



HEREFORD & WORCESTER

Fire and Rescue Authority

Best Value Policy and Performance Committee

AGENDA

Monday 30 November 2009

10.30 am

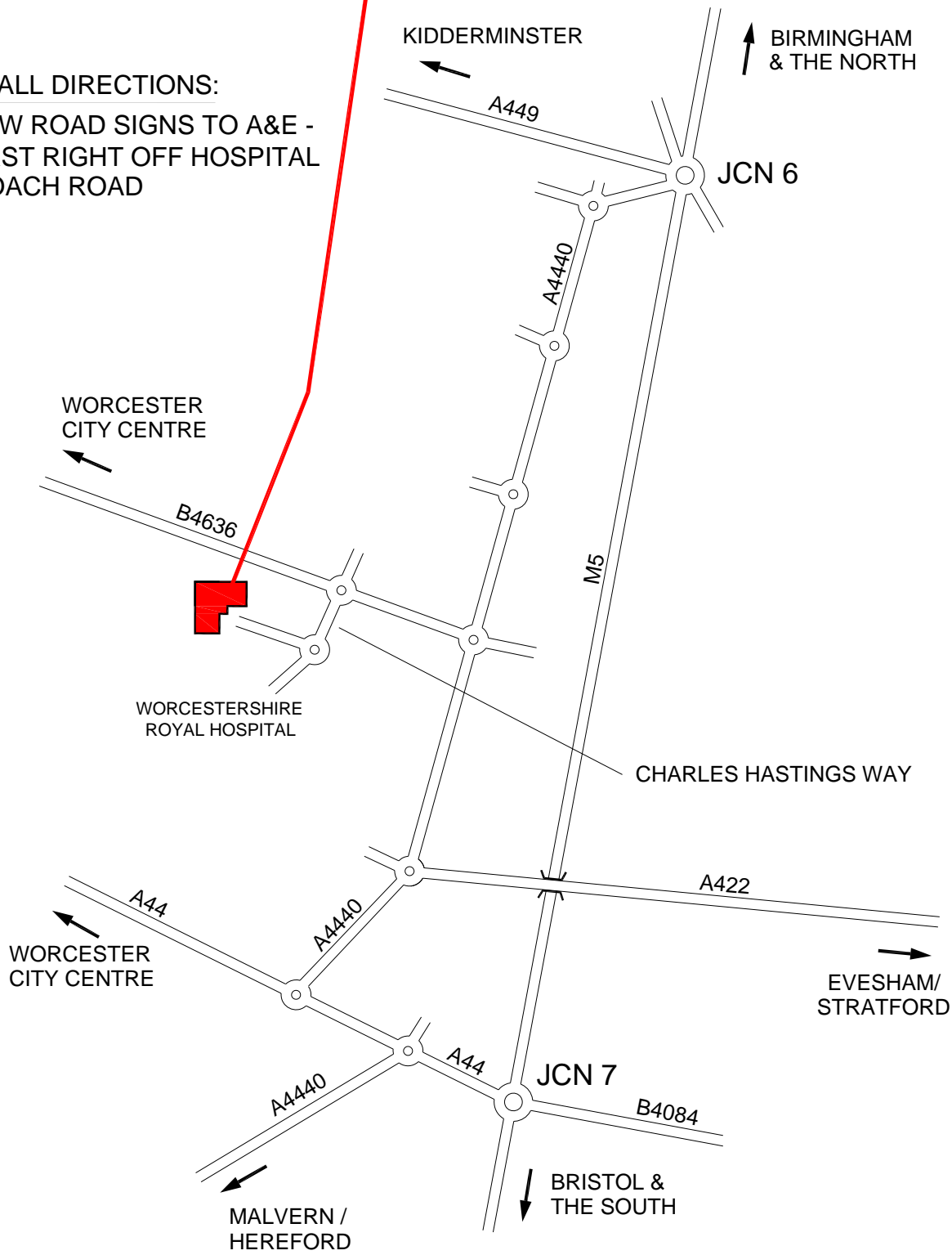
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR



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 OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.
- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

GUIDANCE NOTES FOR VISITORS

Security

Upon arrival, visitors are requested to proceed to the barrier and speak to the reception staff via the intercom. There are parking spaces allocated for visitors around the front of the building, clearly marked. Upon entering the building, you will then be welcomed and given any further instructions. In particular it is important that you sign in upon arrival and sign out upon departure. Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

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Smoking is not permitted.

