

A photograph of two firefighters in full protective gear, including helmets and air tanks, standing in front of a large fire at night. The firefighters are wearing dark blue uniforms with reflective yellow stripes. One has a red air tank, the other a yellow one. The background is a dark scene with a large, bright fire and a building structure visible in the distance. The overall atmosphere is dramatic and professional.

East Midlands Regional Management Board

**Annual Report 2007/08
and Business Plan
2008/09**



This report is available in Community languages on request. It is also available in large print and Braille.

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Foreword

This is the fourth annual report of the East Midlands Regional Management Board (RMB). I am pleased to record continued success and progress made by the five East Midlands fire and rescue authorities in delivering, through collaborative working, the workstreams prescribed by the Government's National Framework for the Fire and Rescue Service. The Board is responsible for coordinating aspects of the fire and rescue service delivered to the people of Derby, Derbyshire, Leicester, Leicestershire and Rutland, Lincolnshire, Northamptonshire, Nottingham and Nottinghamshire. The 10 elected members (2 from each Fire and Rescue Authority (FRA)) with their respective Chief Fire Officers in support were specifically tasked by the National Framework to develop regional strategies for::

- Regional Control Centre to be fully operational by July 2010.
- Recruitment, training and workforce development
- Procurement of vehicles, equipment and stores
- Resilience to emergencies at regional and national level.
- Sharing of Common Services to secure economies of scale

The East Midlands Regional Control Centre (RCC) project has made significant progress during the year. The control centre building at Castle Donington was completed in June 2007 and taken over by East Midlands Fire and Rescue Control Centre Ltd, a local authority controlled company owned by the five East Midlands fire authorities who appoint two directors each to the company board. The company will be responsible for delivering the control centre service to these authorities in accordance with Service Level Agreements that determine the level of response required by each authority to emergency calls within their service area. The senior management team for the RCC have now been recruited and the RMB continues to monitor progress with the regional protocols that have to be in place when the first FRA control room transfers operations to the RCC in the autumn of 2009.

Following the success of the inaugural regional fire-fighter recruitment and training programme that commenced in January 2007, a further regional recruitment programme planned for late 2008 will benefit from the lessons learnt last year. We continue to develop at regional level the Assessment and Development Centre process by which employees are assessed for potential for promotion opportunities and are provided relevant development plans to support their progression. A considerable number of experienced assessors are now available within the five services to facilitate this programme and ensure that high standards are maintained across the region.

The procurement policy now embedded in the region is offering the five FRAs the benefit of advantageous pricing structures negotiated with suppliers against the projected regional demand. We are well placed to take advantage of national procurement opportunities as they become available through the national procurement company FireBuy Ltd set up by the Government in 2007.

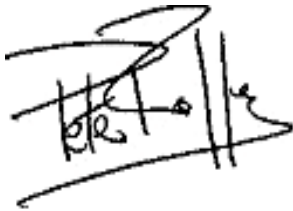
Resilience is now fully embedded in the day to day operations of the East Midlands fire authorities. Selected personnel are fully trained in the use of the specialist vehicles and equipment provided by the Government over the past three years which is soon to be transferred to the ownership of the host FRA. This equipment which is being used for local, regional and national incidents has considerably enhanced the regional capability to meet emergencies with a highly trained and competent specialist personnel.

A Peer Review conducted during the summer of 2007 identified that we lacked regional capacity to undertake the work identified in the initial consultant's appraisal of integrated common services referred to in my report last year. It also became acknowledged by Government that the priority task for the East Midlands is to deliver regional control centre to steady state fully operational by autumn 2010. The RMB has been commissioned by the Control Centre Company to deliver the common services that are required by the Centre. We expect to return to the regional issue on the integration of common services post 2010 and look again at the business case for the development of integrated common services i.e. the sharing of aspects of back room support where economies of scale might produce efficiencies and savings.

I am pleased to report that the RMB continues to stimulate regional collaboration and sharing of good practice with significant cross-party agreement in the work undertaken by the Board. It must be remembered that the RMB has no executive power other than that which is devolved to it by the consent of the five fire and rescue authorities in the region. Within this constraint we strive to deliver efficiencies and improvements whilst retaining our individual identity in the delivery of front line services. We fully support collaboration where there are tangible benefits but we believe that the 5 million people of the East Midlands whom we collectively serve would wish to continue to enjoy front line services delivered by their local fire and rescue service under local direction.

I take this opportunity to acknowledge, on behalf of the Board, the supreme effort that has been made by personnel across the region in meeting the workload that the modernisation agenda continues to impose on the fire and rescue service. We have since the Board was created four years ago witnessed significant change in the manner in which the service now operates. The Board's success in progressing its programme of work is testament to the support and hard work of many personnel across the five brigades who have contributed to the RMB agenda. We are grateful to them all and thank them for their endeavours.

I conclude with my thanks for the continuing support given to me by the members of the RMB (and particularly one of our original Board members, Councillor Richard Gerrard, who has left us following the recent local elections), the Chief Fire and Rescue Officers, Treasurer, Clerk and other officers who have contributed to the continuing success of the Board.

A handwritten signature in black ink, appearing to read 'Peter Roffey', enclosed within a rectangular box drawn with a single line.

