



HEREFORD & WORCESTER

Fire and Rescue Authority

Policy and Resources Committee

AGENDA

10.30 am Thursday 24 March 2011

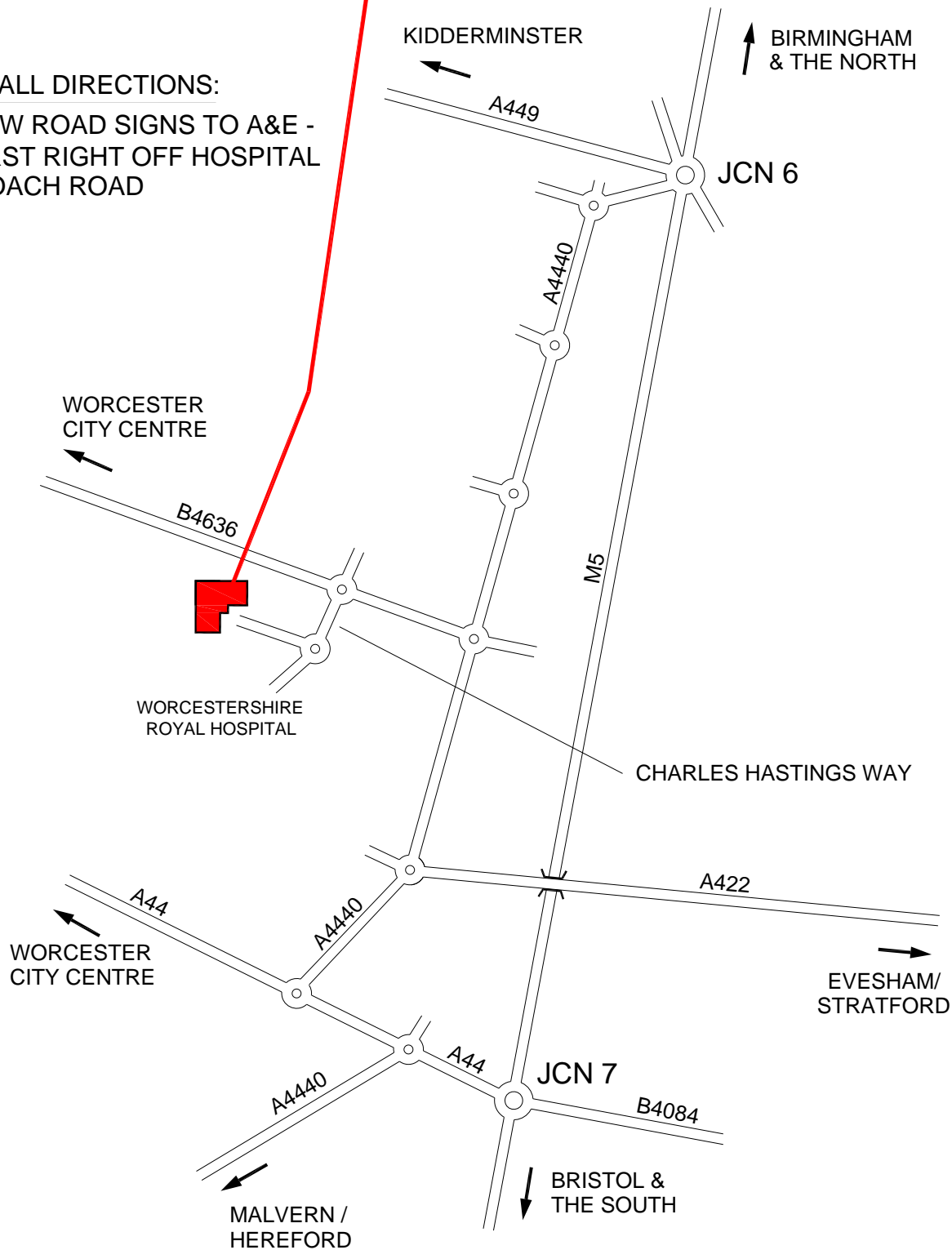
Headquarters
2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR



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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE
HEADQUARTERS
2 KINGS COURT
CHARLES HASTINGS WAY
WORCESTER. WR5 1JR
TEL: 0845 12 24454

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HQ FIRST RIGHT OFF HOSPITAL
APPROACH ROAD



ACTION ON DISCOVERING A FIRE

- 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**.

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point
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.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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- 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.
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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.

24 March 2011

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.

No	Item	Pages
1.	Apologies for Absence To receive any apologies for absence.	
2.	Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3.	Declaration of Interests (if any) The Members' Code of Conduct requires Members 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 Member to declare an interest in any of the items on this Agenda.	
4.	Confirmation of Minutes To confirm the minutes of the meeting of the Policy and Resources Committee held on 28 January 2011 (copy attached).	1 - 2
5.	Authority Plan 2010-2011 Third Quarter Performance Analysis To provide the Policy and Resources Committee with a summary of the third quarter performance against the 2010-11 Authority Plan.	3 – 18
6.	Update on the 'Total Place' initiative To inform Members of the change in title of the Total Place initiative, and H&WFRS involvement in the new Capital and Asset Pathfinder initiative.	19 - 22

7. Fire Control Consultation Response	
To seek Members' approval for a consultation response to the Department of Communities and Local Government's Consultation on the future of Fire and Rescue control services.	23 - 28
8. Community Right to Challenge Consultation	
To consider the implications for the Fire and Rescue Authority of the Community Right to Challenge provisions set out in the Localism Bill.	29 - 41
9. Budget Monitoring Report	
To inform Members of the current position on Budgets for 2010-11.	42 - 46
10. In the opinion of the Clerk to the Authority, the meeting will not be, or is likely not to be, open to the public and press at the time item 11 is considered, for the reason stated:	
Item 11 is likely to disclose information relating to the financial or business affairs of the Authority.	
11. Approval of Asset Management Strategy	Separate paper
Glossary	47 - 50



Minutes

Members

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

No Item

1. Apologies for Absence

Mrs M Bunker and Mrs J Potter

2. Named Substitutes

None

3. Declaration of Interests (if any)

The Chairman invited Members to declare any personal or prejudicial interests against any of the Agenda items; no such interests were declared.

4. Confirmation of Minutes

RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 8 December 2010 be confirmed as a correct record and signed by the Chairman.

5. Urgent Decision No. 01/10

The Meeting heard that the Chief Fire Officer had made use of the Urgent Decisions process to commence a tendering procedure for new Control Centre equipment.

RESOLVED that the report be noted.

6. 2011/12 Budget Preparation

The Committee reviewed the current position in relation to budgets for 2011/12 and beyond. The Treasurer said that the draft presented was based on the Settlement to date and that the Council tax position was not yet finalised.

The meeting noted that while the Settlement announced for 2011/12 was not as bad as had been feared that nevertheless there was no room for complacency and the Chief Fire Officer replied that the Service was reviewing all expenditures and planning to deal with the difficult outlook in years 3 and 4 of the Spending Review.

The meeting heard that there was potentially a greater risk of death by fire in socially deprived areas and the CFO replied that it was an objective to target those areas through the Community Fire Safety programme.

The Committee heard that the level of reserves held by the Authority, £1.2m carried forward (3.8% of budget) was low in relation to other Authorities but it was agreed that cover was needed for exceptional risks, such as fire on the Malvern Hills or widespread flooding.

RESOLVED that the Committee recommends that the Authority approve the budget requirement and consequential precept as presented, subject to confirmation of the grant figure and appropriate adjustments for the final tax base figures.

The meeting concluded at 10.55 am.

Signed: _____
Chairman.

Date: _____

5. Authority Plan 2010-2011 Third Quarter Performance Analysis

Purpose of report

1. To provide the Policy and Resources Committee with a summary of the third quarter performance against the 2010-11 Authority Plan.
-

Recommendation

The Deputy Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.

Introduction

2. This is the third quarterly report for 2010-2011 on the Service's performance against the 2010-2011 Authority Plan. It provides an update on the performance of Hereford & Worcester Fire and Rescue Service during the third Quarter 2010-2011.
3. The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance.
4. With the removal of the National Indicator Set, the Service took the opportunity to review the performance indicators we measure ourselves against. A new suite of primary and secondary indicators is being developed with the aim of covering more parts of the Service than were previously covered by the BVPIs. External guidance from CIPFA and CFOA informed the choice of new indicators and on all of our indicators, where possible, stretch targets were set.
5. The target setting process involved Policy, Planning and Performance Directorate (PPP) and the relevant departments working in collaboration, informed by previous years' data and trend forecasts. This, together with the development of an explicit performance framework and the increased visibility of our IT based performance management system, CorVu, has enhanced our performance culture.
6. CorVu was adopted into the Service in 2009. Since then training has taken place with all users to ensure the system is further embedded into the organisation. This has expanded our use of CorVu, including the monitoring of progress against Departmental, District and Station plans.
7. Where appropriate, peer analysis within Family Group 4 is also presented to assess Service performance against other Fire and Rescue Services. This group was originally formed from 'similar' Fire and Rescue Services based upon factors such as funding, population and fire calls. The overall aim of Family Group 4 is to encourage and share performance improvement between the 18 members although not all Fire and Rescue Services collate all of the indicators.

Summary

8. This Quarterly Performance Monitoring Report is set against the strategic aims established in the Authority Plan 2010-2011. These strategic aims allow us to tackle existing and potential risks to our communities through an appropriate and proportionate combination of prevention, protection and response and by providing well trained and effective staff with the right resources.
9. Both the Authority Plan 2010-2011 and IRMP 2009-2012 made clear that our focus remains on home safety for our most at risk groups. The need for such focus was evident again this quarter when the potential for loss of life is highlighted at each accidental dwelling fire that the Service attends.
10. The Service has succeeded in improving outcomes across a wide range of indicators through the third quarter, and achieved performance targets in the following key corporate indicators:
 - Primary fires
 - Accidental Dwelling Fires
 - Fires in Non-Domestic Premises
 - Percentage of dwelling fires where a smoke alarm did not activate when expected to
 - Deliberate primary fires including vehicles
 - Deliberate secondary fires including vehicles
 - Malicious calls not attended and attended
 - False alarms calls caused by automatic fire detection in non domestic properties
 - Percentage of invoices paid within timescales
11. The Service intends to continue to increase its focus on other key corporate performance indicators where continuous improvement is required for the remainder of 2010-2011:
 - Injuries from accidental dwelling fires
 - Special Service Calls
 - Percentage of false alarms calls caused by automatic fire detection to a non-domestic property with more than 1 attendance
 - Percentage of persons escaping unharmed from fires
 - Attendance Standards
 - Wholetime uniformed sickness absence

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

Additional Considerations

12. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	The entire report links to the Authority Plan 2011/12
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Conclusion/Summary

13. The Policy and Resources Committee will continue to receive reports with detailed information on the measures the Service is taking to achieve its targets and where improvements are required.

