



East Sussex Fire & Rescue Service

Health Safety & Wellbeing Strategy 2020-2023

Strategy Foreword

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The Fire Authority is proud to continue its work to make our communities safer by:

- Delivering high performing services
- Educating our communities
- Developing a multi-skilled, safe & valued workforce
- Making effective use of our resources.

This commitment is underpinned by the delivery of the 2020-2023 Health Safety & Wellbeing Strategy.

The Health Safety & Wellbeing Strategy marks a new chapter in how we manage the Authority's responsibilities for the health safety & wellbeing of our staff and the community that we serve. Our operational and support staff are at the heart of everything that we do and delivery of the Strategy will transform how we support them in the provision of fire and rescue services. It underpins everything that East Sussex Fire & Rescue Service delivers and so will need to link with and have input into all other service strategies, from the Estates Strategy through to the Safer Communities Strategy. Health, safety and wellbeing impacts on every aspect of service delivery from where we work, where we engage with our community and increasingly where we collaborate with our partners.

Chief Fire Officer

Fire & Rescue Services employ relatively small numbers of staff, but the nature of their operational activities means that these workers frequently face higher work-related risks.

These work-related risks include the potentially serious consequences of exposure to fire, harmful substances or explosions, unstable structures, working in hazardous environments (e.g. on cliffs, in water, on the highway) and the manual handling of equipment and casualties.

Traditionally Fire & Rescue Services recognise the need to manage these significant health and safety risks as a key part of operational activities. In the past, high profile failures to balance the risks of operational duties against the requirement of the Health & Safety at Work Act have been cited as a contributing factor in the serious injury or death of workers and the public. The Health & Safety Executive have worked with Fire & Rescue Services to produce key documents such as 'Striking the Balance' which set out principles to help duty holders make informed judgements about risk. These principles are reflected throughout the five key themes that run through this Health Safety & Wellbeing Strategy.

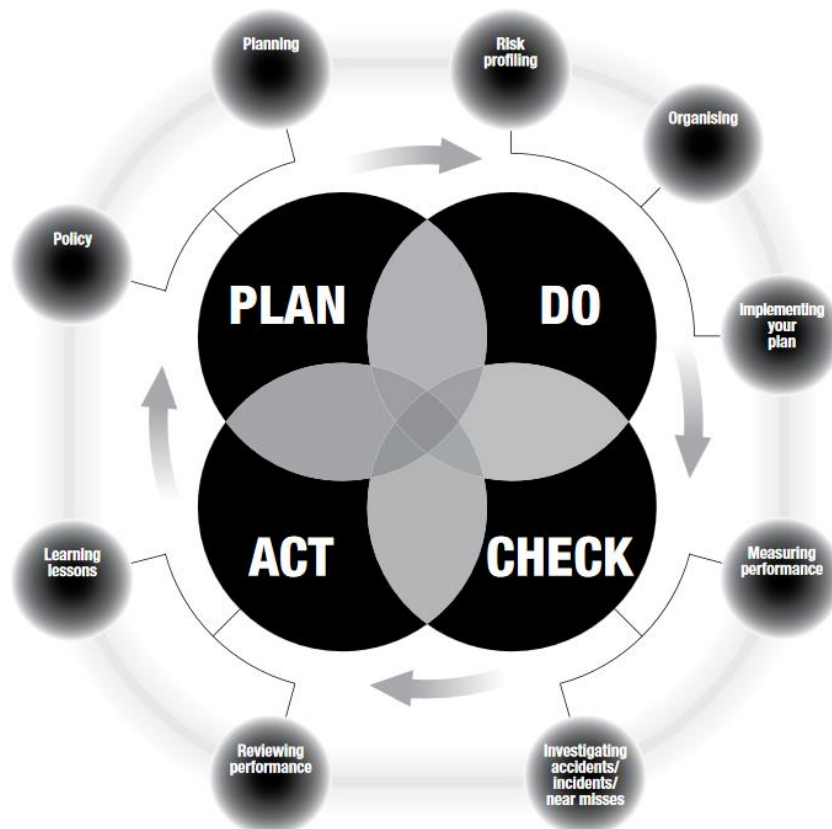
Strategic Context

The Fire & Rescue Services Act 2004 clearly sets out the four key responsibilities for East Sussex Fire & Rescue Service, of:

