



# **HEREFORD & WORCESTER Fire and Rescue Authority**

## **AGENDA**

At 3.30 pm on Monday 14 September 2009

### **PLEASE NOTE VENUE:**

Herefordshire Council Offices at  
Brockington,  
35 Hafod Road,  
Hereford,  
HR1 1SH



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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.



# Agenda

## Members

### Herefordshire:

Mrs. P A Andrews, Mr. J H R Goodwin, Brigadier P Jones CBE (Chair),  
Mr. D Greenow, Mr. D C Taylor, Mr. P J Watts.

### Worcestershire:

Mr. T J Bean, Mr. J Campion, Mr. S J Clee (Vice Chair), Mr. A Ditta,  
Mrs. M L Drinkwater, Mrs. L Duffy, Mrs. L Eyre, Mr. A I Hardman,  
Mrs. L Hodgson, Mrs. G Hopkins, Mrs. F Oborski, Mrs. J Potter,  
Mr. D W Prodder MBE, Mr. C T Smith, Mr. T Spencer, Mr. K Taylor,  
Mr. J Thomas, Mr. R M Udall, Mr. G C Yarranton.

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Declaration of Interests (if any)**

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.

3. **Chairman's Announcements**

4. **Confirmation of Minutes**

To confirm the minutes of the meeting of the Fire and Rescue Authority held on 26 June 2009 (copy attached).

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5. **Questions from Members of the Public**

To receive questions previously submitted by members of the public more than five clear working days before the meeting of the Authority.

6.	<b>Service Report</b>	9 – 18
	To inform Members of recent key developments and activities together with performance information for the period 1 April to 30 June 2009.	
7.	<b>Audit Committee Report</b>	19 – 24
	To inform Members of the proceedings of the Audit Committee Meeting held on 26 June 2009 and inform the Authority of the publication of the Annual Governance Statement	
8.	<b>Budget Committee Report</b>	25 – 50
	To inform Members of the proceedings and recommendations of the Budget Committee Meeting held on 30 July 2009.	
9.	<b>Fire Control Resilience Update</b>	51 – 53
	With the recent announcement of a further delay to the FireControl Project the earliest cut-over date for this Service is now March 2012. Whilst that project continues, this latest change in dates represents a substantial further risk for the Authority. This paper is designed to outline the issues and to seek to instruct the Chief Fire Officer to undertake actions to reduce the risks to a more acceptable level.	
10.	<b>Risk Implications of the Current Economic Downturn on the Fire &amp; Rescue Authority</b>	54 – 56
	This report provides headline indicators, and our response, to the potential impacts of the current economic downturn on the Fire & Rescue Service.	
11.	<b>Review of the Operation of the Regulatory Reform Order</b>	57 – 59
	To give the Authority an initial Evaluation of the Effectiveness of The Regulatory Reform (Fire Safety) Order 2005	
12.	<b>The Local Government Association FRA Equality &amp; Diversity Charter</b>	60 – 62
	Authority Members will be given the opportunity to support the five point Charter for Equality & Diversity for Fire and Rescue Authority Members produced by The LGA, in its role in providing political leadership on the issue of Equality and Diversity.	
	<b>Glossary</b>	63 – 66

**Please note that these minutes will remain as a draft until formally confirmed as a correct record at the next meeting and signed by the Chairman.**

**2.00 pm Friday 26 June 2009**

**Headquarters, 2 Kings Court, Charles Hastings Way, Worcester WR5 1JR**



**Members**

**Present:**

**Herefordshire:**

Mrs P A Andrews, Mr J H R Goodwin, Mr D Greenow, Brigadier P Jones CBE (Chair), Mr D C Taylor, Mr P J Watts.

**Worcestershire:**

Mr T Bean, Mr R. Bullock, Mr S Clee, Mr A Ditta, Mrs M Drinkwater, Mrs L Duffy, Mrs E Eyre, Mr A Hardman, Mrs L Hodgson, Mrs G Hopkins, Mrs F Oborski, Mrs J Potter, Mr C Smith, Mr T Spencer, Mr K Taylor, Mr J Thomas, Mr R Udall, Mr G Yarranton.

**1. Apologies for absence**

Apologies were received from Mr D Prodger MBE

**2. Chairman's Announcements**

2.1 Minute's Silence for Cllr. Jeremy Webb:

The Chairman invited all present to join with him in a Minute's silence to remember Mr. Jeremy Webb, who passed away since the last Authority Meeting.

2.2 Introduction of New Members:

The Chairman congratulated the Worcestershire Councillors who had been re-elected and returned to the Authority, and welcomed the newly appointed Members. He then gave each Member the opportunity to introduce themselves to the Meeting.

On behalf of the Authority, the Chairman thanked all those members who had not been returned, and requested that the Authority send them a letter of thanks for their service.

2.3 Annual Carol Service:

The Chairman announced that the Annual Carol Service would take place in Leominster Priory on 20 December 2009.

#### 2.4 Members Visits to Stations:

Members had received a Schedule of pre-arranged visits to Stations, and Group Leaders would nominate members to visit each station. The Chairman encouraged members to attend, and emphasised the importance of the visits

#### 2.5 Visit by Lady Darnley, Lord Lieutenant of Herefordshire:

The Chairman announced that Lady Darnley would visit Service Headquarters on 4 August, and then visit Herefordshire Fire Station.

### **3. Declaration of Interests**

Mr T Spencer declared an interest in the Young Firefighters' Association and Mr P Watts advised the Authority that if the Firefighters' Pension Scheme was discussed in such detail that it affected his personal position, he would declare a personal and prejudicial interest. (That proving not to be the case, there was no need for Mr Watts to leave the room during the Meeting.

### **4. To Elect a Chairman of the Fire and Rescue Authority**

**Resolved that Brigadier P Jones CBE be re-elected as Chairman of the Authority for the ensuing year.**

### **5. To Elect a Vice-Chairman of the Fire and Rescue Authority**

**Resolved that Mr S Clee be re-elected as Vice- Chairman of the Authority for the ensuing year.**

### **6. Confirmation of Minutes**

**Resolved that: the Minutes of the meeting held on 18 February 2009 be confirmed as a correct record and signed by the Chairman.**

### **7. Urgent Decision Item – Appointment of Clerk/Monitoring Officer**

In accordance with Section 100B 4(b) of the Local Government Act 1972 (as amended), and paragraph 4.3.7(b) of the Authority's Standing orders for the Conduct of Business, the Chairman allowed consideration of a late item as a matter of urgency to ensure that the statutory role of Clerk/Monitoring Officer to the Authority was filled.

A report was circulated at the meeting.

The Acting Clerk, Mr Geoff Hardy, told the meeting that Mr. Alan McLaughlin had recently left his position with Herefordshire Council, leaving a vacancy in the office of Clerk/Monitoring Officer to the Authority, which it was necessary to fill to ensure that the Authority met its statutory requirements.

The Authority was recommended to appoint Ms. Charlotte Adan, the Interim Assistant Chief Executive (Legal & Democratic) at Herefordshire Council as Clerk/Monitoring Officer to the Authority with immediate effect to ensure that the statutory post was filled.

**Resolved that Ms. Charlotte Adan be appointed as Clerk/ Monitoring Officer to the Authority.**

**8. Questions from Members of the Public**

None.

**9. Allocation of Seats to Political Groups and Appointments to Committees and Other Bodies.**

The Authority considered the allocation of seats on Committees to political groups and reviewed the appointments to other bodies.

**Resolved that:**

- i) **appointments be made to the offices of Chairman and Vice-Chairman of the Authority's Committees as follows:**

**Appointments Committee**

**Chairman: Brigadier P Jones CBE**

**Audit Committee**

**Chairman: Mr D Prodger MBE**

**Vice-Chairman: Mrs L Duffy**

**Budget Committee**

**Chairman: Mr A I Hardman**

**Vice-Chairman: Mr T J Bean**

**Best Value Policy and Performance Committee**

**Chairman: Mrs M L Drinkwater**

**Vice-Chairman: Mr G Yarranton**

**Urgent Decisions**

**Chairman: Mr S J Clee**

- ii) **Mr J Goodwin and Mrs G Hopkins be appointed to the Standards Committee and Group Leaders nominate named substitutes, in consultation with the Clerk;**
- iii) **the proposed appointments submitted by Group Leaders (as attached at appendix 1) be confirmed by the Authority, and that Group Leaders, in consultation with the Clerk nominate Members to any remaining vacancies. These nominations and other amendments to the membership of Committees to give effect to proportionality requirements;**



- iv) **it be confirmed that the Authority adhere to its previous view that representation and voting on the Local Government Association be as follows:**
  - a) **that the Authority's representatives on the Local Government Association should be the Group Leaders or their nominees;**
  - b) **that the 13 Service votes on the Local Government Association Assembly be allocated between its representatives on a politically proportionate basis; and**
  - c) **the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee;**
- v) **the Chairman or his nominee should hold the place and vote available to the Authority on the LGA's Fire Service Forum;**
- vi) **the Leader of the Conservative Group, the Leader of the Liberal Democrat Group and the Leader of the Independent Group should be the Authority's appointments to the Regional Management Board; and**
- vii) **the Chairman of the Authority be appointed as a Director of the West Midlands Fire and Rescue Services Regional Control Centre Company.**

#### **10. The 2008/09 Annual Report of the Standards Committee**

The Authority considered the Annual Report of the Standards Committee for 2008/09. The meeting discussed the concerns of the Committee regarding attendance by Members at Training Events, and, it was agreed to consider running some events in the evenings to facilitate Members who may have to work during the day.

The Chairman encouraged members to attend the Induction Training which the Authority would provide on 15 July, and recommended that all members should avail of the opportunity afterwards to visit the Service's Operational and Logistics Centre at Betony Road, Malvern.

Members were also encouraged to attend the session on Standards & Ethics that was scheduled for 3 November.

#### **Resolved that :**

- i) **the Annual Report be noted by the Authority;**
- ii) **the Fire & Rescue Authority notes the concerns of the Standards Committee at the low level of attendance by Members at Training Seminars, and the concerns raised for the Corporate Governance of the Authority;**

- iii) **the Fire & Rescue Authority and Group Leaders encourage Members to attend future training events; and**
- iv) **the Authority approves the addendum to the Committee's Terms of Reference, as follows:**

***“Setting up an Assessment Sub-Committee or making arrangements with an adjoining Authority with regard to conducting assessments of complaints”***

## **11. Service Report**

The Chief Fire Officer reported on recent key developments and activities together with performance information for the period 1 January 2009 to 31 March 2009. The number of Health and Safety incidents/injuries had fallen sharply in comparison to the same quarter of 2008/09 and had halved in relation to the preceding quarter. The ACFO Service Support agreed to report back to Mr P Watts, in response to a question regarding the cause of Fleet Health and Safety accidents.

Members were updated on the plans that the Service had in place to deal with the current pandemic alert regarding Swine Flu. The planning arrangements were being led through the Local Resilience Forums, which comprised of representatives from the Service and other partners. Members were assured that the Service would strive to maintain optimum front line service delivery and, in the event of major staff shortages, priority would be given to safeguarding front line service to the public.

At the previous meeting, the cost of calling the Service on the main 0845 number for a mobile phone to put forward a complaint had been raised. Officers had since undertaken further research on the costs of 0845/0800 telephone numbers. Members discussed the use of an 0845 number for dealing with complaints, concerns and compliments from the public, and agreed that the telephone option which gave best value to the public should be employed, with emphasis on the costs of calls from mobile phones.

The Authority praised the Service for a job “remarkably well done” when dealing with the recent fire at the Skymark premises in Leominster. The Chairman commended the way the Service took command, and the sensible decisions made by the Officers involved.

### **Resolved that**

- i) **the Report be noted; and**
- ii) **the Service considers the introduction of a telephone number for dealing with complaints, concerns and compliments that provides the public with best value when calling from a mobile phone.**

## **12. Financial Results 2008/09**

The Treasurer presented the financial results for 2008/09. He apologised to Members for the late supply of the papers, and said that this would be improved upon in future.

He told the Meeting that he appreciated the complexities of the Service's finances, that training for Members had been arranged to deal with financial matters and that he was happy to arrange further seminars for Members, if necessary.

An amended version of the Statement of Accounts was circulated at the meeting, for Members' information. In summary, the Treasurer reported a strong financial performance, with General Reserves in excess of Central Government requirements.

**Resolved that the Financial Results for 2008/09 be noted.**

## **13. Flooding Update**

The Chief Fire Officer informed the Authority that the Service had learned important lessons and gained invaluable experience from the flooding events of the past decade. The Service had now developed a Water Rescue Strategy which drew on this experience and had regard to the national response to flooding events.

The Strategy had identified gaps in the provision of these essential services, and recommended solutions which could be provided within current financial constraints by the reprioritisation of existing budgets.

