

East Midlands Regional Management Board

A firefighter in silhouette is working in a forest at night. The firefighter is wearing a helmet and a backpack, and is holding a hose. The background is a bright fire, creating a strong backlighting effect. The scene is framed by two vertical tree trunks.

Annual Report 2005/06
and Business Plan
2006/07



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 second annual report of the East Midlands Regional Management Board (RMB) which is responsible for aspects of fire and rescue service delivery to the people of Derby, Derbyshire, Leicester, Leicestershire and Rutland, Lincolnshire, Northamptonshire, Nottingham and Nottinghamshire. We are one of nine regional management boards formed on the 1 April 2004 under the direction of the Department for Communities and Local Government (DCLG). The RMB comprises 10 elected members (2 from each Fire and Rescue Authority (FRA)) with their respective Chief Fire Officers in support. The Board's task is to deliver six workstreams as specified by the DCLG in the National Framework for the Fire and Rescue Service. The workstreams are:

- Command and Control
- Workforce Development
- Procurement
- Resilience
- Integrated Common Services

The DCLG has taken the lead on the Regional Control Centre (RCC) project as a national issue but the ultimate delivery of the project lies with the Regional Management Board. The other workstreams are issues to be delivered directly by the RMB. Good progress continues to be in all areas of this work but, with so many initiatives both at regional and authority level, we have agreed priorities to ensure the available workforce capacity is utilised to best advantage. Preparation for the setting up of the East Midlands RCC to be located at Castle Donington and which is scheduled to be fully commissioned by 2009 is a high priority demanding considerable collaborative work by a significant number of personnel. We need to bring together the existing disparate operating systems and procedures of the five fire and rescue services in the region. The establishment of the RCC is also driving progress in aspects of Human Resource (HR) management.

We are well advanced with our regional training strategy which is already beginning to benefit the recruitment process as well as the progressive training of personnel as outlined by the recently introduced Individual Personal Development System (IPDS). We have agreed to commence regional recruitment from next year and will set up regional assessment development centres (ADCs) that will be utilised to assess the potential of our personnel for advancement in their careers.

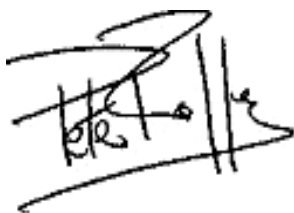
The East Midlands is a leading region in resilience training and preparation. We have been proactive in developing a regional strategy that is taking full advantage of the additional equipment and funding made available to the

constituent authorities by the DCLG over the past two years. On 1 April 2006 we introduced a regional strategy for fire investigation that offers greater versatility in the deployment of specialist fire investigation officers and encourages the development of their skills and competency levels to match those of the Police. This is a major step forward in addressing the issue of arson which is at unacceptably high levels both nationally and across the region.

Procurement is one area in which progress has been slower than we might have wished but it has become a national issue with the recent formation of Firebuy a limited company set up by the DCLG to be the national purchasing organisation for the fire and rescue service. Another factor is that regional FRAs already have contracts for the supply of equipment and services with contractual time commitments that must be fulfilled before new arrangements under a national strategy can commence.

The RMB has undoubtedly stimulated more effective collaboration between the five fire and rescue authorities in the region. The sharing of best practice and the development of shared back office support through the six workstreams set by the DCLG is helping to improve efficiency and capacity so that the East Midlands fire and rescue authorities can continue to deliver an efficient frontline service in a cost effective manner.

I am most grateful for the support given to me over the past year by my elected colleagues on the RMB, the Chief Fire Officers, Treasurer and Clerk who have played a pivotal role in the achievements of the Board in its second year of operation.



Peter Roffey
Chairman 2005/06



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 2005/06 the RMB has comprised of the following membership:

Derbyshire Fire Authority

Councillor Richard Gerrard (Labour) (Lead Member – Integrated Common Services Workstream)
(Attendance: 5/6)

Councillor Paul Smith (Labour)
(Attendance: 5/6)

Leicester, Leicestershire and Rutland Combined Fire Authority

Councillor Peter Roffey (Chairman) (Conservative) (Lead Member - Command and Control Workstream)
(Attendance: 6/6)

Councillor Graham Perkins (Labour)
(Attendance: 6/6)

Lincolnshire County Council

Councillor Peter Robinson (Conservative) (Lead Member - Workforce Development Workstream)
(Attendance: 4/6)