First Aid -please ask at reception to contact a trained First Aider.

Toilets – please ask at reception.

ACCESS TO INFORMATION – YOUR RIGHTS

The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Your main rights are set out below:

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

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

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:

Mrs M L Drinkwater (Chair)
Mrs L Duffy, Mr J Goodwin, Mrs F Oborski, Mr K Taylor, Mr R M Udall,
Mr G Yarranton (Vice-Chair)

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 meeting held on 8 September 2009 (copy attached). 1 – 5
5. **Performance Plan 2009/10 Second Quarter Analysis**
To provide the BVPP Committee with a summary of performance against our performance indicators, corporate objectives and corporate projects in Quarter 2 2009-10. 6 – 12
6. **Review of the Authority's Water Rescue Strategy**
(Paper to follow)

7. **New Equality & Diversity Framework**

To inform the Committee of the new Fire Service Equality Framework.

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Glossary

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**Hereford & Worcester Fire and Rescue Authority
Best Value, Policy, Planning and Performance Committee**

11.30 am Tuesday 8 September 2009.

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

Present: Mrs. M. Drinkwater (Chair)
Mrs. L. Duffy, Mr. J. Goodwin, Mrs. F. Oborski, Mr. K. Taylor,
Mr. R. Udall, Mr. G. Yarranton. (Vice-Chair)

1. Apologies for Absence

None.

2. Named Substitutes

None

3. Declarations of Interest

None

4. Confirmation of Minutes

***Resolved that the Minutes of the Meeting held on 30 March 2009
be confirmed as a correct record and signed by the Chair.***

5. Quarter 4 Performance & End of Year Annual Report 2008/09

The Head of Planning and Performance presented an update for Quarter 4 of 2008/09 and an end of year report summarising progress against our Performance Indicators, Corporate Objectives and Corporate Projects during 2008/09.

On an overall level, the Committee noted that the number of incidents in 2008/09 was down 10%, and was the best ever yearly performance in terms of all incidents attended.

The main successes for the year were:

- (i) The reduction in the number of False Alarms;
- (ii) The reduction in the number of Primary Fires; and
- (iii) The increase in the percentage of uniform staff employed from black and minority ethnic communities.

The areas identified as needing attention were:

- (i) Accidental Dwelling Fires; and
- (ii) Wholetime Uniformed Staff Sickness.

Key projects delivered in 2008/09 were:

- (i) Electronic Data Recording for Home Fire Safety Checks;
- (ii) Performance Management System (CorVu);
- (iii) Retained Duty System Review; and
- (iv) Implementation of the Incident Recording System.

The DCFO reported good progress on the Firelink project, but further delays by Government on FireControl, which will impact on the delivery of the FireLink project.

The Meeting heard that the Service would be providing a new uniform, which would give a national identity to Fire & Rescue Services. While there would be no increase in costs, the uniform would be better quality and more fit for use, including different cuts for male and female personnel.

The CFO reported a delay in the provision of training and equipment for working at height (The Combined Aerial Rescue Pump) and that adverse changes in the Euro exchange rate had added an extra £80,000 to the cost of this equipment.

In response to queries regarding the percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate, the ACFO Service Delivery pointed out that:

- Alarms were now fitted with fixed 10-year batteries;
- Community Safety staff were re-visiting “high-risk” homes and high-risk areas;
- Building Regulations now required that all new dwellings be fitted with smoke alarms connected to the electric circuit, and
- The Service had appointed a new Community Safety Manager, who was revising policy in this area.

