



HEREFORD & WORCESTER Fire and Rescue Authority

BUDGET COMMITTEE

AGENDA

Thursday 28 January 2010.
11.30 am

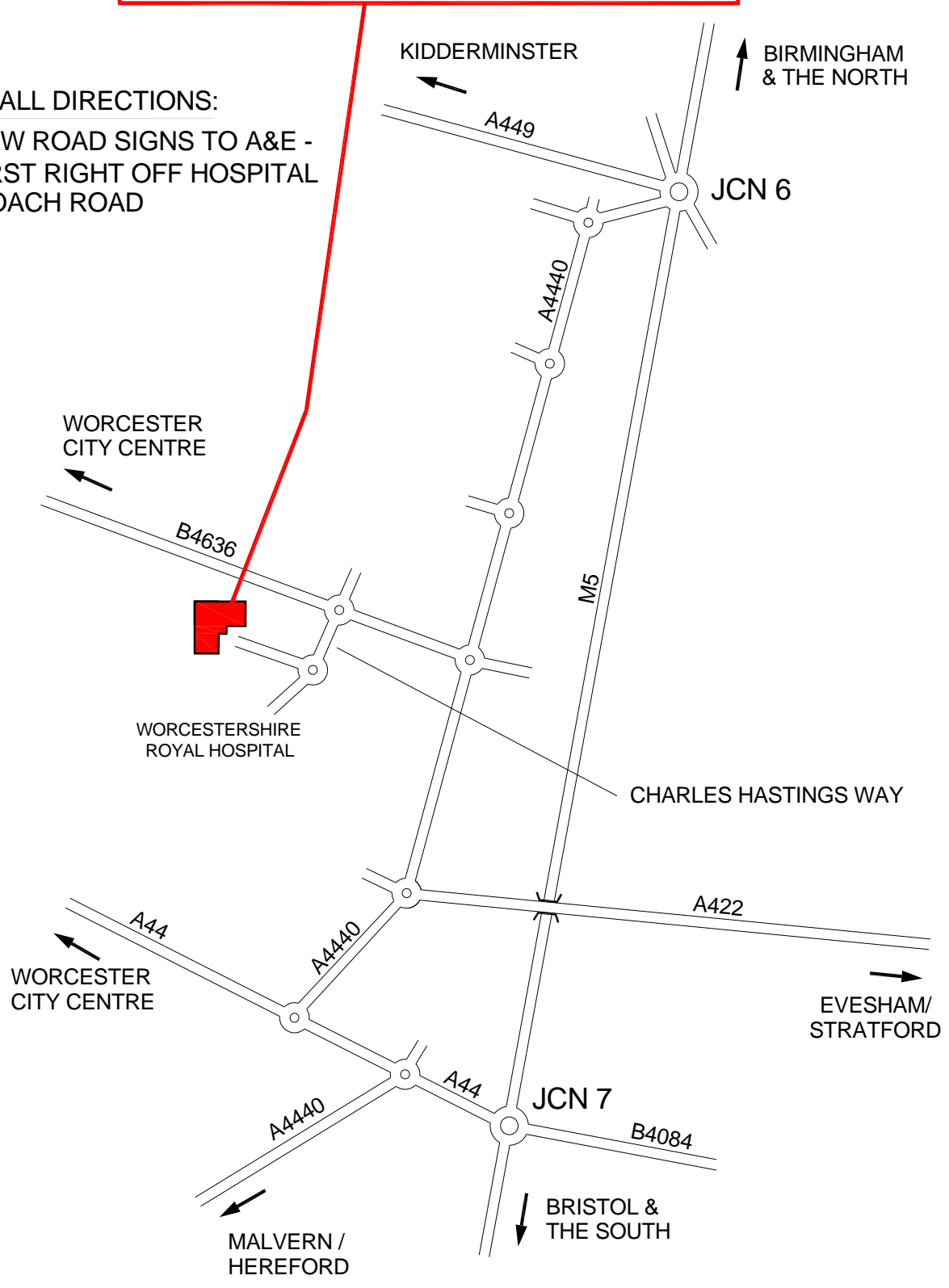
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR



Awarded for excellence

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

FROM ALL DIRECTIONS:
FOLLOW ROAD SIGNS TO A&E -
HQ FIRST RIGHT OFF HOSPITAL
APPROACH ROAD



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ACTION ON DISCOVERING A FIRE

- 1 Break the glass at the nearest **FIRE ALARM POINT**.
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –

CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.

- 4 Never re-enter the building – **GET OUT STAY OUT**.

