

# **SOUTH WEST REGIONAL MANAGEMENT BOARD**

**M Pearson Esq.  
CLERK TO THE BOARD**

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**To: The Chair and Members of the  
South West Regional Management  
Board**

(see below).

**DEVON & SOMERSET FIRE & RESCUE  
SERVICE HEADQUARTERS  
THE KNOWLE  
CLYST ST GEORGE  
EXETER  
DEVON  
EX3 0NW**

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Your ref :  
Our ref : SWRMB/MP/SY

Date : 21 January 2008  
Please ask for : Steve Yates  
Email : syates@dsfire.gov.uk

Telephone : 01392 872200  
Fax : 01392 872300  
Direct Telephone : 01392 872329

## **SOUTH WEST REGIONAL MANAGEMENT BOARD**

Wednesday 30 January 2008

A meeting of the South West Regional Management Board will be held on the above date, **commencing at 11.00hours in Conference Room B in Somerset House of the Devon and Somerset Fire and Rescue Service Headquarters** to consider the following matters.

Mr. M. Pearson  
Clerk to the Board

### **AGENDA**

1. Minutes of the meeting held on 7 November 2007 attached (Page 1).

2. Items Requiring Urgent Attention

Items which, in the opinion of the Chairman, should be considered at the meeting as matters of urgency.

3. Declarations of Interest

Board Members are asked to consider items to be discussed as part of this meeting and declare any **personal/personal and prejudicial interests** they may have in any item(s) in accordance with their respective appointing Authority's approved Code of Conduct.

## **PART 1 – OPEN DEBATE**

4. **Workstreams Highlight Report**

Report of the Lead Officer for the South West Chief Fire Officers Association (CFO Standing - Gloucestershire) (RMB/08/1) attached (Page 6).

5. **Benefits Realised from Regional Collaboration to Date**

Report of the Regional Programme Manager (Graham Saunders) (RMB/08/2) attached (Page 19).

6. **Regional Management Board Budgets 2007/08 and 2008/09**

Report of the Treasurer to the Board (Kevin Woodward – Devon & Somerset)(RMB/08/3) attached (Page 23).

7. **Draft National Framework 2008-11 - Potential Implications for the Regional Programme**

Report of the Secretary to the South West Chief Fire Officers Association (CFO Gunter – Dorset) (RMB/08/4) attached (Page 32).

8. **Regional Control Centre – Cost Apportionment**

Report of the Treasurer to the Board (Kevin Woodward – Devon & Somerset)(RMB/08/5) attached (Page 65).

9. **Relationship between the Regional Management Board and South West Fire Control Service Limited**

Report of the Clerk to the Board (Mike Pearson – Devon & Somerset) (RMB/08/6) attached (Page 71).

## **PART 2 – ITEMS WHICH MAY BE CONSIDERED IN THE ABSENCE OF PRESS AND PUBLIC**

Nil.

### **MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

**Membership:-**

Councillors Hughes (Chair)(Devon and Somerset), Roberts and Walker (Avon), Yeo (Cornwall), Mochnacz and Gordon (Devon and Somerset), Fox OBE DL (Dorset), Windsor-Clive (Gloucestershire) and Willmott (Wiltshire).

### **Substitute Members**

The South West Regional Management Board provides for named substitutes for each of the Members. Named substitutes may attend all meetings subject to the following:-

- if attending in addition to the main Member, the named substitute may **NOT** vote and may only speak with the permission of the Chairman;
- if attending in place of the main Member, the named substitute may act as a full Member of the Board.

**Access to Information**

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should in the first instance contact Mr. Yates on the telephone number shown at the top of this agenda.

## **SOUTH WEST REGIONAL MANAGEMENT BOARD**

7 November 2007

### Present:-

Councillors Hughes (Chair), Mochnacz and Gordon (Devon & Somerset), Willmott (Wiltshire), Fox OBE DL (Dorset), Windsor-Clive (Gloucestershire), Yeo (Cornwall) and Walker (Avon).

### Attending in accordance with Standing Order 3(2)

Councillor Mrs Parsons (Devon & Somerset).

Prior to the commencement of the formal business, the Chairman and Members of the RMB joined Devon & Somerset Fire & Rescue Service in a one minute silence as a mark of respect to the four firefighters who lost their lives in the tragedy in Warwickshire on 2 November 2007.

### **RMB/20. Minutes**

**RESOLVED** that the Minutes of the meeting held on 20 September 2007 be signed as a correct record.

### **RMB/21. Declarations of Interest**

Board Members were invited to declare any **personal or personal and prejudicial interests** they might have in any item(s) to be discussed at the current meeting in accordance with the their respective appointing Authority's approved Code of Conduct.

No interests were declared.

### **RMB/22. Regional Highlight Report – National Framework Milestones**

The Board considered a report of the Lead Officer for the South West Chief Fire Officers Association (CFO Standing – Gloucestershire) (RMB/07/16) that set out progress to date against the National Framework milestones.

CFO Standing reported that a number of the workstreams had made good progress over the last period and were being adapted to the new programme management arrangements. The South West Executive Management Group (EMG) had considered the milestones which had been given "red" or "amber" status at its meeting on the 24 October 2007. EMG had initiated action in order to assess whether the Human Resource Management Development (HRMD) and Finance & Procurement workstream bids for additional regional staff could be justified prior to a recommendation being brought to the Board for bids at its meeting on 30 January 2008.

Reference was made to the Community Safety Workstream and the raft of structures and task groups under it. It was noted that the first meeting of the Community Safety Workstream, led by Peter Baxter (Wiltshire) at officer level, had met following which a draft work programme had been produced. Details of the milestones were not included in the highlight report as they did not form part of the National Framework activities.

Reference was made to government funding being stopped for smoke detectors. It was confirmed that bids would need to be made against the targets under the Local Area Agreements (LAA) for funding. Concern was expressed over the lack of clarity from the Department for Communities and Local Government (CLG) about where priorities should lie and whether RMB's should continue with collaboration or whether the expectation would be for services to put resources into LAA. It was suggested that clarity should be sought from CLG in advance of the National Framework document.

Attention was drawn to the dependency of FiReControl on Firelink and whether the problems of Airwave, as previously highlighted had been overcome. Councillor Willmott confirmed that this matter had been raised with CLG and it was hoped that Peter Betts would bring the identified relationship problems together. Councillor Willmott encouraged Members to attend the FiReControl/Firelink seminar to be held at the new RCC building on 6 December 2007.

#### **RESOLVED**

- (a) that the progress against the "National Framework" milestones be noted;
- (b) that the proposed RMB budget for 2008-09 be considered at the meeting on 30 January 2008;
- (c) that the Regional Business Plan be updated to take into account new milestones proposed by Workstreams, the National Framework 2008-11 and the National Equality & Diversity Strategy. Changes would be submitted for approval at the RMB meeting on 30 January 2008.

#### **RMB/23. Regional Business Plan 2007/10 – Workstream Lead Members**

The Board considered a report of the Clerk to the Board (Mike Pearson – Devon & Somerset) (RMB/07/17) which set out proposals for the appointment of Lead Members to Workstreams. At the previous meeting the issue was raised regarding Lead Members for workstreams and EMG was asked to develop proposals for the Board to consider. The Clerk highlighted the point that the Equality and Diversity and RCC workstreams already had arrangements in place where the Board member was working closely with the lead officer and he invited the Board to consider whether this should be confirmed for the remaining workstreams. In addition, it was highlighted that some of the workstreams were not sufficiently developed and the Board needed to take a view as to whether to defer a decision to appoint Lead Members to these workstreams at this point in time. He added that an expression of interest had been received from Councillor Windsor-Clive to be appointed as the Lead Member of Human Resource Management and Development (HRMD) workstream.

Reference was made to paragraph 3.1 of the report which laid out the advantages and disadvantages of the Lead Member/Lead Officer alignment. It was proposed that the main criteria for selection should be based on the right person for the job and the person who was likely to do the job. It was highlighted that the Board may wish to consider the RCC workstream outside of this as a Chair of the LACC had already been appointed and a different Lead Member may confuse the relationships.

Councillor Fox proposed that Councillor Windsor-Clive be appointed as Lead Member of the Human Resource Management and Development workstream and this was seconded by Councillor Willmott. The motion was carried.

Councillor Willmott proposed that Councillor Wren be nominated as Lead Member of the Strategic Planning (Performance Management) workstream and this was seconded by Councillor Fox. Upon a vote (7 for, 1 against) the motion was carried.

CFO Gunter suggested that, on bringing the highlight reports back to RMB, the workstream Lead Officers should comment on the appropriateness of appointing Lead Members to the remaining workstreams vacancies (Community Safety, Finance and Procurement and Service Operations and Resilience).

#### **RESOLVED**

- (a) that the outstanding Lead Members on workstreams should be appointed on the basis of suitability rather than geographical location.
- (b) that Councillor Yeo (Cornwall) be confirmed as Lead Member of the Equality and Diversity workstream.
- (c) that Councillor Willmott (Wiltshire) be confirmed as Lead Member of the RCC workstream.
- (d) that Councillor Windsor-Clive be appointed as Lead Member of the Human Resource Management and Development workstream and Councillor Wren be appointed as the Lead Member for the Strategic Planning (Performance Management) workstream.
- (e) that nominations to the Community Safety, Finance and Procurement, and Service Operations and Resilience workstreams are deferred until the workstreams mature to the point where a clear role for a Lead Member can be established.

NB: Councillor Mochnacz, the Chairman and Councillor Fox expressed an interest in participating as Lead Members for outstanding workstreams.

#### **RMB/24. Regional Benefits Management Strategy**

The Board considered a report of the South West Regional Programme Manager (Graham Saunders) (RMB/07/18) which detailed the draft Benefits Management Strategy and the next steps (page 35 of the report). Reference was made to the key objectives of the Strategy, namely:

- Link benefits to strategic outcomes.
- Ensure business areas are committed to benefits from the outset.
- Align Regional Benefits Management to annual efficiency returns to the Department for Communities for Local Government (CLG).
- Keep arrangements as simple as possible.

The Chairman reported on a recent IDEA meeting in London which he attended with Councillor Walker at which all RMB's had been represented and had given presentations on their achievements. At the meeting the Regional Procurement Officer, Melanie Walsh reported on the identified £1.6 million savings for the South West region. The Chairman acknowledged this achievement and the work that had been undertaken by Melanie Walsh. Councillor Walker added that he felt that this had been a very constructive day.

Reference was made to the timescales for reporting the benefits and it was suggested that an update could be given early in the New Year, which would balance the budget and also contribute to efficiencies. It was agreed that a progress report would be considered by the Board at its meeting on the 30 January 2008.

**RESOLVED**

- (a) That the Regional Benefits Management Strategy and next steps (paragraph 48 of the draft strategy) be agreed.
- (b) that a report on the progress made against the Regional Benefits Management Strategy be considered at the next RMB meeting on 30 January 2008.

**RMB/25. Communications Strategy and Plan**

The Board considered a report of the Secretary of the South West Chief Fire Officers Association (CFO Gunter – Dorset) (RMB/07/19) which set out proposals for a Regional Communications Strategy as requested at the meeting on 20 September 2007. The Strategy explained the aims of the programme of communications, identified key stakeholders, set out advantages and disadvantages of different methods of communications.

Reference was made to the cost of the regional extranet and whether costs would be included within budgets. CFO Gunter reported that there were initial costs to set up the regional extranet and thereafter reoccurring costs in order to keep the extranet live. Councillor Walker expressed his concern regarding committing to employing new people if it resulted in duplication between the new LACC. Councillor Willmott reported that the LACC members shared the concerns but he felt that a mechanism for communication was needed and that RMB and LACC needed to work with the officer concerned to resolve this.

Reference was made to the appointment of the Communications Officer and CFO Gunter reported that the person recruited would be on a fixed term contract under the auspices of RCC New Burdens Funding. It was noted that, should the funding cease, the post would also cease.

Councillor Mochnacz suggested that MP's should be included under the stakeholders on the Communications Matrix. He added that he felt the Local Government Association's (LGA) website was out of date and this needed to be addressed. Councillor Willmott replied that, in addition, cohesion of LGA representatives was of concern as the fire representatives had not met for some time. He suggested that the Fire Services Management Committee would meet shortly and that he would raise these issues.

**RESOLVED** that, subject to the comments made above with regards to the inclusion of MP's as stakeholders, the Regional Communications Strategy and Plan be agreed.

**RMB/26. South West Regional Fire Control – Fire & Rescue Authority Members Seminar, 6 December 2007**

The Board received for information details of the South West Regional Fire Control – Fire & Rescue Authority Members Seminar on the 6<sup>th</sup> December 2007. The Clerk encouraged attendance from Members of all Fire & Rescue Service Authorities.

The meeting started at 11.10 hours and finished at 12.30 hours.

<b>REPORT REFERENCE NO.</b>	RMB/08/01
<b>MEETING</b>	<b>SOUTH WEST REGIONAL MANAGEMENT BOARD</b>
<b>DATE OF MEETING</b>	30 January 2008
<b>SUBJECT OF REPORT</b>	<b>WORKSTREAMS HIGHLIGHT REPORT</b>
<b>LEAD OFFICER</b>	<b>Lead Officer for the South West Chief Fire Officers Association (CFO Standing – Gloucestershire)</b>
<b>RECOMMENDATIONS</b>	<p><i>That the Board: -</i></p> <ol style="list-style-type: none"> <li>1. <i>Notes progress against “National Framework” milestones;</i></li> <li>2. <i>approves the amendment of the Regional Business Plan equality and diversity objective to reflect that all SWFRAs should achieve at least level 3 of the Local Government Equality Standard by March 2010 (previously level 2 by March 2010);</i></li> <li>3. <i>Note that the Regional Business Plan will be updated to take into account: the requirements of National Framework 2008-11; the National Equalities Strategy and the agreed RMB Budget 2008-09.</i></li> </ol>
<b>EXECUTIVE SUMMARY</b>	<p>At the meeting on 20 September, the RMB agreed that they should receive a highlight report at every meeting showing progress against the agreed set of National Framework milestones and identifying any strategic issues that need to be resolved by RMB.</p> <p>A number of milestones have been given a red status. Most should be resolved (i.e. activities taken forward, deferred, or dropped) following a decision on the RMB’s budget for 2008-09.</p> <p>The capacity of workstream leaders and members to take forward the agreed programme of work remains an issue. Each workstream’s work programme and milestones will be reviewed and re-prioritised following the agreement on the RMB’s budget for 2008-09 and publication of the final version of the National Framework 2008-11. The consequential changes to the regional business plan will be subject to the RMB’s approval.</p>
<b>APPENDICES</b>	A Highlight reports for National Framework milestones.
<b>LIST OF BACKGROUND PAPERS</b>	Nil.

