

Welcome and Guide

to today's meeting of the Fire and Rescue Authority

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. 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.

Further Information

If you require any further information on the agenda or any of the reports you should contact the person named at the bottom of the appropriate page.

Access to Information Your Rights

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

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

If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Mr P Rogers on 01432 383408.

Guidance Notes for Visitors

Security

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

How to get to New Headquarters, 2 Kings Court, Charles Hastings Way, Worcester, WR5 1JR.

Map attached.

Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

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The meeting room is accessible.

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Toilets – please ask at reception.

Public Telephones - are available. Please ask reception staff for details.

Queries - Should you require assistance or require information please contact a member of the reception staff.

In Case of Fire

ACTION ON DISCOVERING A FIRE

1. Break the glass at the nearest **FIRE ALARM POINT**.
(This will alert Control and other Personnel)
2. Tackle the Fire with the appliances available – **IF SAFE TO DO SO**.
3. Proceed to the Assembly Point for a Roll Call – **CAR PARK OF THE REALITY BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT**.
4. Never re-enter the building – **GET OUT STAY OUT**.

ACTION ON HEARING THE ALARM

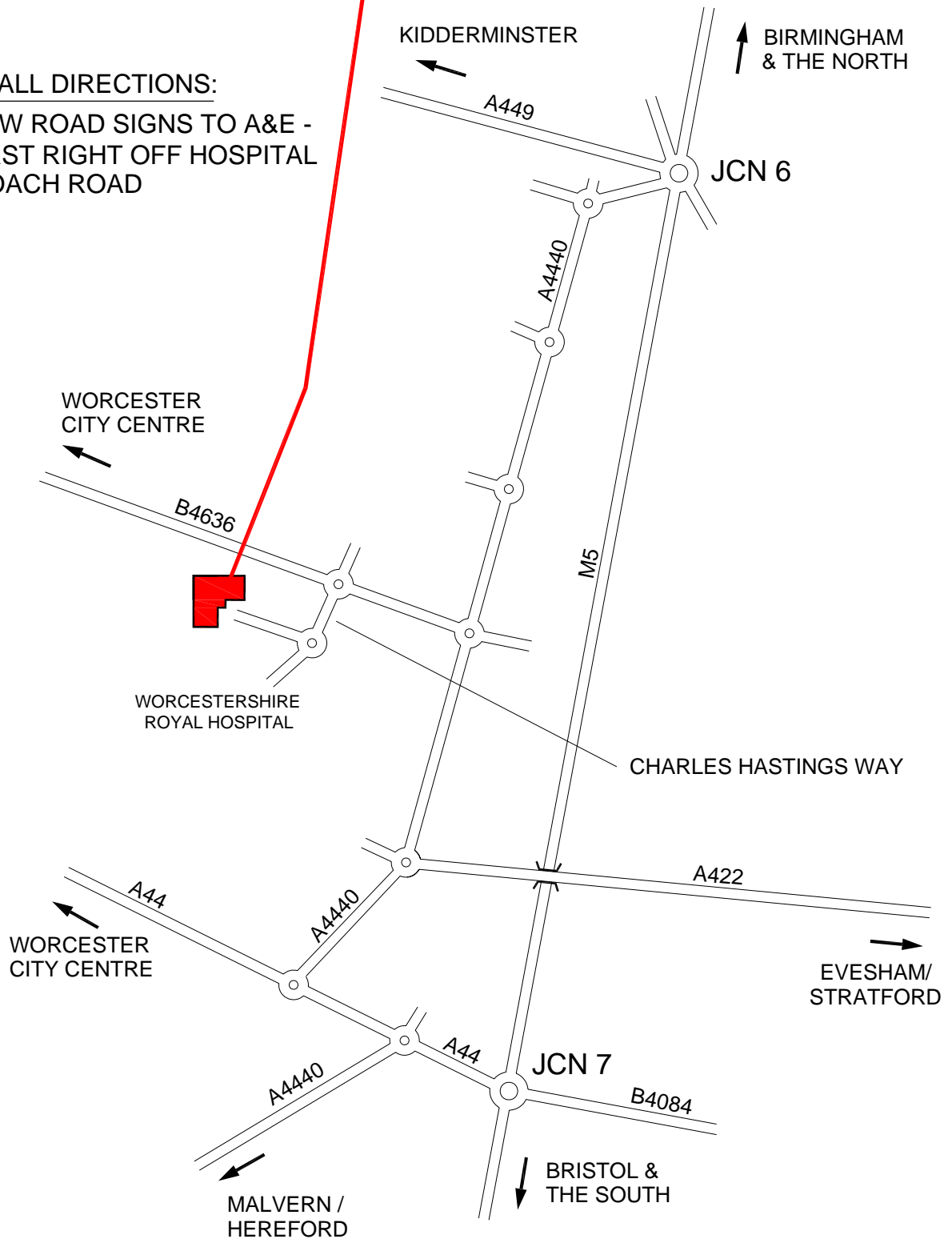
1. Proceed immediately to the Assembly Point - **CAR PARK OF THE REALITY BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT**.
2. Close all doors en route. The senior person present will ensure all personnel have left their office.
3. Never re-enter the building – **GET OUT STAY OUT**.

Reception will collect the Visitors book

Please ensure all visitors are signed in

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

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



Agenda

Councillors

Herefordshire:

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

Worcestershire:

Mr T J Bean, Mr S J Clee (Vice-Chairman), Mrs M L Drinkwater, Mrs D E Dudley, Mr R J Farmer, Mr A Fry, Mr A I Hardman, Mr M Hart, Mr J Holden, Mr P T Mills, Mr W E Moore, Mr P A Mould, Mrs F Oborski, Mrs B Passingham, Mr D W Prodger, Mr C T Smith, Mr R M Udall, Mr J R Webb, Mr G C Yarranton.

- 1. Apologies for Absence**
To receive any apologies for absence.
- 2. Chairman's Announcements**
- 3. Declaration of Interests (if any)**
To invite any Councillor to declare any interest in any of the items on this Agenda.
- 4. Confirmation of Minutes**
To confirm the Minutes of the meeting of the Fire and Rescue Authority held on 27 September 2007 (copy attached – pink pages).
- 5. Questions from Members of the Public**
To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.
- 6. Service Report (p.1-20)**
To inform Members of Service activities in the last quarter together with operational and statistical details for the period 1 July 2007 to 30 September 2007.
- 7. Integrated Risk Management Plan (IRMP) Action Plan 08/09 Consultation Feedback - Recommendations for Amendments (p.21-22)**
To inform Members of the recommended amendments to the Fire and Rescue Authority's IRMP Draft Action Plan for 2008/09.
- 8. Integrated Risk Management Plan (IRMP) 2007/08 (p.23-26)**
To report progress against the IRMP (3) 2007/08 plan.
- 9. 2008/09 Budget Preparation (p.27-28)**
To provide information on the 2008/09 budget preparation process.

10. Regional Fire Control and FireLink Update

To seek agreement in principle to the Local Authority Controlled Company (LACC) Members' Agreement and to recommend that cost apportionment proposals be put to the Budget Committee meeting on 24th January 2008, for approval on the Authority's behalf.

11. Joint Service Review Warwickshire Fire and Rescue Service – Update (p.29)

To recommend that current work to identify potential opportunities for greater collaboration with Warwickshire Fire and Rescue Service is suspended.

12. Strategic Risk Register – Annual Update (p.30-53)

To approve the revised Strategic Risk Register attached.

13. Flooding Update (p.54-55)

To inform Members of the proposed terms of reference for the Best Value, Policy and Performance (BVPP) Committee review of the Fire Authority's contribution during the recent major flooding events.

Hereford & Worcester Fire & Rescue Authority
Thursday 27 September 2007 Headquarters, 2 Kings Court, Charles
Hastings Way, Worcester (10.30 am)

Minutes

Present

Herefordshire: Mr J H R Goodwin, Brigadier P Jones, Mrs M D Lloyd-Hayes, Mrs P M Morgan, Mr D C Taylor and Mr P J Watts.

Worcestershire: Mr T J Bean, Mr S J Clee (Vice-Chairman), Mrs M L Drinkwater, Mr A Fry, Mr M J Hart, Mr P T Mills, Mr W E Moore, Mr P A Mould, Mrs F M Oborski, Mrs B Passingham, Mr D W Prodger, Mr C T Smith, Mr R M Udall, Mr G C Yarranton.

Available Papers:

- A. The Agenda paper and appendices referred to (previously circulated).
- B. The Minutes of the meeting of the Fire and Rescue Authority held on 11 June 2007 (previously circulated).

(A copy of the Agenda papers will be attached to the signed Minutes).

598. (Agenda Item 1) Apologies for Absence

Apologies were received from Mr D E Dudley, Mr R J Farmer, Mr A I Hardman, Mr J Holden and Mr J R Webb.

599. (Agenda Item 2) Declarations of Interest

Mr P A Mould and Mr P J 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 Mould or Mr Watts to leave the room during the meeting.)

600. (Agenda Item 3) Confirmation of Minutes

Resolved: that the Minutes of the meeting held on 11 June 2007 be confirmed as a correct record and signed by the Chairman.

601. (Agenda Item 4) Questions from Members of the Public

There were no questions from Members of the Public.

602. (Agenda Item 5) Service Report

The Authority considered a report which gave details of service activities in the first quarter together with operational and statistical details for the period 1 April 2007 to 30 June 2007. The Chief Fire Officer gave a power point presentation relating to the matters referred to in the report.

The Chief Fire Officer emphasised the negative effects that the hot and dry weather conditions and flash flooding had on Best Value Performance Indicators.

A Member requested that an acknowledgement of the letters of appreciation which had been received regarding the work carried out by the Service be Minuted.

With regard to a Member's question in relation to the Service answering an incident where there was no post code, the Chief Fire Officer explained how the Fire Link project was the technical apparatus to be used to carry out such a task. He added that an investigation was also being carried out regarding the possibility of acquiring specialist appliances to reach some areas.

With reference to paragraph 47 of the report, the Authority noted that Councillor J R Webb had been appointed the new Risk Champion for the Fire and Rescue Authority.

The officers referred to paragraph 49 of the report and informed Members that the refurbishment works at Droitwich would be completed before Christmas.

Resolved: that the report be noted.

603. (Agenda Item 6) Joint Service Review Warwickshire Fire and Rescue Service

The Authority considered a report regarding a request from Warwickshire County Council to conduct a joint options appraisal considering opportunities for improving service delivery and efficiency through closer working arrangements.

Although in agreement with the need to investigate the options, Members suggested caution with regard to the way forward following the results of the appraisal.

Resolved: that

- (i) the Authority supports the establishment of a Joint Member/Officer Review Group, to consider the options for Service improvements and efficiencies through closer working arrangements with Warwickshire;**
- (ii) the Group Leaders or their representatives to be this Authority's Member nominees to the Review Group;**
- (iii) the draft Terms of Reference as attached to the report be put to Warwickshire County Council for their consideration; and**
- (iv) the Review Group be tasked with providing an initial report back to the full Authority by its December 2007 meeting.**

604. (Agenda Item 7) Flooding Update

The Authority considered a report which updated Members on recent flooding incidents.

The Chief Fire Officer gave a Power Point presentation relating to matters referred to in the report.

A Member informed the Authority that a report would be submitted to the Authority's Best Value Policy and Performance Committee to scrutinise the Service's actions during the flooding.

Members requested that their appreciation and thanks to Lucy Phillips, Deputy Chief Fire Officer, and to Service staff during this time be Minuted.

Resolved: that

- (i) the Authority's deep appreciation and congratulations be conveyed to Service staff for their work during the June and July 2007 flooding; and**
- (ii) the report be noted.**

605. (Agenda Item 8) Integrated Risk Management Plan (IRMP) 2007/08

Consideration was given to a report which provided a progress update on the Integrated Risk Management Plan for 2007/08.

Resolved: that the report be noted.

606. (Agenda Item 9) Integrated Risk Management Plan (IRMP) 2008/09 Action Plan Consultation

The Authority considered a report regarding the 2008/09 IRMP Action Plan Consultation. Consultation had now closed and the outcome would be reported in the first instance to the IRMP Steering Group for their consideration.

A full report would then be submitted to December main meeting to agree the Authority's IRMP for 2008/09. This would form the basis of the Corporate Plan for the coming year.

Resolved: that the report be noted.

607. (Agenda Item 10) New Model Code of Conduct

Consideration was given to a report which requested Members to consider the new Model Code of Conduct made on 4 April 2007 which came into force on 3 May 2007.

It was noted that the Standards Committee had considered the report on 17 September 2007 and recommended the Authority to approve the recommendations as contained in the report before Members.

Resolved: that

- (i) the Authority adopt the Model Code of Conduct as set out in the Local Authorities (Model Code of Conduct) Order 2007 ("the Code") (Appendix 1) together with a preamble incorporating the ten principles governing the conduct of Members, in place of its existing Code; and**
- (ii) the Inclusion of paragraph 12 (2) enabling Members who have a prejudicial interest to make representations to meetings as a member of the public.**

608. (Agenda Item 11) Property Update

The Authority considered a report which informed Members of the progress on the extension to Whitchurch Fire Station and an update on facilities for Urban Search and Rescue and Workshops relocation.

Resolved: that the report be noted.

609. (Agenda Item 12) Measuring and Challenging Recruitment Processes.

