



# **HEREFORD & WORCESTER**

## **Fire and Rescue Authority**

### **Policy and Resources Committee**

## **AGENDA**

**9.30 am, Monday 1 November 2010**

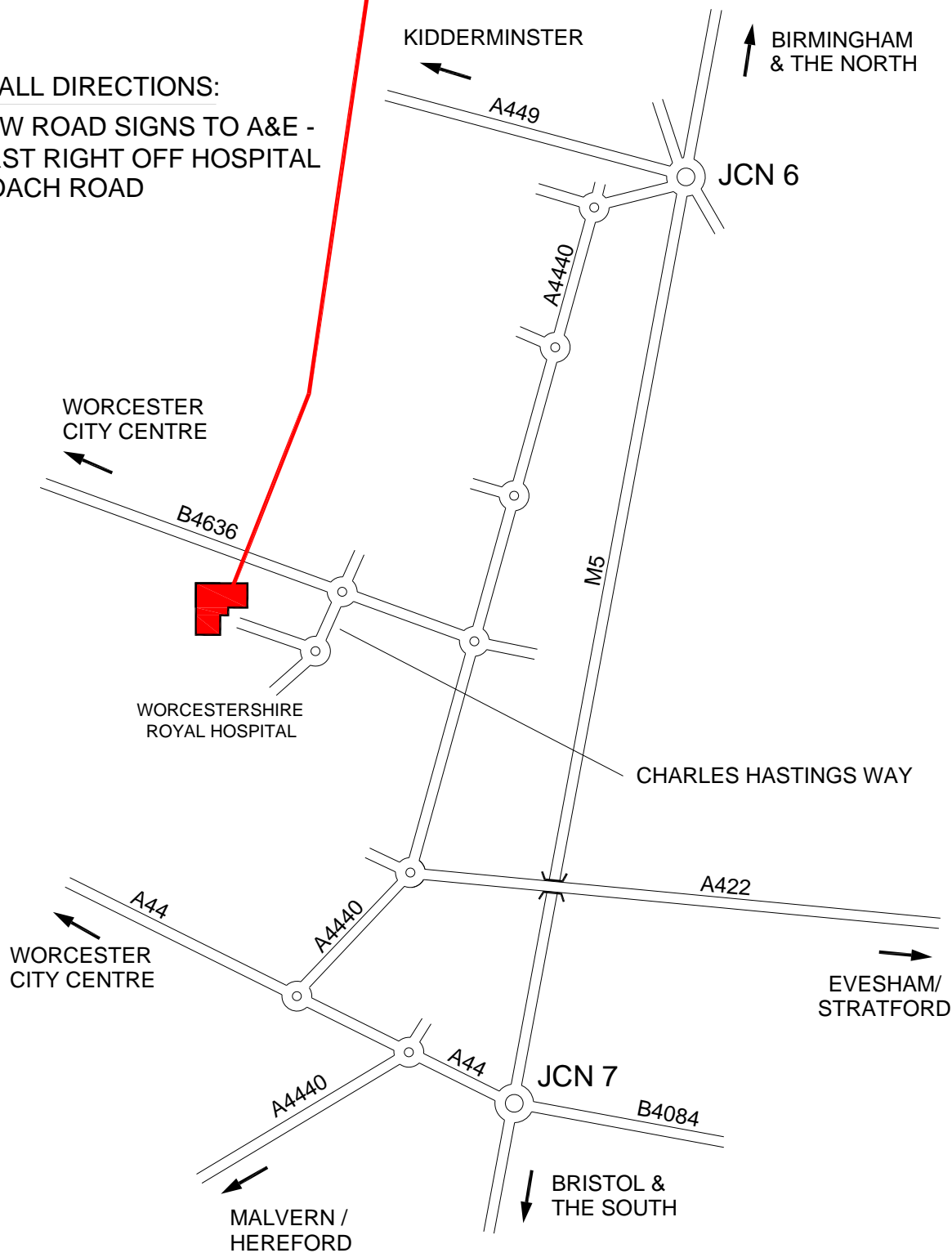
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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE  
HEADQUARTERS  
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- 1 Break the glass at the nearest **FIRE ALARM POINT**.  
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –  
**CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 4 Never re-enter the building – **GET OUT STAY OUT**.

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**CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
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- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Committee Services on 0845 12 244554 or by email at [committeeservices@hwfire.org.uk](mailto:committeeservices@hwfire.org.uk).

## WELCOME AND GUIDE TO TODAY’S MEETING

These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

### Agenda Papers

Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

### Chairman

The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

### Officers

Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

### The Business

The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

### Decisions

At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

# Agenda

## Members

Mr A I Hardman, (Chairman), Mr. K Taylor (Vice-Chairman),  
Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Cairns, Mr J Campion, Mr S Clee,  
Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor,  
Mr R Udall and Mr G Yarranton.

	<b>Pages</b>
<b>1. Apologies for Absence</b> To receive any apologies for absence.	
<b>2. Named Substitutes</b> To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
<b>3. Declaration of Interests (if any)</b>  The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
<b>4. The Terms of Reference of the Policy and Resources Committee</b> To inform the Policy and Resources Committee of the Terms of Reference, as approved by the Authority on 28 September 2010.	<b>6 - 9</b>
<b>5. Policy and Resources Committee Work Programme</b> To put forward a draft work programme for the Committee to consider and amend as appropriate, prior to approval.	<b>10 - 13</b>
<b>6. Proposed Options for Bromsgrove Fire Station</b> To advise the Policy and Resources Committee of options to fund a replacement for Bromsgrove Fire Station and approve a preferred option for funding the project, which considers improved financial efficiencies for the Authority and potential partner organisations.	<b>14 - 23</b>
<b>7. Budget Monitoring Report 2010-11</b>  To inform Members of the current position on Budgets for 2010-11.	<b>24 - 27</b>
<b>Glossary</b>	<b>28 - 31</b>

## **4. The Terms of Reference of the Policy and Resources Committee**

### **Purpose of report**

1. To inform the Policy and Resources Committee of the Terms of Reference, as approved by the Authority on 28 September 2010.
- 