**WORKSTREAMS HIGHLIGHT REPORT – JANUARY 2008**

**National Framework Milestones**

**1. Equality and Diversity Workstream (Member champion – Cllr Yeo) – Annex A**

1.1 The Workstream is due to meet on 23 January to undertake a fundamental review of the workstream's Workprogramme to focus on helping South West Fire and Rescue Authorities (SWFRAs) meet the requirements of the National Equality and Diversity Strategy 2008-18. For this reason, there is no milestone highlight report for the workstream as much of the existing work programme will not longer be relevant.

1.2 A key component of the workstream's new work programme is likely to be a programme of work to help all SWFRAs achieve Level 3 of the Equality Standard for Local Government, which will be the standard by which the Audit Commission will judge FRAs for direction of travel purposes. The existing regional business plan includes an objective that all SWFRAs should achieve at least level 2 by March 2010.

**2. Finance and Procurement Workstream - Annex B**

2.1 The existing SW Procurement Committee continues to meet and is carrying on the excellent collaborative work which has been commended nationally. It is not intended to change the work or terms of reference of this committee which is an integral part of the workstream.

2.2 Capacity at the regional and local level is an issue. Devon and Somerset has now filled both of its vacant posts and a professionally qualified Procurement Manager is now in post (the assistant post-holder starts on 28 January 2008). Dorset's procurement officer left on 19 October 2007 and, after two unsuccessful advertisements, has not yet been replaced. Dorset is currently reviewing its options for this post in the light of a disappointing grant settlement. The Regional Project Manager's position, previously funded by the SW Centre of Excellence, has been vacant since the end of June 2007, pending the agreement of the RMB's budget for 2008-09.

2.3 A new SW Finance Committee consisting of heads of finance from both combined fire authorities and shire fire authorities in the South West will meet for the first time under the auspices of the workstream in March 2008 although a number of informal meetings have already taken place. A special meeting to discuss funding and base line costs of the FiReControl Project was held on 9 January 2008. A work programme and milestones will be agreed at the March meeting.

2.4 The role of the proposed Information, Communications and Technology (ICT) committee within the workstream is to be finalised following discussion with individual ICT managers and the current ad hoc IT and Communications groups. The technical and strategic role of the new committee is still to be determined. We will seek to appoint a committee lead and reform the ICT committee in the 1st quarter 2008.

**3. Human Resources Management Development Workstream (Member champion – Cllr Windsor-Clive) – Annex C**

- 3.1 The Workstream has met twice since the last meeting of the RMB
- 3.2 The achievement of milestones in relation to the Integrated Personal Development System (IPDS), the regional recruitment of whole time firefighters and the implementation of Assessment Development Centres (ADC) are dependent on bids for additional regional resources, and are therefore shown as “red”, pending the agreement of the RMB’s budget for 2008-09. The list of milestones will be reviewed by the Workstream in the light of the RMB’s decision on the budget and the requirements of the Fire and Rescue Service National Framework 2008-11.
- 3.3 The implementation of the regional disciplinary procedure and regional grievance procedure (milestones 17 and 19) are still shown as “red” pending Equality Impact Assessments

**4. Regional Control Centre (RCC) Workstream (Member champion – Cllr Wilmot)**

- 4.1 Elected members attended a presentation on the FireControl and FireLink projects including a visit to the new RCC building on 6 December.
- 4.2 The Local Authority Controlled Company (LACC) – South West Fire Control Service Limited - has met regularly and is making good progress, which is reported in a monthly newsletter.
- 4.3 There is some concern over the amount of work that needs to be done by the region to prepare for the cut over but the issue is being managed by the project team.
- 4.4 The status of milestone 2 (installation of airwave radios in appliances) has been changed from amber to green but deadline for completion put back to March 2009. Airwave has rescheduled the project.
- 4.5 New milestones 5a.1 to 5a.3 have been added to cover the work of the task and finish group, chaired by Stephen Lee, that will identify and cost out of scope activities and propose options. The group is due to meet for the first time this month.
- 4.6 Milestone 7 - decision on how to release control room staff for training - will need to be expanded in due course once a decision is reached on the options identified in a feasibility study undertaken by PA Consulting. The option will need to be ratified by the FRAs that are directly concerned.
- 4.7 A new milestone 22 – Incident Recording System post implementation review - has been added

**OTHER WORKSTREAMS**

**5. Strategic Planning (Performance Management) Workstream (Member champion – Cllr Wren)**

- 5.1 The workstream met on 16 January to consider expressions of interest from FRAs on taking up the options for elected member development. It was able to agree to all of the requests, except for a regional leadership academy (which needed a minimum of 20 delegates)..

- 5.2 The pilots of performance management and partnership training in Wiltshire and Avon FRS respectively have been completed and evaluated. Jerry O'Brien (workstream leader) wrote to Chief Fire Officers (CFOs) on 30 November to seek expressions of interest on whether each FRS is interested in taking up the training, which can be adapted to reflect the needs of each individual FRS. Most FRAs will be taking up the training, which also includes workshops for elected members.
- 5.3 Good progress in being made on most of the workstream's work programme, with a number of milestones being completed. New milestones have been added to cover the roll out of the training programmes and the setting up of a task and finish group to recommend and define which BVPIs should continue to be collected following Communities and Local Government's (CLG's) decision to reduce the number of FRS Best Value Performance Indicators (BVPIs).

## **6. Service Operations and Resilience Workstream**

- 6.1 The workstream met for the first time on 17 December to formulate a detailed work programme that will reflect the requirement of the new National Framework. In addition to taking forward oversight of the implementation within of the New Dimension project, the workstream's emerging programme includes: the establishment of a regional peer operational review framework; development of mutual aid arrangements; development of regional resilience protocols; development of key performance indicators for health and safety; and a review of the work programmes of various regional operations working groups.
- 6.2 The New Dimension project within the region remains on track.

## **7. Community Safety Workstream**

- 7.1 As mentioned in the highlight report for the last meeting of RMB, the workstream met on 5 October to agree a work programme. The work programme involves each workstream member taking a lead on a specific topic. Each "lead" officer was asked to produce a short scoping/terms of reference document for their agreed item. The workstream is due to meet next month to review progress.
- 7.2 The workstream's work programme includes: reviewing the work programmes of the former Community Safety and Road Safety working groups to focus on topics that have the best chance of producing the greatest benefits for all FRAs in the region; agreeing a common way of recording data on low level arson with the police in order to raise the profile of low level arson with partners; agree a common call challenge policy; producing a generic stakeholder management plan toolkit for Local Strategic Partnerships and Crime and Disorder Reduction Partnerships; analysis and production of teaching materials that FRS can support schools deliver key stages 1,2,3 and 4 of the 2008 National Curriculum; development of a memorandum of understanding with building control and building inspectors; audit of existing fire safety skills and training needs analysis of specialist fire safety, enforcement and engineering staff in SWFRSs; a post implementation review of the fire investigation regional memorandum of understanding..

**EQUALITY AND DIVERSITY WORKSTREAM**

Milestones subject to a fundamental review to concentrate on assisting SWFRS meet the requirements of the National Equality and Diversity Strategy.

## Finance and Procurement Workstream Highlight Report

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
<b>Procurement</b>					
1	E procurement award contract.	Sept 2007	Dec 2007	Amber	Contract award made on basis of being preferred supplier only, as take-up is dependent on Service budget planning and requirements. Individual Services' position not known at time of writing.
2	Government Purchasing Card -Report of pilot and decision on whether to roll out across region	Dec 2007		Green	Regional project completed. Services to decide if they wish to take up automated solution. Individual Services' position not known at time of writing.
3	Government Purchasing Card – Post implementation review (gateway 6)	Oct 2008		Green	GPC progress monitored on a quarterly basis.
4	E procurement - Agreement on whether to roll out to Devon&Som, Dorset and Wilts.	Jan 2008		Amber	Dependent on ref 1 above.
5	Stores provision – report of review and business case for rationalisation and improvement	June 2008		Amber	Consolidation of information complete. Will need to agree project structure to develop full business case. Priority for Procurement Committee early 2008.
6	Contract Management System – business case	July 2008		Amber	On hold, until capacity issues resolved. Not high priority.
7	Procurement training and development strategy for procurement officers, users and elected members	July 2008		Amber	All procurement officers are undertaking CIPS professional training and have been offered/received Prince 2 training and leadership and management development. Currently assisting in the development of a national training and development group through the APPFS, supported by CFOA NPB. TOR circulated. Concern is with loss of qualified staff and process of continuous training.
8	Review of options for research and development (technical) services following publication of FireBuy proposals	Dec 2008		Amber	On hold until capacity issues resolved.

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
9	Review Appliance Equipment and Workwear Procurement Plan 2007 – 2010	Quarterly		Green	Plan agreed April 2007.
10	Review Property and Estates Procurement Plan 2007-2010	Quarterly		Green	Plan agreed June 2007.
12	Occupational Health – contract award	Sept 2007	October 2007	Green	Contract with Capita Health Solutions awarded and all Services e-mailed with contract award notification. Contract has been implemented in Devon & Somerset. Other Services to undertake pricing and service comparison with existing schemes but individual services' position not known at time of writing.
13	HR mobile assessment equipment – contract award	April 2008	June 2008	Red	ITT and specification currently being drafted, dependent on HR forming project team as technical lead.
14	Body repair - business case	Oct 2007	Feb 2008	Red	On hold until review of Dorset procurement officer has been carried out.
15	Vehicle spares –business case	Dec 2007	Feb 2008	Amber	Devon & Somerset procurement manager now in post and work will commence but achievement of February completion date is doubtful.
16	GIS – business case	Oct 2007	Feb 2008	Amber	As above.
17	General fire equipment – business case	Dec 2007	Unknown	Amber	Currently on hold until review of priorities for National CFOA Operational Equipment Committee. Regions will be responsible for delivering national procurements. Unknown at this stage whether SW will be progressing this on behalf of the national committee.
18	Energy audit – business case	Aug 2008		Green	SWFRS now collaborating with Torbay District Councils and other SW authorities for delivery of property services, including a wide range of professional services. Services informed of progress through Property and Estates committee meetings.
19	Exhaust extraction – business case	Oct 2008		Amber	Business case consultation papers circulated in October 2007.

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
20	Doors and shutters – business case	Dec 2007	March 2008	Amber	As above.
21	RCC options appraisal	October 2007	Nov 2007	Green	High Level scoping exercise and options appraisal being developed for provision of professional services to RCC, including, Finance, payroll, treasury management, HR, and legal and auditing services. Two stages of work required: (1) establishing company and (2) steady state Recommendations made to evaluate further the options to utilise South West One JVC (Previously ISIS).
22	APPFS (Association of procurement practitioners in the fire and rescue service.) – Contribute to next National procurement Strategy	Nov 2008		Green	The regional procurement manager (RPM) is the communications officer for the APPFS. Currently the RPM is responsible for developing website, communication plans and strategy, communication literature, and representing the APPFS at events and national committees. 3 events have already been held and the RPM is assisting in developing the next national procurement strategy and the APPFS AGM. The RPM has been asked to stand as committee member next year.

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
<b>Finance</b>					
	Finance Milestones will be agreed at first formal meeting of Finance Committee in March 2008.			Amber	A new SW Finance Committee consisting of heads of finance from both combined fire authorities and shire fire authorities in the South West will meet for the first time under the auspices of the workstream in March 2008 although a number of informal meetings have already taken place. A special meeting to discuss funding and base line costs of the FiReControl Project was held on 9 January 2008. A work programme and milestones will be agreed at the March meeting.
<b>Information, Communications and Technology</b>					
	ICT Milestones to be agreed			Red	Role of ICT committee within workstream to be finalised following discussion with individual ICT managers and ad hoc IT and Comms groups. Technical and strategic role to be determined. Will seek to appoint a committee lead and reform ICT Committee 1 <sup>st</sup> quarter 2008.

## HRMD Workstream Highlight Report - January 2008

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
<b>Employee Resourcing</b>					
1	Regional Recruitment of whole time Firefighters - business case	June 2007		Green	Business case agreed by CFOA SW
2	Regional Recruitment of whole time Firefighters - Implementation plan agreed and coordinator appointed	Dec 2007	Apr 2008	Red	Letter seeking confirmation of commitment to EMG 9 <sup>th</sup> October Discussed at CFOA SW on 23 <sup>rd</sup> October 2007. Paper to EMG on 18 <sup>th</sup> January 2008
3	Regional Recruitment of whole time Firefighters - Start recruitment	June 2008	Oct 2008	Red	Dependant on 2 above
4	Regional Recruitment of whole time Firefighters – Post -implementation review	Dec 2008		Red	Dependant on 2 above
5	Regional approach to ADCs for grades above firefighter – business case (will take into account the lessons learnt from the regional recruitment of whole time firefighters)	Dec 2008		Amber	ADCs are being carried out on a local basis with cooperation sub regionally.
6	Guidelines for Regional consistency for Additional Responsibility Allowances – implement strategy	March 2008		Green	Policy completed September 2007 Approved with amendments by EMG in October 2007
7	Continuous Professional Development pay process –implement and monitor	Awaiting pension issue resolution from NJC.	Nov 2007 and March 2008	Green	NJC issue now resolved. Payments to be made. Future payment policy being drawn up to allow future control and management of the payments, base on Guidance from the NJC
8	Regional Occupational Health provision – commencement in Devon and Somerset	Oct 2007		Green	Completed. First Contract let.
9	Regional Occupational Health provision – post implementation review	June 2008		Green	
10	RDS transfers to Wholetime RMB/1.	Awaiting Outcome of legal challenge		Amber	ET expected to report in February 2008

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
<b>Employee Development</b>					
11	Business case to employ a regional training and learning co-ordinator	Sept 2007		Red	Business case prepared for October EMG. Bid now subject to a bid to the SW Lift Capacity Building Fund
12	Framework for regional collaboration on learning and development	Oct 2007	Jan 2008	Amber	Date slipped by two months from original date of Nov 2007. New date agreed HRMD Oct 2007
13	Training and learning regional plan for 2008-09 based upon the requirement of SWFRAs IRMPs.	Nov 2007		Red	Awaiting 1 <sup>st</sup> draft
14	Training and learning regional plan for 2009-10 based upon the requirement of SWFRAs IRMPs	Nov 2008		Green	
15	Training and learning regional plan for 2010-11 based upon the requirement of SWFRAs IRMPs	Nov 2009		Green	
<b>Employee Relations</b>					
16	Regional Disciplinary procedure – consultation with rep bodies	Aug 2007		Green	Consultation progressing.
17	Regional Disciplinary procedure – issue procedure for implementation in Services	Oct 2007	Feb 2008	Red	Now likely to be January/February 2008. The CFOA Equality Group are currently considering the Equality Impact assessment implications of the revised document.
18	Regional Grievance procedure - consultation with rep bodies.	Aug 2007		Green	Consultation progressing
19	Regional Grievance procedure - – issue procedure for implementation in Services	Oct 2007		Red	See above comment on Discipline
20	Regional protocol on partial performance	Jan 2008		Green	Policy in development
21	Regional approach to capability processes – start consultation	Dec 2007	April 2008	Green	New date agreed at HRMD October 2007, to take into account the slippage with the Discipline and Grievance procedure.

