

Agenda Item 13 - Appendix 1

**HEREFORD & WORCESTER FIRE AND RESCUE SERVICE**

**2009 – 2012**

**INTEGRATED RISK MANAGEMENT PLAN**

**CONSULTATION DOCUMENT**

**DRAFT**

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**1. Foreword**

Integrated Risk Management has had a fundamental impact on reducing risk amongst communities in Herefordshire and Worcestershire. We achieve this through delivering targeted community safety activities and regulatory enforcement in commercial premises, and by ensuring that our emergency interventions to a wide range of hazards, from fire and road accident, to major floods, are safe and efficient. To achieve these objectives it is critical that our staff remain highly trained and safe and our organisation is able to perform to the highest level.

The Authority has also learnt from its extensive community engagement work, and has developed further links with voluntary and statutory partners to support access to those groups who are most at risk. We work with our partners to identify those isolated or disadvantaged groups or households who may benefit from community safety support.

A major driver for all Fire and Rescue Authorities in the current fiscal climate is delivering the highest levels of service and improving our effectiveness in protecting the public, whilst at the same time making financial savings. This challenge exists across the entire public sector, and we will continue to do all we can to ensure services are delivered in the most effective, efficient and economic way. A key feature of the recent government Comprehensive Spending Review is that Hereford and Worcester continues to be disadvantaged, receiving a much lower level of support than our neighbours and other comparable Fire Authorities. As a result, we face significant financial challenges over the next three years.

This IRMP sets out how we intend to balance all of these competing needs, improving community safety and demonstrating organisational improvement whilst at the same time delivering cashable savings.

Chairman .....  
.....

P Hayden

Chief Fire Officer/Chief Executive .....  
.....

## **2. Executive Summary**

This Integrated Risk Management Plan (IRMP) sets out a broad set of strategic objectives for Service improvement to be delivered over the three-year period. It is balanced, constructive and progressive, representing an intention to realign current resources in order to reduce risk and improve community safety.

The plan will be regularly reviewed and revised to reflect up to date risk information and evaluation of service delivery outcomes.

In addition to our own detailed analysis of risks faced by our communities, the IRMP has paid due regard to the risk analyses completed by local and regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers to ensure that civil and terrorist contingencies are captured (see section 6.1.4.7).

It incorporates input derived from effective consultation during its development and at key review stages with representatives of all sections of the community and stakeholders (see section 5.9).

It demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective manner (see section 6.1)

It provides details of how the Authority will deliver its objectives and meet the needs of the communities through working with partners (see section 6.1.5).

It has undergone an effective equality impact assessment process (see section 6.2.2).

It has reviewed the effectiveness of “cross-border” integration arrangements with neighbouring Authorities and considered the opportunities to deliver greater efficiencies through closer joint working or sharing of functions at regional or sub-regional level (see section 6.4).

The Service’s primary aims over the plan period are to:

1. Strengthen our capacity to improve community safety and reduce risk.
2. Ensure the training and safety of all our personnel.
3. Improve Service Delivery.
4. Improve efficiency of operation in order to achieve budget and annual efficiency targets.

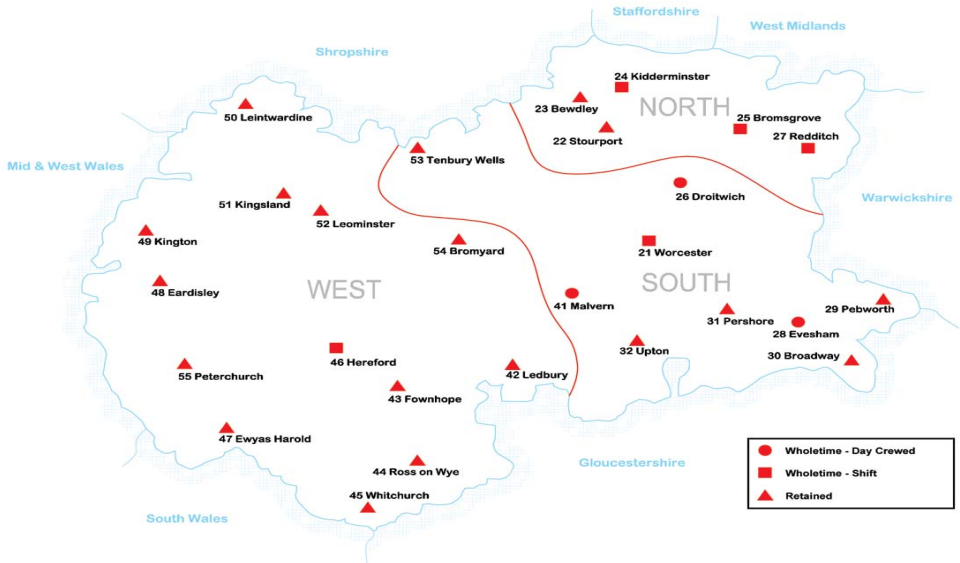
It is vital that the Authority focuses on making genuine efficiencies – achieving the same or increased levels of service with fewer resources. To do so, we must continue to focus our efforts on our priorities, community safety and efficiency.

### 3. The Fire and Rescue Service in Herefordshire and Worcestershire

Hereford & Worcester Fire and Rescue Authority is constituted under the Fire and Rescue Services Act 2004 and comprises 25 Elected Members, 19 from Worcestershire and 6 from Herefordshire which is a unitary Authority. Worcestershire is a two-tier authority comprising six district councils and the county council. The Chair rotates on a bi-annual basis between Herefordshire and Worcestershire. There are 13 Conservatives, 6 Labour, 4 Liberal Democrats and 2 Independent Members. The Authority has an annual budget of around £30 million.

The Authority has a balanced response to reducing community risk including prevention, protection and intervention activities. These services are co-ordinated within three geographical districts which coincide with Local Authority and Police boundaries; West District covers Herefordshire, South District covers South Worcestershire and North District covers North Worcestershire. Prevention and protection services are delivered through specially trained staff and operational personnel on Fire Stations, at District Offices and Headquarters.

Fire and Rescue Services are provided from 27 Fire Stations strategically located across the two counties. The Service has five wholetime Stations based in the cities of Hereford, Worcester and the three towns of Kidderminster, Bromsgrove and Redditch. It also operates three day-crewed Stations in the Worcestershire towns of Malvern, Droitwich and Evesham. The remaining Stations all operate the Retained Duty System, and are utilised mainly in Herefordshire, with 12 out of the 19 Retained Stations located here. The Fire and Rescue Service has an establishment of 332 full-time operational staff, 369 Retained Firefighters and Officers, 28 Fire Control staff and 127 support staff.



Our operational intervention resources include; 43 pumping appliances, 3 aerial appliances, 2 restricted access vehicles, 2 incident response units, 1 incident support unit, 2 environmental protection units, 1 high-volume pump, 1 command unit, 2 off-road firefighting and special rescue support vehicles. Our water rescue resilience is supported by 3 specialist teams at Worcester, Evesham and Hereford; there is also a specialist rope rescue team at Malvern. We also host one of 20 national Urban Search and Rescue specialist units. This is based at Droitwich and is a national resilience resource available for local deployment if required.

