undertake employee and community surveys in partnership with representative bodies, to measure perceptions of the FRS.	Review Sept 2010	AM PPP	As part of partnership arrangements allowing the identification of how communities are changing and the impact this.
5	FRSPA5.5	Ensure personal monitoring data is collected and stored securely. Encourage and support members of staff to disclose personal diversity data.	Review Sept 2010	Head of Personnel Services/ Head OD	Increase in the number of people disclosing information.

Quoted from FRS Journey to Excellence Framework

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- (FRSPA1) PRIORITY AREA 1: Leadership and Promoting Inclusion  
 (FRSPA2) PRIORITY AREA 2: Accountability  
 (FRSPA3) PRIORITY AREA 3: Effective Service Delivery and Community Engagement  
 (FRSPA4) PRIORITY AREA 4: Employment and Training  
 (FRSPA5) PRIORITY AREA 5: Evaluation and Sharing Good Practice

## RACE

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	(FRSPA4) 3.28	Continue to deliver training programmes to improve the ability of managers to deal with race equality issues.	March 2011	Head of OD	Increase in understanding, improved service delivery.
2	(FRSPA3)	Increase engagement with different Black and Minority Ethnic groups.	March 2011	Head of Personnel/GM Community Safety	Increased satisfaction/perceptions, greater involvement with feedback informing service delivery, employment and performance.
3	(FRSPA3)	Support cultural events and produce a cultural calendar for staff and service users.	March 2011	Head of OD/GM Community Safety	Improved community engagement and increase in results from positive action initiatives.
4	(FRSPA1)	Continue to have a Principal lead for Race issues.	Review Sept 2010	Head of OD	Dedicated lead who proactively promotes race equality.
5	(FRSPA5)	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.
6	(FRSPA3)	Ensure that procedures are in place for communication, interpretation and translation requirements.	Review Sept 2010	Head of OD	Clear processes established.
7	RAC7	Ensure that community safety initiatives proactively meet the needs of Gypsy and Traveller communities.	March 2011	GM Community Safety	Improved community engagement and increase in results from initiatives.
8	FRSE&D Strategy 08-18	Black & Minority Ethnic (BME) employees across the whole organisation to be at the same percentage as the BME representation in the local working population.	April 2013	Head of Personnel	Improved community engagement and increase in results from positive action initiatives.

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### GENDER

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	GEN1	Women's Action Committee to take a more proactive role in the progression of gender equality.	Review Sept 2010	DCFO	Proactive elimination and promotion of gender equality.
2	GEN2	Continue to deliver training programmes to improve the ability of managers to deal with gender equality issues.	March 2011	Head of OD	Increase in understanding, improved service delivery.
3	GEN3	All new and replacement posts are considered on part-time/job share basis where practicable.	Review Sept 2010	All Heads of Department	Increase in statistics for under-represented staff groups.
4	GEN4	Continue to work with the Networking Women in the Fire and Rescue Service Group to drive change.	Review Sept 2010	DCFO	Ongoing advice and guidance received, improvement in equality.
5	GEN5	Continue to have a Principal lead for Gender issues.	Review Sept 2010	DCFO	Dedicated lead who proactively promotes gender equality.
6	GEN6	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/ Head of Personnel	Clear analysis enables reduction in impact.
7	FRSE&D Strategy 08-18	A minimum of 15% of new entrants to the operational sector to be women.	April 2013	Head of Personnel	Improved community engagement and increase in results from positive action initiatives.

### GENDER RE-ASSIGNMENT

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	GENRE1	LGBT working group to take a more proactive role in the progression of gender identity and re-assignment equality.	March 2011	ACFO Service Support	Proactive elimination and promotion of gender identity/re-assignment equality.
2	GENRE2	Continue to deliver training programmes to improve the ability of managers to deal with gender identity and re-assignment equality issues.	March 2011	Head of Organisational Development	Increase in understanding, improved service delivery.
3	GENRE3	Encourage a culture of openness about gender identity/re-assignment and ensure that staff are free from Trans phobic bullying and harassment.	Review Sept 2010	Head of OD/ Personnel	Increased understanding and welfare provision.
4	GENRE4	Consider corporate sponsorship of the Gender Advisory	April 2010	Head of OD	Ongoing advice and guidance

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		Bureau.			received, improvement in equality.
5	GENRE5	Continue to have a Principal lead for Gender Identity and re-assignment issues.	Review Sept 2010	ACFO Service Support	Dedicated lead who proactively promotes gender re-assignment equality.
6	GENRE6	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.
7	GENRE7	Develop and implement gender reassignment guidance ensuring all staff have the understanding of this subject and are aware of their responsibilities.	March 2011	Head of Organisational Development	Clear commitment, advice and processes to support individuals and line managers.

## DISABILITY

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	DFG 1	Continue to support developments required to improve accessibility within Employment, Service Delivery and Communications.	Review Sept 2010	Head of Personnel/OD & ACFO Service delivery	Proactive elimination and promotion of disability equality.
2	DFG 2	Increase the profile of the group ensuring disability issues maintain a high profile including HIV.	Review Sept 2010	ACFO Service Delivery	Proactive elimination and promotion of disability equality.
3	DFG 3	To develop disability awareness training programmes to improve the ability of managers to deal with disability equality issues including HIV.	March 2011	Head of Organisational Development	Increase understanding, improved service delivery and support for staff.
4	DFG 4	Consider the issues surrounding hearing loss in the workplace for operational staff.	Review Sept 2010	Head of Personnel	Clear processes, welfare and support available for staff.
5	DFG 5	Review the viability of the 'Two Tick' scheme and the Employers Forum for Disability.	March 2011	Head of Personnel	Ongoing advice and guidance received, improvement in equality.
6	DFG 6	Review the provision of Service Delivery <ul style="list-style-type: none"> <li>Establish accessibility of services (esp. CS)</li> <li>to explore data on disabilities</li> <li>to look at provision for disability access in premises investigated for Fire Safety</li> <li>establish link with IRMP delivery</li> </ul>	Review Sept 2010	Head of OD/ ACO Community safety	Ensure that a review of the provision of Service Delivery is undertaken. Work programme of reasonable adjustments to be established. Ongoing training where necessary provided for Fire Safety Officers.

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					People with disabilities recognised as priority group within IRMP.
7	DFG 7	Continue to ensure that all reasonable adjustments are provided for staff with disabilities including HIV.	Review Sept 2010	Head of Personnel	Reasonable adjustments made for staff who require them.
8	DFG 8	All reasonable adjustments have been undertaken following access audits.	Review Sept 2010	Property Services	Programme of reasonable adjustments finalised.
9	DFG 9	Signage <ul style="list-style-type: none"> <li>Review signage for accessibility.</li> </ul>	Review Sept 2010	Property Services	Signage programme being delivered throughout Service.
10	DFG 10	Review promote and develop procedures for communication, interpretation and translation requirements.	Review Sept 2010	Head of OD	Clear processes established.
11	DFG 11	Communication, consultation and engagement strategy to be designed to promote disability and improved access.	Review Sept 2010	Head of OD	Increased access meeting needs successfully.
12	DFG 12	Review our booking and procurement procedures to ensure that all meeting rooms and training facilities we use cater fully for staff and service users.	Review Sept 2010	Head of Asset Management	Increased access meeting needs successfully.
13	DFG 13	Improve the percentage of staff who record information about disability or state they would prefer not to disclose.	Review Sept 2010	Head of Personnel/ Head of OD	Statistics show an increase in disclosure.
14	DFG 14	Ensure that job application forms are available in other formats and allow applications to be made in formats other than in writing where necessary.	Review Sept 2010	Head of Personnel	Processes in place for different formats.
15	DFG 15	Encourage a culture of openness about disability and ensure that staff are free from Disability related bullying and harassment including HIV.	Review Sept 2010	Head of OD/ Personnel	Statistics showing that the numbers of disability related complaints are low and reducing.
16	DFG 16	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.

DFG - Disability Focus Group (Equal Access Group)

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## SEXUAL ORIENTATION

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	WEI 10	LGB working group to take a more proactive role in the progression of sexual orientation equality.	Review Sept 2010	ACFO Service Support	Proactive elimination and promotion of LGB equality.
2	WEI 1	Ensure that LGB equality links to and is transparent in wider organisational aims.	March 2011	ACFO Service Support/Head of OD/ AM PPP	Proactive elimination and promotion of LGB equality, improvement in service delivery and safety.
3	WEI 11& 14	Continue to deliver training programmes to improve the ability of managers to deal with sexual orientation equality issues.	March 2011	Head of OD	Increase in understanding, improved service delivery and support for staff.
4	WEI22	Work with partners to identify risks relating to homophobic crime and arson and identify ways in which we can work more closely with our lesbian, gay and bisexual (LGB) communities to prevent and protect them from such incidents occurring.	Review Sept 2010	Head of OD/ GM Community Safety	Community safety initiatives successful, statistics show that the numbers of homophobic incidents are low and reducing.
5	WEI 4	Review policies and procedures ensuring that they are not based on the assumption that everyone is or should be heterosexual.	Review Sept 2010	Head of Personnel/AM Operations Intervention	Evidence that there is an elimination of LGB discriminatory practices, processes and procedures.
6	WEI 4&5	Ensure that current and new policies and procedures are inclusive of LGB staff, customers and service users needs.	Review Sept 2010	Head of Personnel/AM Operations Intervention	Evidence that there is an elimination of LGB discriminatory practices, processes and procedures and that needs are met.
7	WEI 7	Encourage a culture of openness about sexual orientation and ensure that LGB staff are free from homophobic bullying and harassment.	Review Sept 2010	Head of OD	Statistics show that the numbers of homophobic complaints are low and reducing.
8	WEI18	Improve the percentage of staff who record information about their sexual orientation or state they would prefer not to disclose.	Review Sept 2010	Head of Personnel/ Head of OD	Increase in statistics around disclosure.
9	WEI22	Continue to be part of Stonewall's Diversity Championship	Review	ACFO Service	Improvement in LGB equality and

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		Programme and promote our commitment through the Diversity Champions Logo.	Sept 2010	Support/Head of OD	entry into Workplace Equality Index.
10	WEI22	Continue to work with Gay Worcester especially in the lead up to their first Pride event.	June 2010	Head of OD/ Personnel/ GM Community Safety	Event attended, increased engagement, improved reputation, supports positive action initiatives and community safety.
11	WEI22	Continue to work with our Regional FRS's to attend the annual Birmingham Pride event for the 3 <sup>rd</sup> year running.	May 2010	Head of OD/ Personnel/GM Community Safety	Event attended, increased engagement, improved reputation, supports positive action initiatives and community safety.
12	WEI 3	Continue to have a Principal lead for LGBT issues.	Review Sept 2010	Head of OD	Dedicated lead who proactively promotes LGB equality.
13	WEI 8	Review the systems in place to ensure that an appropriate LGB network is available for staff.	April 2012	ACFO Service Support/Head of OD	LGB support network for staff available.
14	WEI 16	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.
15	WEI19 & FRS 3.31	Perception and satisfaction rates are high in relation to sexual orientation monitoring and workplace culture.	March 2011	AM PPP	Allows the ability to analyse the data by LGB demographics.

WEI = Workplace Equality Index (Stonewall)



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## RELIGION OR BELIEF

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	REL1	Continue to deliver training programmes to improve the ability of managers to deal with religion or belief equality issues.	March 2011	Head of Organisational Development	Increase in understanding, improved service delivery and support for staff.
2	REL2	Engage with all faith communities within the Service.	Review Sept 2010	GM Community Safety/AM PPP	Improved community engagement, and safety, increased under-representation.
3	REL3	Continue to have a Principal lead for Religion or Belief issues.	Review Sept 2010	Head of OD	Dedicated lead who proactively promotes religion or belief equality.
4	REL4	Review policies and procedures ensuring that they are not based on the assumption that everyone is or should be the most dominant Religion.	Review Sept 2010	Head of Personnel/GM Community Safety	Evidence that there is an elimination of religion or belief discriminatory practices, processes and procedures.
5	REL5	Improve the percentage of staff who record information about their religion or belief.	Review Sept 2010	Head of Personnel/ Head of OD	Statistics indicate an increase.
6	REL6	Continue to work with the Chaplains scheme to ensure that all religion and faith needs are being catered for.	Review Sept 2010	ACFO Service Support	The scheme is able to cater for a large variety of requests.
7	REL7	Review our booking and procurement procedures to ensure that all meeting rooms and training facilities we use cater fully for staff and service users.	Review Sept 2010	Head of Asset Management	Increased access meeting needs successfully.
8	REL8	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.
9	REL9	Consider requests for religious observance within the workplace.	Review Sept 2010	Head of Personnel	Statistics will enable action to be addressed where practicable.
10	REL10	Where practicable ensure that personal protective equipment and uniform requirements incorporate religious headwear, facial hair and other symbols of religion or faith.	Review Sept 2010	ACFO Service Support	Improved equipment, meeting needs successfully.