## Regional Control Centre Highlight Report - January 2008

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
<b>FireLink</b>					
1	Complete installation of Airwave in control rooms.	Oct 2007	March 2008	Amber	Installation complete. Final testing to take place in March 2008.
2	Complete installation of Airwave radios in appliances.	Sept 2008	March 2009	Green	Schedule has been re-profiled. Confident that the project will be delivered within new timetable.
3	Complete interface with SW RCC.	Feb 2009	August 2009	Amber	"Amber" status because of concerns over the RCC timetable.
4	SW regional post implementation (Gateway 6) review.	Aug 2009	Feb 2010	Amber	Review to take place 6 months after the completion of milestone 3 above.
<b>FiReControl</b>					
5	Prepare transition plan & resource plan.	Oct 2007	Complete	Complete	Transition and resource plans completed.
5A.1 NEW	Control rooms out of scope/working scope – quantify costs	March 2008		Green	Task and finish group created to identify and cost out of scope activities, and propose options for undertaking the activities.
5A.2 NEW	Control rooms out of scope/working scope – interim report to project board	April 2008		Green	
5A.3 NEW	Control rooms out of scope/working scope – report to EMG/RMB.	June 2008		Green	
6	RCC Company incorporated, functioning and making decisions.	Oct 2007	Complete	Complete	RCC Company established, meeting regularly and working well.
7	Decision on how to release control centre staff for testing and training.	Dec 2007	May 2008	Green	Project Board due to consider feasibility study report on 23 January. Recommendation will need to be ratified by Devon & Somerset and Avon FRAs.
8	Decision on RCC staff numbers, shift patterns and terms and conditions for new staff taken.	April 2008		Green	On schedule
9	All key HR policies in place.	Dec 2008		Green	First HR policies are out to consultation with rep. Bodies. First regional consultation meeting with FBU, FOA and Unison has been held.

Ref	Milestone	Planned Date	Forecast Date	Status Red Amber Green	Progress
10	Transfer of staff to RCC (for training and testing)	April 2009	August 2009.	Green	Will depend on milestone 7 above.
11	Go live decision for Somerset (taken by RCC Director, SRO, CLG and CFO)	Oct 2009		Green	
12	Review lessons learnt from first cut over	Nov 2009		Green	
13	Go live decision for Devon (taken by RCC Director, SRO, CLG and CFO) and/or FRA	Jan 2010		Green	
14	Go live decision for Dorset (taken by RCC Director, SRO, CLG and CFO) and/or FRA	March 2010		Green	
15	Go live decision for Avon (taken by RCC Director, SRO, CLG and CFO) and/or FRA	May 2010		Green	
16	Go live decision for Cornwall (taken by RCC Director, SRO, CLG and CFO) and/or FRA	July 2010		Green	
17	Go live decision for Wiltshire (taken by RCC Director, SRO, CLG and CFO) and/or FRA.	Sept 2010		Green	
18	Go live decision for Gloucestershire (taken by RCC Director, SRO, CLG and CFO) and/or FRA	Jan 2011		Green	
19	Regional post implementation review	May 2011		Green	
<b>Incident reporting system</b>					
20	Each FRS confirms that they are ready to cut over to IRS.	March 2008	March 2009	Green	CLG decision. CLG have revised deadline to April 2009.
21	Implement IRS to agreed national standard	July 2008	April 2009	Green	CLG have revised deadline to April 2009.
22 NEW	Regional post implementation review.	Nov 2009		Green	To take place six months after implementation.

<b>REPORT REFERENCE NO.</b>	<b>RMB/08/02</b>
<b>MEETING</b>	<b>SOUTH WEST REGIONAL MANAGEMENT BOARD</b>
<b>DATE OF MEETING</b>	<b>30 January 2008</b>
<b>SUBJECT OF REPORT</b>	<b>BENEFITS REALISED FROM REGIONAL COLLABORATION TO DATE</b>
<b>LEAD OFFICER</b>	<b>REGIONAL PROGRAMME MANAGER (Graham Saunders)</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>At the meeting on 7 November 2007 the RMB asked for a report on the savings that SWFRS have realised from regional collaboration since the creation of the RMB.</p> <p>Although workstreams have largely focused on meeting the regional requirements of the National Framework, their work has also produced significant cost savings and productivity gains for SWFRAs</p> <p>The attached table summarises the savings to date and the wider benefits that have been achieved from the programme.</p> <p>Some of the benefits have been in the form of sharing best practice and developing policies on a regional basis, and have undoubtedly led to a large of wheels not having to be reinvented. Details of the productivity gains from such collaboration have not been collected systematically in the past. The estimated savings included in the table are therefore the best guess of the workstream leaders concerned.</p> <p>Implementation of the regional benefits management strategy that RMB agreed at its last meeting should help ensure that details of future savings and benefits are collected systematically.</p>
<b>APPENDICES</b>	A Summary of savings and benefits realised to date from regional collaboration.
<b>LIST OF BACKGROUND PAPERS</b>	Nil

**APPENDIX A TO REPORT RMB/08/2**

**SWFRSs PROGRAMME OF REGIONAL COLLABORATION - BENEFITS REALISED TO DATE**

<b>Workstream</b>	<b>Savings to SWFRSs</b>	<b>Other Benefits</b>
<b>Community Safety</b>	Awaiting information.	<p>Sharing of best practice and policy developments has increased capacity of Community Safety departments of SWFRSs.</p> <p>The region has had a very active Community Fire Safety Group, which has developed a repository of best practice accessible via the SW Regional Extranet.</p>
<b>FiReControl and Firelink</b>	Still to be rolled out.	Still to be rolled out.
<b>Finance and Procurement</b>	Savings of £1.6m have been achieved as a result of regional procurements.	<p>The National Framework 2006-08 states that RMB must introduce regional procurement within the context of the National Procurement Strategy.</p> <p>Improved quality of goods and services.</p> <p>Interoperability of goods and service, e.g. BA, Fire Safety Solution.</p> <p>Improved procurement practices and use of e-procurement tools.</p> <p>Reduced risk of legal challenge and EU compliant procurements.</p> <p>SW established as exemplar delivery of regional procurement.</p> <p>5 fully qualified procurement staff in the region.</p> <p>Improved management information.</p>
<b>Equality and Diversity</b>	Most SWFRAs have single person equalities and diversity teams. Individuals have collaborated on a range of issues and policies, with individuals taken the lead for different policies and issues. This has saved in the region of 6 to 9 person years of effort - saving £200k -£300k.	<p>The National Framework 2006-08 requires that RMBs should produce a regional equalities strategy.</p> <p>Increased awareness of equalities and diversity issues within the region.</p> <p>Enhanced attractiveness of the SWFRAs as an employer and service provider to all sectors of the community.</p> <p>Regional Equality and Diversity strategy informs FRAs' business plans.</p> <p>Legislative compliance.</p>

Workstream	Savings to SWFRSs	Other Benefits
<p><b>Human Resources and Management Development</b></p>	<p>Employment of a regional HR manager has led to productivity gains for SWFRSs' HR and training departments estimated at £120k.</p> <p>Development of a regional Discipline and Grievance policy that has been adopted by 5 out of the six SWFRS. This was a complex two year project that included consultation with representative bodies. It has resulted in savings in development and other costs in the region of £120k-150k. It has also been adopted by other FRSs outside the region.</p>	<p>The National Framework 2006-08 requires that RMBs should put in place regional personnel and HR functions, and develop a regional approach to training.</p> <p>Regional HR Strategy informs each FRA's HR business plans.</p> <p>Collaboration in the development of regional policies and sharing of best practice.</p> <p>Improved management of performance as a result of the implementation of the regional discipline and grievance policy.</p>
<p><b>Service Operations and Resilience</b></p>	<p>Awaiting information</p>	<p>The National Framework 2006-08 requires that RMBs should put in place effective resilience plans for large scale emergencies.</p> <p>There are long established arrangements for mutual assistance, and New Dimension resources are being used on a regional basis.</p> <p>Sharing of information on H&amp;S issues and on how issues were resolved.</p> <p>Sharing of best practice and policy development.</p> <p>A memorandum of understanding has been agreed on the use of specialist fire investigation capacity</p>
<p><b>Performance Management (Strategic Planning)</b></p>	<p>A regional benchmarking group has been established. The group recently published comparative BVPI information for 2006-07. As a direct consequence of this at least one FRA has amended its approach and policies on responding to calls resulting in an estimated saving of £1.5m in 2007-08 and £2.3m in a full year.</p>	<p>£400k has been secured from the Capacity Building Fund to address weakness identified in the 2005 CPA and to fund the employment of a regional programme manager. The CBF programme includes the development, piloting and roll out of events and opportunities for elected members and officers from all SWFRSs. Call-off contracts has been negotiated on behalf of all SWFRSs to draw down training and development. The pilots were completed in November 2007 and courses are to be rolled out to FRSs in the first half of 2008.</p>

<b>Workstream</b>	<b>Savings to SWFRSs</b>	<b>Other Benefits</b>
	<p>Five FRAs have decided to roll out the performance management training developed under the CBF programme for officers and members. Saving of about £165k in procurement and development costs.</p> <p>Five FRAs have decided to roll out partnership training developed under the CBF programme for officers and members. Saving £115k in procurement and development costs.</p> <p>Five FRAs have decided to use the induction pack for elected members and role of member training course for junior staff. Saving about £40k in development and procurement costs.</p>	
<b>Total estimated savings to date</b>	Minimum £3.950m	

<b>REPORT REFERENCE NO.</b>	<b>RMB/08/3</b>
<b>MEETING</b>	<b>SOUTH WEST REGIONAL MANAGEMENT BOARD</b>
<b>DATE OF MEETING</b>	<b>30 January 2008</b>
<b>SUBJECT OF REPORT</b>	<b>REGIONAL MANAGEMENT BOARD BUDGETS 2007/08 AND 2008/09</b>
<b>LEAD OFFICER</b>	<b>Treasurer to the Board (K Woodward – Devon &amp; Somerset)</b>
<b>RECOMMENDATIONS</b>	<p><i>That the Board approves:-</i></p> <p><i>(i) That the underspend against the current years budget, currently estimated to be £79,100, be carried forward to 2008/2009;</i></p> <p><i>(ii) The proposed budget for 2008/2009, as set out in Appendix B;</i></p> <p><i>(iii) That the required contributions from each FRA to fund the 2008/2009 budget, be fixed at the same levels as the current financial year;</i></p> <p><i>(iv) That the current basis of cost share of RMB costs be continued for 2008/2009.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>This report considers the budget requirement of the Board for the forthcoming financial year 2008/2009, and makes recommendations as to the required levels of contributions from each FRA for 2008/2009.</p> <p>A revised budget requirement for the current financial year 2007/2008 is also reported for consideration.</p>
<b>APPENDICES</b>	<p>A. Revised Budget 2007/08</p> <p>B. Proposed Budget 2008/09</p>
<b>LIST OF BACKGROUND PAPERS</b>	None.

## 1. **INTRODUCTION**

- 1.1 This report considers the budget requirement of the Board for the financial years 2007/2008 and 2008/2009. In relation to 2007/2008 the figures included in Appendix A represent a revised budget requirement based upon latest estimates of costs, and is an update on the original budget approved by the Board at its meeting on the 30 January 2007.
- 1.2 In relation to 2008/2009 it is a requirement of the constitution of the Board that it shall determine the amounts likely to be incurred by member authorities both collectively and individually, in relation to support costs and project costs for the following financial year, and that it will inform member authorities accordingly in November each year. Members agreed at the previous meeting of the Regional Management Board that consideration of the budget for 2008/2009 be deferred until this meeting. The proposed figures for 2008/2009 are therefore included in Appendix B for consideration.

## 2. **REVISED BUDGET FOR 2007/2008**

- 2.1 As Members will be aware, all the RMB work streams are managed through the Executive Management Group, which is comprised of members of the South West Chief Fire Officers Association, with lead officers assigned to each. Based upon projected spending figures from each lead officer, a summary of projected variations of spending against the current year's budget is shown in Table 1.

**TABLE 1 –SUMMARY OF VARIATIONS AGAINST 2007/08 BUDGET**

<b>Work stream</b>	<b>Increase/ (Decrease) in 2007/2008 Budget £</b>	<b>Reason(s) for Change</b>
Personnel and HR	300	Additional expenses relating to attendance at regional and national meetings
Training and Development	(4,400)	It is anticipated that only £40,000 of the full allocation of £44,400 will be required.
Support Costs  Investment income achieved on balance of South West RCC New Burdens allocation.	(75,000)	The SW Regional Control Centre Project Board decided that, apart from the allocation to fund FRA Project Co-ordinators, the remainder of the new burdens grant funding is to be pooled centrally and held by the lead authority i.e. Devon and Somerset FRA, and distributed to FRAs based upon agreed work plans. The amount of grant pooled since the start of the project is £3,761,683. It is estimated that Devon and Somerset FRA will have earned £75,000 in investment income by 31 <sup>st</sup> March 2008, based upon the daily working balances of new burdens funding held in the years 2005/2006, 2006/2007 and 2007/2008. This additional income is available to distribute to the region through the RMB accounts.