Supporting Information

Appendix - Authority Plan 2010-2011 3rd Quarter Analysis - Performance Indicators

Contact Officer

Lucy Phillips, Director of Corporate Services
(01905 368256)

Email: lphillips@hwfire.org.uk

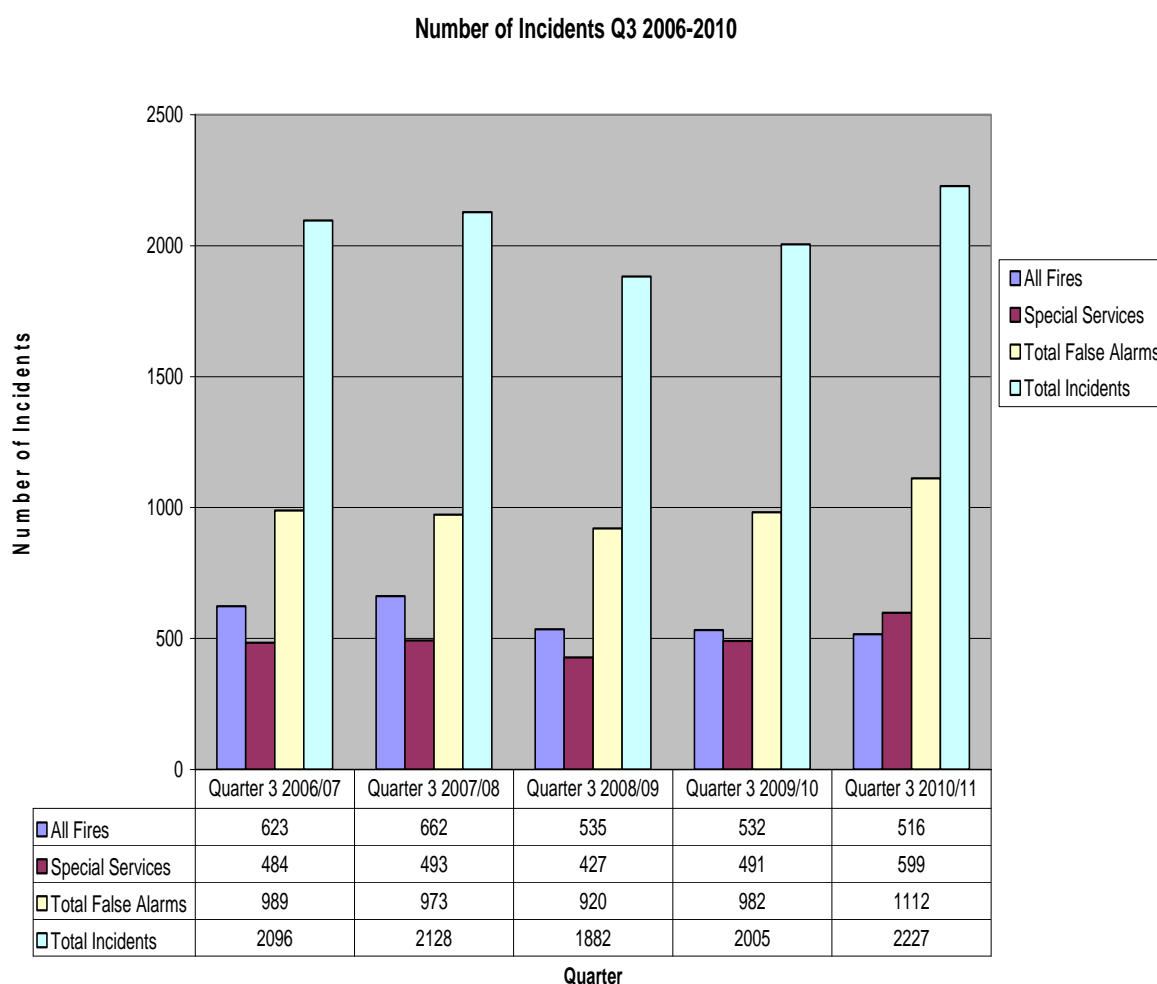
Authority Plan 2010-2011 3rd Quarter Analysis Performance Indicators

1. Strategic Direction: Community

- 1.1. *We will improve the safety of the community by targeting 'at risk' groups, improving the environment within which we live and by working and engaging with the people we serve.*

Operational Incidents and Total Number of Fires Attended

- 1.2. Figure 5 below demonstrates overall operational activity during Quarter 3 2010-2011 compared with the third quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q3 2006-2010)

- 1.3. Total incident numbers for Quarter 3 2010-2011 show an increase on the same quarter last year. This is due to increases in the number of false alarms and special services attended. The total number of incidents has increased from 2005 in Quarter 3 2009-2010 to 2227 in Quarter 3 2010-2011, (+11.1%).

- 1.4. The number of fires has decreased from 532 in Quarter 3 2009-2010 to 516 in Quarter 3 2010-2011, (-3.01%).

	Quarter 3 2009-10	Quarter 3 2010-11	Percentage change
Primary Fires	299	277	-7.4%
Secondary Fires	152	135	-11.2%
Chimney Fires	81	104	28.4%
Total Fires	532	516	-3.01%

(Table 1 – Total Fires Q3 09-10 and Q3 10-11)

- 1.5. Table 1 above demonstrates that although overall total fires have decreased, there has been an increase in chimney fires in Quarter 3 2010-2011 compared with Quarter 3 2009-2010. This increase is perceived to be due to the severe weather conditions in December 2010 together with the previously reported autumn/winter increase in chimney fires starting earlier than in previous years. Our Press Office has issued monthly media releases warning of the dangers of chimney fires during this period.
- 1.6. Other Prevention action for Chimney Fires is as follows:
- An updated Chimney Fire Advice Leaflet includes the 3 websites of the National Associations of Chimney Sweeps which have details of approved competent and insured sweeps for the relevant area. It also includes key information on how often each chimney should be swept depending on fuel type, e.g. every 3 months for wood when in use. All stations including our Community Safety Technicians/Advisors have been sent this leaflet. Also, all of the Chimney Sweeps on the recognised list have been contacted to see if they would use the leaflet and assist us in distributing it. Take up of this offer has been high and supplies have been sent out.
 - Media/press releases have gone out throughout the service delivery area including a radio interview on Wyvern Radio as part of the Winter Safety Campaign. This interview was used regularly with positive feedback.
 - An Advice sheet advert was placed in the Herefordshire magazine which is distributed throughout Herefordshire.
 - Our Service website has now been updated to give the concise key points from the Leaflet and also includes direct links to the 3 National Associations of Chimney Sweeps. There is also a Chimney Safety link on the home page of the website as part of the current campaign.
 - Chimney Fire Safety has been included in the Community Safety Technicians' training who will now include this as part of the HFSCs. With the Technicians now in place, this will assist in reducing the number of chimney fires across retained station areas.
 - Chimney Fire statistics will be closely monitored throughout the year and this information will be fed into the technicians to deliver into HFSCs.

- 1.7. The number of special service incidents has increased with 599 incidents attended in Quarter 3 2010-2011 compared with 491 in Quarter 3 2009-2010, (+22.0%).

	Quarter 3 2009-10	Quarter 3 2010-11	Percentage change
RTC Incidents	234	178	-23.9%
Flooding	19	178	836.8%
Other Special Services	238	243	2.1%
All Special Services	491	599	22.0%

(Table 2 – Special Services Q3 09-10 and Q3 10-11)

- 1.8. Table 2 above demonstrates that flooding is the main reason for the increase in special services incidents in Quarter 3 2010-2011 compared with Quarter 3 2009-2010. A total of 178 flooding incidents were attended compared with 19 in the same quarter last year. The severe cold weather conditions in December led to 155 out of the 178 flooding incidents and the majority of incidents required the isolation of water and/or electricity supplies to properties. Table 3 below shows a breakdown on the actions required as a result of all 178 flooding incidents in Quarter 3 2010-11:

	Quarter 3-2010-11
Flooding – Isolation of Supplies	116
Flooding – Pumping Out	17
Flooding – Isolation of Supplies and Salvage of Goods	16
Flooding – Advice only	12
Flooding – Isolation of Supplies and Water Removal	8
Flooding – Salvage of Goods only	6
Flooding – Evacuation	2
Flooding – Standby – no action	1
Total Flooding Incidents	178

(Table 3 – Flooding incidents by action taken Q3 10-11)

- 1.9. The number of false alarm incidents has increased with 1112 incidents attended in Quarter 3 2010-2011 compared with 982 in Quarter 3 2009-2010, an increase of 13.2%:

	Quarter 3 2009-10	Quarter 3 2010-11	Percentage change
Malicious False Alarms	20	13	-35.0%
False Alarm Good Intent	199	222	11.6%
Automatic False Alarms	763	877	14.9%
Total False Alarms	982	1112	13.2%

(Table 4 – False Alarms Q3 09-10 and Q3 10-11)

- 1.10. The overall increase in total false alarms is mainly due to a 14.9% increase in the number of automatic false alarms compared with Quarter 3 2009-2010 as these make up the largest part of the total alarms figure.

	Oct	Nov	Dec	Quarterly Total
Auto False Alarms Q3 09-10	276	259	228	763
Auto False Alarms Q3 10-11	279	271	327	877
Percentage Change	1.1%	4.6%	43.4%	14.9%

(Table 5 – Automatic False Alarms per month Q3 09-10 and Q3 10-11)

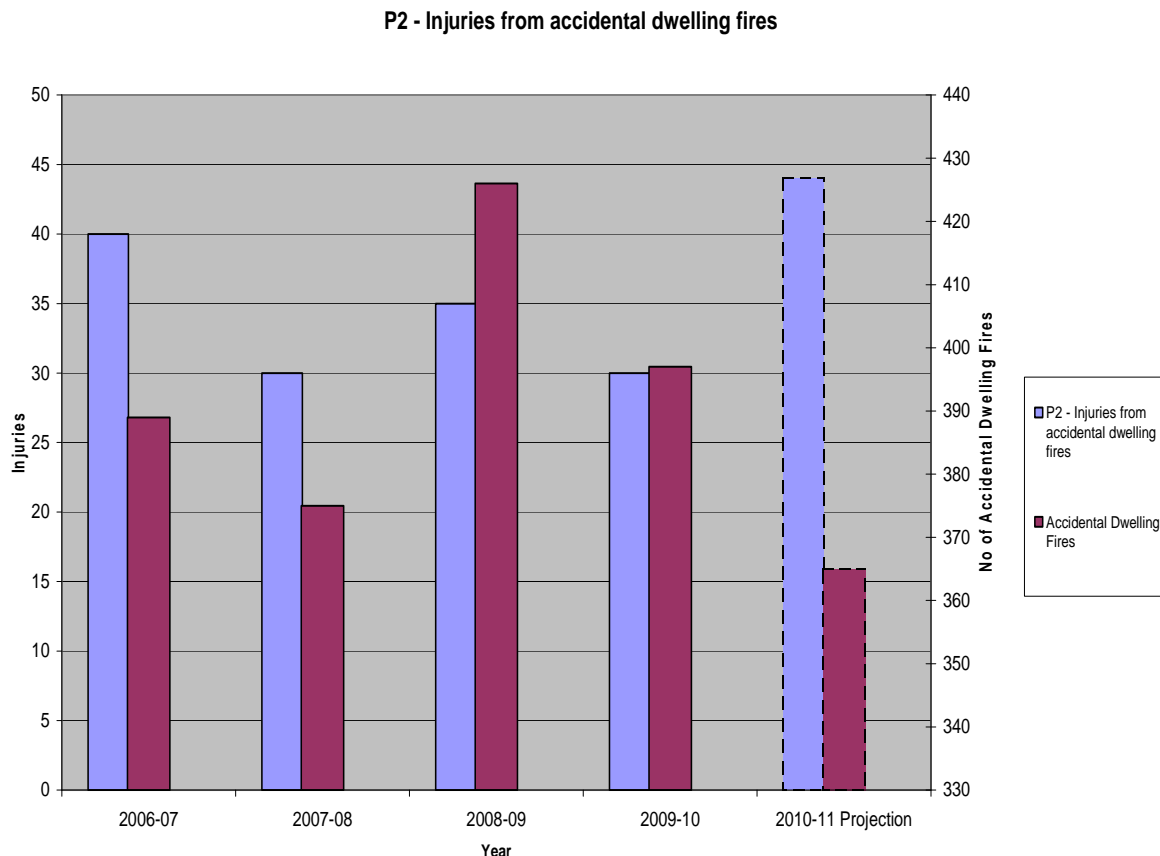
- 1.11. Table 5 above illustrates that the largest monthly increase of automatic false alarms when comparing the two quarters was in December and this was partially due to a spike of incidents occurring over the Christmas period. There were 33 incidents on 26 December 2010 alone. The majority of these attendances were due to faulty systems which could have been exacerbated by buildings left empty over the Christmas period. The increase in AFAs from the same quarter last year is partially due to an increase in AFAs at domestic properties as opposed to non-domestic properties. Domestic AFAs accounted for 40.6% of all AFAs (356 out of 877) in Quarter 3 2010-11 compared with 35.1% of all AFAs (268 out of 763) in Quarter 3 2009-10.
- 1.12. There was a slightly smaller increase in false alarm good intent in Quarter 3 2010-11 compared with the same quarter last year which also contributed to the overall increase in false alarms. 222 incidents were attended in Quarter 3 2010-11 compared with 199 in the same quarter last year, an increase of 11.6%. Further analysis indicates that the increase is mainly from incidents that do not fall within the categories of false alarm good intent set by the CLG. There have been 82 incidents categorised as 'other' on the IRS system in Quarter 3 2010-11 compared with 64 in Quarter 3 2009-10. Other incidents include suspected car engine fires and alarms mistaken for fire alarms which do not fall within the main IRS categories.