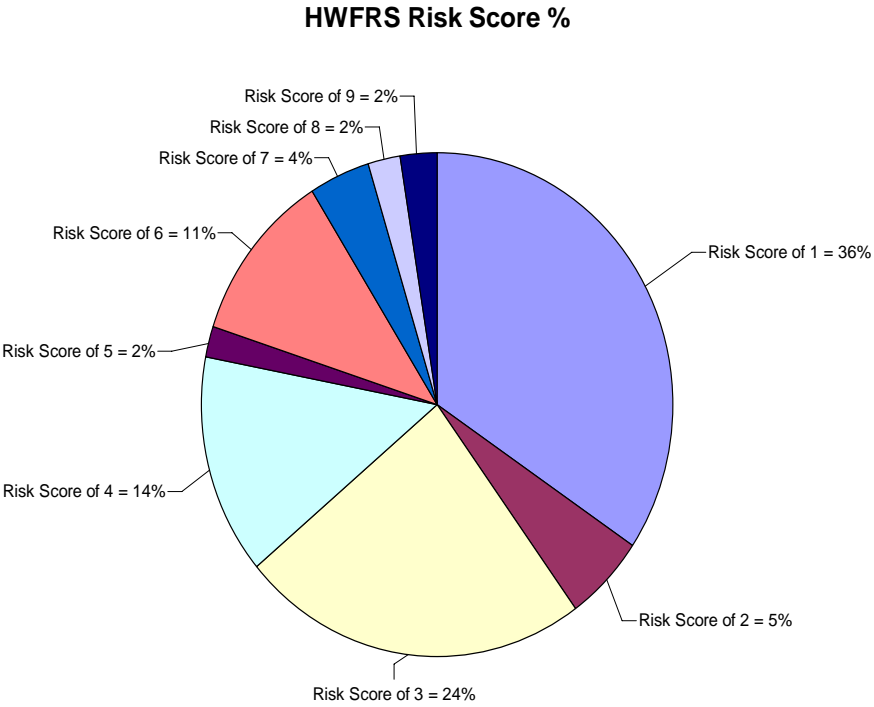
The Fire Authority attends approximately 9,000 emergency incidents each year. The majority of calls for assistance are to fires, road traffic collisions and alerts from automatic alarm systems. In our area, in particular, there are also calls for rope rescues, grass fires in open areas, and to assist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

This response is designed to reduce the risk to the community. That risk has been assessed as part of the development of the IRMP using complex computer modelling and local intelligence. In assessing this risk profile the Authority has examined the relationship between the hazards and the speed of emergency response and also the impact of our prevention and protection activities. In summary, we found that 92% of our community safety hazards are categorised as low or medium risk. Of these, 71% are risks that cannot be reduced by improving the speed of response. In essence our review suggested that we have neither an over or under provision of resources and that our Fire Stations and other resources continue to be located in the correct place. A summary of that Community Risk Profile is indicated below.

**Hereford & Worcester Community Risk Profile**

These percentage scores relate to the total risk identified within the two counties. The methodology along with the detailed scores for each District and Fire Station are contained within the IRMP Evidence Document, which is available on the Service Website.

- High Risk = Scores 9, 8 & 7
- Medium Risk = 6, 5 & 4
- Low Risk = 3, 2 & 1



## **4. Vision and Strategic Direction**

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

**Our long term vision is:**

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

**Our strategic direction is:**

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

## **5. Key Drivers of Change**

Within the overall framework directed by our vision and strategic direction, there are a number of key internal and external drivers which affect and influence our specific approach. These include:

### **5.1 Statutory Duties and Responsibilities**

The Fire and Rescue Authority is required to comply with various legislation which provide the framework for improving community safety and delivering an effective emergency response. The main legislative requirements include:

#### **The Fire and Rescue Services Act 2004**

This places a duty on the Authority to:

- Promote Fire Safety; and
- Prepare for:
  - Fighting fires and protecting people and property from fires;
  - Rescuing people from road traffic collisions; and
  - Dealing with other emergencies such as flooding or terrorist attack.

The Fire and Rescue Services Act 2004 also provided the Secretary of State with the power to extend further the duties of authorities to deal with emergencies. The new duties set out in an Order (known as the Section 9 Emergencies Order) has placed on a statutory basis those emergencies to which authorities used to respond but for which they previously had no statutory requirement to plan, train or equip. Authorities are, therefore, now required to make provision for:

- Removing chemical, biological or radioactive contaminants from people (using the mass decontamination equipment provided under the Government's New Dimension programme) and capturing any water used to remove such contaminants;
- Incidents involving search and rescue. This would include any terrorist or other incident where there is the potential for persons to be trapped, or where it is necessary to use search and rescue equipment to detect individuals;

In addition to these statutory duties, The Fire and Rescue Services Act 2004 provides Fire Authorities with optional powers to respond to a range of other local emergencies.

#### **The Civil Contingencies Act (CCA)**

The Act and accompanying regulations and non-legislative measures deliver a single framework for civil protection in the United Kingdom to meet the challenges of the twenty-first century.

In modernising both local civil protection activities and the powers the Government may need in order to deal with the most serious disruptive challenges, it was necessary to introduce a new updated definition of an emergency. The Act focuses on three types of threat:

- An event or situation which threatens serious damage to human welfare;
- An event or situation which threatens serious damage to the environment; or
- War, or terrorism, which threatens serious damage to security.

Within the Act, Fire and Rescue Services are deemed to be 'Category 1' responders, placing a duty on them to:

- Assess local risks and use this to inform emergency planning;
- Put in place emergency plans;
- Put in place Business Continuity Management arrangements;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination; and
- Co-operate with other local responders to enhance co-ordination and efficiency.

### **The Regulatory Reform (Fire Safety) Order 2005**

Fire Safety legislation introduced from Autumn 2006 under the Regulatory Reform (Fire Safety) Order (RRO), replaced the previous range of over 70 different fire related acts with a single piece of legislation based upon the principle of Fire Safety Workplace Risk assessments. The introduction of the RRO has resulted in the repeal of the Fire Precautions Act 1971 and the premises covered by that legislation would no longer require a fire certificate. The new approach will build on that introduced by the Fire Precautions (Workplace) Regulations 1997 which placed the responsibility for Fire Safety in commercial premises with the owner/occupier and made it a duty for them to carry out a fire risk assessment.

The Authority is responsible for enforcement of the RRO via its Risk Based Inspection Programme, which will target those premises most at risk.

### **5.2 The Fire and Rescue Service National Framework 2008/11**

The Fire and Rescue Service National Framework sets out the Government's priorities and objectives for the Fire and Rescue Service. It does this by making clear:

- The Government's expectations for the Fire and Rescue Service;
- What Fire and Rescue Authorities are expected to do; and
- The support the Government will provide in helping them to meet these objectives.

The National Framework is a strategic plan that gives Fire and Rescue Authorities the flexibility they require to meet the specific needs of their local communities. The Framework is designed to give authorities a firm foundation upon which to build local solutions. It is divided into four chapters:

- **Prevention, Protection and Response** – covers the core business of Fire and Rescue Authorities in analysing risks and taking action to meet and mitigate the effect of those risks;
- **Resilience** – covers the delivery of the key resilience programmes and the actions authorities need to take to ensure they are fully equipped to meet the demands of the resilience agenda;
- **Diversity and Workforce** – covers the importance of mainstreaming diversity in all levels of the Fire and Rescue Service and workforce development, training and health and safety; and
- **Governance and Improvement** – covers institutions in place to support the delivery of Fire and Rescue Authority business, the new Local Government White Paper framework including Local Area Agreements, Performance Assessment and Finance.

### 5.3 2009/12 Evidence Document Summary

Integrated Risk Management demands an assessment of the risks faced by a modern society that either directly or indirectly influence the activities of the Fire and Rescue Service. Once a risk assessment is made, the Service needs to take a broader view about how it uses its resources and its influence. It must seek to balance its range of prevention and protection approaches to manage risk, prevent incidents occurring and to mitigate damage by a flexible and more risk based deployment of resources.

An evidence document has been produced which describes the research findings and evidence summaries for the development of the 2009/12 IRMP and provides an Authority specific basis for the planning process. Elected members of the Fire Authority form the IRMP Steering Group. They are advised by the Chief Fire Officer/Chief Executive and senior management team in setting the strategic priorities for the three year plan and 2009/10 action plans. This base document is also used to help direct future research aimed at developing specific objectives.

The document contains key areas of focus for the next 3 years. These include the following:

- . **Built Environment (buildings and premises within the Service area);**
- . **Heritage Sites;**
- . **Seasonal/Migrant Workers;**
- . **Flood Management;**
- . **Crewing Systems and Work Routines;**
- . **Training;**
- . **Operational Assurance Audit; and**
- . **Service Organisational Development;**

Full details supporting these areas of focus are contained within the Evidence Document, which is available on the Service website.