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**AGE**

No.	Ref	Aim (What we intend to achieve)	Target Date	Responsible Officer	Comments/Indicators of Progress
1	AG1	Continue to deliver training programmes to improve the ability of managers to deal with all age equality issues specifically around welfare.	March 2011	Head of OD	Increase in understanding, improved service delivery and support for staff.
2	AG2	Consider the need to have a Principal lead for Age issues.	Sep 2010	Head of OD	Dedicated lead who proactively promotes age equality.
3	AG3	Review policies and procedures ensuring that they are not based on the assumption that everyone is or should be a certain age.	March 2011	Head of Personnel/GM Community Safety	Evidence that there is an elimination of age discriminatory language
4	AG4	Review policies and procedures to ensure that all recruitment, selection, promotion, redundancy, pay and benefits do not discriminate in respect of age, length of service or experience.	March 2011	Head of Personnel/GM Training & Development/ Finance Manager	Evidence that there is an elimination of age discriminatory practices, processes and procedures.
5	AG5	Continue to monitor the 'right to request' procedure to enable employees to request to continue working beyond their normal retirement date.	Review Sept 2010	Head of Personnel	Process established enabling the increase in retention and improved succession planning.
6	AG6	Use monitoring data to allow the identification of adverse or negative impact and to assist in future planning.	March 2011	AM PPP/Head of Personnel	Clear analysis enables reduction in impact.

## **Appendix Three: Equality Scheme Consultation Report 2010 – 2013**

### **Equality Scheme 2010-2013: Consultation Results**

1. Following approval from the FRA this revised Scheme was consulted on with a range on internal and external stakeholders (full details of respondents are listed at the end of this appendix). The revised Scheme and an accompanying questionnaire were published on our website for those who preferred to access the documents electronically or respond by email. A variety of group and one to one meetings were conducted to provide an overview and update of the required changes to the Scheme by law and as a result of ongoing feedback and initiatives undertaken with the Service.
2. The consultation period lasted 12 weeks and ended on 4 June 2010. All responses received were used to inform this final Scheme. The review of the Scheme has also taken account of the Equality Act 2010 and its duties on public authorities.

### **Summary of Feedback**

3. The majority of respondents indicated that they found the document to be well written and structured, easy to read, understand and user friendly. There were requests to use fewer abbreviations and jargon and provide a clear glossary of terms used that are not common language to the public.
4. Responses indicated that they were in agreement with the principles of the scheme and felt that these were well explained. The approach to maintaining the incorporation of the other strands of Equality were well received with respondents appreciating that all necessary information could be obtained in one place rather than several other documents should their needs require.
5. Key elements of feedback includes:
  - The Fire Service more generally still retains elements of its stereotypical culture in the eyes of the public, although the Scheme outlines the work being undertaken internally to modernise and develop organisational culture and public awareness of the role of the Fire and Rescue Service.
  - Respondents stressed the importance of performance management systems to ensure delivery of the actions, and early awareness of any areas for improvement.
  - Some respondents felt that some areas of equality featured more strongly than others (i.e. Disability and sexual orientation), and some also suggested that more specific policies should be developed for all areas.
  - A range of suggestions regarding community safety activity and potential methods for engaging specific groups formed the bulk of suggestions, and these will be discussed with the Community Safety department for their potential implementation.
  - The fact that the Service has a high-profile female DCFO was greatly commended, and the need to identify more positive role models in the other equality areas was also felt to be important. Also commended was the clear involvement from across the organisation of managers and staff in developing

this approach to equalities.

- A significant level of fear was expressed regarding the potential for public sector cuts and the impact this may have on equality and diversity work. It was felt that this was a key area of work, which linked well with other areas of the Service's activity, most notably IRMP and reducing risk. The Scheme did not clarify what resources were required to deliver its objectives, and whilst this may not be an issue now, it was suggested that it may well become pertinent in the future.
- There was limited information of the Authority's approach to Equal Pay, which was felt to be growing in its importance across the whole of the public sector.
- It was felt that training and the general approach to equality Impact assessments could benefit from being more transparent.

All respondents have been thanked and informed about the next stages within this process, acknowledging that the feedback received would be built into the final scheme where possible and engagement would continue through the lifetime of the Scheme. Feedback was also given to respondents regarding any suggestions which fell outside the remit of the Scheme, and the nature of any subsequent action.

## **Conclusion and Future Direction**

6. "Delivering Equality for All: The Scheme 2010 – 2013" sets out our commitment to embedding equality and diversity throughout our organisation. It addresses the concerns and feedback raised by our partners, stakeholders and the communities of Herefordshire and Worcestershire.
7. Key priorities for the future are around the implementation of the new single Equality Duty under the Equality Act 2010. The main requirements that need to be encompassed are:
  - The tackling of discrimination, promotion equality of opportunity and encouragement of good community relations.
  - The reduction of socio-economic inequalities.
  - The publication of information about the difference in pay between male and female employees.
  - Implementation of the new Protected Characteristics:
    - Race
    - Gender
    - Disability
    - Religion or belief
    - Sexual orientation
    - Age
    - Gender reassignment
    - Marriage and civil partnership
    - Pregnancy and maternity

## Schedule of Consultation/Key Respondents

Date:	Meeting
	<b>A range of H&amp;W FRS Staff, including:</b> <b>Group Manager Operational Logistics</b> <b>Media and Corporate Communications Manager</b> <b>Corporate Support Manager</b> <b>Head of Corporate Risk</b> <b>Head of Policy, Planning and Performance</b> <b>Group Manager West District</b> <b>Group Manager South District</b> <b>Group Manager North District</b> <b>Area Manager Operations</b> <b>Area Manager Policy, Planning and Performance</b> <b>Area Manager Service Delivery</b> <b>Fleet Manager</b> <b>Head of Asset Management</b> <b>Head of Facilities Management</b> <b>Head of IS</b> <b>Head of Training and Development</b> <b>Approved Centre Manager</b> <b>Head of Personnel Services</b> <b>Community Safety Manager</b> <b>Performance/Improvement Manager</b> <b>Blue Watch Kidderminster</b>
18.1.2010 17.5.2010	<b>Principle Management Team</b>
4.2.2010 18.5.2010	<b>Senior Management Team</b>
6.1.2010 8.4.2010	<b>E&amp;D Steering Group</b>
19.3.2010	<b>Disability Focus Group</b>
19.4.2010	<b>LGBT Working group</b>
25.2.2010 8.4.2010	<b>Women's Action Committee</b>
2.2.2010 17.3.2010	<b>Worcester Community Engagement Forum</b>
1.2.2010 12.4.2010	<b>Bromsgrove Black History Society</b>
11.2.2010 15.4.2010	<b>Bromsgrove Equality and Diversity Forum</b>
9.2.2010 29.3.2010	<b>Worcestershire Equalities Group</b>
6.4.2010	<b>Herefordshire Diversity Leads</b>
15.12.09 11.3.2010 6.4.2010	<b>West Mercia Police</b>

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6.4.2010 29.3.2010	<b>Worcester University</b>
6.4.2010 18.3.2010	<b>Gallant 2000</b>
11.12.09 6.4.2010	<b>Gay Worcester</b>
6.4.2010	<b>Pertemps Mouzer</b>
4.2.2010 6.4.2010	<b>Bromsgrove District Council</b>
6.4.2010 31.3.2010	<b>Malvern Hills District Council</b>
12.2.2010 5.3.2010 6.4.2010	<b>Worcester City Council</b>
6.4.2010	<b>Wyre Forest District Council</b>
6.4.2010	<b>Worcestershire Race Equality Council</b>
30.4.2010	<b>Deaf Direct Worcester</b>
5.5.2010	<b>Descendants of Windrush</b>
27.4.2010	<b>Herefordshire Travellers Support Group</b>
6.4.2010	<b>Gender Advisory Bureau</b>
6.4.2010 10.5.2010	<b>Stonewall</b>
23/24.5.09	<b>Birmingham Pride 2009</b>
6.4.2010 11.5.2010	<b>Dorset Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>Staffordshire Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>Warwickshire Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>West Midlands Fire and Rescue Service</b>
3.3.2010	<b>Website consultation</b>
22.2.2010	<b>Intranet and Staff Bulletin</b>

## **Appendix Four: Progress Review Equality Scheme 2007 – 2010**

Organisational re-structure has repositioned and strengthened the equality function which now sits within the Policy, Planning and Performance team. This has provided the Authority with the strategic leadership necessary to ensure that equality is mainstreamed through the organisation; the team is led by the Deputy Chief Fire Officer.

During 2006 we sought to simplify the requirement for separate equality schemes into one integrated scheme, extending the coverage to include age, sexual orientation, religion or belief, and gender reassignment. We recognised that a more user friendly way of presenting equality information was required when individuals often hold multiple identities and as a result have a variety of needs which need to be addressed. The creation of this scheme in this format enabled individuals to seek guidance from one source of information.

The 2007 – 2010 Equality Scheme Action Plan detailed the many activities required, the target dates, those responsible for actions and progress comments.

The action plan was originally formulated using:

- The Department for Transport, Local Government and the Regions; Towards Diversity II Action Plan
- The Equality Standard for Local Government objectives
- The Equality Duties housed within the:
  - Race Relations Amendment Act 2000
  - Disability Discrimination Amendment Act 2005
  - Equality Act 2006
  - The Employment Equality Regulations (Religion or Belief 2003; Sexual Orientation; Age 2006)

The combination of the above requirements into one action plan enabled a focused approach to the performance and improvement of equality issues within the Service. It highlighted a clear and transparent approach showing which objectives met which requirement and their reference history.

The action plan was organised and presented utilising the Equality Standard for Local Government; levels 1 to 5 and further subdivided into Priority areas A to D, entitled Leadership and Corporate Committeemen; Consultation, Community Development and Scrutiny, Service Delivery and Customer Care and Employment and Training. This approach enabled clear cross referencing of objectives to meet the performance requirements of the standard and highlighted the Equality areas they relate to.

### **Equality Standard**

Throughout 2007 the Service continued to progress and develop our performance against the Equality Standard for Local Government, which enabled us to deliver real results and outcomes within the equality function.

In April 2008, the Service finalised its self assessment report for achievement of level 4 of the standard; this level required external validation of our progress which can only be undertaken at levels 3 and 5.

The external validation process was therefore undertaken as part of the self assessment process by Local Government Association assessors enabling the Service to achieve the Equality Mark Certificate for achievement at level 3, and self assessment at level 4.

### **Areas of Strength**

There were a number of strengths and some areas for review and improvement indicated within the external auditing process. Throughout the following years 2008 and 2009 the Service has continued to build and maintain these strengths whilst implementing the changes required within the areas for review and improvement.

### **Leadership and Corporate Commitment**

- There is a strong commitment from Authority leadership to equality improvement and to the Equality Standard as a means of engaging with improvement. With commitment being well communicated throughout the organisation, developing corporate information, guidance and training materials for understanding and working with the equality standard.
- An Equality and Diversity Steering Group has been established for a number of years with defined officer responsibilities to drive the action plan and timescales which manages the progress of the implementation of the Scheme and the Standard with requirements for reporting across all service areas.
- The Service has produced a unified Equality Scheme with a well-structured equality action plan that indicate how commitments will be implemented by all departments.
- Two Authority Members have direct responsibility for equality; which enables Members and senior management to be actively involved in the development and support of specific equality action plans and equality improvement action is embedded in directorate plans.
- The interviews and focus groups conducted during the audit all showed a very clear understanding of the need to continuously review progress and also showed, particularly at a senior level, an awareness of where things had worked well, and where greater effort needs to be concentrated.
- The Service has well developed systems for data collection and analysis and is able to generate monitoring reports quickly and effectively enabling review to be undertaken.
- Corporate priorities and strategic plans are aligned to same core aims and objectives, with clear targets and local performance indicators in use.
- The Service has included equality impact assessment within its overall risk management process. The review of this process has enabled the Service to consider all risk related to policies and decisions.