Deaths from accidental dwelling fires

- 1.13. So far there has been 1 fatality from an accidental dwelling fire during 2010-2011, this occurred during Quarter 1.

Injuries from accidental dwelling fires

- 1.14. There were 22 injuries from accidental dwelling fires in Quarter 3 2010-2011 compared with nine injuries in the same quarter last year. Eight of the 22 injuries were casualties suffering from smoke inhalation; seven were taken to hospital with breathing difficulties other than from smoke inhalation; three casualties were suffering from shock; two were suffering from slight burns; one casualty reported chest pains as a result of smoke inhalation and one casualty has a combination of burns and smoke inhalation. There were four single incidents with more than one injury in Quarter 3 2010-2011.

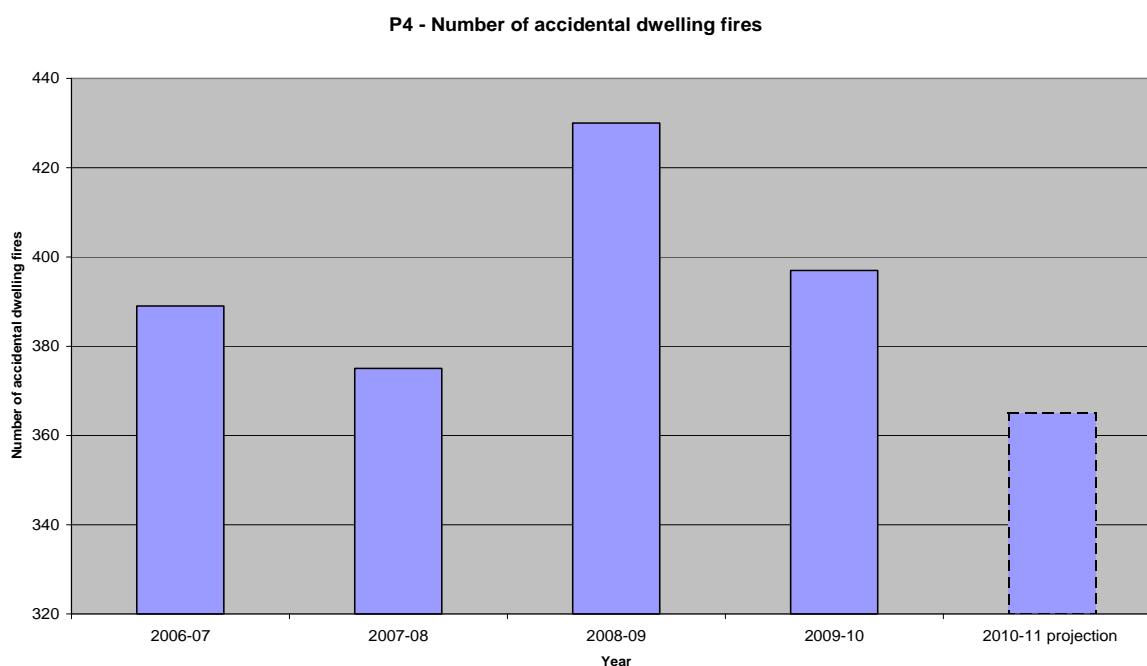


(Figure 2 – Injuries from accidental dwelling fires 2006-07 to 2010-11)

- 1.15. As a result and based on previous years' data, we are forecasting that we will miss our end of year target set for 2010-2011. The projected number of injuries for the end of the 2010-2011 year is now 44 compared with our internally set target based on 27 injuries.
- 1.16. The 22 injuries from accidental dwelling fires in Quarter 3 is the highest number of injuries per quarter recorded on CorVu which holds data since 2004. The previous highest number of injuries was in Quarter 3 2006-07 where there were 20 injuries from accidental dwelling fires. The average number of injuries in Quarter 3 of the last past five years was 13.
- 1.17. 10 of the injuries from accidental dwelling fires in Quarter 3 occurred in October, 2 in November and 10 in December. 7 out of the 22 injuries were in Worcester, 6 in Hereford, 3 in Redditch and 2 in Pershore. The rest of the injuries were in Malvern, Leominster, Bromsgrove and Worcester. **None of the properties involved had received a Home Fire Safety Check prior to the incident occurring but five had requested a HFSC after the event.**
- 1.18. At the end of the 3rd Quarter 2010-2011, Hereford & Worcester was the 11th ranked performer out of 13 FRSs for this indicator in Family Group 4.

Accidental Dwelling Fires

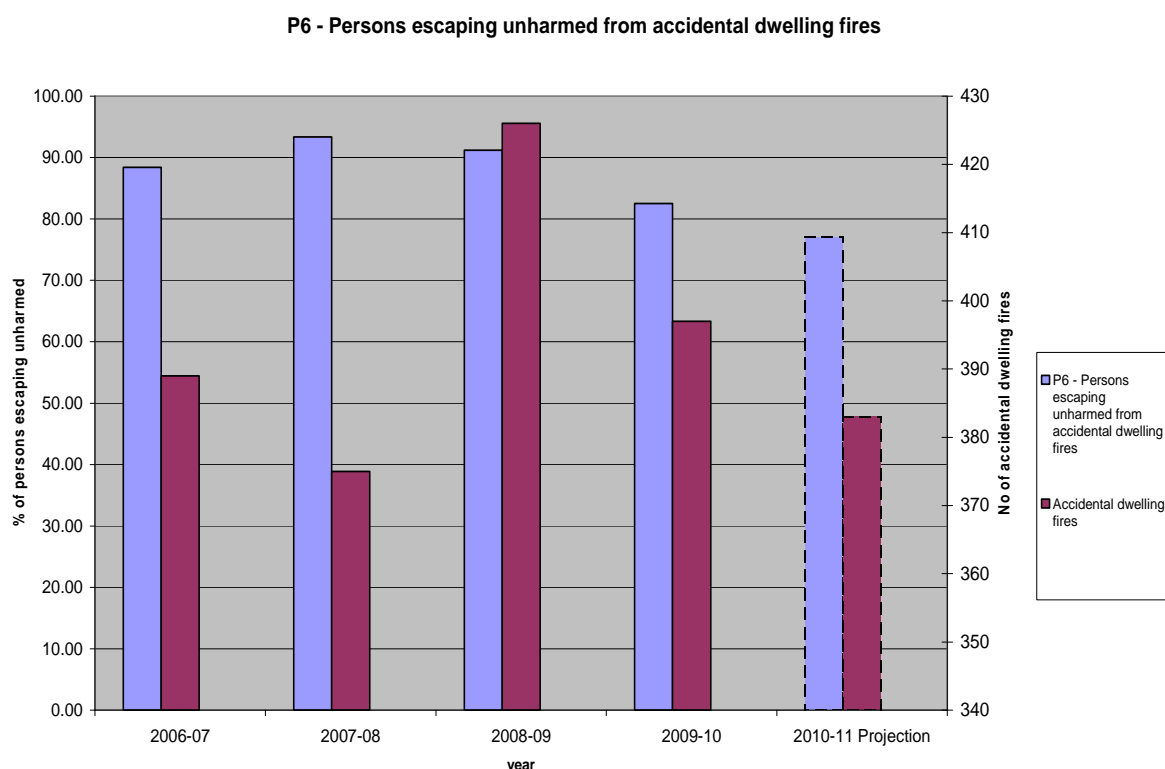
- 1.19. There were 97 accidental dwelling fires in Quarter 3 2010-2011 compared with 118 accidental dwelling fires in the same quarter last year.
- 1.20. As a result, the projection for the end of the 2010-2011 year is that the Service will attend approximately 365 accidental dwelling fires which will exceed the target which equates to 377 accidental dwelling fires. The overall number of accidental dwelling fires has a direct effect on several other indicators and is key to the overall aim of making Herefordshire and Worcestershire safer from fires.
- 1.21. 59 out of the 97 accidental dwelling fires were in wholetime station grounds with Hereford the highest with 16 incidents. 18 out of 97 incidents were in day crewed station grounds with Malvern the highest with 9 incidents and the remaining 20 incidents occurring within retained areas with 5 in Stourport and 3 in Pershore.
- 1.22. Kitchen fires accounted for 53 out of the 97 accidental dwelling fires, 21 out of these 53 kitchen fires started in a cooker, 7 in a grill or a toaster and 4 in a microwave oven. 21 of the 97 accidental dwelling fires started in the living room, with 6 out of the 21 fires starting due to heating equipment and 4 out of the 21 due to fires spreading initially from the chimney.
- 1.23. Kitchen and Chimney Safety form a large part of our Community Fire Safety Strategy. As stated above, our Press Office has issued monthly media releases warning of the dangers of chimney fires and kitchen safety was one of the strands of our Winter Safety Campaign ("The Twelve Days of Christmas Safety").
- 1.24. At the end of the third Quarter 2010-2011, Hereford & Worcester was the 4th ranked performer out of 16 FRSs in Family Group 4 who collated this indicator.



(Figure 3 –Number of Accidental Dwelling Fires 2006-07 to 2010-11)

Persons escaping unharmed from accidental dwelling fires

- 1.25. In Quarter 3 2010-2011, 40 out of 70 people escaped unharmed from accidental dwelling fires (57.1%). Out of the remaining 30 people, 8 were evacuated or rescued with FRS assistance, and the remaining 22 were casualties. Although this is a significantly lower percentage than in the same quarter last year (83.3%), there has been a large reduction in the total number of people involved in fires. 120 out of 144 people escaped unharmed in the same quarter last year.

