



**FIRE AUTHORITY**

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# CLEVELAND FIRE AUTHORITY

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## OVERVIEW & SCRUTINY COMMITTEE

17 JULY 2009 – 2.00PM

FIRE BRIGADE HEADQUARTERS,  
STOCKTON ROAD, HARTLEPOOL

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### MEMBERS OF THE OVERVIEW & SCRUTINY COMMITTEE

MIDDLESBOROUGH	: Councillors	Brunton, Clark
REDCAR & CLEVELAND	: Councillors	Cooney, Dunning,
STOCKTON ON TEES	: Councillors	Beall, Cherrett

# A G E N D A

### ITEM

1. APPOINTMENT OF CHAIRMAN
2. APOLOGIES FOR ABSENCE
3. APPOINTMENT OF VICE CHAIR
4. DECLARATIONS OF MEMBERS INTEREST
5. TO CONFIRM THE MINUTES OF THE MEETING HELD ON 17 APRIL 2009.
6. TO RECEIVE THE REPORTS OF THE CHIEF FIRE OFFICER
  - 6.1 Presentation on Remit and Forward Work Programme
  - 6.2 Fire Brigade Control – Review of Risk Assessments
  - 6.3 Reducing Road Traffic Collisions
7. ANY OTHER BUSINESS WHICH, IN THE OPINION OF THE CHAIR, SHOULD BE CONSIDERED AS A MATTER OF URGENCY



## **CLEVELAND FIRE AUTHORITY**

### **GUIDANCE NOTES FOR MEMBERS AND VISITORS USING THE EAST WING CONFERENCE FACILITIES AT CLEVELAND FIRE AUTHORITY HQ, HARTLEPOOL**

#### **Welcome to Cleveland Fire Authority**

Please read these notes for your own safety.

#### **Fire Instructions**

In the event of the fire alarm sounding, vacate the building following the green Fire Exit signs and go straight to the assembly point outside main reception. If you are in the East Wing Conference Room, your nearest vacation point is through the East Wing Reception doors.

DO NOT USE THE LIFTS - DO NOT STOP TO COLLECT PERSONAL BELONGINGS - DO NOT RE-ENTER THE BUILDING UNTIL AUTHORISED TO DO SO.

#### **Toilets**

Toilets for people with disabilities are located next door but one to the Small East Wing Conference Room. Male toilets are located in the East Wing Reception area and the Ladies toilets are located next to the Small East Wing Conference Room.

#### **Accessibility/Special Requirements**

Every effort has been made to make the building as accessible as possible for people with disabilities. There are disabled parking spaces adjacent to the main reception, but when using the East Wing Conference Room, please contact the Democratic and Members Services office who will arrange for a parking space to be reserved opposite the East Wing Conference Room. There is a loop system within the Building, please inform the Member Support team if you require this switching on.

#### **Smoking**

Smoking is only permitted in the smoking shelter in the quadrangle which is situated behind the East Wing Conference Room. Smoking is not permitted anywhere else within the building.

## **Security**

All new Members are requested to report to the main reception where they will be asked to sign in and handed a visitors badge.

## **Member Facilities**

The Democratic and Member Services office is situated on the 1<sup>st</sup> floor next to the Directors Meeting Room. Library and IT facilities are also available for Members use within this office

## **Attendance Sheet**

Please ensure you sign the attendance register at the Meeting.

## **Parking**

Parking is available in the Visitors Car Park, but if you have any special requirements, please do not hesitate to contact us.

## **Refreshments**

Tea and coffee are available in the small and main east wing conference rooms

## **Contacts**

Please contact the Democratic and Member Services Office if you have any queries:- fax 01429 872619 or [cfa@clevelandfire.gov.uk](mailto:cfa@clevelandfire.gov.uk) or telephone 01429 874076.

## **Contacts**

Please contact the Democratic and Member Services Office if you have any queries:- fax 01429 872619 or [cfa@clevelandfire.gov.uk](mailto:cfa@clevelandfire.gov.uk) or telephone

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# CLEVELAND FIRE AUTHORITY

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## MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE MEETING FRIDAY, 17 APRIL 2009

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### PRESENT

#### CHAIRMAN

Councillor Cooney – Redcar and Cleveland Borough Council

#### STOCKTON ON TEES BOROUGH COUNCIL: -

Councillors Beall, Cherrett

#### REDCAR & CLEVELAND BOROUGH COUNCIL:-

Councillor Dunning

#### FIRE BRIGADE OFFICERS: -

Director of Corporate Services, Director of Community Protection,  
Director of Human Resources, Head of Planning & Democratic Services,  
District Manager – Stockton, Head of Fire Engineering

### APOLOGIES FOR ABSENCE

Councillor D Fitzpatrick – Redcar and Cleveland Borough Council

Councillor M Stoker – Stockton on Tees Borough Council

Members remembered John Coleman who died suddenly at home on Monday 13 April. John, who will be sadly missed, had served over 29 years with Cleveland Fire Brigade. Members requested condolences be sent via the Director of Human Resources.

### SD34 DECLARATIONS OF MEMBERS INTERESTS

It was noted no Declarations of Interest were made.

### SD35 MINUTES OF THE MEETING HELD 13 FEBRUARY 2009

**RESOLVED - that the minutes of the Overview & Scrutiny Meeting held on the 13 February 2009 be confirmed.**

### SD36 REPORT OF THE CHIEF FIRE OFFICER

#### SD36.1 Deliberate Fires

The Head of Fire Engineering provided Members with a presentation on Deliberate Fires, a high priority area for Cleveland Fire Brigade, as the annual cost in the Cleveland area is £24 million. Nationally, over 25,000 injuries and 900 deaths can be attributed to deliberate fires in the last ten years. He stated that over 90% of all fires in Cleveland are reportedly deliberate and that the impact of deliberate fire setting on the community includes:

- Low public expectation
- Negative media attention
- General degeneration
- Higher fear of crime

**SD36.1 Deliberate Fires (cont)**

The Head of Fire Engineering commented that the government target is a 10% reduction in deliberate fires by 2010 and that NI33 arson targets in all 4 districts are ahead of target.

The Head of Fire Engineering explained that the Brigade's current approach is a balanced strategy of: Prevention, Protection and Response.

