HEREFORD & WORCESTER
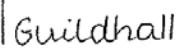## Fire and Rescue Authority

AGENDA

Policy and Resources Committee

Tuesday 19 November 2013
10.30 am

Worcester Guildhall
High Street
Worcester
WR1 2EY

PLEASE NOTE CHANGE OF VENUE

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GUILDHALL PLEASE USE ONE OF THE CAR PARKS
DETAILED WITHIN THE AGENDA

Map Legend:

- P — Car Park
- Coach drop-off points
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- Toilets (disabled facilities except Copenhagen Street)
- Toilets open 24 hours
- Direction of Traffic Flow
- Access Restricted Historic Street
- Access Restricted
- Riverside Walks / Cycle Route
- Footpath

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Guildhall

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WELCOME AND GUIDE TO TODAY'S MEETING. These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers
Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

Chairman
The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

Officers
Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

The Business
The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

Decisions
At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

Emergency and Fire Procedures for the Guildhall Complex

Raise the Alarm
DO NOT PUT YOURSELF AT RISK.
In the event of an alarm a 999 call is automatically made.

Evacuation Procedure
If the alarm sounds the premises must be evacuated **IMMEDIATELY**. **THE ALARM WILL MAKE THE SOUND OF A CONTINUOUS BELL.** Proceed in an orderly manner **WALKING QUICKLY** and **QUIETLY** following directions to the nearest and safest **FIRE EXITS**. Do not waste time collecting personal belongings. Do not run.

All doors must be left closed in order to prevent fire spreading. Switch off lights and electrical appliances if there is time and it is safe to do so. DO NOT USE THE LIFT.

Assembly Procedure
When you have exited the building go straight to the designated assembly point which is **HIGH STREET** (at a point opposite the Guildhall) for all staff, visitors, contractors, the Conservative Office, WRS, I.T., B.I.D., Police and TIC.

Assemble in a group with your colleagues within your section.

Take charge of any visitors with you by either assembling with them or discharging them away from the complex.

ON NO ACCOUNT SHOULD YOU RE-ENTER THE BUILDING UNTIL PERMISSION IS GIVEN BY THE EVACUATION CO-ORDINATOR (OR DEPUTY).

Hereford & Worcester Fire and Rescue Authority
Policy and Resources Committee
19 November 2013

Agenda

Councillors

Mr K Taylor (Chairman), Mr R Adams (Vice-Chairman),

Mr A Amos, Mr P Gretton, Mr A Hardman, Mrs R Jenkins, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs F Oborski, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

No.	**Item**	
1.	**Apologies for Absence**	
	To receive any apologies for absence.	
2.	**Named Substitutes**	
	To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3.	**Declarations of Interests (if any)**	
	This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this agenda.	
4.	**Confirmation of Minutes**	**1 - 5**
	To confirm the minutes of the meeting held on 4 September 2013.	
5.	**Community Risk Management Plan – External Consultation**	
	(Committee to meet in scrutiny mode to hear evidence from stakeholders)	
6.	**Asset Management Strategy**	**6 - 14**
	To provide information and update the Fire Authority on the progress made in the delivery of the Service's Asset Management Strategy to replace five fire stations and build four strategic training facilities.	

**Hereford & Worcester Fire and Rescue Authority
Policy and Resources Committee
4 September 2013**

Minutes

Members Present:

Mr K Taylor (Chairman) Mr R Adams (Vice-Chairman)
Mr A Amos, Mr P Gretton, Mr A Hardman, Mrs R Jenkins, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs F Oborski, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

No.	Item

1. Apologies for Absence

No apologies for absence were received.

2. Named Substitutes

No substitutes were appointed.

3. Declaration of Interests

No declarations of interests were made.

4. Confirmation of Minutes

RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 27 March 2013 be confirmed as a correct record and signed by the Chairman.

5. Facing the Future: findings from the Review of Efficiencies and Operations in Fire and Rescue Authorities in England

The Chief Fire Officer presented the Authority's suggested response to 'Facing the Future' regarding the review of efficiencies and operations in Fire and Rescue Authorities in England, undertaken by Sir Ken Knight, former Chief Fire and Rescue Adviser to the Government.

RESOLVED that the Service's response to Facing the Future (attached as Appendix 1 to the report) be approved and submitted to the Fire Minister.

6. Asset Management Strategy: Provision of Accommodation for West Mercia Police at Service Locations

The Head of Asset Management presented a report which sought approval to provide facilities accommodation for West Mercia Police staff at Fire Service Headquarters in Worcester and other Service locations.

RESOLVED that the Head of Asset Management be authorised to enter into:

(i)   **a lease to West Mercia Police in respect of office accommodation at Service Headquarters (SHQ); and**

(ii)   **a lease and/or licence arrangement in respect of the use by West Mercia Police of facilities at other fire service locations**

all on terms to be agreed by the Chief Fire Officer and Head of Legal Services.

7.   **Merger of the Urban Search and Rescue Team into Droitwich Fire Station**

The Area Commander – Operations presented a report which sought to gain approval to merge the Service's Urban Search and Rescue team with Droitwich Fire Station to create a single multi-functional operational unit. Approval was also sought to transfer the government provided and maintained National Resilience Incident Response Unit and equipment from Droitwich Fire Station to Gloucestershire Fire and Rescue Service, subject to agreement by the National Resilience Board.

RESOLVED that:

(i)   **the Service's Urban Search and Rescue Team is merged into Droitwich Fire Station to create a single multi-functional operational unit; and**

(ii)   **subject to agreement by the National Resilience Board, the existing National Resilience Incident Response Unit and equipment be transferred to Gloucestershire Rescue Service.**

8.   **Automatic False Alarm (AFA) Reduction Policy**

The Assistant Chief Fire Officer – Service Support presented a report which proposed the formal adoption of the existing Interim Automatic False Alarm Reduction (AFA) Policy into a new policy.

RESOLVED that the Fire and Rescue Authority (FRA) adopts the following in relation to Automatic Fire Alarms:

(i)   **all pre-determined attendances to Automatic Fire Alarm calls to be one pumping appliance only, except where risk factors and Intel (intelligence) information indicate otherwise;**

(ii)   **robust call filtering in the Service's Command and Control Centre be implemented;**

(iii)   **return en route be implemented when a caller confirms any previous call as now a false alarm;**

(iv)   **all responses to Automatic Fire Alarms to be at normal road speeds unless the Officer in Charge of the appliance deems otherwise;**

(v)   attendance will be made to Automatic Fire Alarms received to dwellings (includes houses in multiple occupation, flats), schools, residential care and other residential (includes special units, sheltered housing, hotels, hostels);

(vi)   hospitals to receive one appliance attendance to calls from Automatic Fire Alarms, except where risk factors and Intel (intelligence) information indicate otherwise;

(vii)   the Authority will not adopt a 'charging for Automatic Fire Alarms' policy at this time; and

(viii) implement a 'full' call filter procedure to Automatic Fire Alarms from non-residential premises and hospitals and a 'light' call filter procedure to Automatic Fire Alarms from dwellings, schools, residential care and other residential dwellings.

9.   **2013/14 Budget Monitoring – 1st Quarter**

The Treasurer presented a report that informed the Policy and Resources Committee of the current position on budgets and expenditure for 2013/14.

Members were advised that when the Authority had set its budget in February 2013 approximately £180,000 savings had been identified but this figure had now risen to £200,000. He advised however that there were additional costs relating to the Lawrence Recycling fire and the Authority was therefore looking at a marginal underspend.

RESOLVED that the reported be noted.

10.   **Treasury Management Activities 2012/13**

The Treasurer presented a report that reviewed the Authority's Treasury Management Activities for 2012/13.

RESOLVED that it be noted that the Authority's Treasury Management Activities during 2012/13 were in accordance with the prudential indicators previously agreed.

11.   **Fire and Rescue Authority Plan 2012-13 – Annual Performance Analysis**

The Assistant Chief Fire Officer – Service Support presented a report which provided the Policy and Resources Committee with a summary of annual performance against the Fire and Rescue Authority Plan 2012-13.

RESOLVED that the Policy and Resources Committee notes the summary of annual performance against the Fire and Rescue Authority Plan 2012-13.

12.   **Quarter 1 Performance and Health and Safety Reports 2013-14**

The Assistant Chief Fire Officer – Service Support presented a report which outlined the key outcomes in performance for the first quarter of 2013/14.

RESOLVED that the Policy and Resources Committee note the following key outcomes in respect of performance in Quarter 1 2013-14:

(i)   **the total number of incidents attended in Quarter 1 2013-14 is the lowest Quarter 1 total in the seven years that the current data set has been collected;**

(ii)   **the Service also attended the lowest Quarter 1 totals of Special Service (non-fire emergencies) and False alarms in the last seven years;**

(iii) **although the number of Fires attended in Quarter 1 2013-14 have increased when compared to the same quarter last year, the total is still less than the average number of fires attended in Quarter 1 of the last five years;**

(iv)   **the Service has also seen the lowest Quarter 1 totals of injuries from primary fires and the lowest Quarter 1 number of injuries from accidental dwelling fires in the last seven years, with no injuries reported from accidental dwelling fires in May and June 2013; and**

(v)   **reported health and safety events (Appendix 2) have increased when compared with the previous quarter mainly due to a major recycling fire incident in Kidderminster in June.**

13.   **Urgent Decision Taken (2013/001)**

The Monitoring Officer presented a report that advised the Policy and Resources Committee of an urgent decision that had been taken since the last meeting of the Committee and recommended that changes to the Scheme of Delegations be made to address such matters in the future.

Resolved that:

(i)   **The decision taken under the Urgent Decisions Procedure be noted.**

(ii)   **Recommended to the Fire and Rescue Authority that the Scheme of Delegations be amended to authorise the Chief Fire Officer to approve early retirements, in consultation with the Chairman and Treasurer in the case of employees whose salary is less than £45,000 and where pension costs do not exceed £45,000.**

14.   **Equality and Diversity Advisory Group Update**

The Chief Fire Officer presented a report that informed the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting on 16 July 2013.

RESOLVED that the Policy and Resources Committee note the contents of this report.

15. **Joint Consultative Committee Update**

The Assistant Chief Fire Officer – Service Support presented a report that informed the Policy and Resources Committee of the activities of the Joint Consultative Committee since March 2013.

RESOLVED that the Policy and Resources Committee note the content of this report.

16. **Health and Safety Committee Update**

The Assistant Chief Fire Officer – Service Support presented a report that provided the Policy and Resources Committee with an update on the activities and terms of significance from the Service's Health and Safety Committee.

RESOLVED that the Policy and Resources Committee note the content of this report.

17. **Contingency Planning for Strike Action**

The Chief Fire Officer presented a report that had been included on the agenda as a matter of urgency in accordance with Section 100(B) (4) of the Local Government Act 1972.

The report informed the Policy and Resources Committee of the background and current position of the proposed strike action by the Fire Brigades Union and gave an overview of the Service's contingency arrangements to cover any periods of strike action.

The Chief Fire Officer commented that he was confident that there would be an adequate number of fire engines to give cover during the strike.

Councillor M Lloyd-Hayes requested that Members' thanks be recorded for having a set of robust contingency arrangements in place before any action took place.

Councillor R Udall proposed that the Authority should approach the Government to find a resolution to the dispute by making changes to the pension arrangements that had provoked the dispute.

Upon a vote the motion was lost and Councillor R Udall and Councillor F Oborski requested that it be recorded that they had voted in favour of the motion. Councillor M Lloyd-Hayes requested that it be recorded that she had abstained from voting on the motion.

RESOLVED that the Policy and Resources Committee note the contents of this report.

The meeting concluded at 12.20 pm.

Signed: _____   Date: _____
        Chairman

Report of the Head of Asset Management

6.   Asset Management Strategy

Purpose of report

1.   To provide information and update the Fire Authority on the progress made in the delivery of the Service's Asset Management Strategy to replace five fire stations and build four strategic training facilities.

_____

Recommendation

It is recommended that the Fire Authority note the progress being made in the delivery of the Asset Management Strategy.

Introduction and Background

2.   In March 2011 the Policy and Resources Committee agreed indicative budget allocations for a range of capital building schemes which included five new fire stations for Hereford, Redditch, Worcester, Malvern and Bromsgrove. These fire stations had been highlighted as a priority for replacement following extensive condition surveys completed as part of the Service's Asset Management Strategy. In addition, there was a need to provide four Strategic Training Facilities across Herefordshire and Worcestershire, which the Chief Fire Officer advised were urgent and of vital importance.

3.   The Policy and Resources Committee authorised HWFRS officers to carry out options appraisals within specified financial parameters. The concept of the approval of indicative budgets for each building scheme would enable officers to negotiate more effectively, and secure opportunities as they arise which would maximise efficiencies for the Fire and Rescue Authority (FRA). The Policy and Resources Committee requested that the Chief Fire Officer and Treasurer seek approval for specific scheme allocations once all investigative work and analysis had been completed.

4.   Following completion of option appraisals, further approval was gained from the Policy and Resources Committee to proceed with replacement options for Malvern, Bromsgrove and Worcester, with approval to build Strategic Training Facilities at Kidderminster, Evesham, Peterchurch and Kingsland. This paper will now outline the progress to date of these schemes as well as the other projects being undertaken to replace fire stations in Hereford, Redditch and Evesham.

Malvern Fire Station

5.   Planning approval for a replacement fire station was gained on 22nd November 2012 with the proposal to replace the fire station at the existing location in Malvern Link. Whilst construction work is being undertaken, the fire station staff, equipment and vehicles have been temporarily relocated to the Service's Operational Logistics site at Betony Road in Malvern. The project has been tendered and construction commenced in May 2013. By using the existing foundations and part of the existing steel structure, significant savings have been realised. An artist's impression of the new building is given in Appendix 1 and construction is due for completion by early summer 2014, with the fire station staff moving back into the building at this time.

Bromsgrove Fire Station

6.   The option agreed by the Policy and Resources Committee proposed that the Service enter into a lease arrangement with West Mercia Police to deliver a jointly occupied building. By sharing facilities on the same site, it is estimated that there will be a number of efficiencies gained in energy management and service contracts. The project formed part of the 'Total Place' initiative and is supported as an example of the Government's 'Capital and Asset Pathfinder' national project. The building is owned by the Police, who have undertaken design and construction works in conjunction with officers of the Service. The project has been adapted with facilities to accommodate the new shift system, 'Day Crewing Plus', which will operate in Bromsgrove. Construction commenced in November 2012 and the building is due for completion in spring 2014. An artist's impression is given in Appendix 2.

Worcester Fire Station

7.   Following extensive research into available site locations, six sites were identified as offering potential for a new Worcester Fire Station. Two of these sites were acceptable in providing fire cover based upon the risk profile of the area. Following discussion with the owners of the sites, one site emerged as the preferred option and discussions over an agreement to provide a new station commenced with a developer. This resulted in a full design being undertaken to allow a detailed specification to be agreed and an artist's impression of the proposed building is shown in Appendix 3. Given the specific nature of the project, an extensive contract has been drafted to provide assurance to the Service over site ownership and delivery of the project. This took longer than expected due to specific site conditions, but this agreement has now been completed and the project gained planning approval in September 2013. The project is currently entering the tender stage to nominate a contractor to deliver the build phase. Officers of the Service will manage each stage of the works to ensure the end product meets our needs in every respect.

Strategic Training Facilities

8.   The Strategic Training Facilities (STF) project proposed two types of training facility, which would provide realistic hot-fire training scenarios for fire fighters and support their essential training programme. This safeguards the Health and Safety of fire fighters and assists in maintaining competence in the use of

breathing apparatus. The first type of facility burns wood within a steel structure, which broadly resembles a residential property. This provides very realistic training scenarios and training is supported with an additional working at height steel structure at the location. This type of facility was completed in September 2013 at Peterchurch, but unfortunately due to planning and land purchase issues at Kingsland, the North Herefordshire facility will not be commencing in the near future. Alternative options to deliver a facility in North Herefordshire will now be explored but currently there is not an opportunity to be considered. A photograph of the Peterchurch facility is given in Appendix 4.

9.   The second type of training facility utilises LPG gas to create fire situations housed within a brick built building which also resembles a traditional residential property. This type has been introduced at Evesham, with construction completed in March 2013. A project to enhance an existing facility at Kidderminster with a second floor burn-room was completed in September 2013. The facility at Evesham is presented in Appendix 5.

Hereford Fire Station

10.   Officers of the Service have been in extensive discussion with Herefordshire Futures, an organisation leading on the regeneration of Hereford City by providing expertise and liaising with key partners. Three sites have been examined in detail as part of a major link-road development scheme, but unfortunately none of these satisfy minimum requirements for a fire station location. After examining a range of other potential options, a new site appears to offer an excellent opportunity for replacement and this is detailed in a separate paper being presented to the Policy and Resources Committee.

Redditch Fire Station

11.   In line with the work in Bromsgrove, it was hoped that a joint Police and Fire Station could be developed at the existing fire station location in Redditch. This would have been a reciprocal agreement to the Bromsgrove arrangement and it was proposed that HWFRS would own the site and manage the construction, with the Police leasing part of the building. Draft site drawings were completed but the Police requirements have changed to the degree that they will now be making alternative arrangements. Following further discussions with Worcester County Council, a re-build adjacent to the current location has been rejected and the search for a new location will now be undertaken.

Evesham Fire Station and Strategic Training Facility

12.   Although not part of the original Asset Management Strategy, an opportunity has arisen to replace Evesham Fire Station and the Strategic Training Facility at an acceptable location within Evesham. This project forms part of a wider development scheme to regenerate Evesham town centre, being led by Wychavon District Council. Following authorisation from the Policy and Resources Committee, officers of the Service are working with Wychavon District Council to examine the feasibility of the project and will return to the Policy and Resources Committee to gain approval to proceed following negotiation of these details.

Budget Position

13.   When the Policy and Resources Committee approved the indicative budget allocations for this programme of capital building schemes in March 2011, a funding 'gap' of £4.4m was highlighted. It was expected that this gap would be closed through efficiencies made during the contract negotiation phase and competitive procurement. At this stage, savings of £2.2m have been made in schemes that have reached this stage, and based on this experience a further £1.0m is anticipated. The balance of the gap has been closed with the receipt of an additional £1.1m capital grant not anticipated in March 2011. Appendix 6 illustrates that the March 2011 funding gap will be closed once the capital construction programme is complete.

Conclusion/Summary

14.   All of the projects being delivered, as detailed above, have had contract tender returns within their initial overall budget estimated allocations agreed with the Policy and Resources Committee in March 2011. Some will be delivered with significant savings over the original contract estimates and an indication of these estimated savings is given as Appendix 6. By replacing these fire stations, on-going maintenance costs will be reduced and, in addition, will safeguard our resources for the future.

15.   It is recommended that the Fire Authority note the content of this paper and support the progress being made in the delivery of the Asset Management Strategy.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Financial - Yes – Paragraph 13. - Information only Legal - Yes - Whole document – information only Assets – Yes - whole document
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes - Asset Management Strategy
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Yes – Paragraph 8
Consultation (identify any public or other consultation that has been carried out on this matter)	No

Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A

Supporting Information

Appendix 1 – Artist's Impression of Proposed Malvern New Fire Station

Appendix 2 – Artist's Impression of Proposed Bromsgrove New Fire Station

Appendix 3 - Artist's Impression of Proposed Worcester New Fire Station

Appendix 4 – Peterchurch Training Facility

Appendix 5 – Evesham Strategic Training Facility

Appendix 6 – Budget Position.