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.

- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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Security

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Toilets – please ask at reception.

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- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
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- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

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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

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

	Pages
1. Apologies for Absence To receive any apologies for absence.	
2. Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3. Declaration of Interests (if any) The Members' Code of Conduct requires 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.	
4. Confirmation of Minutes To confirm the minutes of the Budget Committee Meeting held on 26 November 2009 (copy attached).	1 – 2
5. Budget Preparation 2009/2010. To give an update on the 2009/10 budget position and to review the current position in relation to Revenue and Capital Budgets for 2010/11 and beyond.	3 – 10
Glossary	11 - 14

Budget Committee

10.30 am, Friday 26 November 2009
Headquarters, 2 Kings Court,
Charles Hastings Way, Worcester WR5 1JR



Present:

Mr T Bean, (Vice Chair), Mrs L Eyre, Mr J Goodwin, Mrs L Hodgson,
Mr P Jones CBE, Mrs F Oborski, Mrs J Potter, Mr D Prodger MBE,
Mr D Taylor and Mr G Yarranton,

1. APOLOGIES FOR ABSENCE

Mr A I Hardman (Chairman)

The Committee agreed that the Vice Chairman chaired over this meeting.

2. NAMED SUBSTITUTES

None

3. DECLARATION OF INTERESTS

None.

4. CONFIRMATION OF MINUTES

Resolved that the Minutes of the meeting held on 16 October 2009 be confirmed as a correct record and signed by the Chairman.

5. Budget Monitoring Report 2009/10

The Treasurer informed Members of the current position on Revenue and Capital Budgets for 2009/10.

The Committee resolved that

(i) The current revenue and capital budget positions be noted and

(ii) Noted a number of minor virements as detailed in the Report.

6. Review of Medium Term Financial Plan

The Treasurer presented a review of the Medium Term Financial Plan and outlined to the meeting the challenges facing the Authority over the next 3 financial years. He told the Members that the grant settlement for 2010/11 would be announced later that day, and this would be reflected in the Financial Prospects and Future Planning Report that he would present to the Authority on 18 December 2009.

The Committee resolved that the Review be noted.

7. Treasury Activities 2009/10

The Treasurer updated the Committee on Treasury activities for the first half of 2009/10.

He told the Meeting that banking arrangements for the Authority, in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement and that the overall investment strategy remained prudent, that is low risk with low returns.

The Committee resolved the Report be noted.

The Meeting ended at 10.55 am

Chairman

5. Budget Preparation 2010/11

Purpose of report

1. To give an update on the 2009/10 budget position and to review the current position in relation to Revenue and Capital Budgets for 2010/11 and beyond.

Recommendation

The Committee is requested to approve the report in principle and recommend that, subject to the tax-base figures being confirmed, that the Fire and Rescue Authority approve the budget and consequential precept.

2009/10 Revenue Budget

2. Consistent with the monitoring reports presented to this Committee in October and November 2009, the revenue out-turn is expected to be a net £0.124m under-spending.
3. In accordance with Committee recommendations to FRA it is proposed to transfer this sum to General Balances to offset the un-planned use of balances in 2008/09.

2010/11 Resource Position

4. In December 2009 the 2010/11 grant figure was provisionally announced at the same level as included in the original 3-year grant settlement proposals in January 2008. Whilst the grant is still subject to formal confirmation it is not expected to change.
5. The grant increase over 2009/10 is 1.26% which is above the grant floor (0.5%) but well below the average for all CFAs at 2.02%, and continues the poor settlement from the previous 2 years. Since 2007/08 grant has increased by only 3.03% compared to an average of 7.63%.
6. The comparative figures for the other standalone CFAs in the region are:

• Shropshire	2010/11: 3.7%	Over 3 Years: 14.9%
• Staffordshire	2010/11: 2.7%	over 3 Years: 10.6%
• H&W	2010/11: 1.3%	Over 3 Years: 3.0%
7. The grant settlement continues to be the lowest per head for Combined Fire Authorities, now dropping to 73% of the average for 2010/11.

8. Final details of Council Tax-bases and Collection Fund positions are still awaited from Billing Authorities, and therefore the tax yield is based on a prudent estimate.
9. To reflect current economic conditions, the tax-base has been assumed to remain static for 2010/11 and beyond. This will, of course, be replaced with actual tax-base figures as soon as they are available.
10. In reviewing the Medium Term Financial Plan (MTFP) in December 2009 the FRA noted a policy on future Precept increases as:
 - 2010/11 2.90%
 - 2011/12 0.00%
 - 2012/13 0.00%
 - 2013/14 0.00%
11. These increases have been used in the budget preparation. Officers can provide information on the financial impact of different levels of increase, if required.
12. This gives a total resource availability of £31.123m for 2010/11.