### 5.4 Local Strategic Partnerships

The Government has introduced new legislation which will create a new performance framework for local services. This will focus on areas and communities rather than the individual bodies responsible for local services, and will assess all the local agencies together on their collective success in improving Herefordshire and Worcestershire as a whole.

The vehicle for this will be the Local Strategic Partnership (LSP) which includes all the main service commissioners and providers in the area, including the Fire and Rescue Authority. The two county LSPs – Herefordshire Partnership and Worcestershire Partnership - are responsible for developing a strategic vision for their areas. This is drawn up in a Sustainable Community Strategy for each county, with priorities and targets for improvement set out in a three year Local Area Agreement (LAA), negotiated with the regional government office. Each year the partnerships will report on performance to local people. An independent assessment of progress made by the LSPs will be undertaken through an annual Comprehensive Area Assessment (CAA). This will be introduced from April 2009 and replaces the Comprehensive Performance Assessment (CPA) framework.

While the Authority already works closely with partners across the public sector to deliver services as part of existing partnerships, these new changes will make a big difference to these arrangements in the future. We have continued to take account of these structural developments in the formulation of our plan.

## 5.5 Performance Assessments

From 2009 onwards, the Comprehensive Area Assessment (CAA) process will apply to Fire and Rescue Authorities and their local partners. While the methodology for CAA is being developed by the Audit Commission and other inspectorates working together, the CAA will comprise:

- . A Use of Resources (UoR) judgement;
- . A Direction of Travel (DoT) Assessment which will deliver a judgement on the rate at which performance is improving;
- . An Assessment against national and local performance indicators and publication of performance against the national indicator set; and
- . A joint risk assessment for the area, drawing on these judgements and other evidence (including local self-assessment) which will identify the key risks to outcomes or delivery for each area and how well they are being managed.

The Authority will continue to prepare for and respond positively to all such independent assessments and expedite resolution of any areas for improvement.

## 5.6 Budget Settlement and Efficiency Targets

In 2008/09 the Authority will spend £29.5 million providing a comprehensive community safety service across the two counties. The disappointing headline grant increase at 1% masks the inclusion of former grants within the formula grant figure which reduces the real net increase to only 0.02%. This is significantly below the CFA average of 3.3% for 2008/09 and continues below the CFA averages of 2.0% for each of 2009/10 and 2010/11 where HWFRS gains an increase of only 0.7% and 1.3% respectively.

Compared to the 24 stand alone FRAs, Hereford & Worcester FRA has expenditure per citizen that is lower than the average of the other 23 FRAs at 75% of the average for 2008/09 decreasing to 74% in 2009/10 and 73% in 2010/11.

As part of the Government's wider efficiency agenda, each Fire and Rescue Service is expected to identify 1.5% of cash releasing efficiencies per annum for 2008/09, 2009/10 and 2010/11.

For our Authority the total saving requirement equates to £1.275 million over the next three years. This is a challenging target, especially as our overachievement in the past three year period that delivered over £2m in savings, or 8% compared to the 5% required, has been ignored. The achievement of these new targets will demand radical changes and the Authority is, therefore, thinking hard about how it needs to adapt services, priorities and ways of working to sustain performance improvement and standards of service delivery for the future.

In order that this can be achieved, with the minimum impact on services, the FRA has planned the minimum cashable efficiencies required as £225K for 2008/09 and £525K in both 2009/10 and 2010/11.

## 5.7 National Fire Resilience Programme

The Fire Resilience Programme is an integrated set of projects to enhance the nation's preparedness for emergencies and crises and consists of:

- . FiReControl – this will provide an enhanced control service using a national network of nine resilient regional control centres;
- . FireLink – the introduction of a common interoperable radio communications system; and
- . New Dimension – this has established a wide range of new capabilities including equipment and training to deal with a range of major incidents.

## 5.8 Regional Spatial Strategy

The Phase 2 Revision of the West Midlands Regional Spatial Strategy (WMRSS) considers options for new development of housing, employment, transport and waste facilities in the region. Various options are proposed for where new development should occur, in what form, at what scale and with what impact. The locally preferred option suggests that over 53,000 dwellings, 185,000m<sup>2</sup> of office space and 290,000m<sup>2</sup> of retail space will be built within the two counties by 2026. However, the Department for Communities and Local Government has expressed concern about the amount of housing that has been put forward by the Regional Assembly and has consequently commissioned an independent study to provide further options that could deliver higher housing numbers.

The strategy also addresses the issue of climate change and proposes sustainable development that reduces greenhouse gas emissions and also looks at measures to help the Region adapt, such as locating and designing developments that offer greater protection from flooding, erosion, storms, water shortages and subsidence. This may include policies that discourage inappropriate development in the floodplain and encourage developments that are located where there is adequate access to infrastructure.

There is no doubt that the proposed developments will have an impact on our service provision. We will continue to work with our partners to assess the impact of the RSS on HWFRS and the community it serves to ensure that we maintain our targets in prevention, protection and intervention as well as fulfil our responsibilities regarding climate change.

## 5.9 Consultation

Based on FSC 07/2003 and the statutory duty under Section 3 of the Local Government Act 1999, the Fire Authority must consult on any proposed changes through the following guiding principles:

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

The extent of consultation is dependant on the issues contained within the IRMP action plan. As this is a new plan that outlines significant proposals for change and development within the Service, a considerable programme of consultation will follow its formal publication, and information from such consultations will be considered again by the IRMP Steering Group, to establish any subsequent changes to the plan, before formal adoption by the FRA. All

stakeholder groups will be consulted, including staff groups, employee representatives, the public and statutory partners.

Consultation is an important means of engaging our key stakeholders in the range of services we provide and shaping policy development. It is an effective way of testing the proposals with those most affected.

## **6. Strategy and Objectives**

The following section describes the key areas of development to support the Authority's primary aims for the next three years.

The Service's primary aims over the plan period are to:

1. Strengthen our capacity to improve community safety and reduce risk.
2. Ensure the training and safety of all our personnel.
3. Improve Service Delivery.
4. Improve efficiency of operation in order to achieve budget and annual efficiency targets.

### **6.1 Community Safety and Reduction of Risk**

Our risk reduction strategies are based upon a process of:

- Identifying those who are most 'at risk';
- Confirming the location of those people;
- Identifying the risks they are exposed to;
- Targeting most of our efforts and resources at reducing those risks using a range of prevention, protection and intervention initiatives; whilst also
- Sustaining a broad service provision in order to address matters relating to sparsity and equity of service.

The methodology used for this risk assessment, including what standards we apply and how we review the evidence, is described in detail in the Evidence Document.

Our balanced programme of Prevention, Protection and Intervention initiatives developed to address our primary aim of improving community safety and reducing risk is outlined within the following sections.

We will specifically measure the effectiveness of our Community Safety work against the overall number of primary fires and the reduction of deaths and injuries in accidental domestic fires.

**We will reduce the number of primary fires by 20% averaged over the plan period compared with the average recorded in the five year period to 31 March 2008.**

**We will reduce the number of accidental fire-related deaths in the home by 20% averaged over the plan period compared with the average recorded in the five year period to 31 March 2008.**

**We will maintain a fatality rate, from accidental fires in the home, at below 1.25 times the national average.**

**We will reduce the number of non-fatal injuries from accidental fires in the home by 30% averaged over the plan period compared with the average recorded in the five year period to 31 March 2008.**

This Community section also covers the Authority's approach to Resilience and Partnerships.

### **6.1.1 Prevention**

#### **6.1.1.1 Home Safety**

Our Home Fire Safety Check (HFSC) initiative has been in place for five years and enables us to provide free advice and smoke alarms as required. The ultimate objective of HWFRS is to achieve 100% coverage for working domestic smoke alarms in domestic homes. With our limited resources it is clear that we need to take a structured approach in achieving our objective. Consequently the Service has begun targeting resources at areas of greater risk. This is achieved in part by each district and cluster using risk assessment data to identify local risk and to develop plans to meet that specific risk.