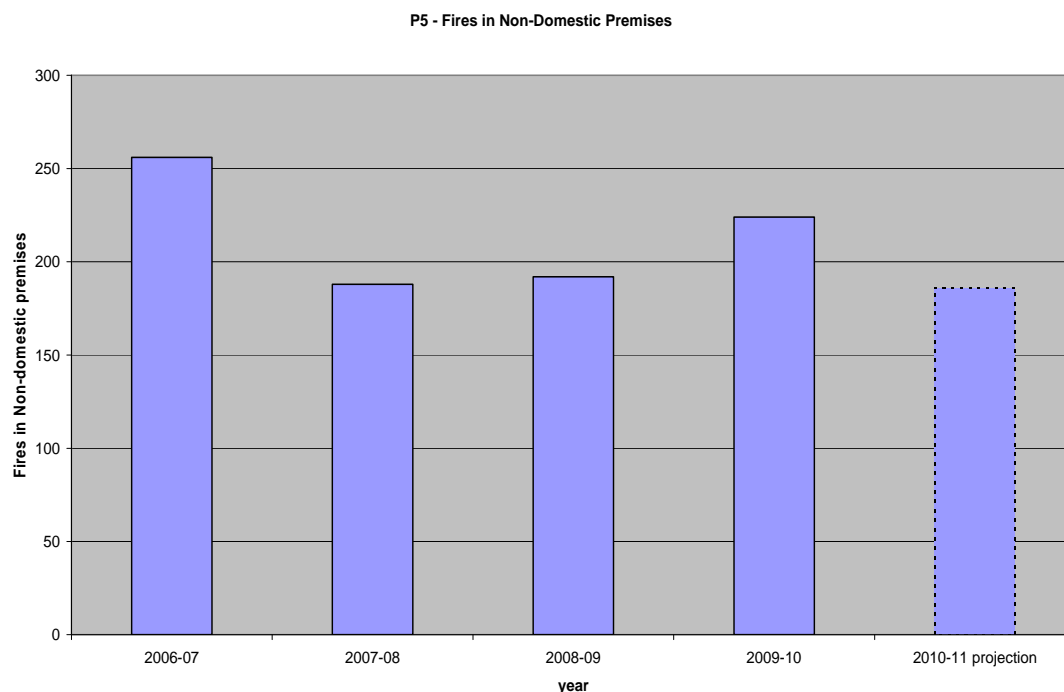


(Figure 4 – Persons Escaping Unharmed from Accidental Dwelling Fires 2006-07 to 2010-11)

- 1.26. Out of the 30 people who failed to escape unharmed in Quarter 3 2010-2011, 12 failed to escape unharmed in October, 6 in November and 12 in December. Out of these 30, 8 were in Hereford and 8 were in Worcester, 5 were in Redditch, 2 were Kidderminster and Pershore respectively. The remainder were single escapees in Bromsgrove, Ewyas Harold, Leominster, Malvern and Whitchurch. 24 out of the 30 people were in Wholtime station grounds, 5 in Retained station grounds and 1 in a Day Crewed station ground.
- 1.27. The projection for the end of 2010-2011 is that 71.1% (235 out of 331) of people will escape unharmed from fires compared with a target of 82.5%.
- 1.28. Family Group 4 data is unavailable for this indicator.

Non-Domestic Fires

- 1.29. We attended 49 Non-Domestic Fires in Quarter 3 2010-2011 compared with 67 in Quarter 3 2009-2011. Out of the 49 incidents, 41 were accidental or of unknown cause and 8 were of deliberate intent. As a result, the projection is that by the end of the year the Service will have attended approximately 186 fires at non-domestic premises compared with a target of 213 fires.



(Figure 5 – Fires in Non-Domestic premises 2006-07 to 2010-11)

- 1.30. At the end of the third Quarter 2010-2011, Hereford & Worcester was the 7th ranked performer out of 15 FRSs for this indicator.
- 1.31. The IRMP commitment for the reduction in the number of fires in non-domestic premises is to reduce the number of fires to 220 premises averaged over the 3 year plan period. The 2009-2010 actual was 224 but the current 2010-2011 projection is 186 and therefore the IRMP achievement is on track. We will need to focus firmly on the existing actions and Performance Indicators that support reduction in the number of fires in non-domestic premises.
- 1.32. 35 out of 49 Non-domestic fires were caused by electrical faults or misuse. Following national reports that local authorities are reducing the level of scrutiny by their trading standards departments due to efficiency savings, the Technical Fire Safety department are now focusing on electrical safety as part of the Technical Fire Safety audit process.

2. Strategic Direction: People

- 2.1. ***We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.***
- 2.2. Progress against the Key Performance Indicators for this area will now be reported on an annual basis against our own internal targets as experience

has shown that the rate of change is so small. It should also be noted that the requirements set out in the Department for Communities and Local Government (CLG) Equality and Diversity Strategy 2008-2018 have been removed, however the Service recognise the importance of collating this data.

3. Strategic Direction: Business Process and Organisational Development

- 3.1. ***We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.***

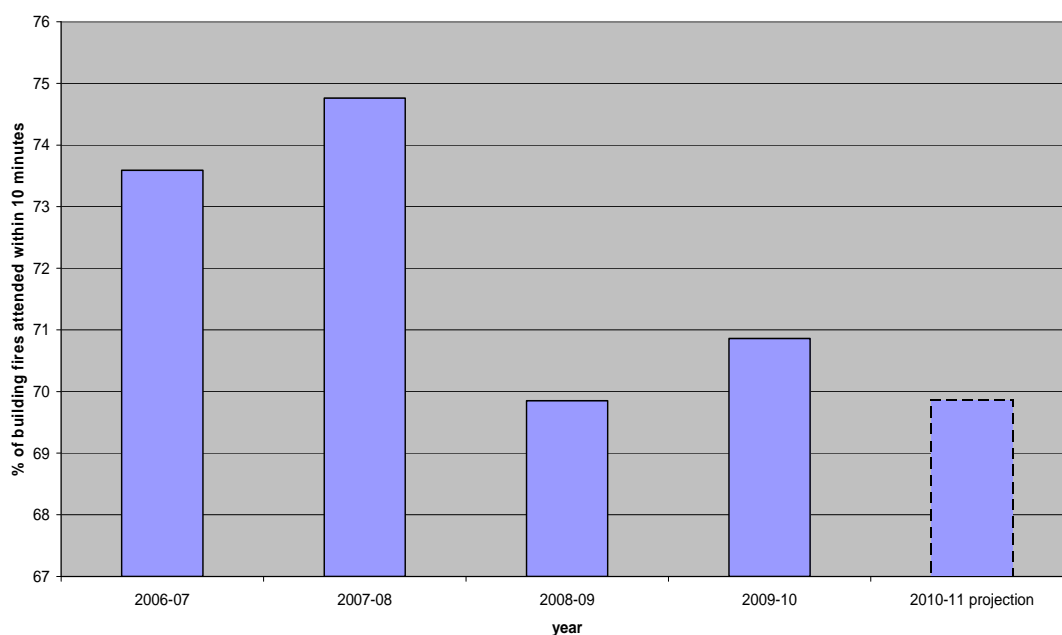
Attendance Standards – Fires in Buildings

- 3.2. In Quarter 3 2010-2011, 122 out of 184 building fires were attended within 10 minutes, a percentage of 66.3% compared to 65.7% or 140 out of 213 building fires in the same quarter last year. We achieved the target of 75% in under 11 minutes 15 seconds and the average time taken to attend incidents was 9 minutes 10 seconds.
- 3.3. Travel distance to the incident was the main reason entered (22 out of 62) for incidents which did not meet the standard and the remaining 40 incidents were spread over 14 other reasons broken down as follows:

Travel distance to the incident	22	Control intervention i.e. 1st pump re-directed	1
Weather conditions/Road conditions	14	Communications Equipment Faults	1
Turn in time (Retained and day crew only)	9	Late fire call	1
Not on home station i.e. school visit, HFS check	3	Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	1
Difficulty in locating incident address	2	Simultaneous Incident	1
Incident out side station turnout area	2	Traffic conditions causing delayed turn in time to stations (Retained and Day Crewed only)	1
Incorrect or insufficient information passed to control on initial call	2	Training event delaying turn out i.e. drilling	1
Appliance breakdown/off the run	1	Total	62

(Table 6 – Attendance Standards Fire in Buildings Reasons for standard not met Q3 10-11)

- 3.4. 25 of the 62 incidents which did not meet the standard were first attended by wholetime appliances, 26 were first attended by a retained pump and 9 by a day crewed appliance, 2 incidents were first attended by appliances from another FRS. This can be compared with Quarter 3 2009-10 where 26 of the 73 which did not meet the standard were wholetime appliances, 36 were first attended by a retained pump and 11 by a day crewed appliance.



(Figure 6 – 1st Attendance at Fires in Buildings within 10 minutes 2006-07 to 2010-11)

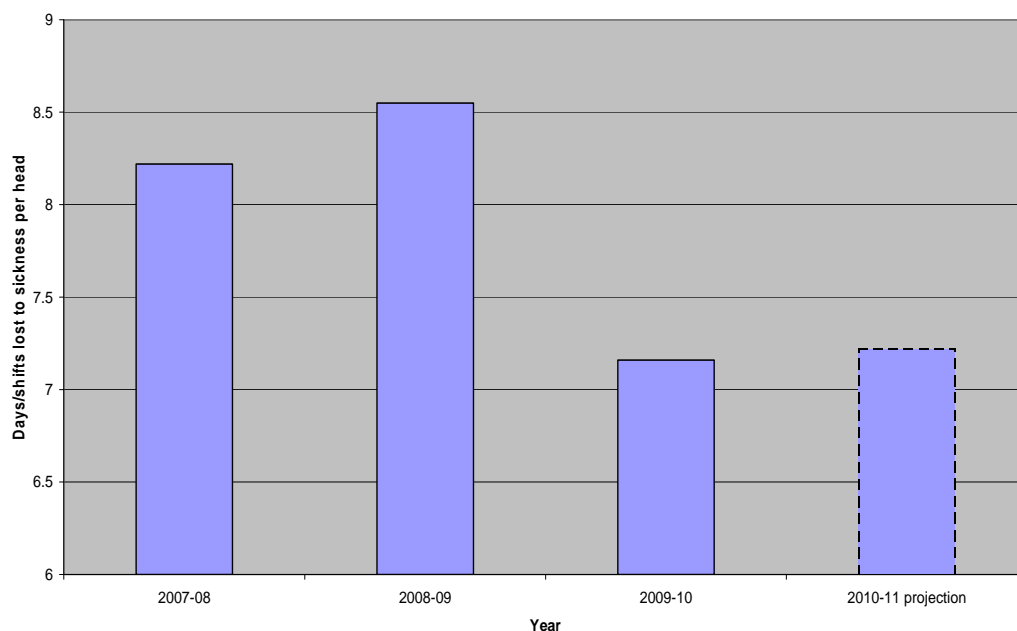
- 3.5. October 2010 demonstrated the lowest levels in terms of performance this quarter with the standard being achieved only 62.7% of the time. 37 incidents out of 59 building fires were attended within 10 minutes in October. This is compared with 68.2% in November 2010 and 67.8% in December 2010. Travel distance was a major factor and was cited as a reason in 8 out of the 22 incidents which missed the target in October 2010. There is however no correlation with a particular increase or decrease in activity in terms of building fires. Although there were more primary fires attended in total in October 2010 when compared with the other two months of the quarter, there were less AFAs attended in October compared with November and December. Therefore it cannot be said that appliance availability had a detrimental effect on attendance standards in October 2010.

