

EAST SUSSEX FIRE AUTHORITY

Date: 7 June 2007

Title: **Note of the Standards, Scrutiny & Audit, Urgency, Principal Officer Appointments, Policy & Resources and Urgency Panels meetings held since the last meeting of the Fire Authority.**

By: Clerk

Purpose of report: **To report upon the Panel meetings held since the last meeting of the Authority with regard to those issues of greater significance or requiring a decision from the Fire Authority.**

RECOMMENDATION: The Fire Authority is asked to:

- a) note the report; and

Policy & Resources Panel (25 May 2007)

- a) authorise Duncan Savage, Deputy Treasurer to the Authority, to act as Treasurer, exercising the statutory functions of the post and the functions delegated to the post as set out in the Constitution during the current absence of Sean Nolan, the Treasurer to the Authority; and
- b) approve the proposed commitments and earmarked reserves, and make a call on balances of £830,000, or as further updated at the Fire Authority meeting subject to finalisation of the 2006/07 accounts in due course. **(see Agenda Item 126 below)**

Scrutiny & Audit Panel (25 May 2007)

- a) approve the outcome of the Best Value Review on partnership working.
- b) approve the outcome of the Best Value Review on Procurement. **(See Agenda Item 127 below)**
- c) approve 3 changes to the Corporate Risk Management Register.
- d) approve the latest Five Year Best Value Review & Business Audit Programme. (Appendix 1)
- e) approve amendments to the Terms of Reference of the Policy & Resources Panel **(See Agenda Item 122 below)**
- f) approve amendments to the Delegated Powers contained in Section E of the Members' Handbook **(See Agenda Item 130 below)**

Standards Panel

- a) adopt as its local code of conduct the parts of the Model Code of Conduct set out in the Local Authorities (Model Code of Conduct) Order 2007 which are mandatory for the Fire Authority, as set out in Annex 1 of the report, **with the addition in paragraph 7(1) of "or (c) your authority's chief fire officer,"** and that the local code, so adopted, comes into force immediately after the conclusion of the meeting of the Fire Authority on 7 June. (See Agenda Item **120** below).

MAIN ISSUES

There have been six Panel meetings since the last ordinary meeting of the Authority. These are listed below:

Urgency Panel – 22 February 2007

Principal Officer Appointments Panel – 27 February 2007 (See confidential report of the Panels – Item No. 138).

Policy & Resources Panel – 22 February 2007 and 25 May 2007

Scrutiny & Audit Panel – 25 May 2007

Standards Panel – 25 May 2007

Where a Panel has considered a report which is separately on the agenda for this meeting of the Authority for decision or information, a note of the Panel's recommendation has been included in the report to the Authority. Not all the business issues covered by the Panels are summarised in this report, only the issues of greater significance requiring a decision from the Fire Authority. Any Member wishing to see the minutes of any Panel is requested to contact the Clerk.

CLERK TO THE FIRE AUTHORITY

29 May 2007

Background Papers:

Urgency Panel – 22 February 2007

Principal Officer Appointments Panel – 27 February 2007

Policy & Resources Panel – 22 February 2007 and 25 May 2007

Scrutiny & Audit Panel – 25 May 2007

Standards Panel – 25 May 2007

URGENCY PANEL – 22 FEBRUARY 2007

Present: Councillors Dyason, Murphy (Chairman), Pennington and Skilton.

N.B. Councillor Pennington attended the meeting in place of Councillor Carden, having been nominated by the Monitoring Officer in consultation with the relevant Group spokespersons.