		The balance of new burdens funding as at the end of the current financial year is anticipated to be £2,832,590.
Estimated variation against 2007/2008 Budget	(£79,100)	

- 2.2 It is recommended that the underspend against the current years budget be carried forward to 2008/2009, in order to provide funds for new spending. If Members are minded to approve this carry forward, then FRA contributions for 2007/2008 will remain as approved in the original budget report for 2007/2008. Table 2 shows those agreed contributions.

**TABLE 2 – AGREED CONTRBUTIONS 2007/2008**

Authority	Original Contribution 2007/2008
	£
Avon	30,171
Cornwall	20,172
Devon and Somerset	50,342
Dorset	25,172
Gloucestershire	20,172
Wiltshire	25,171
Total	171,200

***Regional Control Centre (RCC)***

- 2.3 The figures included in Appendix A do not include any costs associated with the Regional Control Centre project. This is because it is anticipated that any costs in 2007/2008 and 2008/2009 will be funded from New Burdens grant and will not therefore require any contribution from constituent authorities. A summary of the amounts awarded to the South West is provided in Table 2.

<b>TABLE 2 – SUMMARY OF NEW BURDENS GRANT FUNDING</b>	<b>2007/2008 £</b>	<b>2008/2009 £</b>
Regional Project Team	152,051	161,291
FRS Coordinators	392,287	402,878
Transitional Activities/Staffing Pool	2,575,930	2,456,979
LACC Set Up	59,500	227,000
<b>TOTAL</b>	<b>3,179,768</b>	<b>3,248,148</b>

- 2.4 It should be noted that, of the amount of grant made available for 2007/2008 (of which £1,557,757 has only just been received), it is estimated that an amount £2,832,590 will not be spent and will therefore be available to be carried forward to 2008/2009. The actual amount of underspend to be carried forward will not be known until the 2007/2008 Accounts have been closed after 31st March 2008. The outturn position for 2007/2008 will be reported at a future meeting of the Board, on completion of the 2007/2008 Accounts.

### ***Capacity Building Fund***

- 2.5 The Region secured £401,200 in 2006 from the Government's Capacity Building Fund (CBF) for a programme of work to address the weaknesses identified in the Comprehensive Performance Assessment of South West FRAs in 2005. The programme, which ends in June 2008, consists of four main themes: improving performance management practices; enhancing member engagement; developing effective partnership approaches; and the programme management of the wider programme of regional collaboration between SW Fire and Rescue Authorities. Funding under the existing programme is ring fenced and due to end in June 2008. The salary cost and expenses of the Regional Programme Manager are currently funded out of the CBF programme.
- 2.6 An outline bid has been made to LIFT SW for funding from the CBF to support the regional programme over the next three years. The bid focuses on helping SWFRSs achieve efficiency improvements and score well in the new CAA performance assessment. It includes the cost of the regional programme manager and procurement project manager included in the proposed RMB budget for 2008/2009. LIFT SW is unlikely to make a decision before the end of March 2008. The next step is for LIFT SW to seek CLG's approval to their overall strategy. If the bid is successful, it would enable the RMB to set a substantially lower budget for 2008/09 and provide some stability to the RMB's budget for the 2009-10 and 2010-11.

### **3. PROPOSED BUDGET 2008/2009**

- 3.1 Appendix B shows a summary of the estimated budget requirement for 2008/2009 and the impact on the required contributions from each of the authorities. This shows a gross budget requirement for 2008/2009 of £212,300, which represents a cash increase of £41,100 over the current year's budget. However, if Members are minded to approve that the underspend against the current year's budget, currently estimated to be £79,100, is carried forward to 2008/2009 budget, then the net budget requirement for 2008/2009 can be reduced to £133,200.
- 3.2 Included in Appendix B are three items of new spending, i.e. Regional Programme Manager, Procurement Project Manager and additional support to the HR Manager. Approval for the funding of these posts is recommended following consideration by the Executive Management Group of all bids for new spending in 2008/2009. Further details of the need for this funding are provided below.

### ***Regional Programme Manager***

- 3.3 As mentioned above, the salary cost and expenses of the regional programme manager is funded by the CBF until the end of June 2008. Extending the post for a further nine months would cost £43k. It would enable the regional programme manager to continue to support workstreams in meeting the regional requirements of the new National Framework, help FRAs realise the benefits of the programme of collaboration within the region and build on the success of the new programme management arrangements that the RMB implemented last year.

### ***Procurement Project Manager***

- 3.4 To provide project management support to the regional procurement manager to realise the benefits from implementation of e-marketplace and continued management of Government Procurement Cards (GPC), BLPD and Bluelight. Introduction of GPC and e-marketplace supports the National Framework and National Procurement Strategy. The projects would build on the past successes of the regional procurement programme that was supported by the Regional Centre of Excellence. Given current performance, likely gains from regional procurement are likely to be in the region of £2m to £3m, over four years.

### ***Regional HR Manager***

- 3.5 The RCC New Burdens budget currently funds 60% of the salary costs of the regional HR Manager to reflect the proportion of her time spent advising the RCC project in 2007/2008. The RCC Company has agreed, in principle, to appoint its own HR support but an appointment is not expected before the summer of 2008. In the meantime, the regional HR manager will provide HR support to the RCC Company. Once the RCC Company makes an appointment, the regional HR manager will be able to focus on advising FRAs rather than the RCC Company on the HR aspects of the transfer and thereby avoid any conflict of interest. Although the cost of the time spent by the regional HR manager on the RCC project will continue to be funded from the RCC New Burdens budget, it is proposed that 100% of cost the HR manager post should be included in the RMB's budget for 2008/09. This would provide flexibility to provide backfill support for the regional HR manager to take forward a programme of work to help FRAs meet the HR and training requirements of the new National Framework as set out in paper RMB (08) 04.

### ***2008/2009 FRA Contributions***

- 3.6 Approval of a net budget for 2008/2009 of £133,200 would represent a reduction of £38,000 over the current year's budget, or 22.2%. Appendix B indicates the impact to FRA contributions to fund this level of spending.
- 3.7 It should be emphasised that this reduction in budget is only possible because of the proposed use of the carry forward from 2007/2008. Whilst it is considered that this is an appropriate use of the 2007/2008 underspend, obviously this amount can only be used once and does not provide sustainable funds available for 2009/10 onwards. This being the case, and in order to minimise any potential increase for the year after i.e. 2009/10, it is recommended that FRA contributions for 2008/2009 be fixed at the same levels as 2007/2008 ie to fund a net budget of £171,200. The budget will be reviewed once the outcome is known of the bid to LIFT SW for support for the programme for the period 2008/09 to 2010/11.

**4. COST APPORTIONMENT**

- 4.1 At the time of setting the current year's budget in January 2007, consideration had to be given as to the impact of the merger of Devon and Somerset FRA to the agreed cost sharing basis of RMB costs. It was agreed that, for 2007/2008, the basis of cost share be continued as though Devon and Somerset were still separate authorities. It is recommended that the same basis be applied to the 2008/2009 RMB budget, but that the issue of cost apportionment for each of the RMB work streams, be reconsidered and be subject to a report to be brought back to the Board by September 2008.

**KEVIN WOODWARD**

**Treasurer to the South West Regional Management Board**

## REGIONAL MANAGEMENT BOARD BUDGET 2007/8

	2007/08 Budget	Spend to date	Projected outturn	Projected Variance
<u>Type of Expenditure</u>	£	£	£	£
<u>Personnel and HR</u>				
Salary and expenses of Regional HR Manager (60% funded from RCC new burdens grant)	28,000	24,543	28,300	300
<u>Training and Development</u>				
Training Strategy Review	44,400	33,000	40,000	(4,400)
<u>Procurement</u>				
Salary and expenses of Regional Procurement Manager	65,000	34,608	65,000	-
<u>Support Costs</u>				
Clerk, Treasurer, Audit and legal costs.	33,800	24,300	33,800	-
<u>Investment Income</u>				
Estimated income on working balances.	-	(59,507)	(75,000)	(75,000)
<b>TOTAL</b>	<b>171,200</b>	<b>56,944</b>	<b>92,100</b>	<b>(79,100)</b>

## REGIONAL MANAGEMENT BOARD BUDGET 2008/09

	Carry Forward from 2007/2008	Regional HR Manager	Procurement -Regional Procurement Manager	Procurement Project Manager	Support Costs (inc Programme Manager)	TOTAL
<u>Type of Expenditure</u>		£	£	£	£	£
Salaries & oncosts		64,000	66,400	35,000	43,000	208,400
Other employee expenses, including travel and subsistence		7,500	8,800	4,000	2,000	22,300
Other Costs			13,000		31,800	44,800
Investment Income					(40,000)	(40,000)
External Funding			(23,200)			(23,200)
Total of expenditure		71,500	65,000	39,000	36,800	212,300
LESS Carry forward from 2007/2008	(79,100)					(79,100)
Net Budget Requirement	(79,100)	71,500	65,000	39,000	36,800	133,200

	<b>Carry Forward from 2007/2008</b>	<b>Regional HR Manager</b>	<b>Procurement -Regional Procurement Manager</b>	<b>Procurement Project Manager</b>	<b>Support Costs (inc Programme Manager)</b>	<b>TOTAL</b>
	<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>	<b>£</b>
<u>Apportionment of costs</u>						
Avon	(11,300)	10,214	15,000	5,572	5,257	24,743
Cornwall	(11,300)	10,214	5,000	5,572	5,257	14,743
Devon and Somerset	(22,600)	20,427	20,000	11,142	10,513	39,482
Dorset	(11,300)	10,215	10,000	5,572	5,257	19,744
Gloucestershire	(11,300)	10,215	5,000	5,571	5,258	14,744
Wiltshire	(11,300)	10,215	10,000	5,571	5,258	19,744
Total Contributions from Authorities	(79,100)	71,500	65,000	39,000	36,800	133,200

REPORT REFERENCE NO.	RMB/08/04
MEETING	SOUTH WEST REGIONAL MANAGEMENT BOARD
DATE OF MEETING	30 January 2008
SUBJECT OF REPORT	DRAFT NATIONAL FRAMEWORK 2008-11 - POTENTIAL IMPLICATIONS FOR THE REGIONAL PROGRAMME
LEAD OFFICER	Secretary to the South West Chief Fire Officers Association (CFO Gunter – Dorset)
RECOMMENDATIONS	<p>(a) <i>That the Board agrees that: -</i></p> <ol style="list-style-type: none"> <li>1. <i>Workstreams should include the agreed actions in their work plans.</i></li> <li>2. <i>The regional business plan should to be amended to take into account the requirements of the new National Framework, the RMB budget for 2008-09, and the outcome of the bid to LIFT SW for resources.</i></li> <li>3. <i>The updated regional business plan to be submitted to RMB for approval.</i></li> </ol> <p>(b) <i>That the Board considers whether to respond to the consultation on the draft National Framework and if so, what points it would wish to make.</i></p>
EXECUTIVE SUMMARY	<p>The draft National Framework 2008-11 is currently out for consultation. The closing date for responses is 6 February.</p> <p>The main changes compared to the existing National Framework are summarised in Appendix A.</p> <p>The Audit Commission will base their performance expectations of FRAs on the priorities and objectives set out in the Framework and will assess to what extent individual authorities are delivering against them. The new programme management arrangements (eg a regional business plan, “milestone” highlight reports, “benefit profiles” and an annual benefits report) will help SWFRAs to demonstrate progress to the Audit Commission.</p> <p><b><u>RMB FUNCTIONS</u></b></p> <p>The RMB’s core functions are set out in paragraph 4.3 of the Framework. With the exception of the RCC they remain largely the same as in the existing framework but a number of “shoulds” have become “musts”. However, there are two fundamental changes: -</p> <ul style="list-style-type: none"> <li>• It is proposed that RMBs should no longer have direct responsibility for the delivery of the RCC;</li> <li>• There is also a new requirement that FRAs working through RMBs <b>must</b> review the opportunities to deliver greater efficiencies through closer joint working at the regional or sub regional level.</li> </ul> <p>DCFO Clive Kemp has responded on behalf of the regional on the proposal that the RMB should no longer be responsible for the delivery of the RCC and the other proposals in the draft Framework relating to the RCC project.</p> <p><b><u>IMPLICATIONS FOR WORKSTREAMS</u></b></p> <p>The analysis attached at Appendix B, which has been prepared in consultation with workstream leaders, seeks to identify implications for workstreams of the:</p> <ul style="list-style-type: none"> <li>• RMB requirements (Part A);</li> <li>• Potential areas where regional collaboration would help FRAs meet the requirements of the draft National Framework (Part B);</li> <li>• Current status of collaboration in those areas.</li> </ul> <p>Regional collaboration should help FRAs meet some of the requirements of the draft Framework more cost effectively compared to going it alone.</p>

<b>APPENDICES</b>	<p>A Summary of the proposed main changes to the National Framework compared to the existing framework.</p> <p>B Analysis of potential regional implications of the draft National Framework 2008-11</p>
<b>LIST OF BACKGROUND PAPERS</b>	Nil.

**DRAFT NATIONAL FRAMEWORK 2008-11 – MAIN CHANGES AND NEW REQUIREMENTS  
COMPARED TO EXISTING FRAMEWORK**

**Structural**

- Scaling down the narrative to key “must/should” messages so that the priorities are more transparent<sup>1</sup>.
- Reduction in the number of chapter headings from 9 to 4;
- Moving from a two to a three year document to coincide with the comprehensive spending review cycle.