Peter Roffey
Chairman 2007/08



The East Midlands Regional Management Board

The East Midlands Regional Management Board was established as a joint committee of Derbyshire Fire Authority, Leicester, Leicestershire and Rutland Combined Fire Authority, Lincolnshire County Council, Northamptonshire County Council and Nottinghamshire and City of Nottingham Fire Authority with effect from 1 April 2004. Each constituent fire authority is entitled to appoint two elected members to the RMB. For the municipal year 2007/08 the RMB has comprised of the following membership:

Derbyshire Fire Authority

Councillor Richard Gerrard (Labour) (Lead Member – Integrated Common Services Workstream) – ceased to be a member of the Board on 2nd May 2008 (Attendance: 5/5)

Councillor Paul Smith (Labour)
(Attendance: 5/5)

Leicester, Leicestershire and Rutland Combined Fire Authority

Councillor Peter Roffey (Chairman) (Conservative) (Lead Member - Command and Control Workstream)
(Attendance: 5/5)

Councillor Cliff Stanley (Labour)
(Attendance: 5/5)

Lincolnshire County Council

Councillor Peter Robinson (Conservative) (Lead Member - Workforce Development Workstream)
(Attendance: 5/5)

Councillor Mrs Jean Johnson (Conservative)
(Attendance: 1/5)

Northamptonshire County Council

Councillor Mrs Liz Tavener (Conservative) (Lead Member – Resilience Workstream)
(Attendance: 4/5 with Councillor Allen Walker (Conservative) substituting on 1 occasion)

Councillor Bill Parker (Conservative)
(Attendance: 0/5)

(Nottinghamshire and City of Nottingham Fire Authority

Councillor Darrell Pulk (Vice-Chair) (Labour) – (Lead Member – Procurement Workstream)

(Attendance: 4/5)

Cllr Penny Griggs (Labour) – Appointed as a member of the Board with effect from 14 June 2007

(Attendance: 4/5)

During 2007/08 the RMB has been supported by the following Officers:

Chief Fire Officers

Martyn Emberson (Northamptonshire)

Brian Tregunna (Derbyshire)

Mike Thomas (Lincolnshire)

David Webb (Leicestershire)

Frank Swann (Nottinghamshire)

Clerk to the Board

Guy Goodman (Leicester City Council then Leicestershire)

Treasurer to the Board

Trevor Peel (Leicestershire)

Administrative and Committee Support

Jane Doubleday (Leicester City Council)

David Cleaver (Leicestershire)

Jackie Green (Leicestershire)

Regional Programme Manager

Jo Beresford (Lincolnshire)

Press Officer

Elisabeth Reeson (Nottinghamshire)

Functions, Aims, Objectives and Priorities

Functions

The Agreement establishing the RMB set out the functions delegated to the RMB by the Constituent Fire Authorities:

“The Constituent Fire Authorities have initially decided to delegate to the EMRMB the task of formulating and implementing policy in relation to the functions set out in paragraph 4.17 of the above White Paper [“Our Fire and Rescue Service”] in accordance with a work programme of defined tasks to be agreed by the Constituent Fire Authorities under the provisions of this Agreement.”

During 2004/05 the RMB invited the Constituent Fire Authorities to review the delegated functions and each Constituent Fire Authority passed the following model resolution increasing the delegation to the RMB:

“In accordance with Clause 7.1 of the Agreement dated 8th April 2004 establishing the East Midlands Regional Management Board (“EMRMB”), the authority resolves to delegate to the EMRMB:

1. The task of formulating and implementing policy in relation to the functions set out in paragraph 4.17 of the White Paper 'Our Fire and Rescue Service'; and,
2. Any of their functions prescribed within the Fire and Rescue National Framework (or within any revisions thereto) prepared and brought into effect by virtue of section 21 of the Fire and Rescue Services Act 2004 as requiring to be undertaken by Regional Management Boards;

subject to the limitation that the EMRMB shall not effect any decision made under this delegation the effect of which involves the closure of and/or the relocation of any property, facility or service belonging to any Constituent Fire Authority (as defined by the said agreement) and/or in relation to any relocation of or variation to the staffing establishment of any Constituent Fire Authority, without the approval in writing of the affected Fire Authority.”

The RMB has developed a number of Aims and Objectives with the intention of enabling effective Prevention – Protection – Intervention within the Region.

Aims

The aims of the East Midlands Regional Management Board are to:

- support the five individual fire and rescue authorities in the East Midlands to provide efficient and effective prevention and intervention services, in order to reduce the number of deaths and injuries caused by fire and other emergencies.
- work collaboratively as a region to deliver a consistent approach and efficiency savings for the benefit of the five fire and rescue authorities and their local communities
- work together to improve the individual comprehensive performance assessment results of the five constituent fire and rescue authorities
- meet all the relevant requirements of the Government's National Fire and Rescue Framework.

Objectives

1. To support the implementation of cross cutting issues from Integrated Risk Management Plans.
2. To undertake initiatives in line with Fire Prevention, Protection of the public and necessary Intervention.
3. To deliver a regional fire investigation system that is community safety focused in order to achieve effective risk management.
4. To deliver an integrated, networked, standard fire and rescue control service at a regional level.
5. To ensure a structured and co-ordinated approach is taken to regional procurement, that supports national and local needs.
6. To develop the ability of fire and rescue services to act cohesively within a regional structure to meet the demands of managing disruptive challenges, such as terrorist activity, major accident or natural disaster.
7. To enable fire and rescue services regionally to meet their statutory duties as Category 1 responders, as identified by the Civil Contingencies Act 2004, its regulations and guidance.
8. To identify and implement the most efficient and effective means of delivering Integrated Common Services, including human resource functions, on a regional basis.