### **Consultation and Community Development and Scrutiny**

- The Service has engaged with Service users from all the equality strands and has actively worked with stakeholders at both a local and regional level and has made good progress in working in partnership.
- The Service can demonstrate that it has opened its objectives, target setting processes and strategic equality priorities to involvement, consultation and scrutiny from staff, stakeholder and partnership groups; and that a range of feedback mechanisms are utilised to support the processes.



- Information relating to equality objectives and targets are available on the website.
- Appropriate language and translation services are available during consultation and information is translated into appropriate languages as necessary.

### **Service Delivery and Customer Care**

- A corporate equality policy exists and action planning has taken account of accessibility and reasonable adjustment which is highlighted within the Equal Access Service Group Plan.
- The service has made good progress in addressing barriers to accessibility and has involved disabled representatives in proposed changes and improvements. Access reviews have been completed and have been the basis for improvement action.
- The employee appraisal system has helped to embed accountability with the requirement for staff to deliver on equality objectives.
- A performance management system is in place to monitor and report on progress against both BVPIs and Corporate Plan Objectives. Corporate guidelines are in place for information gathering and equality monitoring; a review of the corporate information system to assess the adequacy of departmental information and monitoring systems has been undertaken.
- The procurement guidance requires contractors and suppliers to demonstrate that they have an equality policy and that all procurement contract specifications include equality indicators.

### **Employment and Training**

- The unified Equality Scheme's content is consistent with employment and training requirements of Race, Gender and Disability Equality Schemes; the HR and Training Departmental Objectives have appropriate content on employment and training. With HR and Training, managers have a clear understanding of action plans and the need for equality improvement targets.
- Equality targets have been set for improving the recruitment and retention of under-represented groups in its departmental objectives and People Strategy, along with a well-defined Positive Action Strategy and has implemented this through a series of positive action events.
- Equality principles are clearly stated in the Ethical Framework distributed to all staff through personal issue and training presentations.
- Interviews indicated a good understanding of the equality issues facing HWFRA and demonstrated commitment to working on equality improvement in employment and service delivery.
- An equal pay audit will be carried out following the approval of the draft Fair Employment and Equal Pay Statement.
- Members are aware of action plans and their implications and have endorsed the HWFRA targets and actions for making equality improvements.

### **Areas for Review or Improvement**

#### **Leadership and Corporate Commitment**

- The Authority must be able to produce evidence of **monitoring** across both employment and services to comply with their duties under the Equality Act 2006.

Disaggregated statistics will enable the Authority to develop that evidence.

- Progress: The Service has been working to address this area of improvement by implementing the recording of data that we have previously been unable to report on. The Personnel Department this year (2010) have been awarded funding to enable achievement of this requirement for annual reporting to commence in September 2010.
- Supplementary guidance is required on equality in **procurement** to ensure that the Authority meets national guidance and best practice throughout all aspects of this procedure.
  - Progress: The new Head of Asset Management is in the process of reviewing the whole department; part of this process includes the area of Procurement. During 2010 the department will be improving all strategy and policy regarding procurement; ensuring that robust processes are in place to monitor the equality aspects of our contractors and suppliers.
- The equality scheme and directorate **business plans** need to be clearly integrated.
  - Progress: Work has been undertaken during 2009 to align the reporting process with the business cycle, to help us to ensure that our equalities priorities are thought about at the same time as our strategic priorities.

### Consultation and Community Development and Scrutiny

- The **scrutiny** role of **external service users** should be strengthened to enable closer management of activity at Service level.
  - Progress: One element of this has been achieved during 2009 with the establishment of a Community Engagement Forum, working in partnership with Worcester City Council. This element will be further developed to ensure that external scrutiny is available across the whole Service area.
- A more strategic and strengthened approach to consultation, involvement and **engagement** will improve response rates and help to develop continuing dialogue with the community. The strategy also needs to indicate how consultees are selected, with regular analysis of consultation methodologies for their usefulness in practice.
  - Progress: Work is being undertaken during 2010/11 to review and amend the Service's consultation, involvement and community engagement strategy.
- More information needs to be made available on the **website** about action on equality objectives.
  - Progress: Further information is currently being produced to highlight progress and action on equality that can be incorporated into the Equality section on the website.

### Service Delivery and Customer Care

- Disaggregation of the **at-risk groups** (as identified by the IRMP process) will help identify the most appropriate way of addressing the different needs of each group within the high risk categories.
  - Progress: This area of improvement has been incorporated within the Community Safety Strategy How to Guide with specific information stating the approach the Service will take to address these needs.
- **Specific action plans** in relation to race, gender, LGBT, age and religion or belief are required making it more inclusive enabling objectives and activities that relate only to one strand to be easily identified and monitored.

- Progress: The draft Equality Scheme 2010 – 2013 is currently undergoing internal and external consultation following the implementation of various methods of feedback during 2007 – 2010. The action plan of the new scheme begins with a generic scheme structured around the Equality Framework; with each objective covering all six equality strands. Specific action plans have then been created which focus upon the specific strands of equality: Race, Gender, Disability, Sexual Orientation, Age, Religion or Belief and Gender Re-assignment.

## **Employment and Training**

- The relationship between the Corporate Plan, Departmental Equality Objectives and IRMP objectives needs to be more clearly defined.
  - Progress: Ongoing work is being conducted to ensure that the relationships between the processes are more clearly defined. The deadline for each of these processes at present do not align neatly and so consideration of how this can be improved to help with the improvement is also being discussed.
- **Equal Pay** reviews should be carried out at all levels to ensure that differentials in staff salaries are justifiable.
  - Progress: Advice and guidance on this process is being sought through solicitors, with the view for completion of the review to be achieved by the end of the financial year 2010/11.
- Equality training for managers to specifically include procurement and contracting.
  - Progress: Professional advice and guidance is being sought to help with the review process of our Procurement and contracting procedures, with training being provided to compliment the new process.

## **Progress during 2008/2009**

Since this validation the regional equality and diversity practitioners within our family of Fire Services have been working to provide an Equality Auditing Management System that will provide additional resilience for the management of performance against equality.

Practitioners and relevant representatives within each Service were trained to audit equality; this was strengthened further with equality practitioners being trained to train others, again providing resilience. The process enables the internal self assessment of progress against the Equality Framework as well as independent assessment across the region.

## **LGBT Equality**

LGBT equality has been progressed this year building upon the attendance at Birmingham Pride events in 2008. This has led to the membership of the Stonewall Diversity Champions Programme in January 2009 and further attendance at Birmingham Pride 2009.

Advert entries were created for the Midlands Zone to support Pride 2008 and 2009 as well as for the Stonewall **Starting Out** Recruitment Guide 2009/10.

Other LGBT activities have included:

- The establishment of an LGBT Working Group to assist and support in the attendance of LGBT events and support and advice to staff. Along with a Principle Officer was established to lead and progress LGBT equality.
- Partnership working with Bromsgrove District Council to create the first LGBT event in Feb 09.
- Coordination of the Sexual Orientation and Religion or Belief monitoring information and survey to staff.
- Ongoing benchmarking meetings with Stonewall regarding the Workplace Equality Index and general LGBT Equality progress.
- Gap Analysis was undertaken against the Stonewall Workplace Equality Index to provide an update to PMM and to feed into the revision of the Equality Scheme.
- Ongoing Bulletin and Grapevine entries have continued for various events such as Birmingham Pride, Stonewall and LGBT History month.
- Discussions and initial organisation of our attendance at Worcester Pride 2010.

### **Disability Equality**

- A review of the Equal Access Service Group was conducted to assess whether its function was still fit for purpose.
- A relevant Principle Officer was established to lead and progress disability equality work.
- Terms of reference were reviewed and amended along with a change in the group's name to incorporate the new structure and initial priorities of the group.

### **Women's Action Committee**

- A review of the Women's Action Committee was conducted to assess whether its function was still fit for purpose. It was agreed that the committee would still operate in its current function, however it was suggested that a forum should be created for female members of staff only; with the purpose of providing a 'safe haven' for raising issues that may be of a sensitive nature.
- A relevant Principle Officer was established to lead and progress gender equality work.
- Terms of reference were reviewed and amended along with a change in the group's name to incorporate the new structure and initial priorities of the group.

Other activities have included:

- WAC leaflet helping to raise awareness of the group.
- The research into managing the menopause as a guidance document.
- Supporting an undergraduate degree student to carry out their dissertation within the service on Women and Gender identity.
- Charity donation event for International Women's Day, supporting Knickers for Africa appeal.

## Appendix Two: Schedule of Consultation / Key Respondents

Date:	Meeting
	<b>A range of H&amp;W FRS Staff, including:</b> <b>Group Manager Operational Logistics</b> <b>Media and Corporate Communications Manager</b> <b>Corporate Support Manager</b> <b>Head of Corporate Risk</b> <b>Head of Policy, Planning and Performance</b> <b>Group Manager West District</b> <b>Group Manager South District</b> <b>Group Manager North District</b> <b>Area Manager Operations</b> <b>Area Manager Policy, Planning and Performance</b> <b>Area Manager Service Delivery</b> <b>Fleet Manager</b> <b>Head of Asset Management</b> <b>Head of Facilities Management</b> <b>Head of IS</b> <b>Head of Training and Development</b> <b>Approved Centre Manager</b> <b>Head of Personnel Services</b> <b>Community Safety Manager</b> <b>Performance/Improvement Manager</b> <b>Blue Watch Kidderminster</b>
18.1.2010 17.5.2010	<b>Principle Management Team</b>
4.2.2010 18.5.2010	<b>Senior Management Team</b>
6.1.2010 8.4.2010	<b>E&amp;D Steering Group</b>
19.3.2010	<b>Disability Focus Group</b>
19.4.2010	<b>LGBT Working group</b>
25.2.2010 8.4.2010	<b>Women's Action Committee</b>
2.2.2010 17.3.2010	<b>Worcester Community Engagement Forum</b>
1.2.2010 12.4.2010	<b>Bromsgrove Black History Society</b>
11.2.2010 15.4.2010	<b>Bromsgrove Equality and Diversity Forum</b>
9.2.2010 29.3.2010	<b>Worcestershire Equalities Group</b>
6.4.2010	<b>Herefordshire Diversity Leads</b>
15.12.09 11.3.2010 6.4.2010	<b>West Mercia Police</b>
6.4.2010 29.3.2010	<b>Worcester University</b>
6.4.2010 18.3.2010	<b>Gallant 2000</b>

<b>Date:</b>	<b>Meeting</b>
11.12.09 6.4.2010	<b>Gay Worcester</b>
6.4.2010	<b>Pertemps Mouzer</b>
4.2.2010 6.4.2010	<b>Bromsgrove District Council</b>
6.4.2010 31.3.2010	<b>Malvern Hills District Council</b>
12.2.2010 5.3.2010 6.4.2010	<b>Worcester City Council</b>
6.4.2010	<b>Wyre Forest District Council</b>
6.4.2010	<b>Worcestershire Race Equality Council</b>
30.4.2010	<b>Deaf Direct Worcester</b>
5.5.2010	<b>Descendants of Windrush</b>
27.4.2010	<b>Herefordshire Travellers Support Group</b>
6.4.2010	<b>Gender Advisory Bureau</b>
6.4.2010 10.5.2010	<b>Stonewall</b>
23/24.5.09	<b>Birmingham Pride 2009</b>
6.4.2010 11.5.2010	<b>Dorset Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>Staffordshire Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>Warwickshire Fire and Rescue Service</b>
16.2.2010 6.4.2010 28.4.2010	<b>West Midlands Fire and Rescue Service</b>
3.3.2010	<b>Website consultation</b>
22.2.2010	<b>Intranet and Staff Bulletin</b>

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	Fire Authority Paper (Equality Scheme/ Strategy)	<b>New/Existing?</b> (If existing, please state which document it will replace)	Existing replacing Delivering Equality for All 2007-2010
<b>Directorate:</b>	Policy, Planning and Performance	<b>Department:</b>	Organisational Development
<b>Author:</b>	Sarah Hemming Equality and Diversity Officer	<b>Head of Department:</b>	Zahoor Ahmad Head of Organisational Development
<b>Title:</b>	Equality and Diversity Scheme – Our Continued Commitment to Delivering Equality for All 2010 – 2013.		
<b>Purpose:</b>	<p>The strategy sets out the services commitment to and the management of equality and diversity. How we manage the elimination of unlawful, unfair and inappropriate discrimination in employment and within the services we provide to the communities we serve.</p> <p>The scheme clearly outlines the intended purpose, the legislation that the fire and rescue authority is governed by. It makes clear the achievements and actions that have been and continue to be undertaken by the authority in progressing equality. It highlights the responsibilities of all staff within the service when implementing equality and diversity initiatives through the comprehensive action plan.</p>		
<b>Strategic Policy Implications</b>			<b>Yes / No</b>
Does this policy/activity help us to deliver our IRMP or Corporate Objectives?			
<i>If yes, please state how, if No please state why the document should be put in place.</i>			
<p>Helps to support the mission statement by delivering appropriate services to the communities of Herefordshire and Worcestershire according to need and risk. Statutory obligation to adhere to and implement the Equalities legislation.</p> <p>The creation and implementation of this scheme reduces the legal and financial risk to the organisation, aiming to prevent tribunal and court action. A happy work environment means that staff are more productive, there is less absence and less likely to be off sick or suspended due to inappropriate behaviour and less likely to leave enabling the service to achieve its corporate objectives more effectively and efficiently.</p>			
<b>Equality and Diversity Intended Outcomes</b>			<b>Yes / No</b>
Are there any equality and diversity intended outcomes for this policy/activity?			
<i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i>			
<p>The purpose and whole ethos of the policy is about providing the right services at the right time to the right people according to their appropriate needs and circumstances, it is about ensuring that our functions, policies and decisions are not discriminating any group of people from obtaining access to our employment or service provision.</p>			
<b>Equality Monitoring</b>			<b>Yes / No</b>
Does the Service currently collate data specific to this activity for equality monitoring?			