### **Recommendation**

***The Clerk recommends that the Terms of Reference of the Policy and Resources Committee be noted.***

### **Background**

2. On 28 September 2010 the Authority reviewed and amended the Committee structure and Terms of Reference for each of the Authority's Committees. The aim of this report is to bring to the Committee's attention the newly adopted Terms of Reference for this Committee (see Appendix 1).
3. The Report presented at that meeting described the work of the Governance Review working Group and the rationale for the changes to the Authority's Committee structure. The most significant structural change proposed was the merging of Policy and Performance Review (the Best Value, Policy and Performance Committee) with financial overview (The Budget Committee) into a single Committee – the Policy and Resources Committee. The Terms of Reference appended reflect this integration.
4. The Working Group also took the opportunity to review Committees' decision-making powers. Committees had very few delegated powers, and most decision-making powers were either delegated to Officers or reserved for the Authority meeting. To address this, minor changes have been incorporated into the Terms of Reference of the proposed Policy and Resources Committee.
5. In addition, certain human resource functions have been included to enable feed back from the Joint Consultative Committee, Equality & Diversity Group and Health and Safety Liaison Group to be considered in a Member forum.

### **Supporting information**

Appendix 1: Terms of Reference of the Policy and Resources Committee as approved by the Authority on 28 September.

### **Background Papers:**

Paper no. 8: Review of the Committee Structure,  
Fire and Rescue Authority, 28 September 2010.

### **Contact Officer**

Anne Brown – Deputy Monitoring Officer  
(01432 260266)

Email: [annebrown@herefordshire.gov.uk](mailto:annebrown@herefordshire.gov.uk)

## **POLICY AND RESOURCES COMMITTEE**

### **Terms of Reference, Constitution, Rules and Procedures**

#### **Role**

The Committee will:

1. Exercise general oversight of the resources of the Authority including knowledge management.
2. In conjunction with the Audit committee to scrutinise reports from the Authority's External Auditors (including the report on the Management Letter) to determine where appropriate the Authority's response and appropriate action.
3. To prepare and recommend the Authority's Integrated Risk Management Plan and Authority Plan to the Authority .Thereafter to oversee and monitor progress on implementation of the Authority's Integrated Risk Management Plan and Authority Plan.
4. Consider and recommend to the Authority new strategies or new policy, including People, IT and Public Relations strategies taking into account the impact of such proposals on the staffing and financial resources of the Authority.
5. Oversee the formulation and recommend to the Authority the adoption of the Authority's objectives, the priority of those objectives and progress towards achieving them.
6. Oversee the development and implementation of equality and fairness policies receiving regular reports from the Equalities and Development Steering Group.
7. Oversee the development and implementation of health and safety policies receiving regular reports from the Health and Safety Liaison Panel.
8. Consider and report to the Authority on proposals of government departments and other national or regional bodies which have national or regional implications or which would affect the Authority in its relationship with other authorities.
10. Consider any other item referred to it by the Authority or Chief Officer.
11. Advise the Authority generally as to its financial and economic policies.
12. Make recommendations on the medium term financial plan including the revenue and capital budgets, precept and net budget requirement. Monitor the implementation of the medium term financial plan.

13. Consider matters relevant to the control of the general financial arrangements of the Authority including the arrangements for:
  - (a) the collection of all revenue
  - (b) the supervision of the financial and accounting methods adopted
  - (c) insurance
  - (d) the establishment and management of funds
  - (e) the arrangements for treasury management
14. To ensure that the fees and charges for services provided by the Authority are kept under regular review and recommend any changes to the Authority for adoption.
15. Subject to Standing Orders and Financial Regulations, to exercise delegated power in relation to the invitation and acceptance of tenders.
16. Determine the Authority's Asset Management Plan.
17. Determine any matter relating to the Authority's land holdings including any report relating to the acquisition or disposal by way of sale or lease of any interests in land or property surplus to requirements.
18. In accordance with the Authority's Financial Regulations, Standing Orders, give approval to capital projects and the purchasing of supplies, vehicles and services.
19. Receive reports on the discharge of any Civil Contingencies activities carried out by the Authority and authorise any action not already delegated to officers.
20. To receive reports on the implications of the adoption of nationally agreed conditions of service.
21. To receive regular reports from the Joint Consultative Committee.
22. To agree the premature retirement of any employee where this is in the interests of the efficient exercise of the functions of the Authority, or by reason of redundancy, including the power to grant added years service reckonable for superannuation purposes.
20. Receive reports on the introduction and implementation of any new legislation and as appropriate on the discharge of the Authority's obligations under any statutory provisions and authorise any action not already delegated to officers.
21. To set up member/officer working groups, either long standing or temporary to research and consider specific issues affecting the Authority e.g. Equalities and Development Working Group, IRMP working Group etc
22. To consider and make recommendations to the Authority on the Officer Delegation Scheme.



## **Constitution**

1. The Committee will comprise 15 Members.
2. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply.
3. The quorum of the Committee will be 5 Members.

## **Substitution**

4. A Member of the Committee, who is unable to attend a meeting of the Committee, may propose another Member of the Authority to take their place at that meeting and act as their substitute. The substitute may be a Member of any political group.
5. The substitute Member shall remain a Member of the Committee for the duration of the meeting and shall be entitled to vote and assume all of the responsibilities of the named Member.

## **Reporting Arrangements**

6. The Committee will report to the Authority and have clear access to other committees and functions.

## **Rules and Procedures**

7. The Committee will meet quarterly.
8. The Committee Chair will report proceedings of the Committee to the Authority.
9. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt.
10. The Committee will be advised by the Chief Fire Officer, Treasurer, Monitoring Officer and other officers and advisors as necessary.
11. Meetings will normally be held in public, with the right of attendance for all members, public and press, except during consideration of exempt business.
12. An agenda, together with reports, will be made available at least five clear working days before each formal meeting.

## **5. Policy and Resources Committee Work Programme**

### **Purpose of report**

1. To put forward a draft work programme for the Committee to consider and amend as appropriate, prior to approval.
- 

### **Recommendations**

***The Clerk recommends that the Committee approves the attached draft work programme for 2010/11.***

### **Background**

2. The Authority recently agreed a new Committee structure, which incorporated the new Policy & Resources Committee in replacement of the previous Budget Committee and Best Value Policy & Performance (BVPP) Committee to ensure a more integrated approach between finance and policy.
3. It was also agreed at the Authority meeting on 28 September, that: *'Members approve the work programme for each Committee'*. Following on from this resolution, Officers have drafted a work programme for discussion and input from Committee Members.