The Committee Chair requested that the Authority arrange for new Members to visit the new Regional Control Centre in Wolverhampton.

Resolved that the report be noted.

6. Performance 2009/10 Quarter 1 Analysis

The Head of Planning and Performance presented the results of the first quarter performance analysis for the Service's performance indicators, strategic and departmental objectives, and corporate projects for 2009-10.

The number of total incidents for the quarter showed a slight increase on the first quarter last year, but was still a significant improvement on the previous three years.

The Committee noted that there had been one death from accidental dwelling fires during quarter 1.

The Meeting discussed the possible impacts of the economic slowdown, and noted that neither the Fire and Rescue Service, nor the Police Authority had any statistical evidence to 30 June 2009 of any change in incidents arising from this. However, based on previous experience, it was expected that the slowdown would impact on the number of incidents, and it was agreed that this would be a priority for the Committee.

(The meeting noted that there would be a Report to the Authority on this matter at its Meeting on 14 September)

The meeting welcomed the reduction in staff days lost through sickness, for which the ACFO expected continued improvement through the application of the new Absence Management Policy.

Resolved that the report be noted.

7. 2000 – 2009 RIDDOR Incidents Analysis

The Committee received a report analysing the incidents which the Authority was required to report to the Health and Safety Executive under the Reporting of Injuries, Disease and Dangerous Occurrence Regulations. The Committee heard that the Service expected to reduce injuries resulting from manual handling incidents and slips, trips and falls through the implementation of the overall Health & Safety Strategy.

Resolved that the Report be noted.

8. Review of the Water Rescue Strategy

The Meeting heard that the Authority had approved the Water Rescue Strategy at its Meeting on 26 June 2009, and resolved that The Committee should carry out a review of the Strategy. The Chief Fire Officer presented a report which proposed a methodology and terms of reference for the review to be considered by the Committee. The Members accepted the proposals and

Resolved that the Committee:

- i) ***Review recommendation 39 of the Pitt review and GRIP (Government Response to the Implementation of Pitt);***
- ii) ***Review the Terms Of Reference for the National Flood Rescue Enhancement Project and current development in that project;***
- iii) ***Review the provisions made in a number of similar Fire & Rescue Authorities;***
- iv) ***Consider the report on the Water Rescue Strategy that was presented at the Authority meeting on 26 June 2009, referencing where appropriate the recommendations made in the Best Value Policy & Performance Committee review of the 2007 floods;***
- v) ***Produce a report for the December meeting of the Fire Authority, with recommendations as appropriate.***

The CFO invited Members of the Committee to attend the launch of the FloodEx Event on 21 September to discuss the latest in equipment and water rescue strategy.

The Committee agreed to meet again in early October to progress the Review.

9. Performance Management Framework

The Head of Planning and Performance briefed the Committee on the new Performance Management Framework used by the Service to drive forward continuous improvement.

The Committee noted the Performance Management Framework.

**10. Hereford & Worcester Fire and Rescue Authority
Equality & Diversity Targets**

The Committee received a report which presented the Diversity Recruitment Targets for the Service, focussing on recruitment from minority ethnic groups and recruitment of women into the operational sector.

Resolved that the report be noted.

The Meeting ended at 1.45 pm.

Signed: _____
Chairman

Date: _____

5. Performance Plan 2009/10 2nd Quarter Analysis

Purpose of report

- To provide the BVPP with a summary of performance against our performance indicators, corporate objectives and corporate projects in Quarter 2, 2009-10.

