

Fire Authority Work Plan

Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260201 or Sharon Lloyd, Corporate Services Manager, on 01743 260210.

1 Purpose of Report

This report reviews progress against the Fire Authority's 2009 / 2010 Work Plan and puts forward a 2010 / 2011 Work Plan for consideration and approval by Members.

2

Recommendations

Members are asked to:

- a) Note progress made against the Fire Authority 2009 / 2010 Work Plan (attached at Appendix A); and
- b) Approve the 2010 / 2011 Work Plan (attached at Appendix B), subject to any amendments / comments they may wish to make.

3 Background

In March 2009 the Fire Authority approved its 2009 / 2010 Work Plan, the first formal work plan to be adopted by the Authority. The Plan set out, in a structured way, what its activities would be throughout the year, thus ensuring that its legal obligations and constitutional responsibilities would be carried out in a timely manner, that no deadlines would be missed and that, as far as possible, business would be distributed fairly evenly between the six meetings.

4 Review of 2009 / 2010 Work Plan

Officers have carried out a review of the 2009 / 2010 Work Plan and attached at Appendix A to this report is a copy of the Plan, showing in the 'Completion Date' column (in bold italics) the progress made against each action listed.

A number of Member Champion presentations have not taken place and this issue was discussed at the February meeting of the Fire Authority. As Members had varying views on when, and how regularly, presentations should be given, a consensus could not be reached. It was, therefore, agreed that officers take a report to the Audit and Performance Management Committee, setting out a number of options, for consideration by Members. This item will be on the agenda for the next meeting of the Committee, which takes place in May.

5 Proposed 2010 / 2011 Work Plan

During the review of the 2009 / 2010 Work Plan officers also considered what activities should be included in the 2010 / 2011 Work Plan, taking into account any recent developments. Attached at Appendix B to this report is a draft 2010 / 2011 Work Plan, outlining all of the actions which, it is expected, the Committee will need to carry out during the coming year. As a decision has not yet been made in respect of Member Champion presentations, these have been omitted from the Work Plan.

The responsibility for undertaking the various actions varies but includes this Committee, the Chair of the Committee, the Chief Fire Officer, Assistant Chief Fire Officer, Treasurer, Principal Accountant, and other relevant officers, when required.

The Fire Authority is asked to provide any comments or suggestions with regard to the attached draft Work Plan and approve the contents.

6 Financial Implications

There are no direct financial implications attached to the approval of the Work Plan itself. There may, however, be financial implications associated with a number of the actions listed, for which individual reports will be brought to the Fire Authority as necessary, detailing those specific implications.

7 Legal Comment

The Fire Authority is not legally required to have in place a Work Plan. This is, however, considered to be good practice. The decision to approve the Work Plan will not affect the discretion of the Authority during the forthcoming year, as it can, at subsequent meetings, decide to amend the Work Plan, if it is necessary to do so.

8 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising specifically from this report. An Initial Equality Impact Assessment has not, therefore, been completed. It is possible, however, that such assessments may be required in respect of individual actions contained within the Work Plan and these will be completed at the appropriate time.

9 Appendices

Appendix A

Progress against Fire Authority Work Plan 2009 / 2010

Appendix B

Proposed Fire Authority Work Plan 2010 / 2011

10 Background Papers

There are no background papers associated with this report.

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Business Continuity Planning		Legal	*
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Area Assessment		Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	
Financial		Staff	
Fire Control/Fire Link		Strategic Planning	
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	
Integrated Risk Management Planning			

Shropshire and Wrekin Fire Authority Progress against Work Plan May 2009 to April 2010