Consideration was given to a report which informed Members of progress regarding the Service recruitment processes.

Mr A Fry, the Chairman of the Best Value Policy and Performance Committee, expressed appreciation to the officers for their work in producing the 'Measuring and Challenging Recruitment Processes' document. He acknowledged the progress in increasing the recruitment of staff and requested Members to note that further effort would need to be made to attract more ethnic minorities, and new european migrants to the Service.

Resolved: that

- (i) the Authority's thanks be conveyed to the staff who produced the Measuring and Challenging Recruitment Processes document; and**
- (ii) the report be noted.**

610. (Agenda Item 13) Long Term Capability Management (LCTM)

Consideration was given to a report which sought to ensure appropriate management arrangements within the Authority for consideration of LCTM.

Resolved: that the report be noted and the Budget Committee be requested to consider the forthcoming Transfer Agreement.

611. (Agenda Item 14) Supplementary Crewing Pilot

The Authority considered a report which updated Members on the progress of the supplementary crewing pilot.

The officers informed Members that the pilot referred to in paragraph 5 of the report has been developed at Kidderminster between 4.00pm and 8.00pm over a three months trial period.

Resolved: that the report be noted.

612. (Agenda Item 15) Young Firefighters Association (YFA)

The Authority considered a report which advised on the development of further governance arrangements for the Young Firefighters Association.

A Member acknowledged the worthwhile contribution that the YFA delivers to the communities referred to in the report and that additional YFA groups would be welcomed.

Resolved: that the establishment of a formal structure of governance and a constitution being adopted by the YFA groups be supported and that Mr A Fry be nominated as Chairman of the Hereford and Worcester Young Firefighters Association under the terms of the YFA's draft Constitution.

The meeting ended at 12.17 pm.

Chairman.....

6. SERVICE REPORT

Purpose of Report

1. To inform Members of Service activities in the second quarter together with operational and statistical details for the period 1 July 2007 to 30 September 2007.
-

Performance

Incident Statistics

2. Members are requested to note the levels of operational activity experienced for the period 1 July 2007 to 30 September 2007. The detailed statistics are attached at Appendix 1.
3. Operational activity in the second quarter appears to have been affected by weather conditions. In July, mean temperatures were generally close to or slightly below average. Maximum temperatures were generally below average. Rainfall was well above average, with England and Wales recording over double their average July rainfall, and some Stations in the Worcestershire area recording over 4 times their average July rainfall.
4. August was the coldest August since 1993 with rainfall around 50% of average monthly figures. September was characterised by mean temperatures generally close to or slightly above average. Rainfall in September 2007 was around half of the average September monthly rainfall. (*source BBC website*)
5. As a result, there has been a 19% increase in special services compared with Quarter 1, with 771 incidents attended compared with 647 in Quarter 1. This was mainly due to the flooding in July, with 463 out of the 771 special service incidents occurring in July. The average number of special service incidents for Quarter 2 over the past four years is 540 incidents, so the effect of the flooding was to increase activity in Quarter 2 2007/08 by 42%.
6. The number of fires attended has reduced by 18% in Quarter 2 compared with Quarter 1, with 711 incidents attended compared with 865 incidents in Quarter 1. It has also reduced by 46% compared with the same quarter last year when 1334 incidents were attended. The average number of fires attended for Quarter 2 over the past four years is 1173 incidents, so 711 incidents in Quarter 2 represents a decrease of 39% on that average.
7. The number of false alarms attended has increased by 14% when compared with Quarter 1, with 1076 incidents attended compared with 947 in Quarter 1. However, the number of false alarms incidents has reduced by 16% when compared with Quarter 2 2006/07 where 1284 false alarm incidents were attended. The average number of false alarms attended for Quarter 2 over the past four years is 1170 incidents, so 1076 incidents in Quarter 2 represents a decrease of 8% on that average.

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8. The total number of fires, special services and false alarms combined has, therefore, increased when compared with Quarter 1 with 2558 incidents attended in Quarter 2 compared with 2459 in Quarter 1, an increase of 4%. However, the total number of incidents has reduced by 22% when compared with Quarter 2 2006/07 where 3316 incidents were attended. The average number of total incidents attended for Quarter 2 over the past four years is 2883 incidents, so 2558 incidents in Quarter 2 represents a decrease of 11% on that average.
9. The following tables demonstrate Quarter 2 activity compared with the last five quarters and compared this quarter's activity with the second Quarter for the last four years:

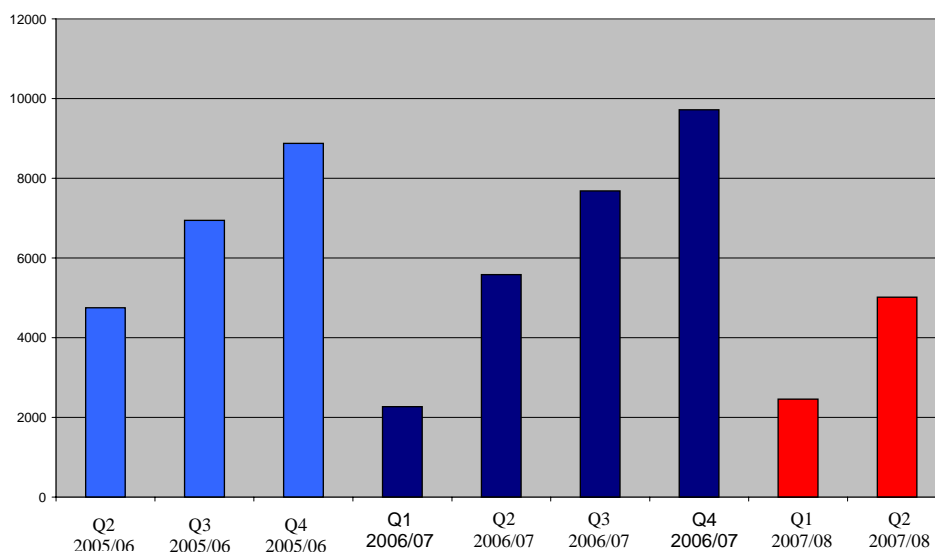
Previous Quarters:

Quarter	All Fires	Special Service Incidents	All False Alarms	Total Incidents
Quarter 2 2007/08	711	771	1076	2558
Quarter 1 2007/08	865	647	947	2459
Quarter 4 2006/07	689	484	865	2038
Quarter 3 2006/07	623	484	989	2096
Quarter 2 2006/07	1334	698	1284	3316

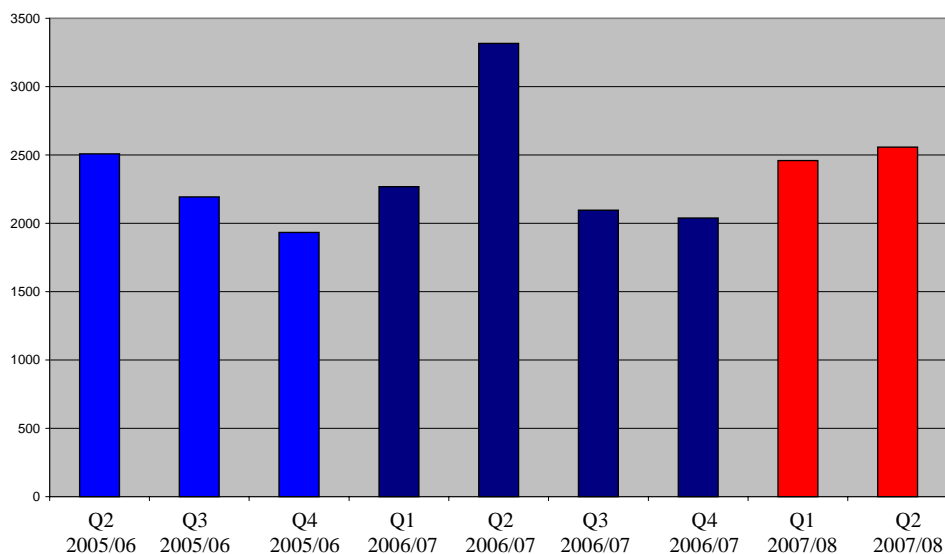
Same Quarter – Previous Years:

Quarter	All Fires	Special Service Incidents	All False Alarms	Total Incidents
Quarter 2 2007/08	711	771	1076	2558
Quarter 2 2006/07	1334	698	1284	3316
Quarter 2 2005/06	920	477	1112	2509
Quarter 2 2004/05	898	511	1066	2475
Quarter 2 2003/04	1540	475	1217	3232

Cumulative total incidents



Total incidents by quarter



Number of Road Traffic Collisions attended by a Rescue Pump within 20 minutes

	Q2 06/07 Jul - Sep	Q3 06/07 Oct-Dec	Q4 06/07 Jan- Mar	Q1 07/08 Apr- Jun	Q2 07/08 Jul- Sep
Number of Road Traffic Collisions attended by a Rescue Pump	139	186	146	162	140
Number of Road Traffic Collisions attended by a Rescue Pump within 20 minutes of time of call	127	170	139	158	138
Percentage attended within 20 Minutes	91.37%	91.39%	95.21%	97.53%	98.57%

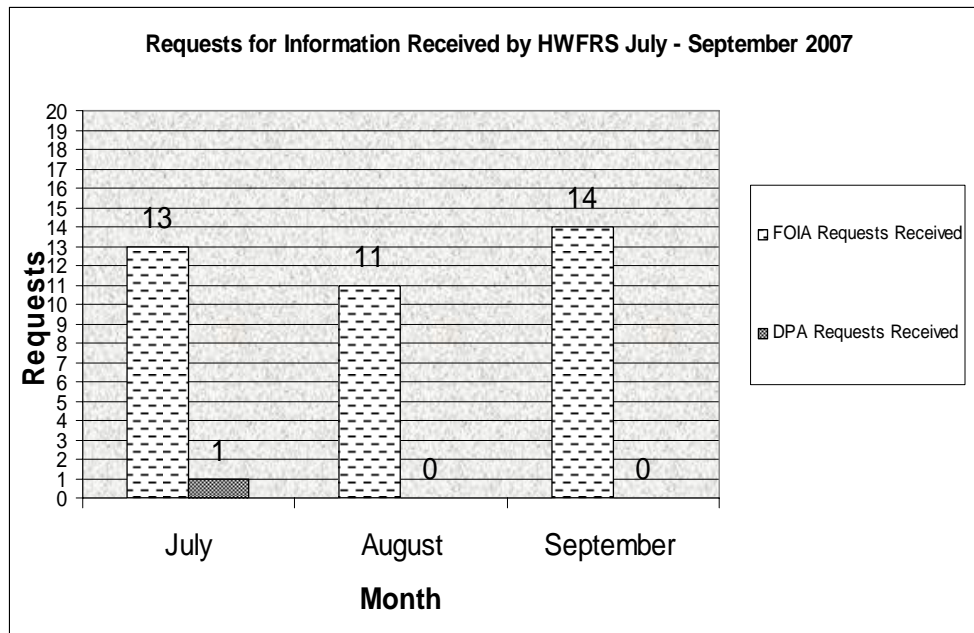
Number of Home Fire Safety Checks from 1 July 2007 – 30 Sept 2007

Number of visits	Recorded Hours on HFSCs	Smoke alarms fitted
887	1641	855

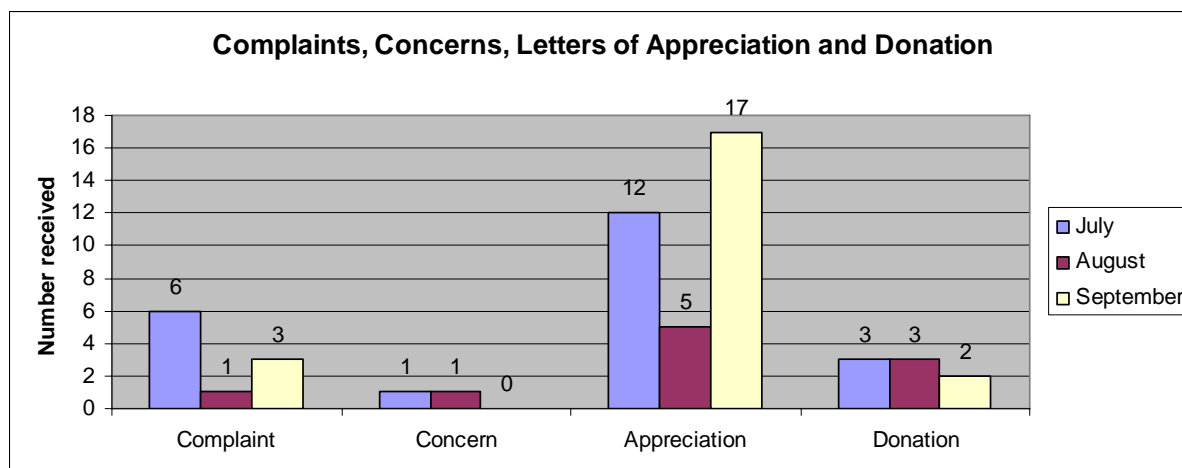
School Visits from 1 July 2007 – 30 Sept 2007

	KS1	KS2	KS3	TOTALS
Watches	1	14	0	15
Audience	20	661	0	681
Education Assistants	6	10	7	23
Audience	375	229	331	935

Freedom of Information Requests



Letters of Appreciation/Donation/Complaints/Concerns



10. All letters will be made available for Members' perusal at the meeting.

Incidents and Injuries

11. These figures appear to be higher than in previous years' reports due to the change process in which Health and Safety incidents are collated. To provide greater clarity and to enable trends to be more readily identified statistics for all Health and Safety incident reports (for example, exposure to hazardous substances, incidents of violence/aggression, near hits, potential hazards, fleet incidents, etc) are collated and presented together. Previous reports separated injury reports from other incidents. Trends can now be observed more effectively by looking at all Health and Safety incidents and so resources can be deployed with greater efficiency.