The following areas were highlighted as barriers in relation to deliberate fires:

- Public attitude to refuse disposal
- Use of deliberate fire setting as an aspect of ASB
- Lack of awareness as to the reason for high deliberate fire setting within Cleveland
- Restricted hours for dedicated services
- Limited diversionary activities at weekends and evenings

Future plans include:

- Restructure of department
- Recruitment of additional coordinators
- Development of personnel
- Updating of database
- Research issue
- Review of recording mechanisms
- Fundamental review

Councillor Dunning acknowledged the effect that the seasons and school holidays have on the number of deliberate fires and requested an update on what had happened during Easter in the Eston Hills. The Head of Fire Engineering confirmed that arrangements were in place for a presence in the Hills, however the Director of Community Protection commented that problems in the area are expected to increase as the weather improves and the Whit Holidays commence and so diversionary activities had been put in place.

Councillor Dunning commented that diversionary activities need to extend to cover evenings and weekends. The Head of Fire Engineering confirmed that some resources had been committed out of hours and highlighted a scheme in Hartlepool where two staff members cycled around the Steetley Site, this prevented any fires from being started in the area whilst the staff were present, but it represents a substantial commitment of resources which could not be maintained over a long period of time.

Members discussed the roles of Arson Coordinators and Community Liaison Officers and how Councillors could possibly link up with them during their Ward walk-about.

Members discussed the commissioning of a research project mentioned in the conclusion of the report and suggested that a cost effective way forward may be to contact the University with a view to them carrying out the research.

**RECOMMENDED -**

- (i) **that the report be noted**
- (ii) **that officers contact the University to discuss the possibility of them carrying out the research project**

## **SD36.2 Occupation Health Contract**

The Director of Human Resources updated Members on the current Occupational Health Services being provided by the Brigade. The current short term contract with I.O.H. was set for a 6 month period with the facility of extending it by two, three month periods. She confirmed that to date I.O.H. have provided excellent Occupational Health provision.

The Director of Human Resources stated that work is currently under way to prepare the necessary tender documents for a long term solution and whilst currently the Brigade utilises the services of the Occupational Health Physician for one day per week the specification will contain options for extending this provision.

Current services provided are:

- Occupational Health Physician/Nurse
- Physiotherapy Services
- Specialist Mental Health Services
- Other Intervention Services – the Brigade currently has a small annual budget to provide initial private consultant appointments for staff when NHS waiting times appear excessive. This service only applies to one initial visit and excludes any treatment.

The Director of Human Resources explained to Members that the aim of the Brigade is to develop Occupational Health Services which are truly fit for purpose and by specifying the need for wider services we should be able to meet the specific health needs of individuals in a more flexible way. In terms of the management of sickness absence, she explained that many staff on long term sickness are often restricted from returning to work sooner due to waiting lists for specific treatment for injuries. The Brigade is currently unable to assist staff by contributing to the cost of treatment (including scans) on a private basis in order to facilitate an earlier return to normal work duties. The provision of such services could assist and supplement the existing Occupational Health services being offered to Brigade Staff.

Members discussed the merits of the Brigade contributing to the costs of treatment and Councillor Cherrett asked if a bid had been made for more resources in this regard. The Director of Human Resources confirmed that an approach had been made to the Authority a couple of years ago.

The Chair highlighted a meeting of the Fire Improvement Group which she had attended two weeks previously and referred to strategies employed by Merseyside Fire & Rescue Authority to improve the sickness absence figures and she suggested examining this in the future. The Director of Human Resources confirmed that she has been in touch with Merseyside on previous occasions and whilst on the face the results seem to be good, we need to ensure that we are comparing like with like. It was agreed that this should be added to the Forward Work Programme for 2009/10.

The Chair asked how many staff have accessed the Occupational Health Services. The Director of Human Resources explained that the Occupational Health Services are available to all staff, all new recruits access the Service and all operational staff access the Service at least once every three years.

**SD36.2 Occupation Health Contract (cont)**

The Chair asked how do we know that the Occupation Health Service is value for money. The Director of Human Resources stated that the Service is budget driven and that as part of the efficiency savings, Members were asked if an additional £40,000 from the savings could be invested into the provision of Occupational Health Services. She confirmed that once the new Occupation Health Contract is in place monitoring figures will be available on a monthly basis.

The Chair asked if there was anything that the Fire Authority could do to improve the Occupation Health provision. The Director of Human Resources confirmed that the option of offering early intervention in some cases would be advantageous. The Chair confirmed that this needed to be scrutinised further and members agreed that it should be included in the Forward Work Programme for 2009/10

**RECOMMENDED:**

- (i) that the report be noted**
- (ii) that Occupational Health be added to the Forward Work Programme 2009/10 to include monitoring, benefits of contributing towards costs of referrals, effectiveness of interventions/initiatives implemented by Merseyside Fire & Rescue Service**

**SD36.3 Flooding – Water Rescue**

The District Manager – Stockton reported that Cleveland Fire Brigade have a statutory duty to respond to incidents other than fires but do not receive funding for water rescue. He outlined to Members an overview of the flooding and associated water rescue capability of Cleveland Fire Brigade and planned future developments. He reported that Cleveland Fire Brigade have identified 116 water related risks, which does not include any flooding risks as a result of spate conditions and the Pitt Report required that Local Resilience Forum's urgently review their local arrangements for flood rescue and consider whether it is adequate in light of the 2007 South Yorkshire flood incidents.

He reported that Cleveland Fire Brigade are developing a specific water rescue and flooding strategy.

The current approach to water rescue is as follows:

- A robust risk based approach to any incident
- Capability to call on the services of other responders ie Coastguard, RNLI, SAR
- 80% of staff trained at Level 1 Response with remaining 20% to be trained at this level by the end of the year
- 100% of Thornaby based staff trained at Level 2 Response
- 4 personnel per watch hold Class 2 Powerboat license

Future Developments include:

- Regional working group has been successful in securing funding for flood response
- Enhancement of current provision

Councillor Dunning asked if an education programme was in place similar to fire prevention and the District Manager – Stockton confirmed that there is a programme entitled Theodore the Water-wise Cat.

**SD36.3 Flooding – Water Rescue (cont)**

Councillor Beall referred to events such as the Riverside Festival or sporting events on the river and asked if the Brigade received any funding for assisting at these events. The Director of Community Protection explained that the Brigade are normally not involved as the event organisers provide their own safety boats, the Brigade would only become involved in an emergency response situation.

The Chair referred to the Brigade's involvement in the regional working group and asked for reassurance that Cleveland will receive a fair share of the funding available. The District Manager – Stockton confirmed that he felt very confident and that funding allocation will be based on risk.