Cllr. Eyre congratulated the Service on its response to the 2007 flooding events, and requested that further consideration be given to areas which suffered minor but more frequent flooding problems, and in this regard to utilise the local knowledge of retained officers and work with local partnerships.

Cllr Udall proposed that the Best Value Policy & Performance Committee should review the proposed Flood/Water Rescue Strategy in detail and report back to the Authority at its meeting on 18 December with any recommendations as appropriate.

**Resolved that**

- i) the Authority notes the current national and local position in respect of flooding/water rescue;**
- ii) the Authority approves the establishment of a cadre of Water Incident Managers and improved management and oversight for all specialist water/ flood capabilities;**

- iii) the Authority consults stakeholders through the IRMP process on whether to establish a minimum or optimum “first responder” capability. The ongoing revenue costs of either proposal would be met through back office efficiencies to be agreed through the same IRMP process; and
- iv) the Authority tasks the Chief Fire Officer with seeking external funding support for existing and “first responder” capabilities that are made available to the National Asset Register, being compiled by the Government’s Flood Rescue National Enhancement Programme (FRNE).
- v) the proposed Flood/Water Rescue Strategy be reviewed by the BVPP Committee.

#### **14. Integrated Risk Management Plan – Draft 2010/2011 Action Plan Consultation**

The Chief Fire Officer gave Members the background to Integrated Risk Management, and presented the various proposals in the draft 2010/2011 Plan for public consultation.

During the ensuing discussion on the revised Flood/Water Rescue Strategy, Cllr. Eyre pointed out that 4 parishes in the area had received funding of £5,000 each for flood response, and suggested that the Authority contact them regarding these funds.

The proposed improvements to strengthen the Service response to flooding events would need to be funded from back office efficiencies and it was acknowledged that continued back-office efficiencies could impact on front-line delivery.

**Resolved that the Authority approves the Draft 2010-11 Integrated Risk Management Plan (IRMP) Action Plan for consultation.**

#### **15. Service Plan 2009/10**

The T/ACO for Planning, Policy and Performance presented the Service Plan 2009/10 for approval. He told the meeting that the Plan provided an overview of the Authority’s strategic objectives and priorities for 2009/10, and it also detailed the achievements of the Service in 2008/09.

**Resolved that the Authority approves the 2009-10 Service Plan.**

The meeting ended at 3.30 pm

Chairman.....

## Appendix 1.

<b>Committee</b>	<b>Total Seats</b>	<b>Conservative Group</b>	<b>Lib. Dem. Group</b>	<b>Independent Group plus 1 Labour</b>
<b>Group Leaders</b>		Brigadier Jones (Ch) Stephen Clee (VC)	Tom Bean	D Taylor
Urgent Decisions	11	8 S Clee (C) M L Drinkwater A Hardman J Goodwin Liz Eyre P Watts L Hodgson K Taylor	2 P Andrews C Smith	1 J Thomas
Appointments Committee	11	8 S Clee L Duffy P Jones – Ch J Goodwin D Prodger M Drinkwater D Greenow G Yarranton	2 T Bean P Andrews	1 R Udall
Audit Committee	5	4 D Prodger – Ch G Hopkins L Duffy VC	1 C Smith	1 J Thomas
Best Value, Policy and Performance Committee	7	5 M Drinkwater - C G Yarranton VC J Goodwin L Duffy K Taylor	1 F Oborski	1 R Udall
Budget Committee	11	8 A Hardman – Ch J Goodwin J Potter Brig Jones D Prodger G Yarranton L Eyre L Hodgson	2 T Bean VC F Oborski	1 D Taylor

Standards Committee	<p><b>2 Councillors to be determined by the Authority on the recommendation of Group Leaders (and named deputies)</b></p> <p>and 5 Independent persons</p> <p>(The current Independent persons are Mr C Emeny, Mr R Gething, Dr M Mylechreest, Mr R Rogers and Mr D Stevens)</p> <p><b>Cllr Goodwin (Cons), G Hopkins (Cons)</b></p>
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## 6. Service Report

### Purpose of Report

1. To inform Members of recent key developments and activities together with performance information for the period 1 April to 30 June 2009.

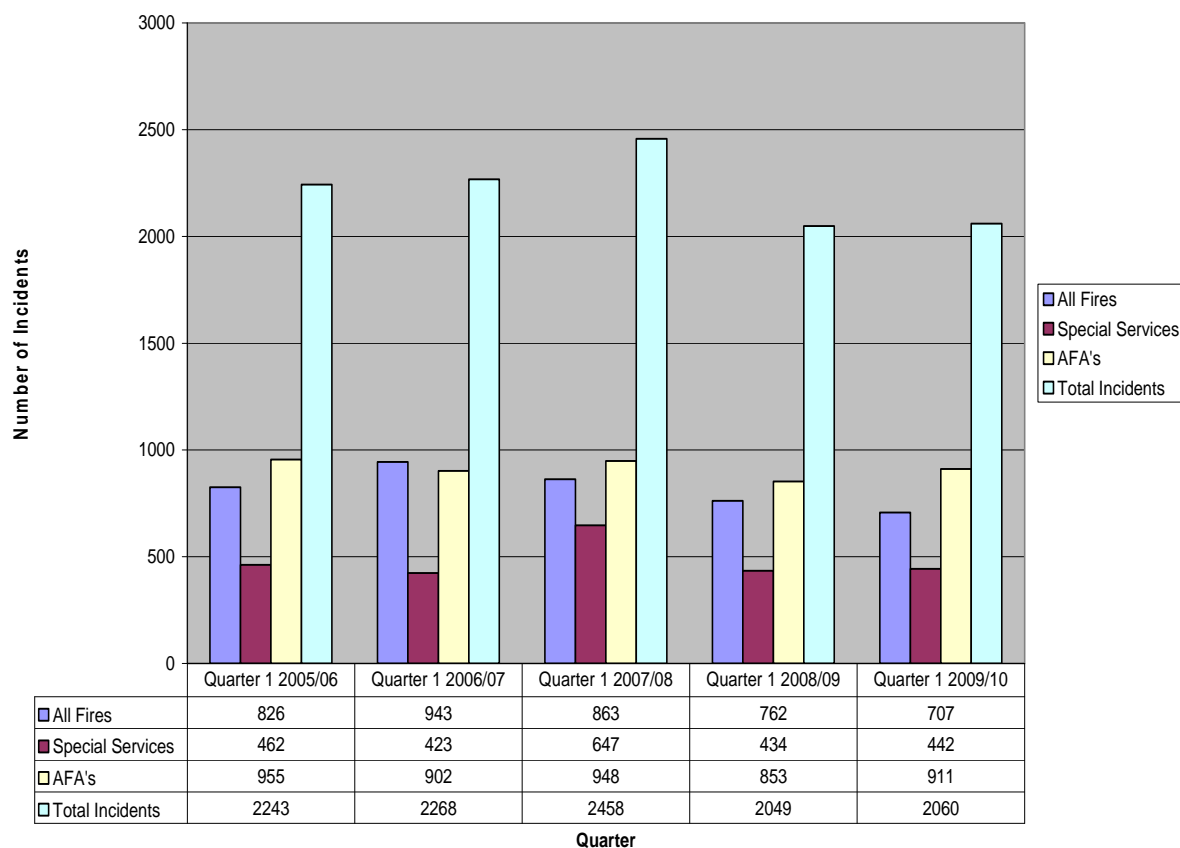
### Recommendations

***The Chief Fire Officer recommends that the report be noted.***

## Performance

### Operational Incident Performance Update Quarter 1 2009-10

2. Figure 1 below demonstrates overall operational activity during Q1 2009-10 compared with the first quarter in the previous 4 years.
3. Total incident numbers for Q1 2009/10 show a slight increase on the same period last year (2060 incidents compared with 2049) but still represent a significant improvement on the previous three years figures.



## **Comprehensive Area Assessment**

4. In April 2007, government departments commissioned the main public sector inspectorates to work together to develop and introduce Comprehensive Area Assessment (CAA). They were also charged with making any other changes they saw necessary in order to implement the White Paper – Strong & Prosperous Communities and to produce more coordinated and better targeted inspection and assessment.
5. During the course of the year, the Audit Commission have met with officers from H&WFRS to discuss the Organisational Assessments. The key dates below set out how the Audit Commission intend to finalise the CAA Assessment in 2009.

19 October 2009	The Audit Commission will e-mail the full narratives and scores that they will be reporting for H&WFRA.
23 October 2009	If H&WFRA wish to request a review of the organisational assessments, including a use of resources and managing performance scores to reach an overall score for the organisational assessment, the Authority must send written notification of the application by no later than 5.00 pm on Friday 23 October 2009.
27 November 2009	Should a review be requested; the Audit Commission will notify of the Authority of the outcome of the review by 5.00 pm on Friday 27 November 2009.
4 December 2009	By 5.00 pm on Friday 4 December 2009 the FRA will receive a copy of the full narrative and scores. This will be provided under embargo and the Audit Commission have asked that we respect this embargo.
10 December 2009	The results of all the CAA 2009 assessments will be published on the <b>oneplace</b> website on Thursday 10 December 2009.

## **Performance Management Framework**

6. All public authorities, including the Fire and Rescue Authority, currently face a number of significant challenges. Budgets are tighter than ever before and we need to prepare for further pressures in the coming years, scrutiny and audit of our performance is more robust than ever. The requirement to maintain a strong performing authority in this challenging environment puts significant pressures on staff and the Service.
7. In June 2009, the Policy Planning & Performance Team developed a Performance Management Framework for Hereford & Worcester Fire and Rescue Authority (H&WFRA) to drive forward continuous improvement. It establishes the planning infrastructure to monitor and manage service improvement and risk, whilst enhancing and embedding awareness throughout all levels of the Authority. This document was considered by the Best Value Committee on 8<sup>th</sup> September 2009.

**Health & Safety Incidents and Injuries**

8.

	<b>Total Incidents</b>	<b>RIDDOR Reportable</b>
April – June 2008	37*	4
July – Sept 2008	53*	10
October – December 2008	60*	12
January – March 2009	51*	3
<b>April – June 2009</b>	<b>54*</b>	<b>10</b>

(\*includes all H & S Incidents (injuries, fleet H & S incidents, near hits, etc)

**Analysis**

9. The number of reported Health & Safety Incidents/Injuries this first quarter of 2009-10 has increased slightly when compared with the immediately preceding quarter (up from 51 to 54), but has increased by almost 46% when compared with the same quarter last year. However, when the figures for each quarter throughout the year are examined, the number of total incidents reported during this quarter appears to be fairly typical.
10. Analysis of the number of incidents reportable under RIDDOR has highlighted a significant increase on the previous quarter. However, when the figures for the rest of the year are considered, the number of RIDDOR incidents reported during this quarter again appears to be fairly typical.
11. Furthermore, of the 10 incidents reported, 9 only became reportable as a result of the injured person being absent from work for more than three days. Of these 9 incidents, over half were as a result of manual handling activities, and many involved aggravating previous injuries when donning items such as fire boots or Breathing Apparatus kit.
12. This quarter analysis of all reported incidents has shown that both slip, trip and fall injuries and manual handling injuries have increased when compared to both the immediately preceding quarter, and the same quarter last year (slip, trip and fall injuries = 6 this quarter, 2 immediately preceding quarter and 5 during the same quarter last year. Manual handling injuries = 9 this quarter, 2 immediately preceding quarter and 5 during the same quarter last year).
13. However, impact and contact injuries have shown a steady reduction, with 7 reported this quarter, 8 in the immediately preceding quarter and 10 during the same quarter last year. The most significant number of incidents reported, however, were records of exposure to hazardous materials. These amounted to 12 this quarter, compared with 2 in both the immediately preceding quarter and same quarter last year. These reports relate to non injuries and record potential or actual exposure for example to fires where asbestos was found to be present or in-water rescues.
14. Operational staff continue to dominate the figures, accounting for 61% of all incidents, while the number fleet incidents encouragingly has reduced dramatically to 5 in total, with only 2 occurring whilst responding to incidents and no injuries being sustained by either fire service personnel or third parties.



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15. Two Specialist investigations were instigated this quarter. One related to a collision involving an appliance responding to a call and a third party where no-one was injured, the other related to an air leak on a Breathing Apparatus set occurring during training.
16. The number of reported near hits & potential hazards has remained reassuringly high, with these accounting for 59% of all incidents reported.

### Complaints, Concerns, Compliments and Donations

17.

<b>Q1</b>	<b>April 09</b>	<b>May 09</b>	<b>June 09</b>	<b>Totals</b>
Complaints	5	5	1	<b>11</b>
Concerns	2	1	4	<b>7</b>
Compliments	3	5	8	<b>15</b>
Donations	1	1	3	<b>5</b>

### Information Management

18.