9. To maintain that the Joint Partnership Forum will ensure consultation and negotiation where appropriate on matters of common interest to the five constituent Fire and Rescue Authorities in support of any work stream, project or joint decision which has identifiable implications for the employees of the fire authorities and where it is established practice for the matter arising to be subject to consultation and/or negotiations in individual fire authorities.
10. To seek to ensure that learning and development is carried out in ways that reflect the principles set out in the Learning and Development Strategy and that it is monitored and supported. In addition review the use currently made of existing facilities and resources and ensure those are used to deliver training as efficiently and effectively as possible
11. To continue to identify and implement the most efficient and effective means of delivering training processes on a regional basis.

A number of these objectives are already subsumed within the various projects within the Regional Programme, details of which appear in the later sections below. Tasks which are to be undertaken to achieve the objectives are set out in those sections.

Priorities 2008/09

- Priority 1: The Regional FiReControl project is a major piece of work with complex components being managed by DCLG. From a regional perspective the project is a “given” with no opportunity for Regional Management Board to modify the project outcome or timetable. Additional work is being undertaken in support of the FiReControl implementation, relating to management and deployment of operational resources and the integration of procedures to enable regional mobilisation.
- Priority 2: Resilience and operational convergence issues associated with the introduction of the “regional control centre”. In order to ensure safe and effective mobilising and command and control are implemented on time.
- Priority 3: Integrated Common Services, to include the integration of Policies and Procedures and the possibilities of greater shared facilities to give a wider ranging integrated facility within the region. Central to this support work, includes Management Information and Information Exchange etc.

Priority 4: The Regional Procurement Strategy sets out an agreed process to achieve smarter, cost effective collaborative procurement that will demonstrate our commitment to the National Procurement Strategy. It will also support the Use of Resources assessment from CPA 2006 and allow us to provide targeted 'cashable' Gershon savings.

Resources

RMB Budget

The Board agreed a regional budget of £722,750 for 2007/08.

The overall performance of the budget for 2007/08 is summarised in the table below. The final outturn shows net expenditure to be £267,183 underspent against budget. The three significant variations (+/- £10,000) were a £130,073 underspending on the Regional Control Centre Project, a £90,000 underspend on Integrated Common Services and a £25,068 underspend on Board running costs. In addition there was £9,898 of unused contingency.

Regional Control Centre Project £130,073 underspend

The final actual running costs for the project were lower than expected. In addition £73,661 of central grant and previous Board funding had also been carried over from 2006/07. Members will be aware that all five Constituent Authorities were "top sliced" £20,058 from their local allocations for FiReControl in 2007/08. The Regional Project Board has agreed a budget for 2008/09 which will be met in full from the regional Communities and Local Government (CLG) grant with no requirement for "top-slicing". It was agreed therefore to reimburse all five Authorities with their £20,058 contribution for 2006/07 to enable them to release additional funds to their local project teams. The remaining underspend (£29,783) to be carried forward in full into 2008/09 for the project and taken into consideration in setting the Revised Estimate in December.

Integrated Common Services £90,000 underspend

An allocation of £90,000 was made in 2007/08 to fund regional projects to support regional collaboration on common services. On the 5th March 2008 the Integrated Common Services (ICS) Project Board approved the procurement and implementation of a shared / common finance system by Derbyshire, Leicestershire and Nottinghamshire Combined Fire Authorities. Lincolnshire and Northamptonshire are unable to participate as they are required to utilise their corporate County Council systems. Detailed discussions at project level indicate that there will not be adequate resource availability of existing staff needed to

move forward with the procurement and implementation of this project. It was agreed by the ICS Project Board that the Board and the Regional Improvement and Efficiency Partnership would be asked for funding to enable backfilling of staff to release the appropriate resources.

Contingency

It was agreed that part of the £90,000 underspend on the ICS project will be used to support the procurement and implementation of a Regional Finance System. As Lincolnshire and Northamptonshire are unable to participate it was agreed to reimburse them £18,000 each and allocate the remaining £54,000 to the Regional Finance System project.

It has become clear that the actual costs of supporting the Board are lower than anticipated. This has been as a direct result of reduced administration costs, lower audit fees and initiatives such as the Board's newsletter which is reported later in the agenda. Following the appointment of the Clerk as the in-house Solicitor and Monitoring Officer for Leicestershire it is anticipated that further savings will be made in 2008/09. The initial budget for 2008/09 has now been reduced and a base budget review will be undertaken in setting the Revised Estimate in December.

Statement of Accounts 2007/08

Below is the Statement of Accounts for 2007/08 laid out in the format required for the 2007/08 annual Return which is required to be sent to External Audit by the 31st July 2008. It is presented in a different format to the Management Accounts but shows the same net position (a £267,183 carry forward).

Statement of Accounts for the year ending 31 March 2008

	Year Ending	
	31st March 2007	31st March 2008
	£	£
1 Balances brought forward	35,456	93,729
2 + Income from taxation and/or levy	0	0
3 + Total other receipts	924,137	869,801
4 - Staff Costs	536,459	471,705
5 - Loan interest / capital repayments	0	0
6 - Total other payments	329,405	224,012
7 Balances carried forward	93,729	267,813
8 Total cash and short term investments	93,729	267,813
9 Total fixed assets and long term assets	0	0
10 Total borrowings	0	0