Councillor Mrs Jean Johnson (Conservative)
(Attendance: 4/6)

Northamptonshire County Council

Councillor Mrs Liz Tavener (Conservative) (Lead Member – Resilience Workstream)
(Attendance: 5/6)

Councillor Bill Parker (Conservative)
(Attendance: 1/6)

Nottinghamshire and City of Nottingham Fire Authority

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

(Attendance: 6/6)

Councillor Brent Charlesworth (Labour)

(Attendance: 5/6)

During 2005/06 the RMB has been supported by the following Officers:

Chief Fire Officers

David Archer (Northamptonshire)

Bernie Cahill (Derbyshire)

Brian Tregunna (Derbyshire)

Mike Thomas (Lincolnshire)

David Webb (Leicestershire)

Paul Woods (Nottinghamshire)

Clerk to the Board

Guy Goodman (Leicester City Council)

Treasurer to the Board

Trevor Peel (Leicestershire)

Administrative and Committee Support

Jane Doubleday (Leicester City Council)

Emma Cathrall (Leicester City Council)

Johanne Robbins (Leicester City Council)

Regional Programme Manager

Jo Beresford (Lincolnshire)

Press Officer

Marie Ensor (Nottinghamshire County Council)

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 later sections (see pages 17-20 and 22-30). Tasks which are to be undertaken to achieve the objectives are set out in those sections.

Priorities 2006/07

- 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 2005/06

The Board agreed a regional budget of £375,000 for 2005/06 at its meeting on 16 December 2004. When its budget was set a number of project plans were still being formulated and it was acknowledged that the budget needed to include a contingency to allow for future costs to be identified and funded. It was anticipated that the contingency would be spent on such projects as resilience, regional procurement, regional information systems and other developing projects.

Throughout the year various revisions were agreed to the budget, although it remained the same total overall. In total the RMB under spent by £53,306. As the regional costs are charged on actual costs this under spend remains within individual FRAs. The original budget, revised budgets and actual expenditure for 2005/06 is summarised below:

Project	Lead Authority	Original Budget £	Revised Budget £	Actual £	Variance £
Workforce Development	Derbyshire	61,800	61,800	64,670	2,870
Programme Manager	Lincolnshire	61,800	61,800	61,770	-30
Regional Control Centre	Leicestershire	110,000	80,000	81,380	1,380
RMB Running Costs	Leicestershire	50,000	50,000	39,255	-10,745
Communications Strategy	Nottinghamshire	10,000	10,000	4,772	-5,228
Regional Consultation	Nottinghamshire	10,000	10,000	7,305	-2,695
Resilience Manager	Northamptonshire	0	46,400	37,625	-8,775
Regional Procurement	Lincolnshire	0	35,540	23,755	-11,785
Integrated Common Services	Nottinghamshire	0	19,460	1,162	-18,298
Total Budget Allocated		303,600	375,000	321,694	-53,306
Contingency		71,400	0	0	0
Total RMB Budget	(£75,000 per authority)	375,000	375,000	321,694	-53,306

A separate externally audited Statement of Accounts will be produced for the Board and will be made published on the EMRMB Website at a later date.

RMB Budget 2006/07

The Board agreed a regional budget of £716,810 for 2006/07 at its meeting on 26 January 2006. It is summarised below:

Project	Lead Authority	Original Budget £
Workforce Development Project Manager	Derbyshire	76,520
Programme Manager	Lincolnshire	63,610
Regional Control Centre	Leicestershire	97,370
RMB Running Costs	Leicestershire	51,440
Regional Consultation	Nottinghamshire	5,000
Resilience Manager	Northamptonshire	90,320
Regional Procurement	Lincolnshire	87,320
Regional ADC and Recruitment Centres	Derbyshire	114,000
Regional Fire Investigation	Derbyshire	63,320
Regional Employee Relations Manager	Nottinghamshire	40,330
Total Budget Allocated		689,230
Contingency		27,580
Total RMB Budget		716,810

For the 2006/07 budget different funding streams were identified. This reflected the individual nature of some projects and their associated funding streams. Nottinghamshire will pay £20,165 and the other four constituent authorities £5,041 towards the post of Regional Employee Relations Officer.