#### Requests for Information Freedom of Information Act (FOIA)/Data Protection Act (DPA)/Environmental Information Regulations (EIR)

<b>Q1</b>	<b>FOIA Requests received and completed</b>	<b>DPA Requests received and completed</b>	<b>EIR Requests received and completed</b>	<b>Total Requests received in Q1</b>
April 2009	20	<b>0</b>	1	
May 2009	14	<b>0</b>	0	
June 2009	19	<b>0</b>	0	
<b>TOTALS</b>	<b>53</b>	<b>0</b>	<b>1</b>	<b>54</b>
<b>Requests received January – July 2009 (Q4/Q1)</b>			<b>121</b>	

### Items of Interest

#### FloodEx 2009

19. Hereford & Worcester Fire and Rescue Service is co-ordinating the UK's response to the European Union's biggest ever emergency exercise which will take place in September. The exercise, will involve responses from the UK, Poland, Holland, Sweden and Estonia. The event will simulate the tidal surge that devastated the UK and Holland in 1953 resulting in over 2,000 fatalities.

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20. The UK came close to a repeat of that disaster in November 2007, when sea defences on parts of the East Coast came within centimetres of being overtopped. On that occasion Chief Fire Officer Paul Hayden was asked to direct flood rescue operations in Norfolk and Suffolk, with the Worcester Flood Command Centre coordinating responding flood rescue teams from the fire and rescue service and voluntary agencies.
21. CFO Hayden, who led national flood rescue efforts in 2007, was recently appointed by government to represent all flood rescue services on the national programme board responsible for delivering a new flood rescue capability.
22. Although a number of volunteers from Hereford and Worcester will be given the opportunity to practice their skills during the exercise no front line service will be affected. Hereford & Worcester Fire and Rescue Service will not pick up any costs associated with the event and will 104,000 Euros (£90,000 approx) to co-ordinate the UK's response to the exercise, which will include representatives from Merseyside Fire and Rescue Service, Shropshire Fire and Rescue Service, West Midlands Fire Service and Fire Services in Northern Ireland, Wales and Scotland.

### **Pandemic Flu Update**

23. Managers across the Service are meeting regularly with Local Authorities, Health Trusts and other partner organisations so that we can continue to monitor the national, regional and local situation. We will continue to do this for as long as is necessary.

Listed below are the issues contained in the latest briefing received from the Government.

- There is a clear indication that the number of cases in England has decreased significantly in the past few weeks. Weekly GP consultation rates decreased over the last few weeks in England, coinciding with the implementation of the National Pandemic Flu Service.
- The majority of cases continue to be mild and there is no sign that the virus is changing. It is not becoming more severe or developing resistance to anti-virals.
- It is important to stress that people with underlying health conditions, pregnant women, and parents with children under the age of one should speak to their GP if they have symptoms.
- Some people find that they get better by staying in bed, drinking plenty of water and taking over the counter flu medication.

Epidemiology analysis suggests children are more susceptible to the virus than adults and are more infectious when ill. Whilst the rates of flu symptoms and related activity continue to fall in England there is a small increase in Scotland. The schools in Scotland returned in August therefore, with this information in mind the Service will monitor the situation now that our schools have returned and many people return to work.

24. The Corporate Risk Management Group is currently meeting on a regular basis and staff sickness levels are being closely monitored. One of the key features of the Service's business continuity plan is the activation of the Resilience Register to maintain crewing levels to ensure the impact of the flu pandemic is kept to a minimum.

### **Equipment Update**

25. All existing Breathing Apparatus is currently planned for replacement with new equipment that will further improve firefighter safety through the introduction of electronic systems and radio telemetry between wearers inside a building and Controllers outside. The Apparatus is to be standardised throughout four of the five services within the West Midlands region (Shropshire being tied into an existing contract.) Training for all staff is currently being rolled out and will be completed before the planned use of the new equipment from April 2010. All of the new equipment can be serviced at the Operational and Logistics Centre at Betony Road. In addition, new work wear for firefighters and technicians which is now being ordered, is likely to be introduced later in 2010.

### **USAR Opening**

26. Ms Jacqui Smith, MP for Redditch visited Droitwich Fire Station on Friday July 10 to officially open the Urban Search and Rescue Training Facility (USAR). During her visit she was given the opportunity to meet members of Service personnel who have been involved in the development of USAR and its training facility, she went on a tour of the site and met the USAR team. Following a tour of the training facility Ms Smith unveiled a plaque officially opening the building.

<b>Information for Members</b>
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### **Members' Seminars**

27. The Members' Seminars Programme commenced on 15 July with the Members' Induction Day, which was attended by 10 Members, and followed by a visit to the Operational Logistics Centre at Betony Road. A second Induction Seminar has now been arranged for 9 September for new Authority Members who were unable to attend the first event. Following this Seminar, it is anticipated that all new members will have attended Induction Seminars.
28. The Treasurer and the Director of Finance presented a Financial Training Seminar to 13 Members prior to the Budget Committee Meeting on 30 July.
29. The Authority's Standards Committee Members attended Joint Standards Committee Training provided by Worcestershire County Council on 10 July 2009.
30. A Members' Seminar on the Integrated Risk Management is scheduled for 1 September and there is a session on the Performance Framework on 7 September. The Best Value, Policy & Performance Committee have a session prior to the Committee meeting on 8 September. Forthcoming events are Financial Management on 14 October and Standards and Ethics on 3 November.
31. Members are encouraged to continue the high level of participation at these Events.

### **Members Visits to Fire Stations and Departments**

32. The Authority considers Members' visits to Stations to be an important means of communication between Members and frontline Service crews. Following on the experience gained from previous years, the programme of visits and the procedures have been revised to encourage greater participation and effectiveness.
33. This year's programme commenced at Bromyard on 23 July, and since then Members have visited stations at Kingsland, Fownhope, Ross-on-Wye and Hereford. The other stations included in the 2009 programme are Pebworth, Pershore, Malvern and Bewdley. A Members' visit to the Planning, Policy and Performance department at Headquarters is scheduled for 25 November.
34. Group Leaders appreciate the participation by Members and crews in these visits, and any Members wishing to visit the remaining Stations should contact them as soon as possible.

### **Health and Safety Activities**

35. This year's Health & Safety training strategy is now being implemented with the following training being delivered to over 130 staff over the next few months:
  - IOSH Managing Safely training for Watch Managers;
  - IOSH Managing Safely training for Non-operational Supervisors and Managers;
  - Control of Substances Hazardous for Health Assessment training for station and department representatives;
  - Risk Assessment training for station and department representatives;
  - Managing Display Screen Equipment for certain locations;
  - Conflict Resolution and Personal Safety for key staff.
36. This training will assist the organisation in achieving the following levels of competence:
  - Qualification for all Watch Managers and non-operational Supervisors and Managers in Managing Safely;
  - One trained person per watch and department in managing substances hazardous to health;
  - One trained person per watch and department in conducting Risk Assessments;
  - One trained person per station and department in managing Display Screen Equipment;
  - Competence and confidence in being able to identify and manage confrontational behaviour and ensure personal safety for key staff.
37. This will be supported by the training and appointment of additional Specialist Investigation Officers to undertake specialist investigations into certain more serious Health & Safety incidents and further familiarisation sessions for senior managers in how to instigate and manage the Specialist Investigation process.
38. An Audit of the Service's Health & Safety Management Systems was completed in April. It is anticipated that this will be supported by a series of local audits which will then be used to develop local and strategic Health & Safety Plans.

<b>Local Incidents to Note</b>
--------------------------------

### **Gas Cylinders Cooled Down for 24 hours following Fire**

39. A 24 hours exclusion zone was enforced following a fire in a car that spread to a garage compound where a number of acetylene, propane and oxygen cylinders were stored at Sherwood Road, Breme Park Industrial Estate, Bromsgrove. Two crews from Bromsgrove were in first attendance on Thursday evening June 25 and the incident was closed 24 hours later. Ground monitors were used to cool the cylinders. No one was injured and no cylinder exploded

### **Three Hour Cordon Enforced after LPG Leak from Landrover**

40. Two crews from Bromsgrove put in a safety cordon around a Landrover and allowed approximately 60 litres of liquid petroleum gas to vent. The incident at the MSF forecourt, Brickhouse Lane, Stoke Prior, lasted for three hours during which time the road was closed, the store was evacuated and the firefighters used two water wall sprays to disperse the gas.

### **Disposable BBQ Starts Hills Fire**

41. A disposable BBQ left unattended set fire to a small area of grass on the Malvern Hills on Sunday afternoon, June 28. A Malvern crew used a backpack to extinguish the fire. Twenty minutes earlier, the same crew had put out a bin fire near the car park at West Malvern Quarry

### **Teenager Rescued from River Arrow**

42. A teenage boy was pulled to safety from the River Arrow at Forge Mill Lane, Redditch on Sunday evening June 28. The boy, who is believed to have been pushed into the eight foot deep river by another boy, was rescued by crews from Redditch. The boy was found clinging to the side of the riverbank suffering from the onset of hypothermia. He was treated by paramedics.

### **Teenager Drowned in River Severn**

43. The body of a 17 year old boy was recovered from the River Severn on Monday, June 29 following a two and a half hour search by Fire Service boat crews from Worcester and Evesham. They were assisted by crews from Droitwich and Malvern together with volunteers from Mercia Inshore Rescue and Severn Area Rescue Association, Police and the Air Ambulance. Officers gave interviews and briefings to local/regional and national broadcast/press reporters which included warnings about the inherent dangers of swimming in open water.

### **Two People Cut Free after RTC near Kidderminster**

44. Two Kidderminster crews cut free two people from two cars that had collided on the A448 at Mustow Green on the afternoon of Wednesday, July 1. A woman was carried by firefighters and paramedics to the Midland air ambulance and taken to Selly Oak Hospital and the other casualty was taken to hospital in Worcester by land ambulance.

### **Trapped Driver Airlifted to Hospital**

45. On Sunday Morning at 07:39 retained crews from Ross and Whitchurch were mobilized to the A4137, St Owens Cross; 'RTC persons trapped'. On arrival, it was found that the teenage driver had suffered spinal injuries. Working with paramedics, crews released the injured teenager, who was then conveyed to hospital by air ambulance immobilized on a spinal board with neck collar. Crews also assisted police looking for a possible second casualty by using a thermal imaging camera however no second casualty was found.

### **Road Shut as Fuel Tanker Overturns**

46. An 800-metre cordon was put up around a gas tanker after it overturned on the B4084 at Stoulton, near Worcester, shortly after 8.15am on Friday, July 10, 2009. The road was shut for almost five hours as emergency services pulled the tanker upright. The driver suffered a cut to his arm in the incident and was treated by paramedics at the scene. HWFRS sent crews from Worcester, Droitwich, Pershore and Evesham to the incident, along with an Environmental Protection Unit.

### **Fourteen Children Hurt as Coaches Crash**

47. Fourteen children were taken to hospital on Tuesday, July 14, 2009, after two school coaches crashed in Worcester. The coaches, which were travelling northbound on the A449 towards Kidderminster, collided with a silver Vauxhall Zafira coming in the opposite direction at around 10am. Five fire appliances and six ambulances were called to the scene near Claines Island. Two adults and 14 children from the coaches, along with the female car driver, were taken to Worcestershire Royal Hospital with minor injuries.

### **Two Fires at Former Snooker Centre – Arson Suspected**

48. A fire broke out in the derelict building of the former Westside Snooker Centre, Hylton Road, Worcester, on Thursday, July 16, 2009. A total of four crews from Worcester and Malvern were called to the 'persons reported' incident, at about 9pm. All persons were accounted for and no-one was injured.
49. The derelict building was destroyed by a second fire on Saturday July 18. Crews from Worcester and Malvern were in attendance for most of the day. A USAR team was also called in to assess the structure of the building.

### **Cross- Border Co-operation Tackles Barn Blaze**

50. Fire crews from Gloucestershire and Hereford & Worcester spent the weekend of 11 July at a major blaze in Tewkesbury, Gloucestershire. Emergency services were called at 4.16pm on Saturday 11 July after fire broke out in a metal-plated barn containing straw and silage. Crews from Broadway, Bromsgrove, Bromyard, Droitwich, Evesham, Fownhope, Hereford, Ledbury, Malvern, Pebworth, Pershore, Ross, Stourport, Upton, Whitchurch and Worcester attended, along with colleagues from Gloucestershire. Fire crews left the scene on Tuesday afternoon.

**Tenbury Crews Rescue 80 year old Man from Bungalow Fire**

51. A BA team from Tenbury rescued an 80 year old man from a fire in his bungalow at Border Way, Tenbury Wells on Saturday night, July 18. The man, who lives alone, had fallen over in his living room and had accidentally knocked over an electric fire onto the carpet where he lay. The man was unable to get to his feet as the fire and smoke set off the working alarms. The man was taken to Hereford County Hospital suffering from burns and smoke inhalation. A second BA team also entered the property and rescued the man's pet small terrier dog.