4. **Strategic Direction: Finance and Resources**

- 4.1. ***We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.***

Sickness

- 4.2. The projection for the end of 2010-2011 year for all staff sickness is 7.2 days/shifts per head, a slight increase on the projections at the end of Quarter 1 and Quarter 2 2010-11 which was 7.1. This projection is just above the target of 7.0. In Quarter 3 2010-2011, 1078 working days/shifts were lost to all staff sickness (2.3 days lost per head of staff) compared with 984 working days/shifts lost in the same quarter last year (2.0 days lost per head of staff) an increase of 94.5 working days/shifts. There is an average of 468 staff employed in Quarter 3 2010-2011 compared with 486 staff employed in the same quarter last year.



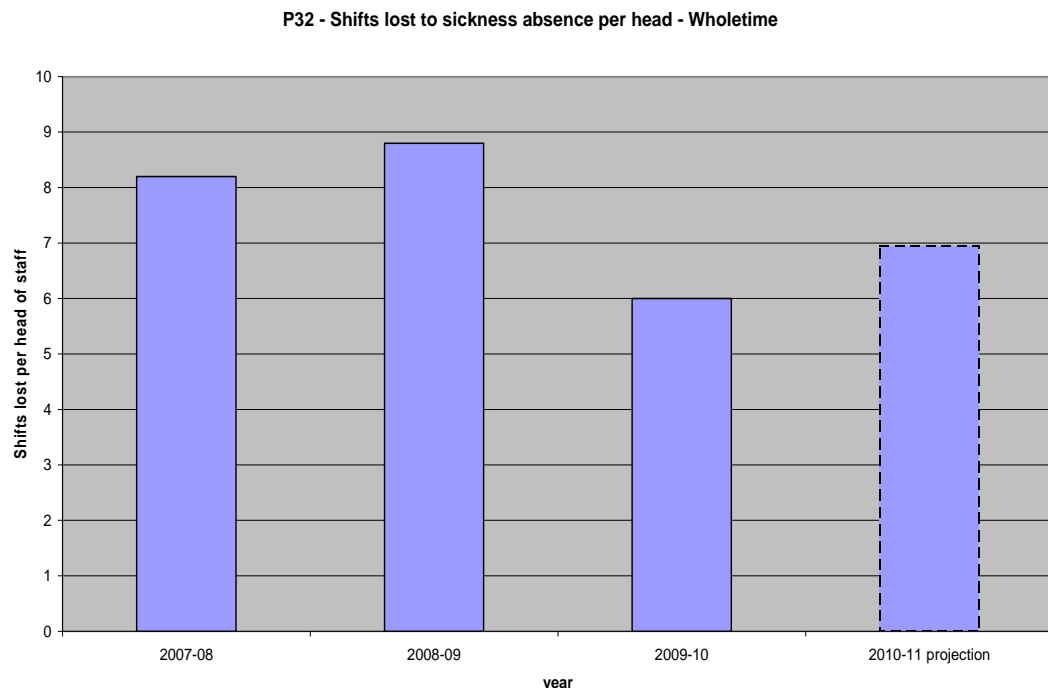
(Figure 7 – Working days/shifts lost to sickness 2007-08 to 2010-11)

- 4.3. 397 out of the total of 1078 working days/shifts lost in Quarter 3 were lost in December compared with 354 working days/shifts in October and 327 working days/shifts in November. December 2010 sickness was the highest monthly figure lost to sickness absence since December 2008. 38% of short term sickness absence in Quarter 3 was due to cold/flu related illnesses.

	Quarter 3 2010-11		
	Total Days/Shifts lost	Average Establishment	Days/shifts lost per head
Short Term Sickness Non-Uniformed staff	113	127	0.9
Short Term Sickness Wholetime Staff	292	340	0.9
Short Term Sickness All Staff	405	468	0.9
	Quarter 3 2010-11		
	Total Days/Shifts lost	Average Establishment	Days/shifts lost per head
Long Term Sickness Non-Uniformed staff	170	127	1.3
Long Term Sickness Wholetime Staff	502	340	1.5
Long Term Sickness All Staff	672	468	1.4

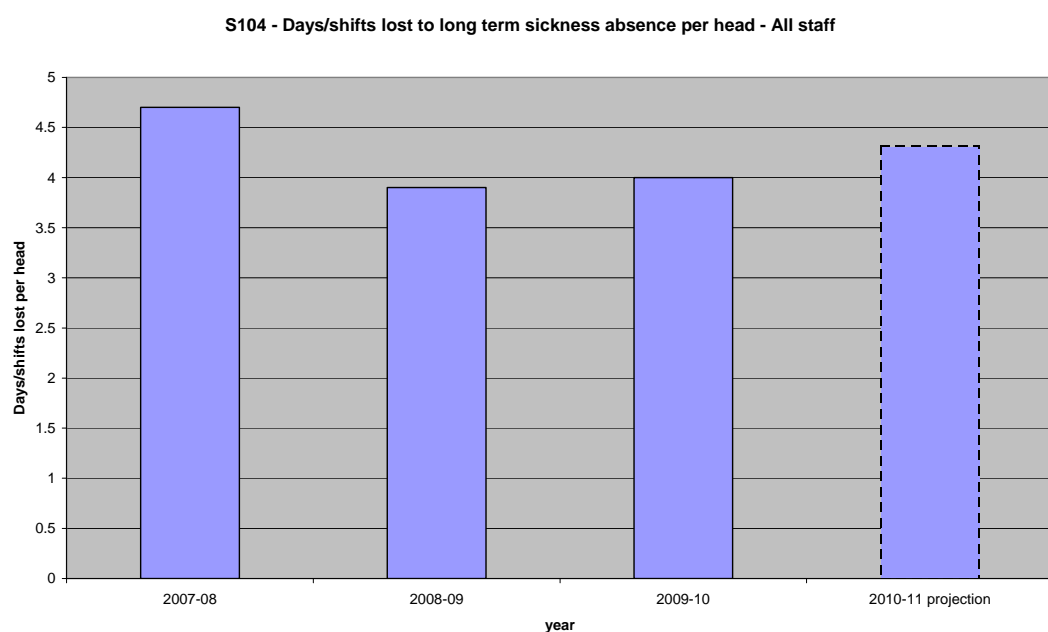
(Table 7 – Short Term and Long Term Sickness Absence Q3 10-11)

- 4.4. Contributory factors to the increase in overall sickness are in particular the days/shifts lost to all wholetime sickness; the days/shifts lost to all long term sickness; and the days lost to long term non-uniformed sickness. These three Performance Indicators are projected to miss the internal targets set for 2010-11 based on the data at the end of Quarter 3.



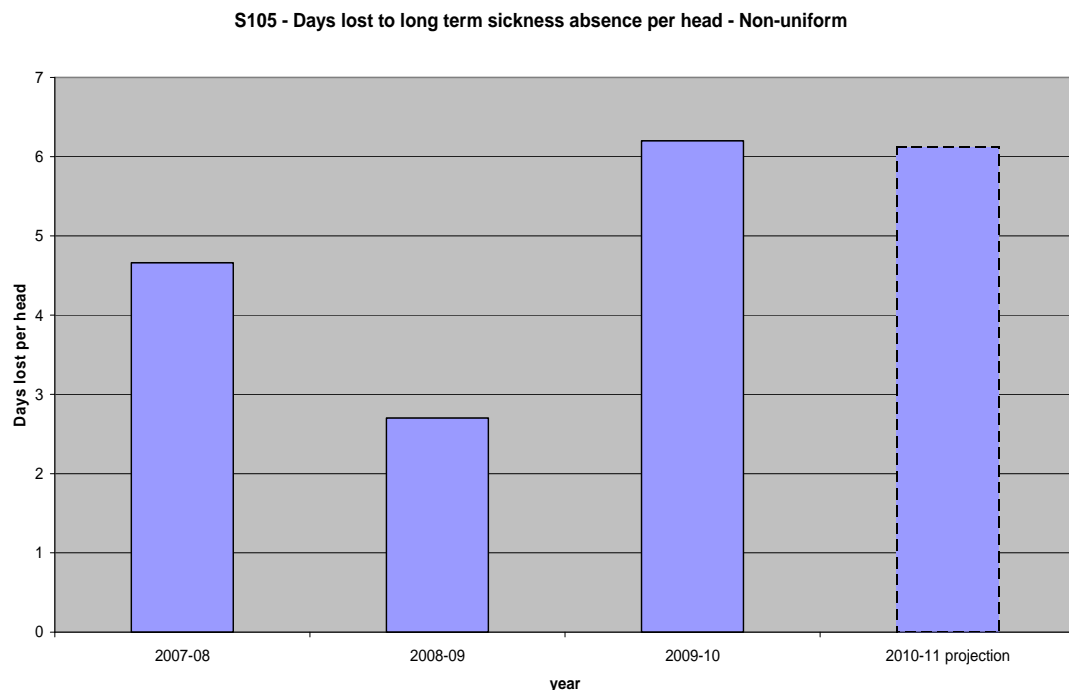
(Figure 8 – Shifts lost to Wholetime sickness 2007-08 to 2010-11)

- 4.5. The projection for the end of 2010-2011 year for wholetime staff sickness is 6.9 shifts per head. This projection is above the target of 6.5. In Quarter 3 2010-2011, 795 shifts were lost to wholetime sickness (2.5 shifts lost per head of staff) compared with 553 shifts lost in the same quarter last year (1.7 shifts lost per head of staff) an increase of 242 shifts. There is an average of 317 staff employed in Quarter 3 2010-2011 compared with 331 wholetime staff employed in the same quarter last year.



(Figure 9 – Days/Shifts lost to Long Term sickness 2007-08 to 2010-11)

- 4.6. The projection for the end of 2010-2011 year for long term sickness for all staff is 4.3 days/shifts per head. This projection is above the target of 3.9. In Quarter 3 2010-2011, 672 days/shifts were lost to long term sickness (1.4 days/shifts lost per head of staff) compared with 556 days/shifts lost in the same quarter last year (1.2 days/shifts lost per head of staff) an increase of 116 days/shifts.



(Figure 10 – Days lost to Long Term Non-Uniform sickness 07-08 to 10-11)

- 4.7. The projection for the end of 2010-2011 year for long term non-uniformed staff sickness is 6.1 days per head. This projection is above the target of 5.0. In Quarter 3 2010-2011, 170 days were lost to long term non-uniformed sickness (1.4 days lost per head of staff) compared with 266 days lost in the same quarter last year (2.0 days lost per head of staff) a decrease of 96 days. Although Quarter 3 has seen the least amount of non-uniform sickness compared with Quarters 1 and 2 2010-11, it is still projected to miss the target set for this indicator.
- 4.8. It is important to recognise that these missed internal sickness targets should be seen in context of the overall improvement in sickness taken following the changes to the absence management policy, with return to work procedures and HR meetings with department heads, which added depth to the local monitoring processes.

6. Update on the 'Total Place' initiative

Purpose of report

1. To inform Members of the change in title of the Total Place initiative, and H&WFRS involvement in the new Capital and Asset Pathfinder initiative.

