

Gloucestershire Fire and Rescue Service

Annual Business Plan 2017/18

Service Manager: Stewart Edgar
Chief Fire Officer and Operations Director

Manager Location: Tri Service HQ, Waterwells, Quedgeley

Team Location(s) if different: County Wide (to include Tri Service HQ plus 21 Community Fire Stations)

Links to Outcome Agreements:

- Outcome 1: Vulnerable children and adults are safe from injury, exploitation and harm (Safeguarding/SkillZONE)**
- Outcome 2: People with a disability or limiting long-term illness live as independently as possible (Telecare)**
- Outcome 3: People live healthy lives as free as possible from disability or limiting long term illness (Telecare)**
- Outcome 4: People and Communities Are Active and Resilient (Prevention, protection and emergency response)**
- Outcome 6: Young people reach adulthood with the skills and self confidence they need to make a positive contribution to the economy of the County (SkillZONE/ Collaborative youth support and training programmes)**
- Outcome 7: Vulnerable children and young people have the basic skills and support they need to live successful lives (SkillZONE/ Collaborative youth support and training programmes)**
- Outcome 9: Good value for money for local citizens (Cross departmental support by GFRS to prevention initiatives)**

Date last updated 9th June 2017

Service/Team objectives and outcomes

Gloucestershire Fire and Rescue Service is an integral element of the County Council and is responsible for delivering fire and rescue services to all of the communities throughout the county of Gloucestershire.

The Service's headquarters are based within the county's Tri-Service Centre at Quedgeley, Gloucester (alongside the Police and Ambulance Services), and emergency response is delivered by fire appliances and fire-fighters from a network of 21 fire stations located strategically across the county.

The Service is broken down into a number of functional areas:

- Community Safety (Prevention, Protection, Response and Resilience)
- Training, Operational Assurance, Safety and GCC Centralised functions including: financial management and human resource
- Business Planning, Strategy, Risk Management and Performance
- Technical and Support Services.

For further information about the Service please click on this link: <http://www.glosfire.gov.uk/>

Statutory Duties and Responsibilities

The legislation governing the Fire and Rescue Service is covered by the following:

- **Fire and Rescue Services Act 2004**
- **Civil Contingencies Act 2004**
- **Regulatory Reform (Fire Safety) Order 2005**
- **Fire and Rescue Service (Emergencies)(England) Order 2007**
- **Policing and Crime Act 2017.**

The primary legislative provisions which determine the functions of the Service include:

- Promoting fire safety
- Extinguishing fires and protecting life and property
- Rescuing people from road traffic accidents (and a large range of other risks determined through the Emergencies Order)
- Responding to other types of emergencies
- Entering into reinforcement schemes with other fire authorities for mutual assistance
- Assessing the risk of emergencies occurring and use this to inform contingency planning; and in this regard to:
 - Put in place emergency plans
 - Put in place business continuity management arrangements
 - Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
 - Share information with other local responders to enhance coordination; and,
 - Cooperate with other local responders to enhance coordination and efficiency.

Fire and Rescue National Framework for England (2012)

The Government outlines expectations of English Fire & Rescue Services through the Fire and Rescue National Framework for England. One of the Governments expectations is the assessment of all foreseeable fire and rescue related risks that could affect communities, including those of a cross border, multi-authority and/or national nature.

Key priorities set out in the Framework include:

- Identifying and assessing the full range of foreseeable fire and rescue related risks that Gloucestershire faces
- Making provision for prevention and protection activities and responding to incidents within Gloucestershire appropriately
- Working in partnership with the communities of Gloucestershire and a wide range of partners both locally and nationally to deliver a fire and rescue service; and
- Being accountable to the communities of Gloucestershire for the service we provide through an annual 'Statement of Assurance'.

Under the framework all Fire & Rescue Services must produce a local Integrated Risk Management Plan that gives due regard to Community Risk Registers and any other local risk analyses as appropriate.

Gloucestershire Fire and Rescue Service's Integrated Risk Management Plan (IRMP) 2015–18 is the Service's analysis of the county's community risk profile, together with our strategic approach to effectively managing that risk over the identified period.

Our current IRMP (2015 – 2018) can be viewed by clicking on this link: http://www.glosfire.gov.uk/downloads/about_policy_irm15.pdf

What are the service drivers?