**Contact Officer**

Paul Hayden, Chief Fire Officer  
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Email: phayden@hwfire.org.uk

## **7 Audit Committee Report**

### **Purpose of report**

1. To inform members of the proceedings of the Audit Committee Meeting on 26 June 2009 and inform the Authority of the publication of the Annual Governance Statement.
- 

### **Recommendations**

*The Audit Committee recommends that the Authority notes*

- i) *The proceedings of the Audit Committee Meeting on 26 June 2009, and*
- ii) *The publication of the Annual Governance Statement*

### **Background**

2. The Authority has established a Committee Structure to improve efficiency and develop Members' expertise in particular areas of the Authority's responsibilities and services. Important functions have been delegated to these Committees, as set out in their Terms of Reference.

### **Audit Committee Meeting 26 June 2009**

3. The Audit Committee has an ongoing monitoring role in respect of External and Internal Audit and Risk Management, as well as statutory functions regarding the Annual Statement of Accounts and the Authority's Governance arrangements. The Meeting on 26 June considered and approved both the Statement of Account 2008/09 and The Authority's Annual Governance Statement. The Committee also noted the External Auditors' Governance Report and received updates regarding Audits and Risk Management.

### **Supporting Information**

- Appendix 1: Summary of proceedings at the Audit Committee Meeting on 26 June 2009
- Appendix 2: The Annual Governance Statement



Background papers -

- The Statement of Accounts 2008/09
- The External Auditors' Annual Governance Report 2008/09 (Draft)
- Agenda and Reports for Audit Committee Meeting 26 June 2009

**Contact Officer:** The Director of Finance  
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## **Report of the Audit Committee to the Fire and Rescue Authority on 14 September 2009.**

**Re: Audit Committee Meeting on 26 June 2009.**

### **Members in attendance:**

Mrs L Duffy (Vice-Chair), Mrs G Hopkins, Mr P Watts, Mrs. M. Drinkwater (substituting for Mr. D. Prodger, MBE) and Mrs. F. Oborski (Substituting for Mr. C. Smith)

In the absence of Mr Prodger MBE, the Committee agreed that the Vice-Chair, Mrs L Duffy chaired the Meeting.

### **1. Annual Governance Statement:**

The Audit Committee's Terms of Reference include approval of the Annual Governance Statement and it is a legal requirement for the Authority to publish the Statement by 30 June.

The purpose of the Statement is to describe how the Authority:-

- Identifies its obligations and objectives.
- Identifies tasks to achieving those objectives.
- Establishes controls to manage risks.
- Ensures the controls are working effectively.

The statement is a summary of the governance arrangements of the Authority and is part of the assurances that surround the overall arrangements for corporate governance.

**The Committee resolved to approve the Annual Governance Statement.**

(The Statement as approved was signed by the Chairman of the Authority and the Chief Fire Officer / Chief Executive and published on 30 June 2009.)

### **2. Statement of Accounts 2008/09**

The Treasurer tabled the Statement of Accounts 2008/09 for consideration and approval by the Committee. He told the Members that the signed Statement of the Accounts must be approved by resolution of the Committee by 30 June, and published by 30 September. The Treasurer highlighted the main points of the Accounts to the Committee, which included the reduced valuation of the Authority's assets, reflecting the current economic climate, and the Authority's prudent investment strategy.

**RESOLVED that the Statement of Accounts 2008/09 be approved.**

### **3. The External Auditors' Annual Governance Report 2008/09**

Mr Grant Patterson, District Auditor, tabled a draft of the External Auditors' Annual Governance Report to the Authority for consideration by the Committee. The accounts required revisions to the valuations of the Authority's assets and a reduction of £3.5m in the Balance Sheet; it was recommended that appropriate arrangements are made for asset valuations in the future.

**The Committee noted the External Auditors' Annual Governance Report 2008/09 and agreed with the recommendations of the Report.**

### **4. Quarterly Risk Management Update**

**The Committee noted the Report, and appointed Cllr. Peter Watts as Risk Champion.**

### **5. External Audit Update**

The District Auditor informed the Committee of the outline External Audit Plan for 2009/10 and the fee proposed for the audit work.

**The Committee resolved that the Report be noted.**

### **6. Internal Audit Plans 2008/09 and 2009/10**

Mr. Gordon Smith, Chief Internal Auditor, informed the Committee that there had been significant progress in 2008/09, but some of the work programme had been deferred to 2009/10 and a revised Plan would be brought back to the next meeting.

**The Committee resolved that the Report be noted.**

# Appendices - Annual Governance Statement

## 1. Scope of Responsibility

- 1.1 The Fire and Rescue Authority (FRA) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The FRA also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, the FRA is also responsible for ensuring that proper arrangements exist for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained throughout the year and that includes arrangements for the management of risk.
- 1.3 This statement explains how the FRA has complied with these requirements and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control
- 1.4 In considering its Governance Arrangements the FRA compares and evidences activity against best practice as contained within the CIPFA/SOLACE publication "Corporate Governance in Local Government – A Keystone for Community Governance". This was last reviewed by the FRA on 26th June 2009

## 2. The Purpose of the Governance Framework

- 2.1 The governance framework comprises of the systems and processes, and culture and values by which the FRA is directed and controlled. It includes the activities through which it accounts to, and engages with, the community. It enables the FRA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.
- 2.2 The system of internal control is designed to manage risk to a reasonable level (rather than to eliminate all risk) to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the FRA's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the subsequent impact should they be realised, and to ensure they are managed efficiently, effectively and economically. The FRA has always maintained a sound system to protect against risks and mitigate their impact upon the Authority. The systems are constantly being reviewed and updated.
- 2.3 The governance framework has been in place at the Authority for the year ended 31 March 2009 and up to the date of approval of the Statement of Accounts.

## 3. The Governance Framework

- 3.1 The FRA's governance Framework comprises the many systems, policies, procedures, operations and reviews to:
- 3.2 Establish Statutory and Organisational Obligations and Objectives
  - The objectives of the FRA (which are informed by the views of the communities served, the Fire and Rescue Services Act, the National Framework Document and other relevant sources) are embodied in the Integrated Risk Management Plan (IRMP) and Corporate Plan.
  - The FRA has a robust process for establishing priorities using a risk based approach.
  - The FRA has an integrated and developing performance management process from individual Watch, Station and departmental plans, through to the overall corporate level.
- 3.3 Identify Principal Risks to Achievement of Objectives
  - During 2008/09, the FRA reviewed and amended the corporate Risk Register as necessary.

# Appendices - Annual Governance Statement

- A similar exercise was carried out for each departmental risk register, in regard to lower level risk, which is linked to the Corporate Risk Register.
- During 2008/09 significant progress was made in developing Business Continuity arrangements; strategically for the FRA and the wider community as well as at a departmental level.
- The profile of risk management and business continuity has been raised further by the appointment of an FRA Member as Risk Champion.

## 3.4 Identify Key Controls to Manage Risk

The FRA has identified mitigation measures against all identified risk and has, in addition, well established and embedded controls to manage risk as follows;

- A Scheme of Delegation
- A Code of Corporate Governance
- A Code of Conduct for Members and Officers
- Financial Regulations
- Contract Standing Orders
- An Anti-Fraud and Corruption Policy
- An Anti-Money Laundering Policy
- A Whistle Blowing Policy

## 3.5 Obtain Assurance on the Effectiveness of Controls

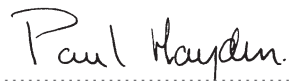
- The FRA has carried out a review of the above mentioned processes to ensure that they are both working correctly and relevant to the current environment.
- The FRA has a clear and well established Performance Management regime that provides relevant information to Officers and Members on the achievement of Corporate Objectives on a regular basis throughout the year.
- The process of reviewing key financial systems by the Internal Audit provider is a continuous one and no major weaknesses have been identified in the 2008/09 financial year.
- Budget Monitoring reports have been presented to Members throughout the financial year and have shown that the budget pressures are being controlled within the overall total, and final out-turn is consistent with those reports.
- The Chief Executive and Chair have received assurances from Principal Officers and Risk Owners, that controls are operating as expected.
- The S151 and Monitoring Officers have provided reassurances on their respective areas of statutory responsibility.
- Additionally during 2008/09 the FRA has been subject to an extensive external review of its performance and use of resources, by the Audit Commission. This included an assessment of risk management arrangements. The overall ratings given to the Authority was "Improving Strongly" and "Performing Well" respectively.
- The Charter Mark annual inspection process again confirmed that the FRA continued to be effective.

## 4.0 Significant Internal Control Issues

- 4.1 Based on the evidence identified in Section 3.5 there are no significant internal control weaknesses identified.

  
.....

Brigadier Peter Jones CBE  
Chairman of the Fire and Rescue Authority

  
.....

Paul Hayden  
Chief Fire Officer / Chief Executive

Date: 30 June 2009

## **8. Budget Committee Report**

### **Purpose of report**

1. To inform the Authority of the proceedings and recommendations of the Budget Committee Meeting on 30 July 2009.
- 

### **Recommendations**

***The Budget Committee recommends that the Authority notes the proceedings and recommendations of the Budget Committee Meeting on 30 July 2009, and that***

- i) The Authority approves the release of £40,000 from the IRMP Strategy to fund pre-design works on the IRMP building schemes (as set out in Appendix 1);***
- ii) The Authority approves the Asset Management Plan as recommended by the Committee (as set out in Appendix 2), and***
- ii) The Authority approves the proposed refurbishment works at Kidderminster Fire Station be brought within the scope of the IRMP capital programme (as set out in Appendix 3).***

### **Background**

2. The Budget Committee's role is to review the financial prospects and make recommendations to the Fire and Rescue Authority and to have oversight of financial matters raised in external and internal audit arrangements.

### **The Budget Committee Meeting 30 July 2009**

3. This was the first meeting of the newly-appointed Budget Committee and all 11 members attended.
4. The meeting received a report on Revenue and Capital Budget Monitoring for the first quarter of 2009/2010, and considered the review of the Asset Management Plan 2009-2013 and the proposed refurbishment works at Kidderminster Fire Station.

### **Conclusion / Summary**

5. The Committee noted the positions regarding Revenue and Capital Budgets for 2009/2010, and made the three recommendations for the Authority, as set out above.

## **Corporate Considerations**

6. A Business Impact Analysis form is attached at Appendix 4 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 - Report on proceedings and recommendations of the Budget Committee Meeting held on 30 July 2009
  - Appendix 2 - Property Asset Management Plan 2009-2013
  - Appendix 3 - Report on the Proposed Refurbishment works at Kidderminster Fire Station
  - Appendix 4 - Business Impact Analysis
- Background papers – Agenda and Papers for the Budget Committee Meeting held on 30 July 2009

## **Contact Officer**

Martin Reohorn, Director of Finance  
(01905 368205)  
Email: mreohorn@hwfire.org.uk

**Report of the Budget Committee to the Fire and Rescue Authority on 14 September 2009.**

**Re: Budget Committee Meeting on 30 July 2009.**

**Members in attendance:**

Mr A I Hardman (Chairman), Mr T Bean (Vice Chairman), Mrs L Eyre, Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones, Mrs F Oborski, Mrs J Potter, Mr D Prodger, Mr D C Taylor and Mr G Yarranton

**1. Budget Monitoring Report 2009/10**

The Treasurer informed Members of the current position on Budgets 2009-10.

Pay awards were expected to be 2½% below the level provided in the Budget, which could result in cost reductions of £0.25m. The Treasurer advised that any such savings should be held in Reserves to plan for future Budgets.

The Treasurer told the Committee that there was some delay on the Capital Programme, as at present no expenditure was permitted on the IRMP building schemes until the Committee had considered a full business case, and therefore the IRMP Strategy allocation had not yet been allocated to the budget.

There was however no revenue budget allocation for the working up of detailed business cases and he suggested that 2% (£0.040m) of the allocation be released to fund pre-design works.

The Committee resolved that the current revenue and capital budget positions be noted, and recommended to the Authority that £0.040m be released from the IRMP Strategy for pre-design works

**2. Treasury Activities 2008/09**

The Treasurer presented a review of Treasury Activities and the Prudential Code Indicators for 2008/09.

The Committee heard that following the sharp drop in interest rates last year that the Authority's strategy was now to use any temporary cash balances in lieu of further borrowing.

The investment strategy is to minimise any risk to the Authority's funds, although this has resulted in lower rates of return.

The Committee noted the Report.



### **3. Property Asset Management Plan 2009/2013**

The Committee considered the Property Asset Management Plan 2009/13.

Regarding the stations at Worcester and Hereford, the Committee asked to be kept informed on proposals to refurbish or replace these stations.