Background papers - None

Contact Officer

Ian Edwards, Head of Asset Management
(01905 368360)
Email: iedwards@hwfire.org.uk

Appendix 1 – Artist's Impression of Proposed Malvern New Fire Station

Appendix 2 – Artist's Impression of Proposed Bromsgrove New Fire Station

Appendix 3 - Artist's Impression of Proposed Worcester New Fire Station

Appendix 4 – Peterchurch Strategic Training Facility

Asset Management Strategy Update : P&R 19-Nov-2013

	A.M.S approved P&R Mar 2011	Agreed increase for STF	Contract Savings	Anticipated Savings	Additional Grant	Agreed increase Evesham	Latest Position
Expenditure							
Strategic Training Facilities	**2.000**	0.276					**2.276**
Bromsgrove - Notional	**4.200**						**4.200**
Malvern	**3.086**		(1.086)				**2.000**
Worcester	**5.476**		(1.076)				**4.400**
	14.762	**0.276**	**(2.162)**	**0.000**	**0.000**	**0.000**	**12.876**
Other Schemes	**10.655**			(1.036)		0.058	**9.677**
	25.417	**0.276**	**(2.162)**	**(1.036)**	**0.000**	**0.058**	**22.553**
Resources							
Expected Receipts	**(2.863)**						**(2.863)**
Bromsgrove - Notional	**(4.200)**						**(4.200)**
LPSA Reward Grant	**(0.332)**						**(0.332)**
Capital Grant 2011/12	**(1.173)**						**(1.173)**
Capital Programme to 2014/15	**(12.484)**						**(12.484)**
E&D Capital Grant		(0.238)					**(0.238)**
LPSA Capital Grant		(0.036)					**(0.036)**
Capital Grant 2012/13					(1.169)		**(1.169)**
Wychavon						(0.058)	**(0.058)**
	(21.052)	**(0.274)**	**0.000**	**0.000**	**(1.169)**	**(0.058)**	**(22.553)**
Shortfall	**4.365**	**0.002**	**(2.162)**	**(1.036)**	**(1.169)**	**0.000**	**0.000**

P & R 14/13

Report of the Head of Asset Management

7.   Asset Management Strategy: Hereford Fire Station

Purpose of report

1.   To inform Members of an option to replace Hereford Fire Station and gain approval to proceed up to planning approval stage with the project, at which time final approval to complete the project will be requested from the Policy and Resources Committee.

Recommendations

It is recommended that:

> *i)   the Policy and Resources Committee notes the progress made in potentially securing a project to deliver a new fire station in Hereford at Herefordshire Council's Bath Street offices site in Hereford;*
>
> *ii) officers be authorised to enter into further negotiations with Herefordshire Council;*
>
> *iii) the Policy and Resources Committee authorise the Chief Fire Officer in consultation with the Chair of the Authority and the Treasurer to spend the allocated budget on work to take the project to planning approval stage; and*
>
> *iv) a further paper, including a detailed cost feasibility will be brought to Policy and Resources Committee for final approval before entering into a contract for the acquisition of the site.*

Introduction and Background

2.   Members will be aware of the need to replace the current fire station in Hereford due to the building having reached the end of its useful life. The current building is no longer fit for purpose due to the age of the design and poor infrastructure, plant and equipment. The maintenance liability is high and an extensive condition survey completed in 2010 highlighted a maintenance requirement of £1,133,000 over the next 10 years to maintain a safe and reasonable standard of accommodation. However, the building would still not provide suitable accommodation because of the physical dimensions of the space being inadequate, poor equipment storage, lack of compliance with legislative requirements, high running costs due to inefficient heating and insulation and inappropriate welfare arrangements for a modern, diverse workforce.

3. The Chief Fire Officer and officers of the Service advised the Policy and Resources Committee in March 2011 of an indicative allocation to provide a new fire station in Hereford. This was based upon a cost estimate business case completed in June 2009, which used the best information available at that time. The Policy and Resources Committee approved the indicative allocation and authorised officers to research options for individual schemes, with the recommendation that the approval of the Policy and Resources Committee be sought prior to land acquisition and/or building refurbishment for a specific project.

4. Officers of the Service have explored a number of options to provide a new fire station in Hereford. These have been discounted for a number of reasons such as unavailability, inadequate location for mobilising, flood risk and size. Rebuilding on the existing site is an option, but is not as cost effective as finding another appropriate site due to the costs of a temporary fire station, hire of an acceptable site for such temporary relocation, and the constraints of the existing location which may limit the flexibility of the design.

Proposal for a new site

5. Discussions with Herefordshire Council's officers have identified a site very near to the current fire station which includes offices owned by Herefordshire Council in Bath Street, which are soon to be vacated and are due to be disposed of by the Council. The location of this new site is identified in Appendix 1, which also indicates the proximity to our current fire station. The site is large enough to accommodate the requirements of the Fire Service and would provide immediate access onto a main arterial route into the city centre.

6. Herefordshire Council is keen to dispose of this site early in 2014. Herefordshire Council has indicated an interest in our existing fire station site and there may be potential to exchange sites, subject to planning permission. To explore this as an option, a feasibility study is being undertaken by the District Valuer to determine the values of both sites. A portion of land at Bath Street may be retained by the Council, but early indications suggest that the site could be acquired cost effectively and it is estimated that the project should be able to deliver a replacement fire station within the indicative allocated budget reported previously to the Policy and Resources Committee.

7. Other potential sites in Hereford have been investigated and a full review of these is being undertaken to assess the appropriateness of these sites in relation to risk, mobilising times and turn-in times for the retained staff. This information will be needed as a sequential testing exercise to support any planning application we may undertake for Bath Street. However, it is clear that the site in Bath Street will be an acceptable location being so near to the current site, the location of which has been supported by previous Integrated Risk Management Plans (IRMPs).

8.   Professional judgement indicates that the Bath Street site offers an excellent opportunity to provide a new location for Hereford Fire Station. None of the other potential sites would provide a satisfactory solution and certainly do not have the advantages of the Bath Street site, which meets all the requirements of size, location in relation to mobilising, location in relation to retained officers responding, flood risk, ability to offer enhanced training, community access and value. However, it should be noted that the site is in a conservation area and will require the demolition of the existing building. Therefore, it is expected that any new development would need to be of sufficient architectural merit to reflect the conservation status of the area and the building which is being demolished.

9.   In order to enable an accurate cost assessment for the project to be prepared, particularly given the nature of the Bath Street site which is in a conservation area, a certain amount of design work is required to finalise the proposal so that a recommendation can be made to the Policy and Resources Committee that the site should be purchased subject to planning approval. To inform this paper, initial design work has been commissioned including site investigation at an approximate cost of £20,000. However, to progress the scheme to a stage where it can be considered to be viable and to take the project to up to a full planning approval stage, may cost up to an additional £80,000.

10.   If planning approval was unsuccessful, some of this design work could be retained for the project to proceed at another location, but Members need to be aware that if this project did not proceed due to an unsuccessful planning application, at least half of these costs would be lost and would not deliver productive work which could be transferred to a new scheme. The capital programme already contains an approved allocation for site investigation works such as this, with an approved allocation for the Hereford project of £250,000 for this financial year.

11.   Early indications show that the scheme should be within the allocation approved by the Policy and Resources Committee in 2011. It is therefore requested that the Policy and Resources Committee support this project and authorise officers to continue negotiations with Herefordshire Council. It is also requested that the Policy and Resources Committee authorise the Chief Fire Officer in consultation with the Chair of the Authority and the Treasurer to spend the allocated budget on work to take the project to planning approval stage.

12.   A further paper will be brought to the Policy and Resources Committee once it is determined that the project is viable, to gain final approval for the purchase of the site and for the project to be delivered to completion.

Conclusion/Summary

13.   The proposed site at Herefordshire Council's Bath Street offices represents the best opportunity to deliver a much needed new Fire Station in Hereford. In order to progress the scheme further and provide an accurate cost estimate, initial design work is being undertaken which may prove unproductive if the scheme does not ultimately proceed. However, a further paper including a detailed cost feasibility will be brought to the Policy and Resources Committee for final approval to purchase the site and to gain approval to proceed to completion.

P & R 15/13

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Commitment of budget approved previously by the Policy and Resources Committee in March 2011. Property – whole document.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This project supports the Asset Management Strategy.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	
Consultation (identify any public or other consultation that has been carried out on this matter)	
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	

Supporting Information

Appendix 1 – Hereford Proposed Fire Station Site

Background papers – None.

Contact Officer

Ian Edwards, Head of Asset Management
(01905 268360)
Email: iedwards@hwfire.org.uk

Hereford Proposed Fire Station Site

Map showing Proposed Site and Existing Site (Hereford and Worcester Fire Brigade) with a distance of 185 Metres between them along A438 / St. Owen St.

Report of the Treasurer

8. 2013/14 Budget Monitoring – 2nd Quarter

Purpose of report

1. To inform the Policy and Resources Committee of the current position on budgets and expenditure for 2013/14.

_____

Recommendation

The Chief Fire Officer and Treasurer recommend that the report be noted.

Introduction and Background

2. This report relates to the Authority's financial position for the period April – September 2013 (Quarter 2 – 2013/14), and an out-turn projection based on that position.

3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.

Revenue

4. In February 2013 the Fire and Rescue Authority (FRA) set a net revenue budget for 2013/14 of £32.549m, allocated to budget heads.

5. This was subsequently amended; to reflect responsibility changes arising from Service/staff changes; budget holder savings that were still to be achieved at the time of the budget setting; and the allocation of budget contingency; and included in the 1st Quarter report.

6. At the 2nd Quarter the report shows further re-allocations in respect of the pay award provision and sums previously approved to be held and released from ear-marked reserves, and these are shown in Appendix 1.

7. Appendix 1 also gives details of the projected year end expenditure, and an under-spending of £0.736m is now forecast.

8. In the context of the current Medium Term Financial Plan (MTFP), it is important to understand why these variations arise and how they impact on the future gap.

9. A breakdown of the variation is given in the table overleaf, with an explanation of the nature and cause of each:

	£m
Capital Financing	(0.300)
Inflation Contingency	(0.232)
Support Pay	(0.106)
Wholetime Pay	(0.059)
Unallocated Budgets	(0.046)
Misc.Net Other	0.007
	(0.736)

a. Capital Financing: variation arises from three main causes:

   i. Cash payments in respect of the major building schemes proceeding at a slower pace than expected in the budget.

   ii. Pause on vehicle replacement programmes pending the conclusion of the Community Risk Management Plan (CRMP) process.

   iii. In the short term interest rates remaining very low, against a budget based on a historically higher average which may return in the MTFP period.

   Other than savings that might arise from the CRMP, the other savings are timing differences only and do not generate a permanent saving.

b. Inflation Contingency: represents provision made for costs that have not been required. In accordance with the budget decision the budget will be removed in 2014/15. Recent developments in energy prices may require this to be reviewed at the 3rd Quarter.

c. Support Pay: the Service has recently reviewed the Catering and Corporate Communications functions which have resulted in a reduction of staffing. The full year impact of these savings will be part of the £2.7m non-front line savings required by 2016/17.

d. Wholetime Pay: the 2013/14 budget was based on the reduction in watch sizes previously approved, with a small provision to reflect the fact that this would not be fully achieved until March 2014. In reality this has happened slightly earlier than anticipated, but the variation is less than 0.5% of the pay budget and not material. The full year impact of this saving is already factored into the MTFP.

e. Unallocated budgets: When the 2013/14 budget was set, Officers were required to identify the final £0.181m of savings needed to balance the budget. This has been exceeded by £0.046m, which can be removed from the 2014/15 budget in total.

10. In summary the current variations have the following impact on future budgets:

	£m
Support Pay - full year impact	(0.249)
Inflation - subject to review	(0.232)
Unallocated Budgets	(0.046)
	(0.527)

Capital

11. The current capital budget (including approved rephrasing from 2012/13) detailed in Appendix 2, is £10.739m and is divided into 3 blocks:

- Vehicle Replacement
- Major Building
- Minor Schemes

12. Of the £10.739m only £1.022m (9.5%) has been incurred, with a further £1.668m (15.5%) committed by way of order, and £0.225m remains as unallocated minor schemes.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	See paragraphs 4 - 10
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None N/A

Supporting Information

Appendix 1 – 2012-2013 Revenue Budget Monitoring
Appendix 2 – 2012-2013 Capital Budget Monitoring

Contact Officer
Martin Reohorn, Treasurer to the Fire Authority
(01905 368205)
Email: mreohorn@hwfire.org.uk

P & R 16/13

Hereford & Worcester Fire Authority
Policy & Resources Committee : 19-Nov-2013
Revenue Budget 2013-14 : 2nd Quarter

		2013/14 Original Budget (1) £m	Budget Adj (2) £m	Updated Annual Budget (3) £m	Forecast Annual Expd (4) £m	Forecast Annual Variance (5) £m
1	WT FF Pay/USAR Pay	**14.046**	0.106	**14.152**	14.093	**(0.059)**
2	RDS FF Pay	**3.215**	0.024	**3.239**	3.239	**0.000**
4	Control Pay	**0.809**	0.006	**0.815**	0.793	**(0.022)**
5	Support Pay	**3.789**	(0.006)	**3.783**	3.677	**(0.106)**
6	Other Employee Costs	**0.038**		**0.038**	0.038	**0.000**
7	Unfunded Pensions	**0.744**		**0.744**	0.744	**0.000**
8		**22.641**	**0.130**	**22.771**	**22.584**	**(0.187)**
9	Strategic Management	**0.069**	0.002	**0.071**	0.071	**0.000**
10		**0.069**	**0.002**	**0.071**	**0.071**	**0.000**
11	New Dimensions	**0.114**		**0.114**	0.114	**0.000**
12	Technical Fire Safety	**0.010**		**0.010**	0.033	**0.023**
13	Community Safety	**0.075**	0.003	**0.078**	0.070	**(0.008)**
14	Training Dept	**0.624**	0.004	**0.628**	0.614	**(0.014)**
15		**0.823**	**0.007**	**0.830**	**0.831**	**0.001**
16	P & I	**0.212**		**0.212**	0.202	**(0.010)**
17	Ops Policy	**0.069**		**0.069**	0.069	**0.000**
18	Personnel	**0.274**		**0.274**	0.260	**(0.014)**
19	Ops Logistics	**1.456**	0.040	**1.496**	1.553	**0.057**
20	Fleet	**0.608**		**0.608**	0.615	**0.007**
21	PPP - FRA Costs	**0.067**		**0.067**	0.062	**(0.005)**
22		**2.686**	**0.040**	**2.726**	**2.761**	**0.035**
23	ICT	**0.969**		**0.969**	0.960	**(0.009)**
24	Facilities Mngt	**1.757**	0.248	**2.005**	2.010	**0.005**
26	Insurances	**0.301**		**0.301**	0.301	**0.000**
27	Finance (FRS)	**0.124**		**0.124**	0.124	**0.000**
28	Finance SLA	**0.106**		**0.106**	0.106	**0.000**
29	Capital Financing	**2.569**		**2.569**	2.269	**(0.300)**
30		**5.826**	**0.248**	**6.074**	**5.770**	**(0.304)**
31	Legal Services	**0.023**		**0.023**	0.020	**(0.003)**
32		**0.023**	**0.000**	**0.023**	**0.020**	**(0.003)**
33	**Core Budget**	**32.068**	**0.427**	**32.495**	**32.037**	**(0.458)**
34	Pay Award Provision 2013/14	**0.175**	(0.174)	**0.001**	0.001	**0.000**
35	Inflation Contingency	**0.232**		**0.232**	0.000	**(0.232)**
36	Unallocated Budgets	**0.086**	(0.040)	**0.046**		**(0.046)**
37		**0.493**	**(0.214)**	**0.279**	**0.001**	**(0.278)**
38	**Gross Budget**	**32.561**	**0.213**	**32.774**	**32.038**	**(0.736)**
39	Use of Dev Reserve		(0.213)	**(0.213)**	(0.213)	**0.000**
40	Use of Earmarked Reserve	**(0.012)**		**(0.012)**	(0.012)	**0.000**
41		**(0.012)**	**(0.213)**	**(0.225)**	**(0.225)**	**0.000**
42	**Net Budget Requirement**	**32.549**	**0.000**	**32.549**	**31.813**	**(0.736)**

Hereford & Worcester Fire Authority
Policy & Resources Committee : 19-Nov-2013
Capital Budget 2013-14 : 2nd Quarter

Scheme	Budget	Actual	Orders	Total	Remainder
Vehicles					
092 - Argocat Routine Replacement Off Road	1,333	-	-	-	1,333
105 - Routine Pump Replacement 2011/12	2,186	-	-	-	2,186
115 - Specialist Replacement Incident Support Vehicle	5,721	-	-	-	5,721
116 - Line Rescue Vehicle Fit Out	340	-	-	-	340
129 - Pinzgauer Routine Replacement 4WD 2012/13	48,499	37,059	-	37,059	11,440
147 - Pump Replacement 13/14	1,010,000	-	-	-	1,010,000
148 - Off Road Vehicle Replacement 13/14	26,000	-	-	-	26,000
149 - Command Vehicle Replacement 13/14	350,000	-	-	-	350,000
Total	**1,444,079**	**37,059**	**-**	**37,059**	**1,407,020**
Major Building					
012 - Pebworth	37,063	14,608	-	14,608	22,455
049 - Malvern Refurb	2,364,496	301,921	1,186,006	1,487,927	876,569
120 - Strategic Training Facilities	1,222,912	459,924	201,700	661,624	561,288
126 - Worcester Station	2,997,137	53,365	9,315	62,680	2,934,457
175 - Bromsgrove Day Crew Plus Welfare Equipment	33,000	-	-	-	33,000
179 - Evesham Prelim. Works	57,460	-	47,460	47,460	10,000
Other Schemes Provision	494,966	5,520		5,520	489,446
Total	**7,207,034**	**835,337**	**1,444,481**	**2,279,818**	**4,927,216**
Minor Schemes - Property					
068 - Evesham Flat Roof	640	-	-	-	640
069 - Stourport Flat Roof	550	-	-	-	550
072 - Ewyas Harold Resurface Yard	2,241	-	-	-	2,241
083 - SRT Storage	4,010	4,010	-	4,010	0
084 - RPE Cylinder Strategy	41,737	41,737	-	41,737	0
095 - Diversity Compliant Rest Facilities Kidderminster- Hereford	58,880	-	-	-	58,880
096 - Property Work From Health and Safety Audit	744	-	-	-	744
097 - Air Conditioning ICT Work	2,606	-	-	-	2,606
100 - Evesham Refurbishment	8,061	-	-	-	8,061
110 - Up Grade to Lifts to Comply with Legislation	1,996	756	756	1,512	484
113 - Replacement Windows	1,049	-	-	-	1,049
119 - Evesham House Refurbishment	1,548	601	-	601	947
123 - Transfer Crawling Rig From Betony Road To Redditch	824	-	-	-	824
131 - Hereford Safety Refurbishment	30,004	668	668	1,337	28,667
132 - Revised HQ Server Room Fire Suppression	50,000	-	-	-	50,000
133 - Pershore UPVC Fascias, Soffits and Gutters	15,000	-	-	-	15,000
134 - Stourport BA Wash	20,000	-	-	-	20,000
135 - Asbestos Removal	95,000	-	-	-	95,000
136 - Amphlett Court Roof Replacement	15,000	-	-	-	15,000
137 - Bromsgrove Welfare Provision	60,000	2,853	6,245	9,098	50,902
138 - Automatic Meter Reading	5,000	-	-	-	5,000
139 - Broadway Female Facilities 13 - 14 Scheme	35,000	-	-	-	35,000
140 - Upgrade Droitwich Generator 13 - 14 Scheme	50,000	-	-	-	50,000
141 - Droitwich Welfare Facilities 13 - 14 Scheme	40,000	-	-	-	40,000
142 - Droitwich Boiler Room Refurb 13 - 14 Scheme	18,000	-	-	-	18,000
143 - Droitwich Forecourt Refurb 13 -14 scheme	15,000	-	-	-	15,000
144 - Electrical Distribution Boards Replacement	70,000	-	-	-	70,000
145 - Air Conditioning Gas Replacement 13 - 14 Scheme	70,000	-	-	-	70,000
146 - Evesham Refurb 13 - 14 Scheme	80,000	-	-	-	80,000
178 - UPS Enhancement	85,000	-	80,755	80,755	4,245
Total	**877,890**	**50,625**	**88,425**	**139,050**	**738,840**

Hereford & Worcester Fire Authority
Policy & Resources Committee : 19-Nov-2013
Capital Budget 2013-14 : 2nd Quarter

Scheme	Budget	Actual	Orders	Total	Remainder
Minor Schemes - IT					
107 - Citrix Farm Updates	2,072	-	-	-	2,072
127 - Wide Area Network / Internet Improvement	25,000	-	-	-	25,000
158 - Hardware/Computer Purchase 12-13	980	635	-	635	345
159 - Computer Software 12-13	11,793	3,715	-	3,715	8,079
161 - Network Upgrades LAN/ WAN	4,000	-	-	-	4,000
162 - Core Switch Hardware Replacement 12-13	15,000	-	-	-	15,000
163 - Lan Switch Router IOS updates	7,000	-	-	-	7,000
164 - Droitwich Wan upgrade	9,000	-	-	-	9,000
165 - Retained Station WAN upgrades	5,000	-	-	-	5,000
166 - Swipe Card Upgrade to ISO 14443A-4	50,000	-	-	-	50,000
167 - Retained Station Swipe Card Roll Out	80,000	-	-	-	80,000
168 - Command & Control replacement	7,000	-	-	-	7,000
169 - Hardware/Computer Purchase 13-14	40,000	14,567	-	14,567	25,433
170 - Computer Software 13-14	15,000	-	-	-	15,000
171 - Developments 13-14	10,000	2,146	-	2,146	7,854
172 - Server Hardware Upogrades 13/14	12,000	-	-	-	12,000
173 - Core Switch Hardware Replacement 13-14	15,000	-	-	-	15,000
Total	**308,845**	**21,062**	**-**	**21,062**	**287,783**
Minor Schemes - Equip					
130 - E-Hydraulic Equip	292	-	-	-	292
174 - Large Animal Resue Equipment	12,100	10,553	-	10,553	1,547
176 - UHRP / ISV Additional Equipment	25,000	9,561	11,360	20,921	4,079
Total	**37,392**	**20,114**	**11,360**	**31,474**	**5,918**
Minor Schemes - Other					
101 - Intel Application	13,700	-	-	-	13,700
103 - Fire Control Replacement	624,465	58,239	124,115	182,354	442,111
Total	**638,165**	**58,239**	**124,115**	**182,354**	**455,811**
Sub Total Minor Schemes	**1,862,292**	**150,040**	**223,900**	**373,941**	**1,488,351**
Capital Budget	**10,513,405**	**1,022,436**	**1,668,381**	**2,690,818**	**7,822,587**
Unallocated Budgets					
999 - Unallocated Minor Schemes	225,413	-	-	-	225,413
Total	**225,413**	**-**	**-**	**-**	**225,413**
Capital Strategy	**10,738,818**	**1,022,436**	**1,668,381**	**2,690,818**	**8,048,000**

Report of the Treasurer

9.　　Financial Prospects 2014/15

Purpose of report

1.　　To provide Members with a further update on developments on the funding position for 2014/15 and beyond.

Recommendation

The Chief Fire Officer and the Treasurer recommend that the report be noted.