EMRMB Provisional Outturn 2007/08

Project	Lead Authority	Revised Budget £	Actual to Mar 08 £	Variance £
Workforce Development				
Project Manager	Derbyshire	78,820	75,776	-3,044
Programme Manager	Lincolnshire	65,520	62,997	-2,523
Regional Control Centre	Leicestershire	173,951	43,878	-130,073
EMRMB Running Costs	Leicestershire	52,990	27,922	-25,068
Regional Consultation - Admin Support	Nottinghamshire	6,000	3,654	-2,346
Regional Procurement	Lincolnshire	79,850	82,634	2,784
Regional ADC and Recruitment Centres	Derbyshire	117,420	113,156	-4,264
Regional Fire Investigation	Derbyshire	66,490	65,201	-1,289
Regional Employee Relations Manager	Nottinghamshire	45,540	38,896	-6,644
Integrated Common Services	Nottinghamshire	90,000	0	-90,000
Regional Consultation - Support to Rep Bodies	Nottinghamshire	10,000	6,680	-3,320
Regional Resilience - Admin Support	Nottinghamshire	20,000	27,872	7,872
Total Budget Allocated		806,581	548,666	-257,915
Contingency		9,898	0	-9,898
Total EMRMB Budget		816,479	548,666	-267,813
Agreed Funding	Derbyshire	144,550	144,550	0
	Leicestershire	144,550	144,550	0
	Lincolnshire	144,550	144,550	0
	Northamptonshire	144,550	144,550	0
	Nottinghamshire	144,550	144,550	0
	Carry Forward	93,729	93,729	0
		816,479	816,479	0

Net Position **0 -267,813**

As mentioned earlier in the agenda it is not planned to hold a regional recruitment exercise until later in 2008. This means that it is anticipated that the budget for Regional Assessment and Development Centres and Recruitment

Centres may underspend by just under £13,000. It was agreed in a separate report to allocate up to £10,000 to conduct an Equality Impact Assessment in this area. This cost will be met from the existing budget for regional recruitment.

2008/09 Annual Budget

The Regional FiReControl Project Board has agreed a budget for 2008/09 which will be met in full from the regional CLG grant with no requirement for “top-slicing”. This reduces the overall financial demands of the Board from £722,750 to £622,460 (a contribution of £124,492 per Constituent Authority). It was agreed to allocate this funding to individual projects as detailed below:-

Project	Estimated Cost 2008/09 (£)
Workforce Development	197,480
Programme Manager	64,570
Regional Control Centre	0
Board running costs	30,000
Regional consultation	59,870
Regional procurement	84,700
Regional Fire Investigation	67,160
Integrated Common Services	90,000
Total ongoing costs	593,780
Contingency	28,680
Total proposed budget	622,460

Governance

The Third Good Governance Audit has revealed little change from the first two but the following issues have been identified for action this year:

1. How clear are we about what we are trying to achieve as an organisation?
 - At its December meeting the Board was to review its priorities and ways of working further.
 - This has now been completed and the Board has decided to phase out the Regional Programme but maintain the Regional projects under the general direction of the CFOs and to reduce the number of Board meetings per year from 6 to 4 from the Municipal Year 2008/09.
2. How well do we understand how the value we provide compares with that of similar organisations?
 - Greater efforts are needed in obtaining benchmarking information and all report authors need to address this issue.

3. How well do we explain the reasons for our decisions to all those who might be affected by them?
 - A review of the publication of the newsletter will be carried out in conjunction with the winter 2007 issue of the newsletter with the results to be reported to April 2008 Board Meeting.
 - The review is outstanding.

Activities for 2007/08

The RMB has held 5 meetings during the year on 14 June 2007, 11 October 2007, 6 December 2007, 24 January 2008 and 3 April 2008. The RMB has received and considered regular reports on the progress of the workstreams within the Regional Programme. The RMB has also:

1. Approved its third Annual Report and Business Plan.
2. Approved a Consensus Process being introduced to the Joint Partnership Forum Constitution to resolve disagreements in the consultation process.
3. Approved the Regional Information and Communications Technology (ICT) Strategy – Fire Control Co-operation Implementation Plan.
4. Approved the recommendations contained within the Annual Audit against the Good Governance Standard.
5. Approved the Integrated Common Services Project Initiation Document.
6. Approved offering the services of the ICS project team to develop the detailed business cases for the future provision of support functions to the RCC Company.
7. Approved a draft response for submission to CLG on the consultation on the National Centre of Excellence.
8. Approved a phasing out of the Regional Programme and the reduction in the number of meetings of the Board to four times a year from the Municipal Year 2008/09.
9. Approved the Regional Procurement Strategy 2008-2011.

In addition the Chairman and members of the Board attended a meeting for local authorities arranged by GOEM to consider a Regional Efficiency and Improvement Strategy.

Regional Programme and Background Information

The East Midlands Regional Programme contains the following workstreams:

Command and Control	-	FiReControl
	-	FireLink
Workforce Development	-	Workforce Development
Resilience	-	New Dimensions
Integrated Common Services	-	Integrated Common Services Review
	-	Information, Communications, Technology
	-	Human Resources
	-	Finance
Procurement	-	Procurement.

Below is a description of the scope of each workstream with the Lead Member indicated:

Summary: FiReControl – Lead Member: Cllr Peter Roffey

The FiReControl Project, led by CLG has been set up to deliver an integrated, networked, standard, fire and rescue control service at a regional level in England.

The overall goal of the Project is to implement an effective Control Centre within the East Midlands Region to support the local service delivery and critical national infrastructure which will as a minimum maintain current levels of service to all stakeholders and introduce improvements to the operational service to the public.

Summary: FireLink – Lead Member: Cllr Peter Roffey

In March 2002 the Fire Service Minister, Alan Whitehead, gave the go-ahead to the procurement of a national radio communications system for the Fire Service in England and Wales. This system will enhance the capability of the Fire Service and allow it to meet the new radio interoperability requirement agreed by the primary emergency services.

The Project has been named Firelink.