*(Members of the Authority are being invited to indicate which stations are of particular interest to them as the IRMP Station Development Programme is rolled out, and you should please complete the forms provided today, so that you will receive more detailed information regarding those Stations as critical points are reached or specific items of interest arise.)*

The Committee considered the content of the revised and updated Property Asset Management Plan 2009/2013 and recommended that the Plan be approved by the Authority.

### **4. Kidderminster Fire Station Refurbishment**

Recent surveys had highlighted the deterioration of the fabric and services of this station and the Committee considered the extent and nature of the works which need urgent approval by the Authority.

The Meeting discussed the programme of repairs proposed and asked to be kept informed of works to the windows and roof. It was agreed that the Committee Chairman, Vice-Chairman and Cllr. Oborski (as the local Member) would be consulted on this matter.

The Committee considered the proposed refurbishment works at Kidderminster Fire Station as detailed in the report and recommended that the Authority approves the proposed refurbishment works at Kidderminster Fire Station be brought within the scope of the IRMP capital programme.

**HEREFORD & WORCESTER  
FIRE AND RESCUE SERVICE**



**Property Asset Management Plan**

**2009 – 2013**

**Final Version**

**July 2009**

## **Contents Page**

- 1 Introduction
- 2 Property Asset Strategy
- 3 Property Asset Management Planning
- 4 Environmental impacts.
- 5 The Influence of the Spatial Strategies
- 6 Regional Control Centre
- 7 Organisational Governance for Property Asset Management
- 8 Property Review and data collection processes
- 9 Programme Planning and Project Implementation
- 10 Approach to confirming investment need and preferred option
- 11 Strategy into Action - Programme of Work 2009 – 2013
- 12 Performance Management and Monitoring
- 13 References

Appendix A Property list

Appendix B Financial Summary

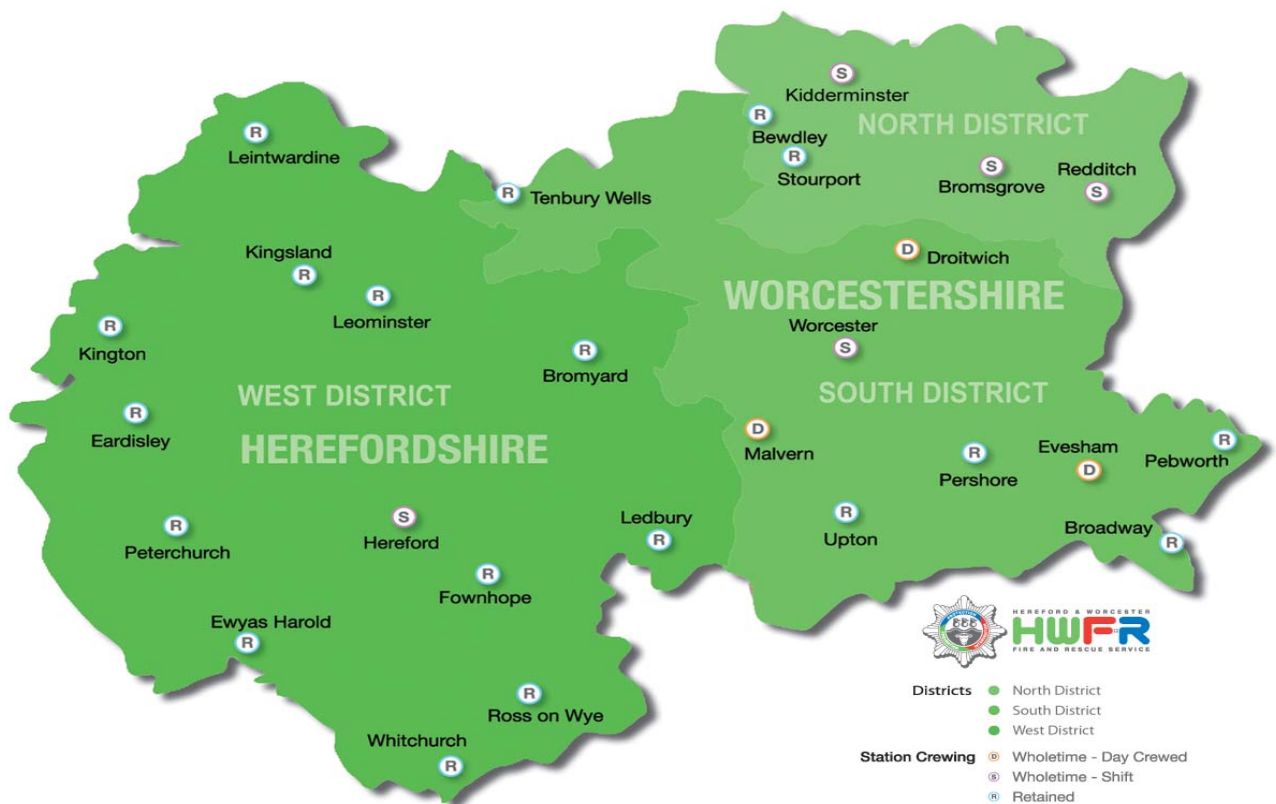
## **1. Introduction**

- 1.1. Hereford & Worcester Fire and Rescue Service is responsible for the discharge of the duties of the Hereford & Worcester Fire and Rescue Authority (FRA). The Service covers a geographical area of 390,000 hectares and serves a resident population of around 729,000 people. Annually the Service would typically attend 9,000 incidents and receive 19,000 calls for assistance.
- 1.2. Fire and rescue services, including operational and fire safety activities, are provided from 27 fire stations strategically located across the two counties and the USAR station at Droitwich. Operational services are co-ordinated from three geographical districts that coincide with local authority and police boundaries. In addition to these operation buildings is the Service HQ building, Operational Logistics at Malvern and the radio communications site at Garway Hill.
- 1.3. These properties support an establishment of 337 wholetime uniformed posts, 369 retained uniformed posts, 25 fire control staff and 126 full time equivalent non-uniformed support staff.
- 1.4. The Service has a property portfolio with a total usable floor area of 19,260 square metres. The modern equivalent asset value of the building stock portfolio is approximately £23m excluding land and ground works.
- 1.5. The running costs of the building stock amounts to approximately £1.3m per annum excluding any capital investment.
- 1.6. The Service's property portfolio is a valuable asset. It provides a base from which our operational response is made and provides a work place for our most important resource, our people. Maintenance and renewal of our properties is a costly process. For all of these reasons, it is crucial that our property asset management processes are robust and that our asset management plan aligns with our over-arching corporate objectives and IRMP.

1.7. The Service's property portfolio contains

- 19 retained fire stations
- 5 whole time crewed stations
- 3 day crewed stations,
- Service Headquarters (SHQ)
- A support and maintenance facility (Operational Logistics)
- a training centre,
- a communications site
- some office accommodation separate from SHQ
- a small number of houses.

The plan below gives an overview of the locations of our fire stations, a summary of the property portfolio is included as Appendix A.



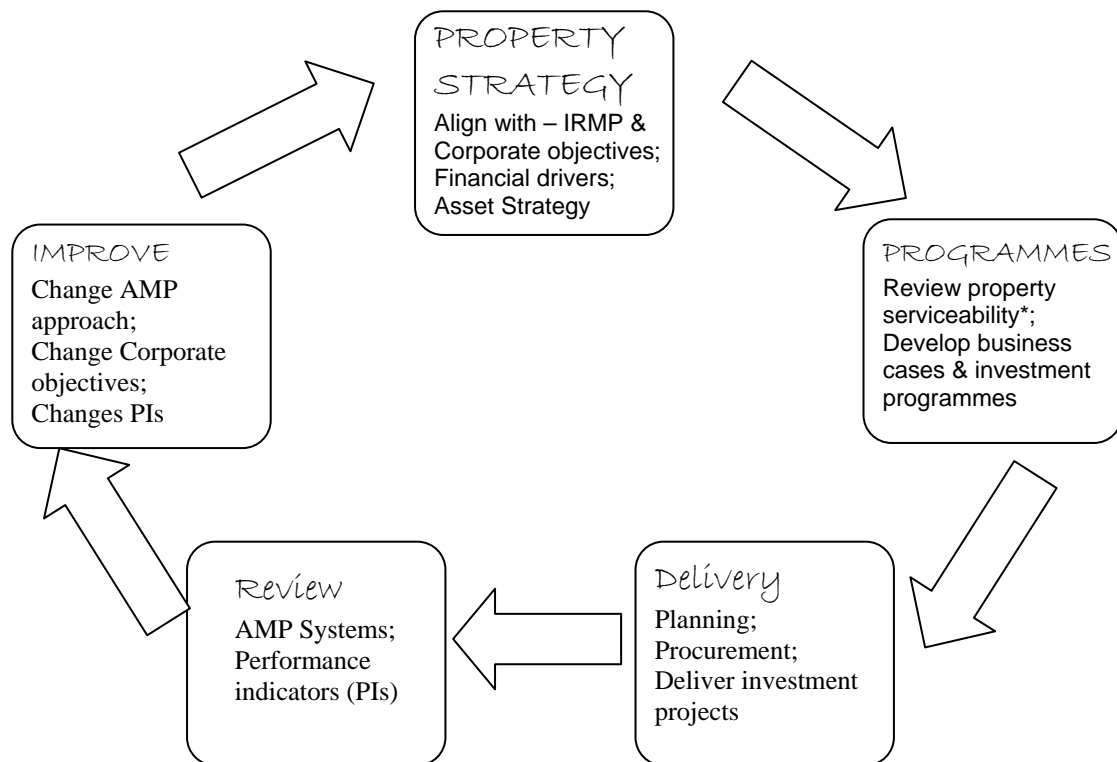
## **2. Property Asset Strategy**

2.1. The strategic aims of the Property Asset Management Plan are

- To ensure the appropriate provision and management of land and buildings to deliver corporate objectives including local, regional and national objectives and to align with the Service's IRMP.
- To ensure that the property portfolio complies with relevant statute law such as Health and Safety at Work Act 1974 and related Codes of Practice, the Disability Discrimination Act 1995 and Equality and Diversity objectives.
- To ensure that the property portfolio is affordable, considers current and future needs, minimises the whole life cost of our land and buildings and ensures value for money.
- To provide innovative accommodation solutions to match service needs
- To work in partnership and share services or deliver joint services with other suitable organisations where possible.
- To ensure the financial return from investment and surplus properties is maximised and liability risk is minimised.
- To promote and encourage community involvement where practicable by providing suitable facilities.
- To be proactive in supporting facilities to provide business continuity and resilience.
- To promote environmental sustainability

### 3. Property Asset Management Planning

- 3.1. The Property Asset Management Plan (Property-AMP) is the vehicle by which the Property Asset Strategy is delivered. The Property-AMP actively promotes the delivery of the Service's Corporate Objectives set out in the Corporate Plan and Integrated Risk Management Plan. The asset management process is illustrated below and is designed to ensure that the property portfolio matches the needs of the organisation.



*\*serviceability is defined as the product of asset performance and condition*

**Figure 1.** The Strategic Property Asset Management Cycle (adapted from RICS Public Sector Asset Management Guideline)

- 3.2. The asset management planning process provides an opportunity to review property assets regularly and identify areas of improvement. It creates a robust framework for prioritising capital projects and seeks to ensure a systematic and co-ordinated approach to the management of the Service's property portfolio, maintaining close links between property management decision-making and the progression of corporate objectives.

#### **4. Environmental impacts.**

- 4.1. The Service will implement an ISO 14001 compliant environmental management system (EMS) which strives to reduce the Service's impact on the environment. The property portfolio will fall within the scope of the EMS and, in conjunction with good asset management practices such as whole life cost management, the environment impact of the property portfolio will be managed and reduced over time.
- 4.2. Sustainability impact appraisals will be undertaken for major construction schemes.

#### **5. The Influence of the Spatial Strategies**

- 5.1. The regional spatial strategy determines a plan for the development of the region in terms of housing and commercial premises. The current options may have an impact on all the major population centres but in particular Hereford, Redditch and Worcester. There will be a resultant impact on future IRMP outcomes that may in turn require changes in the property portfolio.