Our Mission:

Working Together for a Safer Gloucestershire.

Mission Statement:

“Working in partnership we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire”.

Strategic Aims:

- *Prevention and Protection:* Work with our local communities to reduce risks to life, property and the environment from fire and other emergencies
- *Response and Resilience:* Respond promptly and effectively to deal with fires and other emergencies when they occur
- *People:* Ensure our services are delivered by well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects the diverse community
- *Performance:* Monitor our performance to ensure we continually improve and deliver value for money.

Our Key focus:

- Reducing the number and severity of fires, road traffic collisions and other emergency incidents occurring in Gloucestershire
- Reducing the severity of injuries due to fires, road traffic collisions and other emergency incidents
- Reducing the commercial, economic and social impact of fires and other emergency incidents
- Safeguarding the environment and heritage (both built and natural)
- Protecting and supporting the most vulnerable in our communities in partnership with other agencies
- Providing value for money.

Over the course of 2017-18 the Service intends to implement the following actions to protect the most vulnerable whilst maintaining an effective and efficient service to the communities of Gloucestershire:

- Continue and expand on the integration of the Fire and Rescue Service within the wider operations of the County Council and in doing so further develop community safety initiatives with partner agencies to target resources and help protect the most vulnerable
- Review the risk profile for the county to ensure we maintain the right resources in the right locations at the right times and help to define the long-term operating model for the service in order to deliver a resilient, affordable and strong Gloucestershire presence.
- Continue to maintain a fit for purpose Fire and Rescue Service that is making the most effective use of the latest proven technologies to achieve greater efficiency and deliver even better value for money.
- Undertake a recruitment campaign designed to maintain sufficient levels of highly skilled operational staff, bringing in new starters as and when required.

Future Challenges:

There are a number of themes that may influence or shape the future of Gloucestershire Fire and Rescue Service provision:

- The continued implementation of austerity measures outlined with Her Majesty's Government Competitive Spending Review (CSR) 2015
- The passing of the Police and Crime Bill 2015 which enables Police and Crime Commissioners to take on governance for the fire and rescue service where a case is made at a local level
- HM Government's vision under the fire reform programme which aims to maximise available resources, enhance local resilience and improve the service being delivered to the public
- The development by Gloucestershire County Council of a bid for devolution which would redistribute power and funding from national to local government
- Local government elections in May 2017 which may refocus Gloucestershire County Council's medium to long term strategy.

Customer Insight and benchmarking

Customer:

The Service has commissioned independent research by Opinion Research Services (ORS) into the degree of customer satisfaction we achieve and receive an annual report each July on our performance. The most recently available data (2016/17) indicates that :

Domestic Fires:

- 97% of respondents were satisfied with the service they received at scene
- 98% of respondents felt that firefighters were efficient
- 98% of respondents felt they were kept informed of what was happening during the incident
- 96% of respondents felt firefighters were sensitive whilst at scene
- 95% of respondents felt firefighters were polite and helpful whilst at scene
- 88% of respondents felt general safety advice offered at scene was 'useful'
- 51% of respondents took up the offer of a free Safe and Well check

Note: We were ranked 1st nationally (alongside two other Services) for 'Effect of the incident kept to a minimum'.

Non Domestic Fires:

- 100% of respondents were satisfied with the service they received at scene
- 100% of respondents felt firefighters were polite and helpful whilst at scene
- 100% of respondents felt that firefighters were efficient
- 100% of respondents felt they were kept informed of what was happening during the incident
- 94% of respondents felt firefighters were sensitive whilst at scene
- 94% of respondents felt firefighters kept effects to a minimum
- 100% of respondents felt general safety advice offered at scene was 'useful'

Public Consultation

The Service is committed to undertaking specific engagement and public consultation where significant changes are proposed that will affect two or more communities within Gloucestershire. In 2017/18 we will be developing the next Integrated Risk Management Plan covering 2018 – 2021; we intend to consult the public towards the end of 2017 regarding proposals outlined within the IRMP for future service provision across the County of Gloucestershire.

The results of this consultation and subsequent approval by Gloucestershire County Council will help to inform our activities over the next three years which will be outlined within the plan.