Recommendations

The Chief Fire Officer recommends that:

- i) the Policy & Resources Committee notes the change in name from Total Place and supports the contribution being made to the newly titled Capital and Asset Pathfinder (CAP) initiative.***
- ii) the Policy & Resources Committee supports the initiative to collaborate with strategic partners with regard to building usage and sharing resources and supports ongoing work with the CAP Steering Group.***

Introduction and Background

2. In early 2010, the Worcestershire Partnership submitted a report to government as part of a pilot exercise looking at opportunities for better public sector asset usage, NEETS, and management of services in areas of highest needs. At this time the initiative was referred to as Total Place. Following this and the election of the coalition government, the Partnership was awarded Pathfinder status for the property work stream, one of only 11 areas in the country. This was subsequently upgraded to Accelerated Pathfinder status in August 2010, (one of only 6 areas nationally), with a specific instruction to develop ideas around better asset usage.
3. The initiative is now referred to as Capital and Asset Pathfinder.
4. The objective of the accelerated Pathfinder work was to develop a small number of Outline Business Cases which would quickly establish the potential for joint and collaborative use of public assets. These would then be used by Cabinet Ministers to assess the value to be gained from investing in this area of work. In addition, Pathfinder's were asked to identify any barriers which might prevent such collaboration so that Ministers could seek to remove these wherever possible.
5. The early stages of the Worcestershire Capital and Asset Pathfinder work identified a number of collaborative opportunities in support of evolving service development and delivery across the whole of the public sector in Worcestershire. Three of these were subsequently progressed to outline business cases, and submitted to DCLG in December 2010.

6. The three submissions were:

- **Community Asset Model:** This explores the prospect of all public sector partners maximising co-location opportunities to (a) reduce the amount of property needed to deliver services, (b) streamline and reduce required support services, and (c) align direct service delivery. The Community Asset Model is a property orientated analysis of the potential benefits that can arise as a result of implementing the work being led by service delivery colleagues. This is a radical approach to service delivery which relies on organisations collaborating much more effectively to maximise customer benefits while minimising resource inputs.
- **Joint Police and Fire Stations:** This submission focuses on the development of joint Police and Fire Stations, and is illustrated using proposals for Bromsgrove and (at a very early stage) Redditch, that was proposed in the previous FRA paper. This project explores the potential for a wider roll-out across the West Mercia region over time. This delivers advantages from an operational and public accessibility perspective, resulting in efficiencies and financial benefits for both partners.
- **Collaborative Use of Training:** This explores the reduction and shared use of training facilities across the public sector, which could ultimately avoid/reduce the need to hire private sector venues and training resources. There is the potential to improve asset utilisation rates, streamline resources, reduce the unit cost of training and keep 'training spend' within the public purse.

7. The format of the business cases required a two level approach. Option 1 explored the potential of joint and collaborative use of assets measured against a do nothing model. Option 2 represented a more visionary approach, and indicated the level of aspiration that might be achieved if some of the difficulties and barriers preventing such an approach could be overcome. This option is therefore of a more speculative nature and has not yet had the benefit of a full and detailed analysis by partners. To progress any of these options would need wide consultation and development with all stakeholders in order to fully establish what might be an appropriate and acceptable level of change.

Current Position

8. The Worcestershire Partnership was the only Accelerated Pathfinder to submit three business cases, and early feedback is that these are of particular interest to DCLG and the Secretary of State because they are cross boundary and represent initiatives that could easily be applied on a national scale. Most of the other Pathfinder submissions are focussed around large scale single regeneration projects and are not directly replicable elsewhere in the country.
9. The proposals are currently being analysed by service departments across Whitehall, and feedback is expected from government between now and the end of March. The Partnership is now required to consider ways in which it will go about implementing the individual proposals. This is likely to be subject to a phased project approach, with changes being physically implemented as quickly as opportunities can be developed.

10. The next stage of the Pathfinder is to develop a long term strategic plan for the initiative across Worcestershire, including a wide cross section of public sector partners, including H&WFRS. This work will be developed by the Worcestershire CAP Property Steering Group (on which 16 public sector bodies are represented, including H&WFRS) with a draft due in March 2011.
11. Any such plan developed over such a short timeframe will, of necessity, be in outline, and will have to acknowledge the need to respond to other emerging strategic and financial plans. Arrangements are being made to identify an outline programme to develop a draft strategic plan and the outcome will be referred back to the Policy and Resources Committee, as well as other partner executive bodies over the next two months.

Conclusion/Summary

12. The Capital and Asset Pathfinder initiative will propose more efficient methods of working on a collaborative basis. Specifically, the project proposing more collaboration with West Mercia Police will ensure better use of our Fire Station assets, proving efficiency for public assets in both Herefordshire and Worcestershire as well as potential income for H&WFRS.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	No.	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No.	

Additional Considerations

13. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes.	Throughout whole document.
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No.	
Risk Management/Health & Safety (e.g. risk management and control measures, risk register score).	No.	
Consultation with Representative Bodies	No.	

Contact Officer

Martin Reohorn, Director of Finance and Assets
(0845 12 24454)
Email: mreohorn@hwfire.org.uk

7. Fire Control Consultation Response

Purpose of report

1. To seek Members' approval for a consultation response to the Department of Communities and Local Government's Consultation on the future of Fire and Rescue control services.
-

Recommendations

The Chief Fire Officer recommends that the Authority:

- i. note the contents of this report*
- ii. approve the proposed consultation response attached at Appendix 1*

Introduction and Background

2. Members will recall that the national FiReControl project, which commenced in 2004, originally required all Fire and Rescue Services to support the development and implementation of a plan to transfer their control room functions to a network of nine regional centres. Unfortunately, this national project was terminated in December 2010 on the grounds that the requirements of the project could not be delivered to an acceptable timeframe. The Government published a detailed consultation on future Fire Control arrangements which requires an Authority response.

Fire and Rescue Control Services Consultation

3. The Government's Consultation document: 'The future of Fire and Rescue Control Services in England' was published on 13 January 2011, with consultation responses due to be returned by 8 April 2011.
4. This detailed document considers a range of issues emerging from the termination of the national project including:
 - the legacy assets from the FiReControl project and how they might best be used;
 - the lessons learnt from the FiReControl project;
 - whether the aims of the project – improving national resilience, efficiency and the technology available to the Fire and Rescue Services – are still valid and how these might be achieved; and
 - the principles for allocating any funding available.
5. A proposed response is attached at Appendix 1 for Members' consideration. Once discussed and approved by the Policy and Resources Committee, this will be submitted to the Department for Communities and Local Government on behalf of the Fire and Rescue Authority.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Referenced in consultation response

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	Referenced in consultation response

Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Paragraph 4 and Appendix 1.
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Already incorporated into strategic plans
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	Y	Risk register being updated in response to changing circumstances
Consultation with Representative Bodies	Y	Representative Bodies are being fully engaged in the range of issues which are emerging from the project's cancellation.

Supporting Information

Appendix 1 – Proposed Consultation Response

Background papers

‘The Future of Fire and Rescue Control Services in England’ (consultation document)
<http://www.communities.gov.uk/publications/fire/fireandrescuecontrolservices>

Contact Officer

Lucy Phillips, Director of Corporate Services
(01905) 368256
Email: lphillips@hwfire.org.uk

Proposed Response - The Future of Fire and Rescue Control Services in England (Consultation Document)

Consultation Questions	Response of Hereford and Worcester Fire Authority
Section 3 – Lessons from FiReControl	
<p>Q1 Do you agree with the assessment of FiReControl set out in Section 3? What lessons do you think we can learn from FiReControl – both positive and negative?</p>	<p>We agree in part with this assessment. However, we believe that the project's risk of failure would have been significantly reduced if greater care and attention had been paid to fundamental issues and concerns raised by FRS professionals at an early stage in the project's development. These were raised in good faith through the appropriate governance channels by FRS staff who were committed to ensuring a successful outcome for the project. However, they were frequently dismissed or ignored. Issues raised include :</p> <ul style="list-style-type: none"> - the changing nature of the business case, including the move over time from cost efficiency to resilience - concern over the rapid, ambitious and costly development of the control centre buildings, - significant potential for legal and operational risks over staffing, governance and command arrangements - the ambition of the IT system, where assurances were given in several public forums that <i>'the proposed IT system is already in place and working end to end within the UK FRS'</i>
Section 4 – Defining the policy objectives	
<p>Q2 Are resilience, enhanced technology and efficiency still as important today as they were when the FiReControl project was initiated? If not what has changed?</p>	<p>These three factors are still as important as when the project was first conceived. However, their context has changed in many ways. Technology has developed at such a pace that systems with greater functionality and at a lower cost are now available to services for rapid deployment and at a lower cost than the originally designed project. This factor, and the current focus on the delivery of locally focussed, locally accountable services create significant contextual changes. These highlight the potential strength of more locally-based, costs efficient, collaborative solutions which will deliver both value for money and resilience required.</p>
<p>Q3 Which aspects of resilience described in Section 4 are most important for control services? Are there other aspects which are not mentioned here?</p>	<p>All aspects highlighted within this section are important and interdependent in their contribution to overall resilience. The ability to secure resilient fall-back arrangements within a small group of networked (and similar in terms of operations, e.g. Met-Met-Met, or CFA-CFA-CFA rather than a mix)</p>

	<p>could be considered to be particularly important in its ability to support both spate condition issues, as well as other potential business continuity issues such as localised technology failure.</p> <p>An important additional factor for consideration is the strengthening of communications, local intelligence and data sharing with police and ambulance control rooms.</p>
Q4 Do you think that there is a role for central government in supporting technical enhancements in fire and rescue control rooms – and, if so, what should this be?	<p>It would be beneficial for some degree of central determination of nationally agreed technical standards due to the critical nature of the activities that these control systems support. In addition, central government must ensure sufficient resources are available to local services to ensure that the most resilient and up-to-date solutions are in place across the UK. This approach will ensure that national resilience is in place whilst ensuring that individual organisations retain the ability to deliver effective collaborative arrangements to be put in place at a local level.</p>
Q5 Do you think that there is a role for central government in helping fire and rescue authorities to achieve greater efficiencies in the delivery of control services – and, if so, what should this be?	<p>Yes, through ensuring the availability of ‘invest to save funds’ from central government to support the development of local, collaborative solutions which deliver shared control room functions, be this physical (buildings), resources (staff) or technological (shared command and control systems).</p> <p>Additionally, a significant and often overlooked cost for all fire authorities resides in Firelink charges which that do not represent value for money. This is a particular issue for the West Midlands area which had negotiated and agreed a collaborative regional approach (‘MARF’ – Midlands Area Radio Project) which was then overtaken by the Firelink programme. This original approach would have delivered better value for money to the Services involved than the current contractual arrangements negotiated by the centre. Additional issues regarding the use of voice rather than data means that this cost differential is likely to be even higher.</p> <p>A potential role for central government (CLG) would be negotiating lower service charges from Airwave. This will particularly important in coming years when the current Airwave contracts for fire, police and ambulance expire.</p>

Section 5 – Central government support	
Q6 Which of the approaches (or combination of approaches) for the delivery of control services set out in Section 5 would provide the best outcome for the fire and rescue community and the public? Please give reasons for your choice.	<p>We believe that <i>‘A combination of local determination with central funding and support, adhering to national standards owned by sector’</i> would provide the best outcome as described.</p> <p>The current vacuum left through the cancellation of the national FiReControl project has created significant risks at local level in the delivery of a key aspect of FRSs statutory duties. These risks can only be mitigated with sufficient financial support being made available from the centre to local Services; local services in their turn must seek cost effective alternative arrangements, local collaborative arrangements are likely to prove the most effective and efficient approach to early resolution of urgent issues.</p>
Section 6 – Funding choices	
Q7 Do you agree that the right funding priorities are set out in Section 6 and do you have any comments on the order in which these are presented?	<p>The presented funding priorities appear to be appropriate, but the order should be adjusted to:</p> <ol style="list-style-type: none"> 1. Completing the installation of Firelink as the top priority. 2. Funding technical enhancements to improve resilience. 3. Funding accommodation or control room infrastructure costs arising out of delays to FiReControl. 4. Funding restructuring costs to support shared control services. <p>Firelink as a priority is considered sensible. Secondary to Firelink should be the funding of technical enhancements to improve resilience (be this through new or integrated legacy command and control systems). These are the two top priorities that should be addressed <u>now</u> to secure business continuity within the fire and rescue service sector.</p> <p>The funding of accommodation or control room infrastructure costs arising out of delays to FiReControl are largely financial recovery matters and whilst important (and must be addressed) are not business critical. The funding of restructuring costs to support shared control services is considered to be more longer term and must be subject to proven business cases of deliverable benefits, as opposed to a knee-jerk reaction to the cancellation of FiReControl.</p>

<p>Q8 Which of the technical options for Firelink (see Annex C) would best meet fire and rescue service needs? Please give reasons for your choice.</p>	<p>Preferred Option: <i>Option 3 – Implement a full networked voice and data connection to Firelink in existing control rooms.</i></p> <p>We plan to implement a collaborative solution to our current Control Room issues, working towards a shared infrastructure arrangement with Shropshire FRS. We both believe that option 3 be made available to all fire and rescue services.</p>
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8. Community Right to Challenge Consultation

Purpose of report

1. To consider the implications for the Fire and Rescue Authority of the Community Right to Challenge provisions set out in the Localism Bill.