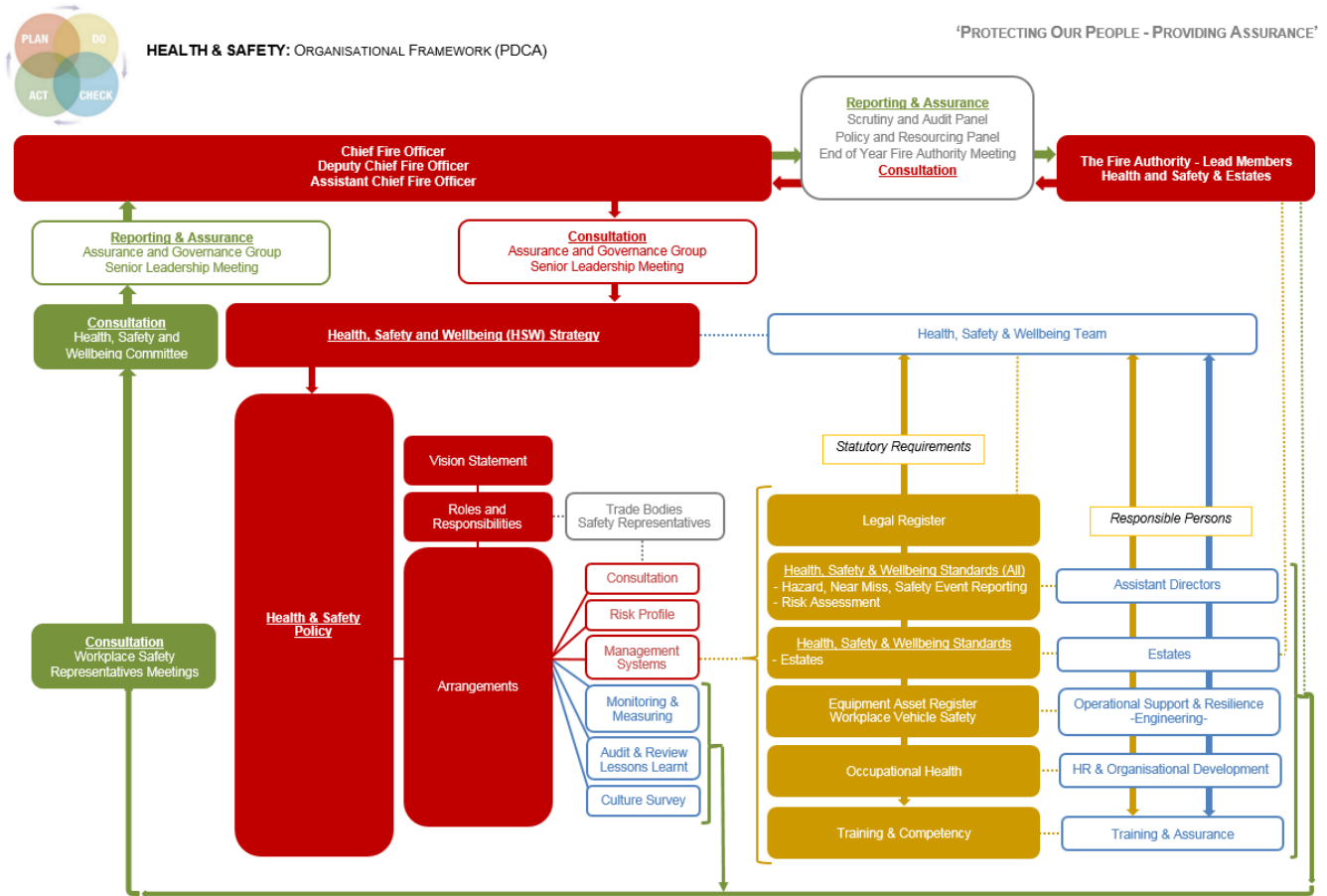
- Extinguishing fires;
- Protecting life and property in the event of fires;
- Rescuing and protecting people in the event of a road traffic collision; and
- Rescuing and protecting people in the event of other emergencies.

When fulfilling these responsibilities it is acknowledged that these are higher risk activities and that the Fire Authority will have to work hard to meet its statutory duties under the Health & Safety at Work etc Act (1974). This piece of legislation requires East Sussex Fire Authority to protect the **'health, safety and welfare' at work** of all their employees. These duties also extend to others on their premises or those who may be affected by ESFRS activities, including contractors, casual workers, the self-employed, clients, visitors and the general public.