Our statistics show that older persons are a section of the community that require particular attention, and locally this reflects our experience, with all of our fire fatalities in recent years, and the majority of accidental domestic fires, involving people aged over fifty. We have therefore identified geographical areas of concerns and implemented specific and targeted initiatives to raise awareness and increase delivery of HFSCs in these areas.

**We will ensure 70% compliance each year against implementation of Home Fire Safety Checks in highest risk output areas by April 2012.**

**We will reduce the percentage of fires attended in buildings where no smoke alarm was fitted by 25% averaged over the plan period compared with the average recorded in the three year period to 31 March 2008.**

We have been engaged in strong partnerships for some time as we recognise that to target 'at risk groups' we have to work with others. Our aim is to strengthen our existing partnerships and seek opportunities to engage with other statutory, non statutory and volunteer agencies. This will enable us to deliver quality Community Safety initiatives to our diverse community. Signposting services will be expanded across Worcestershire during 2008. This reflects our existing leading role in the Herefordshire Signposting Service which enables us to work in effective partnership with a wide diversity of agencies.

#### **6.1.1.2 Youth Services**

We recognise that engaging with young adults is a challenge and the Youth Service staff, along with a dedicated group of volunteers has developed a range of strategies to address this. In the medium term the Service will look to increase youth engagement activity through the increased use of volunteers and partners.

This will be achieved through a combination of the Fire Line Scheme, Work Experience, the Young Firefighters Association Scheme and Accreditation.

#### **6.1.1.3 Water Safety**

We believe that the provision of proactive education should not be restricted to Fire Safety but should include other hazards impacting our community. We have identified water safety as a key area and have developed educational packs that are delivered into schools by our staff.

We will expand the delivery of Water Safety education to other identified 'at risk' groups, such as people over 75 years of age and males aged 15 to 30. This will be achieved in partnership with other agencies and managed volunteers.

#### **6.1.1.4 Road Safety**

Road safety affects everyone living, working or travelling through the counties and casualty figures for 2007 show that there were 409 serious injuries or deaths. Our simple objective is to reduce this number by incorporating our Road Safety message in all appropriate activities. The Government's national Road Safety objective of reducing the number of serious injuries or deaths on our roads by 40% compared with the average recorded in the five year period 1994/98 has been achieved in Herefordshire and Worcestershire. To align ourselves closer with revised road safety casualty targets set out in the two Counties' Local Transport Plans 2006/11, the Service has adopted the following new objectives:

**We will reduce the number of serious injuries or deaths on our roads in Worcestershire in accordance with the target within the Local Transport Plan which is currently set at a maximum of 283 by the end of 2010.**

**We will reduce the number of serious injuries or deaths on our roads in Herefordshire by 30% by the end of 2010 when compared with the average over the period 2001/04.**

The target for Herefordshire is included within the new Local Area Agreement 2008/11 as a key priority and reflects the combined input of the members of the Herefordshire Partnership.

We realise that our efforts to improve road safety are enhanced through a partnership approach and in recognition of this we have signed up to the Safer Roads Partnership in West Mercia. The agreed combined approach to reducing road traffic collisions is based on five 'Es'.

- Educate the public about the importance of driving at appropriate speeds;
- Engineer out the problems;
- Encourage drivers to adopt safer driving practices;
- Evaluate the measures annually; and
- Enforce compliance with posted speed limits.

We have instigated a Road Safety Forum to include three key work streams:-

- Response and delivery, provide effective casualty centred emergency response in partnership with the Clinical Advisory Group;
- Prevention, raising awareness of road safety issues through education; and
- Marketing and communications of a consistent road safety message to our target audience.

We are developing existing initiatives that will enhance our already substantial ability to educate, encourage and evaluate. DVD based "storybook" educational techniques will be delivered to 'at risk' youth groups, at venues appropriate to their age range and a multi-agency road show is presented to larger audiences in staged venues.

Operational crews will, in the future, collect vital data at the scene of collisions and this data will be used to support the engineering aspect of the strategy in addition to evaluating our performance and informing training and equipment needs.

The Service will continue to develop its skills in extrication including supporting the United Kingdom Rescue Organisation (UKRO) by entering a team in the National Extrication Championships.

#### 6.1.1.5 Arson and Fire Setters

Arson reduction is a nationally driven objective and we aim to achieve a 10% reduction by the year 2010. Local targets are also set through our Best Value Performance Indicators and Worcestershire's current Local Area Agreement that monitor the level of arson attacks within the counties.

**We will achieve a 10% reduction in deliberate primary fires including vehicles by 31 March 2010 compared with the baseline year of 2001/02.**

Our strategy to achieve these challenging targets requires us to identify the scale of the problem and the geographical location. When identified we will continue to work closely with the local Crime and Disorder Reduction Partnerships to address this problem with a multi-agency approach.

We have a strong network of Juvenile Fire Setter Advisors and we aim to increase the strength of this team both in numbers and knowledge.

#### 6.1.1.6 Seasonal/Migrant Workers

Research to date has been unable to ascertain accurate and reliable figures about the actual numbers of migrant/seasonal workers in Herefordshire and Worcestershire. However, we recognise that migrant/seasonal workers are a particular 'at risk' group, with risks arising from their housing conditions and unfamiliarity with UK roads. We are currently working closely with partners to more accurately identify the risk and to develop plans to resolve problems by building on good practice to date particularly in Herefordshire, including targeted prevention activities aimed at the migrant/seasonal workers community. This is an emerging and potentially significant issue that will be a priority for the Service during the 2009/12 IRMP.

### **6.1.2 Protection**

#### 6.1.2.1 Business Fire Safety

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

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

To meet current and future enforcement requirements, the Service is reviewing the structure of Technical Fire Safety inspections and delivery, and the experience and skill sets required of inspectors.

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

**We will reduce the number of fires in non-domestic premises by 30% averaged over the plan period compared with the average recorded in the three year period to 31 March 2008.**

#### 6.1.2.2 Built Environment

Over the next 3 year period we will embark on a detailed assessment of the complex built environment within the two counties. This will require an update of the built environment risk profile in the light of the new legislative Fire Safety regime following the introduction of the Regulatory Reform Order and utilising the CFRMIS database.

#### 6.1.2.3 Heritage Sites

Heritage sites within the two counties have been identified and those Grade 1 Heritage sites have been risk assessed against the proposed attendance standards.

There are a large number of Grade 1 and Grade 2\* heritage sites that now need to be assessed to evaluate the risks. In addition there are a number of local special interest sites that fall outside of the building classification or because they house particularly valuable items. Further detailed analysis of these sites is required utilising local knowledge.

### **6.1.3 Effective Response/Intervention**

The safety of our staff and need to maintain and develop the essential skills to carry out Intervention activities remain a priority. Local Cluster Managers will ensure that this workload is prioritised and balanced to reflect local needs, whilst Intervention Support will ensure that all staff are supported with the appropriate mechanisms and policies to ensure that we can deliver the appropriate level of Intervention and Response when required.

Key issues for Intervention Support include:

- Development and Review of existing operational policies;
- Implementing new operational policy and guidance;
- Responding to national guidance and ensuring local policy reflects them;
- Liaising with the Regional Management Board, other bordering FRS's and maintaining mutual aid [Section 13/16] agreements;
- Supporting Fire Control and Mobilising arrangements;
- Supporting the integration of new operational vehicles into the Service;
- Responding to Operational debriefs and implementing outcomes of reviews based on the Debrief system;
- Supporting Research and Development leading to improvements in equipment, Health and Safety and working practices, through the Debrief system;
- Providing Health and Safety support from an operational context as well as working with the Regional Health and Safety forum;
- Providing support to Silver and Gold Strategic Command provision;
- Ensuring adequate and suitable Command Facilities;
- Supporting the Intel and VMDS systems to provide information at an incident; and
- Developing specific tactical plans and integrating specialist skills and New Dimension assets into mainstream Intervention activities.