**RECOMMENDED – that the report be noted.**

**SD37 ANY OTHER BUSINESS**

Following discussion, Members agreed to cancel the meeting due to be held in May therefore the next meeting will take place on 17 July 2009 and bi-monthly thereafter. Members further agreed that additional meetings could be called should the need arise.

Members discussed the timings of meetings and Councillor Beall identified that currently he would be unable to attend the September and November meetings due to other commitments. It was agreed that the meeting in July would commence at 2pm.

**RESOLVED:-**

- (i) **that the Overview & Scrutiny Committee Meeting due to take place on 8 May 2009 be cancelled**
- (ii) **that meetings of the Overview & Scrutiny Committee continue on a bi-monthly basis with the option of calling additional meetings, if required**
- (iii) **that the Overview & Scrutiny Meeting due to take place on 17 July 2009 commence at 2:00pm**

**SD38 LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) (VARIATION ORDER) 2006**

**RESOLVED - "That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006, namely information relating to an individual.**

**SD39 CONFIDENTIAL MINUTES**

**RESOLVED - that the Confidential Minutes of the Overview & Scrutiny Meeting held on the 13 February 2009 be confirmed.**

**SD40 ANY OTHER CONFIDENTIAL BUSINESS**

The Director of Community Protection advised Members of the recent tragic fire death in Billingham. Members requested that the Director of Community Protection give a presentation on the Fatal Fire at a future CFA Meeting.

**RECOMMENDED - that the presentation be given to a future CFA**

**COUNCILLOR N COONEY  
CHAIR**



# CLEVELAND FIRE AUTHORITY

<b>Title</b>	<b>FIRE BRIGADE CONTROL – REVIEW OF RISK ASSESSMENTS</b>		
<b>Meeting</b>	<b>Overview &amp; Scrutiny</b>	<b>Date</b>	<b>17<sup>th</sup> July 2009</b>
<b>Report of the</b>	<b>Chief Fire Officer</b>		
<b>Decision Req'd</b>	<b>No</b>	<b>Delegated Powers</b>	<b>No</b>

## 1. Purpose of Report

To provide Members with an update of the annual review of risk assessments applicable to the Fire Brigade Control Room at Brigade Headquarters.

## 2. Recommendations

- 2.1 That Members note the contents of the attached report and risk assessments.
- 2.2 That Members consider technical options for investing the interim continuity of our Control Room if there is any further significant delay in delivering an operational Control Room for the region.

## 3. Background

A report was previously submitted to the Service Delivery Scrutiny Committee regarding the Cleveland Fire Brigade Control Room in October 2006. Subsequent to that report, an annual review is required to be undertaken of the risk assessments applicable to the Fire Brigade Control Room located at Brigade Headquarters.

## 4. Information

No improvements to the resilience of the Control Room have been made over the last twelve months. Then substantial investment made in 2007-2008 is considered adequate for a further 3years.

The timescales of the Regional Control Centre Implementation and potential effect on risk assessments to the Fire Brigade Control Room at Brigade Headquarters.

The last review of risk assessments submitted was prior to an announcement to delay the go live date of the RCC by 9 months.

Delivery of significant investment in the existing Control Room may require up to two years lead time before full implementation can be achieved.

**IAN HAYTON**  
**CHIEF FIRE OFFICER**

**K WINTER**  
**DIRECTOR OF CORPORATE SERVICES**

### **APPENDICES:**

- 1 – 4 Risk Assessments
- 5 Risk Assessment Background

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## **BACKGROUND INFORMATION**

### **Equality and Fairness Implications**

There are no Equality and Fairness implications.

### **Health and Safety Implications**

There are no significant health and safety outcomes arising from this report.

### **Financial Implications**

There is the potential for future financial implications arising from this report dependent upon the delivery schedule of the RCC Project.

### **Risk Management Implications**

There are risk management implications in respect of this report.

### **Environmental Impact Assessment**

There are no environmental implications arising.

Section	Service Element				REF 58
<p align="center"><b>Communications</b></p>	<b>Call Handling</b>				
	<b>Scenario:</b>	<b>Risk Rating:</b>	<b>Likelihood</b>		
Bomb threat } Fire } External emission } Climate }	3  <b>Major (4)</b>  <b>Serious (3)</b>  <b>Moderate (2)</b>  <b>Minor (1)</b>	<b>Very Unlikely (1)</b>  <b>A</b>  <b>B</b>	<b>Unlikely (2)</b>	<b>Likely (3)</b>	<b>Very Likely (4)</b>
	<b>Impact (Severity)</b>	<b>A</b>  <b>B</b>			
	Risk Matrix Legend: A - Risk Rating before control measures implemented B – Risk Rating after control measures implemented				
<b>Business Impact: (Quantitative/Qualitative)</b>	<b>Proactive Measures (Prevention)</b>				<b>Recovery Procedure:</b>
Unable to handle fire calls / mobilise 30mins  Maximum Tolerable Outage	Precautions inherent in premises Provision of Secondary Control facility at PRS  <b>Dependencies</b>				Reinstatement following evacuation Referenced to Control procedures Stage 1 & 2
Recovery Time Objective(s)	30 mins  <b>Resources required</b>	1. Evacuation procedure 2. Officer procedure note 3. Transport			
<b>Approved By:</b>					<b>Date:</b>
					<b>March, 2009</b>

Section	Service Element					REF 59	
<b>Communications</b>	<b>Brigade Admin Calls, Stations, L &amp; D, Workshops</b>						
<b>Scenario:</b>	<b>Risk Rating:</b>		<b>Likelihood</b>				
Failure of telephone system within organisation Failure of telephone lines. (BT, Virgin media).	4	Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)		
		Impact (Severity)	Major (4)				
			Serious (3)				
			Moderate (2)	B	A		
			Minor (1)				
Risk Matrix Legend: A - Risk Rating before control measures implemented B – Risk Rating after control measures implemented							
<b>Business Impact: (Quantitative/Qualitative)</b>	<b>Proactive Measures (Prevention)</b>		<b>Recovery Procedure:</b>				
Disruption to HFSV bookings Reputational impact	Duplicate Telephone Systems @ HQ Premises served by both BT and Virgin		Report fault to contractor Divert calls to other locations within CFB. Divert calls to cell phone. Divert HQ admin calls to control.				
<b>Maximum Tolerable Outage</b>	<b>Dependencies</b>		Alternate number to handle calls				
<b>Recovery Time Objective(s)</b>	<b>Resources required</b>		BT and Virgin contracts in place				
<b>Approved By:</b>	<b>Date:</b>		<b>March, 2009</b>				