Benchmarking:

We are continually aiming to improve the outcomes of the service and regularly use data from the following sources to compare how we perform with other services and to promote good practice in all that we do:

- National Statistics – Fire Statistics Monitor - published annually in August for the previous year; details can be viewed at <https://www.gov.uk/government/collections/fire-statistics-monitor>
- Chartered Institute of Public Finance and Accountancy (CIPFA) – public sector financial statistical data published annually in August for the previous year details can be viewed at <http://www.cipfa.org/services/statistics/comparative-profiles/fire-and-rescue>
- [Chief Fire Officers Association](#) (CFOA) family group statistics (to facilitate benchmarking against fire and rescue services of similar size and demographics and to promote best practice)
- South West Benchmarking Group (regional fire statistics to facilitate benchmarking against fire and rescue services in our region in order to promote best practice).

The most recently available data (2015/16) indicates that:

The good:

Women fire-fighters – highest in group as usual

Fatalities and casualties in accidental dwelling fires –among lowest in group. Dwelling fires with no smoke alarm fitted – lowest in group

Deliberate primary and secondary fires – both total numbers and proportions per population are below average.

The bad:

Employees with a disability – lowest in group for first time
 Chimney fires – bad year for all due to cold weather, but we’re among the highest (not an outlier)
 Malicious fire alarms – worst in group as usual, by some way – and no improvement over last 4 years. BUT – we also have highest proportion ‘not attended’ – showing that we have adapted methods of reducing impact, if not reducing occurrences
 False alarms from Automatic Fire Alarms in non-domestic premises – 2nd highest as usual (after Avon), slightly improved.

The steady:

Sickness – currently average for group, and improved on last 2 years
 Total fires, primary fires, primary fires per 100k population, fatalities and casualties in primary fires are all average or slightly better, and improved over last 2 yrs
 Non-domestic primary fires are now average, but have shown an improvement against the group over the last 2 years, where we were among the worst.

Note: This information will be updated later in 2017 following analysis of year end returns.

Resources to run the team

| | | |
|-----------------------------|-------------|--|
| Last years budget (2016/17) | £16,172,201 | Reductions: £94,000 permanent reduction (MTC2 savings) achieved through a redesign of the management structure and a reduction in attendance at false alarms. £50,000 for CYP education (Prevention and Protection) via SkillZONE |
| 2017/18 budget | £16,252,940 | Additional funding in 2017/18 budget: £47,747 to cover superannuation increase (pensions) £131,000 to cover 1% pay award £730,000 capital funding contribution towards equipment replacement programmes. |

Funding Streams:

Specific Government Fire Revenue Grant(s) of £342,996 made up of Firelink £219,996; New Dimension £123,000 and £242,000 Emergency Services Network Installs

Financial challenges:

Ongoing austerity measures and further reductions in Government spending will continue to produce budgetary challenges in the next twelve months. Gloucestershire Fire and Rescue Service remains committed to delivering efficiencies and supporting new prevention initiatives in order to help address the County Council’s ‘Meeting the Challenge 2 – Together We Can’ programme.

Staffing

| | | |
|--------------------------|--------|---|
| Last years FTE (2016/17) | 423.16 | The overall increase in staffing numbers is due to recruitment in order to maintain 100 full time fighter posts plus on-call fire-fighters to fill existing vacant posts. An estimated staff loss during 2017/18 through redeployment, resignation, retirement etc is predicted to be circa 25 (as at 1 st April 2017). |
| 2017/18 FTE | 433.02 | |

Staffing Issues:

- Staff challenges for 2017/18 are based on experienced and skilled staff leaving and maintaining the correct numbers of operational response staff; a recruitment process for full time staff has commenced to help address our changing workforce
- Recruitment of staff for the Retained Duty System (on call fire-fighters) to maintain the required cover remains a challenge due to the nature of the small geographical area that can be recruited from and;
- Reducing resources and a focus on key skills that impact on Health and Safety mean that it is important we continue to develop leadership and managerial skills within the service.