**RMB Responsibilities**

- RMBs may provide a forum for fire and rescue authorities to review the effectiveness of cross border integrations arrangements with neighbouring authorities. (para 1.6)
- RMBs to no longer have direct responsibility for the delivery of the RCC (para 2.9). FRAs **must** make preparations to move their control services to the RCC network in line with the FireControl transitional plan.
- Apart from responsibility for delivering the RCC, the basic role of RMBs remains the same (para 4.3) ie:-

Regional Management Boards **must** have clear aims and objectives and where needed costed plans to deliver on their core business, which remains:

- Integrating common and specialist services,
- Putting in place effective resilience plans for large scale emergencies,
- Introducing regional personnel and human resource functions,
- Developing a regional approach to training,
- Introducing regional procurement within the context of the National Improvement Strategy for the Fire and Rescue Service.

However, there is a new emphasis on costed plans and the first four bullet points would appear to have changed from “should” to “must” requirements.

- RMBs to take stock of how effectively they have delivered their core functions that were set out for them in the 2003 Fire White Paper (para 4.3).
- RMBs **must** review the opportunities to deliver greater efficiencies through closer joint working or sharing of functions at regional or sub-regional level and take action to implement those efficiencies (para 4.4).
- The relationship between the RMB and the RCC local authority controlled company and details of the role of the RMB are matters for local decision (para 4.6).

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<sup>1</sup> References to “must” and “should” indicate those areas which Ministers consider the most important, with “must” being stronger and more specific.

## **Overall priorities for FRAs**

- Three key priorities:-
  - Ensuring that the public expectations of the fire service are met,
  - Ensuring the delivery of enhanced resilience capability,
  - Equality and Diversity
- Working with and delivering through partners is theme that runs throughout the Framework.
- Reduction in the number of fire national indicators from 32 to 2 –
  - NI 33 Arson Incidents Deliberate Fires).
  - NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks.

## **Prevention, Protection and Response**

- IRMPs to cover at least a three year time span (para 1.6)
- FRAs **should** review the effectiveness of cross border integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs (para 1.6)
- FRAs **should** have in place an effective audit and review system to ensure that risk information provide to crews is current and in the required format (para 1.15).
- It will be for each FRA to keep under review the levels of emergency cover that the deem appropriate (para 1.18) But each Fire and Rescue Authority **must**:
  - Have in place a plan to provide such level of emergency cover as it regards as appropriate during any period of emergency, liaising as necessary with other relevant organisations, but without reliance upon support of the Armed Forces;
  - Ensure the availability of all necessary vehicles, equipment, training and support; and
  - Have in place arrangements for heightening public awareness and vigilance in respect of safety issues during periods of emergency cover.
- Fire and Rescue Authorities **must** be ready to implement the electronic Incident Recording System (IRS) by 31st March 2009

## **RCC**

- The Framework includes detailed requirements concerning the RCC project and their involvement in the RCC Company (para 2.9).
- FRAs **must** co-operate fully with the FireControl and FireLink technology suppliers (paras 2.9 and 2.11).

## **New Dimension**

- FRAs **must** use the contract established by CLG to secure the long term maintenance of the New Dimension resources for which they are responsible (para 2.15)

## Equality and Diversity

- Greater emphasis on equality and diversity, including new equality and diversity employment targets (para 3.7), a requirement to implement the FRS National Equality and Diversity Strategy; annual action plans; and annual return to CLG (all para 3.10).
- The proposed new employment targets are:-
  - Parity in rates of retention and progression between minority ethnic and white employees, and between men and women, by 2013.
  - Women (operational roles) to represent at least [12-18%] of recruits by 2013.
  - Minority ethnic staff to reach [the same percentage as in the local working population or the percentage in the local working population plus up to 5 per cent] as a percentage of recruits by 2013.

## HR

- There is still a requirement to introduce national fire fighter selection tests, assessment development centres (ADCs) and Integrated Personal Development System (IPDS). But no mention of requirements for regional HR and learning and development strategies. There is also less emphasis on sickness management and discipline.
- New requirements include:-
  - Fire and Rescue Authorities **should**: carry out and record individual performance reviews annually which include an assessment of performance against (para 3.21):
    - role map units, National Occupational Standards or job description duties as appropriate, and
    - agreed annual objectives, including the setting and assessing of equality and diversity objectives.
  - Fire and Rescue Authorities **should**: appropriately quality assure their training and development programmes, and their use of the National Fire-fighter Selection process and Assessment and Development Centres (para 3.23).

## Local Area Agreements

- New framework contains more comprehensive guidance on local area agreements, including a requirement that –
  - Fire and Rescue Authorities **should** work with local partners to identify targets, including fire targets where appropriate, that are priorities within the local area and offer appropriate contributions (time and resource) to meet those targets. To do this effectively they will need to evaluate the effectiveness of partnership arrangements, sharing evidence where appropriate (para 4.10).

## Community Engagement and involvement

- Refers to a new duty under the Local Government and Health Bill for FRAs to inform, consult and involve representatives of local people including the business community with regard to exercising their functions (para 4.13). FRAs **must**:

- Have regard to guidance issued by CLG in how to exercise this new duty;
- Demonstrate that they have made changes to service provision, where appropriate, to reflect the views of local communities and to demonstrate that they have considered the views of all communities in making these changes.

### **Pay**

- Whilst it is for FRAs as employers to negotiate pay and determine affordability, in doing so FRAs **should** have regard to the government's public sector pay policy and equal pay legislation (para 4.38).

### **Asset management**

- All FRAs **should** have an asset management plan in place which reflects guidance to be issued by CLG in due course (para 4.40).

### **FireBuy**

- Fire and Rescue Authorities **must** submit a business case to CLG to gain approval to extend existing contracts outside the National Framework Agreements arranged through FireBuy Ltd (para 4.42)

**ANALYSIS OF POTENTIAL REGIONAL IMPLICATIONS OF THE DRAFT NATIONAL FRAMEWORK 2008-11**

Para ref	National Framework Quote	Current Status	Action	Owner
	<b>Part A – RMB requirements</b>			
1.6	Fire and Rescue Authorities <b>should</b> review the effectiveness of “cross-border” integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs. <b>Such reviews may best be carried out jointly and Regional Management Boards provide a potential forum for this to be taken forward.</b>	A should rather than a must. So can be done in a more relaxed timescale.	<ol style="list-style-type: none"> <li>1. Service Ops Workstream to develop a template for FRSs to use to undertake structured reviews of cross border integration arrangements.</li> <li>2. Service Ops workstream to review existing cross border mutual aid arrangements to identify whether any new regional or sub-regional arrangements are required and make proposals to EMG.</li> <li>3. RCC Workstream to ensure that cross border arrangements are taken into account in RCC working procedures.</li> </ol>	1 and 2 Service Operations Workstream 3 RCC Workstream
3.25	High potential development and multi-level entry schemes are designed to identify and bring on talent through the organisation and encourage recruitment of people with diverse skills and backgrounds. A collaborative approach to implementing such initiatives is likely to produce more resource-efficient solutions.		HRMD need to review whether there is any benefit in a regional or sub regional approach in implementing high potential development and multi-level entry schemes	HRMD Workstream

Para ref	National Framework Quote	Current Status	Action	Owner
	Consideration should be given to the role of <b>Regional Management Boards</b> in taking this forward.			
4.3	Working together remains essential to delivering efficiency, effectiveness and an enhanced resilience capability for Fire and Rescue Authorities. <b>Regional Management Boards</b> have been established for some time and it is now time to take stock of how effectively they have delivered the core functions that were set out for them in the Fire White Paper, Our Fire and Rescue Service in 2003.	Already taken stock in NF progress report (RMB/07/11) of how the SW RMB has delivered its functions set out in the National framework 2006-08. New programme management arrangements address the weaknesses identified in the review.	Reassure the RMB that the requirement has been met so that the audit trail is clear.	Regional Programme Manager
4.4	Communities and Local Government <b>expects Regional Management Boards</b> to undertake a review to establish any further efficiencies that can be driven out through collaborative working and sharing functions.  To that end, Fire and Rescue Authorities working through Regional Management Boards <b>must</b> review the opportunities to deliver greater efficiencies through closer joint working or sharing of functions <b>at regional or sub-regional level</b> and take action to implement those efficiencies.	Covered by the arrangements in the Regional Business Plan and Benefits Management Strategy (RMB/07/18) agreed by the RMB on 7/11/2007.	<ol style="list-style-type: none"> <li>1. Implement Regional Benefits Management Strategy.</li> <li>2. Produce an Annual Efficiencies report for EMG and RMB.</li> </ol>	Regional Programme Manager and workstream leaders.

Para ref	National Framework Quote	Current Status	Action	Owner
4.6	RMBs have played an active and important role in establishing Regional Control Centres and are expected to continue to work closely with RCCs after the cutover date in a range of roles, for example in considering the requirements of the RCCs within the regional HR, training and procurement strategies. However, <b>the relationship between the RMB and the local authority controlled company and details of the role of the RMB are matters for local decision.</b> If Fire and Rescue Authorities wish to formalise relationships between RMBs, RCC companies and Fire and Rescue Authorities, they can do so via the member's agreement of the RCC Company.	<p>This item relates to the post cut over situation.</p> <p>The role of the RCC workstream, EMG and RMB in monitoring progress of the RCC project was agreed by the RMB on 20 September 2007.</p>	Paper to EMG and RMB on future (post cut over) governance arrangements in due course	RCC Workstream
4.36	The starting point is for each Fire and Rescue Authority is to balance its own budget and deliver its business plan objectives through effective planning and performance management. However to maximise savings and performance, Fire and Rescue Authorities need to look with neighbouring authorities and their local partners at how efficiencies can be secured collaboratively.	Await CLG guidance on how RMBs should report efficiencies savings.	<p>Seek clarification in the response to the consultation paper.</p> <p>Include CLG guidance as an annex to Benefits Management Strategy.</p>	Regional Programme Manager

Para ref	National Framework Quote	Current Status	Action	Owner
	<p>As set out in paragraph 4.3</p> <p><b>Regional Management Boards</b> provide a mechanism for authorities to explore the scope for further efficiencies in areas such as joint service delivery and management and the provision of support functions. To this end:</p> <p>Fire and Rescue Authorities should continue to report efficiencies on an individual authority basis; but Communities and Local Government will also provide a facility and guidance for authorities to report collectively on efficiency savings delivered through <b>the Regional Management Board.</b></p>			
4.37	<p>Regional Improvement and Efficiency Partnerships (RIEP), referred to at paragraph 4.23 above, also have an important role to play in supporting improved efficiency through identifying good practice and facilitating joint working and local initiatives with local authority partners and others.</p>	<p>SW RIEP is seeking views on their priorities for 2008-11. A provisional bid has been made to LIFT SW (see paper ).</p>	<p>Await response from CLG and LIFT SW and then make detailed bids as appropriate.</p>	<p>Regional Programme Manager in consultation with workstream leaders.</p>

Para ref	National Framework Quote	Current Status	Action	Owner
	<p>Fire and Rescue Authorities will wish to ensure that they are properly represented within the partnership's governance arrangements and that their own efficiency initiatives are appropriately linked to the work of the partnership. Authorities may wish to take this forward jointly through <b>Regional Management Boards.</b></p>			
	<p><b>Part B - Requirements on FRAs where regional collaboration has the potential to reduce cost of implemented the proposal.</b></p>			
Intro 4	<p>It will be for Fire and Rescue Authorities to shape their role in working with partners to develop Sustainable Community Strategies and through Local Area Agreements there will be real opportunities for public services and local partners collectively to deliver community priorities</p>	<p>Community Safety Workstream's Work programme includes a number of items that will help SWFRAs work with partners in shaping local communities. Items cover: domestic safety, road safety, arson reduction, creation of a generic stakeholder management plan; and production of teaching materials to support key stages 1-4 of the 2008 National Curriculum.</p>	<ol style="list-style-type: none"> <li>1. Take forward, promote and maximise the benefits of the Community Safety Workstream's work programme.</li> <li>2. Market and roll out partnership training across the region.</li> <li>3. Define Equality and Diversity Workstream's role in working with other workstreams</li> </ol>	<ol style="list-style-type: none"> <li>1. Community Safety Workstream.</li> <li>2. Strategic Planning workstream</li> <li>3. Equality and Diversity Workstream</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
		<p>As part of the successful Capacity Building Fund (CBF) bid, the Strategic Planning Workstream has piloted the use of the Audit Commission's Partnership framework within the region. It has also with IDeA developed and piloted a series of training courses and workshops on effective partnerships for elected members, senior management, and station group managers. The equalities and diversity aspects of partnership working and are covered in the course. CBF funds are available to roll out the training across the region based upon the specific needs of each FRA.</p>		
Intro 4	<p>Communities and Local Government will also expect to see Fire and Rescue Authorities applying robust performance management principles, evaluating outcomes and considering Value for Money issues as they take forward this agenda</p>	<p>The Strategic Planning Workstream has developed and piloted a series of training courses and workshops on performance management for elected members, senior management, middle and junior managers. CBF funds are available to roll out the training across the region based upon the specific needs of each FRA.</p>	<p>Market and roll out partnership training across the region.</p>	<p>Strategic Planning workstream</p>

<b>Para ref</b>	<b>National Framework Quote</b>	<b>Current Status</b>	<b>Action</b>	<b>Owner</b>
Intro 6	<p>Two fire indicators are proposed which will form part of the national set of indicators to apply to local government performance agreed as part of the Comprehensive Spending Review.</p> <p>NI 33 Arson Incidents (Deliberate Fires).</p> <p>NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks.</p>	Regional Benchmarking Group collect, analyse and publish BVPI data for all six SWFRAs.	<ol style="list-style-type: none"> <li>1. Benchmarking Group need to agree definitions (if not already agreed) and collect data..</li> <li>2. Reflect the new indicators in the list of Regional Business Plan objectives.</li> <li>3. Task and finish group reporting to the Strategic Planning Workstream to make recommendations on what existing "BVPI" and should be collected</li> </ol>	<ol style="list-style-type: none"> <li>1 and 3. Strategic Planning workstream.</li> <li>2. Regional Programme Manager</li> </ol>
Intro 7	The Audit Commission will base their performance expectations on the priorities and objectives set out in the Framework and will assess to what extent individual authorities are delivering against them as well as progress against the indicators and the effectiveness of Fire and Rescue Authorities' contributions to priorities set through Local Area Agreements	"Milestones" highlight reports to EMG and RMB provide an audit trail of progress and achievements at the workstream level	<ol style="list-style-type: none"> <li>1. Maintain audit trail of National Framework regional requirements, progress and achievements.</li> <li>2. Agree regional requirements and areas of collaboration;</li> <li>3. Document those areas where EMG/RMB decide should not be progressed regionally.</li> <li>4. Maintain a list of completed milestones.</li> <li>5. Consider the need for an annual report of progress and achievements to EMG and RMB</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Programme Manager</li> <li>2. EMG</li> <li>3. Regional Programme Manager</li> <li>4. Regional Programme Manager</li> <li>5. EMG and RMB</li> </ol>