	Injuries & Incidents	RIDDOR	Establishment Rate (%)
July – September 2006	33*	7	4
October – December 2006	19*	3	2
January – March 2007	21*	4	3
April – June 2007	36	4	4
July – September 2007	64	11	7

* Injury statistics only

12. Analysis of the Health and Safety Injuries and Incidents reflects the recent weather conditions with the increase in reports predominantly being due to reports of exposure to hazardous materials (namely flood water during rescue operations).
13. There has been a 78% increase in the number of Health and Safety Incidents/Injuries reported in the second quarter of 2007-08 as compared to the immediately preceding quarter (up from 36 to 64). As has been identified in previous quarters, a significant number of all Health and Safety incidents involved operational personnel (61 incidents (95%)), with over two-thirds of these incidents being as a result of operational activity (52) and half of these incidents being exposure to hazardous materials – predominantly flood water during the recent conditions.

14. The increase in reported Health and Safety Incidents/Injuries is coupled with an increase in RIDDOR reportable incidents - from 4 in the last quarter to 11. When comparing these figures with the same period for last year, there has been an increase of almost 100% in reported injuries and incidents and an increase of 57% in RIDDOR reportable incidents (33 and 7 respectively for the second quarter of 2006-07). Of the RIDDOR reportable incidents, 7 were as a result of operational activity, 1 involved a broken bone, whilst a further 2 were illnesses potentially contracted during water-related activity. Of the remaining 3 RIDDOR reportable incidents, 2 occurred during physical training, one resulting in broken bones.
15. As part of our commitment to Health and Safety training, we are implementing a behavioural safety programme which will address some of the areas of increased activity and concern.
16. With regards to Fleet Health and Safety Incidents, 12 were reported this quarter, compared to 8 in the last quarter, representing an increase of 50%. Seven of these incidents occurred during routine driving activity and 5 during operational driving. Whilst 5 of the incidents were the fault of a third party, and 1 incident occurred as a result of water ingress during the spate conditions when involved in a rescue attempt, the remaining incidents were the result of our drivers failing to take account of the dimensions of their vehicle and coming into contact with a third party or object.
17. The number of reported Near Hits and Potential Hazards has continued to decline. When compared to the last quarter's figures, the numbers reported have halved (from 15 to 7) and when compared to figures for the same quarter for the last 5 years, this quarter's returns are at their lowest (aside from those for 2004-05). It still remains that the number of injuries and incidents being reported remains higher than potential hazards and near hits being reported.

Items of Interest

Policy, Planning and Performance

24. During the past quarter, the Policy, Planning and Performance Department has continued to meet the requirements of the Performance Management Framework for 2007/08 within the timescales specified by the Audit Commission and PricewaterhouseCoopers.

Use of Resources Assessment

25. Use of Resources assesses the Authority across a broad range of financial issues and provides a scored assessment including whether the FRA is providing value for money.
26. PricewaterhouseCoopers carried out their on-site assessment during September 2007. Results from this assessment will be published at the end of January 2008.

Direction of Travel Assessment

27. Direction of Travel is an assessment of improvement, or deterioration, in performance. It measures how well the Service has performed since the original

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Comprehensive Performance Assessment (CPA) categorisation and whether or not it could improve.

28. The Audit Commission carried out their on-site assessment during October 2007. Results from this assessment will be published at the end of January 2008.
29. In addition to the above the Policy, Planning and Performance Team have begun to prepare for the Charter Mark Assessment. The dates for this assessment have now been confirmed as 10 and 11 January 2008 and results will be published during February 2008.

Technical Fire Safety

Prohibition	Enforcement	Alteration
NIL	5	NIL

30. This quarter marked the end of the first year since the introduction of the Regulatory Reform (Fire Safety) Order 2005 and this will now be subjected to analysis by the FRS.
31. The three districts carried out a total of 869 inspections of which 171 were full fire safety audits and 52 post fire audits, one of which has resulted in possible litigation.
32. Also during this quarter five enforcement notices were issued:

District	Number
North	3
South	1
West	1

33. The Fire Safety Trainer continued to provide training for the Commercial and Industrial sectors.
34. A Fire Safety Seminar was held in September specifically looking at Enforcement, which included a presentation from the HSE. Fire Safety Officers from the three districts and SHQ were present as well as visiting Officers from West Midlands Fire and Rescue Service.

Juvenile Fire Setter Scheme

41. During the period for July to September, 12 cases of young people with fire setting tendencies were seen.
42. Juvenile Fire Setter advisors received training on child protection issues.
43. One successful intervention case involved a young person who had started a fire in their bedroom. Juvenile Fire Setter Advisors dealt with the fire setting issues and also referred the case, via the Juvenile Fire Setter Coordinator, where the individual received help from their school and family to resolve their needs.

44. A new dedicated leaflet giving advice to parents and guardians of young people involved in fire setting has been produced. The purpose of the leaflet is to provide initial advice and reassurance together with information on where to get help. Following attendance at an event to promote services to migrant communities the leaflet has also been produced in Polish, to target the large number of families within certain areas across the two counties.

Information for Members

Community Fire Safety

Community Action Teams

45. The community safety department put together a community action team during the time of floods. The team were drafted out to areas hit by the flood; Evesham, Upton, Tenbury Wells, Powick, Bewdley. The teams were there to reassure the public that the emergency services were supporting them. Leaflets with advice, guidance, safety messages and emergency contact numbers were handed out to members of the public. The face to face personal contact worked extremely well for both the public and the Service.

Education Outreach Adviser

46. Interviews for the above position have taken place. Once appointed the Education Outreach Adviser will support further development of the delivery of safety messages focusing on older people.

Water Safety

47. The Education Team and Watches across the Service delivered water safety messages to schools across Hereford and Worcester. The water safety resources are being evaluated to ensure lessons learnt can be built on for summer 2008.

Road Safety

48. Dying to Drive (Forward Vision), Redditch took place at Trinity High School in Redditch at the beginning of July 2007. Approximately 800 pupils from Bromsgrove and Redditch attended aged from 14 to 17 over a 4 day period to include special school students from Redditch. The event focus was the consequences of reckless driving with the young and the aim was to encourage a change of attitude towards this.
49. The event was evaluated before and following and the results are being analysed and interpreted at present.
50. A new road safety education programme is being researched, designed and developed at present. The aim is to target Year 11 pupils and sixth form students (aged 15 – 17) at their school establishment. The content will be based around a powerful new DVD named 'How R U getting home', written and produced by students at Worcester College of Technology, with the assistance of HWFRS. Themes highlighted during the film include 'driving skills, choices, loyalty, insecurity, communication skills, friendship and self-confidence.

51. To support Firefighters in their delivery of school fire safety education, Watches across the two Counties received education training during August/September. Each Watch completed a questionnaire answering questions and offering ideas for future improvement of all current education programmes and of potential forthcoming projects relating to road safety and safety issues surrounding other vulnerable groups within the community.

Young Fire Fighters

52. During the summer months, the YFA attended Fire Station open days, local fetes and community days where they engaged with those attending and assisted in spreading general fire safety related messages. Their enthusiasm and the way they interacted with their peer group is in part due to the unique nature of the Group as being a uniformed young group who can relate to and communicate with the younger community. In July the Malvern branch provided an Archery experience for a local group of Young Farmers.

Work Experience

53. Youth services have been delivering work experience courses at North Wigmore High School and North Bromsgrove High School. The courses were attended by pupils offering them taster sessions into the world of work. A full evaluation of the weeks delivered will now be carried out to ensure delivery methods are updated and full potential is achieved.

Worcestershire Signposting

54. Worcestershire signposting has made a successful impact in the early stages of the project. The Signposting Steering Group Board has been established, and two board meetings have taken place. Networking and active campaigning for the new signposting service has taken place. The Steering Group Board includes; Adults & Community Services, West Midlands Ambulance Service, West Mercia Constabulary, The Pensions Service and Worcestershire Primary Care Trust. Additional members to join the board will be Worcestershire Acute Trust, and Chief Housing Officers Group.
55. Awareness for the signposting service has been delivered to Older Peoples Social Work and Mental Health teams across the county. Information has also been delivered to voluntary groups; Age Concern, Local Authority Services, Care and Repair Teams. Links have been developed with the Third Age Project – Worcestershire County Council, Worcestershire Partnership and Child and Age Poverty task group. Worcestershire Neighbourhood Network (WiNN) and Age Concern events were attended in Worcester, Kidderminster and Evesham delivering fire, road, water and home safety messages. Awareness and information sessions were delivered to 6 watches across the county.
56. From July to September 38 referrals in Worcestershire and 20 within Herefordshire were dealt with for vulnerable adults requiring signposting to additional provider services.

Risk Management

57. In support of the Service restructure, Corporate Risk Management is now working within the Policy, Planning and Performance Directorate of the Service.
58. The Service is pleased to welcome the Member Risk Champion Councillor Jeremy Webb whose contribution in the coming months will support the integration of Corporate Risk Management across the whole Authority.
59. Exercise 'Winter Warmer' is planned to take place on 20 February 2008 which will provide an opportunity to test the Corporate Business Continuity function.
60. We continue to actively support the LRF (Local Resilience Forum) and representatives from the Service are members of the following working groups: Business Continuity, Emergency Planning, Risk Assessment, Communications and General Working Group. The forum is the mechanism that supports the framework of a multi-agency response through exercise, training, business continuity, emergency planning, communicating and advising the public.
61. The Service hosted a successful COMAH (Control of Major Accident Hazards) off-site exercise on 18 October 2007 for the Polymerlatex complex at Stoke Works, Bromsgrove. Under the regulations, designated sites must exercise both their 'on-site' and 'off-site' plans every 3 years. The exercise was executed at a number of locations, including a Silver Command at SHQ and provided the opportunity to test multi-agency collaboration.
62. The above exercise was conducted under the guidance of the JERA (Joint Emergency Response Arrangements) of the LRF, which provides the framework for an integrated response to a major emergency and outlines the roles and responsibilities of partner responders.
63. Members are advised of following progress milestones that have been achieved in compliance with our legislative and Service responsibilities:
- September 2007 Annual Review of Strategic Risk Register
 - September/October 2007 Exercise 'Spate'
 - September 2007 Reviewed resilience in FireLink and FireControl Projects
 - September 2007 Project Risk PMO5 Escalation process in place
 - October 2007 Risk Review Workshops with Departmental Heads
 - October 2007 Completed 6 monthly review of Departmental Risk Registers
 - October 2007 Multi Agency - COMAH Exercise
 - November 2007 Reviewed Strategic Risk Register with PMM
 - November 2007 Reviewed Working Draft BCP + critical supplements
 - Ongoing National Resilience Project
 - November 2007 Reviewed Strategic Risk Register with Group

- November 2007
- Leaders and Risk Champion
Community Risk Register reviewed through
LRF

Health and Safety

64. The process of reviewing the Health and Safety Risk Assessments issued by the DCLG for USAR activities continues together with in-house risk assessments and safe working procedures for the Team's activities. The Team has been mobilised on a number of occasions over recent months and were involved in supporting the work undertaken during the recent floods.
65. The revision of all Health and Safety Policies and Instructions continues, in collaboration with key stakeholders, with a view to issuing revised folders and contents. Once this is complete, implementation of the regional Health and Safety Injury and Incident reporting system will be undertaken, followed by the development of a central task/equipment risk assessment register for the organisation. Upon completion of this project, the department aims to implement a behavioral safety programme to enhance the safety culture of the organisation and reduce the number of Health and Safety Incidents.
66. The programme of competence training continues with additional Specialist Health and Safety Incident Investigator (SI) training to all Area and Group Managers ensuring all Investigators are trained in evidence collation/retention, statement and report writing.

Training

67. The Approved Centre is pleased to announce that a number of candidates have been registered for the following awards during Q3/07 which falls in line with our targets in relation to candidate induction dates:

A1 Assessor Award	Level 3 NVQ Award
Operational = 2 Control = 0 Retained Duty System = 4	Operational = 2 Control = 0 Retained Duty System = 12 Warwickshire FRS (franchisee) = 5

68. During the same period (1 July to 30 September 2007) a total of 4 Certificates were issued - 2 for the A1 Assessor Award and 2 for the Level 3 NVQ Award.
69. The Training Centre has remained extremely busy throughout the summer period and continued to deliver the routine competency skills for all Firefighters such as Compartment Fire Training and Road Traffic Collision and Breathing Apparatus Trainer courses as well as completing a second recruit course that has a mixture of Wholetime and Retained Duty System staff as delegates.