Recommendations

The Chief Fire Officer recommends that

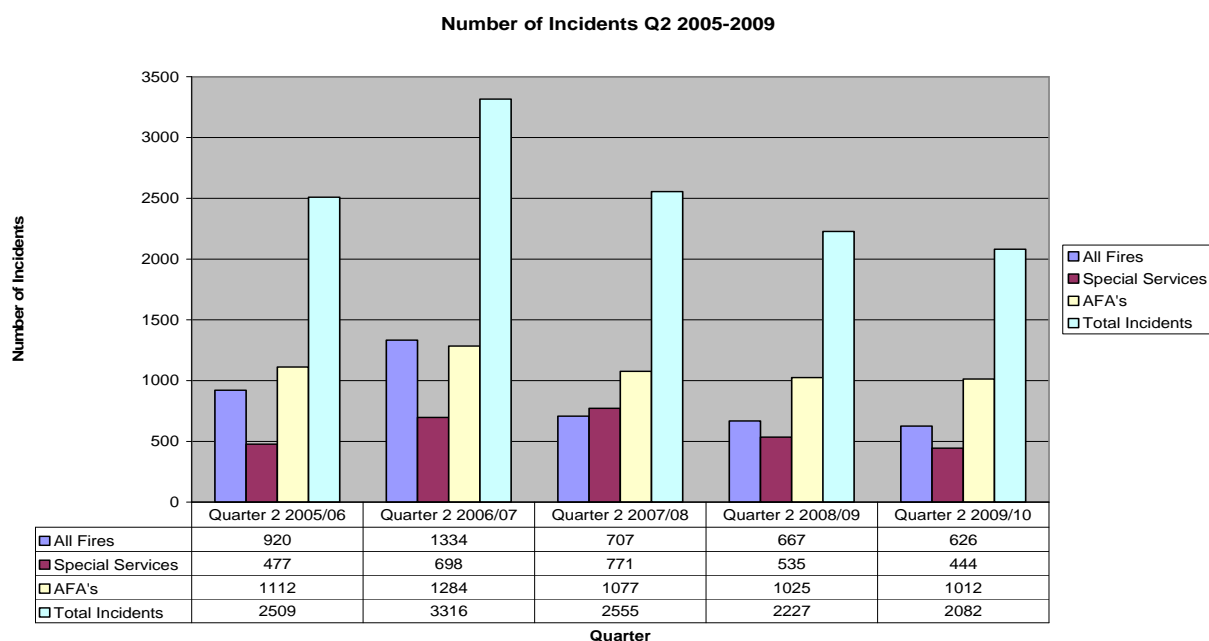
i) The Best Value, Policy and Performance Committee note the content of this Report

Background

- This report provides an update on performance in Quarter 2, looking at performance indicators, together with progress against corporate objectives and corporate projects.

Operational Incident Performance Update Quarter 2

- Figure 1 below demonstrates overall operational activity during Q2 2009-10 compared with the second quarter in the previous 4 years.
- Total incident numbers for Q2 2009/10 show a decrease on the same period last year (2082 incidents compared with 2227) and represent a significant improvement on the previous four years figures.



(Figure 1 – Comparative number of incidents Q2 2005-2009)

Performance Indicators Quarter 2 2009-10

5. Our Performance Management Framework outlines the processes by which performance is measured and monitored by the Service.
6. Our CorVu performance management system shows good overall performance during Q2 against our primary performance indicators.
 - **Community** – At the end of September our progress against the Community indicators was amber and the monthly direction of travel was deteriorating. (Paragraphs 12 – 16)
 - **Business Processes** - At the end of September our progress against the Business Processes indicators was amber and the monthly direction of travel was deteriorating.
 - **Finance and Resources** – At the end of September our progress against the Finance and Resources indicators was amber. There was no change from August and hence no upward or downward direction of travel. (Paragraphs 17 -20)
 - **People** - At the end of September our progress against the People indicators was green but the monthly direction of travel was deteriorating.

Corporate Objectives Quarter 2 2009-10

7. CorVu is also being used to report on progress against those business plans which form the Corporate Objectives for the organisation for 2009-10.
8. Good progress has been made against our Service performance plan. The overall programme of corporate objectives is designated green with nine of thirteen departments on target to deliver their departmental objectives.
9. The Community Safety, Facilities Management, ICT and Operational Logistics departments are reporting overall progress as amber. Further information is provided in paragraphs 22 to 28 of this report.