Revenue Budget Requirement 2010/11

13. Although the revised resource assumption for 2010/11, at £31.123m is about 1.3%, less than that included in the previous MTFP at £31.547m, reduction in pay award pressures mean that the 2010/11 budget is still broadly balanced to available resources.
14. At the last Committee the discussion regarding pay awards suggested that no specific budget provision should be made but that a sum should be held as a contingency in case the Firefighters' award was not at the 0% level offered to Support staff.
15. Officers have undertaken a detailed review of budget submissions to avoid allocating non-pay inflation on a blanket basis. The net result of these proposed changes is shown in Appendix 1 and gives a budget requirement of £31.123m balanced to resources. This is summarised as follows:

	£m
2009/10 Net Budget Requirement	30.451
Impact of 2009/10 Pay Awards	- 0.267
Non-Pay Inflation	0.138
Unfunded Pensions	0.025
LGPS Increased Contribution Rate	0.018
2009/10 Net Budget Requirement at 2010/11 Prices	30.365

Impact of Asset Management Plan & Fleet Strategy	0.300
Contingency	0.170
Net other changes	0.288
2010/11 Net Budget Requirement at 2010/11 Prices	31.123

16. In addition to the usual budget risks about pay awards, inflation and Retained activity levels the following specific risks are brought to Members' attention:
- Firelink Costs: whilst there is now more clarity about service charges to the Region there is still no firm agreement on a regional cost-sharing basis. There are also still differences between what CLG is advising FRAs will be provided by Airwave at no cost, and the contractual position entered into between Airwave and CLG on behalf of FRAs. Firelink charges used for the budget are based on the cost sharing basis that is likely to be agreed, but the meeting of Regional Finance representatives to confirm a recommendation which was due to take place on 7 January was cancelled.
 - Members' attention is also drawn to potential back-dating costs arising from the loss of the Appeal on RDS Part-time employment issues. CLG will not release any details except that it would appear that CLG intend that FRAs should fully fund any agreement despite the fact that costs would have been grant funded in the past. In the absence of any information no provision has yet been made in the forecast for this.
17. These risks emphasise the need to hold a prudential level of general balances.

Capital Programme

18. The Capital Programme is based on the approved Vehicle Strategy and Asset Management Plan with the usual annual provision of £0.600m for minor buildings and IT schemes. The vehicle costs represent the revised chassis prices under the FireBuy agreement reflecting the current £/Euro exchange rates. The revenue consequences are included in the revenue budget proposal.
19. In the light of changes approved by this Committee in respect of capital budget monitoring, the Capital Strategy provides for the proposed IRMP Buildings in an illustrative and flexible way, but expenditure will only be incurred when a Business Case is approved.

Medium Term Financial Strategy

20. As previously indicated, prediction of resources beyond 2010/11 is very speculative. In the absence of any further information the projection continues to be based on the assumptions noted by the FRA in December 2009, i.e.:
- i) 2010/11 Council Tax Increase at 2.9%.
 - ii) 2011/12 and 2012/13 no Council Tax Increase.
 - iii) 2010/11 Formula Grant as per 3-year settlement (i.e. 1.25%).
 - iv) 2011/12 Formula Grant cut by 5%.
 - v) 2012/13 Formula Grant frozen at 2011/12 cash level.
 - vi) 2011/12 a new grant "Council Tax Freeze Incentive Grant" (CTFIG) equal to 2.5% precept increase (conditional on precept increase being constrained to 0%).
 - vii) 2012/13 CTFIG frozen at 2011/12 cash level.
 - viii) No increase in the tax-base above 2009/10 level.
21. This effectively gives a resource figure of £31.101m across the three years from 2011/12 to 2012/13.
22. Appendix 2 shows the projection of the future budget requirement and is based on the assumptions previously debated by this Committee, including an assumption of both pay and price inflation at 1% per annum.
23. The figure shown as a contingency relates to potential revised contribution rates for Firefighters' Pensions. This is subject to much discussion and CLG advise that Ministers are not prepared to consider the topic before the General Election.
24. The Actuaries' report has not indicated a significant change in the rates but there is an issue about the funding resulting from ill-health retirements. As FRAs reduce the number of such retirements the income declines and CLG policy appears to be to recover this lost income from FRAs. This is disingenuous as ill health funding was specifically removed from formula grant when financial arrangements for pensions were changed, and FRAs were encouraged to manage ill-health retirement to achieve efficiencies by not making ill-health contributions to the Pension scheme.
25. Based on these assumptions it is clear that there are significant budget gaps over the 3 years from 2011/12 totalling £2.7m. The FRA has already agreed an initial strategy in developing ideas to close these gaps, but currently has until April 2011 to identify and fully implement the first stage of any proposals.