Firelink will replace individual radio schemes with a common wide area system. The new digital radio network will ultimately enable users, virtually anywhere on the mainland to communicate with each other from any FRS mobile resource or Regional Control Centre.

The system will include the installation radio terminals, global positioning system units, printers and mobile data terminals in emergency vehicles.

Summary: Workforce Development – Lead Member: Cllr Peter Robinson

In 1997, a Competence Framework for the Fire Service was issued to every local authority fire brigade in the United Kingdom under Fire Service Circular 15/97 and Scottish Office Circular 1/98. These documents advised brigades and fire authorities of the decision to introduce a national 'Training for Competence' framework within the fire service.

With the above in mind the project was set up to introduce and develop Workforce Development as a culture within East Midland Fire Services, to all staff regardless of role or function, implement and support full Personal Organisational Development and a full Performance Management System into the Fire Services in the East Midlands region.

Summary: New Dimensions Programme - Lead Member: Cllr Mrs Liz Tavener

Whilst all Fire Services in the UK are recognised as being prepared and capable of dealing with most types of incidents, including major incidents, the tragic events of September 11th have highlighted potential incidents on a previously unconsidered scale.

With the above in mind the project was set up to prepare, establish and be ready to implement co-ordinated, compatible, regional procedures, plans and operational working processes to affect a rapid response to single and multiple large-scale CCBRN emergencies.

Summary: Integrated Common Services Review – Lead Member: Cllr Richard Gerrard

To undertake the high level review of all of those 'back office' services provided in the region with a view to establishing options for their delivery. The review would establish the circumstances found in each Authority area and the potential for integration/collaboration. The second stage would be to carry out a detailed analysis of how to achieve any or all of the recommendations coming out of the first stage and a plan on how to implement additional guidance from the DCLG in the form of the Framework Document which suggests that Fire and Rescue Authorities should consider alternative ways of providing common services.

Summary: Information, Communications, Technology – Lead Member: Cllr Richard Gerrard

To develop and implement robust Information Systems and Technology Strategy and Policies that enable individual FRs to benefit from synergies of Regional

cooperation of ICS departments. It is hoped that the strategy and policies produced will lead directly to FRSs getting more from their combined ICS resources than is currently possible by avoiding duplication of effort.

Summary: Human Resources – Lead Member: Cllr Richard Gerrard

The White Paper and National Framework documents set clear expectations for Regional Management Boards to deliver outcomes relating to Human Resource functions. Within the Framework document there are detailed expectations that Fire and Rescue Authorities should, through Regional Management Boards implement a regional HR strategy.

With the above in mind the project was set up to identify and implement the most efficient & effective means of delivering HR functions on a regional basis.

- The production of a regional HR strategy
- The anticipation of HR resources policy & procedures in the region
- The production of integrated HR protocols allowing for shared HR services
- Secure opportunities for improvement in the provision of HR function.

Summary: Procurement – Lead Member: Cllr Darrell Pulk

The Project was initiated to identify and implement the most efficient & effective means of delivering procurement on a regional basis, that complements appropriate national and local procurement.

- The production of regional policy & procedures
- Realisation of regional procurement opportunities through alignment of needs and timescales

East Midlands Region's Achievements for 2007/08

Below is a summary of outcomes that have been achieved by the work streams on behalf of Regional Management Board for 2007/8.

ACTIVITY	Planned Completion	Actual Completion	Priority
<u>Command and Control Programme for April 07 – March 08</u>			
<u>FireControl – Workstream</u>			
<ul style="list-style-type: none"> • Best and Final Offers were received from three final bidders for the Information Services Contract in September and the Information Services Contract award was expected in January 07 	Jan 07	Apr 07	1
<ul style="list-style-type: none"> • Practical completion of the RCC building 	May 07	Jun 07	
<ul style="list-style-type: none"> • Site surveys of FRS HQ sites to commence to enable provision of FiReControl IT kit 	Jun 07	Jan08	
<ul style="list-style-type: none"> • Commencement of Convergence implementation 	Jul 07	Dec 07	
<ul style="list-style-type: none"> • Commencement of staff consultation 	Aug 07	Sep 07	
<ul style="list-style-type: none"> • Training Needs Analysis complete 	Aug 07	Not Completed	
<ul style="list-style-type: none"> • Commencement of identification/ recruitment of initial staffing pool for RCC 	Sep 07	Sep 08	
<ul style="list-style-type: none"> • Completion of the installation of FRS HQ hardware/software for FiReControl 	Nov 07	Jun 08	

ACTIVITY	Planned Completion	Actual Completion	Priority
<ul style="list-style-type: none"> • Draft version of all Local Authority Control Company (LACC) HR policies developed 	Dec 07	Apr 08	
<ul style="list-style-type: none"> • Site Surveys of Station End FiReControl Equipment 	Feb 08	Not Started	
<u>FireLink</u>			
<ul style="list-style-type: none"> • Phase A - Core Infrastructure - encompassing roll out of the network infrastructure and installation of equipment into the existing FRS control rooms and selection of sample vehicles complete 	Sept 2007	June 2008	
<ul style="list-style-type: none"> • Phase B - Interim Solution - fitting out of FRS vehicles with voice services, allowing voice communication to existing FRS control rooms complete 	June 2008	TBA	
<ul style="list-style-type: none"> • Phase C-Migration to RCCs - integrating voice and data services between FRS vehicles and RCCs 	Completion TBA	TBA	
<u>Resilience – Workstream</u>			
Completed and signed off by RMB summer 2007		Complete	2
<u>New Dimension - Workstream</u>			
Transfer of assets			
<ul style="list-style-type: none"> • It has always been the intention of CLG that new Dimension capabilities will be mainstreamed within FRS's. The transfer of assets is programmed to take place on the 1st April 2008. See fire service circular FRS 51/2007. 	1 April 2008	1 April 2008	