Section		Service Element				REF 60	
<b>Communications</b>		<b>Call Handling</b>					
<b>Scenario:</b>		<b>Risk Rating:</b>		<b>Likelihood</b>			
Failure of BT (BT) Failure of Systems (ICCS / 999 Telephone System, Command & Control) Failure of Virgin media				Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)
		<b>Impact (Severity)</b>		B	A		
				Major (4)			
				Serious (3)			
				Moderate (2)			
Minor (1)							
		Risk Matrix Legend: A - Risk Rating before control measures implemented B – Risk Rating after control measures implemented					
<b>Business Impact: (Quantitative/Qualitative)</b>		<b>Proactive Measures (Prevention)</b>		<b>Recovery Procedure:</b>			
Threaten ability to take 999 calls.		Two telecom providers Multiple telephone systems Multiple telephone lines Evacuation to Park Road South		Evacuation procedure Re-Establish Main Control. Contractors contact.			
<b>Maximum Tolerable Outage</b>	Nil	<b>Dependencies</b>		BT to divert calls to police when instructed via Evacuation Procedure.			
<b>Recovery Time Objective(s)</b>	Immediate via use of alternative systems. If evacuation required 30 mins	<b>Resources required</b>		9 to 5 Monday to Friday control tannoy officer to transport staff to secondary control OOH – Nearest covering officer to transport staff to secondary control 5pm Daily Tech to drop 1 set of car keys off at Fire Control			
<b>Approved By:</b>				<b>Date:</b> March, 2009			

Section	Service Element					REF 61	
<b>Communications</b>	<b>Resource Mobilisation</b>						
<b>Scenario:</b> Failure of REMSDAQ (Arquiva 1 <sup>st</sup> Line) Failure of Radio Scheme (Arquiva) Failure of MDTs (SEED Software) Failure of Alerter Systems (Arquiva)	<b>Risk Rating:</b>	<b>Impact (Severity)</b>	Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)	
Major (4)							
Serious (3)				A			
Moderate (2)				B			
Minor (1)							
	Risk Matrix Legend: A - Risk Rating before control measures implemented B – Risk Rating after control measures implemented						
<b>Business Impact: (Quantitative/Qualitative)</b>	<b>Proactive Measures (Prevention)</b>	<b>Recovery Procedure:</b>					
Efficiency and accuracy of mobilising. MDT and Force radio scheme reduced.	Evacuation process established. Resilience of REMSDAQ System 2 telecom providers Separately contact retained officers. All mobile units supplied with Radio / MDT & mobile phones.	Invoke manual mobilising procedure. (IPDS PDR)					
<b>Maximum Tolerable Outage</b>	Nil	Dependencies Maintenance contracts Arquiva					
<b>Recovery Time Objective(s)</b>	Within 24hrs	<b>Resources required</b> 1 <sup>st</sup> Line Arquiva engineers 24/7 2 <sup>nd</sup> Line FRS staff / Arquiva engineers					
<b>Approved By:</b>		<b>Date:</b>	<b>March, 2009</b>				

## APPENDIX 5 - Risk Assessment Background

System	Function	Age	Life Left	Control Measure	Action if Failure	Risk Score	Satisfactory
Remsdaq Control Central	Mobilisation and resource management	5	2	Maintenance Contract supported by Spares holding	Manual Mobilising supported by Evacuate to Secondary Control	Likelihood = 1 Impact = 4	Y
Remsdaq Fire Station equipment	Station personnel alerting and turn out instruction printing	13	0	Spares held supported by Maintenance contract in place supported by Secondary system deployed (station pc's)	Replace faulty element. Station can be placed on Radio Contact or Telephone contact while repairs are affected	Likelihood =1 Impact =4	Y
Retained Firefighter Alerter Transmitters	Summon retained firefighters to the station for mobilisation	4	3	Spares held supported by maintenance contract	Repair by deployment of spares – Crews also receive SMS text message for fallback. Manual activation of the alerter equipment from the station by OIC summoned by telephone is also possible	Likelihood =1 Impact =2	Y

System	Function	Age	Life Left	Control Measure	Action if Failure	Risk Score	Satisfactory
ICCS – Integrated Communications Control System	Presents telephone calls, Radio and instant playback facilities to the operator via a single touch screen	3	4	Spares held supported by Maintenance contracts	All operator positions are equipped with feature phones connected directly to the Control 999 Meridian telephone system for telephone calls and a desktop radio	Likelihood =1 Impact =4	Y
Control 999 Telephone System	Terminates 999, Outgoing telephone lines and feeds these to the ICCS	3	4	Maintenance Contract supported by spares held	Lines can be diverted to Headquarters admin telephone system extensions for which are presented on all operator positions	Likelihood =1 Impact =4	Y
Incoming and outgoing telephone lines BT	Route incoming 999 calls and allow control to dial out	N/A		4 hour restoration of service cover on all control lines	999 calls and outgoing calls made over VirginMedia lines	Likelihood =1 Impact =2	Y
Incoming and outgoing telephone lines VirginMedia	Route incoming 999 calls and allow control to dial out	N/A		4 hour restoration of service cover on all control lines	999 calls and outgoing calls made over BT lines	Likelihood =1 Impact =2	Y

System	Function	Age	Life Left	Control Measure	Action if Failure	Risk Score	Satisfactory
Mobile Data gateway server	Routes data messages from the Remsdaq system to Fire Appliances and Fire Stations	3	4	Maintenance Contract supported by remote access by contractor to correct faults	Revert to Radio for contacting Appliances	Likelihood =1 Impact =2	Y
Mobile Data Terminals	Presents mobilization instructions and health and safety information to Fire Crews. Allows status messages to be transmitted to control	3	4	Spares held repair by replacement. 3 <sup>rd</sup> line by equipment manufacturer	Revert to radio for affected appliance	Likelihood =1 Impact =1	Y
Archive Bulk voice recording system	Records for permanent record all 999 calls and radio messages	3	4	Maintenance contract supported by remote access so contractor can correct faults	Instant recording facility exists on ICCS	Likelihood =1 Impact =1	Y