### **Draft Work Programme**

4. The draft is attached at Appendix 1 and takes the Committee up to the end of this Authority year in June 2011. The programme combines the work undertaken by the previous Budget and BVPP Committees and includes new responsibilities as set out in the terms of reference for the Policy and Resources Committee.
5. The work programme is not intended to be too prescriptive and it is envisaged that an element of flexibility will be retained so that additional items can be included as issues arise throughout the year. Any future changes to the work programme would be brought to the Committee for approval.

### **Conclusion/Summary**

6. The Authority recently agreed that Members should approve the work programme for each Committee as set out in the new Committee structure. A draft programme for 2010/11 for the Policy and Resources Committee has been developed by Officers and is put forward for consideration to provide an opportunity for Members to have an input into the planned work of the Committee.

## **Supporting Information**

Appendix 1 – Draft Policy and Resources Committee 2010/11

### **Background papers**

Audit Committee papers 7 September 2010

FRA papers 28 September 2010

### **Contact Officer**

Anne Brown, Deputy Monitoring Officer

(01432 260266)

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**Draft Policy and Resources Committee Work Programme**  
**2010/11**

Meeting	Item	Purpose of Item	Refer item to FRA
1 November 2010, 10.30am, SHQ	Terms of Reference  Work Programme  Proposals for Bromsgrove Fire Station  Budget Monitoring Report 2010/11	To note  To approve  To approve  To note	
8 December 2010, 10.30am, SHQ	Draft IRMP Action Plan  Grant Settlement/ Medium Term Financial Plan Review (Financial Prospects and Future Planning)  Quarterly Performance Report (Q2 July – September)  Annual review of Publication Scheme  Strategic Risk Register  Treasury Activities 2010/11  Reports from Working Groups: • E & D Steering Group • JCC • H & S Liaison Panel  Update on Fire Control  Fees and Charges	To consider for recommendation to FRA  To note current revenue expenditure and resource projections  To note  To consider for recommendation to FRA  To consider for recommendation to FRA  To review and note  To note  To note	Yes    Yes  Yes

Meeting	Item	Purpose of Item	Refer item to FRA
28 January 2011, 10.30am, SHQ	Budget 2011/12 and Precept	To consider for recommendation to FRA	Yes
	Annual Audit and Inspection Letter 2009/10	To note	
	Governance Review	To consider for recommendation to FRA	Yes
24 March 2011, 10.30am, SHQ	Quarterly Performance Report (Q3 Oct-Dec)	To note	
	Report from IRMP Steering Group	To note progress with IRMP	
	Asset Management Plan 2011/12	To approve	
9 June 2011, 10.30am, SHQ	Draft Authority Plan	To consider for recommendation to FRA	Yes
	Draft IRMP for consultation	To consider for recommendation to FRA	Yes
	Treasury Activities Update	To review Treasury Activities and to report the Prudential Code Indicators for 2010-11	

## **6. Proposed Options for Bromsgrove Fire Station**

### **Purpose of report**

1. To advise the Policy and Resources Committee of options to fund a replacement for Bromsgrove Fire Station and approve a preferred option for funding the project, which considers improved financial efficiencies for the Authority and potential partner organisations.

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### **Recommendation**

***The Chief Fire Officer and Treasurer recommend that:***

- i) the Policy and Resources Committee agree to officers of the Service continuing work with West Mercia Police to pursue an option to lease a new Fire Station in Bromsgrove as part of a new Fire/Police Station owned by West Mercia Police; and***
- ii) a further report is brought to this Committee to seek appropriate permissions prior to the contractual stage of this project being reached.***

### **Background**

2. Bromsgrove Fire Station occupies a large site linked to a Worcestershire County Council building. This property is subject to a flying freehold from the County building and is of a brick structure with a flat built up felt roof. The fabric of the property is generally poor, particularly the flat roof. Hot water, heating and electricity is taken from the County building, which is not the most energy efficient arrangement. The site contains a self contained annex, Amphlett Court, which is currently leased to a third party.
3. Maintenance work could continue on the building: the current maintenance strategy has indicated maintenance costs of £0.246m over the next 5 years, up to £0.322m at 10 years. However this work will only delay the essential need to provide new accommodation that is fit for purpose and complies with legislation such as the Disability Discrimination Act (DDA) and energy efficiency best practice. The Fire and Rescue Authority has recognised this need as part of the Asset Management Plan approved in 2009.
4. In 2007 Worcestershire County Council and Bromsgrove District Council arranged a public sector stakeholder meeting to review the public estate ownership and strategy for Bromsgrove. This resulted in a groundbreaking study being undertaken by Worcestershire County Council to map and review where public sector properties were positioned in that area. Hereford & Worcester Fire and Rescue Service and West Mercia Police were actively engaged in this process and the results of the study mapped out a plan for rationalisation of the public sector estate in Bromsgrove. This included a proposal for a combined Police and Fire station.

5. The whole process was seen as a success in joint working by all stakeholders involved as part of the national 'Total Place' initiative. Total Place in Worcestershire is one of the successful national pilots and the Worcestershire Partnership has been granted 'Pathfinder' status for leading in this area. The FRA can be justifiably proud of the contribution that Hereford & Worcester Fire and Rescue Service has made in supporting this excellent achievement.

