



HEREFORD & WORCESTER Fire Authority

AGENDA

Policy and Resources Committee

Tuesday 28 January 2014
10.30 am

Conference Suites 1, 2 & 3
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR

ACTION ON DISCOVERING A FIRE

- 1 Break the glass at the nearest **FIRE ALARM POINT**.
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –

CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.

- 4 Never re-enter the building – **GET OUT STAY OUT**.

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.

- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
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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.



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

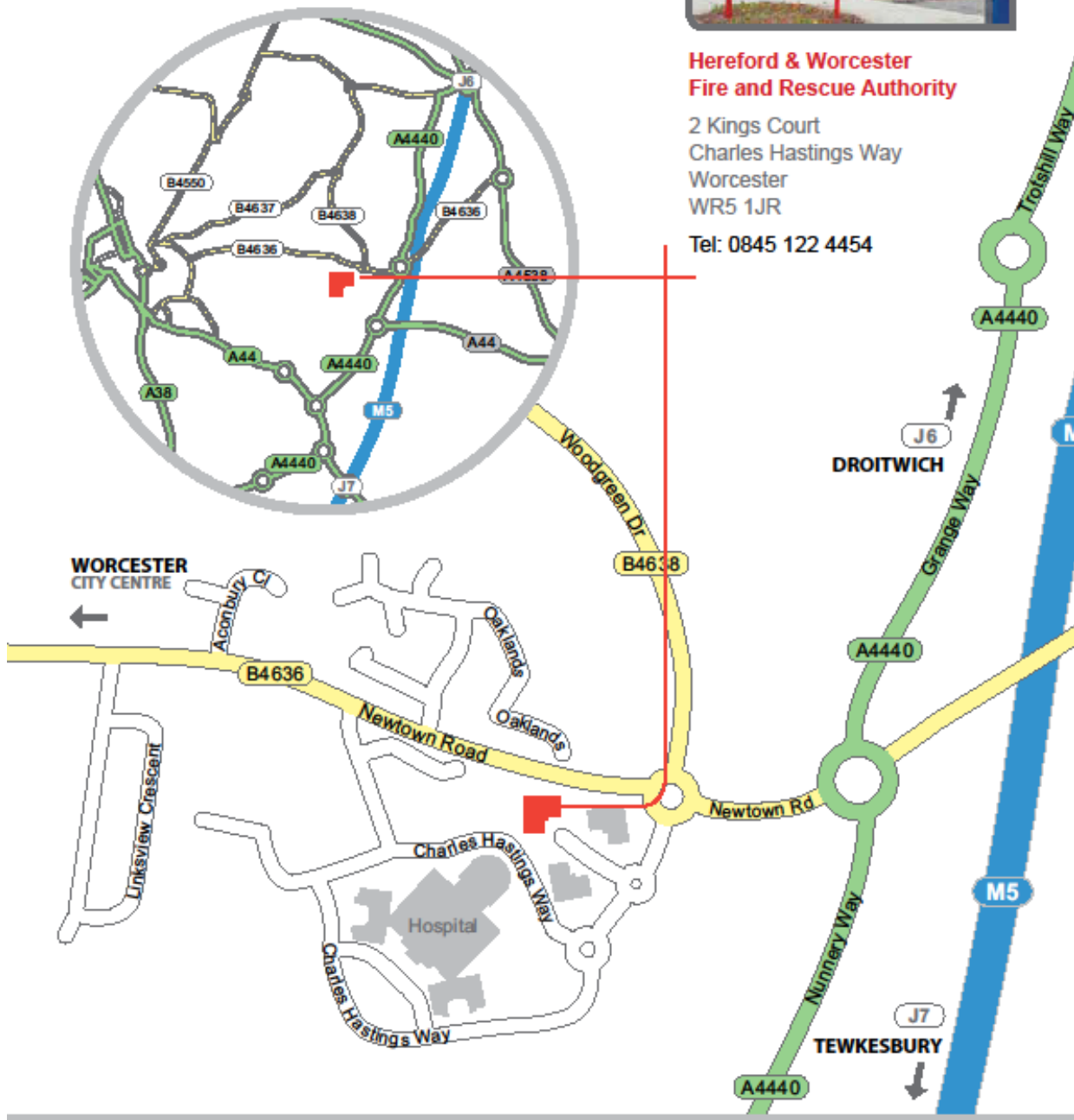
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

Tel: 0845 122 4454



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 To confirm the minutes of the meeting held on 19 November 2013.	1 - 4
5.	Budget 2014/15 and Review of the Medium Term Financial Plan (MTFP) To review the current position in relation to budgets for 2014/15 and beyond and to make recommendations to the Fire and Rescue Authority (FRA).	5 - 13
6.	Quarters 1 to 3 Performance 2013-14 This report is a summary of Quarters 1 to 3 performance against the Fire and Rescue Authority Plan 2013-14 using a set of key performance indicators agreed by Senior Management Board (SMB).	14 - 36

7.	Health and Safety Committee Update	37 - 41
	To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.	
8.	Disposal of Aerial Appliances	42 - 44
	To inform the Policy and Resources Committee of the outcomes of the Aerial Appliance Review (Appendix 1) and seek agreement for recommendations.	
9.	Statutory Officers – Annual Appraisal Process	45- 51
	To put a process in place for the annual appraisal of the Chief Fire Officer/Chief Executive, as highlighted in the annual governance review and to provide for Member input in relation to the process of Individual Performance and Development Reviews of the Deputy Chief Fire Officer, Monitoring Officer and Treasurer.	



Minutes

Members Present:

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

No.	Item
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1.	Apologies for Absence
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Apologies for absence were received from Mr A Hardman and Mr D Taylor.

2.	Named Substitutes
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No substitutes were appointed.

3.	Declaration of Interests
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No declarations of interests were made.

4.	Confirmation of Minutes
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RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 4 September 2013 be confirmed as a correct record and signed by the Chairman subject to the removal of Mrs R Jenkins' name from the list of those present at the meeting.