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A number of equality areas are monitored which can be found within the scheme itself, to enable an analysis of trends to be undertaken to ensure that there is no adversity within the services and decisions made by the service. Where any adversity is highlighted this must be amended unless a justification can be provided.

Partnership Working	Yes / No
Does this policy/ activity involve working or interaction with other organisations/ companies?	
<i>If yes, please ensure that the Partnership Working SPI has been completed and advice sought from the Partnership Officer</i>	
In delivering and implementing this policy at times there may be a need for partnership or regional and national working in order to benchmark activities and initiatives and to ensure that the delivery of our services and employment practices are meeting the needs of our communities and staff.	



## Risk Management

Please complete all fields below 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 organisation 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 within your subject area that may impact upon the Authority. Any residual risks scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for incorporation into the appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.


<b>Risk Areas Identified</b> (Risk impact or concerns arising from the subject area being adopted)	<b>Inherent Risk Score</b> (before any control measures applied)	<b>Control Measures/Solution</b> (What action has or will be taken to reduce the inherent risk score?)	<b>Residual Risk Score</b> (after control measures/solutions are applied)
<p>1. Does this document involve or have an impact on these groups? If yes, please indicate:            Public ✓ Staff ✓ Partners ✓ Contractors ✓ Consultants ✓ Community Groups ✓ Local Government <b>N/A</b> Local Resilience Forum <b>N/A</b></p>			
<p><i>From the groups identified above state here what the actual risk is to the organisation.</i></p> <p>The strategy is designed to assist and protect any potential or actual member of staff directly employed or contracted to the service. The strategy also covers these groups plus the general public during the provision of service delivery. There is no risk to these groups as the strategy will protect against any unlawful discrimination.</p> <p>Without the strategy and clear guidelines, it may be possible for mistakes to arise during the provision of services and decisions.</p>	<b>6</b>	<p>A robust strategy created and implementation process is managed. The strategy is then continually monitored for effectiveness</p>	<b>2</b>
<b>Equality &amp; Diversity</b>			
<p>1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race ✓ Gender ✓ Disability ✓ Age ✓ Sexual Orientation ✓ Religion &amp; Belief ✓</p>			
<p><i>From the groups identified above state here what the actual risk is to the organisation.</i></p> <p>If the strategy is not implemented and monitored effectively, it may be possible that unlawful discrimination and adversity could occur directed at any of the above equality groups, resulting in court action</p>	<b>9</b>	<p>A robust policy created &amp; implementation process is managed. The policy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.</p>	<b>3</b>

and financial compensation having to be awarded.			
2. Could this activity prevent us promoting equality for any diverse group? <b>Yes / No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
No as Equality is fundamental to the strategy itself.	<b>N/A</b>		<b>N/A</b>
3. Could this activity potentially discourage the participation of any equality groups? <b>Yes / No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
No as Equality is fundamental to the strategy itself.	<b>N/A</b>		<b>N/A</b>
4. Could this activity promote negative attitudes towards any equality groups? <b>Yes / No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
The strategy is designed to counteract past discrimination of the above equality groups. Therefore, the strategy has the potential for people to feel that protecting these groups is unfair to them which has the potential to be viewed negatively.	<b>2</b>	Equality legislation allows for the protection of certain characteristics and groups of people, this strategy outlines the Service's commitment and responsibilities to protecting these groups under these pieces of Equality law.	<b>2</b>
5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes / No</b>			
<i>If no, please identify why and what the risk is here.</i>			
Equality is fundamental to the policy itself.	<b>N/A</b>		<b>N/A</b>
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>Yes / No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
Equality is fundamental to the policy itself, eliminating discrimination within the workplace.	<b>N/A</b>		<b>N/A</b>
7. Has consultation internally/externally been done with all of the groups affected? <b>Yes / No</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>			
Internal and external consultation has taken place, through external assessment, and benchmarking processes over the past 3 years with feedback being built into the revision of this strategy.	<b>6</b>	Further internal and external consultation will take place with the actual revised strategy following approval by the Fire and Rescue Authority.	<b>3</b>
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes / No</b>			
<i>If no, please identify what needs are not being met.</i>			
Equality is fundamental to the policy itself.	<b>N/A</b>	In addition to the above control measure. Monitoring and feedback mechanisms in place for this strategy will provide additional	<b>N/A</b>

		information should amendments to the strategy be required or the provision of services changed to meet needs further.	
<b>Strategic Policy Implications – e.g. Political impact, Leadership or senior management change</b>			
Non adherence with the strategy (therefore the legislation), potentially resulting in complaints, negative reputation and court action	<b>8</b>	Effective implementation of the strategy along with training to ensure that all employees are aware of their roles and responsibilities in relation to this strategy have been undertaken. Line Managers, Equality, Personnel and Unions are aware of their roles.	<b>3</b>
<b>Operational – e.g. Death or Serious Injury</b>			
N/A	<b>N/A</b>	N/A	<b>N/A</b>
<b>Legal – e.g. failure to comply with legislation</b>			
Non compliance with Equality Legislation	<b>9</b>	A robust strategy created & implementation process is managed. The strategy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.	<b>3</b>
<b>Financial – e.g. Any financial implications affecting the delivery of the policy/ activity?</b>			
Failure to implement this strategy effectively may resort in court action and financial compensation.	<b>9</b>	Roles and responsibilities highlighted through training. Clear guidance with regards to the purpose of the strategy. New staff members to familiarise themselves with all Equality strategy as part of their induction process. Consequences of non-compliance outlined to staff.	<b>3</b>
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
The introduction of the policy will improve reputation and reduce Equality and Diversity risks.	<b>N/A</b>		<b>N/A</b>
<b>Environmental – Indicate whether this document has an impact upon the environment - e.g. Energy saving, waste disposal and decontamination, containment of fire-fighting media, Sustainability</b>			
<i>If this impacts upon Sustainability, please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Manager</i>	<b>N/A</b>		<b>N/A</b>
<b>Facilities (Property) – e.g. Are there risks or implications to HWFRS Buildings or work that is required to property?</b>			
Not as a direct result of the policy, however departmental heads and property need to be reminded of the need for 'Reasonable Adjustments' for individuals, which could potentially impact upon the property department's workload.	<b>3</b>	The Service has a Disability budget allowing for the provision of most changes that may be required. However the control measures are limited for the impact this area may have to the property department due to the adhoc nature of this element.	<b>3</b>
<b>Human Resources – e.g. Employment Law</b>			

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Non compliance with Equality Legislation	<b>9</b>	A robust strategy created & implementation process is managed. The strategy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.	<b>3</b>
<b>Training – e.g. Is training required in this area? Will T&amp;D need to be notified in order for them to assist in the delivery training in this area?</b>			
Failure to provide clear guidance to employees about their obligations, roles and responsibilities.	<b>6</b>	Ongoing Equality and Diversity Training along with any specific issues that arise.	<b>3</b>
<b>Health and Safety – e.g. Risk assessments, risk to staff and/ or public?</b>			
No risk in this area.	<b>N/A</b>	No control measures required.	<b>N/A</b>
<b>Partnership – e.g. The working or interaction with other organisations/ companies</b>			
No risk in this area.	<b>N/A</b>	No control measures required.	<b>N/A</b>
<b>Information Governance – Consideration must be given to Privacy Impact Assessment, Data Protection and Freedom of Information</b>			
<b>Data Quality – e.g. Does this policy/ activity conform to data quality standards? Is the data valid, accurate and held securely? Refer to the Data Quality SPI for further information</b>			
Sensitivities around data collection and the subsequent holding and access to this information for Sexual orientation, Gender Identity, Some aspects of Religion or belief and disability.	<b>9</b>	Training provided and guidance outlined and communicated. Personnel department own this area of the process and have put in place all necessary requirements for the adequate provision of information collection and storage. Robust disciplinary proceedings are also in place for any breaches of information.	<b>3</b>
<b>Total Inherent Score</b>	<b>76</b>	<b>Total Residual Score</b>	<b>31</b>

<b>Outcome:</b>	<b>Direction of Travel:</b>
Does this subject matter reduce the overall risk for the service? <b>Yes / No</b> <i>If no, please state why there is not a reduction in risk</i>	

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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
		Low	Likelihood	High

This impact assessment is a statutory obligation and that, as the head of department for this subject area I take responsibility for the completion, quality and review of this process.

## Opportunities:

Can you identify any further opportunities from this subject matter?

There is an ongoing opportunity for the improvement of employment and service delivery to our staff and users by understanding needs better. The strategy will highlight the service as an employer of choice improving recruitment, retention and progression of under-represented groups.

## Publishing the Document:

Is there any reason why this policy, paper or report and accompanying Business Impact Analysis should not be published? Yes/No

Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns.

If there is a reason why this information can not be published, please state why.

There is no reason

Policy Author Signature:

Date: 22.01.10

Head of Department/Mgr:

Date:

## FOR CORPORATE RISK AND EQUALITY AND DIVERSITY USE ONLY:

### Escalation of Risk:

Please identify your escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead:

Yes / No

Equality and Diversity Steering Group

Yes / No

Authorisation:

Outcome:

Date:

Equality & Diversity Officer:

22.01.10

Head of Corporate Risk:

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

### **Purpose of Report**

1. To seek Members' approval for the Chief Fire Officer to review the organisational structure of the Service.
- 

### **Recommendation**

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

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

### **Background**

2. The Service currently has structures based on four Directorates and three operational Districts. The current Directorates are Service Delivery, Service Support, Policy, Performance and Planning and Finance. The current Districts cover three geographical areas (West, South and North) based on Herefordshire, Malvern Hills; Worcester and Wychavon and Redditch, Bromsgrove and Wyre Forest. This structure continues to satisfy the organisational and operational needs of the Service although inevitably, as with any organisation, there will always be room for improvement.
3. Coupled to the existing potential for structural improvement is the current economic climate, which indicates that financial resources are likely to be reduced in the short and medium term. Should financial resources be reduced an avenue for seeking efficiencies would be within the structure of the organisation.
4. Taking into consideration the above two drivers for structural review, the Chief Fire Officer seeks the Authority's permission to carry out a rolling review of the organisational structures of the Service. Should any major changes be considered necessary, the Chief Fire Officer will bring a paper(s) back to the Authority to seek permission for the implementation of those changes.

### **Corporate Issues**

4. The review of managerial structures does not impact on the organisation other than the Officer time in contributing to the review. The implementation of any subsequent recommendations will have an impact and as such any future Authority paper on the findings of the review will have a full impact assessment.