### **Current Status and Options**

6. West Mercia Police has secured a potential new site for a joint Police and Fire Station, subject to planning approval. West Mercia Police has confirmed an opportunity for this new site, where they own the freehold title and asset liability for the site, with the option for the Fire Service to lease space. Under the Total Place initiative, it is hoped that efficiencies can be gained from collaboration and sharing sites through co-location and this proposal for a joint Police and Fire station has been put forward as a Total Place Pathfinder project.
7. Initial draft designs for the new Police and Fire Station have progressed well and would realise significant financial efficiencies in day to day running costs. The proposed footprint of the building includes a shared reception, meeting room, toilets, gym, canteen / rest room, plant rooms, as well as shared infrastructure benefits such as a single heating system. The proposed improvement of facilities will enable better community access to fire safety and other advice by the use of a shared reception funded by the Police with dedicated front desk provision; this is currently unavailable.
8. West Mercia Police have provided initial estimates of expected lease costs to enable Hereford & Worcester Fire and Rescue Authority to decide on a preferred option. Leasing from the Police would eliminate the maintenance liability for the FRA over the lifecycle of occupancy and would provide a fixed, guaranteed revenue cost. However, this option would not provide the FRA with an asset at the end of the term.
9. The option remains for Hereford & Worcester Fire and Rescue Authority to locate to a potential new site and build a new fire station independently of any partner agencies. However, there have been no alternative sites identified and it is unlikely that another acceptable location will be identified in the foreseeable future.
10. Building on the existing site would not be cost effective: the temporary relocation of the station's operational function would be cost prohibitive and there is an estimated increase in capital receipt if the site is included in a wider sale including the surrounding Worcestershire County Council areas. The capital receipt value is currently estimated to be 25% higher if the Fire Service site is sold as part of a combined site.
11. The 'Flying Freehold' is unclear in its legal application and it would not be advisable to proceed on the existing site unless a firm ownership of freehold could be established. The Amphlett Court annex would need significant work to the infrastructure to ensure continued use, either for our staff or as a income income source.
12. Refurbishing the existing building is not a practical or financially viable option due to the return on investment profiled against extension of the life cycle of the

building; this has been researched as part of the up coming Asset Management Plan. In addition, the capital receipt issues highlighted in paragraph 10 above still apply.

13. A further opportunity for a reciprocal arrangement with the Police has been identified for Redditch. It is proposed that West Mercia Police would lease a redeveloped site at the current location for Redditch Fire Station. This site would be owned by Hereford & Worcester Fire and Rescue Authority as an asset and space would be leased from the FRA, by the Police. This has already been approved in principle by the West Mercia Police senior management team and will be included in the Total Place Pathfinder national business case for Bromsgrove and Redditch, although at this stage this proposal is an aspiration without any firm commitment from the FRA.

## Financial Options

14. The options below explore the overall life cycle costs of two leasing options for a joint site (proposed in draft by West Mercia Police), and the option for the FRA to fund a stand alone project. These options include the cost of borrowing the capital and revenue cost, calculated over a 60 year period.
15. Option 1 – lease only basis - proposed indicative leasing gives an overall life cycle cost of £13.1m.
16. Option 2 – H&WFRA £1m contribution to build cost plus annual lease - gives a lower overall lease cost of £9.8m, but the cost of financing the FRA contribution over the same period would be £3.3m, bringing the overall life cycle cost) to £13.1m.
17. Option 3 – FRA Capital Scheme – the most recent design estimate to construct a separate fire station on an alternative site, where land purchase has been estimated at £0.850m, indicates an overall life cycle cost of £16.9m, although the FRA retains ownership of the asset.
18. The leasing options 1 and 2 have a significant difference in cost in comparison to option 3, because in the case of the joint site, the building maintenance and refurbishment liability will rest with the Police at no extra cost to the FRA, whereas during the life cycle of an FRA asset, there would be a maintenance liability that would need to be funded by the FRA, in addition to the costs of a new site if one were available.
19. If the lease option were to be adopted there would be an appropriate reduction in the IRMP capital budget and corresponding adjustment in the revenue budgets. The proposed project would require no overall additional funding above existing capital and revenue budgets.

## Risks and Opportunities

20. Leasing a site owned by the Police would provide savings in project management costs for a capital scheme, maintenance costs throughout the life cycle of the building and significant efficiencies relating to utilities and energy management (for example, by using one heating system rather than two). It would also reduce the facilities management of one building, which would be required under an ownership model. The capital receipt of any site would be lost



through not owning the freehold of the asset: however, this is only of value if the asset is not replaced in the future and needs to be judged on the values highlighted above (current capital receipt value versus cost of borrowing).

21. The initial lease model proposed by the Police is based upon an agreement for an initial period of 30 years with an option to extend for a further 30 years. This provides an element of guarantee to the FRA, for budget provision moving forward.
22. Control of the maintenance of the building would not lie with the FRA and options to break away from the agreement are not defined at present. Further work needs to be undertaken to augment the detail of the leasing proposal and provide reassurance to the FRA that the offer provides security for the Service.
23. The full options are summarised in the table below:

Options	Initial Capital Cost	Revenue Cost (60 yrs)	Risks	Opportunities
a) Do nothing	£0M	£0.3M (over 10 yrs) + options b), c), d), or e)	Would have to rebuild after 10 years anyway. Non-sustainable.	
b) Refurbish on existing site	£1.600M	£0.4M (over 15 yrs) + options c), d), or e)	Would have to rebuild after 15 years anyway. Not feasible due to freehold status and miss opportunity for increased capital receipt. Limited sustainability.	
c) Lease a new development owned by West Mercia Police	£0M	£13.1M	No freehold ownership of asset.	No asset maintenance liability, over life cycle. Public estate savings through energy efficiencies, from shared utilities and infrastructure. Improved sustainability. Vastly improved community access facilities, through front desk provision by the Police. Increased capital receipt.
d) Rebuild new fire station on existing site	(included in life cycle costs*) + temporary relocation costs	£17.8M	Freehold issues. Miss opportunity for increased capital receipt.	Improved sustainability.
e) Rebuild new fire station on new site	(included in life cycle costs*)	£16.9M	Lack of appropriate sites identified.	Increased capital receipt. Improved sustainability.

\*includes cost of borrowing

## **Conclusion/Summary**

24. It is recommended that the Authority agrees to officers of the Service continuing working with West Mercia Police, with the intent of pursuing the option to lease a new Fire Station location from a site owned by West Mercia Police. This is summarised as option 'c' in the table above.
25. A further report will be brought to this committee to seek appropriate permission to enter the contractual stage of this project.

## **Corporate Considerations**

26. A Business Impact Analysis form is attached at Appendix 1 to measure and address the proposals contained in this report. The form contains information on the potential resource implications, legal issues, strategic policy links, equality/ethical issues and risk management implications.