5.	Community Risk Management Plan (CRMP) – External Consultation
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The Committee met in scrutiny mode for this item to hear representations from Town and Parish Councils affected by the CRMP proposals.

Representatives from Town and Parish Councils had been invited to this meeting to present their representations. The Chamber of Commerce had also been invited to attend.

The Chief Fire Officer introduced the item and gave an outline of the financial savings that the Authority had achieved so far and the forward projections for future budgets including the size of the budget gap. The Assistant Chief Fire Officer then gave a presentation on the proposals contained within the Community Risk Management Plan.

Representatives from the following Councils attended and made representations to the Committee:

- Bewdley Town Council

- Evesham Town Council
- Ross on Wye Town Council
- Ledbury Town Council
- Tenbury Town Council

RESOLVED that a summary of the representations made by the invited speakers be submitted as part of the Community Risk Management Plan consultation process.

6. Asset Management Strategy

The Treasurer presented a report that provided an update 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.

The Treasurer drew Members' attention to the fact that the budget gap of £4.4m for these assets had now been closed through efficiencies made during contract negotiation and the receipt of a grant from central government.

RESOLVED that the progress in the delivery of the Asset Management Strategy be noted.

7. Asset Management Strategy : Hereford Fire Station

The Treasurer presented a report that informed 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.

RESOLVED 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 acquisition of the site.**

8. 2013/14 Budget Monitoring – 2nd Quarter

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

RESOLVED that the report be noted.

9. Financial Prospects 2014/15

The Treasurer presented a report that provided Members with a further update on developments on the funding position for 2014/15 and beyond.

RESOLVED that the report be noted.

10. Employment Monitoring Data 2012/13

The Assistant Chief Fire Officer presented a report that outlined the Employment Monitoring data that had been prepared for publication on the Service website.

Members' attention was drawn to a concern which related to the number of retained duty staff (RDS) leaving the Service. It was noted that this situation would be closely monitored.

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

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

The Head of Community Risk and Training presented a report that provided 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.

Members were advised that as a result of the Implementation Plan a better structure was now in place that was better managed and supported.

RESOLVED that the progress of the Retained Duty System (On Call) Implementation Plan is noted by the Policy and Resources Committee.

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

The Head of Corporate Services presented a report which summarised Quarters 1 and 2 performance against the Fire and Rescue Authority Plan 2013-14 and a summary of health and safety incidents occurring within Quarters 1 and 2.

RESOLVED 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 Quarter 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.**

13. Primary Authority Scheme (PAS)

The Head of Community Risk and Training presented a report that provided Members with details of the Primary Authority Scheme which provided a statutory platform for partnerships between enforcement authorities and business trading across local authority boundaries.

RESOLVED that the Policy and Resources Committee:

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

The meeting concluded at 13.03 pm.

Signed: _____
Chairman

Date: _____

Report of the Treasurer

5. Budget 2014/15 and Review of the Medium Term Financial Plan (MTFP)

Purpose of Report

1. To review the current position in relation to budgets for 2014/15 and beyond, and to make recommendations to the Fire and Rescue Authority (FRA).
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Recommendations

The Chief Fire Officer and Treasurer recommend that the Policy and Resources (P&R) Committee:

- ***recommends to the FRA to increase council tax by £1.43 per year (1.94%) for 2014/15 (or a lower amount should the referendum threshold be set lower);***
- ***agrees the budget assumptions to be recommended to the FRA;***
- ***approves the recommendation to be made to the FRA of the consequential budget and precept requirements for 2014/15;***
- ***recommends to the FRA the precept policy for the Medium Term Financial Plan (MTFP) period; and***
- ***notes the consequential budget gaps arising.***

Background

2. In February 2013 the FRA agreed a MTFP for 2013/14 to 2016/17, which was updated in July, prior to the start of consultation on the Community Risk Management Plan (CRMP) to take account of new information available from government.
3. The November 2013 meeting of this Committee and the December 2013 meeting of the FRA considered further information on funding changes that were being discussed but, in the absence of any other firm information, were not able to draw any conclusions.
4. Provisional information has now been received to finalise some of the figures in the resourcing side of the budget equation, specifically:
 - share of government grant totals; and
 - government estimates of business rate yield.

5. Final Information on the following is expected towards mid-January (and may be available for a verbal update to the Committee on 28 January 2013):
 - final council tax-base - from billing authorities;
 - estimate of business rate income - from billing authorities; and
 - confirmation of grants - from the Department of Communities and Local Government (DCLG).
6. The MTFP is always based on a set of assumptions about the future. Given the continued period of significant financial constraint, and in order to provide more openness to our communities, continued emphasis is being placed on the reasoning behind the assumptions now being made.
7. The assumptions for future years (2015/16 onwards) are slightly less critical at this point in terms of setting the budget for next year, but it should be noted that the timescales for making major changes to expenditure levels within the fire and rescue service are significant, and therefore decisions taken now will have an impact for future budget setting processes.
8. The year 2016/17 is beyond the current (extended) Comprehensive Spending Review (CSR) period and after a general election, although it is expected that the general direction of funding will be unaffected.

Review of Available Resources

9. The review of future resources can be split between “base-line” (i.e. grant and business rates retention) and precept.

Base-line and Formula Grant

10. As Members will be aware, the government implemented significant changes in local government finance from April 2013.
11. Government now calculates a base-line figure (which for the present is the prior year figure less grant reduction) and an estimate of our business rate yield (1% of the rates collected in Herefordshire & Worcestershire). The difference is paid as various elements of support grant.
12. In addition, in July the government gave more clarity about the continuation of council tax-freeze grants, at least for this extended CSR period.
13. In late December the provisional figures were announced which updated the estimates that were made based on the exemplifications issued in July and were used as the under-pinning financial information for the CRMP.
14. It is unfortunate that in spite of meetings with the Fire Minister (including with local MPs) the provisional settlement is fundamentally unchanged.