Fire Service Circular FSC 63-2005 was issued by the Office of the Deputy Prime Minister (now DCLG) in relation to funding for 2006/07 and 2007/08 for the cost of the Regional Control Centre Project Team (£135,832) and it has been supplemented with an individual allocation of £52,986 to each constituent authority for "FRS Change". The Board agreed that the additional allocation should be "top-sliced" by £19,474 so that each authority contributed to the Regional Project Team from this additional funding rather than from mainstream budgets. The remaining £33,512 should be allocated by constituent authorities to fund work that would support the Regional Control Project.

The remaining costs will be shared equally between the five constituent authorities. A final summary is detailed below:

Constituent Authority	Agreed Funding (£)
Derbyshire	140,337
Leicestershire	140,337
Lincolnshire	140,337
Northamptonshire	140,337
Nottinghamshire	155,462
Total RMB Budget	716,810

When its budget was set a number of project plans were still being formulated and it was acknowledged that the budget needed to include a contingency to allow for future costs to be identified and funded. It is anticipated that the contingency may be spent on such projects as integrated common services, regional information systems and other developing projects.

Activities for 2005/06

The RMB has held 6 meetings during the year on 16 June 2005, 8 September 2005, 27 October 2005, 8 December 2005, 26 January 2006 and 6 April 2006. 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 first Annual Report and Business Plan.
2. Adopted the Good Governance Standard for Public Services and considered an audit of the Board's performance against the Standard.
3. Overseen the progress of the Joint Partnership Forum established for consultation with staff representatives on regional issues.
4. Approved the establishment of the RMB website (www.emrmb-fire.gov.uk).
5. Approved the establishment of a Regional Workstream to ensure there is a consistent approach across the region in the enforcement of Fire Safety Legislation.
6. Considered recent e-government developments affecting the region including Fire and Rescue Circular 26-2005.
7. Responded to the consultation on the National Framework Document for 2006/07.
8. Received a presentation from the East Midlands Local Government Association.
9. Approved the establishment of a Regional Employee Relations Officer.
10. Contributed to the then ODPM Select Committee's inquiry into the Fire and Rescue Service.
11. Considered the role of the DCLG's Business Change Manager (Fire Service Improvement Team).
12. Reviewed the RMB's Aims, Objectives and Priorities for 2006/07.
13. Joined the East Midlands Improvement Partnership.

The RMB has also held briefing sessions for Members on 2 workstreams:

- Integrated Common Services on 10 November 2005 at Nottinghamshire
- Resilience on 16 February 2006 at Northamptonshire.

These sessions have enabled Members to discuss in greater detail the activities in these workstreams and in the case of resilience to see demonstrated New Dimensions equipment.

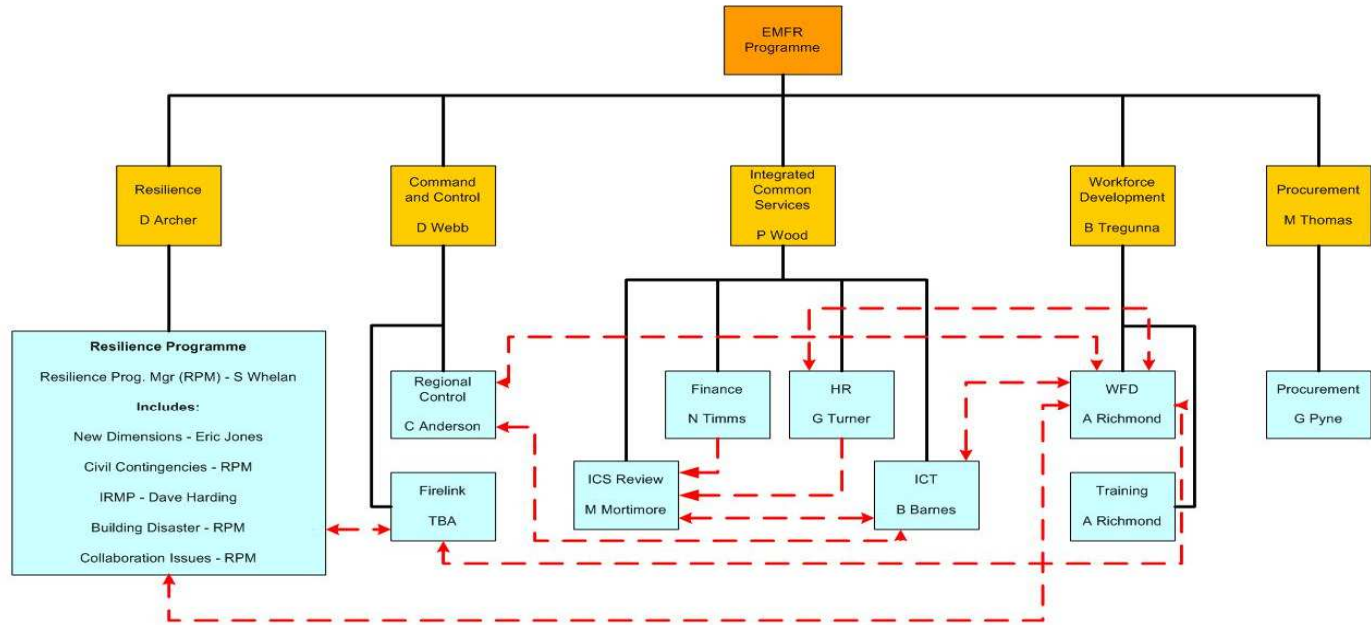
The RMB has hosted a Members' Seminar and held its own workshop on the consultation paper on the Governance of Regional Control Centres on 19 May 2006 at Derbyshire.