#### **6. Regional Control Centre (RCC)**

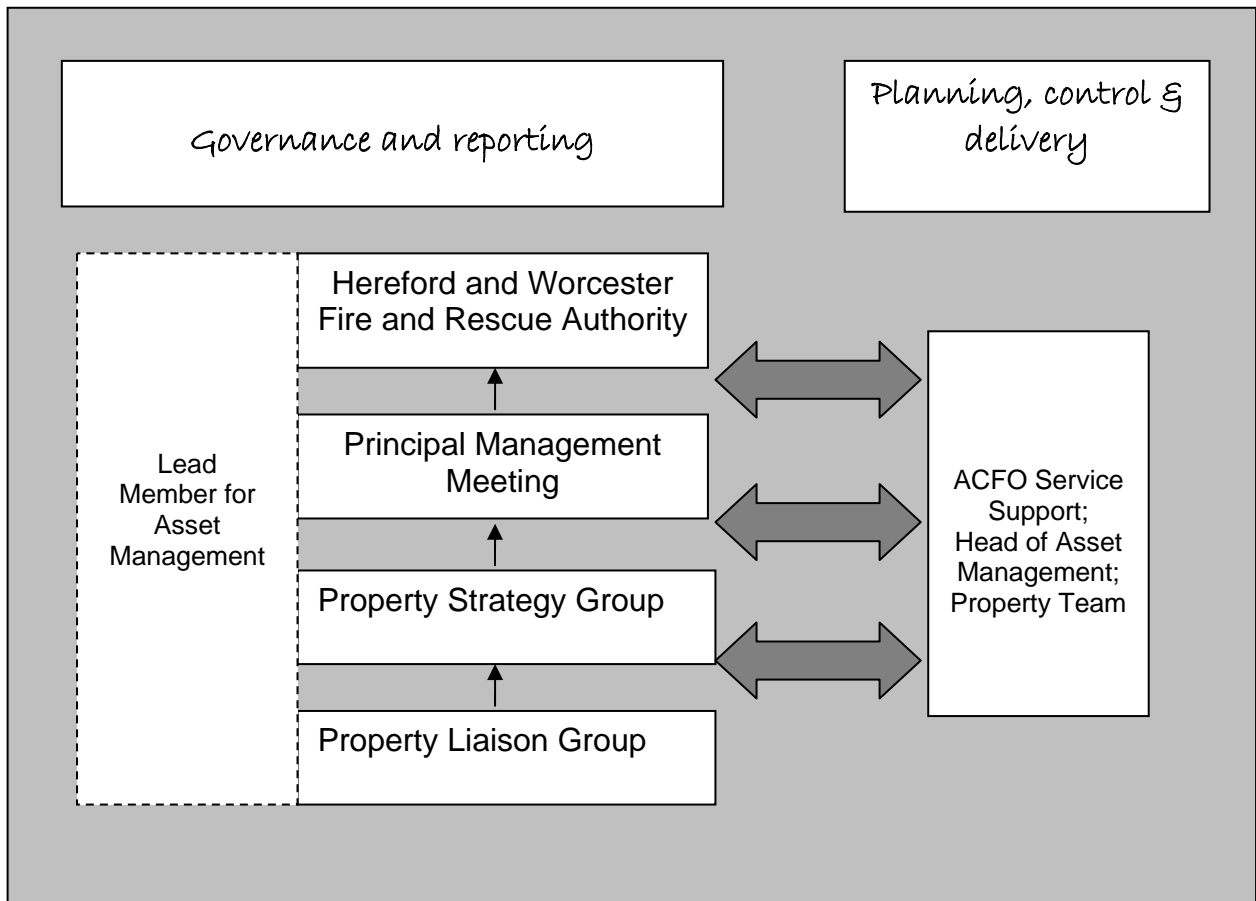
- 6.1. The Property AMP will take account of the property aspects and impacts of the RCC project.

#### **7. Organisational Governance for Property Asset Management**

- 7.1. The Service's Assistant Chief Fire Officer (Service Support) is designated as the corporate lead for facilities management and as such is responsible for the leadership of strategic asset management across the Service.
- 7.2. The ACFO (Service Support) is supported by the Service's Head of Asset Management. The Head of Facilities Management leads the property services department and is responsible for leading the day to day management and maintenance of the Service's property portfolio and delivering the Service's property capital investment projects.
- 7.3. The Head of Asset Management will be responsible for the incorporation of best practice approaches to asset management into the Service approach to managing its assets.
- 7.4. The ACFO (Service Support) chairs the Service's 'Property Strategy Group' (see below) and is responsible for regular reporting to the Principal Management Meeting (PMM) on strategic property management issues such as acquisitions, disposals, usage, management, maintenance, and development.



- 7.5. Governance arrangements for the property portfolio are summarised in diagram 2 below.



## 7.6. Property Strategy Group

- 7.7. Strategic issues relating to capital assets, the capital programme, land and property are co-ordinated through the Service's Property Strategy Group (PSG). Terms of reference and membership of the group have been agreed by the Principal Management Meeting (PMM).
- 7.8. The Service's formal Property Asset Management Plan is updated as and when necessary to reflect changes that have occurred to approved plans and to reflect change in the Service's objectives and regional / national guidance. The data collection processes and performance management systems, which have been established to support the plan, are reviewed on a regular basis. The PSG will review its information requirements regularly; seeking revisions to these by the Service Head of Facilities Management as appropriate, to ensure accurate, relevant and up to date information is available to support effective strategic asset management across the Service.

## **7.9. Property Liaison Group**

The Property Liaison Group is designed to give property users a structured forum for issues to be raised. The group meets regularly to allow property users and other stakeholders to play an active part in contributing towards maintenance plans and to identify any serviceability issues that may emerge.

## **7.10. Energy Management**

The Head of Facilities is responsible for the collation and analysis of energy usage data from our properties. Energy use is reviewed (at least) annually and annual action plans developed and implemented to reduce the energy consumption of the Service.

## **7.11. Reporting Arrangements**

7.12. The PSG will make recommendations on strategic asset management issues to the Service's Management, with key decisions regarding asset management, and the Service's Capital Programme, being referred by PMM to the Fire and Rescue Authority Budget Committee for final approval.

7.13. To comply with good practice guidance, a lead member for Asset Management has been identified by the FRA and will be consulted on the management of Service assets.

## **7.14. Consultation**

7.15. The Property Strategy Group has a particular responsibility to ensure regular consultation with the Service's stakeholders. User feedback is now a standing agenda item for PSG meetings and the structure of user involvement has recently been revised to improve its effectiveness and ensure comprehensive feedback is maintained.

7.16. The Property Strategy Group also receives feedback from the Property Liaison Group

7.17. Operational needs of the Service are represented on the PSG by 2 Assistant Chief Officers, with regular dialogue between the Department and its stakeholders within the Service being maintained through the attendance of the Head of Facilities Management, or his representative, at regular meetings in each District with local Officers in Charge.

7.18. External bodies are consulted on aspects of this plan when this is appropriate.

## **8. Property Review and data collection processes**

8.1. Physical asset information is generated via:

- Annual property serviceability reviews carried out by the Property Department in consultation with Officers in Charge;
- Surveys of sufficiency and suitability carried out by the Property Department in consultation with Officers in Charge;
- Surveys and investigations undertaken on the Service's behalf by external / independent specialists.
- Asset valuations carried out by specialist staff at Worcestershire County Council and the District Valuer.
- Property and land data held on the Authority's behalf by Herefordshire & Worcestershire Councils;

Property data is held on a central physical asset database.

## **9. Programme Planning and Project Implementation**

- 9.1. The Service's corporate aims are set out in its Corporate Plan . The Asset Management Plan is designed to support delivery of these aims. In particular to deliver the property requirements indicated by the IRMP and to deliver other priority property projects which are not directly driven by IRMP requirements. There is also a basic stewardship requirement to maintain the asset base and to improve buildings or building elements classified as being in unacceptable condition. Where demand for investment is greater than available resources, works will be prioritised over time to ensure that service delivery is supported.
- 9.2. The Service's approach to Programme and Project Management is formalised into a written procedure (Service Policy / Instruction No.1, section I, Part 1). This procedure is based on the Prince 2 project management system.

## **10. Approach to confirming investment need and preferred options**

- 10.1. HWFRS has developed a business case model for the significant capital investment projects. The business case is based on an OGC Prince 2 model and reviews 4 options over a 25 year life cycle, namely
- 'Do nothing'
  - Update current facility,
  - rebuild on current site
  - relocate to new site.

- 10.2. Analysis will also refer to the HM Treasury's guide to appraisal and evaluation, 'The Green Book', where appropriate.
- 10.3. Business cases for schemes are presented for approval to PMM and then to the Budget Committee of the FRA as appropriate.

## **11. Strategy into Action - Planned Programme of Work 2009 – 2013**

### **11.1. Fire Stations.**

- 11.2. The 2009 to 2012 IRMP process has identified that our Fire Stations are well located to deliver the Service's attendance standards. There is currently no corporate requirement to abandon existing Fire Stations or to build new Fire Stations where there is currently no provision.
- 11.3. However, a number of our existing Fire Stations require significant investment to bring them to an acceptable modern standard which is fit for purpose.
- 11.4. The table below indicates those stations where investment is required within the life time of this plan period to 2013.

<b>Station</b>	<b>Current Serviceability issues</b>
Redditch	Site is experiencing subsidence leading to damage to the fabric of the building and training tower Building design no longer fit for purpose
Bromsgrove	Building design no longer fit for purpose Building services approaching end of useful life
Hereford	Building design no longer fit for purpose Building services approaching end of useful life Deterioration of some building elements
Malvern	Current roof system leaks and requires replacement Temperature control within the building is unmanageable Building services approaching end of useful life
Worcester	Building design no longer fit for purpose Building services approaching end of useful life Significant investment in the fabric of the building required in the medium term
Pebworth	Current site floods Poor welfare facilities No room for expansion on current site
Kidderminster	In need of refurbishment of glazing, flat roofs and some services elements.

- 11.5. The viability of each of our existing sites for re-development is one of the 4 options to be considered within the business case model. Potential exists at a number of locations for substantial refurbishments without the need to relocate. The programme of planned works will be subject to change as our

ability to make progress will depend on external factors such as land availability and market forces.

- 11.6. Provision has been made within the medium term financial plan for the completion of station improvements and re-locations (Appendix B). The phasing of projects remains flexible in order to accommodate amendments as opportunities arise and in line with capacity to deliver the projects.
- 11.7. Prioritisation of this programme and capital budget alignment will be determined by factors such as Fire Service Emergency Cover (FSEC) modelling, health and safety issues, life cycle cost for repair and maintenance and environmental factors, future Service needs, as well as external and internal influences such as partnership opportunities.
- 11.8. To provide a small fund to allow for pre-business case project development work, 2% of the estimated value of the works including fees and on-costs will be made available for expenditure once the annual programme is approved, with the balance made available after the Authority has approved the business case.

#### **11.9. Improvements to Training Facilities**

- 11.10. To provide additional realistic training facilities the Service will construct strategic training facilities to provide wide ranging training and learning scenarios to maintain competency, gain knowledge, skills and understanding associated with fire development and behaviour. These will be in the form of “training houses” with hot working capabilities and attack boxes (carbonaceous fire training)
- 11.11. During 2008/9 investments have taken place at Kidderminster, Droitwich and Hereford to improve the facilities at these locations. Attack box training has been developed at Defford in a partnership with West Mercia Constabulary.
- 11.12. Further investment in training facilities is planned as indicated in Appendix B

### **11.13. Minor Works Programme**

11.14. The property reviews and defect reports from users will cause the generation of a building maintenance minor works programme. On occasion minor new property requirements are identified as part of new service initiatives. These works will be funded from either capital or revenue funds dependant upon the nature of the work and prioritised appropriately. To support delivery of minor works the property function provides a number of services, including;

- Estates management (acquisitions, disposals etc and management of tenancies)
- Assessment of property condition and needs evaluation for the annual planned maintenance programme
- Management of the planned maintenance and new build programmes
- Management of unplanned maintenance
- Building maintenance work
- Electrical, mechanical and heating engineering work

### **11.15. Property Disposals**

11.16. Following the principles laid out in 'Towards better management of public sector assets' – Sir Michael Lyons 2004 , the asset base will be managed to reduce costs and liabilities whilst ensuring alignment with future Service needs.

11.17. The Authority owns a number of domestic houses. It is policy that where practical such houses will be sold on the open market as and when they become vacant.

11.18. The Authority also has a policy to dispose of any redundant Fire Stations which may be left unoccupied due to relocation. Should this occur, the property will be marketed to appropriately reflect each individual location and possible uses.

11.19. Generally property assets and land holdings which are of no ongoing utility to the Authority will normally be sold on the open market where this option is the most economically advantageous option available.

## **12. Performance Management and Monitoring**

12.1. The Property Department have a set of Performance Indicators (based on CIPFA best practice) in place (PIs) to measure the effectiveness and efficiency of the property portfolio and to enable improvement targets to be set.

12.2. These PIs are reviewed periodically to ensure that the performance monitoring regime is fit for purpose.

### 13. **References**

Evaluation of Corporate Capital and Asset Planning in Local Authorities - CLG

RICS Public Sector Asset Management Guideline

Building on strong foundations – a framework for Local Authority Asset Management - CLG

Towards better management of public sector assets – Sir Michael Lyons 2004

Fire and Rescue Service national framework 2008 – 11.