Corporate Projects Quarter 2 2009-10

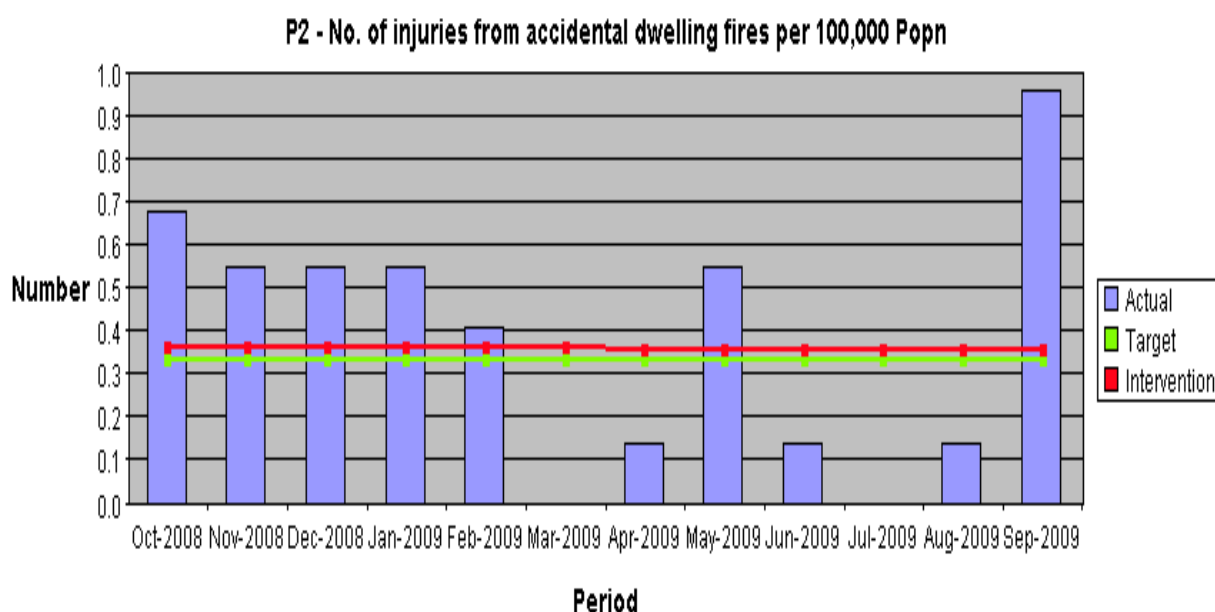
10. Good progress is being made in respect of achieving Corporate Projects against the agreed milestones and budgets.

Areas of Focus - Performance Indicators

11. Paragraphs 12 – 20 below provide a summary of our areas for focus on our performance indicators. These concern the involvement of people at incidents and attendance management.

Involvement of people at incidents

- Number of injuries from accidental dwelling fires:



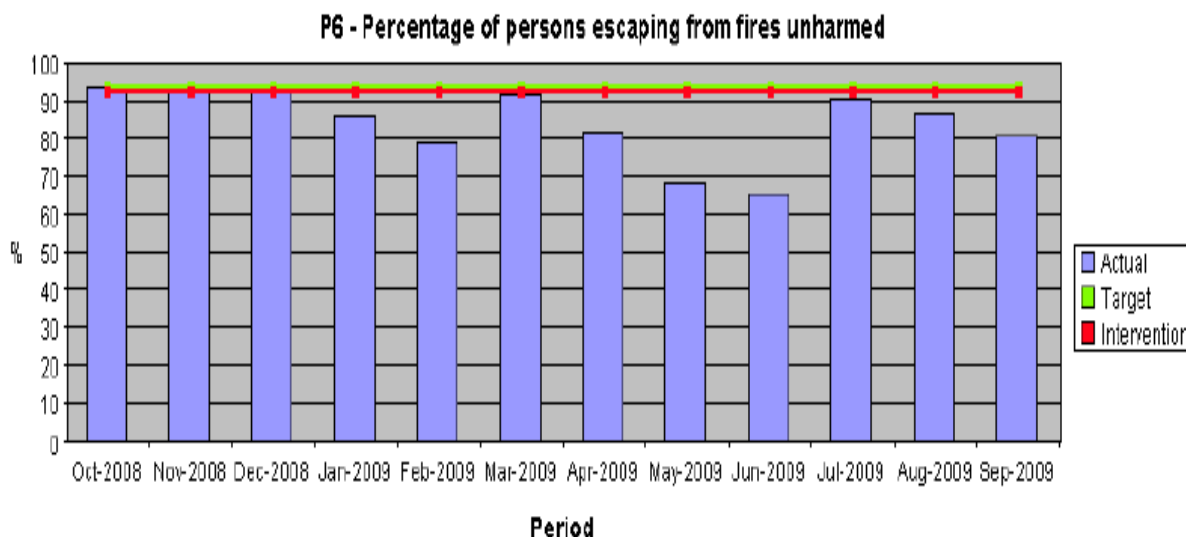
(Figure 2 – No of injuries from accidental dwelling fires Q2)