HSG65 sets out the overarching structure of an effective health and safety management system and East Sussex Fire & Rescue Service has adopted the principles of 'Plan, Do, Check, Act' to achieve a balance between the systems and the behavioural aspects of safety management.



In 2020 ESFRS adopted the fully revised Health and Safety Management System 'Protecting our People - Providing Assurance' POPPA as detailed in the framework below.



This diagram of our internal framework POPPA, is colour coded against each element of 'Plan; Do; Check; Act. This shows how ESFRs health and safety arrangements meet the requirements of HSG65.

Principle	Summary of Areas Covered in Each Element
Plan	Strategic direction; Health & Safety Policy; organisational chart; roles and responsibilities; display of policy; consultation arrangements; reporting, resourcing; emergency arrangements; compliance.
Do	Risk assessment; risk profiling; risk ownership; training; training needs analysis; refresher training; control measures; risk register; employee consultation; competence; national guidance; risk critical information; SSRIs; ARAs; qualifications; PPE; equipment; procurement; planned maintenance; welfare arrangements; debriefing; management of contractors; monitoring contractors performance; communications; succession planning; induction; external advice; committees.
Check	Leadership; upward reporting; performance review; monitoring arrangements; management actions when performance declines; training records; schedules for planned, preventative maintenance; KPIs; workplace checks and records; performance reports; review of failed performance targets; inspection programmes; safety reps invited to inspections; medicals and health surveillance; debriefs; safety events and investigations; monitoring sickness absence; trend analysis; RIDDOR; accident investigation procedures and resources; record retention, security of information; audit plans.
Act	Review of safety management systems; matching KPIs to risk profile; evidence of corrective actions; review of compliance; review of statutory checks; evidence of analysis of H&S stats; comparing KPIs with others; evidence of a feedback system;

ESFRS are also exploring options to automate our Health & Safety Management Systems so that managers and staff can have access to information that clearly details their responsibilities, supporting documents to help them achieve compliance and up to date management and performance information at their fingertips.

Purpose of the Strategy

The purpose of this strategy is to set out the strategic objectives for the next three years that seek to build on the work begun in the 2017-2020 strategy and to continuously improve health, safety and wellbeing.

The Corporate Purpose Statement is to 'make our communities safer'.

Our priority is to protect our staff when they are delivering frontline services to the East Sussex community, to support them in delivering those services safely and to minimise the risk of injury or ill health as far as we reasonably can.

Strategic Considerations

1. Approach to Efficiency

Initially, it may be difficult to see how effective health safety & wellbeing management systems might achieve efficiencies for a Fire & Rescue Service. However, detailed analysis of the financial costs of when staff, vehicles, equipment or premises are taken off the run after an accident shows the impact on efficiencies. By employing appropriate levels of investigation, in order to prevent accidents from happening again, and by learning the lessons from our near hits, we can minimise injury and damage as far as reasonably practicable and avoid those associated hidden costs.

The Service will also fully engage with the Fire & Rescue Indemnity Company (FRIC) which it joined in 2019. FRIC specifically meets the needs of Fire & Rescue Services and works on a philosophy of sharing risk information and organisational learning from incidents where claims have been successful. By learning from other Fire & Rescue Services this will improve efficiency and help us to avoid risks that have affected other Fire & Rescue Services.

This strategy can deliver financial efficiencies through reduced levels of sickness absence provision of wellbeing and by taking a more holistic approach to mental and physical health to provide resilience in the work force.

Improvements in the Occupational Health provision will ensure better case management of absences due to injury or ill health service helping to support our staff to return to work and also mitigating any potential mental health impacts that can be associated with long term absences. Improving and contributing to employee and organisational health and wellbeing is a multi-faceted approach to support employees to remain at work, or return more quickly, whilst building individual resilience, embedding positive messaging and developing healthy lifestyle habits.

2. Equality and Diversity

East Sussex Fire & Rescue Service are committed to proactively approaching everything we do with fairness and impartiality, engaging and supporting all aspects of diversity in our workforce and our communities. The Strategy considers equality and diversity and ensures that each element of delivery will be subject to an Equality Impact Analysis.