System	Function	Age	Life Left	Control Measure	Action if Failure	Risk Score	Satisfactory
Mains Power supply for Fire Control Systems	Smoothed filtered clean supply to feed electronic equipment	2	5	Two Un-interruptable power supplies each with a capability to support the control room and essential systems are each fed by Mains electricity and augmented by a generator.	Generator re-fuelling procedure. Maintenance contract and regular periodic inspection for UPS's and generator. If mains failure is expected to be protracted evacuation to secondary control is available.	Likelihood =1 Impact = 4 (for total failure of both systems)	Y
Environmental threat to Fire control ie chemical release from nearby site or Fire	N/A	N/A	N/A	Secondary Control facility provided at Park road South M/bro	Evacuate to Secondary Control	Likelihood = 1 Impact=4	Y
<p>*NB For equipment the likelihood of failure has been based on actual historic failure rates since the installation of the relevant system. The impact score for the loss of a system have been quoted based on the most serious type of failure occurring for that system).</p>							



# CLEVELAND FIRE AUTHORITY

<b>Title</b>	<b>REDUCING ROAD TRAFFIC COLLISIONS</b>		
<b>Meeting</b>	<b>Overview &amp; Scrutiny</b>	<b>Date</b>	<b>17<sup>th</sup> July 2009</b>
<b>Report of the</b>	<b>Director of Community Protection</b>		
<b>Decision Req'd</b>	<b>No</b>	<b>Delegated Powers</b>	<b>No</b>

## 1. Purpose of Report

This report informs members of our approach to reducing the number of people killed and injured on our roads as a result of Road Traffic Collisions, which is an integral part of the Brigade's Vision and Strategy for enhancing community safety. The report is submitted to the CFA Overview and Scrutiny Committee as part of the forward work programme.

## 2. Recommendations

- 2.1 That Members note the contents of the attached report.
- 2.2 That Members actively support Cleveland Fire Brigade's work in reducing Road Traffic Collisions in the process of commissioning services aligned to Local Area Agreements.

## 3. Background

Cleveland Fire Brigade now rescues more people from road traffic collisions than from fires. During 2008, 18 people were killed and a further 160 seriously injured on Cleveland's roads. Amongst the dead were 6 young people under the age of 21. In its vision for 2014 the Fire Authority is committed to help protect all members of its communities from injury or harm as a result of road traffic collisions, with specific emphasis on children and young people and others from vulnerable groups.

The Brigade commenced delivery of structured RTC reduction work in 2005. Since then, through an extensive and targeted education programme, over 32,000 people within Cleveland have received either a single (Fire only) or multi-agency road safety presentation through the Brigade.

The issue of safety on our roads and in our communities affects us all. Almost all residents in our local communities are road users on a daily basis – whether on foot, on a bicycle, in a car, on a bus, motorcycle or on a horse.

## 4. Road Traffic Collision Reduction.

The report at appendix 1 highlights the current situation and future plans associated with reducing Road Traffic Collisions and the main issues discussed include:

- Current evidence indicates that through a targeted, risk based approach, there has been a significant reduction in those killed and seriously injured during the 5 year period since RTC reduction was formally adopted as a priority.
- Road safety professionals and education providers across Cleveland have now accepted the Brigade's programmes feature as an ongoing and valuable contribution within the community safety calendar.

- Likewise in the industrial and commercial sector, the uptake of driving at work education has become a main area of growth in the Brigade's core RTC reduction business. The implications on employers of the Corporate Manslaughter Act 2007 has provided further impetus to this work and has again demonstrated that Cleveland is leading the way in development of its programmes, aligned to national priorities.
- It is essential that research and development is maintained so that the Brigade's RTC reduction strategy is tailored to reflect future guidance documents, including compatibility with the Government's national 20 year strategy planned to commence in 2010.
- It is also essential that Cleveland's RTC reduction work continues to be structured to meet its local risk profile.
- Impact assessment of our work, through independent evaluation, is critical for several reasons.
  - The Brigade must demonstrate that by the ongoing commitment of substantial time and resources to RTC reduction it is delivering against its Strategic Plan 2009-14.
  - At the same time, it must prove it is providing Best Value within an economic climate of relentless pressure on public sector finances.
  - Academic accreditation of 'what works' is essential in gaining wider recognition of the Brigade's programmes on the road safety stage. This recognition, provides a mechanism of drawing central funding and incorporation into mainstream government strategy. Current inclusion of Cleveland's programmes within the CFOA Road Safety Catalogue is a starting point in this process.

**IAN HAYTON**  
**CHIEF FIRE OFFICER**

**K WINTER**  
**DIRECTOR OF CORPORATE SERVICES**

**APPENDICES:**

**Appendix 1 Road Traffic Collision Reduction – Overview and Scrutiny Report.**

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**BACKGROUND INFORMATION**

**Equality and Fairness Implications**

There are no Equality and Fairness implications.

**Health and Safety Implications**

There are no significant health and safety outcomes arising from this report.

**Financial Implications**

There is the potential for future financial implications arising from this report dependent upon the delivery schedule of the RCC Project.

**Risk Management Implications**

There are risk management implications in respect of this report.

**Environmental Impact Assessment**

There are no environmental implications arising.

# ROAD TRAFFIC COLLISION REDUCTION

## Overview and Scrutiny Report



Protecting local  
communities

June 2009

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## **Purpose of the report**

The purpose of this report is to provide an overview of road traffic collision reduction work carried out by the Brigade to date. It also places this work in a local, regional and national context and describes how future activities will be aligned to making Cleveland's roads safer.

## **Introduction**

Cleveland Fire Brigade now rescues more people from road traffic collisions than from fires. During 2008, 18 people were killed and a further 160 seriously injured on Cleveland's roads. Amongst the dead were 6 young people under the age of 21. In its vision for 2014 the Brigade is committed through its Strategic Plan 2009-14 to help protect all members of its communities from injury or harm as a result of road traffic collisions, with specific emphasis on children and young people and others from vulnerable groups.

## **Background**

The Brigade commenced delivery of structured RTC reduction work in 2005. Since then, through an extensive and targeted education programme, over 32,000 people within Cleveland have received either a single (Fire only) or multi-agency road safety presentation through the Brigade.

The issue of safety on our roads and in our communities affects us all. Almost all residents in our local communities are road users on a daily basis – whether on foot, on a bicycle, in a car, on a bus, motorcycle or on a horse.

The Fire & Rescue Service Act 2004 and the Fire (Scotland) Act 2005 provided the first significant changes in the law on the operation of the Fire & Rescue Service. The Acts include a number of different provisions that enable Fire & Rescue Authorities to work with each other, and with other partners, to deliver services flexibly and more efficiently.