The Chairman and Vice-Chairman have represented the interests of the RMB at meetings held with DCLG and the Local Government Association.

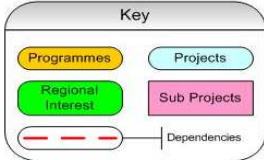
Whilst the formal meetings constitute the visible part of the RMB's work it is at the operational level within the workstreams that the development of co-operative working between the Constituent Fire Authorities is most prevalent in meeting the Objectives of the RMB. In the following sections a review of those workstreams is given. By way of introduction, however, the next section provides an overview of the Regional Programme.

Overview of the Regional Programme

EMFR Programme - Dependency Diagram



Author: EM Regional Programme Manager
Version: 8/JB
Issued: April 2006



Regional Programme and Background Information

The East Midlands Regional Programme contains the following workstreams:

Command and Control	-	FiReControl
	-	Firelink
Workforce Development	-	Workforce Development
Resilience	-	Resilience
	-	New Dimensions
Integrated Common Services	-	Fire Investigation
	-	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 the DCLG, 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: Resilience – Lead Member: Cllr Liz Tavener

The programme has been initiated to analyse the Integrated Emergency Management (IEM) challenges facing the Services in the region; provide clarity to the key stakeholders in terms of the options available to manage the situation, provide a framework to coordinate a response and develop a management programme to deal with these issues in the future. Also to address the requirements placed upon the Fire Services by recent legislative changes.

Summary: New Dimensions Programme – Lead Member: Cllr 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: Fire Investigation – Lead Member: Cllr Richard Gerrard

The Project has been initiated to develop and implement a robust, dynamic regional fire investigation system to support the key corporate strategic issues and the requirements of service delivery of the region. The system must be capable of:

- Providing and implementing a timely, appropriate and relevant provision of response for investigating fires that is standard across the East Midlands.

Providing and implementing a means for provision of consistent and valid data to improve the scale and accuracy of information and knowledge held, facilitate internal data sharing, provide efficient data asset management and remove duplication of data entry, and providing and implementing a means for developing and continuously improving the performance of delivery.

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

To develop and implement robust Information Systems and Technology Strategy and Policies that enable individual FRSs to benefit from synergies of Regional co-operation 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: Finance – Lead Member: Cllr Richard Gerrard

The Regional Management Board has determined that one of the support service areas to be examined with a view to creating a regional solution is the provision of financial services.

Therefore the project was initiated to consider the scope for such regional solutions and propose a range of options for consideration by the Board. The primary deliverable for the project will be a report to the Regional Management Board setting out options for improving the provision of financial services to each of the regional services.

Summary: Procurement – Lead Member: Cllr Darrell Pulk

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

- The production of a regional Procurement strategy
- The production of regional policy and procedures
- Realisation of regional procurement opportunities through alignment of needs and timescales