3. Collaboration

This strategy will continue the work that was started in the 2017-20 Strategy building on the collaborative services that we have already started to deliver with a range of partners:

- The collaborative Occupational Health Service began in 2018 with our partners in Surrey Fire & Rescue Service and Surrey and Sussex Police.
- Tri-fire projects with our partners in Surrey and West Sussex Fire & Rescue Services, such as adopting a joint Health and Safety Management Framework, the joint pledge signed by all 3 Chief Fire Officers and shared operational noise assessments. This has now been extended to involve Kent Fire & Rescue Service.
- The NFCC South East Regional Health & Safety Forum where all 8 Fire and Rescue Services in the region meet quarterly to share information and best practice. 2019 saw the start of the peer audit programme with health & safety professionals from Kent, Surrey and West Sussex auditing ESFRS's health and safety management systems and arrangements.

4. Measuring Success

With the implementation of the 2017-20 Strategy, we have already started to receive positive feedback on and seen improvements in transparency of the reporting of the Service's health, safety & wellbeing performance.

This next strategy intends to build on these foundations and refine our reporting mechanisms, with an ambition to provide this information electronically through the provision of health & safety management system software.

The success of the Strategy will be measured against the aims and objectives of the Strategy and associated KPIs, as set out in the action plans in on page 8 and beyond.

5. Performance Measurement and Review

Performance measurement and review will continue to be undertaken formally through the statutory consultative groups of the Health Safety & Wellbeing Committee, the Occupational Health Collaboration Governance Board the HR Strategic Group and the Workplace Safety Representatives Committee.

The Health Safety & Wellbeing Team will also continue to attend and supply performance information to other relevant Committees and managers across the Service such as the Senior Leadership Team, Operational Assurance Group and Operations Committee, to name only a few.

6. Strategic Objectives

This strategy continues on from the Health Safety & Wellbeing Strategy 2017-2020 and further develops the work under the 5 key objective themes:

- 1. Continuing to Build a Positive Health and Safety Culture**
To integrate health and safety management into everyday processes so that it becomes an integral part of the workplace culture.
- 2. Reducing Work-related Injury and Ill-health**
To minimise, as far as reasonably practicable, work-related injuries and ill-health both mental and physical.
- 3. Fire Fighter Safety**
To adopt the Firefighter Safety Maxim, acknowledging that firefighters operate in hazardous environments whilst recognising the legal duty to ensure, as far as is reasonably practicable, the safety of everyone our operations may affect and the professional dilemma of maintaining safety and taking action to effect a rescue or mitigate an emergency.
- 4. Contributing to the Future Health and Mental Wellbeing of all Employees**
Investing in employees' physical health and mental wellbeing in order to support them in delivering frontline services.
- 5. Organisational Wellbeing**
To develop health and safety management systems in consultation and collaboration with our staff, promoting organisational learning, openness and transparency. To develop Occupational Health systems and processes in collaboration with stakeholders, to promote organisational learning, openness and a culture of health.

These strategic objectives will ensure that the Service integrates its statutory duties and industry best practice into service delivery for health, safety & wellbeing.

The delivery of the strategy will primarily be overseen and driven by the People Services Directorate, in particular the Health, Safety & Wellbeing Team, alongside HR, Occupational Health and the Health Fitness and Wellbeing Team within the OH collaboration. It must also be recognised that all staff at all levels in the organisation have specific health and safety responsibilities and so the Health Safety & Wellbeing Team will be reporting on their levels of compliance with policies and procedures across the organisation.

The Health Safety & Wellbeing Team will support colleagues in delivering on their own health, safety & wellbeing responsibilities by:

- Providing advice, support and guidance on how to comply with the Health, Safety and Wellbeing Policy;
- Supporting the development of safe systems of work which will help reduce harm and avoidable sickness absence.
- Being a source of competent health and safety advice and support to the service.
- Auditing the safety management arrangements to ensure they are suitable and sufficient and to provide assurance to the Fire Authority of statutory compliance.
- To learn from incidences causing injury or damage, to prevent recurrence and to investigate near hits to ensure injury and damage can be avoided.

- To work in partnership with colleagues in other departments e.g. HR and Occupational Health, to support staff returning to work after illness or injury and to reduce short and long term sickness absences.

The tables below detail the key deliverables under each strategic theme for the next 3 years, from 2020-2023.