## **Supporting Information**

Appendix 1 – Business Impact Assessment Form

## **Contact Officer**

Ian Edwards, Head of Asset Management  
(01905 368360)  
Email: [iedwards@hwfire.org.uk](mailto:iedwards@hwfire.org.uk)

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	<b>Proposed Options for Bromsgrove Fire Station</b>	<b>New/Existing?</b> (If existing, please state which document it will replace)	New
		<b>Date:</b>	12 <sup>th</sup> October 2010
<b>Directorate:</b>	Asset Management	<b>Department:</b>	Facilities
<b>Author:</b>	Graham Rodway	<b>Head of Department:</b>	Ian Edwards
<b>Title:</b>	Bromsgrove		
<b>Purpose:</b>	To build a new fire station at a new shared location		
<b>Strategic Policy Implications</b>			<b>Yes /No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives? - Yes			
<i>If yes, please state how, if No please state why the document should be put in place.</i>			
Key objective in delivery of Asset Management Plan			
<b>Equality and Diversity Outcomes</b>			<b>Yes /No</b>
Are there any equality and diversity outcomes for this policy/activity? - Yes			
<i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i>			
Improved accommodation and changing facilities providing increased privacy / dignity, DDA compliant with facilities for customer contact.			
<b>Equality Monitoring</b>			<b>Yes/ No</b>
Does the Service currently collate data specific to this activity for equality monitoring? - No			
<b>Partnership Working</b>			<b>Yes /No</b>
Does this policy/ activity involve working or interaction with other organisations? - Yes			
<i>If yes, please ensure that the <a href="#">Partnership Working</a> SPI has been completed and advice sought from the Partnership Officer</i>			

Log No.

## Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

<b>Risk Areas Identified</b> (Risk impact or concerns arising from the subject area being adopted)	<b>Inherent Risk Score</b> (before any control measures applied)	<b>Control Measures/Solution</b> (What action has or will be taken to reduce the inherent risk score and who is responsible?)	<b>Residual Risk Score</b> (after control measures/solutions are applied)
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public Staff ✓ Partners Contractors Consultants Community Groups Local Government Local Resilience Forum			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>	<b>N/A</b>		
<b>Equality &amp; Diversity</b>			
1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race✓ Gender✓ Disability✓ Age Sexual Orientation ✓ Religion & Belief ✓			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>	<b>N/A</b>		
2. Could this activity prevent us promoting equality for any diverse group? <b>Yes / No - No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
3. Could this activity potentially discourage the participation of any equality groups? <b>Yes / No - No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
4. Could this activity promote negative attitudes towards any equality groups? <b>Yes / No - No</b>			
<i>If yes, please identify how and what the risk is here.</i>			

Log No.

5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes / No - Yes</b>			
<i>If no, please identify why and what the risk is here.</i>			
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>Yes / No - No</b>			
<i>If yes, please identify how and what the risk is here.</i>			
7. Has consultation internally/externally been completed with all groups affected? <b>Yes / No - No</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	<b>1</b>	<b>No action necessary</b>	
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes / No - Yes</b>			
<i>If no, please identify what needs are not being met.</i>			
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
		Change of location may require increased consultation with existing station staff.	
<b>Operational – e.g. how we carry out our duties</b>			
		Site will be shared with West Mercia Police, so consideration to their impact assessments may be necessary.	
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
		N/A	
<b>Financial – e.g. monetary or resource implications</b>			
		More cost effective purchase through partnership.	
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
		<b>No</b>	
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>		Potential energy savings through much improved (BREEAM), site.	
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
		Key part of Asset Management Plan	
<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
		Improved facilities will encourage existing staff and improve image of organisation	
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Log No.			
Health and Safety e.g.	Will this enhance or undermine Health, Safety and wellbeing		
		Improvement in wellbeing	
Partnership – e.g. Working or interaction with other organisations			
		WMP	
Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation			
Does this policy/ activity conforms to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?		Yes	
Total Inherent Score: 8		Total Residual Score: 3	
Outcome:			Yes / No
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			Yes

		No action necessary	Monitor as necessary - ensure being properly managed	Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties
	Impact	1	2	4
		or key services or duties	services or duties	and/or achievement of key services or duties
		Low	Likelihood	
	High	6	8	9
	low	3	5	7
		Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties	Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties	Key risks - may potentially affect provision of key services or duties

Log No. 

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
<i>What further Opportunities can be identified from this activity/policy matter?</i>	<i>Who is responsible for delivery?</i>

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      Yes			
<i>Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.</i>			
Commercial, in-confidence.			
<b>Policy Author Signature:</b>		<b>Date:</b>	
<b>Head of Department/Mgr:</b>		<b>Date:</b>	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
<b>Escalation of Risk:</b>	<b>Yes / No</b>	
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
<b>Authorisation:</b>	<b>Outcome:</b>	<b>Date:</b>

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</b>	

## 7. Budget Monitoring Report 2010-11

### Purpose of Report

1. To inform Members of the current position on Budgets for 2010-11.

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### Recommendation

#### *The Treasurer recommends that:*

- *The current revenue and capital budget positions be noted.*
- *The contingency reserve created as indicated at paragraph 6 be noted.*

### Background

2. In February 2010 the Fire and Rescue Authority (FRA) set a net budget requirement for 2010-11 of £31.395m made up as below :

	£m
Net Expenditure on Services	32.309
Special Grants	-1.186
	31.123
Strengthening of Balances	0.272
	31.395

### Revenue Budget

3. This report provides information on expenditure to date against the profiled budget, and the current forecast out-turn position. It is based on actual expenditure for 6 months, and Appendix 1 sets out the position at approved budget level.
4. Uniformed staff pay is now forecast to be underspent at year end, primarily around the limited call on the Resilience Register as better management of crewing has significantly improved crewing levels.
5. Members will be aware that the budget contains a provision for pay awards totalling £0.170m. If the Chancellor's 22 June statement regarding a public sector pay freeze is applied to local government there is a probability that a large part of this provision will not be required. If the pledge to lower paid government workers is matched by the local government employers then only £0.020m of this provision will be required.
6. As a consequence of the above it is suggested that a budget adjustment is made to allocate £0.150m from the pay contingency and £0.150m from Whole Time Pay to create a contingency reserve of £0.300m to assist with future cost pressures.
7. Members are reminded of the pending national agreement for compensating Retained Firefighters for unfair treatment as part-time workers which has a



potential one off cost of around £0.250m, which is not budgeted for. The final details are, however, still awaited.

8. At the end of the 2<sup>nd</sup> Quarter budget holders are not forecasting any significant variances, but senior officers continue to maintain tight control of the budget to give maximum flexibility to respond to the announcement of the Spending Review in October.