1. APPROVED CAPITAL PROGRAMME 2007/08 – AMENDED SCHEDULE OF SCHEMES

1.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Treasurer that advised of the need for an amended schedule of Capital Programme schemes and consequential change to Prudential Indicator 1 arising from the Marlie Farm insurance negotiations, and other minor changes, for recommendation to the Urgency Panel for approval. The Policy and Resources Panel also considered the item and recommended the Urgency Panel accordingly (see Report of Policy and Resources Panel below within this Agenda Item)

1.2 **RESOLVED** – To approve:

- (i) an amended Capital Programme for 2006/07 totalling £7.385m (previously £4.372m);
- (ii) an amended Capital Programme for 2007/08 totalling £2.682m (previously £4.182m);
- (iii) an amended Prudential Indicator 1 as set out in paragraph 5 of the report;
- (iv) an amended Capital Programme schedule as set out in Appendix 1 to the report; and

And to note that the amended Capital Programme Schedule and revised Prudential Indicators will be reported in the relevant appendices to the published 2007/08 Five Year Plan in due course.

Councillor M Murphy
CHAIRMAN OF THE URGENCY PANEL
23 February 2007

POLICY & RESOURCES PANEL Meeting on 22 FEBRUARY 2007

Present: Councillors Dyason, Murphy (Chairman), Paskins (co-opted), Pennington, Skilton and Sparks (co-opted).

1. **APPROVED CAPITAL PROGRAMME 2007/08 – AMENDED SCEHDULE OF SCHEMES**
 - 1.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Treasurer that advised of the need for an amended schedule of Capital Programme schemes and consequential change to Prudential Indicator 1 arising from the Marlie Farm insurance negotiations, and other minor changes, for recommendation to the Urgency Panel for approval. (see above Report of Urgency Panel within this Agenda Item)
 - 1.2 **RESOLVED** – to recommend the Urgency Panel to approve the recommendations as set out in the report.
2. **FIRE & RESCUE SERVICE ASSESSMENT FOR 2006/07**
 - 2.1 The Chief Fire Officer & Chief Executive presented the Panel with the results of the Audit Commission's fire and rescue service assessment summary for 2006/07. He was delighted to inform them that ESFRS had consistently scored 3s for its service assessments and was above the upper thresholds on the majority of its Performance Indicators.
 - 2.2 The summary showed that ESFRS is performing well in all areas of service delivery from risk analysis to its emergency response services. The Service has a clear focus on operational service delivery, and provides a wide range of intervention services. The Service works with partners to deliver an effective prevention service and has made strong links with crime and disorder reduction partnerships. The Service has a well developed approach to risk analysis, and this is supported by a comprehensive performance management system and good audit and review mechanisms. There are clear processes for monitoring and reviewing operational performance, with some areas for improvement. The Service has a good technical and human resource infrastructure to support the handling of emergency calls and incidents, and control staff are effectively engaged in the wider work of the Service.
 - 2.3 Members approved a press release to be issued following the Panel meeting, and noted that this would be brought to the Members' Seminar on 2 March 2007.

POLICY & RESOURCES PANEL Meeting on 25 MAY 2007

Present: Councillors Carden, Dyason, Gadd, Murphy (Chairman), Skilton and Sparks (co-opted).

3. ACTING TREASURER TO THE FIRE AUTHORITY

3.1 The Panel considered an urgent report which advised that the Treasurer to the Fire Authority would be unavailable until at least the end of June and that it was considered sensible to put in place some constitutionally robust arrangements in his absence. The report sought formal authority for Duncan Savage, the Deputy Treasurer, to act in the absence of the Treasurer. A similar report was also considered by the Scrutiny and Audit Panel and also similarly endorsed.

3.2 RESOLVED -

- 1) To recommend to the Fire Authority that, during the current absence of the Treasurer to the Authority, it authorise Duncan Savage, Deputy Treasurer to the Authority, to act as Treasurer, exercising the statutory functions of the post and the functions delegated to the post as set out in the Constitution.
- 2) To send the Panel's best wishes to Sean Nolan for a speedy recovery.