	Action	Who is responsible	Date
1	Agree appointment of Chief Fire Officer	Fire Authority with advice from external consultants	Extraordinary General Meeting Completed May 2009 (item 3)
2	Elect Chair and Appoint Vice-Chair	Fire Authority and Clerk	Annual Meeting July 2009 Completed July 2009 (items 1 & 2)
3	Allocate seats to political groups, appoint Members to Committees and outside bodies, and Member Champions	Fire Authority, Clerk and Corporate Services Manager	Annual Meeting July 2009 Completed July 2009 (item 7b)
4	Review all Committee terms of reference	Fire Authority, Clerk and Corporate Services Manager	Annual Meeting July 2009 Completed July 2009 (item 7b)
5	Review Standing Orders for: <ul style="list-style-type: none"> • Regulation of Proceedings and Business • Contracts • Financial Regulations 	Fire Authority, Clerk and Corporate Services Manager	To stand adjourned from Annual Meeting July 2009 until October 2009 meeting Brought to July meeting and adjourned to October 2009 (item 7c)

	Action	Who is responsible	Completion Date
6	Review Scheme of Delegation to Officers	Fire Authority, Clerk and Corporate Services Manager	To stand adjourned from Annual Meeting July 2009 until October 2009 meeting <i>Brought to July meeting and adjourned to October 2009 (item 7e)</i>
7	Review and agree all Member Role Descriptions	Fire Authority, Corporate Services Manager and various officers	Annual Meeting July 2009 <i>Completed July 2009 (item 7d)</i>
8	Agree induction training for new Members	Fire Authority and Assistant Chief Officer	Annual Meeting July 2009 <i>Induction completed October 2009</i>
9	Receive presentation from Vulnerable Persons Champion	Vulnerable Persons Champion and Head of Fire Prevention	Annual Meeting July 2009 <i>Deferred because of lengthy agenda</i>
10	Approve and sign the Statement of Accounts 2008/09	Fire Authority Individual statements to be signed by the Chair and Treasurer	Annual Meeting July 2009 <i>Completed July 2009 (item 11a)</i>
11	Approve and sign the Annual Governance Statement 2008/09 and Improvement Plan 2009/10 for inclusion in the Statement of Accounts	Fire Authority and Head of Performance and Risk. Statement to be signed by the Chair, Chief Fire Officer and Treasurer	Annual Meeting July 2009 <i>Completed July 2009 (item 12)</i>

	Action	Who is responsible	Completion Date
12	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	Annual Meeting July 2009 Completed July 2009 (amalgamated with report at item 11a)
13	Approve Annual Efficiency Statements: Backward Looking and Forward Looking	Fire Authority, Treasurer and Principal Accountant	Annual Meeting July 2009 Completed July 2009 (item 11a)
14	Agree recommendations on the integrated strategic planning process	Fire Authority, Chief Fire Officer, Assistant Chief Fire Officer and Programme Manager	Annual Meeting July 2009 Completed July 2009 (item 16)
15	Approve Annual Report 2008/09	Fire Authority, Chief Fire Officer, Assistant Chief Fire Officer and Programme Manager	Annual Meeting July 2009 Completed July 2009 (item 19)
16	Agree Medium Term Financial Plan	Fire Authority, Chief Fire Officer and Treasurer	Annual Meeting July 2009 Completed July 2009 (item 13)
17	Receive report on Integrated Risk Management Planning and agree any actions	Fire Authority and Head of Performance and Risk	Annual Meeting July 2009 Completed July 2009 (item 17)
18	Review and re-affirm the Fire Authority's Anti-Fraud and corruption Policy	Fire Authority and Principal Accountant	Annual Meeting July 2009 Completed July 2009 (item 15)
19	Receive annual report on partnerships	Fire Authority and Partnership Assessment Group	Annual Meeting July 2009 Completed July 2009 (item 20)