### Capital Budget

9. The Capital Strategy for 2010-11 was approved by the Fire and Rescue Authority on 18 February 2010 and subsequently amended as follows:

		£m
<i>FRA - Feb 2010</i>	2010-11 Strategy	3.980
<i>FRA - Jun 2010</i>	Slippage from 2009-10	3.050
USAR retentions-	from USAR grant reserve	0.020
		7.050

10. The 2010-11 revenue budget was built on the basis that these slipped capital sums would have been spent in 2009-10. Therefore, there are no adverse revenue consequences of the slippage.
11. At present no expenditure is permitted on the IRMP building schemes until the Committee has considered a full business case, and therefore the IRMP Strategy allocation has not yet been allocated to the budget.
12. Of the £7.050m strategy, £2.916m has been allocated to the budget and £2.221m (76%) has been spent or committed.
13. The over-commitment on Pump replacements (totalling £0.030m for 6 appliances) relates to additional diversity equipment being fitted to these pumps. The additional revenue cost of £0.003m will be contained within the existing capital financing budget.
14. The apparent over-commitment on the Betony Road scheme (the Operational Logistics facility) relates to expected Retention on the scheme and revenue costs are provided for within the capital financing budget.
15. Capital Budget details are shown in Appendix 2.

### Supporting Information

Appendix 1 – 2010-11 Revenue Budget Monitoring

Appendix 2 – 2010-11 Capital Budget Monitoring

Background papers - None

### Contact Officer

Martin Reohorn, Director of Finance  
(0845 12 24454)

Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)

# Hereford & Worcester Fire and Rescue Authority

REVENUE BUDGET MONITORING REPORT TO END OF :

Sep 2010 (Period 06)

		Budget to Date £m	Actual to Date £m	Variance to Date £m		Annual Budget £m	Forecast Out-turn £m	Forecast Variance £m
WT FF Pay	PMM	6.071	5.970	(0.101)		14.031	13.782	(0.249)
RDS FF Pay	PMM	1.266	1.285	0.019		3.068	3.083	0.015
Control Pay	PMM	0.308	0.314	0.006		0.711	0.727	0.016
Support Pay	PMM	1.968	2.029	0.061		3.965	4.015	0.050
Pay Contingency				0.000		0.170	0.020	(0.150)
Other Employee Costs	PMM	0.018	0.009	(0.009)		0.036	0.036	0.000
Unfunded Pensions	PMM	0.388	0.366	(0.022)		0.738	0.744	0.006
		<b>10.019</b>	<b>9.973</b>	<b>(0.046)</b>		<b>22.719</b>	<b>22.406</b>	<b>(0.313)</b>
USAR - Total	ACFO(SD)	0.389	0.301	(0.087)		0.880	0.774	(0.106)
		<b>0.389</b>	<b>0.301</b>	<b>(0.087)</b>		<b>0.880</b>	<b>0.774</b>	<b>(0.106)</b>
HQ - Comm Safety	ACFO(SD)	0.184	0.061	(0.123)		0.330	0.330	(0.000)
HQ - Ops Support	ACFO(SD)	0.022	0.021	(0.001)		0.068	0.068	0.000
Distict - Comm Safety	ACFO(SD)	0.000	0.001	0.001		0.000	0.000	0.000
		<b>0.207</b>	<b>0.083</b>	<b>(0.123)</b>		<b>0.398</b>	<b>0.398</b>	<b>(0.000)</b>
Strategic Management	CFO	0.010	0.013	0.003		0.020	0.020	(0.000)
		<b>0.010</b>	<b>0.013</b>	<b>0.003</b>		<b>0.020</b>	<b>0.020</b>	<b>(0.000)</b>
PPP - Perf Mngt	DCFO	0.066	0.022	(0.044)		0.132	0.132	0.000
PPP - Org Dev	DCFO	0.119	0.075	(0.044)		0.240	0.240	0.000
PPP - FRA Costs	DCFO	0.063	0.051	(0.012)		0.126	0.126	(0.000)
		<b>0.248</b>	<b>0.147</b>	<b>(0.101)</b>		<b>0.498</b>	<b>0.498</b>	<b>(0.000)</b>
Training Dept	ACFO(SS)	0.301	0.264	(0.037)		0.596	0.596	0.000
Approved Centre	ACFO(SS)	0.005	0.002	(0.003)		0.009	0.009	(0.000)
Personnel	ACFO(SS)	0.151	0.115	(0.036)		0.304	0.304	0.000
		<b>0.457</b>	<b>0.381</b>	<b>(0.076)</b>		<b>0.909</b>	<b>0.909</b>	<b>(0.000)</b>
Ops Logistics	ACFO(SS)	0.426	0.452	0.026		0.902	0.902	0.000
Fleet	ACFO(SS)	0.236	0.236	(0.000)		0.501	0.501	0.000
ICT	ACFO(SS)	0.584	0.531	(0.053)		0.931	0.931	0.000
Facilities Mngt	ACFO(SS)	0.657	0.700	0.043		1.295	1.295	0.000
HQ Catering	ACFO(SS)	0.006	0.002	(0.004)		0.000	0.000	0.000
Legal Services	ACFO(SS)	0.027	0.016	(0.011)		0.058	0.058	0.000
Insurances	ACFO(SS)	0.000	0.000	0.000		0.312	0.312	0.000
		<b>1.936</b>	<b>1.937</b>	<b>0.001</b>		<b>3.999</b>	<b>3.999</b>	<b>0.000</b>
Service Wide	DoF	0.138	0.098	(0.040)		0.476	0.476	0.000
Capital Financing	DoF	0.363	0.225	(0.138)		2.205	2.205	0.000
		<b>0.500</b>	<b>0.322</b>	<b>(0.178)</b>		<b>2.681</b>	<b>2.681</b>	<b>0.000</b>
		<b>3.358</b>	<b>2.884</b>	<b>(0.474)</b>		<b>8.505</b>	<b>8.505</b>	<b>(0.000)</b>
RCC Project	DCFO	0.119	0.099	(0.020)		0.238	0.214	(0.024)
Special Grants	DoF	(0.177)	(0.103)	0.074		(1.186)	(1.186)	0.000
		<b>(0.058)</b>	<b>(0.004)</b>	<b>0.054</b>		<b>(0.948)</b>	<b>(0.972)</b>	<b>(0.024)</b>
		<b>13.707</b>	<b>13.154</b>	<b>(0.553)</b>		<b>31.156</b>	<b>30.713</b>	<b>(0.443)</b>
to/(from) Earmarked Reserves						(0.033)	0.097	0.130
to/(from) General Balances - planned						0.272	0.272	0.000
to/(from) General Balances - unplanned							0.313	0.313
		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		<b>0.239</b>	<b>0.681</b>	<b>0.443</b>
		<b>13.707</b>	<b>13.154</b>	<b>(0.553)</b>		<b>31.395</b>	<b>31.395</b>	<b>0.000</b>