Priorities for Year 1: 2020/21

What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 1: Continuing to Build a Positive Health and Safety Culture		
1. To build on and strengthen the Health & Safety Business Partners model to increase engagement with staff across the service. To improve visibility and engagement.	Recruit new Business Partner 2020	Recruitment by February 2020. Evaluation of impact of BP Model (part of culture survey in Year 2)
2. In collaboration with colleagues in Operations Planning & Policy, Safer Communities and HR, further revise and develop the station assurance /audit process to stimulate greater engagement and organisational/operational learning and start to scrutinise and measure the impact of human behaviours.	Station Assurance Programme 2020/21	Delivery of Station Assurance Programme 2020/21 as reported to Operational Committees and relevant Health and Safety Committees
3. Continued enhancement of engagement with the Service Workplace Safety Representatives and develop tailored resources to support them in their role. This will effect greater engagement between the WSR and those they represent.	Quarterly meetings of the Workplace Safety Representatives Committee	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 2: Reducing Work Related Injury and Ill-Health		
1. Embedding the manual handling training delivery plan and upskilling with refresher training on plus size casualty handling to reduce this key risk of injury.	Training delivery programme 2020/21	Measure of training delivery as part of the Station Assurance Programme 2020/21
2. Continuation of the revision and development of leading and lagging performance indicators within the Service	Quarterly statistics paper as presented to the Workplace Safety Representatives	Monitored through governance structure of relevant Health & Safety Committees

and across other services through 3 Fire and the Regional CFOA Health & Safety Working Group.	Committee and Health Safety & Wellbeing Committee	
3. Gap analysis between HR sickness absence data and safety event data and develop relevant KPI's particularly looking at Musculo-skeletal disorders (MSDs) and stress related ill health.	Development of KPIs in collaboration with HR/Occupational Health Strategy	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 3: Fire Fighter Safety		
1. Decontamination and firefighter safety. Linking with a broad spectrum of other ESFRS strategies and working groups e.g. Station Design Guide, Lighter Appliances Group, Contaminants Working Group etc.	Contaminants Working Group	Monitored through governance structure of relevant Health & Safety Committees. SE Regional Workshop on contaminants (sharing research and best practice) co-ordinated and run by ESFRS. Participation in national research project with UCLan.
2. Physical wellbeing initiatives. Development of standardisation of PT network, enhance trend analysis through monitoring safety event data as age data is captured.	Bi-annual PTI standardisation meetings to commence 2020	FireWatch records of PTI attendance at standardisation meetings.
3. Independent investigation of all Level 2 Safety Events and Hazard Reports with all recommendations tracked until implemented.	Quarterly statistics paper and trackers as presented to the Workplace Safety Representatives and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 4: Contributing to the Future Health and Mental Wellbeing of all Employees		
1. Develop a Strategic Well-being Plan that sits alongside and integrates with the Strategic Workforce plan ie a focus on the views of	Draft Strategic Wellbeing Plan to HSWC July 2020 Signed off by SLT in October 2020.	A Strategic Wellbeing Plan that is aligned to the workforce data ensuring wellbeing initiatives have focus and are aligned to the needs of the Service.

our workforce and the key organisational data ie an ageing workforce		
2. Increase Wellbeing Champions Network to 30 (train an additional 10) and train the first 20 Wellbeing Champions in Mental Health First Aid.	1 x MIND Wellbeing Champion Course to run in 2020/21 2 x Mental Health First Aid Courses to run in 2020/21	FireWatch records of training courses as described.
3. Delivery of the collaborative Occupational Health Service. Integrating and embedding a proactive approach to the physical and mental health and wellbeing of all employees through the new OH service delivery.	Service delivery KPIs as developed by the Occupational Health Management Group	Reporting of KPIs to Workplace Safety Representatives and Health Safety and Wellbeing Committee. In conjunction with HR/OH Strategy undertake and complete a review of ESFRS counselling, physiotherapy and EAP contracts.
4. Support in the delivery of the actions plans for the Healthy Body and Healthy Mind working groups.	As detailed in the relevant Action Plans	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 5: Organisational Wellbeing		
1. Implementation of Year 1 of the Health & Safety Management System: Protecting Our People – Providing Assurance ((POPPA).	As detailed in the HSMS Delivery Plan	Monitored through governance structure of relevant Health & Safety Committees
2. Implementation of Year 1 of Audit Programme (as per the 5 year Audit Plan utilising the national H&S Audit Tools).	As detailed in Year 1 of the Audit Plan	Monitored through governance structure of relevant Health & Safety Committees
3. Implementation of staff access to private medical services and facilities.	Business case to be signed off and subsequent tender process completed.	Provider selected and implemented 2020/21
4. Review contracts for outsourced provision of OH Doctor, psychological and physiotherapy support.	Review of contracts to commence at the start of 2020.	New contracts or providers in place by August 2020