East Midlands Region's Achievements for 2005/06

Achievements 2005/06	Objectives	Priorities
<p><u>Command and Control Programme</u></p> <p><u>FiReControl – Workstream</u></p> <ul style="list-style-type: none"> • Accommodation contract for the Regional Control Centre was awarded; the centre is being located at Castle Donnington in Nottinghamshire. • Building work commenced on the Regional Control Centre accommodation. • The Regional Retention Policy was agreed for the Regional Control Centre staff. • The East Midlands Region gave approval to set up a limited company to oversee the running of the Regional Control Centre. • The Region agreed to appoint the East Midlands Regional Control Centre Director, the first in the country. • Further monies were secured for 2006/7 and 2007/8 from DCLG to undertake more regional work on the FiReControl project. <p><u>Firelink – Workstream (national radio project)</u></p> <ul style="list-style-type: none"> • The contract for the national radio system was awarded to Airwave. 	4,6,9	1
<p><u>Workforce Development Programme</u></p> <p><u>Workforce Development – Workstream</u></p> <ul style="list-style-type: none"> • An Assessment Development Centre (ADC) has been developed within the East Midlands Region. Regional collaboration has taken place to implement the first “Regional Supervisory” Management Assessment Development Centre in the UK. This has been carried out with full co-operation from each Service in the region and has assessed 135 potential Supervisory 	4,6,7,9,10,11	3

Achievements 2005/06	Objectives	Priorities
<p>Managers using the National ADC toolkit.</p> <ul style="list-style-type: none"> Regional role descriptors for the following positions: Firefighter, Crew Managers, Watch Manager, Station Manager, Group Manager, Area Manager and Brigade Manager <p>have been produced within the Region and circulated for national use.</p>		
<p><u>Resilience Programme</u></p> <p><u>Resilience – Workstream</u></p> <ul style="list-style-type: none"> A Resilience workstream has been set up within the East Midlands Region to ensure the region is collaborating on such issues as: Integrated Risk Management Civil Contingency issues Major Incident Response Liaison with Regional Resilience Forum Liaison with Regional Emergency Planning. <p><u>New Dimensions – Workstream (Government Civil Contingency Capability Programme)</u></p> <ul style="list-style-type: none"> Detection Identification and Monitoring Equipment (DIM) for hazardous materials, has been deployed and training undertaken within the region. Allocation of funds for 2005/6 within East Midlands Region for the New Dimensions programme were secured, a total of £210,000 to implement Incident Response Units within the region. An Urban Search and Rescue Unit has been set up in Leicestershire. Our region is the first in the country to have such a facility. Funding of £84,938 was secured in 2005/6 from the DCLG for the region to aid in setting up the Urban Search and Rescue Unit. Thermal Image Cameras were distributed by DCLG to the region, which have been implemented by a successful training 	1,2,6,7,9,11	2

Achievements 2005/06	Objectives	Priorities
<p>programme.</p> <ul style="list-style-type: none"> • Three High Volume Platform (HVP) have been delivered from DCLG and are in use within the region. • A regional team was deployed to the incident at “Buncefield” for a number of days, the team utilised their newly developed skills gained from the New Dimensions programme. • Accommodation was approved throughout the region to house the equipment, funds of £160,786 have been allocated to our region from DCLG to be utilised for building the accommodation 		
<p><u>Integrated Common Services Programme</u></p> <p><u>Fire Investigation – Workstream</u></p> <ul style="list-style-type: none"> • A Regional Fire Investigation Model has been developed and implemented within the east Midlands Region. Funding has been identified within the region to operate a Fire Investigation Dog Unit. The unit is operated from Derbyshire and will be utilised by the whole region. • A Memorandum of Understanding involving the Fire Service, Police Force, Scientific Support and Forensic Services has been agreed and adopted for Fire Investigation. <p><u>ICT – Workstream</u></p> <ul style="list-style-type: none"> • An ICT draft Strategy has been approved by the ICS Board although further work is still required before it can be approved by RMB and adopted by the region. <p><u>Human Resource – Workstream</u></p> <ul style="list-style-type: none"> • The region has agreed to provide a HR representative to the national FiReControl project. The Director of HR from Nottingham has been carrying out this important role on behalf of the East Midlands Region. • A Discipline framework has been developed and adopted within the East Midlands Region. • A Grievance procedure and Equality and Diversity Strategy have been developed within the region and are out for consultation in 	2,3,8,9,11	3