Gloucestershire Fire and Rescue Service

Annual Business Plan 2017/18

| | Objectives map | Measures (include core data set) | P | U | C | D | Targets / Indicators | | | | | Initiatives (projects etc contributing to this objective) | Risks (detail overleaf) | | |
|--|---|---|---|---|-----|-----|------------------------------|--------|--------|--------|-------------------------------|---|--|---|--|
| | | | | | | | 2017/18 Targets / Indicators | | | | Baseline 16/17 outturn* | | | Owner | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | | | | |
| Customer | Get Help When Needed | Availability of pumps at Wholetime Fire Stations | | | | | 100% | 100% | 100% | 100% | 100% | Response and Resilience | Insufficient staff available to provide response functions | | |
| | | Availability of 1 st Fire Engine at Retained Fire Stations | | | | | 90% | 90% | 90% | 90% | 97% | | | | |
| | | Response Targets - | | | | | | | | | | | | | |
| | | To attend risk category 1 dwelling fires within 8 minutes | x | | | | 80% | 80% | 80% | 80% | 86% | | | | |
| | | To attend risk category 2 dwelling fires within 14 minutes | | | | | 80% | 80% | 80% | 80% | 100% | | | | |
| | | To attend risk category 3 dwelling fires within 14 minutes | | | | | 80% | 80% | 80% | 80% | 90% | | | | |
| | Feel Safe | Availability to attend Co-Responder calls (medical emergencies) | | | | | 80% | 80% | 80% | 80% | 88% | | | | |
| | | Satisfaction with Overall Service Post Incident | | | | | 99% | 99% | 99% | 99% | TBC | | | Clive Webber | |
| | | Number of complaints received | | | | | 1 | 1 | 1 | 1 | 0 | | | Stewart Edgar | |
| | | Complaints upheld or partially upheld (as a % of all complaints) | | | | 10% | 10% | 10% | 10% | 0% | | | | | |
| Resources | Provide Value for Money | Budget outturn position (% +/- variance against set budget) | | | | | 0.5% | 0.5% | 0.5% | 0.5% | +1.3% | Stewart Edgar | Performance | Increased costs due to unnecessarily high levels of demand | |
| | | Net revenue cost of fire and rescue service per head of population (GCC Budget Forecast 2017/18) | x | | | | £31.34 | £31.34 | £31.34 | £31.34 | £34.55 | | | | |
| Internal Processes | Prevention and Protection | Number of Safe and Well visits undertaken | x | | | | 1700 | 1700 | 1700 | 1700 | 7146 | Sally Waldron | Prevention and Protection | Failure to provide appropriate interventions and support may lead to increased levels of demand on both fire and other stakeholder services | |
| | | % Safe and Well visits carried out with those in high risk groups | x | | | | 75% | 75% | 75% | 75% | 73% | | | | |
| | | % of fires attended in domestic properties where a smoke alarm is fitted | | | | | 85% | 85% | 85% | 85% | 90% | | | | |
| | | % Commercial premises contacted within 14 days following a fire | | | | | 85% | 85% | 85% | 85% | 83% | | | | |
| | | % of available prevention sessions delivered at SkillZONE | | | | | 90% | 90% | 90% | 90% | n/a | | | | |
| | | Number of people participating in prevention programmes with SkillZONE | | | | | 2800 | 3000 | 2500 | 3000 | n/a | | | | |
| | | Schools responding 'think their pupils will be safer after their visit' – answer 'a great extent' | | | | | 94% | 94% | 94% | 94% | 92% | | | | |
| | | % Risk Re-inspections completed within due date | | | | | 80% | 80% | 80% | 80% | 10% | | | | |
| | Emergency Response | Total number of incidents | | | | | 1180 | 1180 | 1180 | 1180 | 3793 | Tally Giampa | Response and Resilience | | |
| | | Number of casualties caused by fire (deaths & injuries) | | | | | 5 | 5 | 5 | 5 | 23 | | | | |
| | | Number of incidents by type: | | | | | | | | | | | | | |
| | | Number of primary fires | | | | | 185 | 185 | 185 | 185 | 793 | | | | |
| | | Number of secondary fires | | | | | 127 | 127 | 127 | 127 | 468 | | | | |
| | | Number of commercial fires | | | | | 21 | 21 | 21 | 21 | 96 | | | | |
| | | Number of accidental dwelling fires | | | | | 73 | 73 | 73 | 73 | 299 | | | | |
| Number of deliberate dwelling fires | | | | | 5 | 5 | 5 | 5 | 17 | | | | | | |
| Total number of fires caused by arson | | | | | 95 | 95 | 95 | 95 | 446 | | | | | | |
| Number of RTCs attended for extrication | | | | | 66 | 66 | 66 | 66 | 220 | | | | | | |
| Number of responses to AFA's (Unwanted fire signals) | | | | | 240 | 240 | 240 | 240 | 807 | | | | | | |
| Learning/ Growth (Staff) | Skilled and Safe Workforce | Number of operational and training injuries | | | | | 7.5 | 7.5 | 7.5 | 7.5 | 35 | Mark Astle | People | Insufficient staff available due to sickness/absence | |
| | | Number of RIDDOR Injuries | | | | | 1 | 1 | 1 | 1 | 0 | | | | |
| | | Sickness/Absence Levels (Avg days per FTE) | | | | | 6.5 | 6.5 | 6.5 | 6.5 | 7.9 | | | | |
| | Sickness/Absence Levels – Long Term (Avg days per FTE) | | | | | 3.5 | 3.5 | 3.5 | 3.5 | 4.38 | | | | | |
| | Sickness/Absence Levels - Stress (Avg days per FTE) | | | | | 3 | 3 | 3 | 3 | 3.52 | | | | | |
| | % Staff appraisals completed | | | | | - | - | - | 90% | n/a | | | | | |
| Stable Workforce | Staff turnover (staff leaving as a % of all staff) | | | | | 11% | 11% | 11% | 11% | 6.74% | | Insufficient staff available due to unexpectedly high attrition rates | | | |