Introduction and Background

2.　　The Authority approved a Medium Term Financial Plan (MTFP), in February 2013, which identified future gaps in budget due to the reductions in funding from grant and restrictions on council tax increases.

3.　　This position was modified in July 2013 following the publication of revised figures for 2014/15 and indicative figures for 2015/16. This formed the basis of the detailed context for the Community Risk Management Plan (CRMP) consultation proposals.

4.　　There will be no further updates on figures until:

　　　a.　Final figures - late December 2013

　　　b.　Indicative Council Tax-base. Business Rate Yield – late December 2013

　　　c.　CRMP decision – February 2014

　　　d.　Updated Authority view on Council Tax increases – December 2013?

5.　　As a consequence this is a holding report pending a full update at the next Committee meeting.

Current Position

6.　　The current position is summarised below, but it should be noted that the changes to date form part of the £2.7m non-front line savings envisaged in the CRMP document and are not additional savings.

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	2014/15 £m	2015/16 £m	2016/17 £m
Budget Gap – Feb 2013	**1.102**	**3.085**	**4.099**
Updated Budget Gap – CRMP Oct 2013	**1.375**	**3.227**	**4.725**
Actions already taken: Merger of USAR/Droitwich Support Staff Reviews * 2013/14 Expenditure budget savings * Other Support Staff reviews	 (0.300) (0.249) (0.278) (0.027)	 (0.300) (0.249) (0.278) (0.027)	 (0.300) (0.249) (0.278) (0.027)
Residual Gap	**0.521**	**2.373**	**3.871**

* Referred to in Quarter 2 Budget Monitoring Report

7.   For information the Budget gap sensitivity for key assumptions is summarised below. This is the increase/(reduction) in the gap from changing assumptions.

	2014/15 £m	2015/16 £m	2016/17 £m
Provision for Pay Awards at 2% instead of 1%	(0.180)	(0.640)	(0.760)
Increase Council Tax by 2% instead of freezing	(0.161)	(0.329)	(0.378)
1% greater grant cut each year	0.100	0.205	0.295

8.   The risks associated with the assumptions were discussed by the Committee in recommending the MTFP to the Authority.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None

Supporting Information
None

Background Papers

Contact Officer

Martin Reohorn, Treasurer to the Fire Authority
(01905 368205)
Email: mreohorn@hwfire.org.uk

P & R 17/13

Report of the Head of Human Resources

10. Employment Monitoring Data 2012/13

Purpose of report

1. To note the contents of this report, prior to publication of the Employment Monitoring Data 2012/13 on the Service's website.

Recommendation

It is recommended that the Policy and Resources Committee approves the Employment Monitoring Data Report 2012/13 and approves publication on the Service's website.

Background

2. In order to comply with its responsibilities under the Equality Act 2010 the Service is required to publish relevant and proportionate information showing compliance with the public sector Equality Duty on an annual basis. Publishing the Employment Monitoring Data Report 2012/13 will evidence that the Service continues to comply with this.

3. The Employment Monitoring Data Report (Appendix 1) provides information relating to 2012/13 in relation to eight of the protected characteristics i.e. race, gender, age, disability, religion/belief and sexual orientation, gender reassignment, pregnancy and maternity. There is no requirement to monitor marriage and civil partnership. Following feedback from Members last year the Service has commenced monitoring of the category of "White Other" which is reflected in this report.

4. The Executive Summary in Appendix 1 provides an overview of the monitoring information and the attachments provide detailed information relating to the protected characteristics in relation to the following categories:

   - Staff in post.

   - Applications for employment.

   - Applications for promotion.

   - Staff leaving the Service.

   - Staff subject to formal disciplinary procedures.

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- Staff who are involved in grievance procedures.

- The number and nature of harassment and bullying.

5. The Equality and Diversity Advisory Group has considered and approved the Employment Monitoring Data Report 2012/13 at its meeting on 16 July 2013. The Member representatives on the Equality and Diversity Advisory Group have been consulted on the highlights in the Employment Monitoring Data Report 2012/13.

Key Trend Information

6. An analysis of the data shows that there has been little change in employment data relating to the protected characteristics since the previous Employment Monitoring Data Report 2011/12. A summary is attached at Appendix 2.

Areas of Development

7. As part of the Service's restructure of it's Human Resources Department it introduced a dedicated Recruitment Officer who is instrumental in supporting Managers in their role of increasing attraction rates from under-represented groups. Whilst there has been an increase in applications from under-represented groups for the role of on-call firefighter, the Service will consider additional ways of attracting candidates from under-represented groups.

8. We have continued the review of the recruitment tests i.e. fitness and written tests.

   a. Candidates are now provided with the opportunity to practice the fitness test at an early stage in the recruitment process. Early indications show that more candidates are successful at the fitness tests.

   b. Candidates are provided with a practice paper in advance of them undertaking the actual written test. Early indications show that more candidates are successful at the written tests. In addition we signpost candidates to free adult literacy and numeracy courses which could result in a qualification allowing them to be exempt from the fire service written tests.

9. Whilst there was an increase in formal disciplinaries in 2012/13, it should be noted that there has since been a reduction. The Human Resources department are now proactively supporting and coaching managers in dealing with issues before they escalate to the formal stage.

10. Whilst the Service has an exit interview process in place, we still lack quality data in relation to the actual reasons for staff leaving the Service. This process will now be reviewed.

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Conclusion

11.   The report provides commentary to identify trends and any relevant actions that are required.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Paragraph 24
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Paragraph 3
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Appendix 1

Supporting Information

Appendix 1 - Employment Monitoring Data 2012/13
Appendix 2 – Summary of Key Trend Information

Contact Officer
Jackie Conway, Head of Human Resources
(01905 368339)
Email: jconway@hwfire.org.uk

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Employment Monitoring Data 2012/13

Introduction

Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to challenging discriminatory behaviour or practices. We are committed to creating an environment where our staff feel safe, secure, valued, motivated and developed so that they have the skills, knowledge and abilities to confidently flourish; enabling them to provide the highest quality service to the communities we serve. We want to ensure that our staff complement is reflective of our diverse communities and that we are recognised as an employer of choice.

We recognise that equality and diversity must be at the heart of our day-to-day activity, it must be embraced with integrity and fairness underpining all that we do. We recognise that our people management policies, procedures, recruitment and retention of staff are key aspects of mainstreaming equality and diversity across the organisation.

The Equality Act 2010 requires the Service to publish information relating to 8 of the protected characteristics i.e. race, gender, age, disability, religion/belief and sexual orientation, gender reassignment, pregnancy and maternity. There is no requirement to monitor marriage and civil partnership. The Executive Summary provides an overview of the monitoring information and the attachments provide detailed information relating to gender, race, disability, age, sexual orientation and religion/belief in relation to the following categories:

   Staff in post
   Applications for employment
   Applications for promotion
   Staff leaving the Service
   Staff subject to formal disciplinary procedures
   Staff who are involved in grievance procedures
   The number and nature of harassment and bullying

It is important to view the numbers behind the percentage figures in conjunction with the commentary to ensure that the full context is appreciated.

Population

Hereford & Worcester Fire and Rescue Service is located in the Heart of England and extends from the metropolitan borders of the West Midlands to the rural southern borderland between England and Wales.

The geographical area amounts to some 390,000 hectares and has a total population of around 749,700. It covers two counties, Worcestershire in the east with a population of 566,200 and Herefordshire to the west with 183,500. Both counties are largely rural, however, Worcestershire's population mainly reside in the towns of Worcester, Bromsgrove, Droitwich, Evesham, Kidderminster, Malvern and Redditch.

The breakdown of the total working age population of the Herefordshire and Worcestershire area is shown in the table opposite (figures shown are in '000s').

Population		
Total Population	**BME**	**Female**
000's	000's	000's
Herefordshire 183.5	5.3 (2.9%)	93.2 (50.8%)
Worcestershire 566.2	33.1 (5.9%)	287.4 (50.8%)

Source: Census 2011 for total population and females

Source: ONS Mid Year Population 2010 for BME

Executive Summary

The chart opposite shows an overview of staff information. Further detail is provided in the attached appendices. Key areas to note are as follows:

Recruitment - applications for employment

Work has continued towards increasing our diversity levels as part of four On-Call (RDS) recruitment campaigns during 2012-13. Positive action activities undertaken, include targeting residential areas and factories where there is a high proportion of ethnic minorities (displaying posters in shops within those areas) or having articles written about a female Firefighter issued as a press release to try and encourage females to apply.

This year we have seen the highest number of BME and female applications for an RDS firefighter role (15 from each group which includes 9 candidates from "White Other") which resulted in 2 BME appointments and 3 female appointments. The Service now has 21 female RDS, 12 BME RDS employees which is an increase over the last three years.

We have continued our the review of the recruitment tests i.e. fitness and written tests. Candidates are now provided with the opportunity to practice the fitness test at an early stage in the process. Early indications show that more candidates are successful at the fitness tests.

Candidates are provided with a practice paper in advance of them undertaking the actual written test. Early indications show that more candidates are successful at the written tests. In addition we signpost candidates to free adult literacy and numeracy courses which could result in a qualification allowing them to be exempt from the fire service written tests.

Other key information

The Service has commenced monitoring of "White Other" which is reflected in this report. The Service has a total of 14 (1.7%) BME employees and 11 (1.3%) "White Other" employees.

Disability reporting has shown an increase of 1 member of staff who class themselves as disabled i.e. 1.5% to 1.7% since last year.

There has been a decrease of support staff aged over 55 i.e. 27.1% to 23% since last year.

The Sexual Orientation figures for Gay/Lesbian/Bisexual have remained the same.

An additional 2 members of staff have recorded that they consider themselves to have a religion/belief other than Christian.

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	Total	%BME (including White Other)	% Female	% Disability	% LGB
Executive Summary 1 April 2012 to 31 March 2013					
Staff in post as at 31 March 2013	844	3.0	15.3	1.7	0.6
Applications for Employment	168	13.6	16.7	3.6	0.6
Applications for Promotion	70	2.9	5.7	0.0	0.0
Leavers	74	1.4	14.9	1.4	0.0
Discipline Cases	14	0.0	0.0	0.0	0.0
Grievance Cases	6	0.0	0.0	0.0	0.0
Harassment and Bullying Cases	2	0.0	0.0	0.0	0.0

This year has seen 74 members of staff leaving the Service compared to 68 last year. There has been 52 RDS staff leaving the Service compared to 33 staff last year. Of the staff who left the Service, 11 were female (2 WT, 2 RDS, 1 Fire Control and 6 support),1 was BME and 1 classed themselves as disabled. 36.5% of staff leaving the Service were aged between 46-55.

HR case work in relation to formal disciplinaries has increased from 8 to 14 cases since last year. 7 formal disciplinaries related to wholetime male firefighters, 6 related to Retained male firefighters and 1 related to a member of male support staff. No formal disciplinary cases related to BME staff or female staff. HR case work in relation to grievances and bullying and harassment has decreased compared to last year.

We have had 2 staff who have taken maternity leave during the year.

We have no employees who have undergone gender reassignment

Staffing Levels

The chart opposite shows the numbers and percentages of wholetime and retained firefighters, fire control and support staff in post as at 31 March each year over the past 3 years.

There was a reduction in wholetime staff in 2010/11 due to natural wastage of leavers, however, it was agreed in 2011 to take on a number of firefighters and a number of RDS have transferred to wholetime at Crew Commander and Watch Commander level. The number of BME staff has steadily increased by 1 each year over the last 3 years.

The number of BME staff on the RDS increased this year by 2 to 3.2% and the number of female staff on the RDS have remained the same as last year.

Support staff numbers have slightly reduced during the last 4 years due to natural wastage and redundancies and each year there has been a reduction of 1 BME member of support staff.

	Staffing Levels		

	31-Mar-10	31-Mar-11	31-Mar-12	31-Mar-13
Wholetime	326	312	322	313
BME (including White Other)	6 (1.8%)	7 (2.2%)	8 (2.5%)	8 (2.5%)
Female	17 (5.2%)	17 (5.4%)	18 (5.6%)	16 (5.1%)

	31-Mar-10	31-Mar-11	31-Mar-12	31-Mar-13
Retained	369	385	383	372
BME (including White Other)	8 (2.2%)	7 (1.8%)	10 (2.6%)	12 (3.2%)
Female	18 (4.9%)	18 (4.7%)	18 (4.7%)	21 (5.6%)

	31-Mar-10	31-Mar-11	31-Mar-12	31-Mar-13
Fire Control	26	25	25	24
BME (including White Other)	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Female	21 (80.8)	19 (76.0)	19 (76.0)	18 (75.0%)

	31-Mar-10	31-Mar-11	31-Mar-12	31-Mar-13
Support Staff	140	134	133	135
BME (including White Other)	8 (5.7%)	7 (5.2%)	6 (4.5%)	5 (3.7%)
Female	80 (57.1%)	75 (56.0%)	74 (55.6%)	74 (54.8%)

	31-Mar-10	31-Mar-11	31-Mar-12	31-Mar-13
Total	861	856	863	844
Total BME (inc. White Other	23 (2.7%)	21 (2.5%)	24 (2.7%)	25 (3.0%)
Total Female	136 (15.8%)	129 (15.1%)	129 (15.0%)	129 (15.3%)

1. No. of staff in post as at 31 March 2013

1.1 GENDER, ETHNICITY & DISABILITY

			GENDER				ETHNICITY										DISABILITY					
Duty System	Total	%	Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	313	37.1	297	94.9	16	5.1	302	96.5	0	0.0	6	1.9	2	0.6	3	1.0	6	1.9	307	98.1	0	0.0
Retained	372	44.1	351	94.4	21	5.6	359	96.5	0	0.0	5	1.3	7	1.9	1	0.3	4	1.1	368	98.9	0	0.0
Fire Control	24	2.8	6	25.0	18	75.0	23	95.8	1	4.2	0	0.0	0	0.0	0	0.0	0	0.0	24	100.0	0	0.0
Support	135	16.0	61	45.2	74	54.8	127	94.1	0	0.0	0	0.0	5	3.7	3	2.2	4	3.0	131	97.0	0	0.0
	844	100.0	715	84.7	129	15.3	811	96.1	1	0.1	11	1.3	14	1.7	7	0.8	14	1.7	830	98.3	0	0.0

Staff in Post

As at 31 March 2013 there was a total of 844 staff in post 313 (37.1%) wholetime, 372 (44.1%) RDS, 24 (2.8%) Fire Control and 135 (16.0%) support staff. Compared to the last annual report there are 19 less staff in total i.e. (9 less wholetime, 11 less RDS and 1 less Fire Control and 2 more support members of staff).

The overall number of female staff remains the same as last year.

1.7% of staff are from BME groups and 1.3% of staff are from White Other groups. Based on the total of the two, there is an increase of 1 member of staff since the last annual report (2 more RDS and 1 less support).

1.7 % of staff consider themselves to be disabled which is an increase of 1 since last year (0.2% increase) - 1 more for RDS.

1.2 AGE

			AGE BRACKET													
Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	313	37.1	1	0.3	64	20.4	145	46.3	98	31.3	5	1.6	0	0.0
Retained	372	44.1	38	10.2	118	31.7	112	30.1	79	21.2	23	6.2	2	0.5
Fire Control	24	2.8	0	0.0	5	20.8	6	25.0	8	33.3	5	20.8	0	0.0
Support	135	16.0	3	2.2	24	17.8	36	26.7	41	30.4	29	21.5	2	1.5
	844	100.0	42	5.0	211	25.0	299	35.4	226	26.8	62	7.3	4	0.5

There are 21 less staff aged between 36 - 45 and 3 additional staff aged over 66 compared to last year.

1.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
844	100.0	2	0.2	3	0.4	340	40.3	499	59.1

Whilst we have encouraged staff to update their personal information on HR Connect, the number of staff with a sexual orientation other than hetrosexual remains low and further work is required in this area.
There has been no change in the number of staff with a sexual orientation other than hetrosexual since 2012.

1.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
844	100.0	223	26.4	2	0.2	0	0.0	1	0.1	1	0.1	1	0.1	10	1.2	119	14.1	487	57.7

We have encouraged staff to update their personal information on HR Connect, which has identified an additional 2 staff who consider themselves to have a religion/belief other than Christian which is a 0.4% increase since 2012.

2. No. of applications for employment between 1 April 2012 to 31 March 2013

2.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
			GENDER				**ETHNICITY**										**DISABILITY**					
Wholetime	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Retained	123	73.2	108	87.8	15	12.2	107	87.0	0	0.0	9	7.3	6	4.9	1	0.8	3	2.4	120	97.6	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	45	26.8	32	71.1	13	28.9	37	82.2	0	0.0	3	6.7	5	11.1	0	0.0	3	6.7	41	91.1	1	2.2
	168	**100.0**	**140**	**83.3**	**28**	**16.7**	**144**	**85.7**	**0**	**0.0**	**12**	**7.1**	**11**	**6.5**	**1**	**0.6**	**6**	**3.6**	**161**	**95.8**	**1**	**0.6**

During this year there have been a total of 168 applications for employment compared to 389 applications last year. It should be noted that recruitment activity in relation to support posts was low this year, compared to last year. Applications for retained have increased to 123 this year compared to 90 last year.

In total this year, 29 appointments were made into RDS posts (2 white other, 3 females), which is an increase from last year's figure of 11, and there were 10 appointments into support roles ,which included 6 females.

2.2 AGE

Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%	N/S	%
			AGE BRACKET													
Wholetime	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Retained	123	73.2	59	48.0	41	33.3	20	16.3	3	2.4	0	0.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	45	26.8	4	8.9	11	24.4	11	24.4	11	24.4	8	17.8	0	0.0	0	0.0
	168	**100.0**	**63**	**37.5**	**52**	**31.0**	**31**	**18.5**	**14**	**8.3**	**8**	**4.8**	**0**	**0.0**	**0**	**0.0**

In this year there has been a decrease in applicants over all age brackets.

2.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
168	**100.0**	**1**	0.6	**0**	0.0	**156**	92.9	**11**	6.5

In this year there was only 1 applicant, compared to 8 last year, who declared their sexual orientation to be other than heterosexual.