<b>Para ref</b>	<b>National Framework Quote</b>	<b>Current Status</b>	<b>Action</b>	<b>Owner</b>
Intro 8	The Fire and Rescue Service will need to show the same positive flexibility in addressing the future challenges of Firelink and FiReControl implementation. To achieve this, authorities must look closely at the effectiveness of their joint working arrangements. While we remain committed to locally accountable Fire and Rescue Authorities, meeting the needs of national resilience requires effective mechanisms for co-ordination and integrated service delivery at regional and national level.	<p>There are long established arrangements for mutual assistance between FRSs that also include New Dimension resources, which are being used on a regional and national basis.</p> <p>A Joint Regional FireLink Rollout Board and FiReControl Board have been established to facilitate smooth delivery of these interlinked projects. Due to inextricable links between FiReControl and Firelink, this is run as a joint project board under the Chairmanship of the FiReControl SW Project Director (DCFO Clive Kemp).</p>	RCC Workstream to: review convergence requirements; consider the impact on mutual aid arrangements; and then agree the way forward with the Service Operations Workstream.	RCC Workstream
Intro 9	Equality and Diversity is another key priority for delivery within the Framework. Fire and Rescue Authorities need to take ownership of and implement the Equality and Diversity Strategy in order to reduce the impact of fire on the diverse communities they serve, to continue to build community engagement, and to ensure an efficient and effective balance in their recruitment and deployment of a retained and whole time workforce.	<p>An Equality and Diversity Workstream has been established under the new regional programme management arrangements.</p> <p>Equality and diversity was previously covered by a sub-committee (the Regional South West Equality Exchange Network (SWEN)) of the Human Resources, Management Development Workstream. Membership of the workstream consists of equalities and diversity practitioners from the six SWFRSs.</p>	Review Work programme to focus on collaborative work that will help SWFRAs meet the requirements of the Fire and Rescue Service Equality and Diversity Strategy 2008-2018 and amend Regional Business Plan milestones accordingly.	Equality and Diversity Workstream.

Para ref	National Framework Quote	Current Status	Action	Owner
	<p>We look to see a step change in this area from Fire and Rescue Authorities over the next three years, and we will consider how professionalising the service with graduate programmes can help change the profile of the workforce.</p>	<p>SWEN made significant progress on a number of fronts, including obtaining the RMB's agreement to a SW Regional Equality and Diversity Strategy.</p> <p>The workstream is currently reviewing its workprogramme to focus on helping SWFRAs meet the requirements of the draft Fire and Rescue Service Equality and Diversity Strategy 2008-18.</p>		
1.3	<p>Leadership and good management by locally accountable elected councillors and senior officers is fundamental to a community based Fire and Rescue Service.</p>	<p>A number of opportunities for elected members are being developed under the CBF programme.</p> <p>In addition to workshops on performance management and partnerships, the elected member programme includes the following options: -</p> <ul style="list-style-type: none"> <li>• An induction pack for elected members;</li> <li>• Personal development plans for elected members;</li> <li>• A two day regional FRA leadership academy;</li> <li>• A national FRA leadership academy;</li> <li>• Integrated member development.</li> </ul>	<p>Market and roll out development opportunities for elected members.</p>	<p>Strategic Planning workstream</p>

Para ref	National Framework Quote	Current Status	Action	Owner
		<p>To support the programme for elected members, a half-day training course for junior and middle managers on the role of elected members is being developed.</p> <p>The chair of the Strategic Planning (Performance Management) Workstream has written to the Chief Fire Officer (CFO) of each of the six SWFRAs to seek expression of interest in the various development opportunities for elected members. Responses are due to be considered by the SP(PM) Workstream on 16 January 2007.</p>		
1.3	<p>In taking forward development of their IRMP an effective authority will seek genuine engagement with local people in shaping services; have strong working relationships with partners; and a workforce that is representative of, and able to engage effectively with, the people that it serves</p>	<p>The Strategic Planning Workstream has with IDeA developed and piloted a series of training courses and workshops on performance management for elected members, senior management, middle and junior managers. CBF funds are available to roll out the training across the region based upon the specific needs of each FRA.</p> <p>The RMB have agreed a regional equality and diversity strategy.</p>	<ol style="list-style-type: none"> <li>1. Market and roll out partnership training across the region.</li> <li>2. Review Equality and Diversity Workstream's Work programme to focus on collaborative work that will help SWFRAs meet the requirements of the Fire and Rescue Service Equality and Diversity Strategy 2008-2018 and amend Regional Business Plan milestones accordingly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic Planning workstream</li> <li>2. Equality and Diversity workstream.</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
1.4	In taking forward development of their IRMPs, authorities need to ensure their plans and operational practices are properly integrated with their neighbours and consider the joint resources they have available to respond to incidents of every type and size.	There are long established arrangements for mutual assistance between FRSs that also include New Dimension resources, which are being used on a regional and national basis.	Service Operations Workstream to consider whether there is a role for the workstream to review mutual aid arrangements or leave arrangements to individual authorities,	Service Operations Workstream
1.6	Each Fire and Rescue Authority <b>must</b> produce a publicly available IRMP covering at least a <b>three-year time span</b> which <sup>2</sup> : <ul style="list-style-type: none"> <li>• Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners;</li> <li>• Has undergone an effective equality impact assessment process.</li> </ul>	The Equality and Diversity Workstream has produced and issued best practice guidance on equality impact assessment (EIA) and a toolkit to SWFRAs. The guidance and toolkit are applicable to the EIA of IRMPs.	<ol style="list-style-type: none"> <li>1. Highlight partnership requirement in partnerships training course and prospectus.</li> <li>2. Provide a template for FRS to use to indicate how they have meet the needs of communities through working in partnership (needs to be available by Dec 2008 if it is to be useful for 2008 performance assessment).</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Programme Manager</li> <li>2. Community Safety Workstream/ Strategic Planning workstream</li> </ol>

<sup>2</sup> These are two of the six requirements

<b>Para ref</b>	<b>National Framework Quote</b>	<b>Current Status</b>	<b>Action</b>	<b>Owner</b>
1.8	Fire prevention programmes will remain at the heart of the work of Fire and Rescue Authorities in local communities. In taking forward this work authorities will be seeking to influence the behaviour of many of the same groups within communities as other public service providers – for example the elderly, people with disabilities, ethnic minorities, those living in poor quality housing, drug and alcohol users and those involved in crime and disorder. This provides clear opportunities for development of effective partnership programmes	Community Safety Workstream’s Work programme includes a number of items that will help SWFRAs work with partners in shaping local communities. Items cover: domestic safety, road safety, arson reduction, creation of a generic stakeholder management plan; and production of teaching materials to support key stages 1-4 of the 2008 National Curriculum.	<ol style="list-style-type: none"> <li>1. Take forward, promote and maximise the benefits of the Community Safety Workstream's work programme.</li> <li>2. Review partnership training materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Community Safety Workstream</li> <li>2. Regional Programme Manager</li> </ol>
1.13	For the social housing market Fire and Rescue Authorities need to work in partnership with social housing providers to target the most vulnerable households with appropriate risk reduction strategies.		<ol style="list-style-type: none"> <li>1. Highlight in partnership training courses.</li> <li>2. Community Safety workstream to identify and build relationships with regional social housing providers. Consider the possibility of a regional seminar/conference on fire precautions and enforcement in social housing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Programme Manager</li> <li>2. Community Safety Workstream</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
1.15	Individual Fire and Rescue Authorities will wish to address any issues identified by the Operational Assessment of Service Delivery (OASD) through their improvement planning processes. The Service collectively has an important role to play as self assessment and peer review can provide crucial support in delivering improvement and in embedding and sharing notable practice	<p>Service Operations Workstream is arranging for one officer from each SWFRS to be trained to undertake OASD peer reviews. Training is expected to take place in February 2008.</p> <p>CLG are due to publish a national OASD toolkit in April 2008.</p>	1. The group of trained peer reviewers to review national toolkit.	Service Operations Workstream
1.15	<p>One of the key learning points from the Operation of Service delivery process was that Fire and Rescue Authorities <b>must:</b></p> <p>Have in place effective arrangements for gathering risk information and making it readily available to operational crews. This should include an effective audit and review system to ensure that the information is current and in the required format.</p>	<p>A Health and Safety Practitioners forum meets regularly to share best practice.</p> <p>CLG are to publish in March 2008 a common format for site-specific information as part of the FiReControl/FireLink projects.</p>	<ol style="list-style-type: none"> <li>1. Audit SWFRSs' systems for collecting and maintaining site-specific information (possibly using the trained peer reviewers referred to above in 1.15)</li> <li>2. RCC Workstream to ensure that site specific information is collected in the required format.</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Operations Workstream</li> <li>2. RCC Workstream</li> </ol>
1.18	Government has worked actively with the Local Government Association and with the Chief Fire Officers Association to support self-sufficiency in emergency cover across the country.	A national contract – Operation Fireguard – is currently under negotiation. FRSs will be able to choose whether to opt into the contract.	<ol style="list-style-type: none"> <li>1. Produce advice for SWFRSs on implementing Operation Fireguard.</li> <li>2. Review mutual aid arrangements for regional support for other business continuity issues such as pandemics.</li> </ol>	1 and 2 Service Operations Workstream

Para ref	National Framework Quote	Current Status	Action	Owner
	<p>It is the responsibility of individual Fire and Rescue Authorities to keep under review the levels of emergency cover that they deem to be appropriate.</p> <p>Each Fire and Rescue Authority must:</p> <ul style="list-style-type: none"> <li>• Have in place a plan to provide such level of emergency cover as it regards as appropriate during any period of emergency, liaising as necessary with other relevant organisations, but without reliance upon support of the Armed Forces;</li> <li>• Ensure the availability of all necessary vehicles, equipment, training and support; and</li> <li>• Have in place arrangements for heightening public awareness and vigilance in respect of safety issues during periods of emergency cover.</li> </ul>			
1.21	Government will continue to collect and publish a range of Fire and Rescue related statistics to support the Service in achieving improvements in service delivery, HR issues and Equality and Diversity	RCC Workstream oversees the roll out of IRS across the region.	<ol style="list-style-type: none"> <li>1. Task and finish group reporting to the Strategic Planning Workstream to make recommendations on what "BVPI" and other data should continue to be collected</li> <li>2. Clarify data requirements with CLG</li> <li>3. Amend regional business plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic Planning workstream</li> <li>2. Strategic Planning workstream</li> <li>3. and 4 Regional Programme Manager</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
	Fire and Rescue Authorities <b>must</b> be ready to implement the electronic Incident Recording System (IRS) by 31st March 2009.		4. Include IRS requirements in Regional Business Plan as an objective as well as a milestone.	
2.3	At the regional level Fire and Rescue Authorities <b>should</b> work together to ensure effective Fire and Rescue Authority representation at Regional Resilience Forums.	<p>The requirements of the Civil Contingencies Act are being dealt with via the 5 Local Resilience Forums (LRFs) in the region, chaired by the Police. Some LRFs are further advanced in delivering the CCA than others.</p> <p>LRFs are co-ordinated by the Regional Resilience forum (RRF) hosted by GOSW.</p>	<ol style="list-style-type: none"> <li>1. The chair of the Service Operations Workstream (Trevor Stratford) sits on the SW RRF and will ensure that issues are referred to the workstream, EMG and RMB as appropriate.</li> <li>2. Develop a template to be used by FRS representatives on LRFs to share information and issues within the region.</li> </ol>	1 & 2 Service Operations Workstream
2.9	<p>Fire and Rescue Authorities <b>must</b> make preparations to move their control service to the Regional Control Centre network in line with the FiReControl transition plan and:</p> <ul style="list-style-type: none"> <li>• If not already a member of the RCC company in their region, become a member immediately;</li> </ul>	<p>The role of the RCC workstream, EMG and RMB in monitoring progress of the RCC project was agreed by the RMB on 20 September 2007.</p> <p>A Joint Regional FireLink Rollout Board and FiReControl Board has been established to facilitate smooth delivery of these interlinked projects. Due to inextricable links between FiReControl and Firelink, this is run as a joint project board under the Chairmanship of the FiReControl SW Project Director (DCFO Clive Kemp).</p>	<ol style="list-style-type: none"> <li>1. Paper to EMG on any implications for the governance of the RCC project once the new National framework has been confirmed.</li> <li>2. Align the RCC Workstream's milestones to the requirements of the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> bullet points</li> </ol>	RCC Workstream

Para ref	National Framework Quote	Current Status	Action	Owner
	<ul style="list-style-type: none"> <li>● Remain a member of the RCC company in their region and participate in its running; including nominating the requisite number of directors and ensuring that those directors fulfil their duties and functions;</li> <li>● Participate constructively in making preparations at a regional level for the transfer of the control service to the RCC;</li> <li>● Enter into an agreement with the RCC company in their region for the delivery of the control service on their behalf by the RCC, no later than 12 months before the RCC becomes operational;</li> <li>● Enter into agreements with Communities and Local Government and other Fire and Rescue Authorities to provide national co ordination of the RCCs where necessary and to provide a flexible approach to the use of all FRS resources by 1 April 2009;</li> </ul>	<p>A LACC is established and has held a number of meetings. 5 out of the six SWFRAs have appointed a director onto the LACC.</p> <p>Checkpoint One (Complete the tasks defined in the transition plan) was achieved successfully by SWFRSs and the regional team.</p> <p>Progress is being reported regularly to CLG.</p>		