Achievements 2005/06	Objectives	Priorities
<p>readiness for adoption.</p> <ul style="list-style-type: none"> • A Joint Partnership Forum has been formed as a vehicle for negotiation and consultation across the region. A constitution for the group has been agreed by all representatives of the Fire Unions including Unison. The Forum will have sight of all Policies, Procedures and Frameworks from each of the workstreams managed by the Regional Management Board under the regional programme, to ensure effective consultation and adoption is achieved. 		
<p><u>Procurement Programme</u></p> <p><u>Procurement – Workstream</u></p> <ul style="list-style-type: none"> • A regional Procurement project was set up to identify the most effective mechanism to regionalise Procurement. • A regional Procurement Strategy was developed and adopted by the East Midlands Region. • A review of regional stores was commissioned, the outcome to be received Qtr 2 2006. • A Business Case was approved by RMB, identifying the way forward outlining issues such as structures, costing etc. 	5,8,9	4

East Midlands Business Plan 2006/07

Future Outcomes	Planned Completion	Objectives	Priority
<p><u>Command and Control Programme</u></p> <p><u>FiReControl – Workstream</u></p> <ul style="list-style-type: none"> • The Regional Control Centre Company structure will be agreed and the company established. • The Regional Control Centre Director will be appointed and in place. • The Integrated Systems (IS) – Technical systems contract awarded nationally. • Planning further development on overall Transition, migration to switch the equipment over and mobilising system. • Work ongoing on Accommodation, Convergence, Interfaces, Data and Benefits. • Regional Control Centre staff selection complete. <p><u>Firelink – Workstream</u></p> <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. • Phase B -Interim Solution- fitting out of FRS vehicles with voice services, allowing voice communication to existing FRS control rooms. • Phase C-Migration to RCCs-integrating voice and data services between FRS vehicles and RCCs. 	<p>Oct 2006</p> <p>July 2006</p> <p>Aug 2006</p> <p>Aug 2006</p> <p>Ongoing</p> <p>April 2007</p> <p>Oct 2007</p> <p>Jul 2008</p> <p>TBA</p>	<p>4,6,9</p>	<p>1</p>

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<p><u>Workforce Development Programme</u></p> <p><u>Workforce Development – Workstream</u></p> <ul style="list-style-type: none"> • Regional Recruitment (implementation of Regional campaign to take place 2007/8) <ul style="list-style-type: none"> ○ Production of regional Policy ○ Convergence of Local campaigns to enable a regional campaign to take place ○ Production and implementation of Workforce/Succession Planning Model to enable the region to predict its recruitment requirements. ○ Procurement of sufficient physical testing equipment to enable regional campaign and associated positive action to take place. ○ Introduction of regional recruitment team to coordinate and deliver National Firefighter Selection Tests regionally • Assessment Development Centres <ul style="list-style-type: none"> ○ Implementation of Middle Management ADC ○ Implementation of Strategic Management ADC (in lieu of this being undertaken centrally/nationally) <ul style="list-style-type: none"> § In-Band ADC assessments to take place locally assisted by regional resource. • Development Programmes <ul style="list-style-type: none"> ○ Firefighter <ul style="list-style-type: none"> § Deliver all phases of the programme and review. ○ Supervisory Management – Crew & Watch 	<p>April 2007</p> <p>June 2006</p> <p>June 2006</p> <p>Sept 2006</p>	<p>4,6,7,9,10,11</p>	<p>3</p>

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<ul style="list-style-type: none"> § Deliver regional risk critical/'Safe to Ride' modules § Management modules – aligned to Institute of Leadership & Management – delivered ○ 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 <ul style="list-style-type: none"> ○ Delivery of an options report to implement a regional system linked to personal development and personal record ● Plan Framework <ul style="list-style-type: none"> ○ Deliver plan framework to enable organisational vision and mission to be linked to the service delivery, down to an individual level. ● Personal Recording System <ul style="list-style-type: none"> ○ Deliver regional model for personal records – linked to organisational management information systems and trackable by individuals, line managers and the organisation 	<p>Dec 2006</p> <p>Dec 2006</p> <p>Oct 2006</p> <p>April 2007</p>		
<p><u>Resilience Programme</u></p> <p><u>Resilience – Workstream</u></p> <ul style="list-style-type: none"> ● Civil Contingencies Act <ul style="list-style-type: none"> ○ Development of the Regional Fire Resilience Forum. The Fire Service Emergency Planning and Resilience Officers in the region have been formed into a new 	<p>April 2006</p>	<p>1,2,6,7,9,11</p>	<p>2</p>