15. Indicative base-line figures are 0.3% lower in 2014/15 and 0.5% lower in 2015/16. Although this is within the reasonable limits of accurate forecasting, it still represents £0.040m less resource in 2014/15.
16. It is possible that some, or all, of this gap may be closed if the business rate estimates from district councils are significantly higher than the government estimate. It should be noted that if there is additional resource it would have been available even if the base-line had not been further reduced.

Precept Assumptions

17. In accordance with the recommendations of the FRA the MTFP had assumed precept increases of 2% per annum. In light of the government's announcements in July 2013 regarding future council tax levels, clarity of continuity of 2013/14 council tax freeze grant and the announcement of new freeze grants, this was amended to 0% for 2014/15 and 2015/16, whilst remaining at 2% for 2016/17.
18. This reduction had a significant effect on future resources and the potential need for savings from the CRMP.
19. In respect of the tax-base the FRA has historically been cautious about forecasting significant annual increases, and particularly so in light of the impact of fundamental changes to council tax support (council tax benefit until March 2013).
20. Full tax-base figures are not yet available from all billing authorities, but those received to date show an increase in yield, although this may be partially offset by data from districts that are planning changes to their local council tax support schemes.
21. The FRA can choose to increase council tax in 2014/15 to meet expenditure pressures in 2014/15, or to secure future years funding, depending on its view of the likelihood of being able to do so in the future.
22. A freeze in council tax will entitle the FRA to a grant roughly equal to a 1% increase, and any increase above the threshold limit requires the FRA to hold a referendum.
23. The indicative threshold for 2014/15 and 2015/16 is 2%, but the Minister has stated that this is not yet set and may be lower for 2015/16 or even for 2014/15.

Expenditure Requirement

24. The revised MTFP identified budget gaps of £1.375m, £3.226m and £4.725m for 2014/15, 2015/16 and 2016/17 (see Appendix 1: Line 3) and, as planned, officers have focussed on closing this gap during 2013/14.

25. Details of measures taken are outlined in the Appendix and, as can be seen (Appendix 1: Line 29), have significantly closed the identified gaps.
26. Members are reminded that these savings are on top of the £2.3m identified in the previous three years and which have not directly impacted on services to our communities.
27. The expenditure requirement has continued to be refined and the key assumptions around pay, inflation and interest rates are outlined in the paragraphs below.
28. An average 2.5% figure for general inflation has been used.
29. In addition it has been thought prudent to include an additional inflation provision for two key areas of expenditure that are projected to individually increase well above the average Consumer Price Index (CPI)/Retail Price Index (RPI) level. These areas are utilities (gas and electricity) and diesel fuel.
30. Although the Chancellor has made the government's policy on public sector pay increases for the CSR period very clear at a maximum of 1%, it is not entirely clear how this will translate to the fire sector as pay awards are negotiated independently of central government.
31. It has been considered prudent to provide a higher figure of 2% to reflect that after two years of pay freeze and two years at 1% there may be pressure for a significantly higher award.
32. The relevant assumptions are summarised below in tabular form for ease of reference:

	2014/15	2015/16	2016/17
General Inflation	2.50%	2.50%	2.50%
Utilities - Gas	10.00%	5.00%	5.00%
Utilities - Electricity	7.50%	5.00%	5.00%
Diesel Fuel	7.50%	5.00%	5.00%
Pay Awards	2.00%	3.00%	2.00%
Long Term Interest	4.00%	4.00%	4.00%

Budget Gap

33. For ease of understanding, the various changes identified in detail in Appendix 1 are summarised below in terms of the impact on the CRMP budget gap.
34. Members will also recall that it was expected that the £4.7m gap at the end of the CSR period (by 2016/17) would be met broadly by a further £2.0m of savings not affecting front-line response, £2.0m from the fire cover review, with a further

£0.7m still to be identified, potentially from improved grant settlements or reduced pay award costs.

35. At this point the outcomes of the consultation on the CRMP have not been considered by the FRA and are not yet included.
36. The forecast budget requirement and projected available resources based on the assumptions outlined in the above paragraphs give underlying budget gaps as indicated below:

	2014/15 £m	2015/16 £m	2016/17 £m
CRMP Gap	1.375	3.226	4.725
Reduced Grant Settlement	0.040	0.056	0.056
Increased Future Tax-bases	0.000	(0.046)	(0.094)
	1.415	3.236	4.687
Reduced expenditure from re-calculated estimates	(0.131)	(0.245)	(0.195)
Savings Measures	(0.944)	(1.588)	(1.859)
Increased income from 2014/15 Tax-bases etc.	(0.190)	(0.150)	(0.150)
	0.150	1.253	2.483

37. If this is related to the expected split of reductions:

	Not Front -line £m	Front- line £m	Other £m	TOTAL £m
CRMP Gap	2.000	2.000	0.725	4.725
Reduced Grant Settlement			0.056	0.056
Increased Future Tax-base			(0.094)	(0.094)
	2.000	2.000	0.687	4.687
Reduced expenditure from re-calculated estimates			(0.195)	(0.195)
Savings Measures	(1.859)			(1.859)
2014/15 Tax-bases etc.		(0.150)		(0.150)
	0.141	1.850	0.492	2.483

38. This still requires the identification of cost reductions (including from the Fire cover review) as below:

	2014/15 £m	2015/16 £m	2016/17 £m
On-going reductions needed 14/15	0.150	0.150	0.150
Further on-going reductions needed 15/16		1.103	1.103
Further on-going reductions needed 16/17			1.230

39. If the FRA decided to increase precept in 2014/15, whilst it is currently anticipated to be able to do so, the current indicative referendum limit (see paragraph 21) suggests an increase of 1.94%, an increase of less than £0.03 (3 pence) per week at Band D.
40. To put this into context, should the referendum limit be lower at say 1.5% an increase of 1.44% would increase Band D by £0.02 (2 pence) per week.
41. From a financial and operational view the precept increase is necessary to protect front line services (fire stations, fire engines and firefighter posts), and consistent with the level of increase proposed by Worcestershire County Council. Indicative information suggests that three-quarters of fire authorities may be increasing precept this year, including some that are already significantly better resourced.
42. The above paragraph recognises the tangible rationale for the precept increase but it is recognised that Members have to take into account other factors when making their decisions.
43. If the precept was increased by 1.94%, the budget gap in 2014/15 would be closed and the savings required by the end of the CSR period, as analysed in paragraph 37, would be as per the table below. In examining the table below it should be recognised that the raising of the precept for 2014/15 has a positive cumulative effect for future years and therefore is important to protect frontline services in years beyond 2014/15.