Number of injuries from accidental dwelling fires

12. This indicator measures the number of people with injuries per 100,000 population. Injuries are classed as non-fatal casualties or persons requiring medical treatment beyond first aid given at the scene of the fire and exclude precautionary checks.
13. There were 8 injuries from accidental dwelling fires in Quarter 2. These occurred at two separate incidents. One of those incidents, a house fire in Redditch, resulted in 7 occupants of the house being sent to hospital as a result of smoke inhalation. This one incident has had a detrimental effect on the end of year forecast for the number of injuries occurring as a result of accidental dwelling fires, as the graph above shows. The other was a house fire in Weobley where one occupant was taken to hospital suffering from smoke inhalation. In both incidents the Service attended within 10 minutes of the initial call which contributed to the rescues being injuries rather than fatalities.

People escaping unharmed from accidental dwelling fires

- Persons escaping unharmed from accidental dwelling fires:

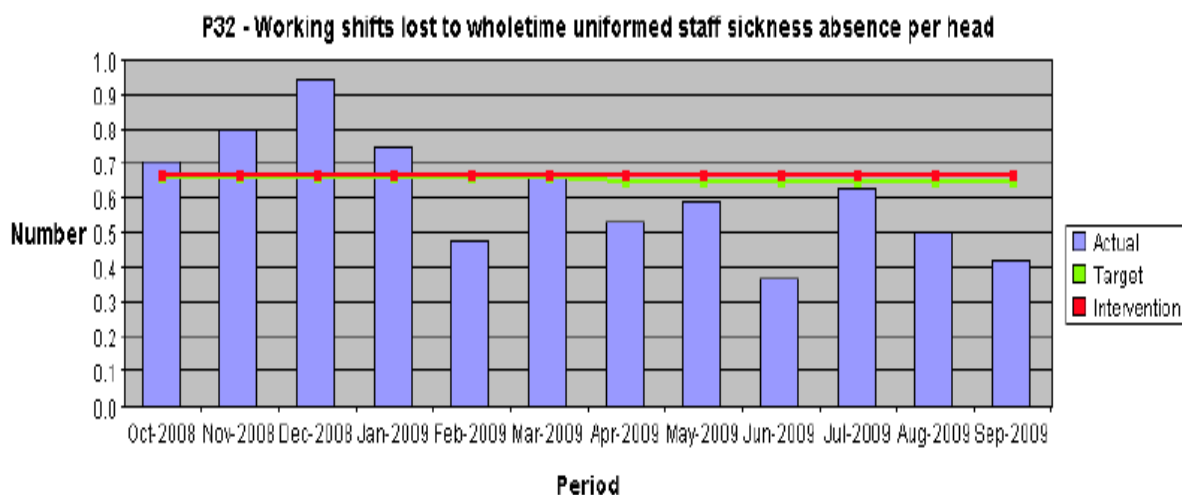


(Figure 3 – No of persons escaping unharmed from accidental dwelling fires Q2)