2.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
168	**100.0**	**87**	51.8	**1**	0.6	**0**	0.0	**0**	0.0	**6**	3.6	**1**	0.6	**1**	0.6	**65**	38.7	**6**	3.6

In this year there were 9 applicants compared to 16 last year who declared their religion/belief to be other than Christian which is 5.4% of the total applications received.

Applications for employment			
Wholetime	**31-Mar-11**	**31-Mar-12**	**31-Mar-13**
	7	21	0
BME (inc. White Other)	0 (0.0%)	1 (4.8%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)	0 (0.0%)

Retained			
	146	90	123
BME (inc. White Other)	6 (4.1%)	7 (7.8%)	15 (12.2%)
Female	14 (9.6%)	13 (14.4%)	15 (12.2%)

Fire Control			
	0	0	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)	0 (0.0%)

Support Staff			
	32	278	45
BME (inc. White Other)	2 (6.3%)	24 (8.6%)	8 (17.8%)
Female	5 (15.6%)	99 (35.6%)	13 (28.9%)

Total	185	389	168

During the last year there have been 11 BME and 12 White Other applicants overall of which 15 were for RDS posts.

We have received the highest number of applications from BME and White Other candidates and females for retained positions in this year, compared to the previous 3 years.

3. Number of applications for promotion between 1 April 2012 to 31 March 2013

3.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
			GENDER				ETHNICITY										DISABILITY					
Wholetime	60	85.7	58	96.7	2	3.3	59	98.3	0	0.0	0	0.0	1	1.7	0	0.0	0	0.0	60	100.0	0	0.0
Retained	7	10.0	7	100.0	0	0.0	6	85.7	0	0.0	0	0.0	1	14.3	0	0.0	0	0.0	7	100.0	0	0.0
Fire Control	1	1.4	0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0
Support	2	2.9	1	50.0	1	50.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0	0	0.0
	70	100.0	66	94.3	4	5.7	68	97.1	0	0.0	0	0.0	2	2.9	0	0.0	0	0.0	70	100.0	0	0.0

3.2 AGE

Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%	Not stated	%
			AGE BRACKET													
Wholetime	60	85.7	2	3.3	18	30.0	32	53.3	8	13.3	0	0.0	0	0.0	0	0.0
Retained	7	10.0	0	0.0	1	14.3	5	71.4	1	14.3	0	0.0	0	0.0	0	0.0
Fire Control	1	1.4	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Support	2	2.9	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	70	100.0	2	2.9	21	30.0	37	52.9	10	14.3	0	0.0	0	0.0	0	0.0

3.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
70	100.0	0	0.0	0	0.0	67	95.7	3	4.3

3.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
70	100.0	46	65.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	17	24.3	7	10.0

Promotions	31-Mar-12	31-Mar-13
Wholetime	52	60
BME (inc. White Other)	1 (1.9%)	1 (1.7%)
Female	1 (1.9%)	2 (3.3%)
Retained	32	7
BME (inc. White Other)	0 (0.0%)	1 (14.3%)
Female	2 (6.3%)	0 (0.0%)
Fire Control	0	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	1 (100.0%)
Support Staff	2	2
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	2 (100.0%)	1 (50.0%)
Total	86	70

Applications for Promotion

This year there have been 70 applications for promotion compared to 86 applications last year.

60 wholetime, 7 RDS, 1 Fire Control and 2 support staff.

Two applicants were BME and 4 applicants were female.

None of the applicants had a sexual orientation other than heterosexual or a religion/belief other than Christian.

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4. Number of staff leaving the Service between 1 April 2012 to 31 March 2013

4.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY										DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	9	12.0	7	77.8	2	22.2	9	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	11.1	8	88.9	0	0.0
Retained	52	70.3	50	96.2	2	3.8	52	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	52	100.0	0	0.0
Fire Control	1	1.3	0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0
Support	12	16.0	6	50.0	6	50.0	11	91.7	0	0.0	0	0.0	1	8.3	0	0.0	0	0.0	12	100.0	0	0.0
	74	99.6	63	85.1	11	14.9	73	98.6	0	0.0	0	0.0	1	1.4	0	0.0	1	1.4	73	98.6	0	0.0

4.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	9	12.2	0	0.0	0	0.0	1	11.1	8	88.9	0	0.0	0	0.0
Retained	52	70.3	1	1.9	11	21.2	17	32.7	19	36.5	4	7.7	0	0.0
Fire Control	1	1.4	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	12	16.2	0	0.0	1	8.3	3	25.0	0	0.0	7	58.3	1	8.3
	74	100.0	1	1.4	13	17.6	21	28.4	27	36.5	11	14.9	1	1.4

4.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
74	100.0	0	0.0	0	0.0	36	48.6	38	51.4

4.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
74	100.0	21	28.4	0	0.0	0	0.0	0	0.0	1	1.4	0	0.0	0	0.0	13	17.6	39	52.7

Leavers		
	31-Mar-12	31-Mar-13
Wholetime	12	9
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	2 (22.2%)
Retained	33	52
BME (inc. White Other)	1 (3.0%)	0 (0.0%)
Female	1 (3.0%)	2 (3.8%)
Fire Control	0	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	1 (100.0%)
Support Staff	23	12
BME (inc. White Other)	2 (8.7%)	1 (8.3%)
Female	8 (34.8%)	6 (50.0%)
Total	68	74

Staff leaving the Service

This year there has been an increase in the number of staff leaving the Service (74 compared to 68 last year). 9 (12.0%) were wholetime, 52 (70.3%) were RDS, 1 (1.3%) was from Fire Control and 12 (16.0%) were support members of staff which is 9% of the total number of support staff.

Of the staff who left the Service, 11 were female (2 WT, 2 RDS, 1 Fire Control and 6 support),1 was BME and 1 was those who classed themselves as disabled. 36.5% of staff leaving the Service were aged between 46-55.

No leaver had a sexual orientation other than heterosexual and 1 leaver had a religion/belief other than Christian.

Out of the 74 leavers this year, 9 retired (5 WT, 3 RDS and 1 support), 48 resigned (1 wholetime, 42 RDS, 1 Fire Control, 4 support), 7 had their contract terminated (1 wholetime, 6 RDS), 6 were made redundant (6 support) and 4 staff left due to other reasons (2 wholetime, 1 RDS, 1 support).

The main reason for RDS employees resigning was for personal reasons and/or they were relocating. Many commented that their work-life balance was affected due to the increased commitment required. For support staff, the main reason for leaving was that they had resigned to take up another post with another organisation. or redundancy

Every employee who leaves the Service, (other than those that are dismissed) are offered an exit interview. The information gained from forms that are returned is monitored and any significant information recorded.

4.5   Reasons for staff leaving the Service

Reason for Leaving	Total	Wholetime	Retained	Fire Control	Support
Retirement	9	5	3	0	1
Resignation	48	1	42	1	4
Termination of contract	7	1	6	0	0
Redundancy	6	0	0	0	6
Not indicated	0	0	0	0	0
Other	4	2	1	0	1
TOTAL	74	9	52	1	12

1 member of staff who classed themselves as disabled left (wholetime) - the reason for leaving was not related to their protected characteristic.

1 BME member of staff (support staff) left - the reason for leaving was not related to their protected characteristic.

1 Muslim member of staff left - the reason for leaving was not related to their protected characteristic.

11 females left - the reasons for leaving were not related to their protected characteristics.

5. **Number of formal disciplinaries between 1 April 2012 to 31 March 2013**

5.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY										DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	7	50.0	7	50.0	0	0.0	7	50.0	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	7	50.0
Retained	6	42.9	6	42.9	0	0.0	6	42.9	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6	42.9
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	1	7.1	1	7.1	0	0.0	1	7.1	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	7.1
	14	100.0	14	100.0	0	0.0	14	100.0	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	14	100.0

5.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	7	50.0	0	0.0	1	14.3	2	28.6	3	42.9	1	14.3	0	0.0
Retained	6	42.9	0	0.0	1	16.7	2	33.3	3	50.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	4	0.0	0	0.0	0	0.0
Support	1	7.1	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0
	14	100.0	0	0.0	2	14.3	4	28.6	10	71.4	2	14.3	0	0.0

5.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
14	100.0	0	0.0	0	0.0	6	42.9	8	57.1

5.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
14	100.0	4	28.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	10	71.4

Formal disciplines	31-Mar-12	31-Mar-13
Wholetime	1	7
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Retained	7	6
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	2 (28.6%)	0 (28.6%)
Fire Control	0	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Support Staff	0	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)
Total	8	14

Overall there has been an increase of 6 formal disciplinaries this year compared to last year.

During this year there were 14 staff subject to formal disciplinary procedures (recorded as the date the discipline was received) - 7wholetime , 6 RDS and 1 support staff.

There were no members of staff, subject to disciplinary procedures, who were classed as BME, disabled or had a sexual orientation other than heterosexual or who had a religion/belief other than Christian.

6. Number of formal grievances between 1 April 2012 to 31 March 2013

6.1 GENDER, ETHNICITY & DISABILITY

			GENDER				ETHNICITY										DISABILITY					
Duty System	Total	%	Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime*	5	83.3	5	83.3	0	0.0	5	83.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	5	83.3
Retained	1	16.7	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	16.7
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	6	100.0	6	100.0	0	0.0	6	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6	100.0

6.2 AGE

			AGE BRACKET											
Duty System	Total	%	17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	5	83.3	0	0.0	1	20.0	1	20.0	3	60.0	0	0.0	0	0.0
Retained	1	16.7	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	6	100.0	0	0.0	1	16.7	2	33.3	3	50.0	0	0.0	0	0.0

6.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
6	100.0	0	0.0	0	0.0	2	33.3	4	66.7

6.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
6	100.0	1	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	5	83.3

Grievances		
	31-Mar-12	31-Mar-13
Wholetime	3	5
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	1 (33.3%)	0 (0.0%)

Retained	1	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)

Fire Control	1	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	1 (100.0%)	0 (0.0%)

Support Staff	4	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	2 (50.0%)	0 (0.0%)

Total	9	6

Overall there has been a reduction in the number of formal grievances submitted this year compared to last year.

During this year there were 6 staff (5 wholetime, 1 RDS,) who submitted formal grievance complaints (recorded as the date the grievance was received). All were male.

There were no formal grievances submitted by staff classed as BME, disabled or who had a sexual orientation other than heterosexual or a religion/belief other than Christian or not disclosed.

7. The number and nature of harassment and bullying complaints between 1 April 2012 to 31 March 2013

7.1 GENDER, ETHNICITY & DISABILITY

Duty System	Total	%	GENDER				ETHNICITY										DISABILITY					
			Male	%	Female	%	White British	%	White Irish	%	White Other	%	BME	%	Not Stated	%	Disabled	%	Not Disabled	%	Not Stated	%
Wholetime	1	50.0	1	50.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0
Retained	1	50.0	1	50.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2	100.0	2	100.0	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0

7.2 AGE

Duty System	Total	%	AGE BRACKET											
			17-24	%	25-35	%	36-45	%	46-55	%	56-65	%	66+	%
Wholetime	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
Retained	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
Fire Control	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2	100.0	0	0.0	0	0.0	0	0.0	2	100.0	0	0.0	0	0.0

7.3 SEXUAL ORIENTATION

Total	%	Bisexual	%	Gay/Lesbian	%	Heterosexual	%	Not Stated	%
2	100.0	0	0.0	0	0.0	1	50.0	1	50.0

7.4 RELIGION OR SIMILAR BELIEF

Total	%	Christian	%	Bhuddist	%	Hindu	%	Jewish	%	Muslim	%	Sikh	%	Other	%	None	%	Not Stated	%
2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	1	50.0

Harrasment + Bullying		
	31-Mar-12	31-Mar-13
Wholetime	2	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)

Retained		
	0	1
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)

Fire Control		
	0	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	0 (0.0%)	0 (0.0%)

Support Staff		
	2	0
BME (inc. White Other)	0 (0.0%)	0 (0.0%)
Female	2 (100.0%)	0 (0.0%)

Total	4	2

During this year there were 2 complaints of a bullying and harassment nature (1 wholetime and 1 Retained).

There were no complaints submitted by staff classed as BME, disabled or who had a sexual orientation other than heterosexual or not stated or who had a religion/belief other than Christian or not disclosed.

Summary of Key Trend Information

<u>Staff in post</u>
1. Compared to the last annual report there are 19 less staff in total. The overall number of female staff remains the same as last year.

2. Overall the Service has a Black and Minority Ethnic (BME) workforce of 3% which is an increase of 0.2% based on 2011/12 staffing levels. Overall there has been an increase of 1 BME employee. There has been an increase of 2 BME in RDS and a reduction of 1 BME support member of staff.

3. It should be noted that the BME total working age population is based on the most recent available census data as follows:
    *   Herefordshire 2.9%
    *   Worcestershire 5.9%

4. Disability reporting has shown an increase of 1 member of staff who class themselves as disabled i.e. 1.5% to 1.7% since last year.

5. The Sexual Orientation figures for Gay/Lesbian/Bisexual have remained the same.

6. There has been an increase of 2 members of staff who consider themselves to have a religion/belief other than Christian since last year.

<u>Applications for Employment</u>
7. During this year there have been a total of 168 applications for employment compared to 389 applications last year. It should be noted that recruitment activity in relation to support posts was low this year; 45 applications compared with 278 applications last year.

8. The main key area of change has related to On-Call – Retained Duty System (RDS) recruitment where work has continued towards increasing our diversity levels. Applications for RDS employment have increased to 123 this year compared to 90 last year.

9. This year we have seen the highest number of BME and female applications for the RDS firefighter role; 15 females, 15 BME (includes 9 White Other) candidates. This compares to last year's data when we received 13 female and 7 BME applications. We are continuing to consider ways of increasing our attraction rates from under-represented groups.

10. There was only 1 applicant, compared to 8 last year, who declared their sexual orientation to be other than heterosexual.

11.   There were 9 applicants compared to 16 last year who declared their religion/belief to be other than Christian.

Applications for Promotion
12.   There have been 70 applications for promotion compared to 86 applications last year. 2 applicants were BME compared to 1 applicant last year. 4 applicants were female compared to 5 applicants last year. It should be noted that there have been less promotion processes this year.

Leavers
13.   There has been an increase in the number of staff leaving the Service this year; 74 compared to 68 last year. Of the staff who left the Service, 11 were female compared to 9 last year, 1 was BME compared to 3 last year, 1 classed themselves as disabled compared to 3 last year. 1 person had a religion/belief other than Christian compared to none last year.

14.   The main area of concern relates to 52 RDS staff who have left the Service compared to 33 last year. The main reason for RDS employees leaving the Service was for personal reasons and/or they were relocating. Many commented that their work-life balance was affected due to the increased commitment required.

Disciplinaries
15.   There has been an increase in formal disciplinaries this year, 14 compared to 8 last year. There are no concerns relating to protected characteristics.

Grievances / Bullying and Harassment
16.   There has been a reduction in the number of formal grievances submitted this year, 6 compared to 9 last year. The number of complaints of bullying and harassment have reduced this year 2 compared to 4 last year. There are no concerns relating to protected characteristics.

Hereford & Worcester Fire Authority
Policy and Resources Committee
19 November 2013

Report of the Area Commander (Operations)

11. Progress of the Retained Duty System (On-Call) Implementation Plan

Purpose of report

1. To provide the Policy and Resources Committee with a report on the progress and delivery of the third and final year of the Retained Duty System (RDS) Implementation Plan.

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Recommendation

The Chief Fire Officer recommends that the progress of the Retained Duty System (On-Call) Implementation Plan is noted by the Policy and Resources Committee.

Introduction and Background

2. A dedicated team was established to review the Retained Duty System (RDS, also known as on-call staff), management and working practices in 2008. The Service has a dedicated Retained Duty System (RDS) on-call unit at every one of its 27 locations and RDS staff make up over half of all employed operational staff. In 2008, the review team carried out an extensive investigation, including the availability of RDS staff and appliances, work-life balance, resilience, recruitment, training, personnel development and management practices.

3. The team highlighted a number of key issues including how the basis for the existing RDS service at that time was solely reliant on "traditional" communities and lifestyles which did not always fit with the working practices and lifestyles of modern society. There was also a strong desire to ensure the RDS staff continued to be fully embraced by the Service as valued and highly trained professional Firefighters.

4. A subsequent RDS Implementation Plan was produced which consisted of 24 objectives to be discharged over three years. The Plan was based upon the evidence provided in the review and developed in consultation with Officers, RDS staff and representative bodies. The aim of this plan was to begin a transformation in the way RDS staff work and operate and lay the foundations for the future.

5. The Review and Implementation Plan were considered by the Authority on 25 June 2010 where it was agreed that progress against the three year Implementation Plan would be reported back to the Authority at the conclusion of each phase. The Policy & Resources Committee has considered progress of

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this on an annual basis on behalf of the Authority, with this being the third and final report.

Delivery of Years One and Two Objectives

6. The majority of the change needed within the RDS implementation plan has already been reported back to the Committee following years one and two. However, it is worth noting that key elements such as the Electronic Availability System, known as Gartan, new contracts, a new management policy and working practices, alongside a revised recruitment strategy have already led to transformational change within the RDS sector and an improved service to our communities.

Delivery of Year Three Objectives

7. Year three commenced in April 2012, and consisted of three final objectives (numbered 23, 24 & 25 in the original plan), detailed later in Appendix 1.

8. The first objective in year three (objective 23) proposed the consideration of providing a fixed salary scheme for RDS staff rather than the current model of an annual retaining fee and then payment per hour for all work or calls undertaken. Evidence considered from another neighbouring Fire and Rescue Services (FRS) who have undertaken this has demonstrated that this is not a cost-effective or beneficial option to pursue in the longer term and did not necessarily deliver the proposed advantages. Fixed salary schemes that offer a minimum annual salary for RDs staff in another FRS have in some cases cost nearly twice the salary amount per person, without delivering the proportional additional benefits to the organisation.

9. The second objective in year three (objective 24) was aimed at improving the recruitment and retention of RDS staff. The introduction within the Human Resources (HR) department of a dedicated Recruitment Officer, primarily dealing with RDS staff at this time, has proven extremely successful and in conjunction with local managers has produced improved levels of recruitment in some areas. This has been supported by a new recruitment plan that concentrates on increasing the applications by innovative new initiatives alongside exploring ways of attracting candidates from under represented groups. An RDS Recruitment Working Group has also been formed which includes members of staff and managers from RDS stations which provides a sounding board for ideas and collates information that can be used to continually improve the process.

10. The final objective of year three (objective 25) was to review the Implementation Plan as whole. This review has identified that a number of key elements which have been introduced are proving to be extremely beneficial to the Service (outlined in section 6 above).

11. Other successes worthy of note which continue to benefit and improve the RDS within the Service include the additional training time made available to RDS staff and the introduction of dedicated RDS Support staff. These Officers not only support the RDS stations with administration, training and recruitment, but also work directly with newly appointed firefighters in their development stages

to underpin their knowledge and mentor them through their development programme.

Conclusion/Summary

12. Year three of the Implementation Plan has been successful, with all of the objectives examined and two of the three objectives completed.

13. This now brings the Implementation Plan to a close and as a result the Service has a very different Retained Duty System than three years ago. The RDS is now better structured, managed and supported from all departments within the Service which has resulted in an improved and more professional delivery of our core functions.

14. It is also worthy of note that the Service continues to engage on RDS related matters at a regional and national level. Much of the work within our RDS review and subsequent Implementation Plan is viewed by many others in the Fire and Rescue Services as innovative. Hereford & Worcester is leading nationally in this area and has hosted many sessions with other Fire and Rescue Services to share our experiences across the UK.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The proposal for a 'front-loaded' salary scheme for RDS staff has been deferred / will no longer be pursued to due financial constraints. Following a restructure in the HR Department a Recruitment Officer now specifically deals with RDS recruitment. Additional training time has been made available to the RDS and the introduction of RDS Support Officers and is part of the mainstream budget
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Improved monitoring and quality of RDS appliance availability
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Improved levels of Firefighter safety through better management systems, training and recruitment.