	Not Front -line £m	Front- line £m	Other £m	TOTAL £m
Paragraph 37 gap	0.141	1.850	0.492	2.483
2014/15 Precept increase		(0.175)		(0.175)
	0.141	1.675	0.492	2.308

44. If the additional precept increase were limited to 1.44% the increase in resource is limited to £0.080m.

General Reserves

45. Although there is a planned and controlled under-spending for 2013/14, it will be recommended that this is added to the existing budget reduction reserve specifically to fund one-off or short term costs associated with implementing future organisational changes.

46. The table below shows the projected position in the general reserve in relation to the revenue budget requirement over the new MTFP period. The budget requirement is based on the limiting factor of available resources.

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m
General Reserves balance at 1 April	1.485	1.485	1.485	1.485
Budget Requirement	32.549	32.005	31.266	30.785
% of Budget Requirement	4.56%	4.64%	4.75%	4.82%

47. These figures are marginally higher than in the previous MTFP due to the impact of the reduced resource projections slightly increasing the percentage of reserves held.
48. Relative to other FRAs this level of balance is not high, and it should be noted that the FRA now bears a risk in relation to council tax benefit and business rate take, and so is more directly connected to local economic conditions.
49. Whilst this level of balances remains prudent there is an opportunity cost of holding reserves. They could be used to finance one off expenditure or to temporarily reduce the council tax precept. The risk, of course, is that if reserves are reduced there is less capacity to meet unforeseen or unexpected expenditure pressures, and a temporary reduction in council tax cannot be readily recovered.

Future Progress

50. Officers will continue to refine the budget figures and will receive final tax-base, collection fund figures, and estimated business rate income.
51. There is a budget seminar for all Members on 30 January 2014, at which the implications of the final resource figures will be known.
52. The FRA will meet on 19 February 2014 to agree a budget and precept for 2014/15.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Yes – whole report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes – whole report
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	No
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: MTFP Review

Background Papers

FRA 13 February 2013: Budget and Precept 2013/14 and MTFP
P&R Committee 19 November 2013: Financial Prospects 2014/15
FRA 11 December 2013: Financial Prospects 2014/15

Contact Officer

Martin Reohorn, Treasurer
(01905 368205)

Email: mreohorn@hwfire.org.uk

Hereford & Worcester Fire Authority
Policy & Resources Committee : January 2014
Review of Medium Term Financial Plan

Line		2014/15 Forecast £m	2015/16 Forecast £m	2016/17 Forecast £m
1	CRMP RESOURCE FORECAST	(31.855)	(31.126)	(30.597)
2	CRMP EXPENDITURE REQUIREMENT	33.230	34.352	35.322
3	CRMP GAP	1.375	3.226	4.725
	<u>Revised Resources</u>			
4	Provisional Grant Settlement	0.040	0.056	0.056
5	Forecasting annual 0.25% tax-base increase		(0.046)	(0.094)
6	Tax-base Information received to date	(0.150)	(0.150)	(0.150)
7	Collection fund Information received to date	(0.040)		
8		(0.150)	(0.140)	(0.188)
	<u>Re-Calculated Estimates</u>			
9	LGPS Revaluation	0.088	0.077	0.067
10	Day Crew Plus phasing	0.034		
11	Changes to Pay Award Estimate	(0.014)	(0.257)	(0.213)
12	Changes to Capital Financing Estimate	(0.239)	(0.065)	(0.049)
13		(0.131)	(0.245)	(0.195)
14		(0.281)	(0.385)	(0.383)
15	REVISED GAP	1.094	2.841	4.342
	<u>Savings Measures</u>			
16	Catering Review	(0.144)	(0.144)	(0.144)
17	Media & Design Review	(0.034)	(0.034)	(0.034)
18	Secretariat Restructure	(0.027)	(0.027)	(0.027)
19	Finance Restructure	(0.016)	(0.016)	(0.016)
20	P&I posts removed	(0.055)	(0.055)	(0.055)
21	Additional DCP savings	(0.011)	(0.011)	(0.011)
22	Inflation provision saving	(0.232)	(0.232)	(0.232)
23	Budget-holder saving in 13/14 allocations	(0.040)	(0.040)	(0.040)
24	CFS/TFS rationalisation		(0.400)	(0.400)
25	Possible Target budget reductions	(0.300)	(0.300)	(0.300)
26	Droitwich/USAR	0.015	(0.179)	(0.300)
27	FDS Review		(0.050)	(0.200)
28	Fire Control	(0.100)	(0.100)	(0.100)
29		(0.944)	(1.588)	(1.859)
30	GAP BEFORE FIRE COVER REVIEW	0.150	1.253	2.483
31	Impact of 2014/15 1.94% Precept increase	(0.150)	(0.150)	(0.175)
32		(0.150)	(0.150)	(0.175)
33		(0.000)	1.103	2.308

Report of Head of Corporate Services

6. Quarters 1 to 3 Performance 2013-14

Purpose of report

1. This report is a summary of Quarters 1 to 3 performance against the Fire and Rescue Authority Plan 2013-14 using the set of Key Performance Indicators agreed by Senior Management Board (SMB).