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<p>coordination group called the Regional Fire Resilience Forum.</p> <ul style="list-style-type: none"> ○ The RFRF will be implementing a consistent approach to Business Continuity Planning and subsequent compliance with the Civil Contingencies Act throughout the next year. ○ Inter Agency Liaison. - The Regional Resilience Team, in the Government Office for the East Midlands, is developing a Regional Business Continuity Forum. The Resilience project will co-ordinate the Fire Services involvement in this initiative. ○ Training collaboration. - A collaborative approach to Major Incident training and Exercising will be developed across the region. <p>By 2007 a coordinated approach to Resilience training will be implemented across the Services in the region, which will link into the Local and Regional Resilience Forums exercising arrangements, and align with the Fire Services National Occupational Standards and Role maps.</p> <ul style="list-style-type: none"> • Integrated Risk Management Planning. <ul style="list-style-type: none"> ○ Incident Command System.- A survey of the ICS system in the region has been completed. A recommendations report will be submitted to the Resilience Board for approval. The ICS system will subsequently be aligned to new national guidance and development initiatives, currently under way. ○ IRMP co-ordination - as part of the ICS survey a number of areas for cooperation were identified in operational areas. 	<p>April 2007</p> <p>April 2007</p> <p>April 2007</p> <p>June 2006</p> <p>Ongoing</p>		

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<p>These include Mutual Assistant arrangements, Rescue procedures, and Risk planning.</p> <ul style="list-style-type: none"> ○ Risk Assessment. - A regional approach to risk assessment will be implemented using the Fire Service Emergency Cover system. (FSEC). A collaboration group has been established under the IRMP Project to develop a regional approach, in conjunction with DCLG and the Fire Service College. <ul style="list-style-type: none"> ● Building Disaster Assessment Group. <ul style="list-style-type: none"> ○ A completed survey of the implications of the BDAG report for the Services in the Region. ○ An implementation plan will be developed to ensure that the Services comply with the recommendations. ○ Procurement liaison. - A working group to promote collaboration on the procurement of Resilience related equipment and services will be established once the Regional Procurement Manager has been appointed. ● Regional Collaboration <ul style="list-style-type: none"> ○ Prioritisation of workloads. - A survey of initiatives currently impacting on the Services in the region to be developed. This will be presented to CFOA for consideration against the workload generated by the Regional Fire Control project in the region. A prioritisation process will then be implemented to ensure that demands on the Services are efficiently managed. 	<p>Dec 2006</p> <p>July 2006</p> <p>Mar 2007</p> <p>July 2006</p> <p>Aug 2006</p>		

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<ul style="list-style-type: none"> • Regional Resilience Forum <ul style="list-style-type: none"> ○ Memorandum of Understanding. <ul style="list-style-type: none"> - Delivery of a Regional memorandum of understanding between the Fire Services and Regional Resilience Forum to be included in GOEM Generic Response Plan. The MOU will incorporate responsibilities placed upon the Fire Services by a range of Government Department, such as the Cabinet Office, Home Office and DCLG. 	Mar 2007		
<ul style="list-style-type: none"> • Project Review <ul style="list-style-type: none"> ○ A project review to be delivered to the Resilience Board. This will be used to inform decisions about the future financing and direction of the Resilience Workstream through 2007/8 	Dec 2006		
<u>New Dimension - Workstream</u>			
<ul style="list-style-type: none"> • Additional equipment to be provided to all 5 Services within the region by DCLG to enhance capability. 	Aug 2006		
<ul style="list-style-type: none"> • Vehicles carrying Detection Identification and Monitoring Equipment (DIM) to be supplied by DCLG 	Oct 2006		
<ul style="list-style-type: none"> • Allocated funding for 2006/ 07 for ongoing IRU training is as follows: <ul style="list-style-type: none"> Derbyshire £35,000 Leicestershire £35,000 Lincolnshire £70,000 Northamptonshire £35,000 Nottinghamshire £35,000 	Oct 2006		
<ul style="list-style-type: none"> • Roll out of Urban Search and Rescue (USAR) equipment – Modules 3 and 5 Modules 2 	Jan 2007		
<ul style="list-style-type: none"> • Allocated funding for 2006/ 07 for USAR Personal Protection Equipment is as follows: 	Jan 2007		