70. All instructors have now completed a teaching qualification covering the lifelong learning Sector for teaching adults. This was provided by the University of Warwick to meet the requirements for teacher training in the compulsory education and training sector which came into effect in September 2007.
71. With the introduction two years ago of Personal Development Reviews for all Service personnel the Training Centre has had to respond to an increasing variety of training requests which has increased each year. This year the Training Department has had to cater for 786 separate training requests covering 85 different types of training need other than the standard training.
72. A number of driving instructors have now passed the ADI qualification to allow them to give instruction in Category B vehicles, this has allowed the Driving School to deliver the practical element of emergency response driving for Officers and also an off-road capability.
73. Other training that has occurred in the past quarter includes continuation of Aerial Ladder platform training to meet the new skills required for the recently purchased Aerial appliances and Swift Water Technician Training which will give the Service Station based trainers to train staff to respond to water incidents.

Summary of Courses: 01.4.06 – 31.3.07			
Operational Courses	105	229	Training Days
Commercial Courses	28	696	Students Trained
Meetings & Seminars	24	184	Attendees

Equality and Diversity

Equality Scheme and Action Plan

74. Progress against objectives set out in the Action Plan are ongoing and include developing monitoring guidance to include all areas of equality and extending activity in line with the achievement of level 4 of the Equality Standard for Local Government.
75. Planning has begun for an external assessment against the Equality Standard, which will evidence progress against outcomes, prior to achieving Level 4 of the Standard. This is a large piece of work, equivalent to an external assessment, and will touch on most areas of the Service.
76. Training for sections and Stations across the organisation has continued for both Equality and Diversity and the Ethical Framework.
77. Hereford & Worcester Fire and Rescue Service hosted Worcestershire Racial Equality Council's AGM. The Regional Equality and Diversity group continue to meet to develop the next phase of the Improving Opportunities project and begin the regional community outreach network project.

78. The Equal Access Service Group and the Women's Network also continue to meet. Resources have been allocated as a result of this to develop accessible facilities to our major buildings, in line with the Disability Discrimination Act.

Update of the Best Value, Policy and Performance Committee

79. The Committee met on 14 September and 30 November 2007 and considered the following matters: the Quarterly Performance to the end of June and September 2007 and a report which referred to the way in which Quarterly Performance would be reported at future meetings; Measuring and Challenging Recruitment Processes and the progress made in this area; Communications to all Black and Minority Ethnic Groups; an update with regard to Unwanted Fire Signals; a Flooding Update which referred to the establishment of a Working Group to consider the Authority's contribution during the recent flooding events; and an analysis of Customer Surveys for 2006/07.

Update of the Budget Committee

80. The Committee met on 12 October and 23 November 2007 and considered the following matters: the Revenue and Capital Budget Monitoring 2007-08; 2008/09 Budget Preparation; the Government's proposals on changes to the Formula Grant Distribution Mechanism; an Update on the Workshops Project; the IRMP Project : 3rd Aerial Replacement; and a half yearly report on Treasury Activities 2007/08.

Update of the Audit Committee

81. The Committee met on 12 October 2007 and considered the following matters: the Risk Management Update; the Auditor's Report; and the Internal Audit Plan 2007/08.

Update of the Standards Committee

82. The Standards Committee has not met since the Authority's last meeting.

West Midlands Regional Management Board

83. The West Midlands Regional Management Board (WMRMB) met on Thursday 25 October at 11.00am at West Midlands. Members are requested to note the minutes attached at Appendix 2..

Background Papers

None

		Quarter 1 2007/08			Quarter 2 2007/08		
District	Station	Total Fires	Total Special Service (SS) Incidents	Total False Alarms	Total Fires	Total Special Service (SS) Incidents	Total False Alarms
South	21 Worcester	133	90	201	135	102	250
	26 Droitwich	40	36	51	35	48	50
	28 Evesham	33	20	46	24	66	78
	29 Pebworth	5	2	6	3	5	5
	30 Broadway	5	2	9	6	10	6
	31 Pershore	9	18	27	17	40	19
	32 Upton	7	11	14	6	52	14
	41 Malvern	35	30	48	25	36	55
	53 Tenbury Wells	4	38	1	9	45	2
	District Total	271	247	403	260	404	479
North	22 Stourport	56	40	25	31	16	22
	23 Bewdley	30	28	8	11	7	5
	24 Kidderminster	118	75	103	77	47	103
	25 Bromsgrove	76	39	95	56	44	118
	27 Redditch	142	67	110	114	60	150
	District Total	422	249	341	289	174	398
West	42 Ledbury	17	10	18	12	28	29
	43 Fownhope	3	3	2	3	5	1
	44 Ross on Wye	16	21	18	14	7	20
	45 Whitchurch	9	8	2	7	9	4
	46 Hereford	80	46	123	73	55	114
	47 Ewyas Harold	4	1	1	3	3	0
	48 Eardisley	4	5	1	4	9	0
	49 Kington	4	1	0	7	3	1
	50 Leintwardine	0	2	1	3	13	0
	51 Kingsland	0	13	1	4	10	7
	52 Leominster	19	26	15	12	27	10
	54 Bromyard	12	14	17	10	21	9
	55 Peterchurch	4	1	2	10	3	4
	District Total	172	151	201	162	193	199
	GRAND TOTAL	865	647	945	711	771	1076

Fire Statistics 1 Jul 2007 to 30 Sep 2007

District	Station	Primary Fires (FDR1)	Secondary Fires (FDR3)	Chimney Fires	Total Fires	Rescues at Fires	Casualties at Fires	Fatalities at Fires
South	21 Worcester	63	71	1	135	0	7	0
	26 Droitwich	17	18	0	35	0	1	0
	28 Evesham	19	4	1	24	0	1	1
	29 Pebworth	0	3	0	3	0	0	0
	30 Broadway	2	4	0	6	0	0	0
	31 Pershore	10	6	1	17	0	0	0
	32 Upton	3	3	0	6	0	0	0
	41 Malvern	12	12	1	25	0	0	0
	53 Tenbury	7	2	0	9	0	2	0
District Total		133	123	4	260	0	11	1
North	22 Stourport	13	18	0	31	0	0	0
	23 Bewdley	3	7	1	11	0	0	0
	24 Kidderminster	35	41	1	77	4	1	0
	25 Bromsgrove	28	28	0	56	0	2	0
	27 Redditch	50	63	1	114	4	0	0
District Total		129	157	3	289	8	3	0
West	42 Ledbury	7	5	0	12	0	0	0
	43 Fownhope	1	2	0	3	0	0	0
	44 Ross on Wye	9	5	0	14	0	0	0
	45 Whitchurch	4	3	0	7	0	0	0
	46 Hereford	33	38	2	73	0	3	0
	47 Ewyas Harold	2	1	0	3	0	0	0
	48 Eardisley	3	1	0	4	0	0	0
	49 Kington	3	3	1	7	0	0	0
	50 Leintwardine	1	1	1	3	0	0	0
	51 Kingsland	1	1	2	4	0	0	0
	52 Leominster	9	2	1	12	0	0	0
	54 Bromyard	7	3	0	10	0	0	0
	55 Peterchurch	5	4	1	10	0	0	0
District Total		85	69	8	162	0	3	0
GRAND TOTAL		347	349	15	711	8	17	1

Special Service Incidents 1 Jul 2007 to 30 Sep 2007

District	Station	Emergency Special Services	Non-emergency Special Services	Total Special Service (SS) Incidents	Rescues at SS Incidents	Casualties at SS Incidents	Fatalities at SS Incidents
South	21 Worcester	102	0	102	9	5	0
	26 Droitwich	48	0	48	9	6	0
	28 Evesham	66	0	66	1	0	1
	29 Pebworth	5	0	5	0	0	0
	30 Broadway	10	0	10	1	0	0
	31 Pershore	39	1	40	51	2	0
	32 Upton	51	1	52	17	4	0
	41 Malvern	36	0	36	4	4	0
	53 Tenbury	45	0	45	60	12	0
District Total	402	2	404	152	33	1	
North	22 Stourport	16	0	16	2	5	0
	23 Bewdley	7	0	7	0	9	0
	24 Kidderminster	47	0	47	10	8	0
	25 Bromsgrove	44	0	44	1	9	0
	27 Redditch	60	0	60	7	4	1
District Total	174	0	174	20	35	1	
West	42 Ledbury	28	0	28	3	9	1
	43 Fownhope	5	0	5	0	2	0
	44 Ross on Wye	7	0	7	0	0	0
	45 Whitchurch	9	0	9	1	8	2
	46 Hereford	55	0	55	18	4	1
	47 Ewyas Harold	3	0	3	0	0	0
	48 Eardisley	9	0	9	0	4	0
	49 Kington	3	0	3	0	1	1
	50 Leintwardine	13	0	13	0	0	0
	51 Kingsland	10	0	10	0	0	1
	52 Leominster	27	0	27	2	6	0
	54 Bromyard	21	0	21	1	2	0
55 Peterchurch	3	0	3	1	0	0	
District Total	193	0	193	26	36	6	
GRAND TOTAL		769	2	771	198	104	8

False Alarms and Fire Safety Statistics 1 Jul 2007 to 30 Sep 2007

District	Station	False Alarm Malicious	False Alarm Good Intent	False Alarm Apparatus	Total False Alarms
South	21 Worcester	8	46	196	250
	26 Droitwich	1	12	37	50
	28 Evesham	4	21	53	78
	29 Pebworth	1	4	0	5
	30 Broadway	0	0	6	6
	31 Pershore	0	3	16	19
	32 Upton	1	6	7	14
	41 Malvern	6	15	34	55
	53 Tenbury	0	1	1	2
	District Total	21	108	350	479
North	22 Stourport	1	5	16	22
	23 Bewdley	0	3	2	5
	24 Kidderminster	7	26	70	103
	25 Bromsgrove	1	23	94	118
	27 Redditch	4	36	110	150
		District Total	13	93	292
West	42 Ledbury	0	3	26	29
	43 Fownhope	0	1	0	1
	44 Ross on Wye	0	6	14	20
	45 Whitchurch	0	2	2	4
	46 Hereford	3	24	87	114
	47 Ewyas Harold	0	0	0	0
	48 Eardisley	0	0	0	0
	49 Kington	0	0	1	1
	50 Leintwardine	0	0	0	0
	51 Kingsland	0	3	4	7
	52 Leominster	0	3	7	10
	54 Bromyard	0	3	6	9
	55 Peterchurch	0	1	3	4
	District Total	3	46	150	199
	GRAND TOTAL	37	247	792	1076

RRO Fire Safety Inspections 1 Jul 2007 to 30 Sep 2007	
Fire Safety Audits	169
Building Control	305
Follow-up Inspections	62
Specific Inspections	206



Minutes

Appendix 2

25th October, 2007, at 11.00 a.m.
Sandwell Council House, Freeth Street, Oldbury

Present: **Representing Hereford and Worcester Fire Authority**
Councillors Bean, Brigadier Jones and Udall;
Representing Shropshire and Wrekin Fire Authority
Councillors Box and West;
Representing Stoke on Trent and Staffordshire Fire Authority
Councillor Bloomer and J Taylor;
Representing Warwickshire County Council
Councillor Chattaway, C Davis and Hobbs;
Representing West Midlands Fire and Rescue Authority
Councillors Hinton, Howard and Ward (substitute member).

Advisors:
Chief Fire Officer Brown (Warwickshire Fire and Rescue Service);
Chief Fire Officer Sheehan (West Midlands Fire Service).
Deputy Chief Fire Officer Dartford (Staffordshire Fire and Rescue Service);
Deputy Chief Fire Officer Philips (Hereford and Worcester Fire and
Rescue Service);
Deputy Chief Fire Officer Raymond (Shropshire Fire and Rescue Service);

Lynda Bateman (Treasurer);
Sue Phelps (Clerk) and Georgina Wythes;
Sian Stroud (representing the Legal Adviser);
Steve Worrall (Programme Manager).

Observer: Councillor Lt Col D Allen.

Apologies: Councillor Y Holyoak;
Chief Fire Officers Doig, Hayden and Taylor;
Mike Griffiths, Chris Juckes and Christine Walker.

35/07 **Minutes**

Reference was made to Minute No 30/07 (Regional Control Centre – Development of a Cost Apportionment Model). Members were informed that a report would be submitted to the Programme Board on 13th December, 2007 on this matter.

The Members' Agreement for the Regional Fire Control Centre was also to be circulated shortly to constituent Fire and Rescue Authorities for approval.

Resolved that the minutes of the meeting held on 26th July, 2007, be confirmed as a correct record.

West Midlands Regional Management Board
25th October, 2007

36/07 **Notes of the Programme Board**

The Board considered the notes of the meeting of the Programme Board held on 28th September, 2007.

With reference to Minute No 26/07 (WMRMB FRS Lead Officer Progress Report) the Programme Manager reported that John Curtis of Government Office West Midlands would be attending the Programme Board meeting on 13th December, 2007 to give a presentation on the role of Fire and Rescue Authorities on the Crime and Disorder Reduction Partnerships, followed by a series of presentations in January 2008 to area managers.

Members asked for a summary of the guidance in respect of the Crime and Disorder Partnerships to be provided in advance of the presentation.

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

37/07 **End Project Report – Human Resources**

The Programme Manager presented the end project report on behalf of the Human Resources Management Thematic Project Board. This was the fifth project stream to close.

The Project Board had met all of its objectives, and the work of the Board would be continued through the regional HR Exchange Group.

Resolved that the closure of the project be agreed.

38/07 **WMRMB Annual Report 2006/07**

The Board received the final version of their Annual Report for 2006/07 which would now be circulated to constituent authorities and stakeholders.