Recommendations

That Policy and Resources Committee note the following headlines taken from Appendix 1 relating to performance in Quarters 1 to 3 2013-14:

- i) The total number of incidents attended in Quarters 1 to 3 2013-14 is the lowest Quarters 1 to 3 total in the seven years that the current data set has been collected.***
- ii) Although the number of Fires attended in Quarters 1 to 3 2013-14 have increased when compared to the same quarters last year, the Service attended the lowest Quarters 1 to 3 totals of Special Service (non-fire emergencies) and the second lowest number of false alarms in the last seven years.***
- iii) Sickness levels for all staff continue to remain within tolerance levels and the amount of long term sickness has reduced at the end of the Quarter 1 to 3 period.***
- iv) The Service continues to monitor and investigate the reasons behind reductions in the number of building fires attended by the first appliance within 10 minutes and the number of attendances by a second appliance within 5 minutes of the first.***
- v) Retained appliances are available for operational duty around 90% of the time.***

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 SMB and this Committee.

Tolerance Levels

3. Each individual Key Performance Indicator is tested against the tolerance levels expected for the Quarters 1 to 3 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 appendix in graph format.
4. The only indicators out of tolerance at the end of Quarter 3 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

Quarters 1 to 3 2013-14 Performance

5. Quarters 1 to 3 2013-14 saw a reduction in total incidents compared to the same period last year. This is despite a spike in incidents recorded in July which was mainly due to an increase in secondary fires in that period. Primary fires have increased when compared with the same period last year and this and the increase in secondary fires is mainly due to the drier conditions during the summer of 2013 compared with previous summer. Chimney Fires have increased from the same period last year and this is mainly due to a cooler Quarter 1 2013.
6. The numbers of special services have reduced when compared with the same period last year. Although there was an increase in wet weather related incidents at the end of Quarter 3 this was not as widespread or as large in number as in Quarters 1 to 3 2012-13. The number of false alarm incidents has increased slightly on the same period last year. The number of automatic false alarms attended has reduced when compared to Quarters 1 to 3 2012-13 but there have been increases in the number of good intent false alarms and malicious false alarms.
7. The number of days/shifts lost to sickness absence for all staff continues to remain within our tolerance levels and has dropped on a monthly basis from a peak in October 2013. This peak was mainly as a result of an increase in whole-time sickness predominantly on a long term basis in that month. Non-uniform staff sickness peaked in July and August 2013 and this was also due to increases in long term sickness in those periods. The Service has roughly the same levels of sickness as other local FRS and compares favourably with the two local County Councils. Non-uniform staff sickness comparative data is expected to improve when Quarter 3 data becomes available.
8. The Service continues to monitor and investigate the reason behind the deterioration in the two standards set in the Integrated Risk Management Plan for the percentage of building fires first attended by a pumping appliance within 10 minutes and the percentage of second attendance by a pumping appliance within 5 minutes of the arrival of the first. It has already been identified that the first attendance has been affected by a change in the starting point for the measure following the introduction of the new Fire Control mobilising system.
9. Retained appliances were available 90.3% of the time in Quarters 1 to 3 2013-14, an increase of 0.2% on the same period in 2012-13. Some retained stations have two appliances and in these situations it is ensured that the rescue pump availability is maintained as much as possible and any unavailability is first taken by the regular pump. Therefore although the standard pumps at Tenbury and Ledbury were not as available as in the same period in 2012-13, the rescue pumps at these stations were still available for 99.5% and 98.8% of the time respectively. Rescue appliances at Ross and Leominster and the single appliance at Kingsland were all available 100% of the time in Quarters 1 to 3 2013-14.

Conclusion/Summary

10. Further details and analysis regarding the headlines in the recommendations and Quarters 1 to 3 performance in general are included in the attached appendix. 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).	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?)	No the report concerns operational activity and other areas of general performance but not from an equalities viewpoint

Supporting Information

Appendix 1 Quarters 1 to 3 2013-14 Performance Analysis

Contact Officer

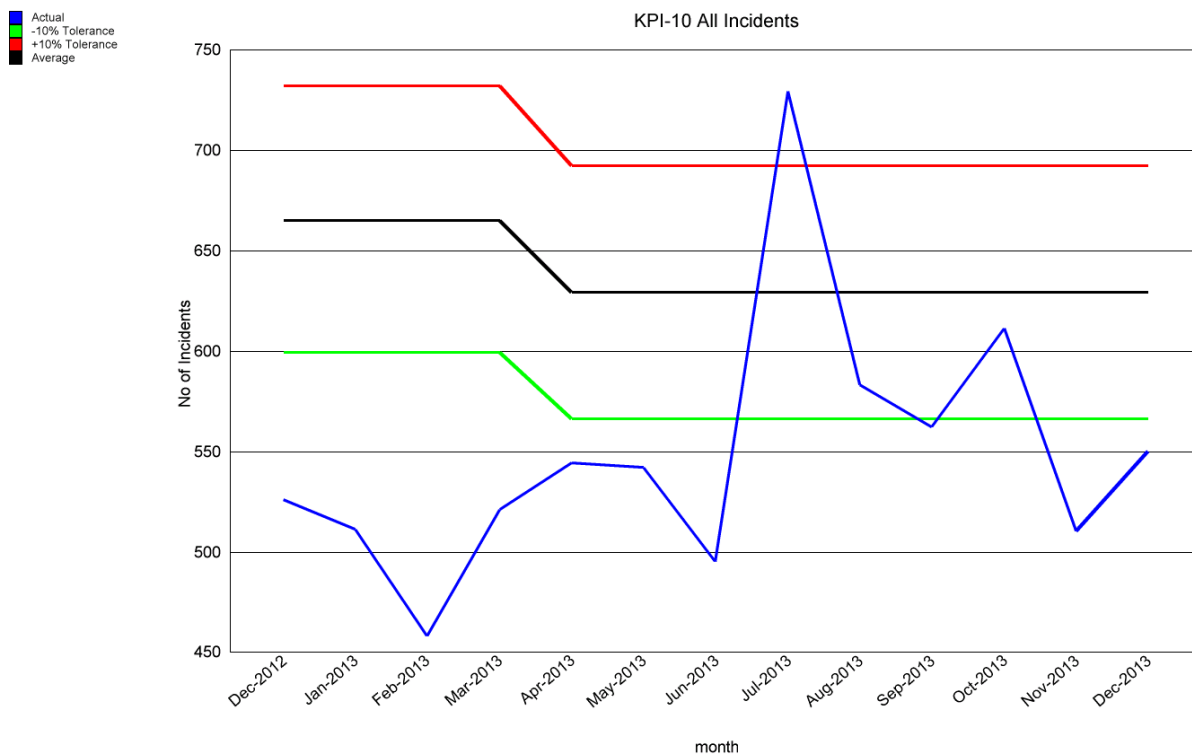
J Cole
Head of Corporate Services
(01905 368329)
Email: jcole@hwfire.org.uk