	Action	Who is responsible	Completion Date
20	Receive the annual corporate risk management summary report	Fire Authority and Head of Performance and Risk	Annual Meeting July 2009 Completed July 2009 (items 21 & 23)
21	Agree schedule of meetings and Member Champion reporting dates for 2010/2011	Fire Authority and Corporate Services Manager	Annual Meeting July 2009 Completed October 2009 (item 9)
22	Approve any amendments to Standing Orders for: <ul style="list-style-type: none"> • Regulation of Proceedings and Business • Contracts • Financial Regulations 	Fire Authority, Clerk and Corporate Services Manager	October 2009, adjourned from July 2009 Completed October 2009 (item 10)
23	Approve any amendments to the Scheme of Delegation to Officers	Fire Authority, Clerk and Corporate Services Manager	October 2009, adjourned from July 2009 Completed October 2009 (item 10)
24	Receive presentations from: <ul style="list-style-type: none"> • Learning and Development Champion and • Equality and Diversity Champion 	<ul style="list-style-type: none"> • Learning and Development Champion and Assistant Chief Officer • Equality and Diversity Champion and Equality and Diversity Officer 	October 2009 • Completed October 2009 (item 14)
25	Receive recommendations from the Strategy and Resources Committee and approve a financial planning strategy for 2010/11	Fire Authority and Treasurer	October 2009 Completed October 2009 (item 7)

	Action	Who is responsible	Completion Date
26	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	October 2009 No actions or virements to be approved or noted
27	Approve the Fire Authority's Code of Corporate Governance, following review by officers and the Audit and Performance Management Committee	Fire Authority, Treasurer and Corporate Services Manager	October 2009 Completed October 2009 (item 13)
28	Receive Annual Report on the work of the Audit and Performance Management Committee	Chair of Audit and Performance Management Committee, Treasurer, Head of Performance and Risk, Corporate Services Manager and Programme Manager	October 2009 Completed October 2009 (item 15)
29	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	December 2009 Completed December 2009 (item 10)
30	Receive recommendations from the Strategy and Resources Committee and consider 2010/11 and later years' revenue and capital budgets	Fire Authority, Treasurer and Principal Accountant	December 2009 Completed December 2009 (item 10)
31	Receive recommendations from the Strategy and Resources Committee and review: <ul style="list-style-type: none"> • Base budget plus committed change; 	Fire Authority and: <ul style="list-style-type: none"> • Treasurer and Principal Accountant 	December 2009 Completed December 2009 (item 10)

	Action	Who is responsible	Completion Date
31 cont	<ul style="list-style-type: none"> • Pay and prices assumptions; • Efficiencies 2010/11 and forward budgets; • Service developments 2010/11 • Capital Programme 2010/11 to 2014/15; and • Provisions, reserves and funds 	<ul style="list-style-type: none"> • Treasurer • Treasurer • Chief Fire Officer and Programme Manager • Treasurer • Treasurer 	Completed December 2009 (item 10)
32	Receive:: <ul style="list-style-type: none"> • Presentation on 'what if' scenarios • Summary report on IRMP consultation results • Report on 2010/11 and Later Years' Budget Summary 	<ul style="list-style-type: none"> • Chief Fire Officer • IRMP Members' Working Group and Head of Performance and Risk • Treasurer 	December 2009 <ul style="list-style-type: none"> • Item 17 • Item 14 • Item 16 Completed December 2009
33	Receive Annual Report on the work of the Standards Committee	Chair of Standards Committee and Monitoring Officer	December 2009 Completed December 2009 (item 9b)
34	Agree Role Descriptions for the Chair and Vice-Chair of the Audit and Performance Management Committee and any changes to the Role Description for the Member Champion for Risk Management and Audit	Fire Authority, Treasurer and Corporate Services Manager	December 2009 Completed December 2009 (item 12)

	Action	Who is responsible	Completion Date
35	Receive presentations from: <ul style="list-style-type: none"> Asset Management and Procurement Champion and Risk Management and Audit Champion 	<ul style="list-style-type: none"> Asset Management and Procurement Champion and Head of Resources Risk Management and Audit Champion and Head of Performance and Risk 	December 2009 Completed February 2010 <i>(items 13a & 13b)</i>
36	Receive Independent Remuneration Panel report on Members' Allowances and agree any recommendations together with the Scheme for 2010/11	Independent Remuneration Panel, Fire Authority and Corporate Services Manager	December 2009 Completed December 2009 <i>(item 13)</i>