Members asked for the information on the WMRMB web site now to be updated with details of the current membership.

39/07 **WMRMB Programme Plan 2008/11**

The Programme Manager presented a report setting out proposals to review current progress and governance arrangements, and preparations to address the requirements of the new Fire and Rescue Service National Framework, with a view to drawing up a Programme Plan for 2008/11.

West Midlands Regional Management Board
25th October, 2007

The review would look at outcomes delivered against the objectives set out in the 2006/08 Programme Plan; seek to establish stakeholder satisfaction with the progress achieved; and identify any outstanding areas of work that should be carried forward for inclusion in the Region's future programme plans. The draft National Framework for 2008/11 would also be examined to determine proposals for inclusion within the programme plan. Governance arrangements and partnership working would be assessed using the ODPM Partnership Assessment Tool.

It was envisaged that there was scope to develop a more focused and compact regional programme plan, requiring fewer resources and less governance, which should result in fewer meetings and lower financial contributions from the constituent Fire Authorities. It was proposed to commence the review in November, 2007.

In response to a query, the Treasurer confirmed that the review report would include full financial implications. It was also suggested that external peer assessment should be incorporated as part of the review. It was felt that the early progress made on regional working had not been sustained and that members might wish to target further areas that could be considered from a regional perspective for the benefit of the community and all five constituent authorities.

Resolved that the undertaking of a review of the current WMRMB arrangements be approved for a report back to the Programme Board on 13th March, 2008, and a final report to the Regional Management Board on 24th April, 2008.

40/07 **WMRMB Finance Review 2007/08**

The Board noted a report on spend to 31st July 2007 against the approved budget allocation for 2007/08 and the actual time spent on individual projects for the same period.

A member requested the reason for an increase in the contribution to the salary of the FRS Lead Officer post. The Treasurer undertook to provide this information to members.

41/07 **Correspondence relating to the Regional Management Board**

Councillor Hobbs reported on the recent RMB Chairs' meeting hosted by the Local Government Association, which had been attended by himself and Councillor Howard. General concerns had been expressed about the operation of FireBuy, and this matter was to be considered further at the Fire Services Forum and the Fire Service Management Committee. Chairs had also discussed the relationship between the Regional Fire Control Local Authority Controlled Companies and Regional Management Boards, and this was a matter that would need further consideration by this Region in due course.

West Midlands Regional Management Board
25th October, 2007

42/07

Date of next meeting

Programme Board – Thursday, 13th December (Shropshire)

WMRMB - Thursday, 24th January, 2008 at 11.00 am (Shropshire)

(Meeting ended at 11.40 pm)

*Contact Officer: Georgina Wythes
Democratic Services Unit
Sandwell MBC
0121-569 3791*

7. INTEGRATED RISK MANAGEMENT PLAN (IRMP) ACTION PLAN 08/09 CONSULTATION FEEDBACK – RECOMMENDATIONS FOR AMENDMENTS

Purpose of report

1. To seek agreement by the Fire and Rescue Authority to the recommended amendments to the IRMP Draft Action Plan for 2008/09.
-

Background

2. In order to comply with the Government's adopted code practice for consultations, we carried out a 12 week consultation on our 2008/09 IRMP action plan from 1 July – 21 September. The scope of consultation undertaken was proportionate to the nature and extent of the changes proposed.
3. This consultation involved all our stakeholders, both internal and external including:
 - Staff in all Districts, including Retained Duty Staff who took part in 16 focus groups;
 - Representative Bodies;
 - 7 Public Focus Groups and Community Safety Events;
 - Authority Members; and
 - Partner Organisations.

Feedback

4. 22 detailed feedback returns from both the focus groups and individual responses are available on request.
5. No major changes have been proposed and feedback has largely supported our proposals. Recommendations for change are detailed below.
6. All additional feedback will be forwarded to relevant departments for consideration.

Recommendations for Change

7. The following amendments to the Plan were proposed by Principal Management Members in response to the consultation and approved by the IRMP steering group on 24 October 2007. The bold type indicates the appropriate section within the draft action plan.
 - Community Safety and Risk: **Additional recommendation to be added referring specifically to the risk to the elderly and housebound.**
 - Operational Resources: **Attendance Standards – Provide a form of words that would provide further clarity to the proposed revised attendance.**
 - Realign Management Resources to support Frontline Services: **Over the Border – Additional recommendation to be included regarding a review of over the border**

arrangements to address significant interoperability issues, especially difference in operational procedures.

- **Regional Spatial Strategy – reference to be made to the impact of Core Strategy Development Plans of Worcestershire and Herefordshire as well as the Regional Spatial Strategy**
- **Introduction of the Regulatory Reform Order – to be amended to include a recommendation referring specifically to the installation of “domestic” sprinklers.**
- **The RDS Project: Objectives to be refocused to reflect the need to assign dedicated resources**
- **General Comment: Amendments made to ensure that sufficient reference is made to the People Strategy where appropriate.**
- **General Comment: Amendments made to ensure sufficient reference is made to Service’s commitment to Equality and Diversity and the Cultural Change Strategy.**

Recommendation

The Fire and Rescue Authority is asked to approve the recommendations for change made by Principal Management Members and agreed by the IRMP Steering Group. Individual Managers will then develop detailed objectives as part of a formal 2008/09 IRMP Action Plan, this will form the basis for the 2008/09 planning process.

Background Papers

Draft IRMP Action Plan 2008/09
IRMP 2006/09

8. INTEGRATED RISK MANAGEMENT PLAN

Purpose of report

1. To report progress against the IRMP (3) 2007/08 plan
-

IRMP 2007/08

IRMP Objective	Progress
<p>Future Response and Intervention Arrangements/Review of Emergency Cover</p> <p>Continue to review the Fire Service Risk area to determine the resources and local response standards required to the identified risk.</p>	<p>The Policy, Planning and Performance Department and the FSEC team are building new assessment maps as part of the ongoing review of community risk designed to be the basis of the next 3 year IRMP. This work will be completed by the end of December and brought before the IRMP Steering Group in January 2008.</p> <p>A risk intelligence team of senior managers will then analyse the data to identify any options for change.</p>
<p>Flexible Crewing Implementation</p> <p>Continue to review employee work patterns in order to respond to risks within the Community</p>	<p>The supplementary crewing at Kidderminster Fire Station commenced on 17 September 2007. The scheme has increased intervention and prevention capability and has shown the potential that can be utilised to meet permanent or short term risk. The availability of a second appliance at Kidderminster Fire Station during those periods identified as the busiest has resulted in a response to 20 incidents and has yielded 37 Home Fire Safety Checks. Operational crews also have the opportunity for extra training, in particular at the High Volume Pumping Unit based in Kidderminster.</p>
<p>Road Safety Strategy</p> <p>Develop a comprehensive Road Safety Strategy that will enable the Service to engage in a multi agency approach to reducing the number of killed or seriously injured on the roads.</p>	<p>The Authority is now signed as a full corporate member of the West Mercia Road Safety Partnership and is actively engaged in determining a Partnership Strategy for 2008/09.</p> <p>Progress continues to be made on a major pilot in Herefordshire to deliver tripartite mobilising criteria for emergency services to all Road Traffic Collisions (RTCs) where people have been injured.</p> <p>Work has taken place to start reporting in more depth on RTC attendance. With regards to the IRS project, electronic RTC data fields have been drawn up for inclusion into the national IRS project.</p>

	<p>Collaboration between Emergency Services has resulted in progress being made towards the sharing of RTC data.</p>
<p>New Dimensions</p> <p>Develop Urban Search and Rescue team, PPE, accommodation and training implementation plan. Determine appropriate attendances for Urban Search and Rescue equipment at non-New Dimension incidents. Complete site specific plans for Urban Search and Rescue. Establish New Dimension equipment mutual assistance protocols with neighbouring services. Raise awareness of Urban Search and Rescue amongst partner organisations.</p>	<p>The USAR team is now fully operational and based at Bromsgrove Fire Station. Works in Droitwich to the accommodation block are programmed to conclude in January 2008 with the new training rig scheduled for completion in August 2008.</p> <p>Hereford & Worcester crews were the first to respond to the incident at Atherstone upon Stour and were fundamental in the building of a 10 strong USAR team involved in that operation.</p> <p>Training with neighbouring authorities is underway</p>
<p>Civil Contingencies</p> <p>Ensure Strategic/Departmental Risk Registers Plans are reviewed regularly. Develop plans appropriate to Fire Service attendance at all identified generic risks established on the Community Risk Register incorporated into the Strategic Risk Register. Develop a business continuity plan for operations. Establish joint exercises to review learning and further development needs within identified high-risk priority incidents</p>	<p>The live strategic risk register is monitored and updated on an ongoing basis with monthly exception reporting to the Principal Management Team and annual reporting to members. Any significant changes are reported as required.</p> <p>Business Continuity Management plans continue to develop and an exercise programme, aligned to the Community Risk Register is being drawn up both within the Service and through joint initiatives with partner agencies within the Local Resilience Forum.</p> <p>The Service is undertaking a review of operational service delivery contingencies to reinforce its business continuity plans against a newly established national (CFOA) benchmark.</p>
<p>CBRN</p> <p>Establish operations environmental impact reduction alternatives. Continue the publication of the identified priority environmental information on the VMDS.</p>	<p>Partnership with the Environment Agency is resulting in the development of a new environmental protection response for the service based upon a new vehicle.</p> <p>The Service now leads the West Midlands region with the development of multi-agency CBRN responses and is currently working up site specific plans and an exercise programme to support this.</p>
<p>Community Safety Strategy</p> <p>Develop our Community Safety</p>	<p>Work continues to prepare specific strategies for each of the Community Safety elements along with underpinning enabling policies for specific “at risk”</p>

<p>Strategy to incorporate:</p> <ul style="list-style-type: none"> • Fire Safety • Road Safety • Water Safety • Home Safety 	<p>groups.</p> <p>The community safety strategy has recently been increased to five elements reflecting added responsibilities for resilience issues for New Dimensions (particularly terrorism and associated risks).</p> <p>Road Safety – The Dying to Drive Road Safety event took place at Trinity High School, Redditch in July 2007 with over 800 children attending from the area. A road safety education programme targeting sixth formers is currently being developed. This will be launched in January 2008 and should be rolled out between January and March 2008</p> <p>Water Safety – Water Safety education has been delivered to schools across Hereford & Worcester in partnership with the Royal Life Saving Association. Work to evaluate water safety resources is ongoing and the work with the RNLI and Surf Lifesaving Association GB is progressing well.</p>
<p>Community Safety Maintenance</p> <p>Deliver on the following individual projects:</p> <ul style="list-style-type: none"> ○ Community Outreach ○ Schools Fire Safety Education Programme ○ Home Fire Safety Checks ○ Arson Prevention ○ Sprinklers – Domestic and in Schools ○ Domestic Smoke Alarms ○ Fire Safety Training Programme for the Business Community 	<p>Maintenance of all existing initiatives continues with particular focus being placed upon specific targeting of “at risk” groups for home fire safety checks.</p> <p>Community Outreach - The Herefordshire Signposting project has recently been extended into Worcestershire with the appointment of a new post, funded through partnership initiatives.</p> <p>Juvenile Fire Setters Programme - During the period April to June, 33 cases of young people with fire setting tendencies were considered. There are now 17 Juvenile Fire Setter Advisers working with young people across the service area. Feedback from partner agencies has been positive and shows that the young people receiving intervention from the Service have not displayed further fire setter behaviour.</p> <p>Schools Fire Safety Education Programme – In the second quarter of 2007/08, a total of 78 school visits were made and community safety education was delivered to 1385 pupils.</p> <p>Home Fire Safety Checks–The project to deliver Home Fire Safety Checks (HFSCs) electronically has moved forward significantly, with the first Station having received a Tablet PC, along with training by Community Fire Safety staff.</p>

	<p>A total of 721 HFSC visits were made and 825 smoke alarms fitted during the second quarter of 2007/08.</p> <p>Arson Prevention – Activities have been carried out to support the LPSA2/Local Area Agreement Reward Grant initiatives. In the Wyre Forest area Community Wardens have been trained in Arson Prevention and all Worcester City Local Police Officers and Community Support Officers have received similar training.</p> <p>Fire Safety Training – A number of seminars have been delivered to commerce and industry across the Service area to assist with the transition to the new Fire Safety Order.</p> <p>The Police Community Safety Officers (CSOs) have been given awareness training on Home Fire Safety Checks. Fifty CSOs in Worcestershire have been targeted with a view to undertaking HFSC training.</p>
<p>Implementation of Service Re-structure (People)</p> <p>Migrate to a role based Service structure which meets the needs of the organisation as determined by the IRMP/strategic objectives</p>	<p>The role based structure change in October 2006 included changes to both Group and Station Manager posts. Some Watch Manager posts have been re-sized with further changes to take place in the New Year. Role based insignia was introduced for all uniformed roles as per national standard. No further changes are recommended at present.</p>
<p>Relocation/Development of Fire Stations</p> <p>Having considered a range of implications we are proposing to relocate and build a number of Fire Stations throughout our counties. The situation and reasons for proposing to relocate and build new Fire Stations are specific to each site. Further information is available in our Asset Management Plan.</p>	<p>Research is continuing into development opportunities for a number of those Fire Stations identified within the Property Strategy. This research is in accordance with our business case principles and is in line with the IRMP strategy.</p>

Background papers

Integrated Risk Management Plan 2006/09

9. 2008/09 BUDGET PREPARATION

Purpose of Report

1. To provide information on the 2008/09 budget preparation process.
-
2. As part of the Medium Term Financial Strategy approved by the FRA in February 2007, an anticipated budget requirement of £29.402m was identified for 2008/09.
 3. As Members will be aware, at that time there was little firm evidence on the Government's grant intentions beyond 2007/08. Based on a very cautious view of grant (frozen at 2007/08 cash level) and a Council tax increase of 3.5%, a potential budget "gap" of £0.429m was identified.
 4. Officers have continued to look at ways in which this gap could be closed, and the impact on the FRA strategies, but until the grant position is known there impact cannot be fully quantified.
 5. Although the overall results of the Spending Review (CSR 2007) have been announced it has not yet been possible to determine the impact on individual authorities. This will not be known until the provisional grant settlement is made, which is expected to be on 6 December.
 6. At the October meeting of the Budget Committee, Members considered the FRA response to the formula grant distribution consultation. This contained some options which would have a significant impact on grant.
 7. At the time of writing this report there is insufficient information on grant to provide any valid comment on 2008/09 budget.
 8. It is anticipated that Officers will have had sufficient time to analyse and understand the impact of the 2008/09 provisional grant settlement figures, to be able to provide a verbal update to the FRA on the 13th December.
 9. As usual there will be a workshop/seminar for all Members, at which budget issues can be discussed, and there is a further meeting of the Budget Committee prior to the FRA Budget and Precept meeting in February. Dates are as below:

14 Jan 2008	-	Members' Budget Seminar
24 Jan 2008	-	Budget Committee
19 Feb 2008	-	Fire and Rescue Authority – Precept Setting
 10. The Members' Budget Seminar was provisionally set for 7 December 2007, but the timing of the grant settlement announcement makes this impractical.