The HM Treasury's guide to appraisal and evaluation , 'The Green Book'.

Hereford and Worcester IRMP 2009 to 2012

Hereford and Worcester Corporate plan 2009 to 2012

## **Appendix A – property schedule**

Ref. Number	Name	Description	Floor Area m2
19	USAR Droitwich	USAR station and training building	
	Fire Service HQ - Worcester	OFFICES	2,500
21	Worcester Fire Station / Control	FIRE STATION - Whole time	1,870
22	Stourport Fire Station - Retained	FIRE STATION - Retained	225
23	Bewdley Fire Station - Retained	FIRE STATION - Retained	192
24	Kidderminster Fire Station	FIRE STATION - Whole time	1,142
25	Bromsgrove Fire Station	FIRE STATION - Whole time	825
26	Droitwich Spa Fire Station	FIRE STATION - Day Crewed	476
	Training Centre	Offices	836
27	Redditch Fire Station	FIRE STATION - Whole time	936
28	Evesham Fire Station	FIRE STATION - Day Crewed	689
29	Pebworth Fire Station - Retained	FIRE STATION - Retained	60
30	Broadway Fire Station - Retained	FIRE STATION - Retained	60
31	Pershore Fire Station - Retained	FIRE STATION - Retained	341
	The Fire Station - Pershore House	Offices	100
32	Upton on Severn Fire Station - Retained	FIRE STATION - Retained	292
41	Malvern Fire Station	FIRE STATION - Day Crewed	940
42	Ledbury Fire Station - Retained	FIRE STATION - Retained	203
43	Fownhope Fire Station - Retained	FIRE STATION - Retained	103
44	Ross on Wye Fire Station	FIRE STATION - Retained	265
45	Whitchurch Fire Station - Retained	FIRE STATION - Retained	124
46	Hereford Fire Station	FIRE STATION - Whole time	1,416
47	Ewyas Harold Fire Station - Retained	FIRE STATION - Retained	51
48	Eardisley Fire Station - Retained	FIRE STATION - Retained	99
49	Kington Fire Station - Retained	FIRE STATION - Retained	175
50	Leintwardine Fire Station - Retained	FIRE STATION - Retained	95
51	Kingsland Fire Station - Retained	FIRE STATION - Retained	92
52	Leominster Fire Station - Retained	FIRE STATION - Retained	258
53	Tenbury Wells Fire Station - Retained	FIRE STATION - Retained	298
54	Bromyard Fire Station - Retained	FIRE STATION - Retained	180
55	Peterchurch Fire Station - Retained	FIRE STATION - Retained	299
	Betony Road - Operational Logistics	Depot / Offices	1,660
	No's 16-20 Abbey Gardens	HOUSING	n/a
	No 2 Abbots Walk	HOUSING	n/a
	Garway Hill	Communications site	n/a



## Appendix B

### **Funding**

At its 18 February 2009 meeting, the Authority approved the following levels of capital investment for 'IRMP' Schemes

2009/10	£2.6m
2010/11	£2.5m
2011/12	£3.0m
2012/13	£2.5m

### **Nominal IRMP investment programme**

2009/10	New Pebworth Fire Station (commence works on site) Refurbishment of Kidderminster Fire Station (commence works on site) Refurbish Malvern Fire Station (commence works on site) Training buildings strategy (commence works on site)
2010/11	New Redditch Fire Station (commence works on site) New Bromsgrove Fire Station (commence works on site)
2011/12	Worcester Fire Station (commence works on site)
2012/13	Hereford Fire Station (commence works on site)

Individual business cases will be brought to the Authority for approval.

Hereford & Worcester Fire and Rescue Authority  
Budget Committee  
30 July 2009

## **8. Kidderminster Fire Station Refurbishment**

### **Purpose of report**

1. To seek approval for proposed refurbishment works at Kidderminster Fire Station to be brought within the scope of the IRMP capital programme.

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### **Recommendations**

***The Chief Fire Officer recommends that:***

- i) the Committee considers the proposed refurbishment works at Kidderminster Fire Station as detailed in the report; and***
- ii) the Authority approves the proposed refurbishment works at Kidderminster Fire Station be brought within the scope of the IRMP capital programme.***

### **Background**

2. During 2008/9 condition surveys at Kidderminster Fire Station indicated that a number of building elements were approaching the end of their useful life and that housing for the New Dimensions assets was required.
3. The proposed refurbishment works at Kidderminster Fire Station have been reaffirmed within the IRMP 2009/12 and have consequently been costed within this piece of work and the Property Asset Management Plan 2009 – 2013 has been adjusted accordingly.

### **Investment Requirement**

4. The following building elements require improvement:

<b>Element</b>	<b>Description</b>
Windows	A number of timber windows that have fallen in to disrepair, are beyond economical repair and / or have rotted completely and become a danger. This includes the glass and timber elevation around the staircases. These old style windows are thermally inefficient, offer poor site security, are costly to maintain and decorate and in some instances represent a Health & Safety risk. <b>£0.066m</b>
Flat roof	The current roof fabric is at the end of its useful lifespan although no leak is yet evident. The roof covering could potentially fail at any time. Further associated damage to the building may occur creating additional unnecessary expense to the Service. <b>£0.038m</b>

Copper pipe work	Replacement of copper piping. The copper pipe is of poor quality; corrodes leading to leaks. <b>£0.038m</b>
Yard and drive ways	Repairs required to a sunken gulley outside station entrance including replacement lids and frames to interceptor tank and localised repairs to yard where deteriorating. <b>£0.004m</b>
Various minor works	Various joinery, decoration and minor improvement tasks identified by the annual survey process <b>£0.007m</b>

5. Capital costs.

<b>Year</b>	<b>2009/10</b>	<b>Total</b>
<b>Cost</b>	<b>£0.153m</b>	<b>£0.153m</b>

6. Whole life costs.

As the proposed work is capital maintenance of the building to maintain the base fabric of the building and legal compliance, comparative whole life costing is not relevant.

### Corporate Considerations

7. 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

Background papers - The Property Asset Management Plan 2009 - 2013

### Contact Officer

Jon Hall, ACFO Service Support  
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Email: jhall@hwfire.org.uk

## HEREFORD &amp; WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

**Purpose**

This form needs to be used when compiling all Service/Policy Instructions (SPI's) and relevant PMM and FRA Papers, to **measure and address the business impact your policy or documentation has on the Service**. You should use this form **as a tool to guide** your completion of the proposed documentation and **identify how it links** to Service priorities (Corporate Plan) and current policy framework. This process will improve the Service's management of Corporate Risk and Equality and Diversity. This summary will enable Principal Management and Authority Members to be confident that all Corporate considerations have been **addressed prior to approval**.

<b>PMM Papers</b> (please tick)		<b>FRA Committee Papers</b> (please tick)	✓	<b>Service Policy/Instruction</b> (please tick)	
<b>Paper/Policy Title:</b>	<b>Budget Committee Report to FRA Meeting 14 September</b>			<b>Author</b>	<b>Jon Hall, PO, Service Support</b>
<b>Purpose:</b>	<b>To approve the recommendations of the Committee</b>				

Please identify the implications/considerations in the space provided (Comments). Please complete all fields. Make sure you have addressed all relevant corporate considerations within your document.

<b>Corporate Considerations</b>	<b>✓</b>	<b>Comments</b>
<b>Resource Implications</b>	x	Management of the Assets of the Service, refurb works at Kidderminster fire station and budget re-allocation to enable design works to proceed for IRMP Strategy.
<b>Legal</b>	x	Health and Safety at Work Act 1974 and related Codes of Practice, the Disability Discrimination Act 1995 and Equality and Diversity objectives
<b>Facilities (Property)</b>	x	A number of our existing Fire Stations require significant investment to bring them to an acceptable modern standard which is fit for purpose. Also provides for replacement stations, where required.
<b>Financial</b>	x	At its 18 February 2009 meeting, the Authority approved the levels of capital investment for 'IRMP' Schemes Kidderminster works estimated at £0.153m.
<b>Human Resources</b>		
<b>Strategic Policy Implications</b>	x	The AMP will ensure the appropriate provision and management of land and buildings to deliver corporate objectives including local, regional and national objectives and to align with the Service's IRMP.
<b>Operational Issues</b>	x	The AMP will provide additional realistic training facilities. the Service will construct strategic training facilities to provide wide ranging training and learning scenarios. Operational needs of the Service are represented on the Property Strategy Group
<b>Partnership Issues</b>	x	Spatial Strategies, RCC, Operational needs of the Service are represented on the Property Strategy Group
<b>Reputational Issues</b>	x	External bodies are consulted on aspects of this plan when this is appropriate. To promote and encourage community involvement where practicable by providing suitable facilities. Staff moral and public profile require proper assets for Service.

## HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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Corporate Considerations		Comments
Environmental Issues	x	The Service will implement an ISO 14001 compliant environmental management system (EMS) which strives to reduce the Service's impact on the environment.
Data Quality Issues	x	Property data is held on a central physical asset database.
Equality/Ethical Issues		<i>Complete Equality Impact Assessment (EIA) Screening Process (page 3).</i>

Using the information above you are required to complete the table overleaf with any risks that need to be addressed and incorporated into appropriate Risk Registers.

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Managing Risk

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below.

Risk Identified	Inherent Risk Evaluation	Control Measures	Residual Risk Evaluation	Opportunities	Risk Evaluation
Failure of maintenance and renewal of our properties	Risk Score 8	Adopt and implement AMP 2009 /2013	Risk Score 5	New facilities within Service	Risk Score 3

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

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## Equality Impact Assessment (EIA) Screening Process

The purpose of an EIA is to work out how a policy or legislative proposal will affect people from different minority groups. **For the purposes of this assessment due consideration should be given to all six areas of equality i.e. Race, Gender, Disability, Sexual orientation, Age, Religion or Belief.** If there are any equality issues, refer to the [EIA Flowchart](#) ensuring that there are no likely adverse affects on minority groups. Until the screening process is complete, it is to be assumed that all policies are relevant to the equalities duties. Please complete the following in detail:

Nature of Activity/Report/Policy	Potential Impact (Yes/No)	Explanation If 'yes', please expand.
• Does this impact upon the six strands of Equality legislation? If yes, please state which groups i.e. Race, Gender, Disability, Age, Sexual Orientation, Religion or Belief	Yes	The Disability Discrimination Act 1995 and Equality and Diversity objectives of the Service. Gender specific facilities, compliance with DDA, prayer rooms.
• Is there any evidence to suggest that different groups have different needs, experiences, issues and priorities with regards to this activity area or policy?	Yes	Community consultation will lead to targeted needs being met on designated Community Stations
• Does the activity/policy identify and take account of diverse needs?	Yes	All new builds, refurbishment and maintenance work will comply with latest legislation requirements
• Have any previous activities/policies raised Equality and Diversity considerations for this particular activity/policy?	Yes	DDA and Gender specific welfare and rest facilities
• Is the activity/policy meant to overcome inequalities or eliminate barriers? For example harassment, bullying, eliminate stereotypes or other types of disadvantage?	Yes	New and enhanced facilities will improve the quality of the work place and lead to a legally compliant workplace and less disadvantaged personnel
• If so, should there be equality objectives?	Yes	DDA compliance and Gender specific welfare facilities are measured
• Are there measures in place to initiate change to the activity/policy if it is not delivering the objective defined at the outset?	Yes	Property Strategy Group
• Is there any evidence that any part of the proposed activity/policy could discriminate unlawfully, directly or indirectly?	Yes	Some facilities will remain with restricted access for people with a disability
• Is the proposed activity/policy likely to affect or promote relations between different groups?	Yes	Community Stations will engage more closely with the community they support
• Is there the potential to enhance equality of opportunity through this activity/policy?	Yes	Community Stations engaging with the Community they serve
• Have consultations indicated that the particular activity/policy creates problems specific to any groups?	No	
• Does the Service currently collate data specific to this activity for equality monitoring? If no monitoring takes place, speak to the Equality and Diversity Officer.	Yes	Welfare and DDA compliance

**If you have answered 'Yes' or 'Not Known' to any of these questions, the proposed activity may be relevant to the equality duties. Please seek advice from the Equality and Diversity Manager who will assist you with carrying out a full impact assessment.**

## 9. Fire Control Resilience Review

### Purpose of report

1. With the recent announcement of a further delay to the FireControl Project the earliest cut-over date for this Service is now March 2012. Whilst that project continues, this latest change in dates represents a substantial further risk for the Authority. This paper is designed to outline the issues and to seek to instruct the Chief Fire Officer to undertake actions to reduce the risks to a more acceptable level.
- 

### Recommendation

2. ***The Fire & Rescue Authority is recommended to instruct the Chief Fire Officer to identify options to eliminate, remove or mitigate the highlighted risks and to deliver a solution within the existing capital expenditure programme having particular mind towards:***
  - (i) ***Opportunities for strategic collaboration with neighbouring authorities***
  - (ii) ***Alternative possible locations***
  - (iii) ***Processes to enable procurement of a replacement Command & Control system.***

***In making these recommendations, the Fire & Rescue Authority recognise the possible need for decisions that sit outside of the cycle of full Authority meetings and will support the Chief Fire Officer through use of its Urgent Decisions Committee if necessary.***

### Issues

#### 3. Regional Control Project

The Government driven FiReControl project is designed to deliver regional fire control centres (RCC) to replace the existing FRS Controls. This project has been delayed by a further 10 months meaning that Hereford and Worcester Fire and Rescue Service is scheduled to cutover to the RCC in March 2012.