37	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	February 2010 Completed February 2010 <i>(item 6)</i>
38	Agree revenue budget and capital programme budget recommendations 2009/10, and note the outcome of the consultation process	Fire Authority, Chief Fire Officer and Treasurer	February 2010 Completed February 2010 <i>(item 7)</i>
39	Agree a Minimum Revenue Provision Policy for 2010/11	Fire Authority and Treasurer	February 2010 Completed February 2010 <i>(item 7)</i>

	Action	Who is responsible	Completion Date
40	Agree the 2010/11 budget; Council Tax levels for 2010/11; and precepts on billing authorities	Fire Authority and Treasurer	February 2010 Completed February 2010 (item 8)
41	Agree increases in charges made for special services following the annual review by officers	Fire Authority and Principal Accountant	February 2010 Completed February 2010 (item 9)
42	Approve the outline contents of the Fire Authority's 2010/11 Corporate Plan and delegate authority to the Strategy and Resources Committee to agree performance targets for 2010/11 and the final content and layout	Fire Authority and Assistant Chief Fire Officer	February 2010 Completed February 2010 (item 11)
43	Receive Annual Report on the work of the Human Resources Committee	Chair of Human Resources Committee and Assistant Chief Officer	February 2010 To be completed at April 2010 meeting (item 9)
44	Receive presentations from: <ul style="list-style-type: none"> • Civil Resilience Champion • Young People's Champion 	<ul style="list-style-type: none"> • Civil Resilience Champion and Deputy Chief Fire Officer • Young People's Champion and Head of Fire Prevention 	February 2010 On hold pending report to Audit and Performance Management Committee on Member Champions
45	Agree Fire Authority Work Plan 2010/11	Fire Authority and Corporate Services Manager	April 2010 On April agenda (item 10)

	Action	Who is responsible	Completion Date
46	Receive report on outlook for 2008/09 final accounts and 2009/10 budget and agree any virements recommended by Committees	Fire Authority and Treasurer	April 2010 <i>At request of Treasurer to be presented to May meeting of Strategy and Resources Committee</i>
47	Receive Annual Report on the work of the Strategy and Resources Committee	Chair of Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	April 2010 <i>On April agenda (item 7b)</i>
48	Agree Role Descriptions for the Chair and Vice-Chair of the Standards Committee	Fire Authority, Chair and Vice-Chair of Standards Committee and Monitoring Officer	April 2010 <i>On April agenda (item 6b & 6c)</i>
49	Receive update report from Integrated Risk Management Planning Members' Working Group (<i>now the Strategic Risk and Planning Members' Working Group</i>) and agree any actions necessary	Fire Authority, Chair of IRMP Members' Working Group (<i>now the Strategic Risk and Planning Members' Working Group</i>) and Head of Performance and Risk	April 2010 <i>On April agenda (item 11)</i>
50	Receive presentation from Information, Communications and Technology Champion	Information, Communications and Technology Champion and Programme Manager	April 2010 <i>On hold pending decision in respect of Member Champion presentations (see item 44 above)</i>

	Action	Who is responsible	Completion Date
51	Formally approve the Audit Commission's Annual Audit and Inspection Letter	Fire Authority and Audit Commission	To be confirmed by the Audit Commission Annual Governance Report received by Audit and Performance Management Committee and Letter of Representation signed by the Chair, Chief Fire Officer and Treasurer (under delegated authority)
52	Ensure provision of appropriate training for all Members	Chief Fire Officer, Assistant Chief Officer, Treasurer and external agencies	Ongoing Various sessions arranged throughout 2009/10
53	Receive regular update reports on accommodation schemes	Head of Resources	Ongoing July 2009 February and April 2010
54	Receive regular update reports on the Regional Control Centre (<i>and mobilising system</i>)	Deputy Chief Fire Officer	Ongoing December 2009 February and April 2010
55	Receive regular update reports on Comprehensive Area Assessment	Assistant Chief Fire Officer	Ongoing December 2009
56	Receive regular monitoring reports on Equality and Diversity, including the Equality Standard for Local Government	Fire Authority and Equality and Diversity Officer	Ongoing October 2009 February 2010