4. BUDGET MONITORING AND PROJECTED OUTTURN 2006/07

4.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and the Treasurer that advised Members on the latest budget monitoring and projected outturn position for 2006/07 and approved allocation of 2006/07 underspends and balances in 2007/08. (See also Agenda Item **126** below)

4.2 It was predicted that ESFRS would have a net Revenue Budget underspend against revised estimates of £26,000, including Marlie Farm revenue budget expenditure to date of £830,000. Final accounts were still at an early stage and any subsequent changes to this position are being reported to the Fire Authority. (Agenda Item **126** below.)

4.3 RESOLVED – That

- (i) The indicative outturn for the Revenue Budget in 2006/07, subject to finalisation of the accounts, of an underspend of £26,000 be noted;
- (ii) the Fire Authority **BE RECOMMENDED** to approve the commitments and earmarked reserves in paragraph 2.5 and 2.6 (Summarised in the Table in 2.7), subject to finalisation of the accounts in due course; (See Agenda Item 126 below)
- (iii) the current revenue expenditure arising from the Marlie Farm incident be noted;
- (iv) the Fire Authority **BE RECOMMENDED** to approve the net effect of (i) to (iii) above and make a call on balances of £830,000 or as further updated at the Fire Authority meeting in due course. (See Agenda Item 126 below)

5. **2008/09 INITIAL SERVICE PLANNING STRATEGY APPROACHES**

- 5.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and the Treasurer that provided Members with the latest financial background information to seek their advice on any initial service planning strategy approaches for 2008/09. The report summarised the financial implications of the current Five Year Plan outcomes following the Fire Authority budget decisions for 2007/08. Current predictions, as set out in the report, identify savings in the order of £731k in 2008/09, £298k 2009/10 and £440k in 2010/11 might be required to achieve Council Tax Band D increases to a level of 4.95% and keep below the current 5% limit. The report also sought to give an early scope of the potential financial issues to be addressed including the CLG Efficiency Agenda and addressing the outcomes of the recent Audit Commission value for money and efficiency reviews.
- 5.2 The Panel noted the current position and that further discussions would take place to establish the appropriate Working Group arrangements to progress the approaches to be used for 2008/09 and beyond.

6. **PERFORMANCE INDICATOR TARGET SETTING PROCESS 2007/08**

- 6.1 The Panel considered a report of the Chief Fire Officer & Chief Executive on a review of existing performance targets for 2007/08 and beyond to support the requirements for the Best Value Performance Plan (BVPP).
- 6.2 The Panel has **RESOLVED** – That the following proposals be endorsed:
- (i) to amend the targets for three indicators that relate to sickness absence for wholetime and all staff; the percentage of mobilising and communications (control) and support staff (non-uniformed) with a disability; and the duty to promote Race Equality;
 - (ii) to keep the existing targets for the remaining indicators;
 - (iii) to remove deliberate secondary vehicle fires and the top 5% of earners that are women from the current list of priority areas;
 - (iv) to keep the remaining priority areas for 2007/08;
 - (v) to add accidental dwelling fires, malicious false alarms not attended, repeat calls to false alarms and achieving the Equality Standard and race equality to the current list of priority areas.

7. **POLICY AND RESOURCES PANEL – PROPOSED CHANGE TO TERMS OF REFERENCE**

- 7.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Monitoring Officer that proposed amendments to the Terms of Reference of the Policy & Resources Panel for subsequent consideration by the Scrutiny and Audit Panel, as the Panel responsible for such governance matters on behalf of the Fire Authority. Members of the Panel were supportive of the proposals and the Scrutiny and Audit Panel were advised accordingly. (see S&A Panel's Report below)

Councillor M Murphy
CHAIRMAN OF THE POLICY & RESOURCES PANEL
29 May 2007

SCRUTINY AND AUDIT PANEL Meeting on 25 MAY 2007

Present: Councillors Carden, Freeman, Kemble (Chairman), Murphy, Skilton and Wilson

1. ACTING TREASURER TO THE FIRE AUTHORITY

1.1 The Panel considered a similar urgent report to that presented to the Policy and Resources Panel (see above) which advised that the Treasurer to the Fire Authority would be unavailable until at least the end of June and that it was considered sensible to put in place some constitutionally robust arrangements in his absence. The report sought formal authority for Duncan Savage, the Deputy Treasurer, to act in the absence of the Treasurer.