ACTIVITY	Planned Completion	Actual Completion	Priority
<ul style="list-style-type: none"> Re-stowage of the national fleet of IRU's to accommodate changes to the Home office Model response document (East Midlands team project) 		Feb 08	
<ul style="list-style-type: none"> Issue of a mass decontamination flow control system designed and developed by the East Midlands team working in conjunction with Nottingham University 	Dec 07	May 2008	
<ul style="list-style-type: none"> Roll out of RADOS and EPDs to front line fire appliances 	Sept 07	April 2008	
<ul style="list-style-type: none"> Roll out of additional prime mover unit to regional FRSs (see FSC 56/2007) 		Oct 2007	
<ul style="list-style-type: none"> Delivery of remaining USAR modules 		Oct 2007	
<ul style="list-style-type: none"> Introduction of Powered Respirator Protective Suites into the fire service to support mass decontamination 		Summer 2008	

ACTIVITY	Planned Completion	Actual Completion	Priority
<p>Enhanced Command Support Unit (ECS)</p> <ul style="list-style-type: none"> • ECS Vehicle has been designed to support the management of a strategic holding area (a pre-identified area large enough to hold new dimension assets). A total of 9 units are to be provided nationally by CLG and Nottinghamshire have been selected to host one of the units • Crew training will commence early summer 2008. A total of 15 staff will be trained to use the equipment and funding is provided by CLG for this purpose • CLG have also funded the appointment of 9 dedicated trainers whose primary role is to design and deliver training on the vehicle and equipment. Posts are funded to November 2008 <p>Funding</p> <ul style="list-style-type: none"> • Future funding principals are outlined in FSC 32/2007, whilst the proposed level of funding is currently the subject of discussions between CLG, CFOA and the LGA. It is expected the issue will be resolved, prior to the transfer of assets on 01 April 2008 	<p>Jan 2008</p>	<p>Nov 2008</p> <p>Nov 2008</p> <p>Nov 2008</p> <p>April 2008</p>	

ACTIVITY	Planned Completion	Actual Completion	Priority
<ul style="list-style-type: none"> Levels of funding for the USAR capability are identified in FSC 62/2007 		April 2008	
<p><u>Workforce Development Programme</u></p>			
<p><u>Workforce Development - Workstream</u></p>			3
<ul style="list-style-type: none"> Complete Regional Recruitment Campaign for Wholetime 	Sept 2007	Sept 2007	
<ul style="list-style-type: none"> Implement Regional Campaign for Recruitment of Retained Staff 	Commence Sept 2007	Commenced Sept 2007 (in line with National Guidance)	
<ul style="list-style-type: none"> Form Regional Recruitment and ADC Dedicated Team 	August 2007		
<ul style="list-style-type: none"> Delivery complete for ADCs to Retained Staff 	Sept 2007	Sept 2007	
<ul style="list-style-type: none"> Delivery complete for ADCs to Support Staff where appropriate 	July 07	July 2007	
<ul style="list-style-type: none"> Form Regional Positive Action team formed and system implemented in use of NFST testing kit at Action Days where appropriate 	Nov 2007	Positive Action now the responsibility of HR Workstream	
<ul style="list-style-type: none"> Completed production of Middle Management Development Programme 	June 2007	March 2008	

ACTIVITY	Planned Completion	Actual Completion	Priority
<ul style="list-style-type: none"> ○ Middle Management – Station & Group <ul style="list-style-type: none"> ▪ Deliver Safe to Ride Modules ▪ Deliver Safe to manage modules ▪ Deliver Management Development modules ○ Performance Appraisal System - Delivery of an options report to implement a regional system linked to personal development and personal record ○ Plan Framework - Deliver plan framework to enable organisational vision and mission to be linked to the service delivery, down to an individual level ○ Personal Recording System - Deliver regional model for personal records – linked to organisational management information systems and trackable by individuals, line managers and the organisation 	<p>Sept 2007</p> <p>Sept 2007</p> <p>Sept 2007</p> <p>Sept 2007</p>	<p>Not yet complete</p> <p>Sept 2007</p> <p>Removed from Project Jan 2008</p> <p>Not yet delivered</p>	<p></p> <p></p> <p></p> <p></p>
<p><u>Integrated Common Services - Workstream</u></p>			<p>3</p>
<p><u>Integrated Common Services</u></p>			
<ul style="list-style-type: none"> • Gateway Review Carried out by 4Ps 	<p>May 2007</p>	<p>May 2007</p>	<p></p>
<p>New PID Produced following Chief and Chairs workshop</p>	<p>Dec 2007</p>	<p>Dec 2007</p>	<p></p>
<p><u>Information, Communications, Technology (ICT) – Workstream</u></p>			
<p>Business case stating options for the way forward</p>	<p>July 2007</p>	<p>Sept 2007</p>	<p></p>

ACTIVITY	Planned Completion	Actual Completion	Priority
<p><u>Procurement</u></p> <p><u>Procurement – Workstream</u></p> <ul style="list-style-type: none"> • Detailed Spend Analysis Report • Regional Capital and Revenue spend Plan • Procurement Review (initially stores) priority outcomes implemented • Procurement 3 year plan for 2008/11 	<p>Aug 2007</p> <p>July 2007</p> <p>Sept 2007</p> <p>Jan 2008</p>	<p>Ongoing as part of the improvement of the regional financial systems project</p> <p>Dec 2008 (it will then be ongoing)</p> <p>Dec 2007</p> <p>Mar 2008 It has been developed as a 1 year plan and a three strategy</p>	<p>4</p>