Shropshire and Wrekin Fire Authority Proposed Work Plan May 2010 to April 2011

	Action	Who is responsible	Date
1	Approve and sign the Statement of Accounts 2009/10	Fire Authority Individual statements to be signed by the Chair and Treasurer	June 2010
2	Approve and sign the Annual Governance Statement 2009/10 and Improvement Plan 2010/11 for inclusion in the Statement of Accounts	Fire Authority and Head of Operations and Risk Statement to be signed by the Chair, Chief Fire Officer and Treasurer	June 2010
3	Receive and agree Annual Report 2009/10	Fire Authority, Chief Fire Officer, Assistant Chief Fire Officer (CPO) and Programme Manager	June 2010
4	Agree induction training for new Members	Fire Authority and Assistant Chief Fire Officer (HR)	June 2010
5	Elect Chair and Appoint Vice-Chair	Fire Authority and Clerk	Annual Meeting July 2010
6	Allocate seats to political groups, appoint Members to Committees and outside bodies, and Member Champions	Fire Authority, Clerk and Corporate Services Manager	Annual Meeting July 2010

	Action	Who is responsible	Completion Date
7	Review all Committee terms of reference	Fire Authority, Clerk and Corporate Services Manager	Annual Meeting July 2010
8	Review Standing Orders for: <ul style="list-style-type: none"> • Regulation of Proceedings and Business • Contracts • Financial Regulations 	Fire Authority, Clerk and Corporate Services Manager	To stand adjourned from Annual Meeting July 2010 until October 2010 meeting
9	Review Scheme of Delegation to Officers	Fire Authority, Clerk and Corporate Services Manager	To stand adjourned from Annual Meeting July 2010 until October 2010 meeting
10	Review and agree all Member Role Descriptions	Fire Authority, Corporate Services Manager and various officers	Annual Meeting July 2010
11	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	Annual Meeting July 2010
12	Approve Annual Efficiency Statements: Backward Looking and Forward Looking	Fire Authority, Treasurer and Principal Accountant	Annual Meeting July 2010
13	Agree recommendations on amendments to the integrated strategic planning process to incorporate Public Value	Fire Authority, Chief Fire Officer, Assistant Chief Fire Officer (CPO) and Programme Manager	Annual Meeting July 2010
14	Agree Medium Term Financial Plan	Fire Authority, Chief Fire Officer and Treasurer	Annual Meeting July 2010

	Action	Who is responsible	Completion Date
15	Receive report on Integrated Risk Management Planning and agree any actions	Fire Authority and Head of Operations and Risk	Annual Meeting July 2010
16	Receive annual report on partnerships	Fire Authority and Partnership Assessment Group	Annual Meeting July 2010
17	Receive the annual corporate risk management summary report	Fire Authority and Head of Operations and Risk	Annual Meeting July 2010
18	Agree schedule of meetings	Fire Authority and Corporate Services Manager	Annual Meeting July 2010

19	Approve any amendments to Standing Orders for: <ul style="list-style-type: none"> • Regulation of Proceedings and Business • Contracts • Financial Regulations 	Fire Authority, Clerk and Corporate Services Manager	October 2010, adjourned from July 2010
20	Approve any amendments to the Scheme of Delegation to Officers	Fire Authority, Clerk and Corporate Services Manager	October 2010, adjourned from July 2010
21	Receive recommendations from the Strategy and Resources Committee and approve a financial planning strategy for 2011/12	Fire Authority and Treasurer	October 2010
22	Receive progress report on Public Value and IRMP proposals	Assistant Chief Fire officer (CPO)	

	Action	Who is responsible	Completion Date
23	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	October 2010
24	Approve the Fire Authority's Code of Corporate Governance, following review by officers and the Audit and Performance Management Committee	Fire Authority, Treasurer and Corporate Services Manager	October 2010
25	Review and re-affirm the Fire Authority's Anti-Fraud and corruption Policy	Fire Authority and Principal Accountant	October 2010
26	Receive Annual Report on the work of the Audit and Performance Management Committee	Chair of Audit and Performance Management Committee, Treasurer, Head of Operations and Risk, Corporate Services Manager and Programme Manager	October 2010