Para ref	National Framework Quote	Current Status	Action	Owner
	<ul style="list-style-type: none"> <li>● Enter into agreements at least six months before cutover to the new system to ensure that resources can be effectively mobilised across Fire and Rescue Authority borders;</li> <li>● Complete the tasks defined in the transition plan by the required dates;</li> <li>● Co-operate fully with the FiReControl technology supplier;</li> <li>● Report progress regularly to Communities and Local Government using the tools provided for that purpose</li> </ul>			
2.11	<p>Fire and Rescue Authorities <b>must</b> support the rollout of Firelink by:</p> <ul style="list-style-type: none"> <li>● Co-operating with the suppliers by giving access to vehicles and existing control rooms, and by ensuring that training programmes are completed to timetable, providing all reasonable support.</li> <li>● Assisting the Firelink programme with testing of the new system and migration of radio communications to the RCC.</li> </ul>	<p>The RCC Workstream oversees roll out of FireLink across the region.</p> <p>[Update progress]</p>	<p>Complete installation in appliances and interface with SW RCC.</p>	<p>RCC Workstream</p>

Para ref	National Framework Quote	Current Status	Action	Owner
3.7	<p>The equality and diversity targets are:</p> <ul style="list-style-type: none"> <li>Parity in rates of retention and progression between minority ethnic and white employees, and between men and women, by 2013.</li> <li>Women (operational roles) to represent at least [12-18%] of recruits by 2013.</li> <li>Minority ethnic staff to reach [the same percentage as in the local working population or the percentage in the local working population plus up to 5 per cent] as a percentage of recruits by 2013.</li> </ul>	<p>RMB have agreed a regional equality and diversity strategy, which will need to be updated to reflect the new National Fire and Rescue Service Equality and Diversity Strategy 2008-18.</p> <p>Benchmarking Group collects and publishes equality and diversity data.</p>	<ol style="list-style-type: none"> <li>Reflect new employment targets in Equality and Diversity Workstream's workplan.</li> <li>Benchmarking Group to agree information/data requirements with Ted Simpson.</li> </ol>	Equality and Diversity workstream.
3.10	<p>Fire and Rescue Authorities <b>must:</b></p> <ul style="list-style-type: none"> <li>Implement the requirements of the Fire and Rescue Service Equality and Diversity Strategy;</li> <li>Ensure that all plans, policies, practices and procedures are effectively equality impact assessed and appropriate action is taken to remove or mitigate any adverse impact;</li> </ul>	<p>The Regional Business Plan includes a target that all SWFRAs will all SWFRAs to achieve at least level 2 Local Government Equality Standard by March 2010.</p> <p>Paragraph 6.5 of the draft Fire and rescue Service Equality and Diversity Strategy states that</p> <p>"The Audit Commission will assess performance in implementing the requirements of the Strategy through the Fire and Rescue Service performance assessment framework.</p>	<ol style="list-style-type: none"> <li>Amend the Regional Business Plan to include a revised target that all SWFRAs to achieve at least Level 3 Local Government Equality Standard by March 2011.</li> <li>Equality and Diversity workstream to draw up a programme of collaboration to help SWFRAs achieve Level 3 of the ESLG and the other requirements of the E&amp;D Strategy.</li> </ol>	Equality and Diversity workstream.

Para ref	National Framework Quote	Current Status	Action	Owner
	<ul style="list-style-type: none"> <li>● Produce and at least annually review an action plan for implementation of the Strategy, and report to elected members on progress;</li> <li>● Provide annually to Communities and Local Government evidence of progress on equality and diversity for publication in the Fire and Rescue Service Equality and Diversity Report including: <ul style="list-style-type: none"> <li>– Statistical information on recruitment, progression and retention of staff across all diversity strands, and</li> <li>– Qualitative information on policies, procedures, practices and processes which support equality and diversity as evidence of progress made.</li> </ul> </li> </ul>	<p>The Commission's scored Direction of Travel Assessment will state how well the Authority has performed since the last assessment and whether it is considered that it will continue to improve. Scores will be linked to progress on equality and diversity and achievement of the Equality Standard for Local Government (ESLG). For example Fire and Rescue Authorities will not normally be assessed as improving strongly without reaching ESLG Level 3. "</p> <p>The ESLG includes an electronic workbook to assist authorities to produce an E&amp;D annual report, including statistical and qualitative information, as part of demonstrating the level that they have achieved.</p>	<ol style="list-style-type: none"> <li>3. The proposed new work programme to be submitted for approval by EMG and RMB in March 2008.</li> <li>4. Annual E&amp;D report to be submitted to EMG and RMB in June of each year.</li> </ol>	
3.12	<p>Fire and Rescue Authorities are encouraged to develop workforce strategies to plan and review staff resources and employment practices. This will assist in meeting statutory obligations; support the needs of a diverse workforce, the delivery of IRMP objectives and improved efficiency and effectiveness</p>		<p>HRMD to consider the whether there is need to develop a workforce strategy template.</p>	<p>HRMD Workstream.</p>

Para ref	National Framework Quote	Current Status	Action	Owner
3.17	Fire and Rescue Authorities need to work proactively with potential RDS staff and employers building on past experience. It may be appropriate for Fire and Rescue Authorities to work together on programmes to raise awareness through their RMB or with their neighbours	Individual FRAs have their own strategies for recruiting RDS staff.	HRMD to consider whether to carry out a review of current status and lessons learnt in recruiting RDS staff.	HRMD workstream.
3.20	<p>Fire and Rescue Authorities <b>must</b>:</p> <ul style="list-style-type: none"> <li>• apply IPDS principles to the recruitment, development and progression of all staff;</li> <li>• use IPDS and the national processes based on it (National Firefighter Selection Tests, subject to final validation, and Assessment and Development Centres) for all Grey and Gold Book staff.</li> </ul>	<p>An independent review of provision of training and development within the region was carried out in 2007.</p> <p>EMG rejected a bid from the HRMD workstream to appoint a learning and development/IPDS regional coordinator. This will affect the speed at which IPDS is fully implemented in the region.</p>	<p>A must, so urgent action is required</p> <p>HRMD Workstream to consider the need for a review of IPDS compliance within the region and then agree a work programme to address any deficiencies affecting all SWFRSs.</p> <p>HRMD Management Development sub-workstream to review their work programme and milestones to coordinate IPDS activity.</p>	HRMD workstream.
3.21	Fire and Rescue Authorities <b>should</b> : carry out and record individual performance reviews annually which include an assessment of performance against: <ul style="list-style-type: none"> <li>– role map units, National Occupational Standards or Strategic Planning Workstream description duties as appropriate, and</li> <li>– agreed annual objectives, including the setting and assessing of equality and diversity objectives.</li> </ul>		<p>A should rather than a must.</p> <p>HRMD Workstream to consider undertaking a review of how individual SWFRSs meet this requirement and then agree a work programme to address any deficiencies affecting all SWFRSs</p>	HRMD workstream

Para ref	National Framework Quote	Current Status	Action	Owner
3.23	The content and delivery of all training and development will need to be effectively equality impact assessed.		2. HRMD and the Equality and Diversity workstreams to agree guidance on how to EIA training programmes.	1. HRMD and the Equality and Diversity workstreams
3.26	<p>Fire and Rescue Authorities <b>must:</b></p> <ul style="list-style-type: none"> <li>• ensure that they have in place role related training, development and assessment arrangements to develop and maintain the competence of staff. These should be linked to the IPDS framework and National Occupational Standards across the full range of operational activities;</li> <li>• have in place systematic arrangements to ensure incident and safety event outcomes inform the ongoing development of safe systems of work and training and development of staff. This should include the sharing of risk critical information on a regional/national basis when appropriate.</li> </ul>	<p>An independent review of provision of training and development within the region was carried out in 2007.</p> <p>A Health and Safety Practitioners forum meets regularly to share best practice</p>	<ol style="list-style-type: none"> <li>1. Service Operations Workstream to review the adequacy of the present arrangements for sharing risk critical information and make recommendations to EMG.</li> <li>2. Consider whether the Health and Safety lead on the Service Operations and resilience Workstream should be a member of Employee Development sub-workstream of HRMD.</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Operations Workstream</li> <li>2. Service Operations AND HRMD Workstreams</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
3.29	<p>Quality assurance is essential if learning and development standards across the Fire and Rescue Service are to be maintained and improved. A quality assurance framework designed specifically for the Fire and Rescue Service has been developed with stakeholders at the Fire Service College.</p> <p>Fire and Rescue Authorities <b>should</b>: appropriately quality assure their training and development programmes, and their use of the National Fire-fighter Selection process and Assessment and Development Centres.</p>		HRMD to consider whether SWFRS are using the quality assurance framework developed by the FSC and how this can be applied to NST and ADCs..	HRMD Workstream
4.1 and 4.2	Local government is being given more freedom to shape local services which meet the needs of their local communities and to be more effective at delivering outcomes for their communities by working with local partners. Fire and Rescue Authorities are a crucial part of this agenda.	See above (Intro 4)	.See above (Intro 4)	See above (Intro 4)
4.7	The Local Government White Paper, Strong and Prosperous Communities published in October 2006 signals a step change in the way that local public services are expected to work together.	.	<ol style="list-style-type: none"> <li>1. Explain the new requirements in the partnership training materials.</li> <li>2. Community Safety workstream to consider the practical implications of the new legal requirement</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Programme Manager</li> <li>2. Community Safety Workstream.</li> </ol>

Para ref	National Framework Quote	Current Status	Action	Owner
	<p>In particular there are new requirements in the Local Government and Public Health Bill to ensure that all partners engage in and deliver on a shared agenda for their communities.</p>			
4.8	<p>Local Authorities will have to prepare an action plan known as a Local Area Agreement (LAA), for delivering an agreed set of priorities reflecting the needs of their communities as set out in the sustainable community strategies. They will have to consult LSP partners on the preparation of the LAA which will establish an agreed set of approximately 35 priority improvement targets for the area, to be negotiated and agreed by the Government Office and to be delivered by the LSP partners. Fire and Rescue Authorities will have a duty to co-operate with the principal local authority for each LAA in setting these targets and be required to have regard to the targets selected by each LAA. These targets will be drawn from a set of 198 national indicators agreed across Whitehall as part of the Comprehensive Spending Review process.</p>		<p>Explain the new requirements in the partnership training materials</p>	<p>Regional Programme Manager</p>

Para ref	National Framework Quote	Current Status	Action	Owner
4.10	<p>It is therefore important that Fire and Rescue Authorities both promote their contribution to delivering targets suggested by the LSP partners and actively seek to influence the LSP and other partners to adopt relevant fire-related targets where appropriate and put resource into community safety work. To do this effectively, Fire and Rescue Authorities will need to evaluate the effectiveness of existing partnership arrangements and use evidence to demonstrate the outcomes that can be delivered. To this end:</p> <p>Fire and Rescue Authorities <b>should</b> work with local partners to identify targets, including fire targets where appropriate, that are priorities within the local area and offer appropriate contributions (time and resource) to meet those targets. To do this effectively they will need to evaluate the effectiveness of partnership arrangements, sharing evidence where appropriate.</p>	.	<ol style="list-style-type: none"> <li>1. Explain the new requirements in the partnership training materials</li> <li>2. Consider the need for guidance on how to evaluate partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Programme Manager</li> <li>2. Strategic Planning Workstream in consultation with Community Safety Workstream</li> </ol>

<b>Para ref</b>	<b>National Framework Quote</b>	<b>Current Status</b>	<b>Action</b>	<b>Owner</b>
4.12	To support Fire and Rescue Authorities in delivering on this challenging new agenda, Communities and Local Government is working with partners to publish a toolkit on partnership working and LAA targets. The toolkit will set out some examples of good practice in partnership working and evaluation and provide Fire and Rescue Authorities with robust approaches to target-setting and performance measurement to assist in negotiating LAA targets and demonstrating the impact of fire programmes in tackling community priorities. The toolkit will also provide other partners in the LSP with a sense of how Fire and Rescue Authorities can contribute to this agenda	See para 1.19 above.	See para 1.19 above.	Community Safety Workstream
4.30	The Chief Fire and Rescue Advisers Unit will maintain and update the Operational Assessment of Service Delivery toolkit so that it can be used by Fire and Rescue Authorities for self assessment and peer review for assessment purposes where appropriate.	See para 1.15 above	See para 1.15 above	Service Operations Workstream

Para ref	National Framework Quote	Current Status	Action	Owner
4.42	Fire and Rescue Authorities <b>must</b> submit a business case to Communities and Local Government to gain approval to extend existing contracts outside the National Framework Agreements arranged through FiReBuy Ltd.		Need to review how many existing contracts and future regional contracts are outside FiReBuy framework arrangements	Finance and Procurement Workstream.

Version Control

<b>Version</b>	<b>Date</b>	<b>Comments</b>	<b>Author</b>
V0.1	20/11/07	Initial Draft circulated to workstream leaders	GJS
V0.2	27/11/07	Updated following meeting with Peter Baxter and Chris Griffin.	GJS
V0.3	04/12/07	Updated following meetings with Trevor Stratford and Clive Kemp	GJS
V0.4	14/12/07	Updated following meeting of Service Operations and Resilience Workstream	GJS
V0.5	18/12/07	Updated following discussion with Ted Simpson (leader of Equality and Diversity Workstream)	GJS
V1.0	21/01/08	As agreed by Executive Management Group	GJS

<b>REPORT REFERENCE NO.</b>	RMB/08/5
<b>MEETING</b>	<b>SOUTH WEST REGIONAL MANAGEMENT BOARD</b>
<b>DATE OF MEETING</b>	30 January 2008
<b>SUBJECT OF REPORT</b>	<b>REGIONAL CONTROL CENTRE – COST APPORTIONMENT</b>
<b>LEAD OFFICER</b>	Treasurer to the Board (K Woodward – Devon & Somerset)
<b>RECOMMENDATIONS</b>	<p>(a) <i>That the Board approve the formation of a small Members Steering Group, to consider and make recommendations to the Board, in relation to the most appropriate basis of cost apportionment for the Regional Control Centre, once in steady state.</i></p> <p>(b) <i>That, subject to the approval of (a), it be agreed as to which three Members of the Board are to be appointed to that group.</i></p>
<b>EXECUTIVE SUMMARY</b>	It is for the South West region to decide for itself a basis of apportioning the running costs of the Regional Control Centre once it goes 'live', currently anticipated to be in 2009. This report provides some background as to the work required, and suggests that a small Member Steering Group be established to take this work forward.
<b>APPENDICES</b>	None
<b>LIST OF BACKGROUND PAPERS</b>	None.