Recommendation

The Treasurer recommends that the position with respect to grant information be noted.

Background papers

None

10. REGIONAL FIRE CONTROL AND FIRELINK UPDATE

Purpose of report

1. To seek agreement in principle to the Local Authority Controlled Company (LACC) Members' Agreement and to recommend that cost apportionment proposals be put to the Budget Committee meeting on 24th January 2008, for approval on the Authority's behalf.
-

Background

2. A Local Authority Controlled Company (LACC) was incorporated in February 2007, with the purpose of delivering and operating the Regional Control Centre (RCC) that is being established for the West Midlands region by the FiReControl Project. Although the LACC was incorporated earlier this year it has not yet formally met. To provide a governance framework for the LACC, a draft Members' Agreement has been issued for agreement by the five Fire and Rescue Authorities (FRAs) in the region.
3. A Financial Agreement is being produced to determine cost apportionment between the FRAs and will be appended to the Members' Agreement when agreed by the FRAs.
4. The Members' Agreement (attached at Appendix 1) has been reviewed by an independent Solicitor acting on behalf of Hereford and Worcester Fire and Rescue Service and changes were suggested to the regional project legal support team. It has also been reviewed by the Solicitors acting for the other FRAs.
5. Costs for the LACC during the transition period will be met by Government funding.

Introduction

6. On 19th February 2007, a LACC was incorporated for the operation of RCC.
7. On 6th November 2007, the final draft (subject to the Financial Agreement (cost apportionment) being concluded) of the Members' Agreement in respect of the operation of the LACC was issued by the Regional Lawyers Group.
8. This document laid out the principles of the agreement between Hereford and Worcester Fire Authority, Shropshire and Wrekin Fire Authority, Stoke-on-Trent and Staffordshire Fire Authority, West Midlands Fire and Rescue Authority, and Warwickshire County Council for establishment of the company to carry out the functions from such time as the proposed RCC is ready for operational use.
9. This report aims to provide Elected Members with a summary of the status of the agreement and to recommend a way forward.

Company Directors

10. Five directors comprising an elected member from each FRA are now in post and are ready to begin work on company business:
- Cllr Peter Howard West Midlands Fire & Rescue Authority
 - Cllr Derek Davies Stoke on Trent and Staffordshire FRA
 - Cllr Peter Jones Hereford and Worcester FRA
 - Cllr Dennis Allen Shropshire & Wrekin FRA
 - Cllr Richard Hobbs Warwickshire County Council
11. At a workshop for Members appointed as company directors on 21st September 2007, it was agreed that Cllr Peter Howard would chair informal briefings arranged prior to the company beginning to meet formally. The company will begin meeting once the Members Agreement has been signed by all the Members as it will then be fully constituted.

Company Members' Agreement

12. The draft Members' Agreement establishes the following principles:
- Each FRA has one vote in company matters with no casting vote.
 - There is a list of issues which require unanimous approval of all Members.
 - There is a dispute resolution procedure.
 - There is scope for a FRA to withdraw from membership of the company if necessary.
 - All costs incurred by the company during the transition phase will be met by Government funding. Only if there is an unforeseen shortfall in funding will the company costs be shared between the FRAs in equal proportions. However, it is recommended that these costs should be borne in accordance with the Financial Agreement (cost apportionment).

Cost Apportionment

13. Article 9 of the Members' Agreement determines that costs associated with the steady state operation will be divided between the FRAs in accordance with the Financial Agreement (cost apportionment) to be completed by the FRAs.
14. Work toward determining the Financial Agreement is being carried out on behalf of Warwickshire County Council Finance (who support the Regional Management Board) by students from Warwick University.
15. To date, the Financial Model has not been finalised and therefore cannot be included within this report. However, proposals are nearing completion and a paper is to be issued imminently for discussion at the RMB Programme Board on 13th December.
16. The Financial Agreement must be unanimously agreed by the Company Directors and will then be appended to the Members' Agreement.

Independent Legal Advice

17. The FRA have instructed solicitors from Harrison Clark to act as independent advisors on legal issues relating to the FiReControl Project.
18. The draft Members' Agreement has been reviewed by Harrison Clark and comments made to the FRA have been forwarded to the Law and Governance Division of Warwickshire County Council (legal support to the FiReControl project within the region) as suggested changes to the document.

Conclusions

19. Following independent legal advice and clarification of the draft document, the Members' Agreement is now, in principle, in a position to be signed by the Chairman of the FRA subject to the recommendations set out in this paper and as advised by the independent Solicitor acting for the FRA.
20. It should be noted however that the Members' Agreement is not complete without the Financial Agreement (cost apportionment) being appended to it.
21. Company costs during the transition phase will be met by Government funding. If however there is an unforeseen shortfall the draft agreement states that these extra costs will be shared equally between the FRAs and not according to any Financial Agreement. However, it is recommended that these costs are split in accordance with the Financial Agreement (cost apportionment).

Recommendations

22. It is recommended that agreement in principle be given to the Members' Agreement (with changes suggested) now, and signed by the Chair of the FRA once the Financial Agreement (cost apportionment) is settled.
23. It is recommended that cost apportionment proposals are put to the Budget Committee meeting on 24th January 2008, for approval on the Authority's behalf.

Background papers

None

11. JOINT SERVICE REVIEW – WARWICKSHIRE FIRE AND RESCUE SERVICE UPDATE

Purpose of report

1. To recommend that current work to identify potential opportunities for greater collaboration with Warwickshire Fire and Rescue Service is suspended.
-

Background

2. At its last meeting, the Fire and Rescue Authority established a Joint Member/Officer Review Group to consider the options for Service improvements and efficiencies through closer working arrangements with Warwickshire and asked for an initial report back to the full Authority by its December 2007 meeting.
3. Whilst some progress has been made to identify the key issues arising, the tragic fire at Atherstone-on-Stour in Warwickshire has brought with it an additional and immediate workload for colleagues in Warwickshire. In the circumstances, and having consulted with Authority Members and Chief Fire Officer Brown, an early decision was taken to suspend planned meetings and ongoing work until such time as the situation can be reappraised.
4. I have now had the opportunity to discuss this matter further with colleagues in Warwickshire Fire & Rescue Service and have formed the view that it is unlikely that they will be in a position to give this project the time and attention it demands at this challenging time.

Recommendations

- 1. That Member/Officer work to identify potential opportunities for greater collaboration with Warwickshire Fire and Rescue Service is suspended.**
- 2. That the Chairman and Chief Fire Officer maintain liaison with Warwickshire Fire & Rescue Service.**
- 3. That a further update is provided to the next Fire and Rescue Authority meeting.**

Background papers

None

12. STRATEGIC RISK REGISTER

Purpose of Report

1. To approve the revised Strategic Risk Register attached.
-

Background

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

Strategic Risk Register

4. The overall responsibility for ensuring risks are managed effectively lies with the Authority as advised by the Service.
5. The live register outlines to Members the original risk scoring from the 2006 process together with the revised scoring for 2007. A number of changes were made to the document to reflect a National, Regional and local perspective. Both Members and Officers were in agreement that the Register continues to be split into Strategic, Operational, Regulatory, Financial and Reputation risks. 2007 changes are highlighted in the attached document.
6. The Authority's live Strategic Risk register will be monitored and updated on an ongoing basis with exception reporting to the Principal Management Team monthly and will be formally reported to Members annually, with significant changes to being reported on as required.
7. Following approval from Members, the information from the Strategic Risk Register will be incorporated into Departmental Risk Registers and Corporate Planning, which in turn will be incorporated in Business Continuity Planning in line with the Civil Contingencies Act 2004.

Recommendation

The Chief Fire Officer recommends that the revised Strategic Risk Register be approved.

Background Papers

None



Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

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

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

Key Risks

Strategic risk

1. Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal
2. Collapse of key supplier
3. Poor leadership leading to ineffective practices and failure to deliver services to required standard

Operational risk

4. Death or serious injury to a member of staff (RIDDOR reportable)
5. Inability to maintain Operational functionality of Fire Control
 - 5a Firelink Project
 - 5bi FireControl Project - Pre-cut over
 - 5bii FireControl Project - Post cut-over
6. Failure to successfully defend legal action taken against the Authority
7. Failure to maintain adequate staffing levels
8. Failure of key ICT or other infrastructure system
9. Death or serious injury to member of the public through our actions (RIDDOR reportable)
10. Natural disaster or deliberate act effects major part of the Authority's area
11. Maintain Risk Critical training
12. Inability to attract and/or retain key individual or groups of staff
13. Failure of key item of equipment
14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning
15. Inadequate Water Supplies
16. Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act
17. Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level

Regulatory Risk

18. Failure to maintain CPA assessment

Financial Risk

19. Failure to maintain effective financial planning and management processes including ineffective budgetary control
20. Failure to manage major projects effectively
21. *Now incorporated into Risk 19 above*
22. Major fraud or corruption case
23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income
24. Failure of Financial System (i.e. payroll and payment to suppliers)

Reputation Risk

25. Failure to effectively manage the media and obtain the desired media coverage
26. Inappropriate behaviour by employees or Members
27. Poor quality key information provided to Members of the Authority
28. Failure to communicate key information effectively

Risk Maps

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

Risk Register

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal	8 8	Chairman of FRA and Chief Fire Officer	<ul style="list-style-type: none"> • Group leaders meet regularly with CFO • Good communication channels • Availability of local working groups • Seminars and training take place to reinforce good communication • Stable and competent Principal Managers Team • Good Comprehensive Performance Assessment (CPA) results • Effective management structure • Interface with external bodies • Formal structure of reporting to FRA membership 	6 3	2, 3, 7, 9	H22 H23 H24	<p>Monitor local and general election direction</p> <p>Monitor CLG and other legislation effecting Risk/Business Continuity/Emergency Planning</p> <p>Consult other partners/groups both internally and externally (e.g. LRF)</p> <p>Regularly update Members/Officers on Risk/Business Continuity/Emergency Planning issues</p>	<p>Monitor closely Department of Communities and Local Government (CLG) and regulatory guidance</p> <p>Consult on a regular basis with Group Leaders</p> <p>Consult on a regular basis through Committee structure</p> <p>Continue to consult with the Service on a regular basis</p> <p>Audit and BVPP Committee</p>	<p>Warwickshire joint service review</p> <p>Streamline inter-agency relationships (LRFs)</p>

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
2	Collapse of key supplier	7 <div style="border: 1px solid black; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">7</div>	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> • Procurement consortiums used. • Tendering process makes particular reference to making financial/Health checks. • Control mechanisms in place. • Regularly review suppliers • Business Continuity arrangements in place with major PPE supplier • Key supplier business continuity arrangements confirmed 	5 <div style="border: 1px solid black; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">7</div>	6,7,89	H22 H17 H18 H23 H24 H45 HL15 HL19 HL20	<p>Ensure adequate arrangements/security checks are adopted.</p> <p>Supplier business continuity arrangements requested</p> <p>Adopt FireBuy</p> <p>Adopt common protocols</p>	Review exposures to single/key suppliers – ensure contingency plans are in place	<p style="text-align: center;">Joint procurement</p> <p style="text-align: center;">Procurement references</p>