27	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	December 2010
28	Receive recommendations from the Strategy and Resources Committee and consider 2010/11 and later years' revenue and capital budgets	Fire Authority, Treasurer and Principal Accountant	December 2010

	Action	Who is responsible	Completion Date
29	<p>Receive recommendations from the Strategy and Resources Committee and review:</p> <ul style="list-style-type: none"> • Base budget plus committed change; • Pay and prices assumptions; • Efficiencies 2011/12 and forward budgets; • Service developments 2011/12; • Capital Programme 2011/12 to 2015/16; and • Provisions, reserves and funds 	<p>Fire Authority and:</p> <ul style="list-style-type: none"> • Treasurer and Principal Accountant • Treasurer • Treasurer • Chief Fire Officer and Programme Manager • Treasurer • Treasurer 	December 2010
30	<p>Receive::</p> <ul style="list-style-type: none"> • Presentation on 'what if' scenarios • Summary report on Public Value / IRMP consultation results • Report on 2011/12 and Later Years' Budget Summary 	<ul style="list-style-type: none"> • Chief Fire Officer • Strategic Risk and Planning Members' Working Group and Head of Operations and Risk • Treasurer 	December 2010
31	Receive Annual Report on the work of the Standards Committee	Chair of Standards Committee and Monitoring Officer	December 2010
32	Agree Members' Allowances Scheme for 2011/12	Fire Authority and Corporate Services Manager	December 2010

	Action	Who is responsible	Completion Date
33	Approve any actions set out in report on financial performance and note any virements	Fire Authority, Treasurer and Principal Accountant	February 2011
34	Agree revenue budget and capital programme budget recommendations, including implications of Public Value / IRMP 5-year Plan and note the outcome of the consultation process	Fire Authority, Chief Fire Officer and Treasurer	February 2011
35	Agree a Minimum Revenue Provision Policy for 2011/12	Fire Authority and Treasurer	February 2011
36	Agree the 2011/12 budget; Council Tax levels for 2011/12; and precepts on billing authorities	Fire Authority and Treasurer	February 2011
37	Agree increases in charges made for special services following the annual review by officers	Fire Authority and Principal Accountant	February 2011
38	Approve the outline contents of the Fire Authority's 2011/12 Corporate Plan and delegate authority to the Strategy and Resources Committee to agree performance targets for 2011/12 and the final content and layout	Fire Authority and Assistant Chief Fire Officer (CPO)	February 2011

	Action	Who is responsible	Completion Date
39	Receive Annual Report on the work of the Human Resources Committee	Chair of Human Resources Committee and Assistant Chief Fire Officer (CPO)	February 2011

40	Agree Fire Authority Work Plan 2011/12	Fire Authority and Corporate Services Manager	April 2011
41	Receive report on outlook for 2010/11 final accounts and 2010/11 budget and agree any virements recommended by Committees	Fire Authority and Treasurer	April 2011
42	Receive Annual Report on the work of the Strategy and Resources Committee	Chair of Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	April 2011

43	Formally approve the Audit Commission's Annual Audit and Inspection Letter	Fire Authority and Audit Commission	As required by the Audit Commission
44	Ensure provision of appropriate training for all Members	Chief Fire Officer, Assistant Chief Officer (HR), Treasurer and external agencies	Ongoing

	Action	Who is responsible	Completion Date
45	Receive regular update reports on accommodation schemes	Head of Resources	Ongoing
46	Receive regular update reports on the Regional Control Centre and mobilising system	Assistant Chief Fire Officer (CPO)	Ongoing
47	Receive regular update reports on Comprehensive Area Assessment and Public Value / IRMP	Assistant Chief Fire Officer (CPO)	Ongoing
48	Receive regular update reports on / minutes from WMRMB	Assistant Chief Fire Officer (CPO) and Corporate Services Manager	
49	Receive regular monitoring reports on Equality and Diversity, including the Equality Standard for Local Government	Fire Authority, Member Champion and Equality and Diversity Officer	Ongoing