#### 6.1.3.1 Attendance Standards

In our last 3 year IRMP we reviewed our operational performance and looked closely at the position of our Fire Stations and the number of appliances against historic standards that had been in place since 1947. In doing so, we also reviewed the contribution made by our current emergency intervention performance in saving lives and keeping the overall cost of fires and other emergencies to a minimum. Whilst we found no case to change resource allocation or

distribution, we concluded that there was a case for implementing a revised attendance standard both for planning purposes and against which we can be measured. A key objective was to improve the level of service in our most rural areas, where historic standards only required an intervention response within 20 minutes on 75% of occasions.

We also decided to examine response standards for emergencies other than fire, looking in particular at Road Traffic Collisions (RTCs). RTCs have never been the subject of a national standard, and the only standard within Hereford and Worcester was a local one introduced for the attendance of specialist vehicles within twenty minutes. There was no standard set for the attendance of the first emergency vehicle to the scene of an RTC.

Last year it was decided that we would maintain the existing standards whilst running proposed new standards for reporting purposes in parallel.

These standards were;

**For Fires in Buildings**

**1<sup>st</sup> Appliance within 10 minutes 75% of the time; 2<sup>nd</sup> Appliance within 5 minutes of the first attendance 75% of the time.**

**For Road Traffic Collisions**

**1<sup>st</sup> Appliance within 10 minutes 75% of the time; Enhanced Rescue Capability within 20 minutes 85% of the time.**

During the trial of these proposed response standards, we made clear that many of our communities in areas of higher risk already received a first attendance in much less than the 10 minutes proposed. This is a reflection of the fact that our permanently crewed stations are in areas of higher risk, so that the major part of those areas already receive a response in 5 minutes or less. For the sake of clarity, we made clear that there was no intention to use the introduction of this new reporting standard to reduce the level of service provision in those higher risk communities. Any changes in levels of service provided in these communities would need to be the subject of specific and extensive consultation through the IRMP process.

Having reviewed those standards and our performance over the past year, we are happy that the draft standard in respect of fires in buildings is robust and we are now proposing that this standard should now be formally adopted. However, in light of work currently underway within the road safety partnership to understand better the relationship between intervention times and outcomes for casualties, we are proposing that our current standard in respect of RTC is maintained, with the draft standard running in parallel to it for reporting purposes. This situation will be reviewed again in next years IRMP.

#### 6.1.3.2 Working with neighbouring Fire and Rescue Services

We will continue to review interoperability issues with colleagues in all neighbouring fire and rescue services. We are working toward common operational procedures and training standards in a number of areas which will significantly reduce risks and improve efficiency.

We have also carried out a quantitative assessment of over border activities, where we provide a response into neighbouring areas, or neighbours provide a response into Hereford and Worcester. This assessment identified that such activities remain consistent. Ongoing work will monitor these trends and any fire station movement or development in neighbouring areas that might impact our own attendance standards or Fire Station location.

We aim to achieve measurable improvements in interoperability with our neighbouring Fire and Rescue Services in order to make the most efficient and effective use of our combined resources in these border areas.

## **6.1.4 Resilience**

The Fire and Rescue Service has a vital role to play in providing the national resilience capability required to respond to significant risks such as terrorist attacks, chemical, biological, radiological or nuclear (CBRN) incidents or major environmental disasters including flooding.

### 6.1.4.1 Major Emergencies

Having effective emergency response arrangements in place is paramount for both public and Firefighter safety. During 2007/08 a revised joint emergency agencies protocol was issued and we have developed revised systems within the Service for Gold, Silver and Bronze level command. These are now targeted for full implementation during 2008/09. We will subsequently evaluate this implementation through a programme of consolidation, review and audit.

### 6.1.4.2 Flood Management

The Service was involved in major wide area flooding in 2007. Our operations at Strategic, Tactical, Operational and inter-agency levels have been subject to thorough scrutiny and the Service has already responded to a number of operational issues arising. There is further work to be carried out and these objectives have been incorporated into our business planning processes.

We have begun a review of our Major Incident and spate conditions procedures including the specific elements that relate to flood management and integration with the incident command system. This is a major project and will satisfy many of the learning points from the two flooding events.

The Authority's policy and procedures on safe working on or near water are being strengthened through the further development of our specialist rescue teams. The policy will now go on to review the lessons learned, regarding the personal protective equipment supplied to front-line staff, and the use of non-specialist staff for water rescue. The 2007 floods had significant national implications for the Fire and Rescue Service as a whole and a review of our role and national funding for a professional response capability is a key element of the Pitt Review due to be published in July 2008.

### 6.1.4.3 FiReControl

The Authority will continue its preparations to move its control service to the Regional Control Centre (RCC) in line with the FiReControl transition plan.

The implementation of the RCC project will have an impact on resource deployment and mobilising systems within the Service as well as data management. There are also a number of 'out of scope activities', essential functions that will not transfer to the RCC but will still need to be addressed. As the full range of remedial actions emerge these will need to be included within the planning process.

### 6.1.4.4 FireLink

The Authority will support the rollout of FireLink by:

- . Co-operating with the nominated suppliers by giving access to vehicles and existing control rooms, by ensuring that training programmes are completed to a timetable and by providing all reasonable support; and

. Assisting the FireLink programme with testing of the new system and migration of radio communications to the RCC.

#### 6.1.4.5 New Dimension

The current stage of the New Dimension programme is to fully integrate the USAR, Hi-Volume Pumping and Mass Decontamination/CCBRN provision into the Authority's core business. Development work continued throughout 2007/08, in line with the long term capability management project, in preparation for the full handover of resources during 2008/09.

The Authority will use the contract established by Communities and Local Government to secure the long term maintenance of the New Dimension resources for which it is responsible and will ensure their continued interoperability and to meet the requirements for training and response.

#### 6.1.4.6 Business Continuity Planning

The objective of Business Continuity planning is to ensure that the Authority is resilient to interruptions which have the potential to adversely affect the delivery of its core public safety functions and also to ensure compliance with the Civil Contingencies Act 2004.

To this end, the Service has developed its 2008/11 Business Continuity Plan. The aim of this plan is to co-ordinate the response of all Service departments to an event which has the potential to affect delivery of critical support activities and to assist in the reinstatement and recovery, as soon as possible, of all services required to ensure the maintenance of operational service delivery.

Over the period of the IRMP, we will fully implement the procedures agreed within the Business Continuity Plan. The plan is a living document and will be subject to amendments to reflect changes within the organisation. The plan will be maintained by the Corporate Risk Department via review at six monthly intervals.

#### 6.1.4.7 Local and Regional Resilience Forums

Work will continue with the West Mercia Local Resilience Forum (LRF) to develop our response to major emergencies. The work of the LRF is ongoing. The community risk register produced under the Civil Contingencies Act has been incorporated into the Service's risk profile.

The Service is also actively engaging with the West Midlands Regional Resilience Forum to progress inter-agency learning points. In addition, the Service's Emergency Planning Officer is assisting Worcestershire and Herefordshire Councils in a review of county-wide risk assessments, including flood response.

### **6.1.5 Partnerships**

The Service works with a wide range of partners from strategic bodies such as the Regional Management Board and Local Strategic Partnerships to smaller, local organisations involved in addressing particular local concerns. Whatever the level of involvement, we are committed to playing an active role. Our overall vision and corporate objectives, guide our involvement to ensure that the partnerships add value to our services.