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Consultation (identify any public or other consultation that has been carried out on this matter)	Implementation Plan developed in consultation with Officers, RDS staff and representative bodies
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Improved recruitment targeted at under represented groups

Supporting Information

Appendix 1 Retained Duty System (RDS) Implementation Plan Progress Report

Background papers
Fire and Rescue Authority Agenda Papers and Minutes – 25 June 2010
Policy & Resources Committee Agenda Papers and Minutes – 7 September 2011 and 5 September 2012
Retained Duty System (RDS) Implementation Plan

Contact Officer

Jon Pryce, Area Commander
(01905 368237)
Email: jpryce@hwfire.org.uk

Retained Duty System (RDS) Implementation Plan Progress Report

The following table outlines progress in delivering Year Three objectives of the RDS Implementation Plan.

1	• **To introduce an Electronic Availability System to record availability of RDS appliances and personnel across the Service, also capable of providing a range of management and reports and linking directly to a Finance module.** • This has been completed and the system implementation project now closed down. • The Availability system went live on Nov 29th 2010 and has provided a greater range of flexibility for the RDS in forecasting their weekly availability. • Fire Control now have a real time, accurate availability forecast of appliances across the Service which means that they are able to mobilise the nearest available appliance at all times to respond to incidents and therefore has improved the Service to the Community. • Managers at all levels now have a suite of reports that can be generated to assist in improving performance and ultimately the Service that we provide to the communities of Hereford and Worcester. • The finance aspect of the system went live on the 1st April 2011 and has been welcomed across the Service. • It provides accurate reports directly to the finance department which ensures timely, accurate payments to staff. • It also now provides Finance department and Service Delivery with accurate information of levels of spending in every area of RDS work, which can now be used in future budget allocations.
2	a) **To put in place a banded system for availability to replace the existing cover types. The banded ranges of cover to be linked to a suitable contract profile for individual staff.** • Complete b) **To further explore the opportunity to offer pro-rata payments for availability based on 120 hours.** • Not implemented as above, as an alternative system was developed and implemented in liaison with RBs following consultation.
3	**To provide a range of contracted hours, from within existing resources, to RDS Managers per month to enable them to undertake key management tasks relating to their Station.** • A review of the administration tasks expected from the RDS Managers has been undertaken and five hours per week has been agreed as a suitable number of hours, with additional hours available as required on approval. • This has been implemented and monitored by the new Gartan RDS Payroll system which allows for smarter allocation and forecasting of future RDS Budgets.
4	**To provide Clusters and Districts with a package of hours from within existing resources to support both unplanned work activity and for planned activity such as recruitment.** • This area of work has not been implemented yet at this time due to budgetary constraints, however, budgetary issues do not prevent essential activities from being undertaken.
5	**7.3 To review and consult regarding the '8 hour' rule, prior to the start of a shift, being placed on Wholetime/RDS personnel.** • This has been reviewed and a new policy now allows these staff to be more flexible with their hours of RDS availability and assist in ensuring RDS appliance availability in those locations where they provide RDS cover.

6	**7.4 To further analyse the strong community links forged by the RDS and consider removing from all RDS stations the requirement to undertake workloads created by Community Safety to allow for more time to be spent on training and performing the intervention role.** • This objective is complete. Following a restructure to the Community Safety Department, specific roles have been created to assist in removing this area of workload from RDS stations. • All areas of CFS work in RDS station areas is now coordinated centrally from HQ with dedicated staff reviewing the need for and where appropriate undertaking this work. • RDs staff may undertake in a voluntary capacity any community engagement activities they choose to support.
7	**That a link is established and maintained between HR and Marketing/Media to identify key timing opportunities for raising RDS awareness through media management, advertising and marketing of the RDS to maximise recruitment potential.** • This link is established and the two departments have strategies in place to coordinate recruitment in line with the four initiatives undertaken each year by the Service. • This has subsequently been modified due to the marketing media resources being reduced or removed due to budgetary reductions. However, the principles and learning from this objective are still applied.
8	**To appoint RDS recruitment champions from within the RDS to support recruitment and to act as mentors to potential applicants and to support RDS awareness sessions.** • A range of staff, both Wholetime and Retained, have been appointed as Recruitment champions across the Service. • These staff are used to attend recruitment awareness sessions across the Service to inform potential new applicants as to the requirements of the FF role map and the expectations of the RDS. • This has proved a success as this provides potential recruits with the necessary insight into the Service from existing serving staff.
9	**A suitable level of budget from within the existing resources is identified and allocated for RDS recruitment to provide a range of recruitment resources.** • This objective is still in progress, but a grant achieved from CLG through the Positive Action Committee is in place to assist in this area at this time. • Suitable resources are secured through SMB for recruitment as appropriate.
10	**To monitor success rates of Psychometric Testing in the National Firefighter Selection Tests (NFFST) process and to provide suitable levels of support in regards to numeracy and literacy through partnership with local Adult Literacy providers.** • The monitoring of Psychometric tests is a continual ongoing process, but the results have already been used by the Service to alter the current process and remove part of the written requirements. This has proved a success and assisted in more applicants being successful. • With regard to numeracy and literacy support, a pilot was undertaken with Herefordshire College who provided support to candidates across the two counties. • This proved to be difficult and the College experienced issues in facilitating these events. • As a result, potential candidates are now 'signposted' to colleges in both counties and are invited to attend courses at these locations should they feel the need. • This process is being monitored
11	**To conduct a full equality and diversity impact assessment of the results of NFFST to establish whether NFFST supports diversity targets and RDS recruitment.** • This has taken place and is a continual process monitored by HR and the Positive Action Committee and the results used to inform recruitment processes.
12	**To work with HR to develop a Policy to ensure that all Service leavers have access to a properly conducted and evidenced exit interview .** • A policy for Exit interviews has been completed and all leavers are invited to undertake an exit interview with an appropriate manager.

13	**To create flexible options to deliver a comprehensive range of training to ensure safety of all RDS staff by providing an average additional 1-hour for training per week and up to eight training days per year.** • The budget for this has been agreed and this objective has been delivered since April. • In just the short time it has been in use, there has already been an increase in the percentages of competency across the RDS locations. • Up to eight additional days have been agreed for this financial year with a view to explore increasing this to the eight days in coming years, dependent on the forthcoming expected budget constraints.
14	**To consider the removal of the requirement for successful completion of Paper 1 (Fire Safety) of the IFE examination for RDS staff, at Watch Manager level, to reflect their intervention role.** • This has been removed and the RDS promotion process has been reviewed.
15	**To review the structure, initially within West District to provide additional managerial supervision and support directly to RDS Stations.** • The structure of West District was reviewed during 2009/10 and alterations were made to employ RDS technicians and RDS support Watch Commanders. • The above posts and structure have proved to be successful and have subsequently been duplicated in other Districts as appropriate.
16	**To create, through a structural review, the post of a Service RDS Manager to ensure future needs and demands on the RDS are managed effectively.** • This post was implemented following this review and there is now a lead RDS officer in H&WFRS.
17	**To create and maintain a database of employers from within the RDS which is reviewed annually** Held over from this year. This will form part of the recruitment strategy and come online when all HR Connect training is complete within the RDS.
18	**To provide regular contact with potential RDS employers, via the local manager, throughout the recruitment process. This contact will aim to create a partnership arrangement between the local manager, RDS employer and applicant.** As above
19	**To continue to work towards the challenging diversity targets to ensure that both BME and Females are attracted to the RDS.** This work still continues as part of the RDS recruitment campaigns per year.
20	**To liaise with STDC and the Approved Centre to provide support, feedback and assistance in relation to the shared objectives detailed below forming part of the training review.** Complete
21a	*To explore the potential for creating opportunities for the STDC to deliver training locally within the Districts to support the RDS with suitable resources and staff.* Complete
21b	*To review the core skills module, and subsequent training modules, to identify what content can be delivered locally within the District structure to reduce the initial impact on RDS applicants.* Complete
21c	*(Subject to the outcomes of a SS review of the NVQ process.)* *Explore options for additional support to both candidates and assessors in the RDS to reduce the numbers of Firefighters in development to a more manageable number.* Complete due to the removal of the NVQ system.
21d	*To review the role of the ADC process in selecting, assessing and training RDS Supervisory Managers to ensure a safe level of operational response and appropriate supervisory managerial skills.* Complete due to the change in the RDS promotion process and the removal of the ADC element
21e	*To conduct a skills-gap analysis to identify training requirements for Supervisory Managers to fulfil the requirement of the role map and to maintain competence whilst filling any potential skills gaps.* Complete due to the development of the SICC course and Vector assessment.

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21f	*To develop a structured approach to ensure that all interested RDS staff are made aware of the career progression process. Districts should be encouraged to take "ownership", provide initial awareness and the Service to facilitate a series of weekend seminars covering all aspects of the process.* Complete due to awareness sessions undertaken prior to promotion processes	
21g	*To support succession planning within RDS units and consider the introduction of temporary development posts.* Complete, development positions available at all RDS stations	
21h	*To provide a more flexible and RDS friendly method of delivering the Supervisory Managers Programme* Part completed, full range of days offered including weekends but further work to provide flexibility being considered.	
21i	*To review the frequency rates of the IDR on an annual basis to ensure that they accurately reflect competency standards and risk based training.* Complete due to the introduction of the CTR programme	
21j	*The Service to adopt a transparent method of assessing Acquired Prior Learning (APL) and Acquired Prior Experiential Learning (APEL) for staff undertaking development, recognising skills, experience and knowledge.* Complete, APL now fully considered.	
22	**To explore options to provide or develop additional levels of resilience and consistent levels of officer support** Complete, joint project undertaken with DC West District and recommendations made with regard to the previous restructure.	
23	**To consider further exploration of a "front loaded" salary based scheme or similar in future years if recruitment initiatives are successful.** This objective will no longer be pursued at this time due to the current financial climate that the Fire and Rescue Service nationally is experiencing. Evidence also suggests these schemes are not cost-effective or beneficial in the longer term and do not maintain their initial improvements in contracted cover.	
24	**To create a SPI to provide clear guidance and structure to the recruitment process for all staff and managers which will be reviewed and updated at regular intervals.** A clear Recruitment Plan has been implemented on an individual, station by station basis, identifying targeted recruitment and providing dedicated support and media solutions. This Plan is directly supported by the introduction of a dedicated Recruitment Officer by HR department, with feedback provided by a working group formed from RDS stations.	
25	**To undertake a full review of the Implementation Plan** This work has identified that measures introduced during the course of the implementation plan has proved to be extremely beneficial to both the RDS itself and the Service as a whole. Typical examples are the Electronic Availability System, a structured Management Policy, dedicated RDS support as well as major improvements to RDS Recruitment and Training Delivery.	

Report of Head of Corporate Services

12. Quarters 1 and 2 Performance and Health and Safety Reports 2013-14

Purpose of report

1. This report is a summary of Quarters 1 and 2 performance against the Fire and Rescue Authority Plan 2013-14 using the set of Key Performance Indicators agreed by the Senior Management Board together with a summary of Health and Safety incidents occurring in Quarter 1 and 2 2013-14.

Recommendations

That the Policy and Resources Committee note the following headlines taken from Appendix 1 relating to performance in Quarters 1 and 2 2013-14 and Appendix 2 relating to Health and Safety events in Quarters 1 and 2 2013-14:

  i) the total number of incidents attended in Quarters 1 and 2 2013-14 is the lowest Quarters 1 and 2 total in the seven years that the current data set has been collected;

  ii) the Service also attended the lowest Quarters 1 and 2 totals of Special Service (non-fire emergencies) and False alarms in the last seven years;

  iii) although the number of Fires attended in Quarters 1 and 2 2013-14 have increased when compared to the same quarters last year, the total is still less than the average number of fires attended in Quarters 1 and 2 of the last five years; and

  iv) the Service has also seen reductions in the number of injuries from primary fires and injuries from accidental dwelling fires with no injuries reported from accidental dwelling fires in May and June 2013. There were three fatalities from primary fires in Quarters 1 and 2 2013-14.

Introduction

2. The Service gathers data on a number of performance indicators based on operational activity and other areas of the Service and reports on these on a quarterly basis to the Senior Management Board (SMB) and this Committee. The Service also monitors the number of accidents and other health and safety related events involving firefighters at operational incidents and training exercises

Tolerance levels

3. Each individual Key Performance Indicator is tested against the tolerance levels expected for the Quarters 1 and 2 data. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for the specific indicators. The tolerance levels are represented in the accompanying appendices in graph format.

4. The only indicators out of tolerance at the end of Quarter 2 were the percentage of building fires attended by the first appliance within 10 minutes of the time of call and the second appliance attendance at building fire incidents within five minutes of the first appliance. These indicators are analysed in detail in Appendix 1 together with an overview of all operational activity, and an analysis of retained appliance availability that was proposed as being a standard item of future quarterly reporting.

5. Health and Safety events reported include the Lawrence recycling incident in June 2013 as a major occurrence in terms of managing health and safety at incidents.

Quarters 1 and 2 2013-14 Performance

6. Quarters 1 and 2 2013-14 saw a very slight reduction in total incidents compared to the same quarters last year. The numbers of special services and false alarms have reduced when compared with the same period last year but this has been negated by the increase in the number of fires attended in Quarters 1 and 2 2012-13.

7. Comparing the Quarters 1 and 2 data with the same quarters in previous years, the total number of incidents attended is the lowest Quarters 1 and 2 totals in the seven years in which the current set of data has been collected. This is also true of the total number of false alarms and special services attended. These reductions are due in part to better education and the Service's preventative activities.

8. The number of fires, whilst not the lowest Quarters 1 and 2 totals, are less than the previous 5 year average. The wet weather conditions experienced in Quarters 1 and 2 last year had led to the lowest number of fires recorded in Quarters 1 and 2 last year. The warmer drier conditions this year have led to an increase compared with the same quarters last year, but the overall trend is still downwards in direction.

9. The prevention of fires that result in injuries to members of public is a key part of the Service's Community Safety Strategy. The Service has seen reductions both in the number of injuries from primary (car and building) fires in general and the number of injuries specifically from accidental dwelling fires when compared to the same period last year, with no injuries reported at all from accidental dwelling fires in May and June 2013. There were three fatalities caused as a result of primary fires in Quarters 1 and 2 2013-14 compared with no fatalities in the same period last year.

Health and Safety Committee Update

10. The Health & Safety Committee (the Committee) is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to health & safety (H&S), and to act as a forum for liaison on all matters relating to health & safety for key stakeholders and departments. The Committee provides the opportunity for the Service to discuss the general H&S matters on which it must consult the workforce with employee representatives.

11. The membership of the Committee has been recently reviewed and meetings are chaired by a Principal Officer (the Assistant Chief Fire Officer Service Support). It has the facility to task work to the Health & Safety Working Group (H&SWG), which sits beneath it and is chaired by the Area Commander Operations Support. The group meets as and when required but at least at a six monthly interval.

12. Total reported Health and Safety events were lower in Quarter 2 than in the preceding quarters with only one event with the potential to be serious recorded which did not lead to an injury.

Conclusion/Summary

13. Further details and analysis regarding the headlines in the recommendation and Quarters 1 and 2 performance and health and safety in general are included in the attached appendices. SMB will continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required and will report any action required together with details of future performance to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None at this stage
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The areas included link with the FRA plan and strategic objectives of the Service
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	H&S is the subject of appendix 2 attached to this report
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No the report concerns operational activity and other areas of general performance but not from an equalities viewpoint

Supporting Information

Appendix 1 Quarters 1 and 2 2013-14 Performance Analysis
Appendix 2 Quarters 1 and 2 2013-14 Health and Safety Report

Contact Officer
Jean Cole, Head of Corporate Services
(01905 368329)
Email: jcole@hwfire.org.uk

Fire and Rescue Authority Plan 2013-14
Quarters 1-2 2013-14 Performance

1.   Operational Activity – Total and Fire Incidents

1.1. Total Incidents Attended
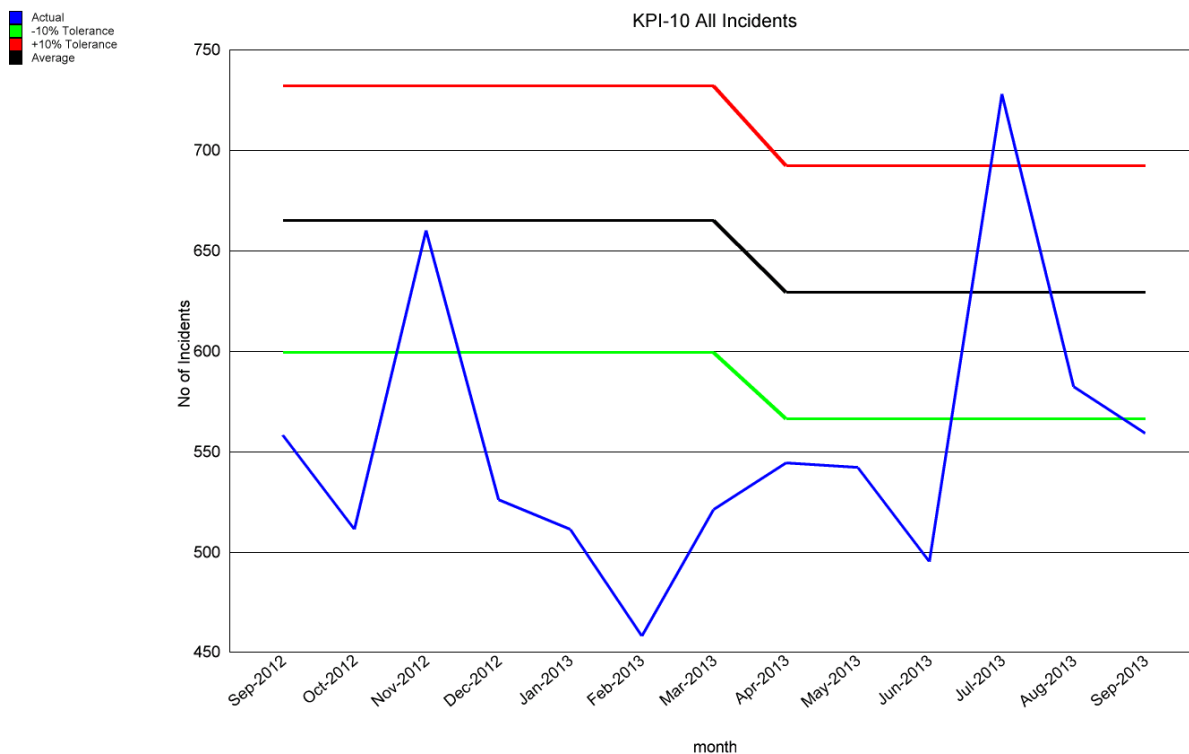
(Figure 1 – Total Incidents per month Sept 2012 to Sept 2013)

Summary *Total incident levels for Quarter 1 and 2 2013-14 show a decrease in operational activity compared with the previous year and is also the lowest combined Quarter 1 and Quarter 2 incident total since the current dataset has been collected for the last seven years.*

Total Incidents	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
All Fires	884	1167	32.0%
Special Services	895	643	-28.2%
False Alarms	1675	1643	-2.0%
Total Incidents	**3454**	**3453**	**-0.1%**

(Table 1 –Total Incidents Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- An increase in the total number of fires attended in Quarters 1 and 2 2013-14 compared with the previous year.

- A decrease in Special Services calls mainly due to a reduction in flooding incidents when compared with the same period last year and is the lowest total attended in Quarters 1 and 2 for the last seven years.

- A slight reduction in the number of false alarm calls compared with the position at end of Quarters 1 and 2 last year and is the lowest total attended in the last seven years.