14. This indicator is the percentage of people in accidental dwelling fires who escape unharmed without FRA assistance at the fire. It is measured by dividing the number of people who left the property unharmed without FRA assistance by the total number of people who left the property at accidental dwelling fires.
15. In Quarter 2, 74 out of 89 people escaped unharmed for accidental dwelling fires, a percentage of 83.1%. This is compared with Quarter 1 where 69 out of 92 people escaped unharmed, a percentage of 75%. Despite this improvement we are not meeting the target of 93.4% on a monthly basis.
16. Robust processes and enhanced analysis work in this area is currently being undertaken by Service Delivery in conjunction with the PPP department, this includes quality checks and data mapping. This is in addition to general fire safety advice given to householders regarding night time routines and escape routes.

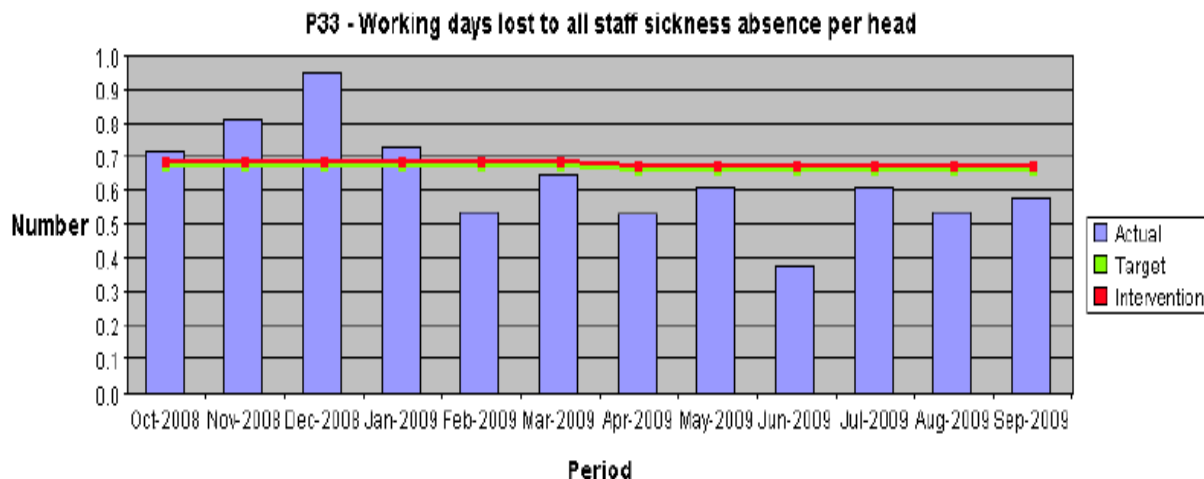
Attendance Management

- Working shifts lost to wholetime uniformed staff sickness absence per head:



(Figure 4 –working shifts lost to sickness absence –wholetime staff Q2)

- Working days/shifts lost to all staff sickness absence per head:



(Figure 5 –working days/shifts lost to sickness absence – all staff Q2)

- These indicators measure the total working days/shifts lost to sickness for wholetime uniformed staff and for all staff per average head of establishment for the period concerned.
- The Second Quarter continues the improvement in the levels of overall sickness absence seen in Quarter 1 with another three months sickness less than target levels. In total 836.49 working days/shifts were lost to sickness for all staff which is lowest second quarter figure since 2006.