Over the next three years, partnership activity will increase as the importance of our contribution to addressing a whole range of community concerns becomes more widely appreciated. The new performance management framework for local government, with three

year Local Area Agreements (LAAs) and annual Comprehensive Area Assessments (CAAs), will help to drive this forward. Key objectives over the next three years will include:

- **Delivering the LAAs across both counties:** We will contribute to the ongoing development and delivery of the new LAAs, including agreeing key community priorities, actions to address these priorities and setting indicators with targets to measure their achievement. We will also have a prominent role in performance monitoring and management through our representation on the two LAA strategic partnerships;
- **Building our role within the Crime and Disorder Reduction Partnerships (CDRPs):** As a statutory partner in the CDRPs (or Community Safety Partnerships) across the two counties, we will continue to help them to develop their key priorities and deliver actions to address them. Our ongoing input to the Herefordshire Community Safety and Drugs Partnership is an example where we have developed a leading role, particularly within their Road Safety sub-group;
- **Delivery at the local level:** We will continue to be involved at a local level in many smaller initiatives with our partners, to help to address specific local community safety concerns;
- **Implementing the Partnership Working Service Policy and Instruction:** Ensuring that our partnerships follow the SPI guidance, add value for the Service, minimise risk to both the Community and the Service and demonstrate good governance arrangements;
- **Maintaining the Partnerships Register:** The register of all partnerships we are working with will be kept updated. Along with partnership working guidance, this will help to ensure that we work in partnerships that help us to achieve our vision and meet our corporate objectives, and to demonstrate to others the high value we place on partnership working; and
- **Incorporating shared partner strategies:** Reducing risk in the community, targeting services towards the needs of key groups and areas, and promoting community safety are all significant themes which many of our partners share. We will identify further opportunities for joint working to help to address these themes where they support our aim to increase our own effectiveness and capacity.

## 6.2 Personnel Training and Safety

The Authority's most important resource is its people. In order to be able to deliver services which meet the needs of the whole community, it needs to continue to introduce, review and maintain effective policies, procedures and processes to:

- Recruit people with the right skills and potential;
- Train and develop them to realise that potential;
- Support them by ensuring they are valued, treated fairly and with respect;
- Ensure their safety; and
- Provide them with equality of opportunity to progress.

### 6.2.1 Safety

As a result of the Atherstone-upon-Stour incident in November 2007 and in line with our own performance management system, the Service carried out a thematic audit of operational assurance focusing on breathing apparatus and operational intelligence. This comprehensive review examined both the original responses to the Health and Safety Executive improvement notice issued to the Service in 1994 following the Sun Valley fire and a range of developments that have occurred since that time. We reviewed existing policies and

procedures, current risk management processes, and the sample examined the skills and knowledge of over half the operational staff in these key areas.

A number of issues were identified, some of which have already been addressed, some that are programmed for delivery by December 2008 and some, such as training buildings, that will be incorporated into our asset and investment plans.

During the life of this plan we will continue to audit all areas of operational assurance and ensure that any corrective actions are addressed as a matter of operational priority.

**6.2.2 Equality and Diversity**

6.2.2.1 Delivering Equality for All

As part of our continued commitment to equalities, we, as a Public Authority, continue to ensure that systems designed are in place to measure our improvement in policies and procedures. We are targeting achievement of level 5 of the Equality Standard for Local Government, and as part of this we have linked our equalities action plan (which includes our statutory responses to equality legislation) to our IRMP. The underpinning ethos of both plans is ultimately the same – to deliver excellent services to all our communities, based on their needs, in as accessible a manner as possible.

**We will achieve level 5 of the Equality Standard for Local Government**

This process must be measurable, and as such, the data upon which the service delivery arm of IRMP is based, provides core information for risks centred on breakdowns for different groups in society. Some of these groups cut across one or several of the six areas of equality: race, gender, disability, sexual orientation, age and religion or belief.

This baseline information can then also be used to measure reductions in risk, or more broadly, when taking into account the context of multiple indicators of deprivation which the most disadvantaged groups in society experience, it can also be used to measure improvements in ‘quality of life’ indicators.

6.2.2.2 Community Cohesion

The Service also has a key part to play in the development of community cohesion in society, particularly with regard to community leadership and improvements in the quality of individual’s lives for ‘at risk’ or socially excluded groups. This focus is particularly relevant when establishing strong partnership links, and ensuring the most disadvantaged groups in society are able to effectively access all mainstream services, including those provided by the Fire Service.

6.2.2.3 Recruitment, Retention and Progression

Improving workforce diversity through recruitment and retention is a key component of the National Equality and Diversity Strategy. To focus effort on factors which can be significantly changed in the medium term, the Strategy sets targets on recruitment, retention and progression to be met by 2013:

**We will work towards achieving parity in rates of retention and progression between minority ethnic and white employees and between men and women.**

**We will work towards women representing at least 15% of new entrants to the operational sector.**

**We will work towards recruitment of minority ethnic staff across the whole organisation being at the same percentage as the minority ethnic representation in the local working population.**

### **6.2.3 Workforce Development**

To improve efficiency and develop staff effectively, it is important that all staff are recruited, developed, assessed and progressed fairly and transparently with overall performance and competencies regularly reviewed. To ensure effective cross border working and the health and safety of operational staff there is an additional need for consistency of national standards. The Integrated Personal Development System (IPDS) supports a competency based personnel management approach using role maps underpinned by National Occupational Standards. Arrangements for non-operational staff will similarly seek to follow established national best practice or professional guidelines as appropriate. The Authority will review, adapt and implement its Individual Performance and Development Review (IPDR) system to embrace these principles.

We will progress systematic arrangements, to ensure incident and safety event outcomes, inform the ongoing development of safe systems of work and the training and development of staff. This will include the sharing of risk critical information on a regional/national basis when appropriate.

### **6.2.4 Training**

The Principal Management Team has identified the provision of training as being a strategic area of review for 2009/12. This is as a result of the staff feedback sessions and Operational Assessment of Service Delivery (OASD) report, which highlighted continuation and technical training for front-line staff and, in particular, those above the level of supervisory manager as being in need of review.

#### **6.2.4.1 Incident Command Training**

HWFRS is committed to the development and maintenance of competence for Operational personnel within the incident command structure.

Firefighters wishing to be temporarily promoted will be required to successfully undertake an operational assessment lead by the Incident Command Training Manager (ICTM).

Personnel looking for substantive promotion to Supervisory Management will be expected to complete the Assessment and Development Centre (ADC) process which includes an assessed seven day Incident Command course held within Lancashire FRS.

Supervisory Managers wishing to move into Middle Management are again operationally assessed using Minerva at Avon FRS and a development programme which includes a five day Station Managers Incident Command (SMIC) course held at the Fire Service College and Emergency Fire Service Module (EFSM2) of the Station Managers Workplace Assessment which must be completed within two years.

An operational assessment using 'Hydra' is utilised for movements from Station Manager to Group Manager.

Service Managers are subject to continuous training and assessment using a range of simulation tools including Hydra and Minerva, and relevant "Gold Command" training provided by the Fire Service College. They also take part in regular multi-agency, regional and national exercises.

We will continue to provide Incident Command Training to Operational Personnel and maintain a competent, operational workforce by introducing Operational assessments conducted by our Incident Command Training Manager on a two yearly basis.

#### 6.2.4.2 Strategic Training Facilities

To further improve realistic training facilities, the Service recognises the need for provision of strategic training facilities at logistically identified sites. These will provide wide ranging training and learning scenarios to maintain competency and to gain knowledge, skills and understanding associated with fire development and behaviour. They will be in the form of “training houses” with hot working capabilities and attack boxes (carbonaceous fire training) to complement an update of our current facilities.

During 2008/09 the Authority will review its training facilities and subsequently develop a programme to refresh existing facilities and to seek approval for the build of new facilities within the existing asset management plan.

### **6.3 Service Delivery**

#### **6.3.1 Organisational Structure**

One of the key aims of the 2006 restructure was to strengthen support for staff on the Retained Duty System, strengthen our incident command system, support our response to the Regulatory Reform Order (RRO) and strengthen our performance management and planning system. This was all designed to improve front-line delivery of our prevention, protection and intervention response. This restructure will be reviewed in the context of operational delivery as part of the IRMP 2008/09 Action Plan; the outcome of this review will form part of the ongoing IRMP process.

#### **6.3.2 Asset Management Plan and Fleet Strategy**

The asset management planning process provides an opportunity to review property assets regularly and to identify areas for improvement. It creates a robust framework for prioritising capital projects and seeks to ensure a systematic and co-ordinated approach to the management of the Service’s property portfolio, maintaining close links between property management decision making and the progression of strategic objectives.