One of the core functions the Act sets out for Authorities is to ensure they will undertake;

- *'rescuing people in the event of road traffic accidents in its area*
- *protecting people from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic accidents in its area'*

Periodically central government issue national guidance on how they foresee the Fire and Rescue Service delivering government aims and objectives from through the Act, locally. Such guidance was first given relating to RTC reduction in the 2006-08 National Framework document.

In recognition of this, the Chief Fire Officers' Association has developed and implemented a national strategy on road safety, having recognized the emerging role the Fire and Rescue Service can contribute to road safety through working in partnership with others. This has been further developed through the formation of a Greater North East Region Road Safety Group, which has aligned the road safety work of eight fire and rescue services with the CFOA strategy. Through the Chief Fire Officer, Cleveland has taken a leading role in progressing national and regional policy, and has integrated its work directly with these key aims and objectives.

Broader priority setting:

- Local Area Agreements

The latest version of Local Area Agreements (2008-11) includes National Indicators 47 and 48 concerning the number of people, and specifically the number of children, who are killed and seriously injured on the roads. Within the Brigade area, these have been incorporated as follows:

Stockton- NI 47 as local indicator  
Hartlepool- NI 47 and 48 as local indicators  
Redcar and Cleveland- NI 48 as local indicator

Regardless of whether these are adopted as priorities within individual LAA's, both are reported on within the suite of 198 indicators.

- Strategy for Children and Young People

The Department for Communities & Local Government's Strategy for Children & Young People 2006-2010 provides a clear direction for Fire & Rescue Service to engage with tomorrow's generation.

Young drivers are responsible for a disproportionate number of road deaths and serious injuries. There has been an increasing call from those working within road safety to address this issue. A core aspect of the delivery and engagement within Fire and Rescue Services "Children & Young People's "strategies" must be road safety.

- Corporate and Social Responsibility

Due to the nature of its work, there is requirement for the Fire and Rescue Service to have well trained and well equipped crews available to provide a first class rescue service. The National Framework Document, Audit Commission and Crime and Disorder Act 1998 (as amended) all direct Fire and Rescue Services to also consider how it can contribute in partnership towards community safety, to reduce the numbers of people killed or seriously injured on the roads and to reduce RTC activity.

- Public Service Agreement (PSA) Targets

In 2000, the Government of England, and the Devolved Administrations in Wales, Scotland and Northern Ireland collectively signed and published Tomorrow's Roads, Safer for Everyone - a strategy for improving road safety during the period 2000-2010. The strategy sets out targets to be achieved by 2010, compared to a 1994 - 8 average baseline. These targets have now been reviewed and are to be superseded by a new 20 year strategy outlined in the document A Safer Way: Consultation on Making Britain's Roads the Safest in the World (4/2009).

## **Policy / Strategy**

A road traffic collision reduction strategy for the Brigade was first written in February 2006. A second version was produced in June 2007 and the current version was drafted in 2008 and subsequently refreshed in March 2009. This reflects the rapid pace of change within road safety and the Brigade's flexible approach in adapting to and meeting the challenges presented.

The current strategy sets out Cleveland Fire Brigade's Action Plan for a balanced response to the reduction of RTC casualties, both its own area and in partnership with our neighbouring Brigades through the Greater North East Region Fire and Rescue Service Road Safety Group.

The areas covered are;

- Preparing for operational response
- Building of partnerships
- Educating those at risk
- Education and/or fine as an alternate to enforcement
- Engineering input
- Evaluation

In addressing these areas, this strategy outlines Cleveland Fire Brigade's policies to both respond to the aftermath of RTC's and the commitment to reduce the number of killed and seriously injured (KSI) on the roads of Cleveland and neighbouring Brigades. This will continue to be achieved by working with other partners in line with Government guidelines to educate those who are at risk from the danger of RTC's.

Central to this strategy is to reduce the number of traffic collisions on Cleveland's roads, with the following positive outcomes:

- Fewer deaths and injuries
- Reduced potential for physical injury and stress-related trauma to fire crews
- Reduced insurance costs
- Less crime and anti-social behaviour
- Less environmental damage
- Reduced appliance mobilizations to incidents, allowing concentration on the Brigade's preventative and protective community safety activities

## **Current Approach**

The strategy is intended to provide a solid foundation on which to build on existing partnerships and look to involve new partners to ensure that we are delivering a unified road safety message to those at risk from the dangers on our roads.

In line with Cleveland Fire Brigade's commitment to a balanced approach to dealing with risk, the strategy is also designed to ensure the provision of the best value in the use of resources for dealing with RTC's.

- Prevention – the Brigade will continue to support other agencies and build partnerships with interested stakeholders to reach those at risk and to its experience and skills to deliver road safety education at the right level for the appropriate target audience.

- Protection – The Brigade will work with other Fire and Rescue Services and partners under the leadership of CFOA to influence car manufacturers and other companies involved in vehicle production. It will continue to provide input to Local Authority Engineers involved in road maintenance to constantly improve the safety of their products and the road network. Regular points of contact for this are the Cleveland Strategic Road Safety Group and District Traffic Management meetings.
- Response – The Brigade will continue to ensure that its workforce is suitably trained to deal with any emergency situation that may occur on the road network of Cleveland and, where necessary, cross border. IRMP will determine that there are the right people in the right place at the right time.

Evaluation: 'Outcome focused- Impact Assessed'

The Brigade will evaluate the road safety education it delivers following recommendations of the CFOA Road Safety Board and will continue to target the most 'at risk groups' namely

- Young drivers
- Drivers at work
- Motorcyclists
- Cyclists

Whilst the above groups have been identified through national data, and are defined as priorities within Ending the Scandal of Complacency- Road Safety Beyond 2010 the Brigade will consider local intelligence drawn from fire and partnership analysis on an annual basis to ensure that activity remains focused to meet local risk.

## **Current Situation**

The Brigade Organizational Structure recognizes the increasing demand for the development and delivery of RTC reduction programmes.