19. The new attendance policy, with new return to work procedures and HR meetings with department heads, has added depth to the local monitoring processes. Proactive management is now in place at a district and departmental level. As a result it is projected that at the end of financial year we will have lost 7.48 shifts per head of establishment for wholetime uniform staff and 7.85 working days/shifts for all staff. This would be a substantial improvement on previous years in both indicators. In 2008-09, the end of year figures were 8.8 shifts lost to wholetime uniform sickness per head and 8.55 working days/shifts lost per head for all staff.
20. This substantial improvement can also be seen when comparing this quarter with the same quarter last year. The 836.49 working days/shifts lost to sickness absence to all staff in this quarter compares favourably with 1105.053 working days/shifts lost in Quarter 2 2008-09. In Quarter 2 2009-10, 506.19 working days/shifts were lost to short term sickness and 330.30 working days/shifts lost to long term absences. This can be compared with Quarter 2 2008-09 where out of the 1105.053 working days/shifts lost, 617.053 were lost to short term sickness and 488 were lost to long term absences (Long term sickness is defined as those individual continuous periods of sickness of more than 28 calendar days).

Areas of Focus - Corporate Objectives

21. Paragraphs 22 – 28 below provide a summary of our areas for focus on our corporate objectives.
22. **Migrant Workers - establish a joint database to help identify priorities for inspection and develop risk reduction strategy.** The objective to work with partners to establish a joint database of sites, properties and number of occupants is behind schedule. Progress is reliant upon partner input and completion has been rescheduled for the end of 2009.
23. **Ensure that those taking part in recognised FRS supported Youth activities receive a suitable qualification.** The project to develop accredited qualifications for FRS supported youth activities has not progressed due to a lack of capacity within the Community Safety Department. A resolution is currently being investigated and will be reported at the next meeting.
24. **Ensure existing Community Safety policies are fit for purpose and ensure review process is in place.** An initial review has taken place and the findings illustrate that the task was not as extensive as originally considered. This is now scheduled for completion by the end of the year (March 2010)
25. **To expand the delivery of CS education into Special needs schools and homes to ensure equality of Service.** Further research work is being undertaken in this area to identify areas of attention. This objective is now scheduled for completion by the end of the year (March 2010)

26. **Combined Aerial Rescue Pump (CARP) to replace Hydraulic Platform (HP) and Pump at Station 25.** There has been a delay of five months in the vehicle arriving due to faults which have been identified prior to acceptance and final payment. The Vehicle has now been delivered to the Service. The Vehicle training plans are in place in preparation for the roll-out programme to be commenced by the end of November.
27. **Implementation of the RDS and Pay systems.** We have consulted internally on the 3 year Implementation Plan (completed 7 October) and we will be consulting with the Unions on some specific matters. A Business Case has now been submitted to PMM for the Pay system and once approved, this work will be included as part of the RDS project programme.
28. **Review fire fighting water supplies.** An options paper is currently being reviewed internally before being submitted to PMM with particular focus on the cost implications. As a result, the completion date for this objective has been rescheduled for the end of March 2010.

Supporting Information - None

Background Papers - None

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer
(0845 12 24454)
lphillips@hwfire.org.uk

7. New Equality and Diversity Framework

Purpose of report

1. To inform the Committee of the new Fire Service Equality Framework.
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Recommendations

The Chief Fire Officer recommends that the Best Value, Policy and Performance Committee notes the content of this Report.

Background

2. Following the development of the Local Authority Equality Framework (which replaces the Equality Standard for Local Government), the Fire Service specific Equality Framework will be launched in December 2009.

Development of the Fire Service Equality Framework

3. A number of public authorities, including the Fire Service and the Police, requested that the new equality framework, upon its development, be more user-friendly and specific to them. They had consistently declared in the past that certain aspects of the old Equality Standard for Local Government were difficult to interpret effectively.
4. The Improvement and Development Agency (IDeA) worked with a number of pilot Fire Services (including Hereford & Worcester) through the summer of 2009 to develop a Fire Service specific equality framework. This framework takes account of the Service's various obligations, both under legislation and the CLG's Fire Service Equality and Diversity Strategy.

Conclusion/Summary

5. The Framework will be launched at a formal CFOA/IDeA event on 7 and 8 December 2009. Copies will be forwarded to Members of the Committee upon publication.
6. The Service's current strategy and activity will be reviewed based on this document.

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer
(0845 12 24454)
Email: lphillips@hwfire.org.uk

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

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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

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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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