### **Contact Officer**

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(0845 1224454)

## **15. Regional Fire Control**

### **Purpose of report**

1. To update Members on progress and issues regarding the FiReControl Project, particularly the outcome of the CLG Select Committee Inquiry into the FiReControl Project and Local Government Association evidence.
- 

### **Recommendation**

***The Chief Fire Officer recommends that the Authority note the update on the Regional FiReControl project.***

### **Background**

2. In 2008 it was announced that delivery of the FiReControl Project would be delayed by 10 months; in 2009 this delay was extended by a further 9 months, placing the cutover date for Hereford & Worcester Fire and Rescue Service at March 2012. Since these announcements, the Service has continued its progress toward cutover in accordance with the transition plan.

### **The CLG Select Committee Enquiry**

3. In 2009, it was announced that there would be a CLG Select Committee Inquiry into FiReControl. The objective of the Committee was to examine:
  - a. Progress with the project so far;
  - b. The reasons for the cost and time overruns that the project had experienced;
  - c. What changes, if any, need to be made to the Government's plans for proceeding with the project.
4. The inquiry was convened in February 2010 and along with many other stakeholders H&W contributed written evidence. Oral evidence to the Committee was received from key stakeholders including the Chief Fire Officers Association, the Fire Brigades Union, EADS (the main contractor for the project) and the Local Government Association.
5. The Select Committee report was published in April 2010; the LGA circulated a summary of the Committee findings on 15 April.

### **Local Government Association (LGA) Response**

6. The key points from the LGA written evidence were:
  - a. the project so far has been characterised by a lack of leadership, poor procurement and contract management in government which, coupled

with contractor inertia, means FiReControl is at serious risk of becoming another failed Government IT project;

- b. confidence and trust in the project is at rock bottom, most Fire and Rescue Authorities are beginning to consider what alternatives to Fire Control might be put in place, some have had enough and want the project cancelled;
- c. any net additional costs falling on FRAs of the project proceeding, or failing, must be funded under New Burdens principles, this includes Firelink; and
- d. A realistic economic and operational assessment should be made of alternatives to FiReControl to inform thinking on the future of the project.

## **Summary of Findings from Select Committee Report**

7. Key findings from the Committee report, as circulated by the LGA include:

- (i) The FiReControl project is part of a key strategic objective of the Department for Communities and Local Government (CLG), but its current status is precarious. CLG and the main IT contractor, EADS, have had an adversarial relationship.
- (ii) They do not have a revised contract and there is no currently agreed project plan; until recently, there has been a lack of consultation and collaboration between CLG, EADS and those intimately involved in the Fire and Rescue Services (and some criticise the standard of the present consultation).
- (iii) Project management has been severely criticised, with a rapid turnover of crucial CLG and EADS senior staff.
- (iv) Since its inception, the costs of the project have escalated, and severe delays to the project mean that Fire and Rescue Authorities may now be expected to migrate to the new system at the very time that they should be concentrating on the high-profile safety concerns presented by the Olympic Games in 2012.
- (v) The main representative bodies of the Fire and Rescue Service all have reservations about the project—many go further and have deep hostility—and fear that, as it is presently managed and designed, it will lead to a less efficient and less safe service.
- (vi) The project has been beset by a lack of openness and collaboration with the main stakeholders from the start. If CLG had been more open from the start, many of the ensuing problems might not have occurred. This lack of openness has continued to the present, with CLG not allowing us (the Committee) to have sight of independent reviews of its management of the project - even in confidence - which implies a certain insecurity about its handling of the FiReControl project to date.



8. However, if CLG were to abandon the FiReControl project now, not only would all the claimed benefits of the project in terms of greater speed, responsiveness and efficiency be lost, but it would cost an extra £8 million more than if it were left to proceed.
9. CLG is not quite at the point of no return, but it very soon will be.

### **Recommendations from the Select Committee Report**

10. The Select Committee recommended that CLG should continue with the project with renewed vigour, but this recommendation is conditional upon CLG:
  - a. resolving its contractual dispute with EADS and implementing a viable project plan;
  - b. closely monitoring delivery of FiReControl against interim milestones, and examining alternative viable options for delivery to be implemented in case of any slippage;
  - c. addressing the shortcomings in its management of the project;
  - d. consulting fully with FRS staff and professionals in defining end-user requirements;
  - e. taking further steps to shift the negative perception of the project and to influence Fire and Rescue Authorities to make the positive decision to switch to the new system; and
  - f. providing assurances that the safety and security of the Olympic Games will not be compromised during the roll-out of the new Regional Control Centres.

### **Issues for Hereford & Worcester Fire and Rescue Service**

11. Hereford & Worcester Fire and Rescue Service continues to be committed to the FireControl Project and is working hard to support its progress, although further delays in key components of project are creating further challenges to its delivery.
12. The Service is scheduled to cutover to the Regional Control Centre in mid 2012 and will be the last FRS in the region to do so. Progress on the Transition Plan is continuing and the Service is on course to meet the requirements of the next scheduled milestone gateway in September 2010.
13. An update over the future direction of this project following the change of Government is now awaited. The Service continues to monitor risks closely and explore options to reduce these, including the potential for the procurement of interim solutions and collaborative arrangements with local partners, as described to the Authority in September 2009.

### **Contact Officer**

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

### **Purpose of report**

1. To provide Authority Members with an overview of the Retained Duty System (RDS) Review and Implementation Plan.
- 

### **Recommendations**

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

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

### **Background**

2. A dedicated team was established to review the current Retained Duty System (RDS) system and working practices in 2008. This team carried out an in-depth examination of areas such as; availability of staff and appliances, work-life balance, resilience, recruitment, training, development and management.
3. The review team engaged extensively with every RDS station, nearly all RDS managers and a large proportion of the RDS firefighters. The review team consisted of a lead wholetime officer who had many years' experience dedicated to managing RDS staff and two members of RDS staff (seconded full time to the review team).
4. The team highlighted a number of key issues such as how the basis for an RDS Service reliant on "traditional" communities and lifestyles did not always fit in with the modern working and living practices of our society. The team also considered the demographics of our communities, which had altered significantly in recent years, as well as the ability for people to balance their work and life commitments with the requirements of a Fire Service (RDS) career.

### **The Review Process**

5. The review took place between September 2008 and March 2009.

6. The review team interviewed and gathered information not only from staff within HWFRS, but also many other Fire and Rescue Services (15 other UK FRs) and similar non Fire and Rescue organisations (such as the Territorial Army, RNLI etc), families of RDS staff, Employers of RDS staff, a European fire service, ex-employees and unsuccessful RDS applicants.
7. The review recommended sixty areas for change, covering five broad areas; availability, hours of work, recruitment and retention, training, structure and culture.
8. A three year “RDS Implementation Plan” consisting of 24 objectives was produced (attached) based on the evidence provided in the review and in consultation with Officers, RDS staff and representative bodies.
9. The plan then underwent further extensive representative body consultation throughout 2009 and has been refined based upon this.

### **The Three Year Implementation Plan**

10. The three year Implementation Plan consists of a first year with sixteen objectives that are mainly focussed around management, operational availability and human resources issues. The second year consists of the training and development related issues and the final third year focuses on the reviewing and completion of these objectives.
11. The objectives in the Implementation Plan ensure that all areas of the Service are fully engaged with improving the RDS Service and supporting the staff who work this duty system.
12. A main area of work within the plan (year one, objective one) is the implementation of an RDS “Electronic Availability System” that will be supplied by “Gartan Technologies”. Gartan will also be supplying a finance/payroll module to the Service in tandem with the availability system. Gartan currently provide the RDS availability management systems for over 16 other FRs in the UK.
13. The Implementation Plan commenced its roll out for delivery on 1 April 2010. The objectives of the plan were individually incorporated into the Service’s planning process in late 2009 for inclusion in each Department’s business objectives for this year (2010-2011). There are also two corporate projects from the year one objectives of the Implementation Plan to support its delivery to provide a measure of quality assurance.
14. The objectives in the Implementation Plan have been primarily resourced from within current capacity and funding. Additional funding was sourced partially from the loss of an Area Manager post in 2009. Internal capacity to deliver the plan has been allocated through the normal business planning processes.
15. Support for the delivery of the Implementation Plan is through the newly formed post of “RDS Manager” which has been created from restructuring middle manager posts within West District. This provides a full time dedicated RDS manager for the Service to provide support, consultation and management of RDS resources and policies.

## **Conclusion/Summary**

16. The Implementation plan will provide RDS staff with management and availability systems that will support them effectively and enable them to manage themselves in an efficient and structured manner. The Service will benefit from an accurate and effective availability system that provides up to date information on RDS appliance and crew availability. This will restore a measure of balance and flexibility with both the work commitments and life balance.
17. Consideration of RDS staff and their needs will be firmly embedded in the Service's structure and culture through the creation of the RDS managers' post. Improvements will also be sought in many other areas such as recruitment, retention and general management and support of the RDS staff.
18. It should be noted that this level of change to the RDS system may cause some anxiety within the RDS staff. The Service is committed to maintaining the ethos and goodwill within our RDS staff and ensuring they are supported throughout this process.
19. Firefighter Safety is paramount and much of the review will underpin the current systems designed to ensure that the RDS staff are safe and competent in their role. The review and Plan both acknowledge the fundamental role the RDS have in delivering a quality service to our communities and it is envisaged that this will only be strengthened in the next three years.

## **Corporate Considerations**

20. Funding for the Implementation Plan is from within existing resources.

## **Supporting Information**

Appendix 1 – RDS Implementation Plan

### **Contact Officer**

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# RDS IMPLEMENTATION PLAN 2009-11

## Version 3



### Aims:

- To review and implement necessary changes to the RDS “On Call” system;
- To ensure the staff conditioned to this system feel supported, are able to effectively carry out their role; and
- To continue to build on the strengths of the RDS in delivering the modern Fire and Rescue Service”.

# RDS IMPLEMENTATION PLAN

## April 2010-13



Year One

# RDS REVIEW IMPLEMENTATION PLAN

High Priority	0-12 months
Medium Priority	12-24 months
Low Priority	24-36 months

No.	Objective	Priority	Benefits
	<b>Availability and Hours of Work</b>		
1	To introduce an Electronic Availability System to record availability of RDS appliances and personnel across the Service, also capable of providing a range of management and reports and linking directly to a Finance module.	High	<ul style="list-style-type: none"> <li>• A system that provides multiple methods of viewing and amending crewing availability; to enable staff to more easily manage their availability and time</li> <li>• Enables staff to more easily and accurately book and manage time off call</li> <li>• More accurate representation of availability, hence staff can see exactly who is available</li> <li>• More balanced crewing</li> <li>• Improved appliance availability through more efficient management</li> <li>• An integrated Electronic Availability System (EAS) identifying individual, appliance and station availability patterns</li> <li>• Link to individual contracted hours of availability</li> <li>• Transparent and fair</li> <li>• Provides accurate data for targeted Recruitment</li> <li>• A direct link to pay roll</li> <li>• More accurate recording of hours worked assisting with budget forecasting</li> <li>• Potential for efficiency savings</li> </ul>

No.	Objective	Priority	Benefits
2	<p>a) To put in place a banded system for availability to replace the existing cover types. The banded ranges of cover to be linked to a suitable contract profile for individual staff.</p> <p>b) To further explore the opportunity to offer pro-rata payments for availability based on 120 hours.</p>	High	<ul style="list-style-type: none"> <li>• Flexibility for personnel conditioned to the RDS</li> <li>• Contracts on an individual basis to fit the needs of both parties</li> <li>• Staff can agree and manage their time better</li> <li>• Changes to availability can be recorded and managed better to meet the needs of the individual and the Service</li> <li>• Provides staff with clear guidelines of expectations of their commitment</li> <li>• Greater flexibility for recruiting new staff and retention of existing staff</li> <li>• Banded availability, linked to EAS, will provide greater operational resilience</li> <li>• Fairer and more equitable with rewards based on availability and commitment</li> <li>• Based on 120 hours</li> <li>• Defined performance standards for availability</li> <li>• Increased resilience</li> </ul>
3	<p>To provide a range of contracted hours, from within existing resources, to RDS Managers per month to enable them to undertake key management tasks relating to their Station.</p>	High	<ul style="list-style-type: none"> <li>• Creation of a stronger work - life balance</li> <li>• Reducing the demands on Managers</li> <li>• Increased awareness and appreciation of RDS demands</li> <li>• Clearly defined expectations</li> <li>• Potential for savings both financial and reduction in duplication</li> <li>• Budgetary control.</li> <li>• Local managerial control of spending</li> <li>• Better consideration of RDS impact by Department Heads</li> <li>• Better levels of direct support through potential restructuring</li> <li>• Better breakdown of current and future spending trends</li> <li>• Greater awareness of impacts on RDS budgets</li> </ul>