1.2. Total Number of Fires
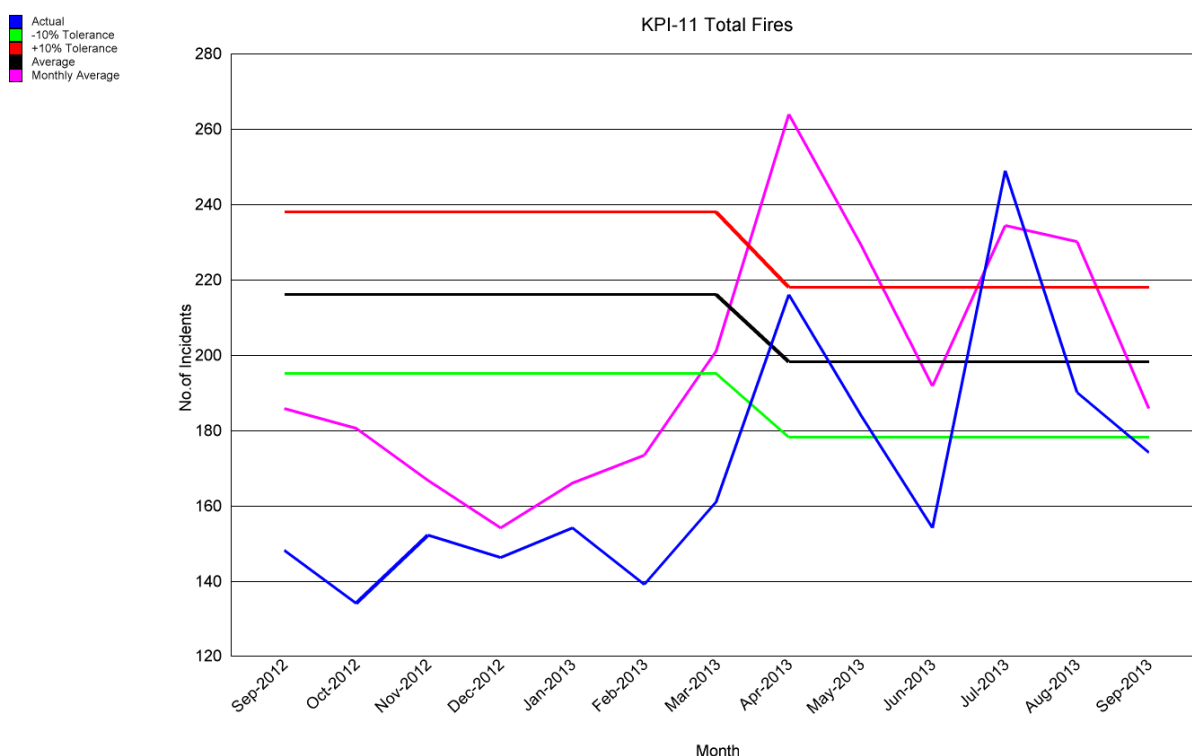
(Figure 2 – Total Fires per month Sept 2012 to Sept 2013)

Summary *Increases in secondary fires and chimney fires attended in Quarters 1 and 2 2013-14 compared with the first six months of the previous financial year has led to an overall increase in the total number of fires attended.*

Total Fires	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
Primary Fires	477	546	14.5%
Secondary Fires	356	558	56.7%
Chimney Fires	51	63	23.5%
Total Fires	**884**	**1167**	**32.0%**

(Table 2 –Total Fires Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- Primary fires have increased by 14.5% when compared with the same period last year (546 compared with 477) but are down 8.8% from last 5 years Quarter 1 and 2 average (599 incidents).

- Secondary fires have increased by 56% when compared with the same period last year (558 compared with 356) but are down 20.9% from last 5 years Quarter 1 and 2 average (705 incidents).

- Chimney fires have increased by 23.5% compared with Quarter 1 and 2 2012-13 (63 compared with 51) and also has increased by 27.5% on the average number of chimney fire incidents attended in the last 5 years (49 incidents).

1.3.Primary Fires

Legend:
- Actual
- -10% Tolerance
- +10% Tolerance
- Average
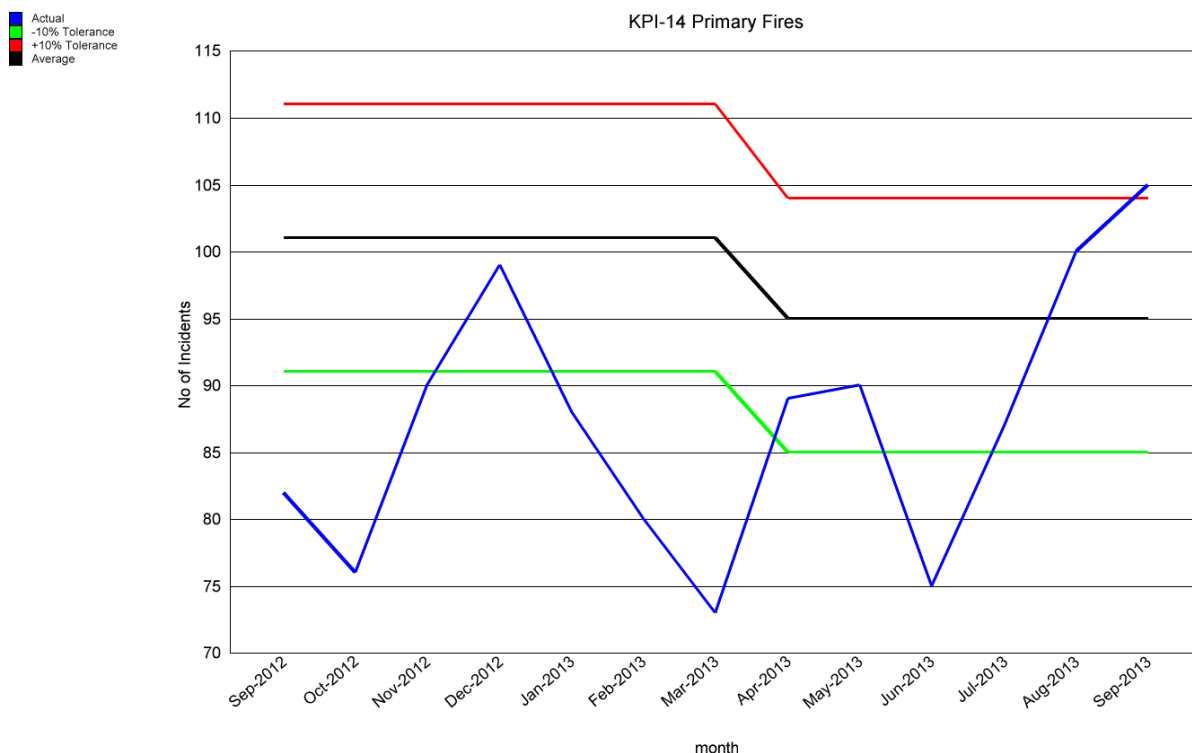
(Figure 3 – Total Primary Fire Incidents per month Sept 2012 to Sept 2013)

Summary *Primary fires numbers in Quarters 1 and 2 2013-14 have increased when compared with the same quarters last year but are down on the Quarters 1 and 2 average for the last five previous years.*

Primary Fires	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
Building Fires	304	309	1.6%
Vehicle & Transport Fires	137	162	18.2%
Outdoor Fires	36	75	108.3%
Total Fires	**477**	**546**	**14.5%**

(Table 3 – Primary Fires Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- Building Fires have increased by 1.6% compared with the previous year. Within the category of building fires, dwelling fires and other residential fires have reduced by 8.4% and 11.8% respectively, but non-residential building fires have increased by 20.4%.

- Car fires account for the largest proportion of Vehicle and Transport fires and they have reduced from 89 in Quarters 1 and 2 2012-13 to 85 in Quarters 1 and 2 2013-14.

- Although small in context, the number of outdoor fires has increased from 36 in Quarters 1 and 2 2012-13 to 75 in Quarters 1 and 2 2013-14. This is mainly due to the predominantly drier conditions in this last summer when compared to Quarters 1 and 2 2012-13, which has also led to an increase in the number of secondary fires attended.

- Injuries from primary fires have reduced when compared with the same quarters last year. There were 17 injuries from primary fires in Quarter 1 and Quarter 2 2013-14 compared with 20 in the same quarters last year. 5 of the 17 injuries were as a result of accidental dwelling fires. In 9 of the 17 injuries the casualties were overcome by smoke or had breathing difficulties, 7 had slight or severe burns and there was one casualty who experienced cuts or lacerations as a result of the fire.

- There were also three fatalities in Quarters 1 and 2 2013-14. One was an elderly man living in a bungalow in Evesham, another was a wheelchair bound man in Droitwich and the third was a patient in a care home in Hereford. This is compared with no fatalities in the same period last year.

1.4. Secondary Fires
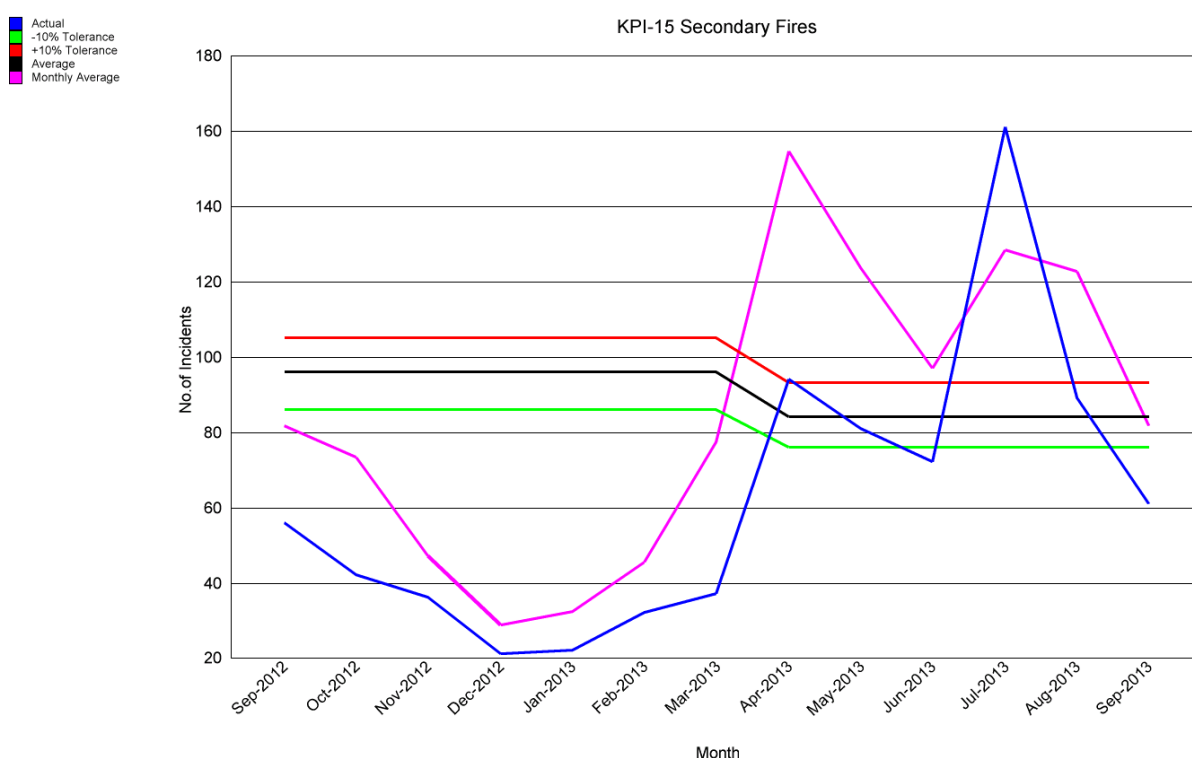
(Figure 4 – Total Secondary Fire Incidents per month Sep 2012 to Sep 2013)

Summary *Secondary fire numbers have increased in Quarters 1 and 2 2013-14 compared with the same Quarters last year due to the drier conditions in these quarters when compared with the predominantly wet weather conditions in Quarters 1 and 2 2012-13.*

Secondary Fires	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
Grassland woodland and crops	103	244	136.9%
Other Outdoors (including land)	126	167	32.5%
Outdoor equipment & machinery	6	9	50.0%
Outdoor Structures	105	119	13.3%
Building & Transport	16	19	18.8%
Total Fires	**356**	**558**	**56.7%**

(Table 4 – Secondary Fires Quarters 1 and 2 2012-13 and 2013-14)

- The largest increases in secondary fires, comparing Quarters 1 and 2 2013-14 with Quarters 1 and 2 2012-13, are in fires located in grassland, woodland and crops. There were 244 grassland, woodland and crop fires in Quarters 1 and 2 2013-14 which represent 43.7% of all secondary fires compared with 103 grassland woodland and crop fires in Quarters 1 and 2 2012-13 (28.9% of all secondary fires).

- There has been a similar increase in the number of secondary fires in other outdoor locations which together with grassland, woodland and crop fires make up the majority of all secondary fires. This is due to the drier conditions experienced in this quarter compared with the same quarter last year.

1.5. Chimney Fires
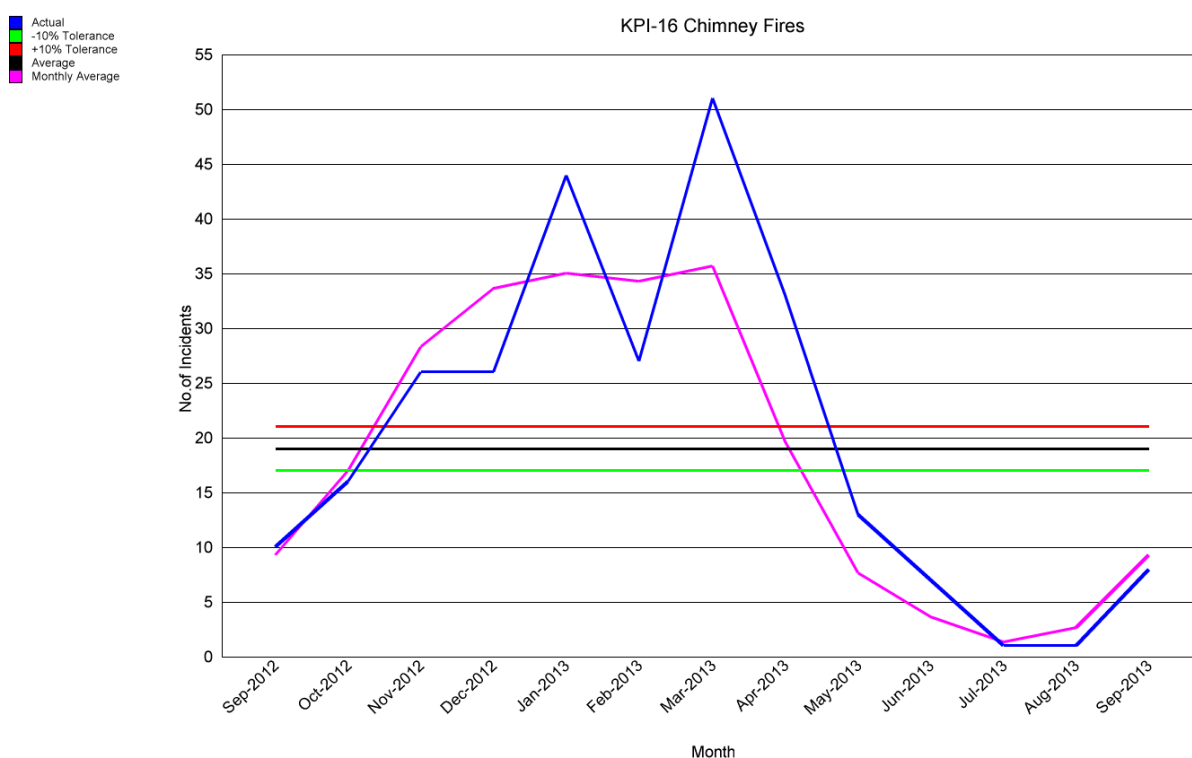
(Figure 5 – Total Chimney Fire Incidents per month Sep 2012 to Sep 2013)

Summary *The total number of chimney fires has increased when compared with the Quarters 1 and 2 average for the last five previous years. This is thought to be attributed to the colder than usual start to the year.*

Chimney Fires	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage Change
April	21	33	57.1%
May	8	13	62.5%
June	7	7	0.0%
July	2	1	-50.0%
August	3	1	-66.75%
September	10	8	-20.0%
Total	**51**	**63**	**23.5%**

(Table 5 – Chimney Fires Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- Chimney fires have increased from the same period last year, with 23.5% more than in the same period last year; this is due to the cooler weather conditions experienced in the first two months of Quarter 1. The number of chimney fires attended in Quarter 2 2013-14 only has reduced when compared with the same quarter last year.

- Although there was a 23.5% increase in chimney fires when compared with the same quarters last year, these are still relatively low figures in terms of all incidents attended.

2. **Operational Activity - Other Non-Fire Incidents**

The second section of this report focuses on operational activity in terms of other non-fire incidents attended.

2.1. Special Service Incidents
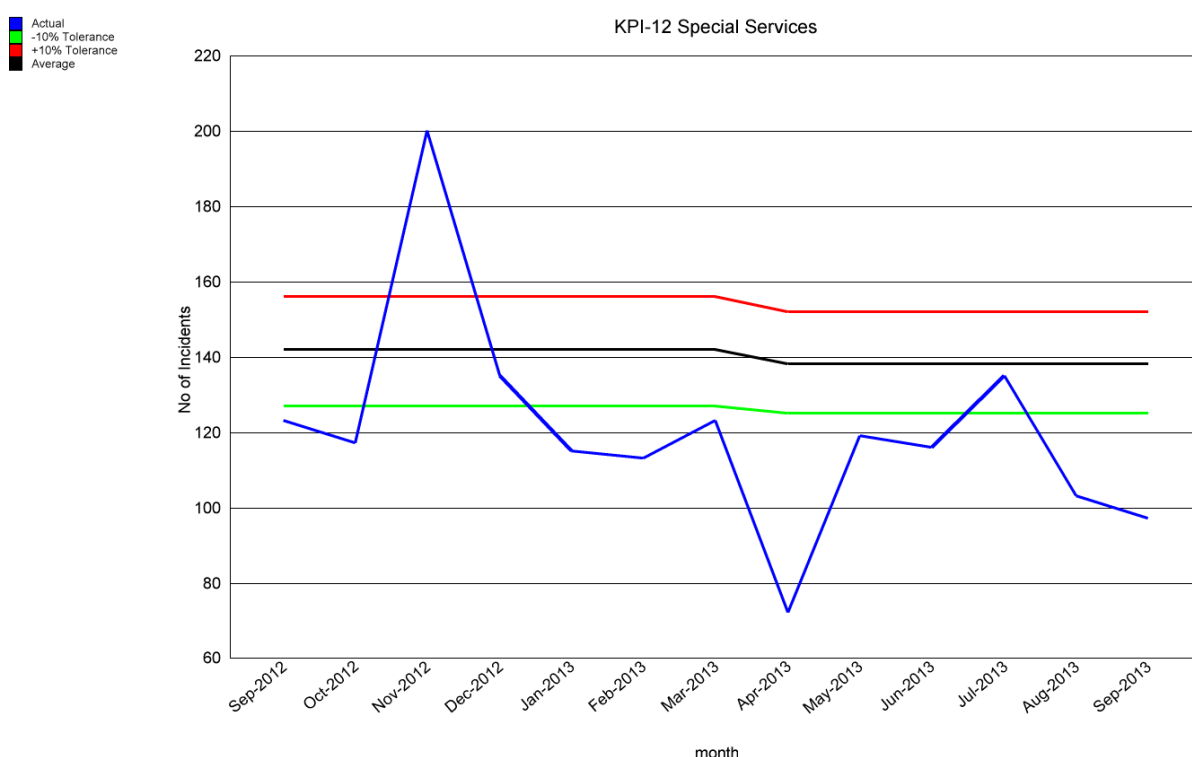
(Figure 6 – Special Services Incidents per month Sep 2012 to Sep 2013)

Summary *Special Service incidents totals have declined when compared with the same quarters last year, and represents the lowest number of special service incidents attended in Quarter 1 and 2 for the seven years in which the current dataset has been collected.*

All Special Services	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
RTC Incidents	296	246	-16.9%
Flooding	107	33	-69.2%
Animal Assistance	52	58	11.5%
Other Special Services	440	306	-30.5%
Total Incidents	**895**	**643**	**-28.2%**

(Table 6 – Special Services Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- The reduction in the number of incidents attended is mainly due to the reduction in flooding and other special service incidents which were related to the spate conditions.

- The number of RTC incidents has also reduced when compared with the same quarters last year. There were only 19 RTC's attended in April 2013 compared with 43 in the same month in 2012. On average RTC's usually account for around 35% of all special service incident but in April this was down to 26.4%.

- The largest sub category of Other Special Services was animal assistance incidents which in Quarters 1 and 2 2013-14 accounted for nearly 16% of all other special service incidents (58 incidents).