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Leicestershire £18,753 Lincolnshire £18,753			
<u>Integrated Common Services Programme</u> <u>Integrated Common Services Review – Workstream</u> <ul style="list-style-type: none"> • A strategic review of all Integrated Common Services within the region. The outcome being options to establish an effective shared service facility including Human Resources, Fleet Management, Estate Management, H&S, Finance. <u>Information, Communications, Technology (ICT) – Workstream</u> <ul style="list-style-type: none"> • Implement a standard methodology to prioritise the provision of ICT services within the region • Plan and prepare a standard format for web development for Internets and Intranets. • Plan and prepare to select and deploy a common computer environment management product – dependent upon work currently being carried out in Notts. • A comprehensive review undertaken and completed to identify individual Services security set-ups and IP addressing schemes, including development of a rationalisation plan. • Replacement of all the Services Fireground radios via the National FireBuy framework agreement, which will give the region standardisation on handsets. • A formal methodology adopted for specification, selection, 	 Feb 2007 June 2006 Dec 2006 Dec 2006 Sept 2006 July 2007 July 2006	2,3,8,9,11	3

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implementation of and cross regional consultation about application software products <ul style="list-style-type: none"> • Plan and prepare Derbyshire Fire and Rescue to migrate to Microsoft Exchange 	Sept 2006		
<u>Fire Investigation – Workstream</u>			
<ul style="list-style-type: none"> • Implement the Fire Investigation policy throughout the region 	Mar 2007		
<u>Human Resource – Workstream</u>			
<ul style="list-style-type: none"> • Regional HR Strategy 	Sept 2006		
<ul style="list-style-type: none"> • Occupational Health – policy and procedures developed in line with their assigned activities. Implemented as regional policy or framework policy. 	Dec2006		
<ul style="list-style-type: none"> • Sickness/ill-Health – Further development of initiatives. Implement as regional initiatives. 	Dec 2006		
<ul style="list-style-type: none"> • Grievance – Agreed policy approved at Joint Partnership Forum and Regional Management Board and adopted as regional policy or framework policy. 	July 2006		
<ul style="list-style-type: none"> • Equality & Diversity – Agreed policy approved by approval Joint Partnership Forum and Regional Management Board and adopted as regional policy or framework. Develop training packages and plan in readiness for implementation 	Dec 2006		
<ul style="list-style-type: none"> • Flexible Working / Work & Life Balance - Agreed policy approved by approval Joint Partnership Forum and Regional Management Board and adopted as regional policy or framework 	July 2006		
<ul style="list-style-type: none"> • Dual Employment - Agreed policy approved by approval Joint Partnership Forum and Regional 	Aug 2006		

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<p>Management Board and adopted as regional policy or framework</p> <p><u>Finance – Workstream</u></p> <ul style="list-style-type: none"> • A regional approach – dependent upon the Integrated Services Review outcome <p><u>Fire Safety Legislation – Workstream</u></p> <ul style="list-style-type: none"> • Develop and implement policy in line with the implementation of the new regulatory reform (Fire Safety) order • Effective regional collaboration achieved and ongoing for Legislative Fire Safety 	<p>TBA</p> <p>Oct 2006</p> <p>Ongoing</p>		
<p><u>Procurement Programme</u></p> <p><u>Procurement – Workstream</u></p> <ul style="list-style-type: none"> • Carry out Spend Analysis for Notts, Lincs, Leics and Derby's to be comparable to that available for Northants using Data Analyst resource: • Complete independent review of Stores Operations and report finding to Regional Procurement Board: • In conjunction with HR recruit Regional Procurement Manager and implement Regional Procurement Organisation: • In conjunction with ICT and Integrated Common Service, identify Procurement Requirements in light of a E Procurement Strategy • In conjunction with Northamptonshire County Council review and establish best practice training, policies and procedures for procurement: • In conjunction with the appointed 	<p>May 2006</p> <p>May 2006</p> <p>July 2006</p> <p>May 2006</p> <p>July 2006</p> <p>Aug 2006</p>	<p>5,8,9</p>	<p>4</p>

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<p>RPM, Formulate Regional Procurement Commodity Strategies for the 10 “regional commodities.”</p> <ul style="list-style-type: none"> • Implement Government Procurement Cards (Visa) in appropriate departments for appropriate commodities. • Delivery of an E Procurement Strategy 	<p>Aug 2006</p> <p>May 2007</p>		

Glossary of Terms

ADC	Assessment Development Centre
BA	Breathing Apparatus
CBRN	Chemical, Biological, Radiological and Nuclear
CCB	Civil Contingencies Bill
CFA	Constituent Fire Authority
CPA	Comprehensive Performance Assessment
DCLG	Department for Communities and Local Government
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
ICS	Integrated Common Services
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
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