Revenue Balances

26. The MTFP budget provides for no growth in or usage of general balances, which means that their size in relation to the core budget will remain constant.

		2010/11	2011/12	2012/13	2013/14
Net Budget Requirement	£m	31.123	31.101	31.101	31.101
Forecast Balances at year end	£m	1.271	1.271	1.271	1.271
% of Projected Budget Requirement		4.1%	4.1%	4.1%	4.1%

27. Whilst this level of balances is desirable (see also paragraph 13 above), there is an opportunity cost of holding balances. They could be used to finance expenditure or to reduce the Council Tax precept. The risk is, however, that if balances are reduced there is less scope to meet any unforeseen expenditure.

Efficiency Gains

28. The current efficiency regime runs to the end of 2010/11 and requires the Service nationally to deliver cashable savings averaging 1.5% per year.
29. CLG has again initially indicated that it believes some FRAs have more scope for delivering efficiencies than others, but has subsequently appeared to take a broad brush approach.
30. In setting a target the FRA used the Audit Commission report "Rising to the Challenge" to estimate that £0.600m to £0.700m of the £160-200m national savings identified by the Commission, in the 3 year period, could be applicable to H&WFRA. The resultant target was £0.700m and by the end of 2009/10 £0.631m had been achieved.
31. Future budget pressures and the budget gap identified above will mean that there is a requirement for significant efficiencies or savings in the future, well in excess of the sums achieved to date.

Capping

32. On 26 November Parliamentary Under-Secretary of State Barbara Follett MP said, in a written statement to the House of Commons:

"I am pleased that the average Band D council tax increase this year was 3% - the government expects to see it fall further next year while authorities protect and improve front-line services.

We expect the average Band D council tax increase in England to fall to a 16 year low in 2010/11. We remain prepared to take capping action against excessive increases set by individual authorities and requiring them to re-bill for a lower council tax if necessary."

33. Specific criteria for judging excessive increases by individual authorities are unlikely to be announced until after all Council Taxes have been set. An announcement would, in usual circumstances, be made towards the end of next March; however, planning to limit the Council Tax increase to below 3% seems to be in accordance with government expectations.
34. Current capping legislation, however, requires that the expenditure increase is excessive before the Minister can exercise capping powers. If expenditure increases are deemed to be excessive the council tax increase can then be a determinate of capping.
35. The present budget proposal is for a budget increase of 2.2% leading to a tax increase of 2.9% arising from the poor 1.3% grant increase.

Appendices

- Appendix 1 – Budget Projection 2010/11
- Appendix 2 – Revised Medium Term Financial Forecasts, 2011/12 to 2013/14

Background papers

- Financial Prospects and Future Planning – Fire and Rescue Authority – 18 December 2009
- Review of Medium Term Financial Plan – FRA Budget Committee – 28 November 2009
- Budget and Precept 2009/10 and Medium Term Financial Plan – Fire and Rescue Authority – 18 February 2009

Contact Officer

Martin Rehorn, Director of Finance
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Email: mrehorn@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority
Budget Committee
2010/11 Budget Projection : January 2010

	Projected 2010/11 £m
2009/10 Net Budget Requirement	30.451
<u>Price Base Changes</u>	
Impact of 2009/10 Pay Awards	(0.267)
LGPS Increased Contribution Rate	0.018
Non-pay inflation	0.138
Unfunded Pensions	0.025
	(0.086)
2009/10 Net Budget Requirement at 2010/11 Pr	30.365
<u>Other Changes</u>	
Impact of Asset Management Plan & Fleet Strateg	0.300
Pay Contingency	0.170
IRMP Water Rescue Phase 2	0.035
RMB Costs budget	(0.022)
PPP back office savings	(0.009)
IT Software Maintenance	0.038
Property Maintenance	0.100
IT 24 hour cover arrangements	0.023
Community Safety Education	0.031
Other Pay Variations	0.029
Contingency - Business Rates/Final Tax-base	0.063
	0.758
2010/11 ~Net Budget Requirement at 2010/11 F	31.123

Available Resources

	Projected 2010/11 £m
Formula Grant	10.668
Council Tax Precept	20.455
Total Resources	31.123