- The Brigade has contributed to the formation and establishment of the Cleveland Strategic Road Safety Partnership, Chaired by an Assistant Chief Constable from Cleveland Police.
- RTC reduction is currently under the lead of a Group Manager who will continue to apply knowledge gained from the attendance at CFOA and regional F&RS forums. This provides a direct link with internal Brigade activities and requires ongoing co-ordination with the work of the Director- Partnerships and the Group Manager responsible for community safety.
- Due to the expansion of RTC reduction work, the permanent post of a Station Manager responsible for product development and delivery has been built into the organizational structure to meet the scope of this strategy. Due to the standing of Cleveland and the range of its bespoke products, including those displayed in the CFOA Road Safety Catalogue, there is likely to be an increasing consultancy role with public and private sector partners.
- The organizational structure also formally recognizes the post of an RTC Reduction Co-ordinator, first introduced by way of temporary secondment in November 2007. This is now an established post at Watch Manager level and

has proved vital in expanding capacity to meet growing demands on this aspect of Brigade services.

- Due to the expansion of RTC prevention work, the above post holders require wider support. This is currently provided by a small group of station-based personnel who have been trained to deliver and whose knowledge base and presentation skills have been quality assured.

Work conducted by this and previous Brigade structuring has assisted in contributing to major improvements in road safety within Cleveland since commencement in 2005:

<b>Year</b>	<b>Number of fatalities</b>
<b>2004</b>	<b>30</b>
<b>2005</b>	<b>19</b>
<b>2006</b>	<b>17</b>
<b>2007</b>	<b>15</b>
<b>2008</b>	<b>18</b>

As stated on page 4, above, resources are focused to address the sub-categories within these figures, recognised to be at highest risk. In Cleveland, as nationally, priority has been given to new and inexperienced drivers aged 16-24, and passengers from within their peer group. The content and presentational methodology is therefore selected to engage with them. For example, using contemporary images and chart music the intention is to associate specific safety messages such as seat belt wearing and speed reduction with music heard in a social environment or over the vehicle audio system. Qualitative data in the form of post presentation questionnaires has been collated to capture the attitudes of young drivers after exposure to the presentation, and to support more drilled down casualty statistics for specific groups of road user. As can be seen, there has been a marked decline in fatalities amongst this highest risk group of young people.

<b>Year</b>	<b>Number of fatalities aged 16-24</b>
<b>2004</b>	<b>10</b>
<b>2005</b>	<b>8</b>
<b>2006</b>	<b>9</b>
<b>2007</b>	<b>6</b>
<b>2008</b>	<b>4</b>

Additional indicators of success are reflected by the feedback received from recipients of the Brigade's programmes and partner agencies. For example:

*An excellent example of effective partnership working, the Learn and Live Programme brings the Council and emergency services together to deliver a hard hitting emotional event to venues across the borough. The judging panel members were unanimous in their praise of Learn and Live as worthy winners of the Redcar and Cleveland Partner's Award 2008*

(Prof. Brian Footitt, Chair Redcar and Cleveland LSP)

*Witnessing the 'Learn & Live' initiative first hand, I found it to be innovative, thought provoking, extremely realistic and totally focussed on reducing casualties. I fully*

*support its aims and commend Cleveland Fire Brigade for its efforts to reduce road casualties, particularly amongst young people”*

(Insp. Eric Robinson, Head of Cleveland Road Policing Unit and Chair of Cleveland Casualty Reduction Group- Retired)

### Economic Costs of Road Traffic Collisions

An extensive study was commissioned by the Department for Transport in 2002. When revised to allow for inflation over the intervening period, the economic costs of a road traffic collision involving death or serious injury are as follows:

<b>Costs (2008)</b>	<b>Output/ Medical/ Human</b>	<b>Police/ Insurance/ Property</b>
Per casualty only:		
<b>Fatality</b>	<b>£1.64m</b>	
<b>Serious injury</b>	<b>£183,500</b>	
Inc. vehicle related accident:		
<b>Fatality</b>		<b>£1.88m</b>
<b>Serious injury</b>		<b>£215,000</b>

Using the above, it is possible to calculate the economic savings resulting from Brigade and Partnership interventions. For example, in its simplest application as shown in fatal casualty statistics, there were 30 road traffic fatalities within the Cleveland Force area in 2004, compared with 18 during 2008. Even if taken as casualty only, ie not factoring that the victim was being transported by motorized vehicle, the economic savings equate to £19.68m using 2008 valuations

### **Current Core Activity**

#### 'Learn and Live'

'Learn and Live' is the brand name for the family of Cleveland Fire Brigade RTC Reduction Presentations. These are reviewed in line with local, regional and national risk profiling and new presentations developed as this process dictates. Core areas continue to be young drivers, drivers at work, offenders, motor cyclists, cyclists, other identified specialist groups (eg. Football apprentices).

- Schools and Colleges

This presentation, in its standard format to young drivers, is delivered predominantly by the RTC Reduction Co-ordinator and takes place overwhelmingly in secondary schools, colleges and apprentice training centres.

- Drivers at work

Presentations to drivers at work have been the single biggest 'Learn and Live' growth area between 2007-08. In the 12 months from 1<sup>st</sup> October 2007 and 31<sup>st</sup> September 2008, 2343 works drivers are recorded as having attended a presentation. This is partly due to a publicity event attended by local businesses and partly due to expansion following networking and feedback from the commercial sector. The content lends itself to supporting employers in demonstrating a responsible approach

towards the safe driving of their employees. Due to the spin off of fewer vehicle accidents, less sickness, reduced insurance costs, less vehicle down time, improved fuel economy etc this avenue should be developed as a source of regular income for the Brigade.

- Motor cyclists

Cleveland continues to record motor cycle fatalities predominantly on its more rural roads. In 2008 the Brigade for the first time participated in the planning and presentation of 'Ridewell' at Preston Hall. It also supports the annual 'Boundary 500' Event. Initial 'Learn and Live' presentations included a single film clip on motor cycle safety. There is also a direct cross-over with young drivers who become motorized at the age of 16 on 'twist and go' machines- mopeds and scooters.

- 'Cruisers'

This is a group of predominantly young drivers who invest substantial sums of money in customising their vehicles. Vehicles of choice are 'hot hatches', often with extensive modifications to engine performance, bodywork and suspension. As this group tends to congregate at regular meeting places (Teesside Park, Majuba Rd, Redcar) the Brigade and partners deliver a version of 'Learn and Live' within their midst using the mobile classroom.

- Offenders

'Learn and Live' versions for both youth and adult offenders have been produced and are delivered in conjunction with the Youth Offending Service and National Probation Service- Teesside respectively. Presentations range from those directed towards young people recently introduced to vehicle crime, to persistent and prolific adult offenders who number vehicle criminality amongst a wide range of serious offending. In addition, every 'LIFE' course includes a 'Learn and Live' component. Further education on the consequences of vehicle crime is included within the syllabus of the 6 week youth inclusion programme 'Safety Awareness and Fire Education' (SAFE) delivered from Redcar YFA.