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	6 6	Chairman of FRA	<ul style="list-style-type: none"> • CPA will measure Key Performance Indicators. • Good support mechanisms that provide additional training etc • Charter Mark • Group Leaders support/assistance • Communication Strategy live • Standards Committee • Monitoring Officer • Corporate Governance arrangements • Service policies/instructions • Leadership Training Programme • Centre of Excellence 	3 3	1, 2,3,			CPA/CAA measures People Strategy Cultural change programme Standards/Audit Committee monitoring	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
4	Death or serious injury to a member of staff (RIDDOR reportable)	7 8	Chief Fire Officer	<ul style="list-style-type: none"> • Statutory compliance • Health and Safety compliance • Operational procedures in place • Regular Training given • Information readily available • Operational debriefs • Near miss reports • Personal protective equipment - first class equipment (Total Care package) • Research and development on any equipment that is purchased • Senior Accident Investigators • Operational assurance • Peer review • Debriefs 	5 6	1, 2, 3, 5, 9	H1, H11, H12 H17 H18 H22 H23 H24 H28 H4 H5 H7 H8 H9 HL1 HL10 HL11 HL12 HL14 HL15 HL18 HL19 HL2 HL20 HL22 HL24 HL3 HL7	Corporate Manslaughter Act live April 2008	<p>Consider further implications for the Service - training</p> <p>Continue to monitor injury performance statistics</p> <p>Corporate Manslaughter training/update required for Principal/Senior Officers required.</p> <p>Monitor equipment information</p> <p>Monitor training</p>	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5	Inability to maintain Operational functionality of Fire Control	9 9	Assistant Chief Fire Officer – Service Delivery	<ul style="list-style-type: none"> • Internal Operating procedures in place • Mutual assistance arrangements with Shropshire • Strong engagement with Regional Control • Current Control system under full review with secondary Control • ICT (Secondary Fire Control) Droitwich • Developed Secondary Fire Control • Reviewed current Emergency Plan procedures • Reviewed call-out arrangements which support ICT networks (external) 	9 8	1,2,3,4,5,6,8,9	H18 H22 H23 H24	<p>Incident call management arrangements</p> <p>Review all Fire Control functionality (Priority)</p> <p>Review arrangements for secondary control</p> <p>Review/Monitor Mirror data</p> <p>Develop call-out arrangements which support ICT networks (internal)</p> <p>Timescales for migrations to regional Fire Control are moved</p> <p>Unable to support current mobilising equipment (Integrity of existing systems)</p> <p>Loss of control due to breakdown in call-management systems</p> <p>Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p>	<p>Secondary Control functionality at Droitwich; however, a risk still exists as the functionality requires the primary control to still be available</p> <p>Carry out a Risk Assessment on the following:</p> <ol style="list-style-type: none"> a. Existing call-handling arrangements b. Integrity of existing systems pre-migration <p>Estimate ongoing costs for maintaining existing Fire Control to account for potential delay in regional Fire Control asset</p> <p>Task and Finish group meeting for Fire Control risk issues set up</p>	Regional Fire Control

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5a	<p>Firelink Project Failure to meet the objectives of the project within agreed timescales</p> <p>Failure to secure ownership of equipment</p> <p>Failure to secure adequate maintenance agreements</p> <p>Failure to secure individual detailed design solution (IDDS) - service level agreement</p> <p>Inability to maintain Operational functionality of both current and new Radio system</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to manage interim period for FireLink</p> <p>Failure to complete project within the agreed timescales</p> <p>Failure to measure impact on the Service</p> <p>Failure to manage cost escalation</p>	9 9	Chief Fire Officer Deputy Chief Fire Officer Project Manager	Dedicated staff and plan in place to oversee project Regional Risk Register developed Dedicated staff in place to oversee project	9 9	1,2,3,4,7,8,9	H17, H23, H22, H41, H45	Change in political direction Supplier implication	Risk Assessment required for the new systems Testing required for new system Phase stages migration	Improved capability Improved resilience

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5b i	<p>Fire Control Project – Pre-cut over</p> <p>Failure to secure sufficient funding for the transition plan</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Timescales for migrations to regional fire control are moved</p> <p>Failure to measure impact on the Service</p> <p>Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p> <p>RCC</p>	8	Chief Fire Officer/ Deputy Chief Fire Officer / Project Manager	Shared option with neighbouring Services	8	1-9		<p>Within pre-cut over period Fire Control ICT failure</p> <p>Change in political direction</p> <p>Time gap between Go- Live date for Regional Fire Control and existing contracts with mobilising suppliers - current contract with AssetCo expires on 31Dec 2008 with option to block extend for 6 monthly periods.</p> <p>It is “critical” that a full report of ALL existing Fire Control functions/assets and components is undertaken without delay, in order to measure the likely impact upon call/incident management.</p> <p>RFC Members agreement</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p> <p>Retention arrangements for all staff including project.</p> <p>Post funding implication (FRS Coordinator)</p>	<p>Sufficient Funding required Regional</p> <p>Risk Assessment for</p> <p>a. Integrity of transitional arrangements.</p> <p>b. Security of data</p> <p>Contracts to be reviewed</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last fire control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p>

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5b ii	<p>Fire Control Project – Post cut-over Inability to maintain Operational functionality of Fire Control</p> <p>Lose of control due to breakdown in call-management systems Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to completed project within the agreed timescales</p> <p>Timescales for migrations to regional fire control are moved</p> <p>Failure to measure impact on the Service</p> <p>Failure to secure data (PDA)</p>	9 9			9 9			<p>Within pre-cut over period Fire Control ICT failure</p> <p>General Election implications</p> <p>Time gap between Go- Live date for Regional Fire Control and existing contracts with mobilising suppliers - current contract with AssetCo expires on 31Dec 2008 with option to block extend for 6 monthly periods</p> <p>It is “critical” that a full report of ALL existing Fire Control functions/assets and components is undertaken without delay, in order to measure the likely impact upon call/incident management</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p> <p>Retention arrangements for all staff including project</p> <p>Post funding implication (FRS Coordinator)</p>	<p>Sufficient Funding required Regional</p> <p>Risk Assessment for</p> <p>a. Integrity of transitional arrangements</p> <p>b. Security of data</p> <p>Contracts to be reviewed</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last fire control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p> <p>Shared resources (Mutual Aid)</p>

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6	Failure to successfully defend legal action taken against the Authority	8 6	Chief Fire Officer	<ul style="list-style-type: none"> Right systems and processes in place. Good professional advisors and act upon legal advice (SLA approved/adopted) Investigation in to original reports is sound: case studies Strong records in place. Debrief documentation available 	5 3	1,2,3,6,9		HSE requested details of recent incidents	<p>Review service providers annually</p> <p>Quarterly meeting with SLA provider needs monitoring</p> <p>H&S advisor monitoring H&S interest</p>	
7	Failure to maintain adequate staffing levels	9 6	Assistant Chief Fire Officer – Service Support Chief Fire Officer – Members	<ul style="list-style-type: none"> Regular meetings with Representative Bodies Excellent working relationships with representative bodies National direction that NJC developed Trade Union Protocol in place National pay deal accepted for Ops Staff National resilience 	8 6	1,2,3,4,5,6,7,8,9	HL47	Business Continuity Plan Supplements under development for dealing with Industrial Action	<p>Review ownership</p> <p>National continuity arrangements under development – Adopt National resilience initiative</p>	
8	Failure of key ICT or other infrastructure system	8 8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> Continuity plans in place Secondary/Mirror back up systems in place 	6 6	2,3,5,6,8,9	H40 H41 H43 H45	<p>Build on Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p>	<p>Review business contingency and continue to strengthen arrangements</p> <p>Review of current structure ongoing</p>	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
9	Death or serious injury to member of the public through our actions (RIDDOR reportable)	7 6	Chief Fire Officer	<ul style="list-style-type: none"> Dedicated programme for Training of drivers Incident Command system in place Operational procedures in place Legal guidance available Operational assurance Command training 	5 6	1,3,4, 9	H1 H4 H5 H7 H8 HL1 HL10 HL11 HL12 HL14 HL18 HL19 HL2 HL20 HL22 HL3 HL7 HL8	Statistics Non fatal accidents involving fire vehicles responding to emergency calls 2004-2005 = 12 2005-2006 = 8 2006-2007 = 11 non fatal accidents involving fire vehicles on non-emergency calls 2004-2005 = 28 2005-2006 = 23 2006-2007 = 24 Fatal = 0	Monitor complaints regarding injuries Continue to track trends in statistics	
10	Natural disaster or deliberate act effecting a major part of the local community	8 8	Chief Fire Officer - Members	<ul style="list-style-type: none"> Business continuity plan under development to be exercised Regional and Local Resilience Forum in place (RRF & LRF) Corporate Risk/Group in place Joint Emergency response arrangements (JERA) Command structure tested flood management debrief National Coordination arrangements 	6 6	1,2,5,6, 7,8,9	HL17 HL18 H22 H24 HL14 HL15 HL18 HL19 HL20 HL22 HL4 HL7	Build Business Continuity Plans and Supplements Review/Monitor/Exercise Attend appropriate RRF & LRR meetings and contribute to Regional planning	Business Continuity arrangements to be tested in line with Civil Contingencies Act Produce exercise programme (internal and external)	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
11	Maintain Risk Critical training	7 8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> PDR's Competence levels monitored Service Performance Indicators National Guidelines Operational assurance Hot fire training Recruitment programme developed People strategy published Training programme developed 	5 6	1,2,3,5,6,8,9		<p>Identify key players for BCM</p> <p>Staff shortages in key areas of the Service</p>	<p>IPDS review</p> <p>Composite crewing</p> <p>Monitor training Programme</p> <p>Develop monitoring protocol for assessing operational competencies</p> <p>Monitor operational performance at incidents</p>	
12	Inability to attract and/or retain key individual or groups of staff	8 9	Chief Fire Officer	<ul style="list-style-type: none"> Staff evaluation all personnel Female and Ethnic Awareness Days Putting support mechanisms in place Intermediary system in place Regional Fire Control Flexible working arrangements Training and personal development Cultural work – Communication Strategy PDR's Access to insurers/legal 	6 8	1,2,3,4,		<p>Staff shortages in key areas of the Service with the potential to affect operational delivery</p> <p>Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning</p>	<p>Succession planning for Retained personnel (PMM report 13/11/2007)</p> <p>Regional Fire control retention issues</p> <p>Monitor female/ethnic minority recruitment</p>	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
13	Failure of key item of equipment	8 8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> Procurement systems in place Firebuy in place Back-up suppliers Maintenance agreements in place Contract Directory Equipment testing programme in place 	6 6	1,3,9		<p>Procurement review</p> <p>Audit of equipment on a regular basis</p> <p>Monitor Contracts on a regular basis</p>		
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	8 8	Chief Fire Officer	<ul style="list-style-type: none"> Member of the forum Regular meetings with forum members to check on progress and cross check information 	5 5	1,2,3,9		<p>Performance of the LRF</p> <p>Communication between all parties</p> <p>Failure to implement JERA</p>	<p>Continue to monitor changes including membership of the groups</p>	
15	Inadequate Water Supplies	8 8	Assistant Chief Fire Officer – Service Support	Monitor and inspect hydrants relative to risk	6 6	1,3,6,8,9	H39 H45HL 15	<p>Staff levels in hydrant checking</p> <p>Limited hydrant checking because of legislation</p> <p>Monitor supply failure</p>	<p>Consultant commissioned advising on inspection regime model</p>	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act	9 9	Chief Fire Officer	<ul style="list-style-type: none"> • Assigned to individual POs • Single point of contact for knowledge management through Performance Management • Personnel pick up ongoing employment issues • Single point of contact to the Clerk of the FRA • Better Governance Forums • Annual Review of Code of Corporate Governance • Action plans produced for new regulations and legislations, they then become report in progress to Principal Managers Team and FRA • FRA members receive full minutes of PMM meetings • Performance and continuous scrutiny • Strengthened Committee structure and support 	3 6	2,3,4,6,9		Loss of data	<p>Code of Corporate Governance to be reviewed annually</p> <p>Strengthening Committee Structure</p> <p>Standing Orders to be reviewed on an annual basis</p> <p>Service Policy and Instructions to reflect changes in legislation</p> <p>Information to Members – to be highlighted as</p> <p>a) Items for action</p> <p>b) Items for review</p> <p>c) Items for information</p> <p>Action plans to be produced for all guidance received from the DCLG</p>	Streamline our processes and procedures

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
17	Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level	8 8	Assistant Chief Fire Officer – Service Support	Working draft BCP, Flu Pandemic Plan in place Business Impact Analysis developed	8 6	1,3,4,9	H22 H23 H24 HL24		Implement Pandemic Plan	
18	Failure to maintain CPA assessment	9 9	Deputy Chief Fire Officer	<ul style="list-style-type: none"> CPA self assessment Annual Charter Mark assessment additional areas of good practise identified Performance review team in place IRMP consultation and action plan Peer assessment and feedback Detailed papers to FRA meetings CORVU performance software in place Consultation workshops in place Updated Key Lines of Enquiries 	5 6	1-9		Retention of key staff Security of data protocol	Continue to review through performance planning Annual Corporate planning Identify areas for improvement from CPA process	Improved results Potential cost savings Increased productivity Informs budget planning process