Priorities for Year 2: 2021/22

What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 1: Continuing to Build a Positive Health and Safety Culture		
1. Implementation of the electronic Health and Safety Management System	As detailed in the HSMS software Business Plan	Monitored through governance structure of relevant Health & Safety Committees
2. In collaboration with colleagues in Operations Planning & Policy, Safer Communities and HR, further revise and develop the station assurance /audit process to stimulate greater engagement and organisational/operational learning and start to scrutinise and measure the impact of human behaviours.	Station Assurance Programme 2021/22	Delivery of Station Assurance Programme 2021/22 as reported to Operational Assurance Group, Operations Committee, Workplace Safety Representatives Committee and Health Safety & Wellbeing Committee
5. Undertake Health and Safety Culture Survey	As detailed in the Health & Safety Management System Delivery Plan	Survey results to be reported to Workplace Safety Representatives Committee and Health Safety and Wellbeing Committee
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 2: Reducing Work Related Injury and Ill-Health		
1. New KPI on RIDDOR and personnel on light duties.	Quarterly statistics paper as presented to the Workplace Safety Representatives Committee and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
2. Continuation of the revision and development of leading and lagging performance indicators within the Service and across other services through 3 Fire and the Regional CFOA Health & Safety Working Group.	Quarterly statistics paper as presented to the Workplace Safety Representatives Committee and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees

What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 3: Fire Fighter Safety		
1. Decontamination and firefighter safety. Linking with a broad spectrum of other ESFRS strategies and working groups e.g. Station Design Guide, Lighter Appliances Group, Contaminants Working Group etc.	Contaminants Working Group	Monitored through governance structure of relevant Health & Safety Committees
2. Independent investigation of all Level 2 Safety Events and Hazard Reports with all recommendations tracked until completion.	Quarterly statistics paper and trackers as presented to the Workplace Safety Representatives and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
3. Implementation of local management KPIs for 3 yearly medical, asbestos medical and annual fitness test.	Quarterly statistics paper and trackers as presented to the Workplace Safety Representatives and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 4: Contributing to the future health and mental wellbeing of all employees		
1. Increase Wellbeing Champions Network to 40 (train an additional 10) and train the next 10 Wellbeing Champions in Mental Health First Aid.	1 x MIND Wellbeing Champion Course to run in 2021/22 1 x Mental Health First Aid Courses to run in 2021/22	FireWatch records of training courses as described
2. Ongoing delivery of the collaborative Occupational Health Service. Integrating and embedding a proactive approach to the physical and mental health and wellbeing of all employees through the new OH service delivery.	Service delivery KPIs as developed by the Occupational Health Management Group	Monitored through governance structure of relevant Health & Safety Committees
3. Support in the delivery of the actions plans for the Healthy Body and Healthy Mind working groups.	As detailed in the relevant Action Plans	Monitored through governance structure of relevant Health & Safety Committees

What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 5: Organisational Wellbeing		
1. Implementation of Year 2 of the Health & Safety Management System: Protecting Our People – Providing Assurance ((POPPA).	As detailed in the HSMS Delivery Plan	Monitored through governance structure of relevant Health & Safety Committees
2. Implementation of Year 2 of Audit Programme (as per the 5 year Audit Plan utilising the national H&S Audit Tools).	As detailed in Year 2 of the Audit Plan	Monitored through governance structure of relevant Health & Safety Committees

Priorities for Year 3: 2022/2023

What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 1: Continuing to Build a Positive Health and Safety Culture		
1. Embedding the use of the electronic Health and Safety Management System	As detailed in the HSMS software Business Plan	Monitored through governance structure of relevant Health & Safety Committees
2. In collaboration with colleagues in Operations Planning & Policy, Safer Communities and HR, further revise and develop the station assurance /audit process to stimulate greater engagement and organisational/operational learning and start to scrutinise and measure the impact of human behaviours.	Station Assurance Programme 2022/23	Delivery of Station Assurance Programme 2022/23 as reported to Operational Assurance Group, Operations Committee, Workplace Safety Representatives Committee and Health Safety & Wellbeing Committee
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 2: Reducing Work Related Injury and Ill-Health		
1.Link line managers with PTI, Service Fitness Adviser, HR Business Partner & OH for seamless case management process.	Development of structure in collaboration with HR and SFA colleagues	Monitored through governance structure of relevant Health & Safety Committees
2. Continuation of the revision and development of leading and lagging performance indicators within the Service and across other services through 3 Fire and the Regional CFOA Health & Safety Working Group.	Quarterly statistics paper as presented to the Workplace Safety Representatives Committee and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 3: Fire Fighter Safety		
1.In conjunction with HR/OH Strategy develop a Business Plan for the improvement of the health	Development of a business plan.	Monitored through governance structure of relevant Health & Safety Committees