*Baseline 16/17 outturn figures are cumulative.

Risks

| Risks affecting this outcome | Risk rating | | | | Controls | Consequences of risk occurring | Further actions | | |
|--|-------------|-------|----|-------|--|--|-----------------|------------------|----------|
| | IR | (L/I) | RR | (L/I) | | | Action | Due Date | FA Owner |
| 1) Insufficient staff available to provide response function | 9 | 3/3 | 4 | 2/2 | 1. Monitoring of appliance availability 2. Monitoring of staff availability 3. Monitoring of staff numbers | Reduction in available number of fire appliances to provide emergency response | | | |
| Risk Owner: | AM Giampa | | | | Risk Category: | Reputational | Risk appetite: | Choose an item. | |
| 2) Response targets being missed due to unnecessarily high levels of demand | 9 | 3/3 | 4 | 2/2 | Application of demand management principles to maximise appliance availability | Slower response to fire calls with increased potential for injuries/fatalities | | | |
| Risk Owner: | AM Giampa | | | | Risk Category: | Customer | Risk appetite: | Choose an item.. | |
| 3) Increased costs due to unnecessarily high levels of demand | 9 | 3/3 | 4 | 2/2 | Application of demand management principles to reduce unnecessary mobilisation and reduce cost to service/taxpayer | Inability to provide service within set budget | | | |
| Risk Owner: | CFO Edgar | | | | Risk Category: | Economic | Risk appetite: | Choose an item. | |
| 4) Failure to provide appropriate interventions and support may lead to Increased levels of demand on both fire and other stakeholder services | 12 | 4/3 | 3 | 1/3 | Delivery of services in partnership with other stakeholders to identify those most at risk and provide appropriate interventions and support in order to reduce demand | Reduced customer outcomes and increased costs across all partner services | | | |
| Risk Owner: | AM Giampa | | | | Risk Category: | Partnership/Supplier | Risk appetite: | Choose an item. | |
| 5) Insufficient staff available due to sickness/absence | 6 | 2/3 | 3 | 1/3 | 1. Monitoring of sickness/absence rates 2. Maintenance of absence review process 3. BCM plan in place | Reduction in available number of fire appliances to provide emergency response | | | |
| Risk Owner: | AM Astle | | | | Risk Category: | Reputational | Risk appetite: | Choose an item. | |
| 6) Insufficient staff available due to unexpectedly high attrition rates | 6 | 2/3 | 3 | 1/3 | 1. Monitoring of staff numbers 2. Succession planning 3. Restructuring/recruitment | Reduction in available number of fire appliances to provide emergency response | | | |
| Risk Owner: | AM Astle | | | | Risk Category: | Reputational | Risk appetite: | Choose an item. | |