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
19	Failure to maintain effective financial planning and management processes including ineffective budgetary control	7 8	Director of Finance Treasurer Members	<ul style="list-style-type: none"> • New Finance System in place • Budget Planning • Asset Management Plan • Monthly meetings with budget holders • Regular reports to PMM • Financial regulations in place • Reports to the FRA/Budget/Audit Committee • Procurement strategies agreed • Budget monitoring reports • Maintain effective budgetary control • Internal /External Audit • Statement of Internal control • Code of Corporate Governance • Qualified professional staff • Have a medium term financial strategy 	3 6	1-9		Staff shortages relating to a major health epidemic – inability to sustain key services (e.g. payroll and exchequer)	<p>Review systems on a regular basis</p> <p>Cost benchmarking</p> <p>Provide “Key” information for BCM Departmental action plans</p> <p>Review SLA’s</p> <p>Audit and Budget Committees monitoring</p>	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
20	Failure to manage major projects effectively	7 8	Deputy Chief Fire Officer	<ul style="list-style-type: none"> Officer responsible for project office in place Reporting mechanisms in place including risk escalation - residual risk rating above 7 PMM & FRA reports Identification of current and project forecasting in place 	3 6	1-9		<p>Operational competence may be compromised</p> <p>Operational support compromised</p>	<p>Project Managers training</p> <p>Produce migration plans for Betony Road, USAR and Fire Control projects</p>	
21	Now incorporated into Risk 19 above									
22	Major fraud or corruption case	5 5	Treasurer/ Members	<ul style="list-style-type: none"> Financial regulations in place Policies/Instructions in place and reviewed regularly Audit investigation protocol ICT controls Audit anti-fraud checklist (Good Practice) National Fraud Initiative Reviewed Policies Fraud Corruption/ Whistleblowing Insurance arrangements in place SLAs with specialist Advisors 	3 5	1 – 9		Internal investigation into a potential overpayment (Audit Committee)	System for resignation through to salaries needs reviewing	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
23	Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	8 8	Treasurer/ Members	<ul style="list-style-type: none"> • Good financial planning • Strategic planning 	5 6	1,2,34,6		Change of government policy	Monitor	Identify opportunities for additional funding
24	Failure of Financial System (i.e. payroll and payment to suppliers)	8 8	Director of Finance	<ul style="list-style-type: none"> • New Finance System in place • SLA with Worcestershire County Council 	5 6	3,6,8,9		Staff shortages relating to a major health epidemic – inability to sustain key services (Refer to Risk 19)	<p>Further Develop new Finance System</p> <p>Build resilience into BCM for Finance Dept</p>	Out-source
25	Failure to effectively manage the media and obtain the desired media coverage	7 7	Group Leaders Clerk to the Authority Chief Fire Officer	<ul style="list-style-type: none"> • Press and PR Officer in place • Good relationships with media • Media training for key staff • Media strategy in place • Media manager in place • Communications Strategy • Appointed Media Manager 	5 5	2,3,4,8,9		Failure to adhere to media protocol set out within the LRF framework/JERA/Service Plans and Policies	<p>Review media strategy</p> <p>Review Member media strategy</p> <p>Provide Member training in Media coverage</p>	Promote the Service in key areas e.g. Floods – Potential to secure additional funding

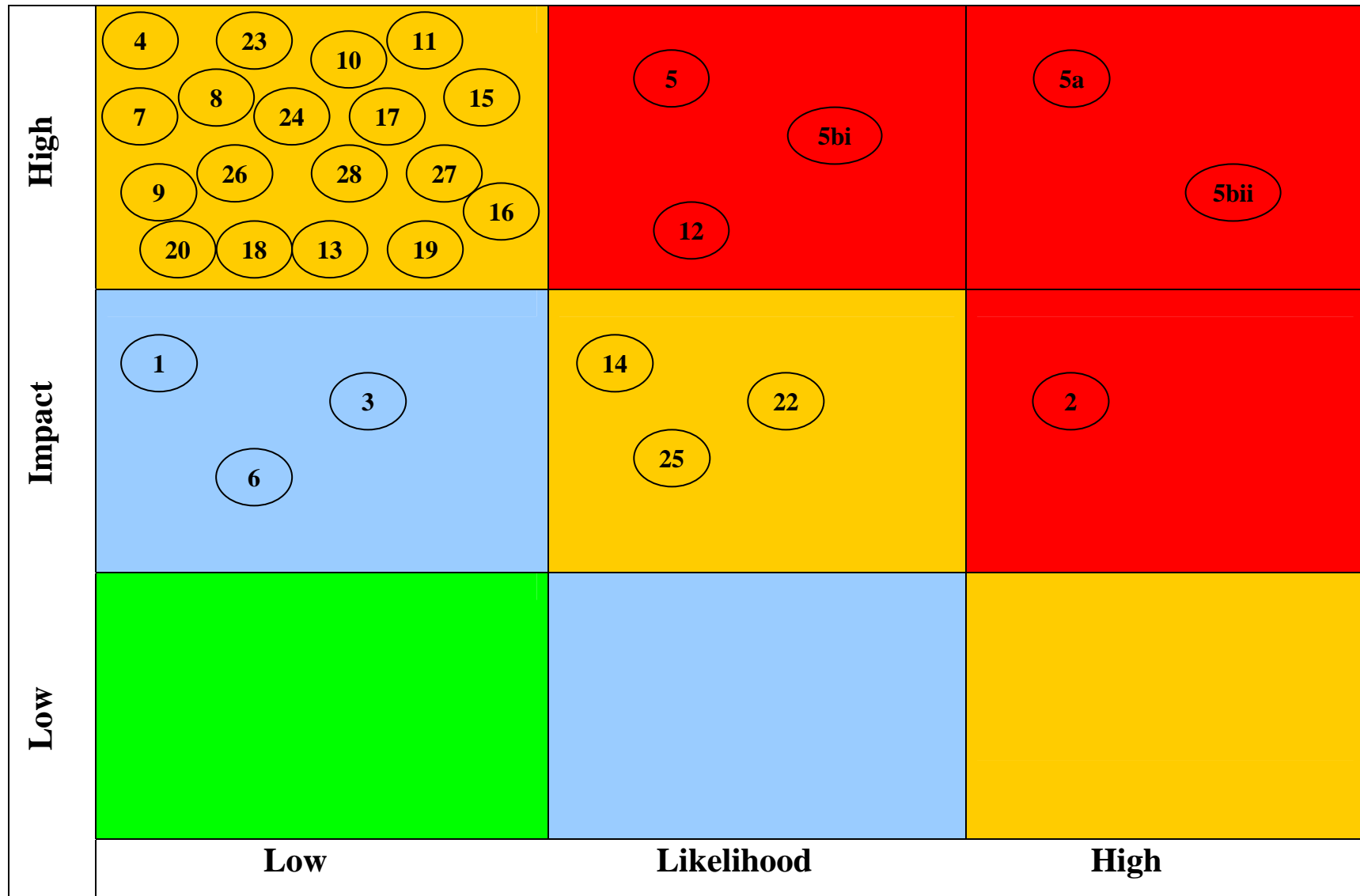
Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
26	Inappropriate behaviour by employees or Members	7 8	Chairman of FRA Chief Fire Officer	<ul style="list-style-type: none"> • Revised Code of Conduct in place • Sufficient systems to reduce the likelihood of inappropriate behaviour in place of work • Reports to Standards Committee • Management and Members training • Ethical Framework adopted and cascaded through Service • New contracts of employment • Rank to role including core values • Whistleblowing • Exit Interviews 	5 6	2,5		Monitor	Review all policies annually	
27	Poor quality key information provided to Members of the Authority	5 8	Chief Fire Officer	<ul style="list-style-type: none"> • Open and accessible organisation • Members training • Action plans following meetings • Meetings matrix in place • Minutes of PMM sent to Members • Formation of PPP Department 	3 6	2,3,4,5 6,7,8,9		Monitor	Review policies annually Review Communication Strategy	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
28	Failure to communicate key information effectively	8 8	Chief Fire Officer/ Treasurer/ Clerk of Authority Chairman	<ul style="list-style-type: none"> • Communications Strategy completed. • Minutes of meetings • Bulletin • PDRs • Effective ICT infrastructure 	6 6	1-9		BCM Exercise Ensure effective communication with partner agencies through LRFs and other channels	Review Communications Strategy	Through effective communications improve resilience of the Service

Risk 21 removed – integrated into risk 19

 = Revised scoring from PMM/Group Leaders presentation

Strategic Residual Risk Map



13. FLOODING UPDATE

Purpose of Report

1. To propose terms of reference for the Best Value, Policy and Performance (BVPP) Committee review of the Fire Authority's contribution during the recent major flooding events.
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Background

2. Following the summer flooding events the Fire and Rescue Authority has requested scrutiny of the Authority's involvement in these incidents. This scrutiny is to be carried out by the BVPP Committee. This paper proposes terms of reference and reporting timetable for this review.

Proposed Terms of Reference

3. To examine the Fire Authority's contribution to flooding events that impacted communities in Herefordshire and Worcestershire in June and July 2007. In particular to explore:
 - The emergency response made by Hereford and Worcester Fire and Rescue Service
 - The contribution made by the specialist rescue teams provided through local investment decisions made by the Authority
 - The effectiveness of local multi-agency pre-planning through the Local Resilience Forum
 - The effectiveness of the multi-agency response and joint working between Local Resilience Forum members
 - The effectiveness of regional and national support and mutual aid during the response phase.
 - The effectiveness of multi-agency working arrangements and communication with the public during the recovery phase

Review Process

4. The Service has received much positive feedback on the leading role it played during the summer floods. However, there is always much to learn from these events and the BVPP Committee review will play an important part in supporting the Service's commitment to continuous improvement.
5. An operational review of the Service's response has already commenced with a debrief which has been carried out across the organisation, including all those staff involved during the floods. This process has covered three main areas: Operational, Tactical Command and Strategic Command. In addition several inter-agency reviews are ongoing. Our command review was externally facilitated by trained staff from South Wales Fire and Rescue Service using a structured debrief process.

6. The next stage is for the completion of the review; there are still a number of reports to come in from internal departments and external partners. The outcome of this process will play a key role in informing the BVPP Committee's scrutiny of the Service's contribution during the floods.
7. The scrutiny process will be undertaken over the next 3 months with the outcome reported to the BVPP Committee meeting on 18 March 2008 and subsequent Authority meeting on 21 May 2008.

Recommendation

- **That the Committee approves the terms of reference for the review**
- **That the Committee notes the reporting timetable for the Scrutiny report.**

Background Papers

None

GLOSSARY OF TERMS

A&B	Audit and Budget Committee
ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
AM	Area Manager
AMP	Asset Management Plan
BA	Breathing Apparatus
BAFO	Best And Final Offer
BCM	Business Continuity Management
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
BVP&P	Best Value Policy and Performance Committee
CBRN	Chemical Biological Radiological Nuclear
CBT	Computer Based Training
CDRP	Crime and Disorder Reduction Partnership
CFOA	Chief Fire Officers Association
CERMIG	County Emergency Response to Major Incidents Group
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management System
CFS	Community Fire Safety
CIMAH	Control of Industrial Major Accident Hazards
CIPFA	The Chartered Institute of Public Finance and Accountancy
CLG	Department for Communities and Local Government
CM	Crew Manager
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRE	Commission for Racial Equality
DC	District Commander
DCFO	Deputy Chief Fire Officer
DCLG	Department for Communities and Local Government
DDA	Disability Discrimination Act
DHQ	District Headquarters
DoH	Department of Health
DOF	Director of Finance
DPA	Data Protection Act

DTI	Department of Trade and Industry
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
FAWAG	Fairness at Work Advisory Group
FBU	Fire Brigades Union
FDR1	Fire Damage Report
FDS	Flexible Duty System
FF	Firefighter
Firelink	The National Project for the introduction of a National Fire Service Radio System
FOIA	Freedom of Information Act
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
FSC	Fire Service College
FSCA	Fire Service Consultation Association
FSEC	Fire Services Emergency Cover
FSNBF	Fire Service National Benevolent Fund
FSPA	Fire Service Procurement Association
GM	Group Manager
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HFRA	Hereford & Worcester Fire and Rescue Authority
HFRS	Hereford & Worcester Fire and Rescue Service
HMFSI	Her Majesty's Fire Service Inspectorate
HMI	Her Majesty's Inspector or Inspectorate
HR	Human Resources
HSE	Health & Safety Executive
ICC	International Convention Centre
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plans
ISU	Incident Support Unit
IT	Information Technology
KLOE	Key Lines of Enquiry
LAA	Local Area Agreements
LEA	Local Education Authority
LFF	Leading Firefighter
LGA	Local Government Association

LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
MARP	Midlands Area Radio Project
MMFE	Management of Major Flood Emergencies
MIS	Marconi Information System/Management Information Systems
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
ODPM	Office of the Deputy Prime Minister
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PO	Principal Officer
PPE	Personal Protective Equipment
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWC	PriceWaterhouseCooper
PWLB	Public Works Loans Board
QSA	Quality Systems Audit
R2R	Rank to Role
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RHSCG	Regional Health and Safety Collaboration Group
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RTA	Road Traffic Accident
RTC	Road Traffic Collision
SBE	Standards Board for England
SCE	Supported Capital Expenditure
SDA	Service Delivery Agreement

SFSO	Senior Fire Safety Officer
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SM	Station Manager
SOLACE	Society of Local Authority Chief Executives
SORP	Statement of Recommended Practice
SPI	Service Policy/Instruction
SSI	Special Service Incidents
T&DC	Training and Development Centre
UWFS	Unwanted Fire Signal
USAR	Urban Search and Rescue
VMDS	Vehicle Mounted Data System
WAN	Wide Area Network
WM	Watch Manager
WMRMB	West Midlands Regional Management Board
WRVS	Women's Royal Voluntary Service
YFA	Young Firefighters' Association