## **1. PURPOSE**

- 1.1 Until a cost sharing mechanism is agreed, it will be impossible to know what the cost of the Regional Control Centre (RCC) will be for each Fire and Rescue Authority (FRA) in the region. This is not only unhelpful in terms of providing FRA's with reliable information prior to making a final commitment to the project, but also in terms of long-term financial planning. It is recognised at the outset, that the issue of cost apportionment has the potential to be a contentious, with differing views between FRAs in the region, as to which basis should be used.
- 1.2 The purpose of this report is to bring Members up-to-date with the latest position on this issue, and to make a proposal that a small steering group of Members be established, with the remit to explore possible cost apportionment options, and to report back to the Board within an agreed timeframe.

## **2. BACKGROUND**

- 2.1 Members will recall that at its meeting on 14<sup>th</sup> September 2007, it considered recommendations relating to the apportionment of Firelink costs which are reasonably well known and foreseeable. At that meeting, it was not possible to gain unanimous approval of a single model. As the RMB is unable to make financially binding decisions on constituent FRAs (each FRA needs agreement through its own democratic process) this issue did not progress further. Although this matter will need to be addressed in the future, this paper deals with FireControl costs and savings, rather than Firelink, although the principles are similar.
- 2.2 The position of the Department of Communities and Local Government (CLG) is that it is for each region to decide for themselves on an appropriate basis to apportion the costs of running the RCC. At this time, none of the other 8 regions in the country have agreed upon a cost apportionment basis albeit that some regions have given the issue some consideration, through regional finance groups, and in some cases the Regional Management Boards. Obviously, for those regions not going live in the first phase, there is no urgency to agree on an apportionment basis, and they are more likely to await more accurate information on costs/savings before giving the matter serious consideration. However, for those regions included in the first phase of the project, such as the South West, the issue is becoming more prominent, and it would therefore be helpful for a work plan and timeframe to be established in order that agreement can be reached during 2008.
- 2.3 For those regions that have considered this issue, the range of thinking varies from a 'keep it simple' approach and apportion costs on the basis of population, to a more complex approach where a distinction is made between fixed costs and variable costs and modelling carried out to attempt to more accurately match the cost apportionment to the cost drivers e.g. number of calls/incidents. In three of the regions the current consensus is for a population based apportionment, although it has to be remembered that each region has a different make up of FRA's, not only in terms of the number but also in terms of size, density etc, and therefore the population basis might not be appropriate for each region.
- 2.4 Whilst the CLG will not prescribe a particular approach, if pushed, it is more likely to suggest that population or council tax would be the most suitable basis. At the same time, they are anxious to ensure that no individual region will be disadvantaged by Fire Control and so mechanisms will be put in place at inter-regional level to ensure:

- No region loses out because of the project (given the presumption that overall it will save money).
- The cost of national functions and fallback is shared.

2.5 The work to agree on an apportionment basis for costs between regions (inter-region) is almost complete, and will be subject to the publication of a consultation document sometime in the early part of this calendar year. In the meantime, however, there is no reason why the issue of an appropriate basis for the apportionment of costs within the South West region (intra-region) cannot be considered.

2.6 Whilst the latest version of the national business case provides financial information as to what the costs will be at regional level, it should be emphasised those estimated costs are still subject to further work and review and will almost certainly be subject to change as this work is completed. For instance, as well the work on inter-regional apportionments, a review of the business case assumptions is still to be completed e.g. staffing model assumptions, and an exercise is well under way to provide more accurate costs of running the existing control centres.

2.7 Notwithstanding the caveats outlined in paragraph 2.5 the CLG continue to insist that FireControl will deliver net savings for the South West. In the latest version of the Final Business Case (version 1.0) the cost of running the RCC in the South West is estimated to be £7.1 million, compared with a current cost in the region of £7.9 million, therefore delivering savings of £0.800 million. This figure will be revised in the next release of the business case, once the outstanding work has been completed, I should emphasise however, that it is my view, that based on more up-to-date figures, this estimate of savings is overstated, and that the next release of the business case will almost certainly report a reduced savings figure for the South West.

### 3. **EXISTING CONTROL ROOM COSTS**

3.1 Table 1 below shows the percentage share per FRA of the total costs of running the existing seven control centres in the region. These figures are based upon returns recently submitted by each FRA. In relation to the Devon and Somerset merger, the share of running the two individual control rooms has been added together.

**TABLE 1 – SHARE OF EXISTING CONTROL ROOM COSTS IN THE SOUTH WEST**

	<b>Avon</b>	<b>Cornwall</b>	<b>Devon and Somerset</b>	<b>Dorset</b>	<b>Glos.</b>	<b>Wilts</b>	<b>Total</b>
%age share	18.8%	8.7%	29.6%	13.6%	12.6%	16.7%	100.0 %

3.2 Whilst the current share of costs across the region does not necessarily influence the future cost apportionment basis, in the absence an absolute cost of running the RCC in steady state, future apportionment considerations could be compared against current shares in the region.

#### 4. OPTIONS FOR COST APPORTIONMENT

4.1 As you would expect, some consideration has already been given as to potential cost sharing options. From this work a list of seven possible options has so far been identified:-

- **Option 1** Equal Share.
- **Option 2** Pro rata according to population.
- **Option 3** Pro rata according to the council tax base.
- **Option 4** Pro rata the number of incidents.
- **Option 5** A hybrid of each of the above options 1-4 with equal weighting applied to each.
- **Option 6** A hybrid of each of the above options 1-4 with different weightings applied based on the ratio of fixed costs to variable costs.
- **Option 7** Equal distribution of the total savings achieved in the region.

4.2 Whilst consideration has been given to other potential options for cost apportionment e.g. Area based on number of hectares, it has been considered that the impact against current costs, at FRA level, would be too severe to warrant further consideration. Consideration of the main advantages and disadvantages for each is summarised in Table 2 below.

TABLE 2 – SUMMARY OF OPTIONS

<b>Option</b>	<b>Advantages</b>	<b>Disadvantages</b>
1. Equal share	Easy to understand and administer.	Bears no correlation with the underlying costs of running a control centre.  Extreme variation against existing cost share.
2. Population	Easy to understand and administer.  Ensures that an equal amount per head of population is paid across the region.  Minimal impact against current cost share.	Provides no incentive for individual FRA's to reduce calls.
3. Council Tax Base	Easy to understand and administer.  Reflects each FRA's ability to pay according to wealth, measured by reference to the Council Tax Base for each region.	Provides no incentive for individual FRA's to reduce calls.  Moderate impact against current cost share.
4. No of Incidents	Costs will be apportioned on the basis of usage.	Extreme variation against existing cost share.

Option	Advantages	Disadvantages
	Will provide an additional incentive to reduce calls and benefit from a reduced share of RCC costs.	Changes in year-on-year numbers of incidents will change distribution share, and therefore introduce instability into financial planning.
5. Hybrid model to include the 4 elements of equal share, population, council tax base and number of incidents, with equal weightings attached to each.	<p>The inclusion of 4 factors, rather than concentrating on just one.</p> <p>Will provide some incentive to reduce calls and benefit from a reduced share of RCC costs.</p> <p>Minimal impact against current cost share.</p>	<p>Application of weightings to model is subjective.</p> <p>Changes in year-on-year numbers of incidents will change distribution share, and therefore introduce instability into financial planning.</p>
6. Hybrid model to include the 4 elements of equal share, population, council tax base and number of incidents, with 50% weighting attached to the number of incidents.	<p>The inclusion of 4 factors, rather than concentrating on just one.</p> <p>Will provide some incentive to reduce calls and benefit from a reduced share of RCC costs.</p>	<p>Application of weightings to model is subjective.</p> <p>Changes in year-on-year numbers of incidents will change distribution share, and therefore introduce instability into financial planning.</p> <p>Moderate impact against current cost share.</p>
7. Equal distribution of savings	<p>Simple to understand and administer</p> <p>Ensures each FRA receives a share of the savings.</p> <p>Minimal impact against current cost share.</p>	<p>Is extremely crude.</p> <p>Not a sustainable option for the future as circumstances change.</p>

## 5. **PROPOSAL TO ESTABLISH A MEMBER STEERING GROUP**

- 5.1 It is clear, that further work needs to be carried out against all options before a final report can be brought to the Board, in order that a decision can be made. Whilst officers will continue with this work, it is considered that it would be helpful if officers were able to report progress to a small Member group, which as well as considering the issues in more detail, would also be given the remit to make recommendations to a future Board meeting, on which options should be given further consideration, before a final decision is made.

5.2 It is recommended that the group comprise of three Board Members, with appropriate officer support.

**KEVIN WOODWARD**  
**Treasurer to the South West Regional Management Board**

<b>REPORT REFERENCE NO.</b>	RMB/08/6
<b>MEETING</b>	<b>SOUTH WEST REGIONAL MANAGEMENT BOARD</b>
<b>DATE OF MEETING</b>	30 January 2008
<b>SUBJECT OF REPORT</b>	<b>RELATIONSHIP BETWEEN THE REGIONAL MANAGEMENT BOARD AND SOUTH WEST FIRE CONTROL SERVICE LIMITED</b>
<b>LEAD OFFICER</b>	Clerk to the Board (M Pearson – Devon & Somerset)
<b>RECOMMENDATIONS</b>	<p>(a) <i>that the procedure proposed by South West Fire Control Service Limited for the Regional Management Board (RMB) and individual Fire and Rescue Authorities (FRAs) to raise matters with the Company be adopted and the Clerk to the Board authorised to notify individual FRAs of this accordingly;</i></p> <p>(b) <i>that the reciprocal arrangements for communication by the Company with the RMB and individual FRAs, as set out in paragraph 2.2 of the report, be approved and the Clerk to the RMB authorised to request individual FRAs to notify the company of appropriate contacts;</i></p> <p>(c) <i>that any matter raised by the Company with the RMB be considered and determined, as appropriate, at the next available formal meeting of the RMB, with the Clerk to the RMB authorised to relay to the Company any determination so made;</i></p> <p>(d) <i>that, subject to (a) to (c) above, the report be noted.</i></p>
<b>EXECUTIVE SUMMARY</b>	This report addresses a request from South West Fire Control Service Limited – the Local Authority Controlled Company (LACC) with responsibility for the overall governance of the South West Regional Control Centre (RCC) – to establish (pending future, formal Agreements) channels of communication between the Company, the Regional Management Board and individual Fire and Rescue Authorities in the region.
<b>FINANCIAL IMPLICATIONS</b>	Nil.
<b>APPENDICES</b>	Nil.
<b>LIST OF BACKGROUND PAPERS</b>	Letter (ref LACC.3) received from South West Fire Control Service Limited on 20 December 2007.

## 1. BACKGROUND

1.1 The Board will be aware from previous reports that the Locally Authority Controlled Company (LACC) – South West Fire Control Service Limited (SWFCSL) – with responsibility for the overall governance of the South West Regional Control Centre (RCC) has now been established. To date, each of the individual fire and rescue authorities in the region have agreed to participate in the Company with the exception of Avon which has reserved its decision pending consideration of the full Business Case for the project – specifically in relation to the financial aspects.

1.2 A letter has been received from SWFCSL stating that it recently considered the issue of the relationship and communication between the Company, individual fire and rescue authorities (FRAs) in the region and the Regional Management Board (RMB). The letter stipulates:-

***“At some point in the future, formal Agreements will of course have to be made between the Company and FRAs. Directors were concerned that in the meantime procedures needed to be put in place to establish formal channels of communication.***

***Consequently, the Board approved the following resolution :***

***(a) Until such time as it is superseded by alternative arrangements contained within formal Agreements between the company and FRAs, a procedure be adopted whereby :***

- FRAs or the RMB wishing to raise a matter with the Company do so through the Company Secretary in the first instance, and***
- the Chairman will determine how a matter raised will be dealt with and the priority to be attached to it in the light of the limited resources of the Company and the work priorities of the Board,***

***(b) To request the Company Secretary to write to the Secretary of the RMB informing the latter of the above procedure and suggesting a reciprocal arrangement under which matters raised by the Company may be considered formally by the RMB.***

***You may wish to report these resolutions to the next meeting of the RMB. In any event, the Directors hope that the RMB will agree to a reciprocal arrangement as mentioned in (b) above.”***

## 2. PROPOSAL

2.1 Given the size and importance of this project and the inter-relationship between the Company, individual FRAs and the RMB, the establishment of formal channels of communication is eminently sensible and the resolution passed by the Company offers a pragmatic approach.

2.2 In terms of reciprocal arrangements for communication, it is proposed that:-

- (a) in the event of the Company wishing matters to be considered formally by the RMB, then any such matter should be raised with the Clerk to the RMB in the first instance. Similarly, the Clerk to the RMB should be authorised to raise, on behalf of the RMB, matters with the Company Secretary;***
- (b) for the purpose of communication with individual fire and rescue authorities, each individual FRA should be asked to identify its contact for this purpose and notify the Company Secretary accordingly.***

2.3 Matters raised by the Company with the RMB would need to be determined at formal meetings of the Board itself in accordance with the terms of the Agreement constituting the Board. The RMB Agreement provides – at Section 4.4:-

***“The RMB may arrange for the discharge of any matter falling within the Delegated Powers by a sub-committee constituted by the RMB or by an officer of any Member Authority and may refer to such sub-committee or officer for consideration and report any matter falling within the Delegated Powers or the Referred Matters provided that no sub-committee or officer shall have power to make a Fundamental Decision”.***

2.4 “Fundamental decision” is defined as “a decision which seeks to implement a change to the manner in which (a) Member Authority (ies) carries (y) out its (their) functions and/or which has or is likely to have a significant impact on any Member Authority’s revenue or capital expenditure”.

2.5 The Board has to date not established any form of urgency procedure as might be provided for in Section 4.4 of the Agreement. Additionally, “matters relating to arrangements for dealing with calls for the assistance of a fire and rescue service or the summoning of members of the service” are – by virtue of the RMB Agreement – Referred rather than Delegated Matters. It is also contended that any decision on this would constitute a “Fundamental Decision”. As such, it is not considered that the RMB Agreement as currently drafted would provide for any matter raised by the Company with the RMB to be addressed in any way other than by a formal meeting of the RMB itself.

**MIKE PEARSON**

Clerk to the Board