Following presentations to the Assistant Governor and staff at Kirklevington re-settlement prison in May 2009, weekly Learn and Live sessions are to be delivered to inmates to reinforce safe vehicle use prior to their release.

### Learn and Live Roadshows

These have become a regular feature in the Brigade calendar. Due to cooperation with major educational establishments, costs for both venues and transport have been reduced. These events will continue as multi-agency, but as such are dependent in their current format on support from partner agencies including Cleveland Police, NEAS, local authorities and volunteers including Brake.

### Child Safety Seat Checks

The training of firefighters by LARSOA personnel to give advice on the correct fitting of child safety seats and restraints in vehicles was piloted at Stockton and Billingham. This has since been extended to Redcar and Cleveland through which firefighters

can assist road safety officers during targeted events such as National Road Safety Week.

#### National Road Safety Week

The Brigade continues to direct an increased level of activity across all districts in support of this event. This includes multi-agency road shows alongside standard presentations and a contribution by station personnel in giving advice, performing extrication demonstrations and generally reinforcing the road safety message.

#### Winter Vehicle Safety Checks

In conjunction with Redcar and Cleveland Road Safety department, firefighters attend car parks and assist in delivering guidance on basic road worthiness of vehicles alongside general road safety advice, checking:

Petrol (or diesel fuel levels)

Oil (level)

Water (washer bottle levels)

Electrics

Rubber (wiper and tyre condition)

#### Engineering

A representative from the Brigade attends traffic management meetings in each LA area in order to contribute to discussions, make recommendations and collect information relevant to fire service road safety priorities.

As an extension of the information exchange with traffic management groups referred to above, the Brigade will continue to advise local authority departments on specific issues of public protection connected with road safety. This will include emergency access and egress relating to the built environment, traffic calming schemes, road bollarding and technical specifications relating to fire appliance design and construction. Specific information concerning road layouts, surface dressings, signage and lighting will also be combined into inter-agency reports in the event of frequent or serious road traffic collisions attended by the Brigade.

#### Driver Improvement Schemes (NDORS)

The Brigade is working with the Safety Camera Partnership in the local implementation of speed awareness courses under the National Driver Offender Retraining Scheme. This is one of several schemes which provide an individual with the choice of a court summons for a minor driving offence and the associated costs and penalty points that go with it, or enrolment on a programme to improve their driving.

## Future Plans

The Brigade will continue to target its reduction strategy based on national, regional and local guidance. Its own strategy will therefore reflect that of CFOA and the Greater North East Regional Road Safety Group. This will be supplemented by risk identification through the IRPM process and data sharing with its partners.

### Capacity

To further expand capacity and reach target areas, it is proposed to place RTC reduction co-ordinators at station and possibly watch level. This will enhance the structure described on page 7 and facilitate the delivery of multiple presentations, whilst building in additional resilience.

### Partnership Working

Several of the bespoke programmes listed on pages 9-11 are already in the expansion phase. Notable agencies looking to build on their current working relationship with the Brigade include:

- Cleveland Police
- Redcar and Cleveland Council
- Middlesbrough Council
- Hartlepool Council
- National Probation Service-Teesside
- Youth Offending Service
- HM Prison Service

There is also substantial scope for commercial sector driver at work safety education, for which the Brigade now recovers its costs.

### Evaluation

In order to demonstrate their effectiveness, the programmes described above will be subject to single and where possible multi-agency evaluation. This will take the form of a range of accepted quantitative and qualitative evaluation tools, involving a representative range of subjects. These will be drawn from Learn and Live audiences in further education, training and employment, as well as more challenging groups within the criminal justice system. To build on the existing bank of audience questionnaires and casualty statistics, it is planned to use the evaluation tools developed by CFOA and Staffordshire F&RS. Teesside University has been approached to conduct independent academic evaluation of 'Learn and Live'. Techniques to be applied include further paper and online surveying, both pre and post presentation questionnaires, individual interviews and focus groups of road users from target groups. It is planned for this to take place during the academic year 2009/10, though arrangements have yet to be formalised.

To support this, it has been recommended that the following quantitative indicators are adopted within the Brigade:

Proposed measures (monthly):

1. Number of RTC's attended by Brigade at which-
  - (a) Extractions were performed
  - (b) There were fatal or non-fatal casualties

Proposed measures (quarterly)

2. Number of killed and seriously injured- Cleveland Police Stats 19 to Home Office (due for review)
3. LAA indicators 47 and 48 within each district.

## Conclusions

This report is intended to illustrate the rationale behind the Brigade's commitment to reduce both the frequency and consequences of road traffic collisions. It describes the wider road safety agenda from national Government, and how Cleveland is at the forefront of fire and rescue services in its effort to save lives.

Current evidence indicates that through a targeted, risk based approach, there has been a significant reduction in those killed and seriously injured during the 5 year period since RTC reduction was formally adopted as a priority. Road safety professionals and education providers across Cleveland have now accepted the Brigade's programmes feature as an ongoing and valuable contribution within the community safety calendar. Likewise in the industrial and commercial sector, the uptake of driving at work education has become a main area of growth in the Brigade's core RTC reduction business. The implications on employers of the Corporate Manslaughter Act 2007 has provided further impetus to this work and has again demonstrated that Cleveland is leading the way in development of its programmes, aligned to national priorities. To that end, it is essential that research and development is maintained so that the Brigade's RTC reduction strategy is tailored to reflect future major guidance documents, including compatibility with the Government's national 20 year strategy planned to commence in 2010 (see page 5 above). It is also essential that Cleveland's RTC reduction work continues to be structured to meet its local risk profile.

Impact assessment through independent evaluation is critical for several reasons. Firstly, the Brigade must demonstrate that by the ongoing commitment of substantial time and resources to RTC reduction it is delivering against its Strategic Plan 2009-14. At the same time, it must prove it is providing Best Value within an economic climate of relentless pressure on public sector finances. Thirdly, though not an end in itself, academic accreditation of 'what works' is essential in gaining wider recognition of the Brigade's programmes on the road safety stage. This recognition, against a backdrop of differing academic theories, provides a mechanism of drawing central funding and incorporation into mainstream government strategy. Current inclusion of Cleveland's programmes within the CFOA Road Safety Catalogue is simply a starting point in this process.