#### 4. Command & Control System

The lifespan of the existing Command and Control mobilising system is finite and whilst there is a maintenance agreement, this in itself is not a control measure for the risk of breakdown or failure.



## 5. **Location**

The existing Fire Control room is located on the top floor of Worcester Fire Station, Copenhagen Street, Worcester. This is a 1940s building located in a city centre location with limited infrastructure resilience (eg Power), security or car parking.

## 6. **IRMP**

The Authority's IRMP and Asset Management Strategy identify that Worcester Fire Station requires replacement / relocation. The current occupancy including Fire Control is a significant block to these plans.

## 7. **System Fall-back**

In the event of catastrophic failure of the Copenhagen Street facility, secondary control at Droitwich can provide turn-out provision and basic command and control. The Service also has an informal and reciprocal arrangement with Shropshire FRS to provide basic turn-out facilities.

## 8. **Staff**

The current Control Room is staffed by personnel directly employed, recruited and trained by Hereford and Worcester Fire and Rescue Service. Consistent crewing on a 24-7 basis is achieved from a staff pool of 24. This number generally maintains a minimum of three on duty but relies on good-will to cover unforeseen shortfalls

## 9. **Corporate Risks**

The Authority's Corporate Risk Register has identified specific operational risks that have direct links to Fire Control:

Risk	Current level
Inability to maintain operational functionality of Fire Control	Risk High
FiReLink Project	Risk High
FiReControl Project Pre-cutover	Risk High
FiReControl Project Post-cutover	Risk High
Failure of key ICT or other infrastructure system	Risk High
Inability to attract and/or retain key individual or groups of staff	Risk High

## **Conclusion**

10. To reduce and control the identified risks and to ensure strategic plans can be realised a number of options must now be considered. These include the relocation of Fire Control and the consideration of providing a new Command and Control mobilising system.

## **Appendices**

Nil

## **Background papers**

Nil

## **Contact Officer**

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## 10. Risk Implications of the Current Economic Downturn on the Fire & Rescue Authority

### Purpose of report

1. This Report provides headline indicators, and our response, to the potential impacts of the current economic downturn on the Fire & Rescue Service.
- 

### Recommendation:

#### 2. *The Chief Fire Officer recommends:*

- i) *That the Authority notes the contents of this Report, and*
- ii) *Tasks the IRMP Working Group with keeping developments under review and incorporating any findings into future IRMP's.*

### Background

3. There has been much reporting of the credit crunch and the wider economic downturn in the UK and around the world. It is prudent for the Fire & Rescue Authority to consider the potential impact on the Service as part of our ongoing IRMP, business planning and corporate risk functions. This paper provides a headline report of the emerging issues and considerations.
4. CLG have commissioned a wider ranging report into the impact of the downturn on the FRS and this report is still awaited.

### Strategic Headlines

5. Some of the areas of consideration for future IRMP's include:
  - Impact of downturn in remote rural areas, focus on hard to reach communities may require additional resources within the Service
  - Potential town centre blight can increase the incidence of acquisitive crime including arson
  - Potential increase in economy related arson
  - Long term potential for public order incidents resulting in fire incident
  - Long term nature of the downturn and its effect on medium-term planning

- Increased pressure on the Authority to make efficiencies
- Government priorities may change as a result of the tighter fiscal environment
- Potential changes to Regional Spatial Strategies
- Capital programme may be affected by falling property or land prices
- Reduction in tax base impacting locally through the grant system
- Potential for deflation and impact on prices
- Unsure credit ratings for banks and impact on management of reserves and capital borrowing
- Impact of falling interest rates on reserves
- Fall in market value of recycling material may result in larger than usual stocks e.g. waste paper, plastics; could lead to higher fire risk
- Potential increase in organisational risk due to external/internal fraud
- Reduced ability to maintain income generation; i.e. external courses at Training and Development Centre
- Risk of failure of key suppliers
- Partnership activity scaled back by reduction in funding e.g. third sector engagement
- Some contracts may be exposed to the unpredictability of exchange rates
- Sustainability of central and local funding for flood relief schemes may result in flood risks remaining undiminished
- Fluctuations in fuel and utilities costs.

## **Operational Activity**

6. The Service has not yet experienced a rise in operational activity.

There are however strong historic links between an economic downturn and a rise in arson levels and in accidental fires. A decline in local business has the potential to generate insurance based arson, unoccupied premises are frequently targets for anti social behaviour and poverty in housing can lead to fires caused by a range of unsafe cooking and heating practices. When faced with financial difficulties, some enterprises will reduce time and expenditure on Health and Safety, including Fire Safety, which again leads to a rise in the number of fires.

**Current and Future Activity.**

7. The Service has worked with partners to review key strategic references for potential organisational risks, this includes Worcestershire and Herefordshire and Avantage West Midlands. We have been in touch with CIPFA and undertaken internal consultation with key managers. We have also researched other FRS responses.
8. We are monitoring trends in fire and arson, targeting regulatory fire safety and community safety work, further exploring the potential to work with a range of partners to identify opportunities to reduce impacts and to reduce our costs, our internal risk log has been updated, and we are developing a range of options to enable us to respond to future policy or financial challenges.

**Background papers**

None

**Contact Officer:**

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## **11. Review of the Operation of The Regulatory Reform (Fire Safety) Order 2005**

### **Purpose of report**

1. To give the Authority an initial Evaluation of the Effectiveness of The Regulatory Reform (Fire Safety) Order 2005
- 

### **Recommendations**

***The Chief Fire Officer recommends that the Report be noted.***

### **Background**

1. There are concerns among some FRAs and some in the fire safety industry, about the extent to which those responsible for premises covered by the FSO are aware of their fire safety responsibilities. Those FRAs interviewed for this evaluation agreed that, in their experience, 60 per cent of businesses were aware of the order. This, however, leaves a large proportion of businesses that claim either not to know about their duties under the FSO, or have not implemented its provisions. FRAs believe that it is among smaller businesses (those with fewer than 50 employees) that awareness and compliance are lowest.

### **Fire Research 3/2009**

2. Early in 2008 Communities and Local Government (CLG) commissioned qualitative research into the effect of RRO implementation in England among enforcers of the Fire Safety Order (FSO). These were:
  - 20 enforcers, primarily Fire and Rescue Authorities (FRAs)
  - 15 representatives from the fire safety industry, consultants; and
  - 45 businesses split across a variety of sectors and company sizes.
3. The research indicates that the enforcing authorities welcome the legislation, while those from businesses (when aware of the compliance requirements of the FSO) tend to understand and support the principle of a risk assessment based approach to fire protection. Most of the respondents able to give an opinion felt that the FSO was an improvement on previous legislation. The research also shows that there are areas which enforcers and businesses have concerns about.

## **Local determination based on risk**

4. Enforcing authorities reported a good understanding of risk and confirmed the development and implementation of audit strategies and programmes designed to focus resources on the highest risk premises. FRAs confirmed that there was a clear link between their locally determined Integrated Risk Management Plan (IRMP) and their audit programme and enforcement activity under the FSO. Data management tools to assess and target risk are becoming better understood and more effectively used.
5. There was consensus among the various enforcing authorities that effective enforcement relied on good levels of co-operation particularly between local authorities and FRAs. Enforcing respondents reported that arrangements for such co-operation were working well.

## **Impact on internal management arrangements**

6. The FRAs interviewed reported that to date, the implementation of the FSO had not led to major organisational changes within their fire safety departments and there had not been any substantial changes to the number of technical fire safety staff employed. The resources available to fund audit and enforcement of the FSO were consistent with the position under the previous regime, but the FSO had allowed a more effective targeting of these on the narrower, risk based, range of premises.
7. FRAs recognised that the FSO required a different way of working and that this was likely to require increased resource provision in some areas. The most frequently mentioned areas where greater investment may be required in the future were:
  - training for fire safety officers;
  - increased support from FRA legal teams, and
  - greater investment in IT systems to support local understanding of effective implementation.

## **Conclusion / Summary**

8. The general consensus from this early assessment from both enforcers and responsible persons is that the FSO is embedded well and there are many positives to take from this. All parties tend to think that the risk assessment approach is the correct one and are embracing it to a greater or lesser degree.

However, there are some areas which could benefit from further action. These include:

- Raising awareness of the requirements of the FSO
- Consideration of more tailored advice to 'responsible persons'; clarification of who a 'responsible person' is; clarification of who may have an appropriate level of fire safety expertise to assist with delivering compliance with the FSO; and,
- Ensuring FRAs continue to take a supportive and educational approach to compliance.

These are issues which can be considered further in the longer term evaluation to establish the impact and effectiveness of the FSO.

### **Supporting Information**

None

### **Contact Officer**

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## **12. THE LOCAL GOVERNMENT ASSOCIATION FRA EQUALITY AND DIVERSITY CHARTER**

### **Purpose of Report**

1. Authority Members will be given the opportunity to support the five point Charter for Equality & Diversity for Fire and Rescue Authority Members produced by The LGA, in its role in providing political leadership on the issue of Equality and Diversity.

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### **Recommendation:**

***As part of the Authority's commitment to Equality and Diversity, and its own role in demonstrating leadership on this issue, the Chair of the Authority recommends that Members sign up to the Charter individually.***

### **Background**

2. All FRA Members, who have not already done so, will be asked to demonstrate their personal commitment to Equality and Diversity in the Fire and Rescue Service by signing up.
3. The Charter makes the following five points:
  - Leading by example, promoting and championing diversity in their fire and rescue authority;
  - Working to achieve recruitment targets of at least 15 per cent for women in operational roles, and for minority ethnic employees at the same level as the representation in the working age population;
  - Ensuring their fire and rescue authority has developed and published all of the required equality schemes and action plans, and provide challenge to the Chief Fire Officer on progress;
  - Ensuring their fire and rescue authority works towards achieving level 3 or above of the equality standard for local government;
  - Show zero tolerance towards bullying, harassment and inappropriate behaviour.

### **Members already supporting the Charter**

4. The Authority considered this matter last December, and 18 Members signed up to the Charter. The following Members remain on the Authority since then: Brigadier Peter Jones CBE (Chairman), Tom Bean, Stephen Clee (Vice- Chairman), John Goodwin, Fran Oborski, David Taylor, Richard Udall and Gordon Yarranton.

5. The Authority will report back to LGA regarding Members' commitment to the Charter, and providing details of those who have signed. Members should be aware that this information is also available to the public through Freedom of Information.

## **Conclusion**

6. The Chairman encourages each Authority Member to sign up to the Charter. Each Member has been given a copy of the Charter, and completed forms can be given to Officers of the Authority after the Meeting.

## **Appendix** Equality and Diversity Charter for FRA Members

### **Background papers**

None

### **Contact Officer:**

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# ***Equality and Diversity Charter for Fire and Rescue Authority Members***

The LGA is committed to promoting equality and diversity in the fire and rescue service, and showing political leadership on the issue. To help make this a reality, the LGA is asking all Fire and Rescue Authority members to sign up to the 5-point charter below to demonstrate their commitment to equality and diversity.

**I will...**

- 1** Lead by example, promoting and championing diversity in my fire and rescue authority
- 2** Work to achieve recruitment targets of at least 15 per cent for women in operational roles, and for minority ethnic employees at the same level as the representation in the working age population
- 3** Ensure my fire and rescue authority has developed and published all of the required equality schemes and action plans, and provide challenge to the Chief Fire Officer on progress
- 4** Ensure my fire and rescue authority works towards achieving level 3 or above of the equality standard for local government
- 5** Show zero tolerance towards bullying, harassment and inappropriate behaviour.



**I wish to sign up to the LGA’s Equality and Diversity Charter for Fire and Rescue Authority members.**

**Sign and print name:** \_\_\_\_\_

**Email address:** \_\_\_\_\_

# 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>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>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**

<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>FAWAG</b>	Fairness at Work Advisory Group
<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

## **Hereford & Worcester Fire and Rescue Authority**

<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
<b>LAA</b>	Local Area Agreements
<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

## Hereford & Worcester Fire and Rescue Authority

<b>QSA</b>	Quality Systems Audit
<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>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