Fire and Rescue Authority Plan 2013-14

Quarters 1-3 2013-14 Performance

1. Operational Activity – Total and Fire Incidents

1.1. Total Incidents Attended



(Figure 1 – Total Incidents per month December 2012 to December 2013)

Summary Total incident levels for Quarter 1-3 2013-14 show a decrease in operational activity compared with the previous year and is also the lowest combined Quarter 1-3 incident total since the current dataset has been collected for the last seven years.

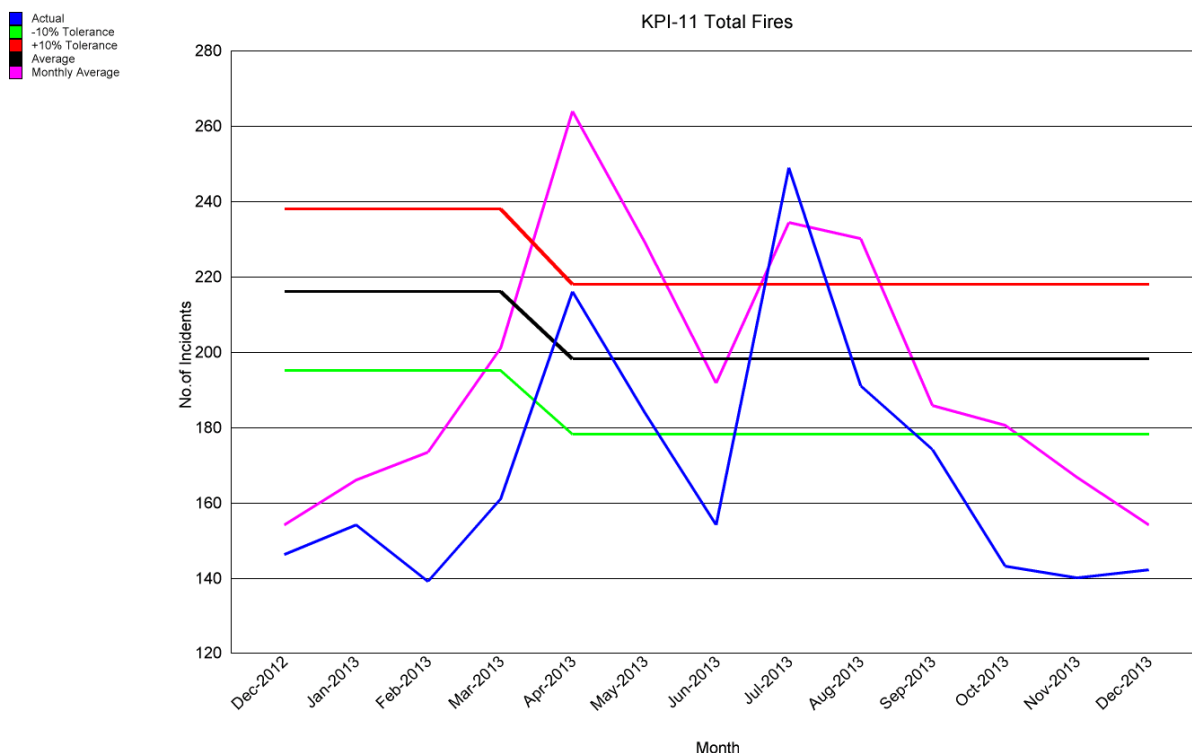
Total Incidents	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
All Fires	1316	1593	21.0%
Special Services	1347	1038	-22.9%
False Alarms	2490	2495	0.2%
Total Incidents	5153	5126	-0.5%

(Table 1 – Total Incidents Quarters 1-3 2012-13 and Quarters 1-3 2013-14)

- An increase in the total number of fires attended in Quarters 1-3 2013-14 compared with the previous year. The spike in all incidents in July shown in the above graph was due to increases in the number of secondary fires in that month.

- 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 -3 for the last seven years.
- A slight increase in the number of false alarm calls compared with the position at end of Quarters 1 to 3 last year and is the second lowest total attended in the last seven years, after Quarter 1 to 3 2012-13.

1.2. Total Number of Fires



(Figure 2 – Total Fires per month December 2012 to December 2013)

Summary Increases in secondary fires in July and chimney fires attended in April have contributed to an overall increase in the total number of fires attended in Quarters 1-3 compared with the same period in the previous financial year.