The Asset Management Plan is updated each year to reflect progress against short and medium term property acquisitions, facilities improvements, refurbishment programmes and disposals. It also outlines phasing of identified major capital projects.

The capital programme to support IRMP projects is contained within the Medium Term Financial Plan (MTFP) and phases major projects subject to prioritisation and factors such as market availability.

We will deliver the annual components of our prioritised capital investment programme to ensure that our Fire Stations are appropriately located and have the necessary facilities to provide an efficient, effective and economic service in compliance with statutory duties. Specific details of this programme are included within the Evidence Document.

The Fleet Strategy provides an overview of the Service’s fleet disposition and requirements over the medium to long term. It outlines the way in which the fleet is maintained and improved to deliver a professional and reliable fleet provision which meets the operational demands of the Service. We will implement the annual components of the fleet strategy to ensure that we have the right Fire and Rescue appliances and equipment, in the right locations, to deliver an effective level of service.

### 6.3.3 False Alarm Calls

The Authority recognises the importance of reducing the times that resources are sent to calls where they are not required. This can be either automatic fire alarm systems or malicious calls. Over the period of this plan the aim is to further reduce the number of occasions the Service attends such calls.

**We will increase the number of malicious calls not attended by 20% averaged over the plan period compared with the average recorded in the four year period to 31 March 2008**

**We will reduce the number of malicious calls attended by 10% averaged over the plan period compared with the average recorded in the four year period to 3<sup>1</sup> March 2008**

**We will reduce the number of false alarms caused by automatic fire detection equipment in non-domestic properties by 15% averaged over the plan period compared with the average recorded in the four year period to 31 March 2008**

**We will reduce the percentage of false alarm calls caused by automatic fire detection to a non-domestic property with more than one attendance by 3% averaged over the plan period compared with the average recorded in the four year period to 31 March 2008**

### 6.3.4 Incident Recording System

The Incident Recording System (IRS) is a national project led by the Department for Communities and Local Government and forms part of the Fire and Rescue Service Improvement Programme. The IRS collects information on all incidents attended and will be collected in the same way using the same core set of questions. Adoption of electronic data transfer using IRS is mandatory. The IRS system has a national "go live" date of March 2009 but FRS's can decide when they are ready to move over to the IRS to send the data electronically prior to this.

We will implement the IRS prior to the national deadline by taking delivery of the XML Schema in June 2008. Operational personnel will be trained by key Cluster trainers utilising a training IRS database.

### 6.4 Efficiency of Operation

The achievement of cash releasing efficiencies is considered vital to creating resources to meet a number of additional challenges within the Service. Enhanced water rescue training and changes to working practices will be necessary as a result of the lessons learnt from last year in responding to summer floods.

We will continue to explore and extend regional and sub-regional collaboration opportunities through Government Office West Midlands, the Regional Management Board and professional working groups established under the auspices of the Chief Fire Officers Association.

In September 2007, the Fire Authority also commenced a joint review with Warwickshire Fire and Rescue Service, exploring the potential for service improvements and efficiencies through closer working between our two Authorities or a full combination of the two to deliver a single larger Authority. It is expected that this review will conclude in September 2008.

The Service has identified a strategic need to review leave, crewing and shift systems, including an extension of the supplementary crewing scheme as part of the 3 year IRMP for 2009/12. This is a significant priority for the immediate future and we will be examining ways in which current levels of public service can be maintained at a lower cost through more effective and flexible use of staff.

We will instigate the use of predictive modelling software to determine where appliances, personnel and equipment will be best placed at different times of the day and night and in doing so will create a more efficient operational resilience to incidents.

The savings/service delivery changes listed below identifies proposed changes that are designed to safeguard current levels of service to the public, whilst releasing sufficient cashable efficiencies to both meet immediate budget demands and enable us to make additional investment in safety critical training issues.

#### **6.4.1 2009/10**

##### **6.4.1.1 Implement Management Efficiencies**

The full time establishment at Kidderminster, Bromsgrove and Redditch currently comprises of four shifts at each station with a total of eight personnel employed on each shift to ensure that five will be available for duty on the majority of occasions. Until the local Best Value Review of Operations in 2002 that redeployed additional staff to these stations, the standard crewing number for these and similar stations across the UK was seven personnel employed per shift to ensure that five will be available for duty. We now believe that with changes to the management of leave and sickness, and with the additional flexibility provided by the supplementary crewing system to ensure staff can be released for essential training, the number can be reduced back to seven.

These proposals can be achieved by slowing planned recruitment, so the changes do not impact on the jobs of any existing staff. Equally, although we propose reducing the shift size by one, we do not propose reducing the number of Firefighters required to crew appliances or deliver services to the public. If approved, these changes will result in 12 Fire fighter posts being deleted from the establishment delivering savings of £420k per annum from 2009/10. This arrangement brings the Service back in line with national good practice and with the additional management actions, identified above, we are confident that these efficiencies can be made without adversely affecting service delivery or Firefighter safety.

##### **6.4.1.2 Implement Back-Office Streamlining**

The Authority has already made significant efficiencies in its “back office” and support services, delivering £225k savings in 2008/09. However, we believe that through further rationalisation, we can realise additional savings of £200k in 2009/10 through the streamlining of its back-office services.

##### **6.4.1.3 Investment in Risk Critical Training**

The efficiency savings realised from reducing the 12 operational posts coupled with an additional £200k savings from the “back office” will enable the Authority to both meet its challenging fiscal target for 2009/10 and provide approximately £100k of additional investment to support the cost of cover arrangements to enable the release of staff for risk critical training.

#### **6.4.2 2010/12 Ongoing Efficiencies**

The Authority is aware that beyond the changes and efficiencies we have identified for 2009/10, significant further changes will need to be made before 31 March 2012 in order to

deliver the cashable savings required by our budget settlement and enable us to address currently unfunded challenges. Whilst we have delivered significant cashable efficiencies to date, we do not believe that we can address further challenges on this scale without a more significant and fundamental realignment of our Service.

Our overriding priority remains the protection of public safety and our current levels of service, along with essential investment in Firefighter safety and service improvement. We will therefore need to explore a number of avenues for fundamental change in the next year.

Joint reviews into opportunities for greater efficiency and capability through closer working or combination with colleagues in Warwickshire Fire and Rescue Service are due to conclude in September 2008. This review may well identify opportunities to address medium to long term finance and capacity issues. If it does not, the Authority will need to consider outsourcing or combination options with another Fire and Rescue Authority, greater use of alternative crewing systems or reductions in services provided to the public.

# Appendices

## 2009/10 Action Plan

### Top Priorities

The top priorities for delivery during 2009/10 are:

**1. Adopt the new proposed response standard for fires in buildings. Maintain current standards for Road Traffic Collisions, but continue to monitor and report against the draft standard introduced last year. Review this standard again in 2010/11 in light of emerging evidence from the Road Safety Partnership work.**

**2. Reduce the Firefighter establishment by 12 posts that is a reduction of 1 post from each watch at Redditch, Bromsgrove and Kidderminster, resulting in efficiencies of approximately £420k.**

**3. Streamline back-office services to achieve efficiencies of approximately £200k.**

**4. Review arrangements for the management of leave and improve the management of sickness absence to support the reduction of operational posts.**

**5. Make an investment of £100k to support the cost of cover arrangements to enable the release of staff for risk critical training.**

**6. Continue to examine further opportunities to deliver efficiency savings and service improvements, including collaboration/combination with another Fire and Rescue Authority.**

## **2. Integrated Risk Management Plan 2009/10 Action Plan** **Consultation**

In accordance with the Fire and Rescue National Framework, Hereford and Worcester Fire and Rescue Authority has developed an Integrated Risk Management Plan (IRMP) which sets out a broad set of strategic objectives to be delivered during 2009/2012. The IRMP process involves considering the risks within our counties and identifying initiatives to reduce risk and improve community safety.