2.2.**False Alarm Incidents**
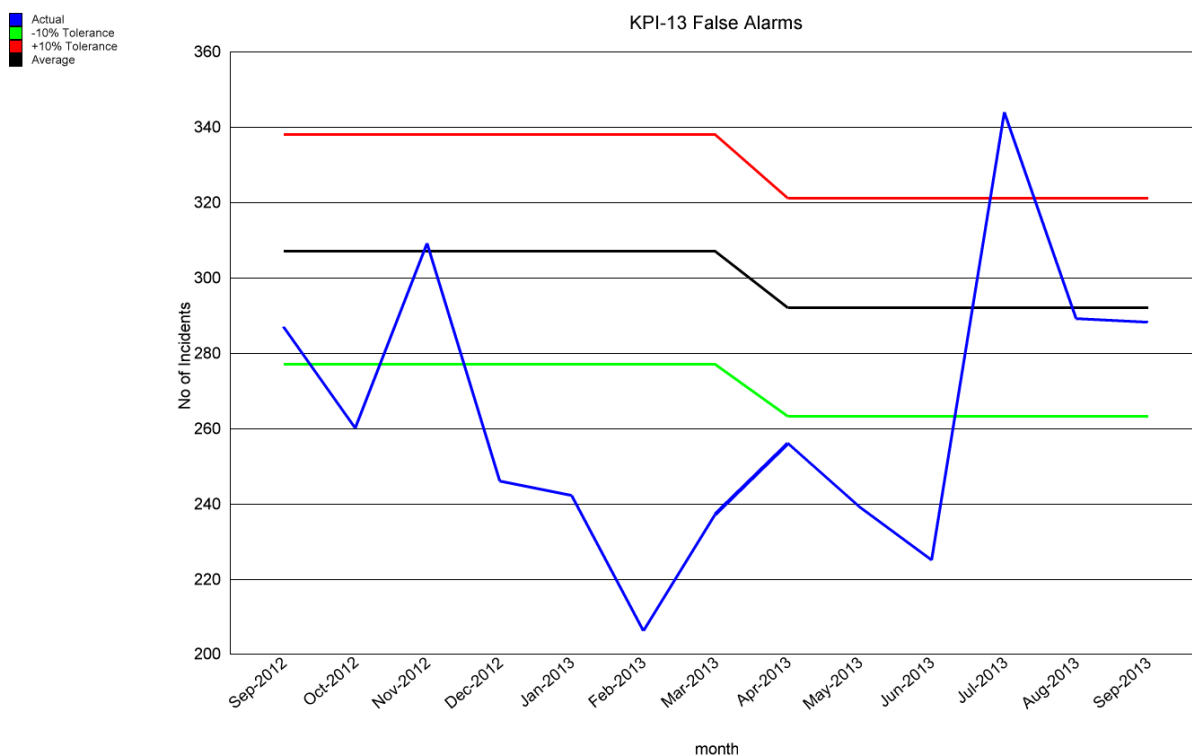
(Figure 7 – False Alarm Incidents per month Sep 2012 to Sep 2013)

Summary *The total number of false alarms attended has decreased in Quarters 1 and 2 2013-14 compared with the same quarters in the previous year and is also the lowest number of false alarm incidents attended in Quarters 1 and 2 for the seven years in which the current dataset has been collected.*

Total False Alarms	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
Malicious False Alarms	20	26	30.0%
False Alarm Good Intent	353	396	12.2%
Automatic False Alarms	1302	1221	-6.2%
Total False Alarms	**1675**	**1643**	**-2.0%**

(Table 7 – False Alarms Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- There has been a slight increase in the number of malicious false alarms attended and a larger increase in the number of false alarm good intent when compared with the same quarters last year.

- This has been negated by the decrease in the number of automatic false alarms attended which represents the largest proportion of all false alarms.

- The increase in false alarm good intent is due to an increase in bonfires mistaken for fires and the decrease in the number of automatic false alarm attended is mainly due to a reduction in the number of alarms carelessly or accidental set off and also due to a reduction in damaged false alarm systems.

3.   Absence Management

Sickness levels have dropped significantly since October 2012 and at the end of the 2012-13 year, all three sickness performance indicators were within tolerance. This continues to be the case in Quarters 1 and 2 2013-14 but the monthly trend appears to be increasing and will require further monitoring in the coming months.

All Staff Sickness
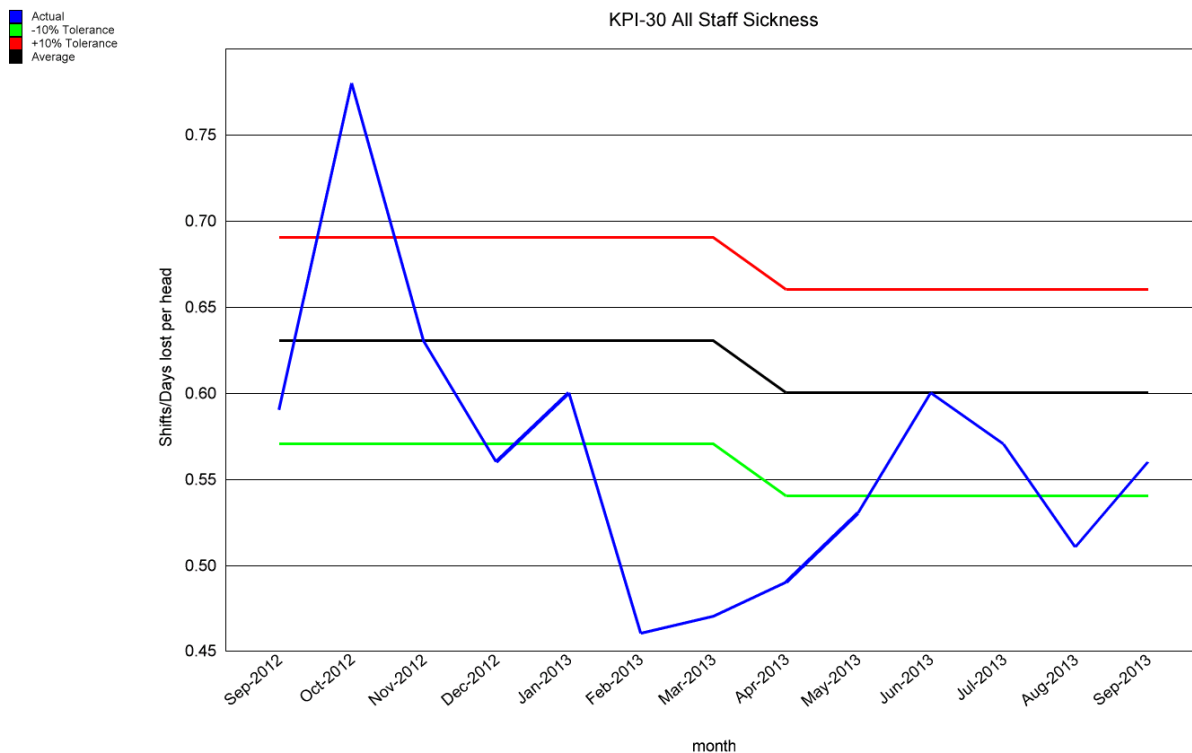
(Figure 8 – All Staff Sickness Sept 2012 to Sept 2013)

Summary *All Staff Sickness levels are within tolerance within Quarters 1 and 2 but the monthly trend appears to be increasing*

	Short Term All Staff Sickness per head Quarters 1-2 2013-14 *(shifts/days lost)*	Long Term All Staff Sickness per head Quarters 1-2 2013-14 *(shifts/days lost)*	All Staff Sickness per head Quarters 1-2 2013-14 *(shifts/days lost)*
April 13	0.38 *(174.04)*	0.11 *(48)*	0.49 *(222.04)*
May 13	0.37 *(168.06)*	0.16 *(72)*	0.53 *(240.06)*
June 13	0.28 *(126.22)*	0.32 *(145)*	0.60 *(271.22)*
July 13	0.16 *(71)*	0.41 *(182.27)*	0.57 *(253.27)*
Aug 13	0.17 *(76)*	0.33 *(146)*	0.51 *(222)*
Sept 13	0.31 *(133.5)*	0.31 *(136)*	0.62 *(269.5)*
Total	**1.68 *(748.82)***	**1.63 *(729.27)***	**3.31 *(1478.09)***

(Table 8 – All Staff Short & Long Term Sickness per month Quarters 1-2 2013-14)

- Long term staff sickness has risen as a proportion of all staff sickness since the start of the financial year. In April 2013 it represented 21% of all staff sickness and by July it accounted for 71% of all staff sickness. At the end of Quarter 2, long term staff sickness represented 49% of all staff sickness for the two quarters.

- The largest monthly total of all staff sickness for Quarters 1 and 2 2013-14 was in September 2013 where 0.62 days/shifts per head were lost to sickness absence.

Sickness Absence	Quarter 1-2 2012-13	Quarter 1-2 2013-14	Percentage change
Wholetime Staff Sickness	3.07 (1047.5)	3.06 (1023.5)	-2.3%
Non-Uniform Staff Sickness	5.35 (640.55)	4.06 (454.59)	-29.0%
All Staff Sickness	**3.66 (1688.05)**	**3.31 (1478.09)**	**-12.4%**

(Table 9 – All Staff Sickness Quarters 1-2 2012-13 and Quarters 1-2 2013-14)

- Comparing all staff sickness with the same period last year, there has been a decrease in Quarter 1 and 2 2013-14. This is mainly due to a year by year decrease in the non-uniform staff sickness of 29.0%. The main reason for this decrease is reductions in the amount of long term non-uniformed sickness taken.

- There were 1.97 days lost per person (220 days lost) to long term non-uniformed staff sickness in Quarters 1 and 2 2013-14 compared with 3.67 days lost person (439.65 days lost) to long term non-uniform staff sickness in Quarters 1 and 2 2012-13.

- A simple projection of the six month all staff sickness figure of 3.31 days/shifts lost to sickness would result in an annual 6.61 days/shifts lost to all staff sickness. This would result in an improvement when compared with the figure of 7.18 shifts/days lost per head to all staff sickness in 2012-13 and also compares favourably with the reported annual County

Council sickness absence figures of 7.7 for Worcestershire County Council for 2012-13 and 9.14 for Herefordshire for 2012-13. Similar annual projections would result in 6.12 shifts lost per person for wholetime staff and 8.12 days lost for non-uniform staff by the year end.

- Although Quarter 2 comparison figures with other local Fire Services are not available at the time of writing, the Service was performing favourably when compared with other local fire services in Quarter 1.

Quarter 1 2013-14 only	Wholetime Staff Sickness	Non-Uniformed Staff Sickness
Hereford & Worcester FRS	1.54	1.81
Gloucester FRS	2.19	6.13
Shropshire FRS	1.74	1.62
Staffordshire FRS	0.91	1.21
Warwickshire FRS	1.15	1.51

(Table 10 – Fire Services Sickness Quarter 1 2013-14 only)

4. Key Performance Indicators Out of Tolerance

At the end of Quarters 1 and 2 2013-14, all key performance indicators (KPI) were within the 10% tolerance levels, except for the indicators regarding the first and second attendance by an appliance at Building fires within 10 minutes which forms part of the attendance standards set in the Services' Integrated Risk Management Plan (IRMP) 2009-2012.

4.1. Attendance Standards – 1st Appliance at Fires in Buildings
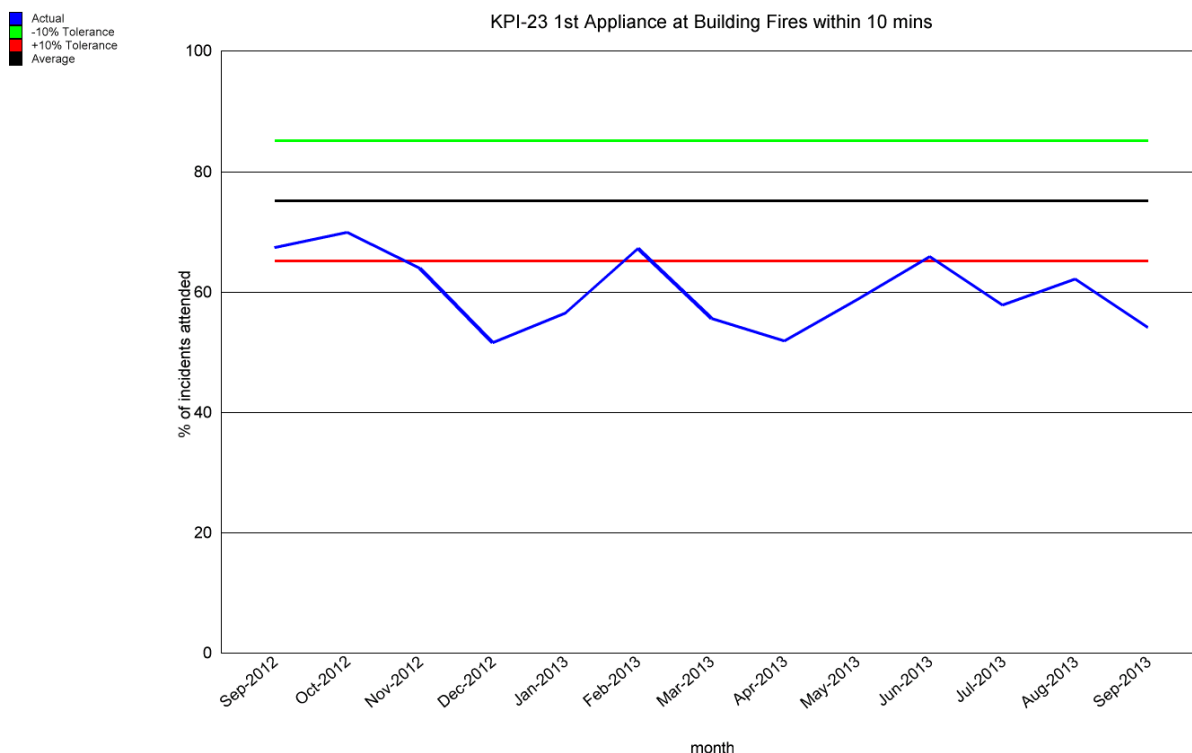
(Figure 9 – Percentage of 1st Appliance at Building Fires within 10 minutes – Sep 2012 to Sep 2013)

Summary *The Service saw a reduction in the number of attendances at building fires that met the attendance standard compared with last year. Travel distance accounted for 50% of these failures. Of the remainder, 15% were attended in a time of between 10 and 11 minutes.*

1st Appliance attendance at Building Fires within 10 minutes	Quarter 1-2 2012-13	Quarter 1-2 2013-14
Building fires attended within 10 minutes	215	186
Total Number of Building fires attended	317	321
% attended within 10 minutes	**67.8**	**57.9**

(Table 11 – 1st Appliance attendance Quarters 1 -2 2012-13 and 2013-14)

- Although there has been an improvements in the monthly figures in the percentage of building fires first attended within 10 minutes for June and August, overall there were less building fires attended within 10 minutes at the end of Quarter 1 and 2 2013-14 than at the end of Quarter and 2 2012-13.

- Further analysis has ascertained that one of the reasons for this is a slight change in which the time of call is recorded on the Incident Recording system following the introduction of the new Command and Control system in September 2012.

- Since the advent of the new system, the incident time of call is now recorded as earlier within the timeline of the call than under the old 3tc MIS Mobilisation system. Under the 3tc system the time of call was calculated as soon as the operator initiated an address search in the database, the operator still had to select a valid match afterwards in order to generate a proposed attendance. This has changed with the new system which has an EISEC (Enhanced Information System for Emergency Calls), feature which enables control room staff to quickly identify the location of the person placing the emergency call and results in earlier setting of the time of call.

- Using the existing time of call as the starting point for the first attendance standard, the table below illustrates breakdown of reasons giving by the officer in charge at the incident for the 135 incidents where the standard was not met in Quarters 1 and 2 2013-14. Travel distance accounted for over 50% of the failures.

Travel distance to the incident	68	Training event delaying turn out i.e. drilling	2
Turn in time (Retained and Day Crew only)	27	Late Fire Call	2
Appliance not booked in attendance	11	Difficulty in locating incident address	1
Incident outside Station turnout area	5	Insufficient crew due to numbers of crew available	1
Mobilising Error	3	Known False Alarm	1
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	3	Mobilised from other location (not on home station)	1
Incorrect or insufficient information passed to control on initial call	2	Not on home station i.e. school visit, HFS check	1
Responding at normal road speed, i.e. AFA's	2	Simultaneous Incident	1
Traffic conditions causing delayed turn in time to Stations (Retained and Day Crewed only)	2	Weather conditions / Road conditions	1
		Total	135

(Table 12 – Fire in Buildings –1st appliance standards not met Quarters 1 and 2 2013-14)

- In addition to the change in time of call highlighted above, there are also incidents where attendance within 10 minutes is out of the Fire Service's direct control. These have been included in the standard since it was introduced (75% within 10 minutes) but do continue to have a detrimental effect on the overall performance. The following reasons could be interpreted as being beyond the control of the fire crews achieving the 10 minute standard:

    o Actual distance from station to incident in out of town or remote area (especially after delay of up to 6 minutes for RDS to respond);
    o Delays in RDS responding into station greater than 6 minutes (e.g. road works or traffic conditions);
    o Road conditions due to other road users, road works and traffic calming measures or congestion at peak times;
    o Weather conditions, such as ice or snow or flooding;
    o Incorrect or insufficient information passed to Fire Control;
    o Responding at normal road speed, based upon risk assessment and information available, such as "late fire calls" or AFAs:.
    o Mobilised to incorrect address;
    o Appliance not booked in attendance; and
    o Mobilising errors and known false alarms.

- If these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

4.2. Attendance Standards – 2nd Appliance at Fires in Buildings

KPI-24 2nd Appliance at Building Fires within 5 mins of 1st

Legend:
- Actual (blue)
- -10% Tolerance (green)
- +10% Tolerance (red)
- Average (black)
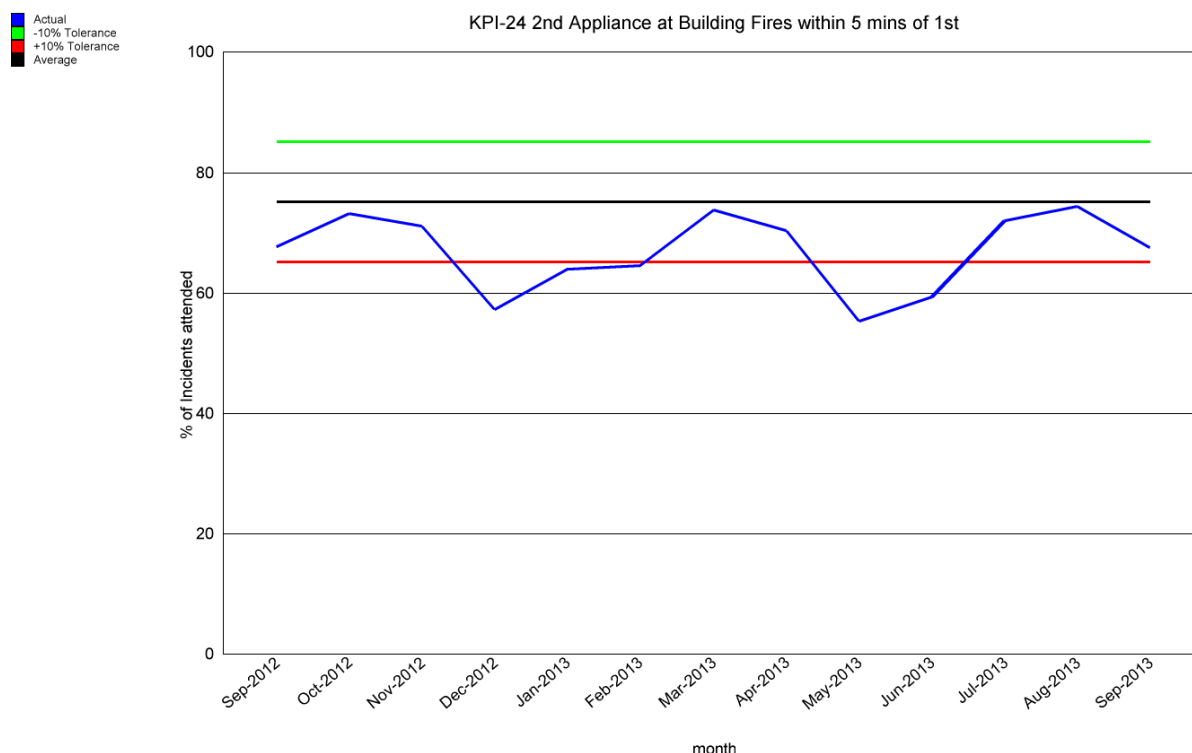
(Figure 10 –2nd Appliances at Building Fires within 5 minutes of the 1st – Sep 2012 to Sep 2013)

Summary *The Service saw a reduction in the number of second pump attendances at building fires that met the attendance standard compared with last year. Turn in time for retained and day crewed staff accounted for 28% of these failures.*

2nd Appliance attendance at Building Fires within 5 minutes of the 1st Appliance	Quarters 1 and 2 2012-13	Quarters 1 and 2 2013-14
Building fires attended within 5 minutes of 1st appliance	167	139
Total Number of Building fires attended by a 2nd pump	228	209
% attended within 10 minutes	**73.2%**	**66.5%**

(Table 13 –2nd Appliance attendance Quarters 1-2 2012-13 and 2013-14)

- Although there has been an improvement in Quarter 2 2013 in the second appliance attending building fires within 5 minutes of the first, the percentage at the end of Quarter 2 has been adversely affected by performance in Quarter 1. 71% of building fires were attended by a second appliance in Quarter 2 compared with only 61% in Quarter 1.