1.2 **RESOLVED** – to endorse the recommendations made by the Policy and Resources Panel on this matter. (See report of P&R Panel Item 3 as above)

2. RESULTS OF THE 2006/07 AUDIT COMMISSION PERFORMANCE ASSESSMENT

2.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that presented the latest results of the 2006/07 Performance Assessment and East Sussex Fire Service's response to the Direction of Travel judgement. The Service received the results of the 2006/07 Performance Assessment including the outcomes of the direction of travel and use of resources assessment on 12 March 2007 before publication by the Audit Commission on 5 April 2007. The Service received a score of '3 = Performing well – consistently above minimum requirements' for both its use of resources and service assessment.

2.2 The direction of travel assessment was the third part of the assessment and indicated the extent of any improvement or deterioration in service since the 2005 Fire CPA assessment – the Authority received an initial score of '2 –Improving Adequately' in this assessment.

2.3 A decision was taken to formally appeal against the judgement label and the Panel were advised that the subsequent Appeal had been approved and the Authority awarded a final score of '3 - Improving Well'.

2.4 **RESOLVED** – That the Service be commended for the final results of the Direction and Travel score of '3 – Improving Well' and that Members' appreciation be sent to all personnel who helped with the Appeal process.

3. EXTERNAL AUDIT – FINAL ACCOUNTS AUDIT REPORT 2005/06

3.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Treasurer that presented the final External Audit report of the 2005/06 Accounts.

3.2 **RESOLVED** – That the Audit Commission's report be noted.

4. **INTERNAL AUDIT – ANNUAL REPORT FOR PERIOD 1 APRIL 2006 TO 31 MARCH 2007**

4.1 The Panel considered a report of the Treasurer that provided an Opinion on the Authority's internal control environment and reported on the work of Internal Audit for the period 1 April 2006 to 31 March 2007. On the basis of the audit work completed, the Treasurer reported that the Fire Authority had in place a sound framework of internal control, which provided a reasonable assurance regarding the efficient and effective achievement of its objectives. Individual reports on the systems evaluated by internal audit included recommendations to enhance controls, and management had drawn up action plans to implement audit recommendations.

4.2 **RESOLVED** – That the internal audit service's opinion on the effectiveness of the Authority's internal control environment and system for internal audit during 2006/07 be noted.

5. **BEST VALUE REVIEW OF PARTNERSHIP WORKING**

5.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that informed them of the outcome of the Best Value Review for partnership working.

5.2 The Panel noted that the outcome of the Best Value Review of Partnership Working has:

- a) provided an effective system for evaluating all current and future partnership arrangements;
- b) provided a means to assess objectively the relative benefits of these partnership arrangements on a consistent and regular basis against each other for a share of resources available;
- c) ensured that performance can be assessed on outputs and outcomes against defined resource inputs to allow effective measures to determine policy decisions on continual investment in particular partnerships; and
- d) helped the organisation by providing a process to only commit future investment in partnerships that meet organisational objectives cost effectively.

5.3 In addition, the Panel noted that the following processes have been introduced arising from the Review:

- The partnership evaluation methodology itself
- The complementary partnership Manual Note which provides guidance to staff on the creation of an effective partnership.
- The complementary partnership register which records all existing partnerships and influences the programme of rolling risk assessments and partnership evaluations.
- The associated risk assessment tool kit that helps to identify potential risks to both ESFRS and the community if the partnership work ceased.

- The complementary partnership application form to identify future partnership activities to be added to the register.

5.4 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to approve the outcome of the Best Value Review on partnership working.

6. **BEST VALUE REVIEW OF PROCUREMENT**

6.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that sought their approval of the outcome of the 2007/08 Best Value Review of Procurement.