East Midlands Business Plan 2008/09

Future Outcomes Apr 08 – Mar 09	Planned Completion	Objectives	Priority
<p><u>Command and Control Programme</u></p> <p><u>FiReControl – workstream</u></p> <ul style="list-style-type: none"> • Draft version of Local Authority Control Company (LACC) HR policies developed • Commencement of Batch 2-5 Convergence Outcomes • Confirmation of Staffing Numbers for RCC • Backfill staff start in FRS for Creation of Initial Staffing pool for RCC • Site Surveys of Station End FiReControl Equipment complete • Regional Control Centre staff selection complete • Identification of FRS resource for testing FireControl System • Completion of final HR policies and procedures for LACC • Halfway stage on Data Migration • Training Needs Analysis complete for Firecontrol System • Installation of Station End Equipment complete 	<p>Apr 08</p> <p>Apr 08 Commence</p> <p>May 08</p> <p>Jun 08</p> <p>Oct 08</p> <p>Oct 08</p> <p>Nov 08</p> <p>Nov 08</p> <p>Dec 08</p> <p>Jan 09</p> <p>Mar 09</p>	<p>4,6,9</p>	<p>1</p>

Future Outcomes Apr 08 – Mar 09	Planned Completion	Objectives	Priority
<p><u>Firelink Workstream</u></p> <p>As described in Annual Plan</p> <p><u>Integrated Common Services implementation – Workstream</u></p> <ul style="list-style-type: none"> • Set up governance and project management arrangements • Develop options for the provision of HR and Finance functions to the RCC • Develop business cases for HR and Finance • Appraisal of options against criteria and business case recommendations • Develop detailed future operating model • Develop transition plan 	<p>Feb 2008</p> <p>Spring 2008</p> <p>Summer 2008 TBA</p> <p>TBA</p> <p>TBA</p>	<p>2,3,8,9,11</p>	<p>3</p>
<p><u>Procurement - Workstream</u></p> <p>Develop detailed commodity plans for the following:</p> <ul style="list-style-type: none"> • Fuel (including the use of Fuel Cards) • Utilities (Electricity, Gas, Water, Rates) • Hydrants (inspection, maintenance, renewal and abandonments) • 3rd Party Training Services 	<p>Throughout 2008/9</p>	<p>3,8,9</p>	<p>4</p>

Future Outcomes Apr 08 – Mar 09	Planned Completion	Objectives	Priority
<p><u>Workforce Development – Workstream</u></p> <p>Deliver Middle Management ADCs</p> <p>Produce staff migration framework document to include, at Firefighter and Managerial levels;</p> <ul style="list-style-type: none"> • RDS to WDS • External candidates (eg MOD, CAA etc) <p>Deliver Supervisory Management ADCs</p> <p>Commence Regional WDS Recruitment Campaign</p> <p>Integrate Development Programmes</p> <p>Firefighter Supervisory Middle</p>	<p>May 2008</p> <p>Sept 2008</p> <p>Oct 2008</p> <p>Jan 2009</p> <p>Dec 2008</p>	<p>4,6,7,9,10,11</p>	<p>3</p>

East Midlands Fire Region – Strategic Risk Register. Issue: 1.1

Workstreams

1. Command and Control
2. Integrated Common Services
3. Resilience
4. Procurement
5. Workforce Development

*L = Likelihood

*I = Impact

Item	Description of Risk		Inherent Risk 1:Low...4:High		Controls & Contingencies	Residual Risk 1:Low...4:High		Owner(s)	Review date
	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
1	Lack of clear National and Regional leadership bringing changes in Government Agenda and a cycle of continuous change	<ul style="list-style-type: none"> • Continuous change replanning / resourcing • Changing focus • Difficult to set long term priorities and objectives • Difficult to predict budget requirements • Clash of Regional Management Board and FRA/County Council objectives 	3	I*	<ul style="list-style-type: none"> • Regional Management Board through the programme of change to deliver clear outcomes • Flexibility within budgetary setting • Clear communication changes in direction • Better understanding of the multi directional pull on County Fire Services and FRAs from CLG, and Regional Management Board 	2	2	Senior Responsible Owners / Workstream Lead officer / CLG Business Change Manager	Monthly report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
2	Competing demands on resources both in terms of finance and staff	<ul style="list-style-type: none"> • Lack of continuity • Inability to achieve agreed outcomes • Changes to priorities 	4	4	<ul style="list-style-type: none"> • Ensure effective planning and monitoring is undertaken. • Contingency plans to be developed • Replanning to be undertaken where necessary 	2	2	Workstream Lead officer / Regional Programme Mgr / Project Mgrs	Monthly report by exception to RMB
3	The need for Gershon / modernisation efficiency savings may effect the Services within the region	<ul style="list-style-type: none"> • Reduction in service • Reduction in BVPI performance • Reduction in staff morale Reduction in public confidence	3	3	<ul style="list-style-type: none"> • Ensure that benefits are clearly identified and the programme of change to achieve the savings include benefit realisation 	2	2	RMB	6 Monthly report by exception