As part of the IRMP process, Fire and Rescue Services are required to produce annual actions plans. The attached draft IRMP action plan for 2009/10 sets out how we intend to prioritise the first year of our strategy.

The proposals for 2009/10 include:

- Adopting the new proposed response standard for fires in buildings. Maintain current standards for Road Traffic Collisions, but continue to monitor and report against the draft standard introduced last year. Review this standard again in 2010/11 in light of emerging evidence from the Road Safety Partnership work.
- Reducing the Firefighter establishment by 12 posts, that is a reduction of 1 post from each watch at Redditch, Bromsgrove and Kidderminster, resulting in efficiencies of approximately £420k.
- Streamlining back-office services to achieve efficiencies of approximately £200k
- Review arrangements for the management of leave and improve the management of sickness absence to support the reduction of operational posts.
- Making an investment of £100k to support the cost of cover arrangements to enable the release of staff for risk critical training.
- Continue examining further opportunities to deliver efficiency savings and service improvements, including collaboration/combination with another Fire and Rescue Authority.

In order to comply with the Governments adopted code of practice for consultations we are commencing a 12 week consultation period which will end on 5th September 2008. We would welcome consultees to respond to, and provide feedback on as many of the following questions as they feel appropriate in respect of the attached/enclosed IRMP action plan for 2009/10.

Following the consultation process all responses will be considered and a final plan will be made available by December 2008. All responses will be made public and will be used in statistical summaries of comments received and views expressed.

All responses should be forwarded by fax, email or post to

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**RESPONSE STANDARDS**

Q1. Do you support our proposals for new response standards for fires in buildings and Road Traffic Collisions?
Additional comments

**REDUCING THE FIREFIGHTER ESTABLISHMENT**

Q2. Do you support the proposal to reduce the firefighter establishment by 12 posts?
Additional comments

**STREAMLINING BACK OFFICE SERVICES**

Q3. Do you support our proposals to streamline back office services to achieve efficiencies?
Additional comments

**MANAGEMENT OF LEAVE AND SICKNESS ABSENCE**

Q4. Do you support our proposals to review arrangements for the management of leave and improve the management of sickness absence to support the reduction of operational posts?
Additional comments

**INCREMENTAL INVESTMENT FOR RISK CRITICAL TRAINING**

<p>Q5. Do you support our proposals to make an investment of £100k to support the cost of cover arrangements to enable the release of staff for risk critical training?</p>
<p>Additional comments</p>

**CONTINUE TO EXAMINE FURTHER OPPORTUNITIES TO DELIVER EFFICIENCY SAVINGS AND SERVICE IMPROVEMENTS**

<p>Q6. Do you support our proposals to continue to examine further opportunities to deliver efficiency savings and service improvements, including collaboration/combination with another Fire and Rescue Authority?</p>
<p>Additional comments</p>

Q7. Are there any other comments you would like to make regarding the plan?

## Glossary of Terms

<p><b>ADC</b> Assessment and Development Centre</p> <p><b>AES</b> Annual Efficiency Statement</p> <p><b>BA</b> Breathing Apparatus</p> <p><b>BTEC</b> Business and Technician Education Council</p> <p><b>BVPI</b> Best Value Performance Indicator</p> <p><b>BVPP</b> Best Value Policy &amp; Performance</p> <p><b>CAA</b> Comprehensive Area Assessment</p> <p><b>CAFS</b> Compressed Air Foam System</p> <p><b>CARP</b> Combined Aerial Rescue Pump</p> <p><b>CC</b> County Council</p> <p><b>CCA</b> Civil Contingencies Act</p> <p><b>CCBRN</b> Conventional Chemical Biological Radiological Nuclear</p> <p><b>CDRP</b> Crime and Disorder Reduction Partnership</p> <p><b>CFRMIS</b> Community Fire Risk Management Information System</p> <p><b>CFS</b> Community Fire Safety</p> <p><b>CLG</b> Department for Communities and Local Government</p> <p><b>CPA</b> Comprehensive Performance Assessment</p> <p><b>CRR</b> Community Risk Register</p> <p><b>DoT</b> Direction of Travel</p> <p><b>DVD</b> Digital Versatile Disc</p> <p><b>EFSM</b> Emergency Fire Service Module</p> <p><b>EPU</b> Environmental Protection Unit</p> <p><b>FBU</b> Fire Brigades Union</p> <p><b>FDS</b> Flexible Duty System</p> <p><b>FMIS</b> Finance Management Information System</p> <p><b>FRA</b> Fire and Rescue Authority</p> <p><b>FRS</b> Fire and Rescue Service</p> <p><b>FSC</b> Fire Service Circular/Fire Service College</p> <p><b>FSEC</b> Fire Service Emergency Cover</p> <p><b>GoWM</b> Government Office for the West Midlands</p> <p><b>H&amp;S</b> Health and Safety</p> <p><b>HCSDP</b> Hereford Community Safety and Drugs Partnership</p> <p><b>HFSC</b> Home Fire Safety Check</p> <p><b>HR</b> Human Resources</p> <p><b>HSE</b> Health &amp; Safety Executive</p> <p><b>ICS</b> Incident Command System</p> <p><b>ICT</b> Information and Communications Technology</p> <p><b>ICTM</b> Incident Command Training Manager</p> <p><b>IDeA</b> Improvement and Development Agency</p> <p><b>IIP</b> Investors in People</p> <p><b>IOSH</b> Institute of Occupation Safety and Health</p>	<p><b>IPDR</b> Individual Performance and Development Review</p> <p><b>IPDS</b> Integrated Personal Development System</p> <p><b>IRMP</b> Integrated Risk Management Plan</p> <p><b>IRS</b> Incident Recording System</p> <p><b>ISU</b> Incident Support Unit</p> <p><b>IT</b> Information Technology</p> <p><b>JERA</b> Joint Emergency Response Arrangements</p> <p><b>KPI</b> Key Performance Indicator</p> <p><b>LAA</b> Local Area Agreement</p> <p><b>LRF</b> Local Resilience Forum</p> <p><b>LSP</b> Local Strategic Partnership</p> <p><b>LTCM</b> Long Term Capability Management</p> <p><b>MIS</b> Management Information Systems</p> <p><b>MoU</b> Memorandum of Understanding</p> <p><b>MMFE</b> Management of Major Flood Events</p> <p><b>NVQ</b> National Vocational Qualification</p> <p><b>OASD</b> Operational Assessment of Service Delivery</p> <p><b>ORS</b> Opinion Research Services</p> <p><b>OTB</b> Over the Border</p> <p><b>PI</b> Performance Indicator</p> <p><b>PMM</b> Principal Management Meeting</p> <p><b>PPE</b> Personal Protective Equipment</p> <p><b>PSA</b> Public Service Agreement</p> <p><b>RAG</b> Responsible Authorities Group</p> <p><b>RCC</b> Regional Control Centre</p> <p><b>RDS</b> Retained Duty System</p> <p><b>RMB</b> Regional Management Board</p> <p><b>RoSPA</b> Royal Society for the Prevention of Accidents</p> <p><b>RRO</b> Regulatory Reform Order</p> <p><b>RSIG</b> Road Safety Implementation Group</p> <p><b>RTC</b> Road Traffic Collision</p> <p><b>SLA</b> Service Level Agreement</p> <p><b>SMIC</b> Station Managers Incident Command</p> <p><b>SPI</b> Service Policy / Instructions</p> <p><b>SSI</b> Special Service Incidents</p> <p><b>T&amp;DC</b> Training and Development Centre</p> <p><b>TFS</b> Technical Fire Safety</p> <p><b>UoR</b> Use of Resources</p> <p><b>UKRO</b> United Kingdom Rescue Organisation</p> <p><b>USAR</b> Urban Search and Rescue</p> <p><b>VMDS</b> Vehicle Mounted Data System</p> <p><b>WMRSS</b> West Midlands Regional Spatial Strategy</p> <p><b>WMSRP</b> West Mercia Safer Roads Partnership</p> <p><b>YFA</b> Young Firefighters' Association</p>
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