Recommendations

The Chief Fire Officer recommends that:

- i) The Authority notes the report on the Community Right to Challenge consultation; and***
- ii) The Authority agrees to the proposed response to the consultation being submitted on its behalf.***

Introduction and Background

2. The Localism Bill, currently before Parliament, sets a framework for the introduction of a Community Right to Challenge. This provision would allow voluntary and community groups, employees of relevant authorities and parish councils to challenge and deliver local public services on behalf of the authority that they feel could be better delivered by the community. Relevant authorities will have a duty to consider any such expressions of interest. Although combined Fire and Rescue Authorities are not specifically included as 'relevant authorities' in the Bill, the provision states that the Secretary of State may specify by regulation the inclusion of "such other person or body carrying on functions of a public nature." (*Localism Bill, Pt 4, Ch 3*)
3. Further to that provision, the Government published a consultation document on 4 February 2011 to assist in developing the detail of how the regulations would apply. The consultation states that the Government is "minded to extend the Community Right to Challenge to make all Fire and Rescue Authorities relevant authorities in regulations, whilst excluding certain core services." (*Consultation paper – para. 3.9*)
4. Responses to the consultation are required by 3 May 2011, and, subject to Parliamentary approval, it is expected that the provisions will commence from either April or October 2011.

Implications for Fire and Rescue Authorities

5. There are two main implications of note for the Fire and Rescue Authority; the proposal to make all Fire and Rescue Authorities subject to the Community Right to Challenge (*Consultation paper – Section 3*); and the proposal to exempt certain services from challenge under the Community Right to Challenge. Fire and Rescue Authorities are invited to give their views on these proposals. There are also some general limitations on the scope of the Community Right to Challenge.

All Fire and Rescue Authorities to be subject to the Community Right to Challenge

6. The introduction of a Community Right to Challenge will give 'relevant bodies' the right to challenge 'relevant authorities' to deliver a 'relevant service' on behalf of the authority. It is important to note that the Community Right to Challenge relates to services and not to functions. A function is a duty or power that requires decision-making by the relevant authority, whereas a service does not. This means that "the relevant authority takes all the necessary decisions so that it is able to set out ... the extent and type of service that it wishes to contract out." (*Consultation paper – para. 2.2*)
 - a. relevant authorities are listed in the Bill as "county and district councils and London borough councils." These authorities are required to consider Expressions of Interest to run services which they are responsible for. The Bill adds that the Secretary of State may add further relevant authorities in secondary legislation.
 - b. relevant bodies are listed as "voluntary and community bodies, charities, parish councils and two or more staff of a relevant authority." These bodies may make an Expression of Interest to run a service and, if accepted by the relevant authority, this will trigger a procurement exercise relating to the provision of that service. The Secretary of State may add further relevant bodies in secondary legislation.
 - c. relevant services are those services provided by, or on behalf of, a relevant authority in the exercise of any of its functions. The Secretary of State may exempt some services from the Community Right to Challenge in secondary legislation.
7. The consultation paper notes that some Fire and Rescue Authorities are the County Council, and thus are included as relevant authorities. The paper proposes to include all other Fire and Rescue Authorities as relevant authorities, which will make Hereford & Worcester Fire and Rescue Authority subject to the Community Right to Challenge.

Specific services to be exempted from challenge

8. The consultation paper outlines some specific services that are to be exempted from challenge in the regulations. There is existing legislation that requires services to be delivered by the authority. In relation to Fire and Rescue, the paper notes that "the 2004 Fire and Rescue Services Act effectively requires that certain core activities are specifically delivered by employees of Fire and Rescue Authorities, including:
 - a. Fire and Rescue Authorities employ firefighters to put out fires and undertake rescues from fires;
 - b. Fire and Rescue Authorities respond to road accidents – firefighters undertake this role jointly with fire fighting." (*Consultation paper – para. 2.5*)

9. The paper also notes that there may be other reasons for excluding particular activities from the Community Right to Challenge. It gives the example of “those integrated with services that are excluded due to existing legislation, such as Fire and Rescue Authorities responding to other emergencies, including collapsed buildings and hazardous materials.” (*Consultation paper – para. 2.6*)
10. The consultation seeks views on what services should be excluded for other reasons.

General limitations

11. A relevant body that wishes to register a challenge must do so by submitting an Expression of Interest. Section 5 of the consultation paper sets out what information should be included in an Expression of Interest, which the relevant authority must consider. Sections 6 and 7 of the consultation set out proposals for the period of time within which a decision on the Expression of Interest needs to be made and the grounds upon which decisions can be made. Where an Expression of Interest is accepted, the relevant authority must then carry out a procurement exercise relating to the provision of the service, and Section 8 of the consultation discusses how long there should be between the Expression of Interest and the beginning of the procurement exercise.
12. The consultation makes it clear that the Community Right to Challenge is not:
 - a. a right to deliver the service if an Expression of Interest is submitted or accepted – the relevant authority decides whether or not to accept an Expression of Interest, and where it accepts it, it must then carry out a procurement exercise for the provision of that service in which the relevant body can bid alongside others, including the private sector. This means the relevant body that triggers the procurement exercise may not eventually be the provider of the service.
 - b. delivering a service independently of the relevant authority – i.e. the Right applies only to delivery of services *on behalf of* the relevant authority.
 - c. a way of requiring a relevant authority to continue providing a service it has decided to stop
 - d. a way for service users to complain to the relevant authority if they are dissatisfied with how the service is currently being delivered – there are other procedures already in place for complaints

Discussion

13. The proposal set out in the consultation paper is to include the Fire and Rescue Authority in the list of relevant authorities that are to be subject to the Community Right to Challenge. During cross-examination in the Committee stage of the Localism Bill on 10 February 2011, the Minister of State, Greg Clark, was asked why the Government was now minded to extend the Community Right to Challenge to all Fire and Rescue Authorities. His response was that this is consistent with the extension of the general power of competence to all Fire and Rescue Authorities also proposed in the Localism Bill, and that this approach was designed to avoid anomalies.

14. The proposal also sets out some services that are exempt from the Community Right to Challenge. During the Committee stage of the Localism Bill on 10 February 2011, a concern was expressed that the exemptions did not include “other functions, such as giving advice in the community about safety and fire alarms. Most importantly, [Fire and Rescue Services] deal with other emergencies such as floods.” The first point about firefighters undertaking their community role was seen as complementary to their overall function, while in relation to flooding the concern was that this could be subject to tenders for contracting out, which if the contractor failed could be life-threatening in a flood situation.
15. A further point made during the Committee stage commented that “fire prevention activity has been crucial in recent years in driving down fire deaths and improving the performance of fire authorities, I am concerned that owing to pressures, including financial cuts, that trend of improving fire safety will not continue. It would be alarming if fire authorities were challenged about their fire prevention work.” The point continues: “another organisation might be well intentioned, but it would almost certainly not have the kind of expertise and understanding that makes a fire and rescue authority best placed to perform that role, given the authority’s access to advice, inherent expertise and knowledge of the characteristics of its area.”
16. The Minister of State, Greg Clark, responded that the specification of which services should be excluded from the right to challenge was “designed precisely so that we are able to capture these points, but it is important to maintain the consistency that we have with the right to challenge in other areas.” He added that “if we were to put an exhaustive list of exclusions in the Bill, it would create a burden for not just local authorities, but communities, because the list would no doubt be interpreted by the courts to have a particular significance, and anything that was not on it could be interpreted as being deliberately left off it, rather than accidentally. The use of guidance is well established as a means of proceeding in such situations.”

Conclusion/Summary

17. Members will wish to give their views on the proposals set out in the consultation and, in particular, to consider the potential implications of which services are and are not excluded from the Community Right to Challenge.
18. Should the Authority receive an Expressions of Interest under the terms of the Community Right to Challenge, it will need to follow the procedures set out in the consultation paper, including undertaking a procurement exercise for a service that they may wish to contract out. Members will wish to assure themselves that contractors will be able to carry out the service to the Authority’s satisfaction.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	No	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	whole report

Additional Considerations

19. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
Risk Management / Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Supporting Information

Appendix 1 – Community Right to Challenge – consultation response form

Background Papers

Public Bill Committee – Localism Bill – 12th Sitting, 10 February 2011, © Parliamentary Copy

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Contact Officer

Lucy Phillips, Director of Corporate Services
(01905 368256)
Email: lphillips@hwfire.org.uk

Community Right to Challenge

Consultation response form

We are seeking your views on the following questions on the Government's proposals to introduce a Community Right to Challenge.¹ **If possible, we would be grateful if you could please respond by email.**

Please email: crtchallenge@communities.gsi.gov.uk

Alternatively, we would be happy to receive responses by post. Please write to:

Community Right to Challenge Consultation Team
Department for Communities and Local Government
5/A3 Eland House
Bressenden Place
London SW1E 5DU

The deadline for submissions is 5pm on Tuesday 3 May 2011.

(a) About you

(i) Your details

Name:	Lucy Phillips
Position:	Deputy Chief Fire Officer
Name of organisation (if applicable):	Hereford & Worcester FRS
Address:	2 King's Court, Charles Hastings Way, Worcester
Email:	lphillips
Telephone number:	01905 368256

¹ DCLG (2011) Proposals to introduce a Community Right to Challenge: Consultation paper. see: www.communities.gov.uk/corporate/publications/consultations

(ii) Are the views expressed on this consultation an official response from the organisation you represent or your own personal views?

Organisational response	<input checked="" type="checkbox"/>
Personal views	<input type="checkbox"/>

(iii) Please tick the *one* box which best describes you or your organisation:

Voluntary sector or charitable organisation	<input type="checkbox"/>	
Relevant authority (i.e. district, London borough, county council)	<input type="checkbox"/>	
Parish council	<input type="checkbox"/>	
Business	<input type="checkbox"/>	
Other public body (please state)	<input checked="" type="checkbox"/>	Fire & Rescue Authority
Other (please state)	<input checked="" type="checkbox"/>	

(iv) Do your views or experiences mainly relate to a particular type of geographical location?