support offering for all staff by offering access to private medical facilities.		
2. Independent investigation of all Level 2 Safety Events and Hazard Reports with all recommendations tracked until completion.	Quarterly statistics paper and trackers as presented to the Workplace Safety Representatives and Health Safety & Wellbeing Committee	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 4: Contributing to the future health and mental wellbeing of all employees		
1.Ongoing CPD for Wellbeing Champions Network of 40 and train the last 10 Wellbeing Champions in Mental Health First Aid.	1 x Mental Health First Aid Courses to run in 2022/23 CPD Programme for all Wellbeing Champions	FireWatch records of training courses as described
2. In conjunction with the HR/OH Strategy, explore the options for integrating Mental Health First Aid with the Occupational Health provision.	Development of an options package.	Monitored through governance structure of relevant Health & Safety Committees
What We Will Do	Key Milestones Including Final Completion	Performance Targets/Success Measures
Theme 5: Organisational Wellbeing		
1. Implementation of Year 3 of the Health & Safety Management System: Protecting Our People – Providing Assurance ((POPPA).	As detailed in the HSMS Delivery Plan	Monitored through governance structure of relevant Health & Safety Committees
2. Implementation of Year 3 of Audit Programme (as per the 5 year Audit Plan utilising the national H&S Audit Tools)	As detailed in Year 3 of the Audit Plan	Monitored through governance structure of relevant Health & Safety Committees

Sustainability Checklist for Strategies

All strategies require you to consider the environmental and sustainability section included in the strategy template.

There is a standard evaluation method for completing this. Please complete the questions below, considering carefully how the recommendations contained in your strategy may affect each of the criteria covered. This will help you develop these areas of your strategy document.

Aspect	Posi tive	Neg ative	N/A
1. Community Participation			
<i>a) encourage local action and decision making</i>			X
<i>b) improve the sense of community</i>			
<i>c) take account of and/or empower underrepresented groups</i>			
2. Economy and Work			X
<i>a) assist low income/disadvantaged groups</i>			
<i>b) increase employment/vocational training opportunities</i>			
<i>c) provide opportunities for local businesses</i>			
3. Health			
<i>a) reduce factors that contribute to ill health (diet, poverty, lifestyle, etc.)</i>	X		
<i>b) improve health facilities</i>	X		
<i>c) provide healthy and safe working environments for staff</i>	X		
4. Equality and Opportunity			
<i>a) increase facilities for the young, elderly, or special needs groups</i>			X
<i>b) increase life-long learning opportunities</i>			X
<i>c) promote citizenship – e.g. racial or religious understanding</i>			X
5. Transport			
<i>a) promote or improve access to public transport</i>			X
<i>b) encourage walking or cycling</i>			X
<i>c) discourage unnecessary use of motor vehicles, thus reducing emission levels</i>			X
<i>d) improve the transport network</i>			
6. Pollution			
<i>a) reduce pollution of air, water and/or land</i>			X
7. Energy			
<i>a) reduce energy use and/or improve energy efficiency</i>			X
<i>b) generate energy from renewable sources</i>			X
8. Environment			
<i>a) create quality greenspace for community use</i>			X
<i>b) benefit biodiversity</i>			X
<i>c) conserve and enhance the built heritage</i>			X
<i>d) protect character of landscape and/or townscape</i>			X
<i>e) encourages sustainable production (e.g. - in case of procurement)</i>			X
<i>f) use sustainable design and construction techniques</i>			X
9. Waste and Resources			
<i>a) reduce amount of waste produced or reuse existing products</i>			X

<i>b) encourage recycling or the use of recycled products</i>			X
10. Asset Management			
<i>a) ensures best value in the use of the Fire Authority's built assets</i>			X
<i>b) takes account of and seeks to minimise whole life cycle cost of the Fire Authority's built assets.</i>			X
11. Human Resources			
<i>a) ensures efficiency in the use of human resources</i>	X		