# Hereford & Worcester Fire and Rescue Authority

CAPITAL BUDGET MONITORING REPORT TO END OF : Sep 2010 (Period 06)

	Capital Budget	Actual	Commitments	Total	Remainder
014 - Routine Replacement Pumps 2009/10	322,398	336,408	990	337,398	- 15,000
085 - Routine Pump Replacement 2010/11	615,000	379,498	250,502	630,000	- 15,000
046 - Specialist Replacement - Water Carrier	68,029	82,268	-	82,268	- 14,239
045 - Routine Replacement 4x4 2008/09	20,875	10,925	9,950	20,875	0
047 - Specialist Replacement EPU 2009/10	59,831	35,848	23,983	59,831	0
048 - Specialist Replacement ISU 2009/10	55,031	35,848	-	35,848	19,183
062 - Specialist Replacement 4x4 Water Rescue 2009/10	84,716	46,494	38,222	84,716	0
091 - Routine Replacement - Pinzgauer 4x4 2010/11	150,000	-	-	-	150,000
092 - Routine Replacement Argocat (Off Road) 2010/11	15,000	-	-	-	15,000
<b>Sub-Total</b>	<b>1,390,880</b>	<b>927,289</b>	<b>323,647</b>	<b>1,250,936</b>	<b>139,944</b>
008 - Betony Road	-	10,522	-	10,522	- 10,522
013 - New Dimensions USAR	20,284	16,648	3,636	20,284	0
<b>Sub-Total</b>	<b>20,284</b>	<b>27,170</b>	<b>3,636</b>	<b>30,806</b>	<b>- 10,522</b>
012 - IRMP Pebworth	683,038	239,498	443,540	683,038	0
081 - IRMP Pre - Design	-	-	-	-	0
082 - IRMP Kidderminster	49,656	-	-	-	49,656
<b>Sub-Total</b>	<b>732,694</b>	<b>239,498</b>	<b>443,540</b>	<b>683,038</b>	<b>49,656</b>
Minor Schemes	772,602	157,806	98,398	256,204	516,398
<b>Sub-Total</b>	<b>772,602</b>	<b>157,806</b>	<b>98,398</b>	<b>256,204</b>	<b>516,398</b>
<b>Total - Capital Budget</b>	<b>2,916,460</b>	<b>1,351,763</b>	<b>869,221</b>	<b>2,220,984</b>	<b>695,477</b>
998 - IRMP Unallocated	4,134,000				
<b>Total - Capital Strategy</b>	<b>7,050,460</b>				

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>ACAS</b>	Advisory Conciliation and Arbitration Service
<b>ACFO</b>	Assistant Chief Fire Officer
<b>AFA</b>	Automatic Fire Alarm
<b>AFD</b>	Automatic Fire Detection
<b>ALP</b>	Aerial Ladder Platform
<b>AM</b>	Area Manager
<b>AMP</b>	Asset Management Plan
<b>ARCC</b>	Aeronautical Rescue Co-ordination Centre
<b>BA</b>	Breathing Apparatus
<b>BACS</b>	Bankers' Automated Clearance System
<b>BCM</b>	Business Continuity Management
<b>BCP</b>	Business Continuity Plan
<b>BME</b>	Black and Minority Ethnic
<b>BVPI</b>	Best Value Performance Indicator
<b>BVPP</b>	Best Value Performance Plan
<b>CAA</b>	Combined Area Assessment
<b>CAFS</b>	Compressed Air Foam Systems
<b>CARP</b>	Combined Aerial Rescue Pump
<b>CBRN</b>	Chemical Biological Radiological Nuclear
<b>CCA</b>	Civil Contingencies Act
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CERMIG</b>	County Emergency Response to Major Incidents Group
<b>CFA</b>	Combined Fire Authority
<b>CFO</b>	Chief Fire Officer
<b>CFOA</b>	Chief Fire Officers Association
<b>CFRMIS</b>	Community Fire Risk Management System
<b>CFS</b>	Community Fire Safety
<b>CIMAH</b>	Control of Industrial Major Accident Hazards
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy
<b>CLG</b>	Department for Communities and Local Government
<b>CM</b>	Crew Manager
<b>COSHH</b>	Control of Substances Hazardous to Health
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPS</b>	Chemical Protection Suits
<b>CRE</b>	Commission for Racial Equality
<b>CRR</b>	Community Risk Register
<b>CS</b>	Community Safety
<b>CSR</b>	Current Spending Review
<b>CSU</b>	Command Support Unit
<b>DC</b>	District Commander
<b>DCFO</b>	Deputy Chief Fire Officer
<b>DDA</b>	Disability Discrimination Act
<b>DIM</b>	Detection, Identification and Monitoring
<b>DOF</b>	Director of Finance
<b>DoH</b>	Department of Health
<b>DoT</b>	Direction of Travel
<b>DPA</b>	Data Protection Act