6.2 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to approve the outcome of the Best Value Review on procurement (see Agenda Item **127** below.

7. **OUTCOME OF 2006/07 IMPROVEMENT PLAN**

7.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that presented the fourth quarter progress on the actions identified in the 2006/07 Best Value Performance Plan, including the Fire Authority's Improvement Plan represented by the Key Task Areas.

7.2 It was noted that 82% of actions had either been completed, or were on target to be completed within the original timescales given. The remaining 18% were generally major projects that had externally imposed timescales and would be carried forward into 2007/08 as roll forwards under the Key Task Areas for next year.

7.3 **RESOLVED** – That the progress made in 2006/07 be noted.

8. **PERFORMANCE INDICATOR RESULTS FOR THE 4th QUARTER 2006/07**

8.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that presented the 4th quarter performance indicator results for 2006/07, compared with those of previous years as a separate appendix for Panel Members, along with a summary of the main performance results in terms of Performance Priority Areas as agreed by the Fire Authority at its meeting in June 2006. The report highlighted an overall performance improvement from previous years in relation to the Authority's indicators.

8.2 **RESOLVED** – That the performance results for the 4th quarter 2006/07 stage, as well as the provisional annual figures, be noted.

9. **CORPORATE RISK MANAGEMENT – UPDATE**

9.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that presented an update on Corporate Risk Management issues.

9.2 The Corporate Management Team (CMT) had reviewed the overall position on corporate risk management issues immediately after the Marlie Farm incident at its January meeting. Following discussions at its February meeting, it was agreed that some changes should be recommended to the Scrutiny and Audit Panel for approval, arising from the enhanced risks which were likely to remain for at least the next six months or so, and these changes were subsequently considered by the Panel.

9.3 The Panel noted the risk reviews that had taken place and agreed that the levels of risk be raised for the following Corporate Risks as indicated in the text and table below:

- i) Corporate Risk 7 – Internal communications.
Recommended to be moved back ‘above the line’, to B(ii).
- ii) Corporate Risk 16 - Cost of pension scheme rise disproportionately to revenue settlement
Recommended to be moved back ‘above the line’, to C(ii).
- iii) Corporate Risk 15 - Compensation
Recommended to be moved to D(iii) from E (iii) which is still a ‘below the line’ risk.

changes to corporate risk register recommended for amendment May 2007

Likelihood ↑	A					Likelihood: A Very high B High C Significant D Low E Very low F Almost impossible Impact: I Catastrophic II Critical III Marginal IV Negligible
	B			7 (FROM D II)		
	C			16 (FROM D III)		
	D		15 (FROM E III)			
	E					
	F					
		IV	III	II	I	
	→ Impact					

Grey Shaded Area is ‘Above the Line – i.e. subject to closer scrutiny due to higher risk likelihood and impact.

All other risks are as approved previously by the Fire Authority as at December 2006.

9.4 **RESOLVED** – That the latest position on the approved Corporate Risks be noted and that the Fire Authority **BE RECOMMENDED** to approve the 3 changes.

10. **FIVE YEAR BEST VALUE REVIEW AND BUSINESS AUDIT PROGRAMME**

10.1 The Panel considered a report of the Chief Fire Officer & Chief Executive that sought their approval of the latest Five Year Best Value Review & Business Audit Programme.

10.2 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to approve the latest Five Year Best Value Review & Business Audit Programme as set out in Appendix 1 to this report.

11. **POLICY AND RESOURCES PANEL – PROPOSED CHANGE TO TERMS OF REFERENCE**

11.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Monitoring Officer that proposed amendments to the Terms of Reference of the Policy & Resources Panel. Members of the Policy & Resources Panel had previously considered this report at their meeting on 25 May 2007 and their comments were taken into consideration by Members.