City	<input type="checkbox"/>	
London	<input type="checkbox"/>	
Urban	<input checked="" type="checkbox"/>	
Suburban	<input type="checkbox"/>	
Rural	<input checked="" type="checkbox"/>	
Other (please comment)	<input type="checkbox"/>	

(vi) Would you be happy for us to contact you again in relation to this consultation?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

(b) Consultation questions

Section 2 – Which services should not be subject to challenge?

Q1. Are there specific services that should be exempted from the Community Right to Challenge?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If Yes, why?

Front line delivery of core emergency services and associated services

Q2. Are there any general principles that should apply in considering which services should be exempt?

Explanation/comment:

National resilience, health & safety, public interest and perception, where provider has wider responsibilities, eg. resources in one locality also contribute to wider ranging services across a county or counties

Section 3 - Relevant bodies and relevant authorities

Q3. We are minded to extend the Community Right to Challenge to apply to all Fire and Rescue Authorities. Do you agree?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

Explanation/comment:

See Q.2

Q4. Should the current definition of relevant authority under the Community Right to Challenge be enlarged in future to apply to other bodies carrying out a function of a public nature? If yes, which bodies?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

Explanation/comment:

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Section 4 - When a relevant authority will consider Expressions of Interest

Q5. Should regulations specify a minimum period during which relevant authorities must consider Expressions of Interest?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Explanation/comment:

Set public service standard

Q6. If a minimum period is to be specified, what should this be?

Explanation/comment:

A sufficient and suitable period of time
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Section 5 - Information to be included in an Expression of Interest

Q7. Do you agree with the proposed information to be included in Expressions of Interest?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Explanation/comment:

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Q8. Is there further information you believe should be provided as part of Expressions of Interest?

Explanation/comment:

1. Information on long term ability to provide services (resilience)
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2. How standards will be set and maintained

Section 6 - Period for a relevant authority to reach a decision on an Expression of Interest

Q9. Should regulations specify a minimum period during which a relevant authority must reach a decision on an Expression of Interest?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes, what should this be?

A sufficient and suitable period of time

Q10. Should regulations specify a maximum period during which a relevant authority must reach a decision on an Expression of Interest?

If yes, what should this be?

A sufficient and suitable period of time

Section 7 – When an Expression of Interest may be modified or rejected

Q11. Do you agree with the above listed grounds whereby an Expression of Interest may be rejected?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

Explanation/comment:

Current proposals do not incorporate issues regarding the sustainability of any alternative proposals

Q12. Are there any other grounds whereby relevant authorities should be able to reject an Expression of Interest?

Explanation/comment:

Current provider, includes wider services not able to be provided locally and loss of service would affect wider provision.

Section 8 – Period between accepting an Expression of Interest and initiating an exercise for the provision of a contract for that service

Q13. Should minimum periods between an Expression of Interest being accepted and a relevant authority initiating a procurement exercise be specified in regulations?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes, what should the minimum period be?

'Cooling off' period is required

Q14. Should maximum periods between an Expression of Interest being accepted and a relevant authority initiating a procurement exercise be specified in regulations?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes, what should the maximum period be?

A sufficient and suitable period of time

Section 9 – Support and guidance

Q15. What support would be most helpful?

Explanation/comment:

Nothing to add

Q16. Are there issues on which DCLG should provide guidance in relation to the Community Right to Challenge?

Explanation/comment:

Nothing to add

(c) Additional questions

Do you have any other comments you wish to make?

No further comments

END

9. Budget Monitoring Report 2010-11

Purpose of Report

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

Recommendations

The Treasurer recommends that:

- i) the current revenue and capital budget positions be noted.*
- ii) the Organisational Development Reserve position as indicated at paragraph 5 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
	<hr/>
	31.123
Strengthening of Balances	0.272
	<hr/>
	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 11 months, and Appendix 1 sets out the position at approved budget level.
4. A forecast net underspending of £0.560m was reported in the 2011/12 Budget and Precept Report to the FRA on 16 February and it was agreed that any underspending would be used to create an Organisational Development Reserve, to be used on an “invest to save” or capacity building basis.
5. Over the last 6 months HMRC have been carrying out a national review of taxation of Fire Service employee benefits – notably provided response cars. In the last week the FRA has been notified of one potential non-compliance on a technical matter of calculation of employers NI contributions.
6. The potential net cost of this is estimated to be around £0.070m and it is considered prudent to provide for this, and the sum has been included in Appendix 1 under “Other Employee Costs”.

7. In addition there have been other net minor changes to the forecast totalling £0.005m.

8. This brings the total potential Reserve to £0.495m as detailed in the table below:

		£m
Reserve	per Feb FRA	0.560
less :	Provision - NI	0.070
plus:	net other changes	0.005
		0.495
less :	ORH Ltd.	0.039
	Pinpoint	0.059
		0.397

(ORH and Pinpoint are software programmes used for independent data analysis).

9. Whilst allocation from the reserve covers the total expected costs; for accounting purposes parts of the costs and reserve transfers may be made in future years.

Capital Budget

10. 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
		<u>7.050</u>

11. 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.
12. 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.
13. Of the £7.050m strategy, £2.916m has been allocated to the budget and £2.480m (85%) has been spent or committed.
14. The over-commitment on Pump replacements (totalling £0.042m for 6 appliances) relates to additional diversity equipment being fitted to these pumps. The additional revenue cost of £0.004m will be contained within the existing capital financing budget.
15. 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.

16. Expenditure of £0.132m has been incurred to purchase 4 existing appliances that have reached the end of their primary lease period (10 years) but have not yet reached the end of their expected useful life (15 years).
17. When the appliances were acquired, central government tightly limited capital expenditure and the only way to procure replacement vehicles was by using leasing and the maximum available lease period was 10 years.
18. Budget provision has been made from the costs of extending these leases for a further 5 years, but it has proved cheaper to purchase them outright and finance as capital expenditure.
19. 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 and Assets
(0845 12 24454)

Email: mreohorn@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority

REVENUE BUDGET MONITORING REPORT TO END OF : Feb 2011 (Period 11)

		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		12.366	12.197	(0.169)	13.881	13.717	(0.164)
RDS FF Pay		2.564	2.665	0.101	3.068	3.085	0.017
Control Pay		0.635	0.652	0.017	0.711	0.736	0.025
Support Pay		3.619	3.683	0.064	3.965	4.015	0.050
Pay Contingency		0.000	0.000	0.000	0.020	0.000	(0.020)
Other Employee Costs		0.033	0.016	(0.017)	0.036	0.106	0.070
Unfunded Pensions		0.674	0.630	(0.044)	0.738	0.744	0.006
		19.891	19.843	(0.048)	22.419	22.403	(0.016)
Strategic Management		0.018	0.018	0.000	0.020	0.019	(0.001)
		0.018	0.018	0.000	0.020	0.019	(0.001)
USAR - Total		0.784	0.672	(0.112)	0.880	0.774	(0.106)
HQ - Comm Safety		0.233	0.181	(0.052)	0.330	0.325	(0.005)
HQ - Ops Support		0.043	0.037	(0.006)	0.068	0.068	0.000
Distict - Comm Safety		0.000	0.000	0.000	0.000	0.000	0.000
Training Dept		0.559	0.461	(0.098)	0.627	0.607	(0.020)
Approved Centre		0.008	0.005	(0.003)	0.009	0.008	(0.001)
		1.627	1.356	(0.271)	1.914	1.782	(0.132)
PPP - Perf Mngt		0.073	0.036	(0.037)	0.132	0.107	(0.025)
PPP - Org Dev		0.195	0.121	(0.074)	0.240	0.211	(0.029)
PPP - FRA Costs		0.115	0.083	(0.032)	0.126	0.123	(0.003)
Personnel		0.186	0.216	0.030	0.304	0.216	(0.088)
		0.569	0.456	(0.113)	0.802	0.657	(0.145)
Ops Logistics		0.819	0.804	(0.015)	0.949	0.935	(0.014)
Fleet		0.455	0.458	0.003	0.527	0.488	(0.039)
ICT		0.871	0.873	0.002	0.931	0.929	(0.002)
Facilities Mngt		1.172	1.210	0.038	1.363	1.442	0.079
HQ Catering		0.006	0.002	(0.004)	0.000	0.004	0.004
Legal Services		0.053	0.012	(0.041)	0.061	0.058	(0.003)
Insurances		0.312	0.288	(0.024)	0.312	0.295	(0.017)
Service Wide		0.261	0.222	(0.039)	0.301	0.301	0.000
Capital Financing		0.795	0.794	(0.001)	2.205	2.225	0.020
		4.744	4.663	(0.081)	6.648	6.677	0.029
RCC Project		0.217	0.170	(0.047)	0.238	0.170	(0.068)
Other Funded Projects		0.000	0.089	0.089	0.000	0.089	0.089
Special Grants		(1.186)	(1.186)	0.000	(1.186)	(1.186)	0.000
		(0.969)	(0.927)	0.042	(0.948)	(0.927)	0.021
		25.880	25.409	(0.471)	30.856	30.611	(0.245)
to/(from) Earmarked Reserves					(0.033)	0.115	0.148
to/(from) General Balances - planned					0.272	0.272	0.000
					31.095	30.998	(0.097)
to Contingency Fund					0.300	0.397	0.097
					31.395	31.395	(0.000)

Hereford & Worcester Fire and Rescue Authority

CAPITAL BUDGET MONITORING REPORT TO END OF :

Feb 2011 (Period 11)

Printed On: 03-Mar-2011

Scheme	Budget	Actual	Commitments	Total	Remainder
Vehicles					
045 - Routine Replacement 08/09 4WD	15,054	21,282	2,675	23,957	- 8,903
047 - Specialist Replacements Environmental	59,900	37,045	23,773	60,818	- 918
048 - Specialist Replacements ISU	57,100	35,848	-	35,848	21,252
062 - 4 Wheel Drive Water Rescue	88,399	84,241	-	84,241	4,158
	220,453	178,416	26,448	204,864	15,589
014 - Routine Pump Replacement 2009/10	322,398	350,337	-	350,337	- 27,938
085 - Routine Pump Replacement 2010/11	615,000	629,090	-	629,090	- 14,090
046 - Specialist Replacements - Water Carrier	68,029	82,268	-	82,268	- 14,239
086 - Ex Leased Appliances	-	131,500	-	131,500	- 131,500
091 - Pinzgauer Routine Replacement 4WD	150,000	-	-	-	150,000
092 - Argocat Routine Replacement Off Road	15,000	-	-	-	15,000
Totals	1,390,880	1,371,610	26,448	1,398,058	- 7,178
Major Building					
008 - Betony Road	-	10,522	-	10,522	- 10,522
013 - New Dimensions USAR	20,284	17,748	2,536	20,284	0
012 - IRMP Pebworth	683,038	545,510	137,529	683,039	- 0
082 - IRMP Kidderminster	49,656	-	-	-	49,656
Totals	752,978	573,779	140,065	713,844	39,134
Total Minor Schemes	772,602	295,257	73,762	369,019	403,583
Capital Budget	2,916,460	2,240,646	240,275	2,480,922	435,539
Not Yet Allocated					
998 - IRMP Unallocated	4,134,000	-	-	-	4,134,000
Total	4,134,000	-	-	-	4,134,000
Capital Strategy	7,050,460	2,240,646	240,275	2,480,922	4,569,539

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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