No.	Objective	Priority	Benefits
4	To provide Clusters and Districts with a package of hours from within existing resources to support both unplanned work activity and for planned activity such as recruitment.	High	<ul style="list-style-type: none"> <li>• Provides RDS Managers with ability to manage the workload</li> <li>• Increased engagement by Station Managers with RDS Managers</li> <li>• Greater budgetary control</li> <li>• Increased financial awareness</li> <li>• Cost efficiency</li> <li>• Increased ability to budget forecast</li> <li>• Accountability and responsibility from within the District and Cluster set-up</li> </ul>
5	To review and consult regarding the '8 hour' rule, prior to the start of a shift, being placed on Wholtime/RDS personnel.	High	<ul style="list-style-type: none"> <li>• Working practices that reflect those of other RDS employers</li> <li>• Greater flexibility for local managers</li> <li>• Operational resilience increased by improved availability</li> <li>• Credibility and standard setting</li> <li>• Fairness and Transparency</li> </ul>
6	<p>To further analyse the strong community links forged by the RDS and consider removing from all RDS stations the requirement to undertake workloads created by Community Safety to allow for more time to be spent on training and performing the intervention role.</p> <p><i>Community Safety in the RDS areas should be delivered by investigating the partnership arrangements to ensure that this area of the community is not overlooked. Consideration will also be given to allow for some local, targeted Community Interaction involving RDS staff.</i></p>	High	<ul style="list-style-type: none"> <li>• Reduced training demands on RDS staff</li> <li>• Provide better balance of demands from RDS staff; allows staff focus on Intervention skills and Firefighter safety</li> <li>• Those who want to continue delivering CFS may be able to do so, this would be separate to their RDS contract</li> <li>• Retain and maintain those necessary links with the local community</li> <li>• The primary role of the RDS is identified as intervention</li> <li>• Alignment to the NVQ Units</li> <li>• Improved targeting and performance management of HFSCs and expansion of the partnership arrangements</li> <li>• Potential cost and efficiency savings through use of the voluntary sector</li> </ul>

No.	Objective	Priority	Benefits
<b>Recruitment and Retention</b>			
7	That a link is established and maintained between HR and Marketing/Media to identify key timing opportunities for raising RDS awareness through media management, advertising and marketing of the RDS to maximise recruitment potential.	High	<ul style="list-style-type: none"> <li>• Better recruitment to ensure stations are sufficiently crewed</li> <li>• Ensure sufficient staff are available for work - life balance to be achieved</li> <li>• Maximise potential recruitment</li> <li>• Use of marketing, media and design to support HR</li> <li>• Working to a common timetable</li> <li>• Create a recruitment resource toolkit</li> <li>• Identifying priority areas for recruitment</li> </ul>
8	To appoint RDS recruitment champions from within the RDS to support recruitment and to act as mentors to potential applicants and to support RDS awareness sessions.	High	<ul style="list-style-type: none"> <li>• Use RDS staff to promote their own role</li> <li>• Breaking down the recruitment barriers</li> <li>• Support to applicants from a variety of backgrounds</li> <li>• Creation of mentor network</li> <li>• Provide advice and support to HR and Marketing regarding local campaigns</li> <li>• Increased diversity</li> </ul>
9	A suitable level of budget from within the existing resources is identified and allocated for RDS recruitment to provide a range of recruitment resources.	High	<ul style="list-style-type: none"> <li>• Provide the correct resources</li> <li>• Dedicated budget</li> <li>• Ability to resource recruitment effectively</li> <li>• Creation of a multi-layered approach to marketing and advertising</li> <li>• Funding for RDS recruitment champions</li> <li>• Creative and innovative solutions to recruitment</li> </ul>
10	To monitor success rates of Psychometric Testing in the National Firefighter Selection Tests (NFFST) process and to provide suitable levels of support in regards to numeracy and literacy through partnership with local Adult Literacy providers.	High	<ul style="list-style-type: none"> <li>• Increase success rates at application</li> <li>• Ensure the RDS Stations have sufficient crewing and recruitment.</li> <li>• Ensure stations are crewed adequately to allow existing staff to achieve a work - life balance</li> <li>• Positive Action</li> <li>• Increased levels of literacy and numeracy within the RDS</li> <li>• Create partnerships within the Adult Literacy and Numeracy arena</li> <li>• Promote improved standards of Numeracy and Literacy across the Service</li> </ul>

No.	Objective	Priority	Benefits
11	To conduct a full equality and diversity impact assessment of the results of NFFST to establish whether NFFST supports diversity targets and RDS recruitment.	High	<ul style="list-style-type: none"> <li>• Assessment based on 12 months data</li> <li>• Opportunity to explore differing options</li> <li>• Review current process</li> <li>• Develop local testing regime to full recruitment needs</li> <li>• Adopt a resilient and tested selection process for both duty systems</li> </ul>
12	To liaise with HR to develop a Policy to ensure that all Service leavers have access to a properly conducted and evidenced exit interview	High	<ul style="list-style-type: none"> <li>• Give leaving staff an opportunity to provide valuable information on their experience in the Service</li> <li>• Identify trends and patterns for leavers</li> <li>• Provide evidence to influence further change</li> <li>• Increase future retention rates</li> </ul>

No.	Objective	Priority	Benefits
	<b>Training and Development</b>		
13	To create flexible options to deliver a comprehensive range of training to ensure safety of all RDS staff by providing an average additional 1-hour for training per week and up to eight training days per year.	High	<ul style="list-style-type: none"> <li>• More flexible approach</li> <li>• Ensure staff are trained fully to underpin Firefighter safety</li> <li>• Provide adequate time, flexibly, to enable staff to train effectively</li> <li>• Review existing provision</li> <li>• Audit ability</li> <li>• Quality Assurance</li> <li>• Modernisation</li> <li>• Quality driven training rather quantity driven</li> </ul>
14	To consider the removal of the requirement for successful completion of Paper 1 (Fire Safety) of the IFE examination for RDS staff, at Watch Manager level, to reflect their intervention role.	High	<ul style="list-style-type: none"> <li>• Reflects the RDS role</li> <li>• Underpin the intervention role</li> <li>• Skills gap reviewed</li> <li>• Increased opportunity for career progression</li> <li>• Transferability only if Paper 1 is completed</li> <li>• Opportunity to create study groups within Districts</li> <li>• Cross referencing of the “Breeze” packages to support candidates</li> <li>• Link to the TFS Review</li> </ul>

No.	Objective	Priority	Benefits
	<b>Structure and Culture</b>		
15	To review the structure, initially within West District, to provide additional managerial supervision and support directly to RDS Stations	High	<ul style="list-style-type: none"> <li>• Prove the District with the correct levels of support and reduce the burden on RDS WM/CMs</li> <li>• More effective management support from District to meet the needs of the staff on stations</li> <li>• District based solution</li> <li>• Review of CRM role</li> <li>• Reduction In demands on Watch Managers</li> </ul>
16	To create, through a structural review, the post of a Service RDS Manager to ensure future needs and demands on the RDS are managed effectively	High	<ul style="list-style-type: none"> <li>• Reflect the views and concerns of RDS staff across the Service</li> <li>• To become the Service RDS champion</li> <li>• Reduced impact on RDS and reliance on “goodwill”</li> <li>• Assessment and management of RDS impacts</li> <li>• Cultural change</li> <li>• Effective change management</li> <li>• Budgetary control</li> <li>• Increased creativity and innovation</li> <li>• Formal recognition of RDS role</li> <li>• More effective communication</li> <li>• RDS influenced policies</li> <li>• Implementation of the modernisation agenda from a RDS perspective</li> </ul>

# RDS IMPLEMENTATION PLAN 2010-13



Year Two

# RDS REVIEW IMPLEMENTATION PLAN

High Priority	0-12 months
Medium Priority	12-24 months
Low Priority	24-36 months

No.	Objective	Priority	Benefits
<b>Recruitment and Retention</b>			
17	To create and maintain a database of employers from within the RDS which is reviewed annually.	Medium	<ul style="list-style-type: none"> <li>To ensure employers of RDS staff feel valued</li> <li>To ensure RDS staff feel that their employers value them and are working together</li> <li>Link to HR IT solution</li> <li>Improved communication</li> <li>Creation of the 3-way partnership</li> <li>Increased recruitment opportunity</li> <li>Better retention of RDS staff</li> </ul>
18	To provide regular contact with potential RDS employers, via the local manager, throughout the recruitment process. This contact will aim to create a partnership arrangement between the local manager, RDS employer and applicant.	Medium	<ul style="list-style-type: none"> <li>Creation of the 3-way partnership with potential RDS staff and employers</li> <li>Opportunity for employer engagement</li> <li>Exchange of information</li> <li>Increased recruitment potential</li> <li>Improved retention</li> <li>Long term buy-in to the RDS by local employers</li> </ul>
19	To continue to work towards the challenging diversity targets to ensure that both BME and Females are attracted to the RDS.	Medium	<ul style="list-style-type: none"> <li>Ensure that communities feel part of their local RDS Service</li> <li>Ensure that all sections of the community are engaged with the local RDS station</li> <li>Increased Diversity and positive action</li> <li>Increased Recruitment opportunity</li> <li>Link to Equality and Diversity Strategy</li> </ul>

No.	Objective	Priority	Benefits
	<b>Training and Development</b>	<b>Priority</b>	<b>Benefits</b>
20	To liaise with STDC and the Approved Centre to provide support, feedback and assistance in relation to the shared objectives detailed below forming part of the training review.		
(a)	To explore the potential for creating opportunities for the STDC to deliver training locally within the Districts to support the RDS with suitable resources and staff.	Medium	<ul style="list-style-type: none"> <li>• Reduction in impacts on RDS staff (e.g. travelling)</li> <li>• Better use of RDS available time</li> <li>• Build on the success of local “core skills” training</li> <li>• Increased resilience</li> <li>• Link to training building strategy</li> <li>• Quality assurance by STDC</li> <li>• Audit and assessment</li> </ul>
(b)	To review the core skills module, and subsequent training modules, to identify what content can be delivered locally within the District structure to reduce the initial impact on RDS applicants.	Medium	<ul style="list-style-type: none"> <li>• Reduction in impacts on RDS staff (e.g. travelling)</li> <li>• Better use of RDS available time</li> <li>• Cost efficient</li> <li>• Build on the success of local “core skills” training</li> <li>• Increased resilience</li> <li>• Link to training building strategy</li> <li>• Quality assurance by STDC</li> <li>• Audit and assessment</li> <li>• Family friendly</li> <li>• Increased diversity</li> </ul>
(c)	Explore options for additional support to both candidates and assessors in the RDS to reduce the numbers of firefighters in development to a more manageable number. (Subject to the outcomes of a SS review of the NVQ process.)	Medium	<ul style="list-style-type: none"> <li>• Reduction in the number of development Firefighters</li> <li>• Increased levels of staff competency</li> <li>• Qualified assessors</li> <li>• Reduced workloads for Watch Managers</li> <li>• Opportunity to “re-launch” and “embed” the NVQ framework within the RDS</li> <li>• Support and develop staff</li> <li>• Innovative and creative solutions</li> </ul>



No.	Objective	Priority	Benefits
(d)	To review the role of the ADC process in selecting, assessing and training RDS Supervisory Managers to ensure a safe level of operational response and appropriate supervisory managerial skills.	Medium	<ul style="list-style-type: none"> <li>• Suitable and adequate process</li> <li>• Succession planning</li> <li>• Suitable development programmes for RDS staff</li> <li>• Competent Supervisory Managers</li> <li>• Increased resilience</li> <li>• Underpinning of the Temporary Role Assessment process</li> <li>• RDS only solution</li> <li>• Opportunity to create genuine development posts</li> <li>• Create mentor and coaching network</li> <li>• Less skills drain</li> </ul>
(e)	To conduct a skills-gap analysis to identify training requirements for Supervisory Managers to fulfil the requirement of the role map and to maintain competence whilst filling any potential skills gaps.	Medium	<ul style="list-style-type: none"> <li>• Ensure RDS Supervisory Manager feel supported and are trained to carry out their role.</li> <li>• Close of the skills gap</li> <li>• Opportunity to train the trainer</li> <li>• Quality Assurance</li> <li>• Underpin existing skills</li> <li>• Increase levels of competency</li> </ul>
(f)	To develop a structured approach to ensure that all interested RDS staff are made aware of the career progression process. Districts should be encouraged to take “ownership” and to provide initial awareness. The Service to facilitate a series of week-end seminars covering all aspects of the process.	Medium	<ul style="list-style-type: none"> <li>• Open and Transparent</li> <li>• Increased understanding of career progression</li> <li>• Higher application rates at ADC</li> <li>• Higher success rates at ADC</li> <li>• Recognition of skills already acquired in primary role</li> <li>• Ability to succession plan effectively</li> </ul>