11.2 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to approve proposed amendments to the Terms of Reference of the Policy & Resources Panel (See Agenda Item **122** below)

12. **EAST SUSSEX FIRE AUTHORITY DELEGATED POWERS**

12.1 The Panel considered a joint report of the Chief Fire Officer & Chief Executive and Monitoring Officer that sought their approval to proposed amendments to the delegated powers of the Fire Authority as detailed in Section E of the Members' Handbook.

12.2 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to approve amendments to the Delegated Powers contained in Section E of the Members' Handbook as set out in the report and also to authorise any other changes to the Handbook which may be necessary to reflect the repeal and replacement of the Fire Precautions (Workplace) Regulations 1997 by the Regulatory Reform (Fire Safety) Order 2005. (See Agenda Item **130** below)

Councillor T Kemble
CHAIRMAN OF THE SCRUTINY AND AUDIT PANEL

29 May 2007

STANDARDS PANEL Meeting on 25 MAY 2007

Present: Mrs J Redman (Chairman), Mr Le Garst, Councillors Carden, Dyason and Mrs Healy

1. **ADOPTION OF NEW LOCAL CODE OF CONDUCT**

1.1 The Panel considered a report of the Monitoring Officer that sought approval to recommend to the Fire Authority the Adoption of a new local Code of Conduct for Members, replacing the Code adopted on 7 February 2002.

1.2 **RESOLVED** – That the Fire Authority **BE RECOMMENDED** to adopt as its local code of conduct the parts of the Model Code of Conduct set out in the Local Authorities (Model Code of Conduct) Order 2007 which are mandatory for the Fire Authority, as set out in Annex 1 of the report, **with the addition in paragraph 7(1) of "or (c) your authority's chief fire officer,"** and that the local code, so adopted, comes into force immediately after the conclusion of the meeting of the Fire Authority on 7 June.

2. **APPOINTMENT OF INDEPENDENT PERSONS TO THE STANDARDS PANEL**

2.1 The Panel considered a report of the Monitoring Officer that advised Members of the arrangements for the appointment of two persons as Independent Persons serving on the Standards Panel of the Fire Authority.

2.2 **RESOLVED** – That the report be noted prior to consideration by the Fire Authority at its meeting on 7 June 2007. (See Agenda Item **121** below)

Mrs J Redman
CHAIR OF THE STANDARDS PANEL
29 May 2007

APPENDIX 1

(Report of Scrutiny and Audit Panel item 10 above)

FIVE YEAR BEST VALUE REVIEW & BUSINESS AUDIT PROGRAMME

YEAR 1 – 2007/08 (12 reviews + management arrangements and monitoring)	
No	
13	Management Arrangements for BVR, Business Review and Business Audit programme, and monitoring of implementations of recommendations from previous reviews
	Best Value Reviews
6	Estates Management
10	HRD & IPDS + Training Services, Service Training Standards, Training Records – preparations for Best Value Review to be undertaken in 2008/09
	Mini Best Value Reviews
1	Hydrant Management
7	Provision of Aerial Appliances: progress on reviewing effectiveness of outcomes of IRMP decisions in 2005/06
	Business Reviews and Audits
2	Operational Quality Assurance
3	Road Traffic Collision Standards: progress on reviewing effectiveness of outcomes of IRMP decisions in 2004/05
4	Five Community Fire Stations p.a.: 1 st year Brighton, Eastbourne, Bohemia Road, Bexhill and Hailsham – consistency and standardisation of station processes
5	Station Workplace processes and system alignments
8	Review of progress on reviewing effectiveness of outcomes of IRMP decisions in 2005/06.
9	Service Automatic Fire Detection attendance policy for main appliance and ALP attendances: progress on reviewing effectiveness of outcomes of IRMP decisions in 2004/05
11	Speed of Response targets: Review of progress on reviewing effectiveness of outcomes of IRMP decisions in 2006/07
12	Equality, Diversity and Cultural Change (H)
YEAR 2 – 2008/09 (12 reviews + management arrangements and monitoring)	
No	
13	Management Arrangements for BVR, Business Review and Business Audit programme, and monitoring of implementations of recommendations from previous reviews (cont)
	Best Value Reviews
10 (cont)	HRD & IPDS + Training Services, Service Training Standards, Training Records
14	Partnership Arrangements – review of current progress evaluation processes
	Mini Best Value Reviews
15	IRMP effectiveness of Community Safety initiatives (continued work from 2007/08 BVR)
16	1 in 7 foam (deferred from 2007/08)
17	Home Safety Advisory Teams (deferred from 2007/08)
	Business Reviews and Audits
4 (cont)	2nd year of annual programme of reviewing Five Community Fire Stations:– consistency and standardisation of station processes
18	IRMP outcomes for 2007/08
19	Borough Command Structure
20	ROSPA QSA on H&S management systems
21	Incident Command (deferred from 2007/08)
22	Regulatory Reform Order outcomes
23	Service Project Management System