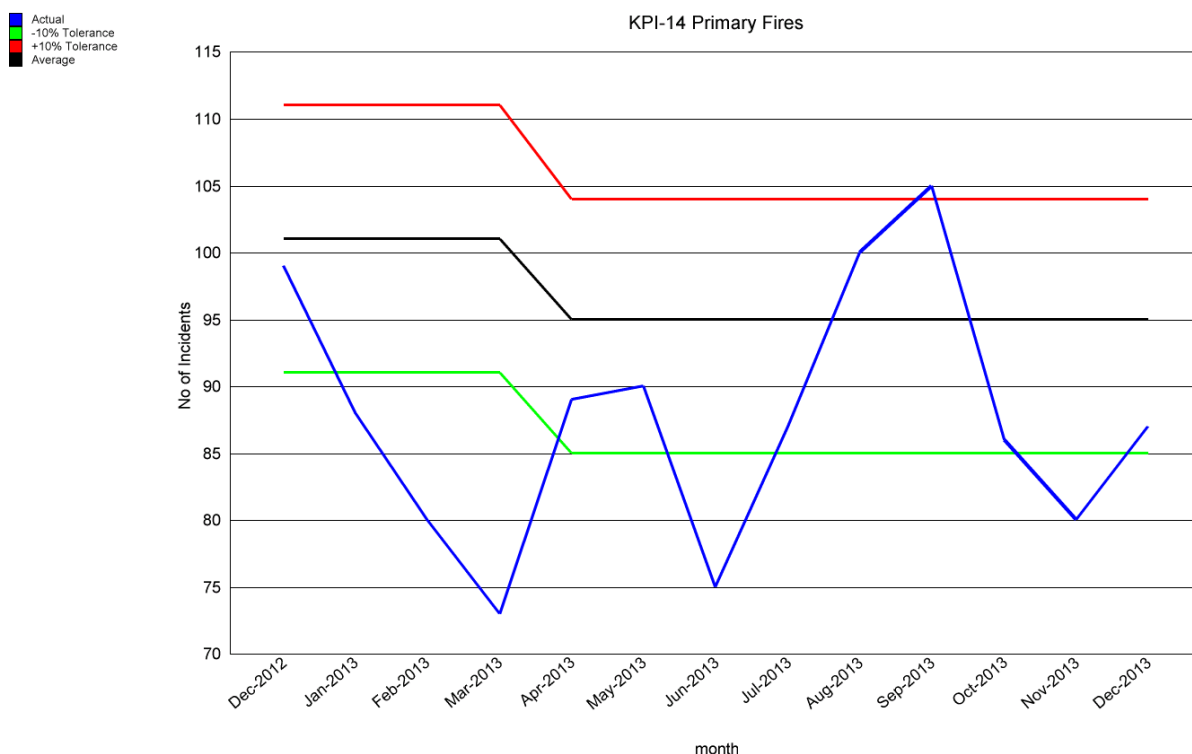
Total Fires	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
Primary Fires	742	799	7.7%
Secondary Fires	455	666	46.4%
Chimney Fires	119	128	7.6%
Total Fires	1316	1593	21.0%

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

- Primary fires have increased by 7.7% when compared with the same period last year (799 compared with 742) but are down 9.2% from last 5 years Quarter 1 to 3 average (880 incidents).
- Secondary fires have increased by 46.4% when compared with the same period last year (666 compared with 455) but are down 20.9% from last 5 years Quarter 1 to 3 average (860 incidents).

- Chimney fires have increased by 7.6% compared with Quarter 1-3 2012-13 (128 compared with 119) and is equal to the average number of chimney fire incidents attended in the last 5 years (128 incidents).

1.3.Primary Fires



(Figure 3 – Total Primary Fire Incidents per month December 2012 to December 2013)

Summary Primary fires numbers in Quarters 1-3 2013-14 have increased when compared with the same quarters last year but are down on the Quarters 1-3 average for the last five previous years.

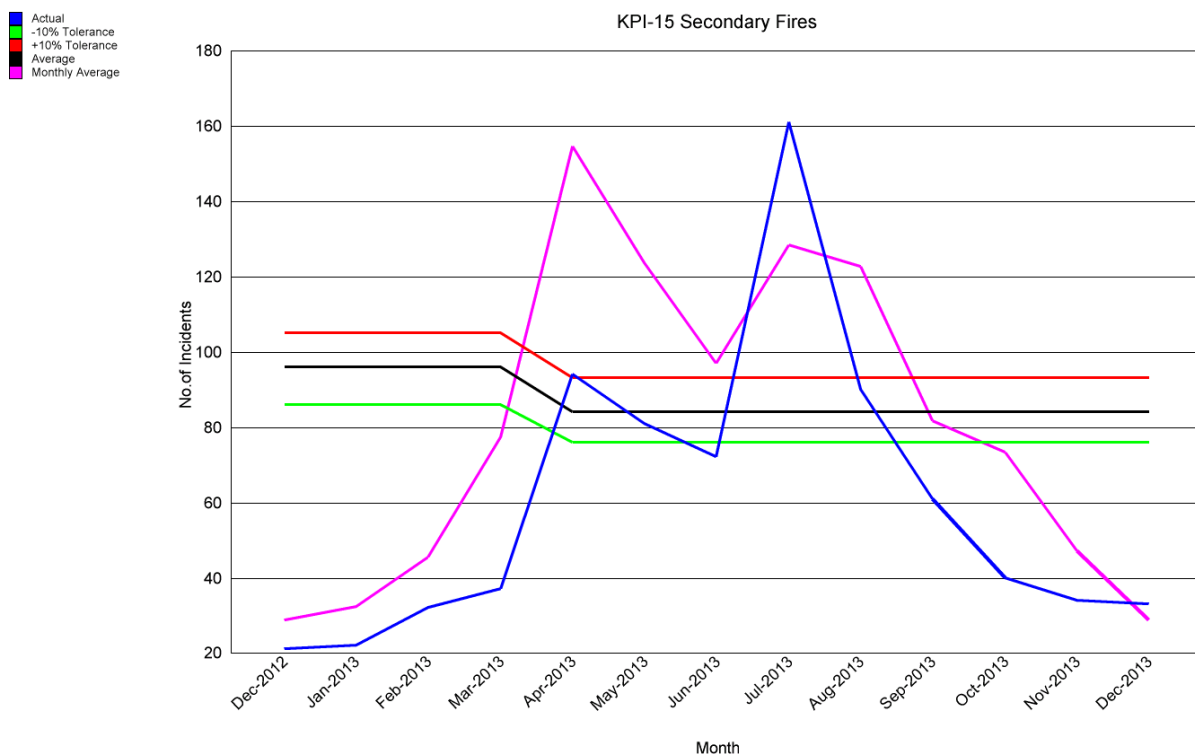
Primary Fires	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
Building Fires	478	480	0.4%
Vehicle & Transport Fires	211	232	10.0%
Outdoor Fires	53	87	64.2%
Total Fires	742	799	7.7%

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

- Building Fires have increased by 0.4% compared with the previous year. Within the category of building fires, dwelling fires and other residential fires have reduced by 8.1% and 17.2% 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 134 in Quarters 1-3 2012-13 to 129 in Quarters 1-3 2013-14.