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>EA</b>	Environment Agency
<b>EAS</b>	Electronic Availability System
<b>ECS</b>	Enhanced Command Support
<b>EIR</b>	Environmental Information Regulations
<b>EPU</b>	Environmental Protection Unit
<b>ESLG</b>	Equality Standard for Local Government
<b>FBU</b>	Fire Brigades Union
<b>FDR</b>	Fire Damage Report
<b>FDS</b>	Flexible Duty System
<b>FireLink</b>	The National Project for the introduction of a National Fire Service Radio System
<b>FOIA</b>	Freedom of Information Act
<b>FRA</b>	Fire and Rescue Authority
<b>FRD</b>	Fire Resilience Directorate
<b>FRS</b>	Fire and Rescue Service
<b>FRSNCC</b>	Fire and Rescue Service National Co-ordination Centre
<b>FSC</b>	Fire Service College
<b>FSCA</b>	Fire Service Consultation Association
<b>FSEC</b>	Fire Services Emergency Cover
<b>FSNBF</b>	Fire Service National Benevolent Fund
<b>FSPA</b>	Fire Service Procurement Association
<b>GM</b>	Group Manager
<b>HAZMAT</b>	Hazardous Materials
<b>HERMIT</b>	Herefordshire Emergency Response to Major Incidents Team
<b>HFSC</b>	Home Fire Safety Check
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<b>HMI</b>	Her Majesty's Inspector or Inspectorate
<b>HPA</b>	Health Protection Agency
<b>HR</b>	Human Resources
<b>HRIS</b>	Human Resources Information System
<b>HSE</b>	Health & Safety Executive
<b>HWFRS</b>	Hereford & Worcester Fire and Rescue Service
<b>ICP</b>	Integrated Clothing Project
<b>ICS</b>	Incident Command System
<b>ICT</b>	Information and Communications Technology
<b>IEG</b>	Implementing Electronic Government
<b>IIP</b>	Investors in People
<b>IOSH</b>	Institute of Occupation Safety and Health
<b>IPDR</b>	Individual Performance and Development Review
<b>IPDS</b>	Integrated Personal Development System
<b>IRMP</b>	Integrated Risk Management Plan
<b>IRS</b>	Incident Recording System
<b>IRU</b>	Incident Response Unit
<b>ISU</b>	Incident Support Unit
<b>JERA</b>	Joint Emergency Response Arrangements
<b>JFS</b>	Juvenile Fire-setters Scheme
<b>KPI</b>	Key Performance Indicator
<b>KLOE</b>	Key Lines of Enquiry

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>LASER</b>	Learning about Safety by Experiencing Risk
<b>LEA</b>	Local Education Authority
<b>LFF</b>	Leading Fire Fighter
<b>LGA</b>	Local Government Association
<b>LGV</b>	Light Goods Vehicle
<b>LIBID</b>	London Interbank Bid Rate
<b>LPG</b>	Liquid Petroleum Gas
<b>LPSA</b>	Local Public Service Agreement
<b>LRF</b>	Local Resilience Forum
<b>LRI</b>	Learning Resource International
<b>LSGCM</b>	Long Service and Good Conduct Medal
<b>LSP</b>	Local Strategic Partnership
<b>LTCM</b>	Long Term Capability Management
<b>LTf</b>	Local Training Facilities
<b>MARP</b>	Midlands Area Radio Project
<b>MIS</b>	Management Information Systems
<b>MISAR</b>	Mercia Inshore Search and Rescue
<b>MMFE</b>	Management of Major Flood Emergencies
<b>MoU</b>	Memorandum of Understanding
<b>MTFP</b>	Medium Term Financial Plan
<b>NCFSC</b>	National Community Fire Safety Campaign
<b>NEBOSH</b>	National Examination Board in Occupational Safety and Health
<b>NEET</b>	Not in Education, Employment or Training
<b>NFST</b>	National Flood Support Team
<b>NJC</b>	National Joint Council for Local Authorities' Fire Brigades
<b>NOS</b>	National Occupational Standard
<b>NVQ</b>	National Vocational Qualification
<b>OASD</b>	Operational Assessment of Service Delivery
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>OJEU</b>	Official Journal of the European Union
<b>ORS</b>	Opinion Research Services
<b>PDR</b>	Personal Development Review
<b>PFI</b>	Private Finance Initiative
<b>PI</b>	Performance Indicator
<b>PMM</b>	Principal Management Members
<b>PMSO</b>	Project Management Support Office
<b>PO</b>	Principal Officer
<b>PPE</b>	Personal Protective Equipment
<b>PPP</b>	Policy, Planning and Performance
<b>PSA</b>	Public Service Agreement
<b>PSHE</b>	Personal, Social, Health Education
<b>PSRP</b>	Public Services Radio Project
<b>PWLB</b>	Public Works Loans Board
<b>QSA</b>	Quality Systems Audit

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>R2R</b>	Rank to Role
<b>RBIP</b>	Risk Based Inspection Programme
<b>RCC</b>	Regional Control Centre
<b>RCCC</b>	Regional Civil Contingencies Committee
<b>RDS</b>	Retained Duty System
<b>RHSCG</b>	Regional Health and Safety Collaboration Group
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
<b>RMB</b>	Regional Management Board
<b>RoSPA</b>	Royal Society for the Prevention of Accidents
<b>RPE</b>	Respiratory Protective Equipment
<b>RRF</b>	Regional Resilience Forum
<b>RRO</b>	Regulatory Reform Order
<b>RRT</b>	Regional Resilience Team
<b>RSIG</b>	Road Safety Implementation Group
<b>RTA</b>	Road Traffic Accident
<b>RTC</b>	Road Traffic Collision
<b>SAP</b>	Systems Application and Products
<b>SARA</b>	Severn Area Rescue Association
<b>SBE</b>	Standards Board for England
<b>SCC</b>	Strategic Command Centre
<b>SCE</b>	Supported Capital Expenditure
<b>SCG</b>	Strategic Command Group
<b>SDA</b>	Service Delivery Agreement
<b>SFSO</b>	Senior Fire Safety Officer
<b>SFU</b>	Small Fires Unit
<b>SHA</b>	Strategic Holding Area
<b>SHEBA</b>	Safety in the Home and Electric Under Blanket Assessment
<b>SLA</b>	Service Level Agreement
<b>SM</b>	Station Manager
<b>SOLACE</b>	Society of Local Authority Chief Executives
<b>SoRP</b>	Statement of Recommended Practice
<b>SPI</b>	Service Policy Instruction
<b>SRT</b>	Swift Water Rescue Team
<b>SSI</b>	Special Service Incidents
<b>T&amp;DC</b>	Training and Development Centre
<b>UoR</b>	Use of Resources
<b>USAR</b>	Urban Search and Rescue
<b>UWFS</b>	Unwanted Fire Signal
<b>VMDS</b>	Vehicle Mounted Data System
<b>WAN</b>	Wide Area Network
<b>WM</b>	Watch Manager
<b>WMRMB</b>	West Midlands Regional Management Board
<b>YFA</b>	Young Firefighters' Association