Hereford & Worcester Fire and Rescue Authority

Budget Committee

Revised Medium Term Financial Forecasts : January 2010

	Revised MTFP 2011/12 £m	Revised MTFP 2012/13 £m	Revised MTFP 2013/14 £m
Previous Year Net Budget Requirement	31.123	31.101	31.101
<u>Cost Pressures</u>			
Pay Awards - Uniformed Staff	0.181	0.182	0.185
Pay Awards - Support Staff	0.039	0.040	0.040
Additional NI Costs	0.178		
LGPS - Increased Contribution Rate	0.018	0.018	0.018
Support Staff Increments	0.013	0.004	
Non Pay Inflation	0.139	0.151	0.145
Unfunded Pensions	0.025		
Public Surveys - Cyclical	(0.010)		
Contingency	0.200	0.090	
	0.783	0.485	0.388
<u>Capital Programme</u>			
Impact of Asset Management Plan & Fleet Strategy	0.201	0.229	0.250
	0.201	0.229	0.250
<u>Consequences of National Projects</u>			
Firelink - estimated net new cost	0.046		
FiReControl - estimated net new cost		0.500	(0.200)
	0.046	0.500	(0.200)
GROSS BUDGET REQUIREMENT	32.153	32.315	31.539
EFFICIENCIES TO BE IDENTIFIED	(1.052)	(1.214)	(0.438)
	(1.052)	(1.214)	(0.438)
PROJECTED NET BUDGET REQUIREMENT FOR YEAR	31.101	31.101	31.101

Available Resources

	Proposed Budget 2010/11 £m	Revised MTFP 2011/12 £m	Revised MTFP 2012/13 £m	Revised MTFP 2013/14 £m
Formula Grant	10.668	10.135	10.135	10.135
Council Tax Precept	20.455	20.455	20.455	20.455
Council Tax Freeze Incentive Grant		0.511	0.511	0.511
Total Resources	31.123	31.101	31.101	31.101

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

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

Last Updated 28 September 2009

Hereford & Worcester Fire and Rescue Authority

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

Last Updated 28 September 2009

Hereford & Worcester Fire and Rescue Authority

LASER	Learning about Safety by Experiencing Risk
LEA	Local Education Authority
LFF	Leading Fire Fighter
LGA	Local Government Association
LGV	Light Goods Vehicle
LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRF	Local Resilience Forum
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
LTCM	Long Term Capability Management
LTF	Local Training Facilities
MARP	Midlands Area Radio Project
MIS	Management Information Systems
MISAR	Mercia Inshore Search and Rescue
MMFE	Management of Major Flood Emergencies
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NEET	Not in Education, Employment or Training
NFST	National Flood Support Team
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
OASD	Operational Assessment of Service Delivery
ODPM	Office of the Deputy Prime Minister
OJEU	Official Journal of the European Union
ORS	Opinion Research Services
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PMSO	Project Management Support Office
PO	Principal Officer
PPE	Personal Protective Equipment
PPP	Policy, Planning and Performance
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWLB	Public Works Loans Board
QSA	Quality Systems Audit
R2R	Rank to Role
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RCCC	Regional Civil Contingencies Committee

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Hereford & Worcester Fire and Rescue Authority

RDS	Retained Duty System
RHSCG	Regional Health and Safety Collaboration Group
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RPE	Respiratory Protective Equipment
RRF	Regional Resilience Forum
RRO	Regulatory Reform Order
RRT	Regional Resilience Team
RSIG	Road Safety Implementation Group
RTA	Road Traffic Accident
RTC	Road Traffic Collision

SAP	Systems Application and Products
SARA	Severn Area Rescue Association
SBE	Standards Board for England
SCC	Strategic Command Centre
SCE	Supported Capital Expenditure
SCG	Strategic Command Group
SDA	Service Delivery Agreement
SFSO	Senior Fire Safety Officer
SHA	Strategic Holding Area
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SM	Station Manager
SOLACE	Society of Local Authority Chief Executives
SoRP	Statement of Recommended Practice
SPI	Service Policy Instruction
SRT	Swift Water Rescue Team
SSI	Special Service Incidents

T&DC	Training and Development Centre
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UoR	Use of Resources
USAR	Urban Search and Rescue
UWFS	Unwanted Fire Signal

VMDS	Vehicle Mounted Data System
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WAN	Wide Area Network
WM	Watch Manager
WMRMB	West Midlands Regional Management Board

YFA	Young Firefighters' Association
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