No.	Objective	Priority	Benefits
(g)	To support succession planning within RDS units and consider the introduction of temporary development posts.	Medium	<ul style="list-style-type: none"> <li>• Ensure RDS staff are supported and have the opportunities to develop into supervisory roles</li> <li>• Opportunity to provide clear guidance and required expectations</li> <li>• Access to development programmes</li> <li>• Succession planning</li> <li>• Linked to IPDR</li> <li>• Opportunity to create workplace mentoring</li> <li>• Career progression</li> </ul>
(h)	To provide a more flexible and RDS friendly method of delivering the Supervisory Managers Programme.	Medium	<ul style="list-style-type: none"> <li>• To meet the needs of the RDS staff undergoing the programme</li> <li>• Ensure the best use of RDS staff available time</li> <li>• Family friendly</li> <li>• Regional collaboration</li> <li>• Extending the period from 24-30 months</li> <li>• Reducing impacts</li> <li>• Encouraging more applicants</li> <li>• Increased diversity</li> <li>• Succession planning</li> </ul>
(i)	To review the frequency rates of the IDR on an annual basis to ensure that they accurately reflect competency standards and risk based training.	Medium	<ul style="list-style-type: none"> <li>• Ensure FF Safety is paramount</li> <li>• Manage the training burden on RDS staff better</li> <li>• Ensure competency standards are maintained</li> <li>• Flexibility</li> <li>• Forecasting training requirements</li> <li>• Consistency</li> <li>• Quality Control</li> <li>• Audit Trail</li> </ul>

No.	Objective	Priority	Benefits
(j)	The Service to adopt a transparent method of assessing Acquired Prior Learning (APL) and Acquired Prior Experiential Learning (APEL) for staff undertaking development, recognising skills, experience and knowledge.	Medium	<ul style="list-style-type: none"> <li>• To ensure RDS staff time is used effectively</li> <li>• Ensure those skills found elsewhere are optimised</li> <li>• Identification of present RDS skills</li> <li>• Recognition of skills</li> <li>• Improved transferability</li> <li>• Efficiency savings</li> <li>• IPDS Compliance</li> </ul>
<b>Structure and Culture</b>			
21	To explore options to provide or develop additional levels of resilience and consistent levels of officer support	Medium	<ul style="list-style-type: none"> <li>• To ensure RDS staff receive high levels of officer support in all areas of activity</li> <li>• To support RDS managers effectively</li> <li>• Underpin Firefighter safety</li> <li>• Increased operational resilience</li> <li>• More efficient support at incidents</li> <li>• Consistency</li> </ul>

# RDS IMPLEMENTATION PLAN 2010-13



Year Three

# RDS REVIEW IMPLEMENTATION PLAN

High Priority	0-12 months
Medium Priority	12-24 months
Low Priority	24-36 months

No	Objective	Priority	Benefits
	<b>Availability and Hours of Work</b>		
23	To consider further exploration of a “front loaded” salary based scheme or similar in future years if recruitment initiatives are successful.	Low	<ul style="list-style-type: none"> <li>• Ensure RDS staff are adequately rewarded for their work</li> <li>• Ensure the RDS service remains an attractive profession</li> <li>• Improved recruitment and retention</li> <li>• Budget forecasting</li> <li>• Budgetary control</li> </ul>
	<b>Recruitment and Retention</b>		
24	To create a SPI to provide clear guidance and structure to the recruitment process for all staff and managers which will be reviewed and updated at regular intervals.	Low	<ul style="list-style-type: none"> <li>• Clarity</li> <li>• Transparency</li> <li>• Consistency</li> <li>• Framework for recruitment for each duty system</li> </ul>
	<b>Review</b>		
25	To undertake a full review of the Implementation Plan.	Low	<ul style="list-style-type: none"> <li>• Ensure the RDS staff are supported and have benefited from the changes over the previous two years</li> <li>• Give the opportunity to review and change anything that has not worked well for the RDS staff and the Service</li> <li>• Closure of the 3 year plan</li> <li>• Identification of key successes</li> <li>• Monitor deliverable elements</li> <li>• Indicate future trends</li> </ul>

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

### **Purpose of report**

1. To seek approval to the Worcestershire Partnership's Terms of Engagement for Statutory Partners in relation to the major budget pressures facing the public sector over the next 4-5 years, and to provide an update of the Worcestershire Total Place initiative.

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### **Recommendations**

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

- i) the Authority gives its formal approval to the terms of engagement for statutory partners, as agreed by the Worcestershire Partnership Board; and***
- ii) the Authority notes the progress and next steps for Worcestershire Partnership Total Place initiative.***

### **Background**

2. At its meeting on 1 February 2010, the Worcestershire Partnership Board approved a set of terms of engagement for public sector agencies in recognition of the major budget pressures facing public sector organisations over the next 4-5 years. These terms of engagement set out a number of commitments to discuss major budget decisions with one another, to consider service redesign across organisational boundaries and to consult businesses, the third sector and other stakeholders where appropriate.
3. The review of Worcestershire Partnership's governance and accountability arrangements carried out during 2009 led to a recommendation that a partnership-based efficiency and cost reduction strategy should be developed. The terms of engagement are part of the response to this recommendation, alongside the leadership programme work of the Shenstone Group and the ongoing Total Place initiative.
4. The Authority is currently represented on the Shenstone Group by the Chief Fire Officer who will also now be attending the Worcestershire Partnership Board. Senior officers are also involved in the Total Place initiative.

### **Terms of Engagement for Statutory Partners**

5. The full text of the Terms of Engagement agreed by public sector members of the Worcestershire Partnership is set out below. It highlights the commitments that partners are willing to make when considering major budget decisions and service redesign.

## **Worcestershire Partnership – Statutory Partners: Terms of Engagement**

6. The public sector agencies in Worcestershire recognise that over the next 4-5 years, we will all face major budget pressures, requiring changes and sometimes reductions in services.

Our commitment is to:

- (i) Talk to each other before we make major budget decisions.
  - (ii) Protect critical services to the public and businesses as far as possible, by redesigning services across organisational boundaries and achieve savings by sharing strategies, resources and budgets.
  - (iii) Put the needs of local people and places ahead of bureaucratic needs.
  - (iv) Prevent the cumulative effect of decisions affecting some communities or groups in society disproportionately.
  - (v) Minimise adverse consequences for the local economy.
  - (vi) Engage with business and the third sector where appropriate, and jointly consult stakeholders before major decisions are made.
7. To deliver the aspirations in the Terms of Engagement, a new group is proposed - the Public Service Executives Group (PSEG). The Chief Fire Officer is currently involved in discussions with other county Chief Executives to agree the PSEG working arrangements.

### **Total Place – next steps**

8. Members will be aware that Worcestershire is one of thirteen areas piloting the Total Place initiative designed to find new and more efficient ways to serve the public in the light of the economic downturn. The work is being carried out through the Worcestershire Partnership, with all public sector partners involved. Total Place has been examining three theme projects:
  - a. public sector estate – developing a public sector estate capable of delivering major revenue savings and capital receipts;
  - b. reducing the number of young people not in employment, education or training (NEET); and
  - c. areas of highest need – improving outcomes in deprived and disadvantaged neighbourhoods through community empowerment and more joined up public services.
9. The Worcestershire Total Place report was published by the Treasury and the Department for Communities and Local Government on 26 March 2010. On 13 April 2010, the Chief Executive of the County Council reported to the Worcestershire Partnership Board, which agreed the next steps based on Government invitations to Worcestershire:
  - a. A Total Capital and Total Assets pathfinder;
  - b. Development of a public estate company or trust model; and

- c. 'Extended field trials' on:
  - i. regeneration and aligning housing strategies;
  - ii. tackling deprivation; and
  - iii. NEET project.
- 10. The Chief Executive's report also noted opportunities to contribute to Whitehall projects relating to leadership of place, accountability and governance, including building on Worcestershire's ideas for greater devolution of public expenditure and the strategic leadership role for the principal local authority.
- 11. The full Worcestershire Total Place report can be accessed at the following web link:  
  
<http://www.worcestershirepartnership.org.uk/cms/pdf/TP%20FINAL%20SUBMISSION%20V1%202%20pdf.pdf>

### **Summary and conclusions**

- 12. The Terms of Engagement represent a major statement of principle by partner agencies to work together to minimise the impact of the major public expenditure pressures facing the county. Alongside this, the Total Place initiative provides a 'whole area' approach to public services aimed at delivering better services at less cost.
- 13. The Chief Fire Officer and senior management are fully involved in the arrangements for the proposed Public Service Executives Group and the ongoing development of the Total Place initiative. It is proposed that representation at the PSEG will be the Chief Fire Officer.

### **Corporate Considerations**

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

### **Supporting Information**

Appendix 1 – Business Impact Assessment

Background papers - None

### **Contact Officer**

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# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	FRA Paper	<b>New/Existing?</b> (If existing, please state which document it will replace)	New
		<b>Date:</b>	25 June 2010
<b>Directorate:</b>	PPP	<b>Department:</b>	Policy Planning and Performance
<b>Author:</b>	Partnership Coordinator	<b>Head of Department:</b>	AM Jon Pryce
<b>Title:</b>	Worcestershire Partnership Terms of Engagement for Statutory Partners		
<b>Purpose:</b>	<p><i>Please use the Executive Summary information from the SPI to complete this section, members of the public as well as staff will read this form.</i></p> <p>To seek approval to the Worcestershire Partnership's Terms of Engagement for Statutory Partners in relation to the major budget pressures facing the public sector over the next 4-5 years, and to provide an update of the Worcestershire Total Place initiative.</p>		
<b>Strategic Policy Implications</b>			<b>Yes / No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives? Yes			
<p><i>If yes, please state how, if No please state why the document should be put in place.</i></p> <p>The Terms of Engagement for Statutory Partners supports the FRA's corporate objective of ensuring effective partnership engagement. The Worcestershire Partnership is the local strategic partnership for the county, with representation from all the major public, private and third sector organisations including the Fire and Rescue Service.</p>			
<b>Equality and Diversity Outcomes</b>			<b>Yes / No</b>
Are there any equality and diversity outcomes for this policy/activity? Yes			
<p><i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i></p> <p>The work of the Public Service Executives Group and the initiatives developing in relation to Total Place are both aimed at providing better services and can have a significant and positive outcome for vulnerable and disadvantaged groups and areas.</p>			
<b>Equality Monitoring</b>			<b>Yes / No</b>
Does the Service currently collate data specific to this activity for equality monitoring? No			
However, all data relating to the activities is reported and recorded through the Worcestershire Partnership.			
<b>Partnership Working</b>			<b>Yes / No</b>
Does this policy/ activity involve working or interaction with other organisations? Yes			
<p><i>If yes, please ensure that the <a href="#">Partnership Working</a> SPI has been completed and advice sought from the Partnership Officer</i></p> <p>The Terms of Engagement, Public Service Executives Group and activities pursued through the Total Place initiative are being developed within the overall remit of the Worcestershire Partnership. The FRA is represented at Board and Management Group levels of the Worcestershire Partnership.</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)
<p>1. Does this activity/policy involve or have an impact on these groups? <b>Yes</b> If yes, please indicate: with a (✓) and state which group(s)            Public✓ Staff✓ Partners✓ Contractors✓ Consultants ✓ Community Groups✓ Local Government✓ Local Resilience Forum✓</p>			
<p><i>From the groups identified above, state here what the actual risk is to the Authority</i>            Budget decisions, including efficiency savings and cost reductions, may affect the future level of services and may involve the potential redesign of services across organisational boundaries.</p>	<b>8</b>	<p>The Terms of Engagement for Statutory Partners and the work of the Public Service Executives Group and wider Worcestershire Partnership is aimed at ensuring that the public sector is best equipped to withstand and address the major budget pressures facing Worcestershire. The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.</p>	<b>5</b>
<h3>Equality &amp; Diversity</h3>			
<p>1. Does this subject area impact upon the six strands of equality? <b>Yes</b> If yes, please indicate: Race✓ Gender✓ Disability✓ Age✓ Sexual Orientation Religion &amp; Belief</p>			
<p><i>From the groups identified above, state here what the actual risk is to the Authority.</i>            Pressure to channel services and resources towards addressing key community priorities may impact on the Authority's key focus on vulnerable and at risk groups.</p>	<b>6</b>	<p>Commitments made by partners at points 2-4 of the Terms of Engagement help to ensure that individual partner priorities are acknowledged and understood.</p>	<b>3</b>
<p>2. Could this activity prevent us promoting equality for any diverse group? <b>Yes</b></p>			
<p><i>If yes, please identify how and what the risk is here.</i>            Different organisations have different perspectives on the needs of diverse groups, which may impact on the Authority's key focus on vulnerable and at risk groups.</p>	<b>6</b>	<p>As above</p>	<b>3</b>

Log No.

## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

3. Could this activity potentially discourage the participation of any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>	<b>0</b>		<b>0</b>
4. Could this activity promote negative attitudes towards any equality groups? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>	<b>0</b>		<b>0</b>
5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes</b>			
<i>If no, please identify why and what the risk is here.</i>	<b>0</b>		<b>0</b>
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>No</b>			
<i>If yes, please identify how and what the risk is here.</i>	<b>0</b>		<b>0</b>
7. Has consultation internally/externally been completed with all groups affected? <b>No</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	<b>0</b>		<b>0</b>
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes</b>			
<i>If no, please identify what needs are not being met.</i>	<b>0</b>	See commitment 4 of the Terms of Engagement	<b>0</b>
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
Potential responses to the major budget pressures facing the public sector may require fundamental changes to current ways of working, including sharing strategies, resources and budgets across organisational boundaries.  There is a need to ensure that all public sector partners involved in the Worcestershire Partnership appreciate the Authority's key priorities and policies as well as the financial and service pressures facing the Service.	<b>8</b>	The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.	<b>5</b>
<b>Operational – e.g. how we carry out our duties</b>			
N/A	<b>0</b>		<b>0</b>
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
N/A	<b>0</b>		<b>0</b>
<b>Financial – e.g. monetary or resource implications</b>			
Potential responses to the major budget pressures facing the public sector may require fundamental changes to current ways of working, including sharing strategies, resources and budgets across organisational boundaries, and sometimes reductions in services.	<b>8</b>	The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.	<b>5</b>
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
Decisions made in relation to the budget pressures which involve	<b>6</b>	Representation by Principal Management at executive levels of the	<b>3</b>

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

changes to services, including redesign, reduction or even stopping services may impact on the reputation of the Service.		Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the reputation of the Service is not adversely affected.	
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management N/A	0		0
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
Actions to address the budget pressures facing the public sector may include sharing buildings and other resources, and may involve the provision of new models of procurement, asset management and property ownership.	6	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the Service is not adversely affected.	3
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
Actions to address the budget pressures facing the public sector may require organisations to work differently, which may impact on the how services are provided and who provides them.	6	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the Service is not adversely affected.	3
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
N/A	0		0
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
N/A	0		0
<b>Partnership – e.g. Working or interaction with other organisations</b>			
All work is being undertaken under the auspices of the Worcestershire Partnership with all key public, private and voluntary sector organisations represented. The potential redesign of services across organisational boundaries may have particular impacts on those service providers affected. This may include the Fire and Rescue Service.	8	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the particular priorities and interests of the Service are fully acknowledged and appreciated at executive levels within the Worcestershire Partnership.	5
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/activity conform to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles? Yes	0	All statutory partners involved have systems in place to ensure compliance.	0
<b>Total Inherent Score</b>	<b>62</b>	<b>Total Residual Score</b>	<b>35</b>
<b>Outcome:</b>			<b>Yes / No</b>

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Does this Policy/Project/Activity reduce the overall risk for the service?

*If no, please state why there is not a reduction in risk*

Membership at executive level is crucial to ensure that the interests of the Fire and Rescue Service are fully acknowledged and appreciated by partners involved in what could be a fundamental reshaping of public sector management and service delivery.

**Yes**

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

Log No.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Opportunities for shared services, shared strategies, resources and budgets, redesigned services	Who is responsible for delivery? Worcestershire Partnership and all individual public sector partners, including the Fire and Rescue Authority.

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      No			
Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.			
Policy Author Signature:	David Pritchard	Date:	18-05-10
Head of Department/Mgr:	Jon Pryce	Date:	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
Escalation of Risk:	Yes / No	
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		
Authorisation:	Outcome:	Date:

Equality & Diversity Officer		
Head of Corporate Risk		

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

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

### **Purpose of report**

1. To inform the Authority of the proceedings of the Standards Committee since the last AGM of the Authority.
- 

### **Recommendation**

***The Standards Committee recommends that the Authority notes the Committee's Annual Report to the Authority.***

### **Terms of Reference and Composition**

2. The Standards Committee is concerned to ensure that Authority Members observe their Code of Conduct and is empowered to deal with any allegations that Members have breached the Code of Conduct.
3. The Committee is comprised of 5 non-elected, independent Members and 2 Members appointed from the Authority. The current membership is as follows:  
Mr Richard Gething (Chair),  
Mr Colin Emeny, Dr Murray Mylechreest, Mr Robert Rogers, and Mr David Stevens all Independent Members; and  
Cllrs. John Goodwin and Gay Hopkins appointed by the Authority.

### **Standards Committee Proceedings since June 2009**

4. The Committee is pleased to report to the Authority that no complaints have been made against any Member of the Authority, alleging breach of the Code of Conduct during the past 12 months.
5. Three Members of the Committee attended The National Assembly for Standards Committees in Birmingham last October.
6. The Committee met on 23 April 2010 and carried out the following business:
  - a. Election of Chairman:  
Mr Richard Gething was elected to succeed Dr. Murray Mylechreest;
  - b. Review of Members' Registers of Interests and Undertakings:  
The Committee noted that the 11 new Members who joined the Authority in June 2009 had completed their statutory undertakings regarding the Code of Conduct and that all of the Authority Members had updated their Registers of Financial and Other Interests up to 30 June 2009.  
  
It was further noted that no Member had registered receipt of any gifts or hospitality during the past year.

- c. Consideration of the Authority's Governance Review:  
The Committee requested the opportunity to comment on review proposals prior to the September meeting of the Authority.
- d. The Member Development Programme 2009-10:  
The Committee welcomed the improvements in Member Development during the year.
- e. Update on Publications, Guidance and Cases from the Standards Board for England.

### **Supporting Information**

Background papers – Agenda and papers for Standards Committee Meeting held on 23 April 2010.

### **Contact Officer**

Anne Brown, Clerk to the Authority  
(01432 260000)  
Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)



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

### **Purpose of report**

1. To inform the Authority of the proceedings of the Committee Meetings held on 25 March and 3 June 2010.
- 

### **Recommendation**

***The Best Value, Policy and Performance Committee recommends that the Authority notes the proceedings of the Committee Meetings held on 25 March and 3 June 2010.***

### **Quarterly Performance Analysis and the Annual Performance Report 2009-10**

2. The Committee monitors performance data and information on a quarterly basis and received the Annual Performance Report 2009-10 at its meeting on 3 June 2010. The Service reported an excellent performance and the Committee congratulated the Chief Fire Officer and all his staff on the results achieved.

### **Charter Mark Results 2009/10**

3. Charter Mark is the Government's national customer service standard for organisations delivering public services and the Committee heard the Charter Mark assessors had confirmed that the Service complied with the Charter Mark Standard for 2009/10. The Service had 13 elements identified as Best Practice, including an additional element for public consultation.
4. The Committee was impressed with the Report and agreed that the Service should issue a press release to publicise the results.

### **The Revised Equality Scheme 2010-2013**

5. On 17 February 2010 the Authority approved the draft revised Scheme for consultation and the Committee was briefed on the proposals contained in the draft on 25 March. On 3 June the Committee received a verbal update on the responses received from the consultation which closes on 4 June.

### **Supporting Information**

Background Papers – Agenda and papers for the Best Value, Policy and Performance Committee Meetings held on 25 March and 3 June 2010.

### **Contact Officer**

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

## **20. Audit Committee Report**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Committee Meeting held on 26 May 2010.
- 

### **Recommendation**

***The Audit Committee recommends that the Authority notes the proceedings of the Committee Meeting held on 26 May 2010.***

### **Audit Committee Meeting on 26 May 2010**

2. The Meeting noted updates on the following items:
  - i. Governance Review;
  - ii. (The Review is to be progressed in early June and recommendations brought to the September meeting of the Authority);
  - iii. West Mercia Local Resilience Forum – Overview of Strategic arrangements for Incidents of Severe Weather;
  - iv. Internal Audit Update – Audit Plans 2009/2010 and 2010/2011;
  - v. The 2010-11 Annual Audit and Inspection Fee Letter;
  - vi. (The proposed fee of £71,012 is in line with the fee charged for 2009/10. The Committee will be kept informed of any changes to the Audit regime announced by Government);
  - vii. The Role of the Chief Financial Officer; and
  - viii. International Financial Reporting Standards (IFRS).

### **Supporting Information**

Background papers – Agenda and papers for Audit Committee Meeting held on 26 May 2010.

### **Contact Officer**

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## **21. Report from the Urgent Decisions Committee.**

### **Purpose of report**

1. To inform the Authority of the proceedings of the Committee Meeting held on 12 May 2010.
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### **Recommendation**

***The Urgent Decisions Committee recommends that The Authority note the contents of this Report.***

### **Background**

2. The Urgent Decisions Committee meeting was called to get approval for an increased tender amount for the construction of a new fire station at Pebworth so that the successful contractor could complete the building before the end of the year.

### **Increased tender price for the relocation and building of new fire station at Pebworth.**

3. The Committee heard that the best priced tender for the relocation of Pebworth Fire Station would increase the overall cost to £780,000 which was £130,000 higher than the original estimate of £650,000. The Committee noted that if the increase was not approved until the FRA meeting scheduled for 25 June the contract would incur extra costs, which could be as much as £18,000.
4. The Committee approved the revised overall cost for the project.

### **Supporting Information**

Background papers – Agenda and Papers for Urgent Decisions Committee Meeting on 12 May 2010.

### **Contact Officer**

Mark Yates,  
Chief Fire Officer (0845 1224454)  
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# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

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

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

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

## Hereford & Worcester Fire and Rescue Authority

### GLOSSARY OF TERMS

<b>RHSCG</b>	Regional Health and Safety Collaboration Group
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
<b>RMB</b>	Regional Management Board
<b>RoSPA</b>	Royal Society for the Prevention of Accidents
<b>RPE</b>	Respiratory Protective Equipment
<b>RRF</b>	Regional Resilience Forum
<b>RRO</b>	Regulatory Reform Order
<b>RRT</b>	Regional Resilience Team
<b>RSIG</b>	Road Safety Implementation Group
<b>RTA</b>	Road Traffic Accident
<b>RTC</b>	Road Traffic Collision
<b>SAP</b>	Systems Application and Products
<b>SARA</b>	Severn Area Rescue Association
<b>SBE</b>	Standards Board for England
<b>SCC</b>	Strategic Command Centre
<b>SCE</b>	Supported Capital Expenditure
<b>SCG</b>	Strategic Command Group
<b>SDA</b>	Service Delivery Agreement
<b>SFSO</b>	Senior Fire Safety Officer
<b>SHA</b>	Strategic Holding Area
<b>SHEBA</b>	Safety in the Home and Electric Under Blanket Assessment
<b>SLA</b>	Service Level Agreement
<b>SM</b>	Station Manager
<b>SOLACE</b>	Society of Local Authority Chief Executives
<b>SoRP</b>	Statement of Recommended Practice
<b>SPI</b>	Service Policy Instruction
<b>SRT</b>	Swift Water Rescue Team
<b>SSI</b>	Special Service Incidents
<b>T&amp;DC</b>	Training and Development Centre
<b>UoR</b>	Use of Resources
<b>USAR</b>	Urban Search and Rescue
<b>UWFS</b>	Unwanted Fire Signal
<b>VMDS</b>	Vehicle Mounted Data System
<b>WAN</b>	Wide Area Network
<b>WM</b>	Watch Manager
<b>WMRMB</b>	West Midlands Regional Management Board
<b>YFA</b>	Young Firefighters' Association