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
4	Slippage of National project timetables impacting on regional plans	<ul style="list-style-type: none"> • Continuous change replanning / resourcing • Changing focus • Difficult to set long term priorities and objectives • Difficult to predict budget requirements • Difficult to predict skills require 	4	4	<ul style="list-style-type: none"> • Horizon scanning to identify upcoming threats • Flexibility within budgetary setting • Clear communication changes in direction • Undertake a phased approach to planning the workstreams. Ensure resource with the necessary skills are available	3	3	Senior Responsible Owners / Workstream Lead officer / Regional Programme Manager	Monthly report by exception to RMB
5	The failure of Project Managers to deliver their agreed	<ul style="list-style-type: none"> • Not achieving agreed programme targets and outcome 	4	4	<ul style="list-style-type: none"> • Investigate different methods of achieving requirements 	2	2	Senior Responsible Owners /	Monthly report by exception

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
	workstream outcomes	<ul style="list-style-type: none"> • Blame culture • Unwillingness to try something different. • Increased sickness levels 			<ul style="list-style-type: none"> • Support Project Managers to enable success 			Workstream Lead officer / Regional Programme Manager	to RMB
6	Transition from local control room to the regional control centre	<ul style="list-style-type: none"> • Loss of staff during the transitional period • Insufficient support for old ICT systems • Inability to mobilise 	4	4	<ul style="list-style-type: none"> • Staff retention plan and resources for implementation • Robust arrangements with suppliers and ICT partners to maintain equipment • Fallback mobilising arrangements 	3	3	Senior Responsible Owners / Workstream Lead officer / Regional Programme Manager	Monthly report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
7	Management of complex interdependencies	<ul style="list-style-type: none"> • Duplication • Costly errors • Adverse impact on workstreams 	2	4	<ul style="list-style-type: none"> • Ensure interdependencies are identified • Monitor and review interdependencies regularly • Develop and utilise an effective interdependency plan method • Ensure clear lines of communication are established between project managers 	1	3	Workstream Lead officer / Regional Programme Manager / Project Managers	Monthly report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
8	Engagement of representative bodies	<ul style="list-style-type: none"> • Strike action by members • Reduced operational service • Damage to the reputation of the RMB and local services 	1	3	<ul style="list-style-type: none"> • Involve representative bodies within the process • Effective consultation • Contingency plan for industrial action (confidential) 	2	2	Senior Responsible Owners / Workstream Lead officer / Project Manager / Joint Partnership Forum	Monthly report by exception to RMB
9	Engagement of local Fire Authorities to the regional / national agenda	<ul style="list-style-type: none"> • Conflict and disagreement on agreed outcomes • Inability to deliver on outcomes • Input from RMB to arbitrate and resolve 	2	4	<ul style="list-style-type: none"> • Ensure an effective consultation and communication strategy is adopted and utilised 	3	4	RMB / Workstream Lead officers	Monthly report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
10	Suppliers deviating from, not producing to or not responding to the regional technical requirements	<ul style="list-style-type: none"> • Conflict between workstreams and suppliers • Project slippage • Agreed outcomes not being achieved 	2	3	<ul style="list-style-type: none"> • Work closely with the CLG where required. • Ensure specifications are clearly stated • Use proven technology • Use effective contracts and procurement methods 	1	2	Project Manager / Procurement Manager / Workstream Lead officer	Report by exception to RMB
11	Lack of compatibility of local services, systems and processes	<ul style="list-style-type: none"> • Inability to implemented agreed requirements • Slowing down the programme – phased approach being adopted 	3	2	<ul style="list-style-type: none"> • Horizon scan to ensure pinch points are identified early • Adopted a phased and flexible approach where required 	2	2	Workstream Lead officer / Project Manager	Report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
		<ul style="list-style-type: none"> Additional cost required in order to be compatible 							
12	Project staff (Manager and Team) not having the necessary skill to undertake the project work	<ul style="list-style-type: none"> Poor quality output Stress Continuous change of staff / lack of continuity Slippage on agreed outcomes 	1	3	<ul style="list-style-type: none"> Ensure staff allocated to the project have the necessary skill to undertake the work Develop and implement succession planning Train where required Outsource where required 	1	1	Workstream Lead officer / Regional Programme Manager / Project Managers	Report by exception to RMB

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	Source (Lack of... Failure to...)	Consequences (Results in... Leads to...)	L*	I*		L	I		
13	Loss of key staff working on the projects due to Operation Incidents or other movements	<ul style="list-style-type: none"> • Programme or project slippage • Lack of continuity 	3	2	<ul style="list-style-type: none"> • Ensure a clear audit trail is always kept • Endeavour to leave staff with the project were ever possible • Undertake effective planning to minimise the effect of staff changes on the project 	1	1	Regional Programme Manager / Project Manager	Report to Programme Boards

Glossary of Terms

ADC	Assessment Development Centre
BA	Breathing Apparatus
CBRN	Chemical, Biological, Radiological and Nuclear
CCB	Civil Contingencies Bill
CFA	Constituent Fire Authority
CLG	Department for Communities and Local Government
CPA	Comprehensive Performance Assessment
e-Fire	Public web portal for Fire and Rescue Service
EMRMB	East Midlands Regional Management Board
FiReControl	Regional Control Centres
Firelink	National radio system
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
HR	Human Resources
HVP	High Volume Pump
JPF	Joint Partnership Forum
ICS	Integrated Common Services
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
LACC	Local Authority Controlled Company
LGA	Local Government Association
MDT	Mobile Data Terminal
PFI	Private Finance Initiative
PMS	Performance Management System
POD	Personnel and Organisation Development
PPE	Protective Personal Equipment
RCC	Regional Control Centre
RMB	Regional Management Board
USAR	Urban Search and Rescue
VMDS	Vehicle Mobile Data System
WFD	Workforce Development system