YEAR 3 – 2009/10 (12 reviews + management arrangements and monitoring)	
Review No	
13.	Management Arrangements for BVR, Business Review and Business Audit programme, and monitoring of implementations of recommendations from previous reviews (cont)
	Best Value Reviews
24	Information Management
	Mini Best Value Reviews
15 (cont)	IRMP Effectiveness of CFS initiatives (continued work from 2007/08 BVR)
25	Personnel Services
26	Occupational Health (deferred from 2007/08)
27	Media
28 a)	Partnership Arrangements – review of current progress evaluation processes
b)	Partnership Arrangements – RMB
c)	Partnership Arrangements – Civil resilience forum
	Business Reviews and Audits
4 (cont)	3 rd year of annual programme of reviewing Five Community Fire Stations:– consistency and standardisation of station processes
29	IRMP outcomes for 2008/09
30	Service Resilience
31	Assisting with RCC rollout preparations

YEAR 4 – 2010/11 (12 reviews + management arrangements and monitoring)	
Review No	
13.	Management Arrangements for BVR, Business Review and Business Audit programme, and monitoring of implementations of recommendations from previous reviews (cont)
	Best Value Reviews
	None
	Mini Best Value Reviews
15 (cont)	IRMP Effectiveness of CFS initiatives (continued work from 2007/08 BVR)
28 (cont)	
d)	Partnership Arrangements – ESSP LAA engagement
e)	Partnership Arrangements – LSPs
f)	Partnership Arrangements – Civil resilience forum
32	Procurement Arrangements with Firebuy/Regional collaboration
	Business Reviews and Audits
4 (cont)	4th year of annual programme of reviewing Five Community Fire Stations:– consistency and standardisation of station processes
31 (cont)	Assisting with RCC rollout preparations (cont)
33	IRMP outcomes for 2009/10
35	Delegated Financial Management
36	Environmental Impact of fireground operations and training
37	Environmental Act compliance (energy management)
38	Performance Management Framework - systems compliance

YEAR 5 – 2011/12 (12 reviews + management arrangements and monitoring)	
Review No	
13.	Management Arrangements for BVR, Business Review and Business Audit programme, and monitoring of implementations of recommendations from previous reviews (cont)
	Best Value Reviews
	None
	Mini Best Value Reviews
15 (cont)	IRMP Effectiveness of CFS initiatives (continued work from 2007/08 BVR)
28 (cont)	
g)	Partnership Arrangements – Local Authorities
h)	Partnership Arrangements – Vulnerable Groups
	Business Reviews and Audits
4 (cont)	5th year of annual programme of reviewing Five Community Fire Stations:– consistency and standardisation of station processes
20 (cont)	ROSPA QSA on H&S management systems (biannual programme)
21 (cont)	Incident Command (triennial programme)
31 (cont)	Assisting with RCC rollout preparations (cont)
39	IRMP outcomes for 2010/11
40	Equality and Diversity compliance
41	Fire Investigation
42	Water Safety operational
43	Operational Debrief