Key Contracts managed by this service/function (>£250k or business critical)

| Contract name/Provider | Resources allocated to contract from this service | Contract lead | Output/process indicators | Planned outputs for 17/18 | Desired outcomes |
|-------------------------------------|---|-----------------|--|---|---|
| Severn Park Agreement | Business Critical | Mark Astle | Provision of fire specific (operational) training places | 1. Leadership and Management programme 2. Maintenance of technical firefighting skills programme | Ensure our services are delivered by a professional, highly skilled and developed workforce |
| PPE/Integrated Clothing Project | Business Critical | Dave Pike | Provision of the correct uniform and personal protective clothing for all operational staff | Fully managed service to include supply, repair and laundry for all PPE/uniform requirements in line with agreed contractual outcomes | Ensure our services are delivered by a professional and well equipped workforce |
| PFI for fire stations and Skillzone | Business Critical | Becky Wrightson | Provision of premises from which to deliver: 1. Prevention and Protection 2. Response and Resilience | Ensure PFI facilities remain serviceable and in good order in line with agreed contractual outcomes | Ensure use of premises is maximised to reduce unit cost |
| Firelink/Airwave | Business Critical | Dave Pike | Provision of secure communications platform for emergency response | 100% functionality of allocated secure voice and data communications for emergency response | Respond promptly and effectively to deal with fires and other emergencies when they occur |

Change projects & programmes managed by this service/function

| Programme/Project name | Verto Ref. | Resources allocated to programme/project from this service/function | Programme/Project Manager | Planned benefits/ leading indicators | Start/end dates |
|---|------------|---|---------------------------|---|---|
| Breathing Apparatus Replacement Programme | CAB055 | £700,000 | AM Pike | Replacement of aging BA equipment to: 1. Provide BA sets that are telemetry capable 2. Provide enhanced communications to improve firefighter safety and casualty outcomes 3. Provide rescue packs to improve firefighter safety 4. Provide additional numbers of thermal imaging cameras to improve firefighter safety and casualty outcomes | Jan 2016 (Start) Jun 2017 (End) |
| Fire Engine Replacement Programme | N/A | £510,000 (Phase 1) £600,000 (Phase 2) | AM Pike | Replacement of four aging fire engines that have reached the end of their useable life to ensure that the fleet remains sustainable and reliable for responding to emergencies. | Phase 1: Jul 2016 (Start) May 2017 (End) Phase 2 Jun 2017(Start) Mar 2018 (End) est. |

| | | | | | |
|--|-----|---------------|---------|---|---|
| Road Traffic Collision Equipment Replacement Programme (Phase 2) | N/A | £140,000 | AM Pike | <p>Rolling replacement of existing RTC equipment with new battery operated equipment that is more efficient and cost effective to enhance fire-fighter capabilities at road traffic collisions and improve both fire-fighter and public safety.</p> <p>Notes: Phase 1 (2016/2017). Phase 2 (2017/2018) Phase 3 (2018/2019)</p> | Jul 2016 (Start) December 2019 (End) |
| Training facilities development programme | N/A | £60,000 | AM Pike | <p>Provision of Training Towers to improve localised safety critical training facilities at Cheltenham West and Gloucester North Fire Stations</p> | Jul 2016 (Start) Dec 2017 (End) |
| Replacement of mobile data terminals (MDT's) on appliances | N/A | £300,000 | AM Pike | <p>These enable the incident commander to obtain premises and risk information for the incidents they attend and manage each incident successfully thereby improving fire-fighter and community safety. The MDT's also form an integral part of the mobilising system and enable improved communications with the Fire Control Room at HQ.</p> <p>Note: Project delivery is directly linked to outcomes from the national Emergency Services Network Scheme (ESN).</p> | Apr 2017 Mid 2019 |
| Replacement of Command and Control Equipment | N/A | £50,000 (Bid) | AM Pike | <p>Network switches at Service HQ which are 13 years old, require replacing with current equipment in an equally resilient configuration. This will make the network infrastructure more resilient and protect telephony, voicemail, day to day operations and most importantly the connectivity for the 999 system.</p> <p>Note: Project delivery is directly linked to outcomes from the national Emergency Services Network Scheme (ESN).</p> | Apr 2017 Mid 2019 |

Chief Fire Officer and Operations Director

Stewart Edgar

30th June 2017