- As the second appliance time is measured from the first appliance arrival at the scene and not the time of call this indicator has not been affected by the change of Command and Control system.

- The table below illustrates the breakdown of reasons giving by the officer in charge at the incident for the 70 incidents where the standard was not

met in Quarter 1 and 2 2013-14. Turn in time for retained and day crewed staff accounted for 37% of the failures.

Turn in time (Retained and Day Crew only)	26	2nd pump not required (supporting pumps not required)	1
Travel distance for second pump	18	Difficulty in locating incident address	1
Not Stated	6	Incorrect or insufficient info passed to control on initial call	1
Appliance not booked in attendance	4	Mobilising Error	1
Traffic conditions causing delayed turn in time to stations (Retained and Day crewed only)	4	Not on home station i.e. school visit, HFS check	1
AFA 1 pump only mobilised	3	Training event delaying turn out i.e. drilling	1
Incident outside station turnout area	3		
		Total	70

(Table 14 – 2nd Appliance at fires in Buildings –Standards not met Quarters 1 and 2 2013-14)

- As with the first appliance attendance standard, analysis of the feedback given by Crew and Watch Commanders following attendance at incidents has highlighted that there are incidents where attendance within 5 minutes of the first is out of the Fire Service's direct control. These have been included in the standard since it was introduced but as with the first appliance if these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

5. Retained Availability

Summary *There was a decrease in availability of 0.7% of all Retained Appliances across the Service when compared with the situation at the end of the same period last year.*

Retained Availability	Quarters 1-2 2012-13	Quarters 1-2 2013-14	Percentage change
April	91.5%	90.8%	-0.7%
May	90.3%	89.4%	-0.9%
June	90.1%	87.4%	-2.7%
July	90.9%	89.2%	-1.7%
August	86.5%	87.9%	1.4%
September	90.8%	91.0%	-0.2%
Total	**90.0%**	**89.3%**	**-0.7%**

(Table 15 – Retained availability by month –Quarter 1-2 2012-13 & 2013-14)

- The highest monthly retained availability in Quarter 1 and 2 2013-14 was in September 2013 where appliances were available 91.0% of the time and lowest monthly retained availability was in June 2013 where appliances were available 87.4% of the time.

Reasons for Appliances being off the run Quarters 1 and 2 2013-14 for all stations	% of time Appliances unavailable
Did not meet minimum crewing requirement	10.4%
No BA wearers	15.3%
No Officer in Charge	6.1%
No driver	3.1%
Total impact on pump availability	**10.7%**

(Table 16 – Retained availability by factor – Quarters 1-2 2013-14)

- Overall availability is dependent on a number of factors and an Appliance can be unavailable due to a combination of factors. The lack of sufficient BA wearers is the largest reason for unavailability.

Appliance/Station	Availability Q1-2 2012-13	Availability Q1-2 2013-14	Better/ Worse
213 Worcester	96.0%	99.1%	3.1%
221 Stourport	91.3%	89.1%	-2.2%
231 Bewdley	93.8%	94.3%	0.6%
241 Kidderminster	98.0%	99.5%	1.5%
251 Bromsgrove	78.1%	89.3%	11.2%
261 Droitwich	73.9%	79.7%	5.9%
271 Redditch	99.3%	99.5%	0.2%
273 Redditch	82.7%	69.9%	-12.8%
281 Evesham	68.0%	94.4%	26.4%
291 Pebworth	86.5%	84.3%	-2.3%
302 Broadway	84.7%	83.0%	-1.7%
311 Pershore	90.3%	92.6%	2.3%
322 Upton	88.6%	96.0%	7.4%
411 Malvern	99.9%	99.8%	-0.1%
421 Ledbury	86.1%	66.2%	-19.9%
422 Ledbury	99.7%	100.0%	0.1%
431 Fownhope	98.0%	97.6%	-0.4%
441 Ross on Wye	93.2%	84.6%	-8.6%
442 Ross on Wye	99.9%	100.0%	0.1%
452 Whitchurch	85.8%	72.3%	-13.5%
463 Hereford	78.6%	97.1%	18.6%
472 Ewyas Harold	90.2%	90.0%	-0.2%
481 Eardisley	99.6%	96.4%	-3.1%
492 Kington	88.8%	98.6%	8.8%
502 Leintwardine	89.6%	93.2%	3.6%
511 Kingsland	99.9%	100.0%	0.1%
521 Leominster	80.0%	75.1%	-4.8%
522 Leominster	99.8%	100.0%	0.1%
531 Tenbury	83.4%	48.7%	-34.7%
532 Tenbury	99.9%	99.5%	-0.4%
541 Bromyard	70.8%	67.5%	-3.3%
542 Bromyard	99.9%	99.0%	-1.8%
552 Peterchurch	94.4%	89.6%	-6.1%
Total	90.0%	89.3%	-0.7%

(Table 17 –% of Retained availability by Station, comparing Quarters 1-2 2013-14 with Quarters 1-2 2012-13)

- The above data from Gartan Retained Duty system shows that in the case of two pump stations, if there is a deficiency in any way which takes the crewing below the two pump requirement then the regular pump will go off the run first so that the rescue appliance remains as available as possible. This is the case with:

  - Tenbury 531 which was available 48.7% of the time in Quarters 1 and 2 2013-14 and has reduced by 39.9% on Quarter 1 and 2 2012-13 availability. This reduction in availability was due to specific circumstances where six crew from Tenbury have resigned/retired in the last six months, and that coupled with the start of annual leave season in June has affected crewing. The Rescue pump at Tenbury (532) was still available 99.5% of the time in Quarters 1 and 2 2013-14.

  - Similarly Ledbury 421 which was available 66.2% of the time in Quarters 1 and 2 2013-14 and has reduced by 19.9% on Quarter 1 and 2 2012-13 availability. This reduction in availability was mainly due in the lack of a sufficient crew and the lack of suitably qualified BA wearers. The Rescue pump at Ledbury (522) was still available 100% of the time in Quarters 1 and 2 2013-14.

  - Whitchurch 452 was available 72.3% in Quarters 1 and 2 2013-14 and had reduced by 13.5% compared with Quarters 1 and 2 2012-13 availability. This reduction in availability was mainly due to a lack of sufficient crew and the lack of suitably qualified BA wearers.

- Three appliances have shown significant improvement from Quarters 1 and 2 2012-13 to Quarters 1 and 2 2013-14:

  - Evesham 281 (up 26.4% on Quarters 1 and 2 2012-13 availability).The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and LGV drivers.

  - Hereford 463 (up 18.6% on Quarters 1 and 2 2012-13 availability). The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and LGV drivers. This pump had 100% availability of a suitably qualified BA wearer in Quarter 1 and 2 2013-14.

  - Bromsgrove 251 (up 111.2% on Quarters 1 and 2 2012-13 availability). The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and LGV drivers .

- Ross 442, Kingsland 511 and Leominster 522 all had 100% retained availability throughout Quarters 1 and 2 2013-14.

Quarterly H&S performance report

Quarter 2 Total Reported H&S Events

A total of 50 H&S Events were reported this quarter:

- 1 had the potential to be a 'serious event²;
- 6 were causes for concern or near hits;
- 14 related to vehicle collisions, of which 10 were slow speed manoeuvres - 6 occurred whilst responding to incidents;
- 3 incidents were of minor verbal abuse from members of the public;
- 2 incidents of minor property damage; and
- The remaining incidents were minor personal injuries.
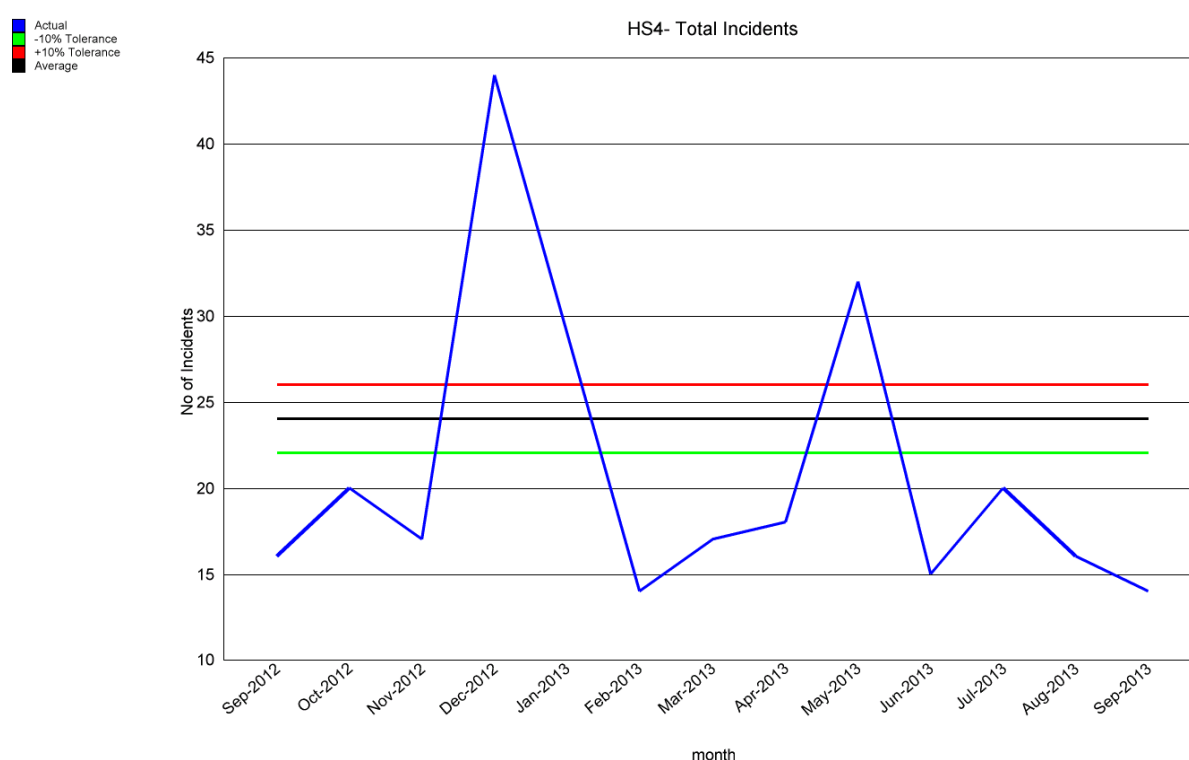
(Figure 1 – Total Events per month Sep 2012 to Sep 2013)

Summary *Total H&S events for the second quarter are significantly lower than the preceding quarters, indicating a downward trend in incidents. However, with the onset of inclement weather that is seasonal at this time of year, this trend is not expected to continue. The two spikes in the graph are increases due to multiple events occurring at single incidents. These were at a waste recycling site in Kidderminster in December 2012 and at a waste recycling site in Long Marston in May 2013.*

Quarter 2 Serious Events Reported
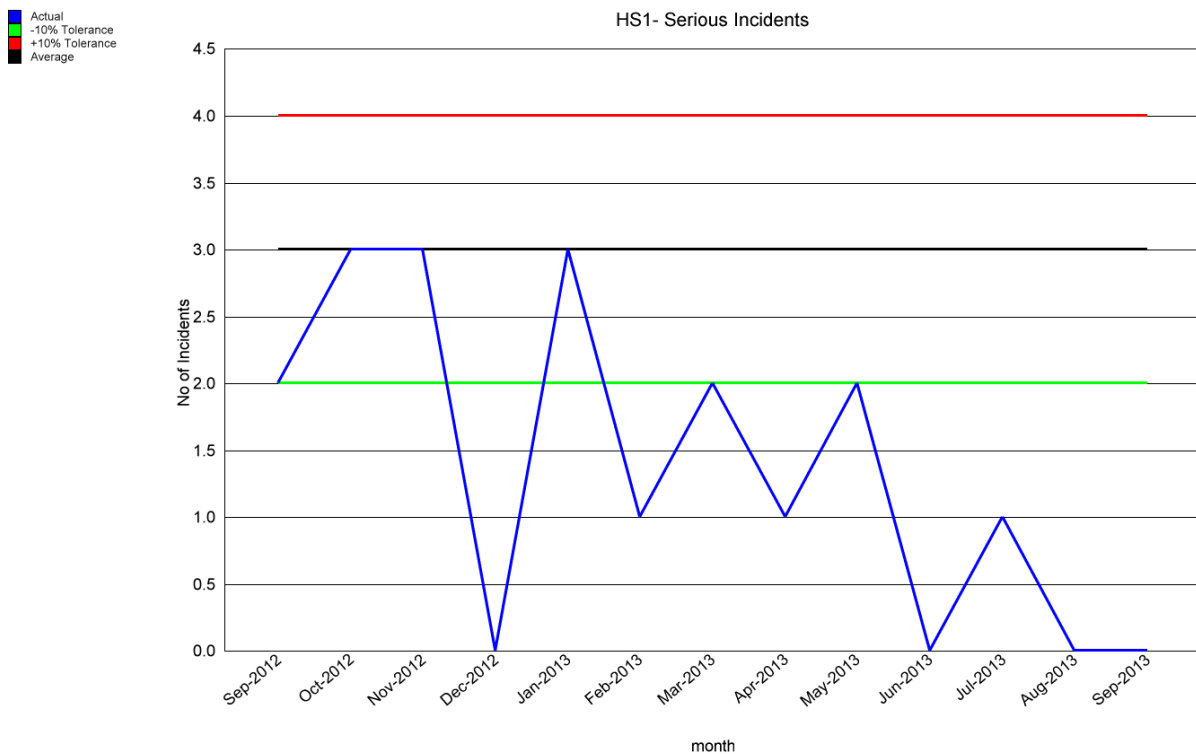
(Figure 2 – Total Events per month Sep 2012 to Sep 2013)

Summary *There was only one potentially serious event this quarter:*

- *The uncontrolled descent of a 13.5 m ladder during core skills training – the ladder was being made up in accordance with the fire service training manual when it descended uncontrollably. This was because the ladder pawls were not operating correctly resulting in the top two section of the ladder being used descending together as one unit: as the middle section of the ladder housed, this caused a jolt in ladder momentum, which then caused the top section of the ladder to descend uncontrollably. Workshops have confirmed that there have been no other issues with these ladders but have undertaken additional inspections and maintenance as a precaution.* **No Injuries.**

    Actions – A reminder of the correct drill sequence was issued to all crews to draw their attention to this incident as an example of the potential hazards involved in this activity.

Report of the Head of Community Risk and Training

13.   Primary Authority Scheme (PAS)

Purpose of report

1.   To provide Members with details of the Primary Authority Scheme, how it relates to Fire and Rescue Services and the current situation regarding its implementation.

Recommendations

That the Policy and Resources Committee:

(i)   notes the contents of the report; and
(ii)   receives a further update in early 2014.

Introduction

2.   The PAS was introduced under the Regulatory Enforcement and Sanctions Act 2008 to provide a statutory platform for partnerships between enforcement authorities and businesses trading across local authority boundaries. The scheme offered local authorities and businesses a framework for a partnership arrangement, thereby delivering reliable, coordinated and consistent advice, from a single point of contact, reducing the regulatory burden. Importantly the scheme provided for new funding arrangements, allowing local authorities to consider recovering costs from partner businesses.

3.   The Local Better Regulation Office (LBRO) was charged with administering the scheme and issued guidance to local authorities to enable them to participate. The scheme covered environmental health, licensing and trading standards legislation. In 2011 the LBRO was replaced by The Better Regulation Delivery Office (BRDO) and at the same time, a consultation process was carried out with a view to extending the scheme to include the enforcement of fire safety legislation.

Implication of Introducing Fire Safety Legislation into the PAS

4.   The inclusion of fire safety legislation into the scheme has come from a perception within the business sector that Fire and Rescue Services (FRSs) have differing approaches to the administration of the Regulatory Reform (Fire Safety) Order. Therefore, under the scheme a business partnered with a FRS can expect consistency of approach in relation to fire safety requirements, inspection programmes etc. across all its premises irrespective of where they are in the country. This approach raises a number of concerns, including:

o   The implications of an inspection plan determined by an FRS in a partnership with a business which dictates the frequency and areas of

inspection of a premises, and the affect this could have on local inspection programmes determined by local Community Risk Management Plans (CRMP);

- o The impact on fire fighter safety as involvement with premises could be limited by the inspection plan determined by another FRS;

- o Liability resulting from a premises fire in an FRS area where the local FRS have not carried out any inspections due to the business being part of a PAS with another FRS; and

- o Resource implications for FRS to support business partners.

5. The Chief Fire Officers Association (CFOA) responded to the initial proposals on behalf of all FRSs and expressed some concerns. These included:

- o Inconsistency with local CRMP;
- o Inconsistency with local risk-based fire safety audit programmes;
- o Resource implications (particularly if a businesse's expansion resulted in an increase in number of premises);
- o Overall effect on local decision making;
- o The question of indemnity and the cover provided by each Fire Services insurer; and
- o The impact of inspection plans on local Automatic Fire Alarm (AFA) policies.

6. Following this initial CFOA consultation the Government ran two pilot trials to evaluate the merits of both a statutory and non-statutory PAS.

Background to Pilot Trials

7. Two parallel pilot trials relating to fire safety legislation were conducted between January and June 2013; a statutory scheme pilot driven by BRDO, and a non-statutory pilot driven by CFOA. At the end of the pilot trials an independent evaluation company were charged with looking at the outcomes and recommending a way forward. Government made it clear that should a non-statutory pilot prove unsuccessful, Fire and Rescue Services would be required to participate in the statutory Primary Authority Scheme.

8. Furthermore, even if the non-statutory scheme pilot was successful, Government were unlikely to allow this to be implemented unless all FRS signed a Memorandum of Understanding (MOU) committing them to the non-statutory scheme.

Conclusion/Summary

9. Whilst there are no official announcements regarding the findings of the pilot schemes, Government have announced that a statutory scheme will be put in place regarding fire safety legislation. This has already been added to existing legislation but as yet no implementation date has been announced.

10. Whilst rejecting the CFOA option of a non-statutory scheme, Government has stated that they wish to retain the expertise in the fire sector, demonstrated by

CFOA during the trials. CFOA have been tasked with facilitating the widening of the PAS.

11. The initial tasks to be undertaken by CFOA are to identify the roles of CFOA, the Department for Business Innovation and Skills (BIS), and the Department for Communities and Local Government (DCLG) in this process, and form an implementation plan.

12. A seminar is scheduled for December 2013 at the Fire Service College to discuss the way forward. The Service will be sending representatives to the session to gain further detail on the statutory scheme. It is envisaged that CFOA will then provide a series of workshops and training to allow FRS to meet their obligations under the revised primary authority scheme. This information will then be reviewed, with updates presented to both SMB and the FRA regarding statutory requirements.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None identified to date, however further detail regarding statutory requirements under any legislative changes (regarding PAS) may impact on both technical advice and administrative processes.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None identified to date, however the Service business fire safety risk-based audit programme may be affected, due to resource implications identified above.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None identified.
Consultation (identify any public or other consultation that has been carried out on this matter)	No external consultation required with the public, but Service representatives are discussing the pilot findings with neighbouring Services.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Not applicable.

Supporting Information
None

Background Papers
Regulatory Enforcement and Sanctions Act 2008

Contact Officer
Mark Preece, Area Commander
(01905 368217)
Email: mpreece@hwfire.org.uk