- Although small in context, the number of outdoor fires has increased from 53 in Quarters 1 to 3 2012-13 to 87 in Quarters 1 to 3 2013-14. This is mainly due to the predominantly drier conditions in this last summer when compared to the year before, 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 period last year. There were 24 injuries from primary fires in Quarters 1 to 3 2013-14 compared with 38 in the same quarters last year. 11 of the 24 injuries were as a result of accidental dwelling fires. In 11 of the 24 injuries from all primary fires, the casualties were overcome by smoke or had breathing difficulties, 11 had slight or severe burns, and one had a combination of burns and overcome by smoke. There was one casualty who experienced cuts or lacerations as a result of the fire.
- There were no fatalities in the third quarter of this year following the three fatalities reported at the end of Quarters 1 and 2 2013-14.

1.4. Secondary Fires



(Figure 4 – Secondary Fire Incidents per month December 2012 to December 2013)

Summary Secondary fire numbers have increased in Quarters 1 to 3 2013-14 compared with the same Quarters last year due to the drier conditions during last summer when compared with the predominantly wet weather conditions in Summer 2012.

- The table below shows that the largest increases in secondary fires, comparing Quarters 1 to 3 2013-14 with Quarters 1 to 3 2012-13, were in fires located in grassland, woodland and crops. There were 256 grassland, woodland and crop fires in Quarters 1 to 3 2013-14 which represent 38.4% of all secondary fires compared with 113 grassland

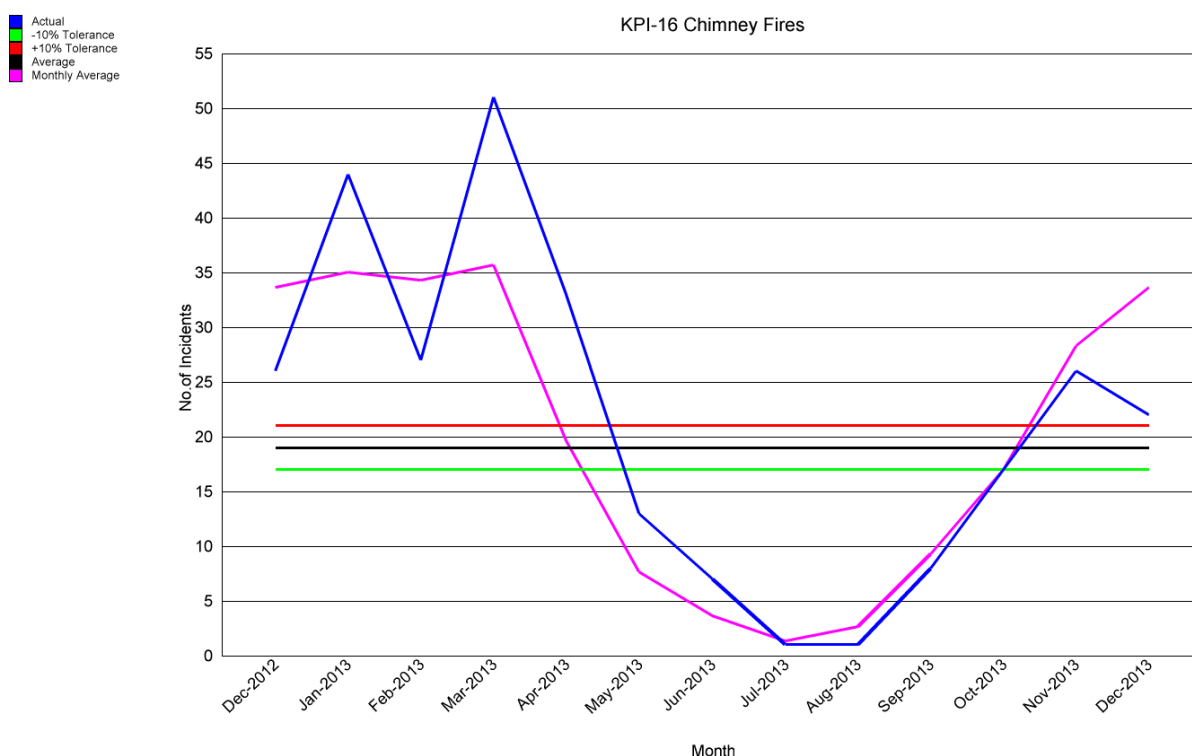
woodland and crop fires in Quarters 1 to 3 2012-13 (24.8% of all secondary fires).

Secondary Fires	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
Grassland woodland and crops	113	256	126.5%
Other Outdoors (including land)	169	212	25.4%
Outdoor equipment & machinery	10	10	0.0%
Outdoor Structures	140	163	16.4%
Building & Transport	23	25	8.7%
Total Fires	455	666	46.4%

(Table 4 – Secondary Fires Quarters 1 to 3 2012-13 and 2013-14)

- 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 during the summer months of 2013 compared with the summer of 2012.

1.5. Chimney Fires



(Figure 5 –Chimney Fire Incidents per month December 2012 to December 2013)

Summary The total number of chimney fires has remained the same as the Quarters 1 to 3 average for the last five previous years. This is thought to be attributed to the colder than usual first quarter start to the year and the increased popularity of chimneys and woodburners as a form of heating.

- Chimney fires have increased from the same period last year, with 7.6% 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 and Quarter 3 2013-14 has reduced when compared with the same period last year.

- Although there was a 7.6% increase in chimney fires when compared with the same period last year, these are still relatively low figures in terms of all incidents attended.

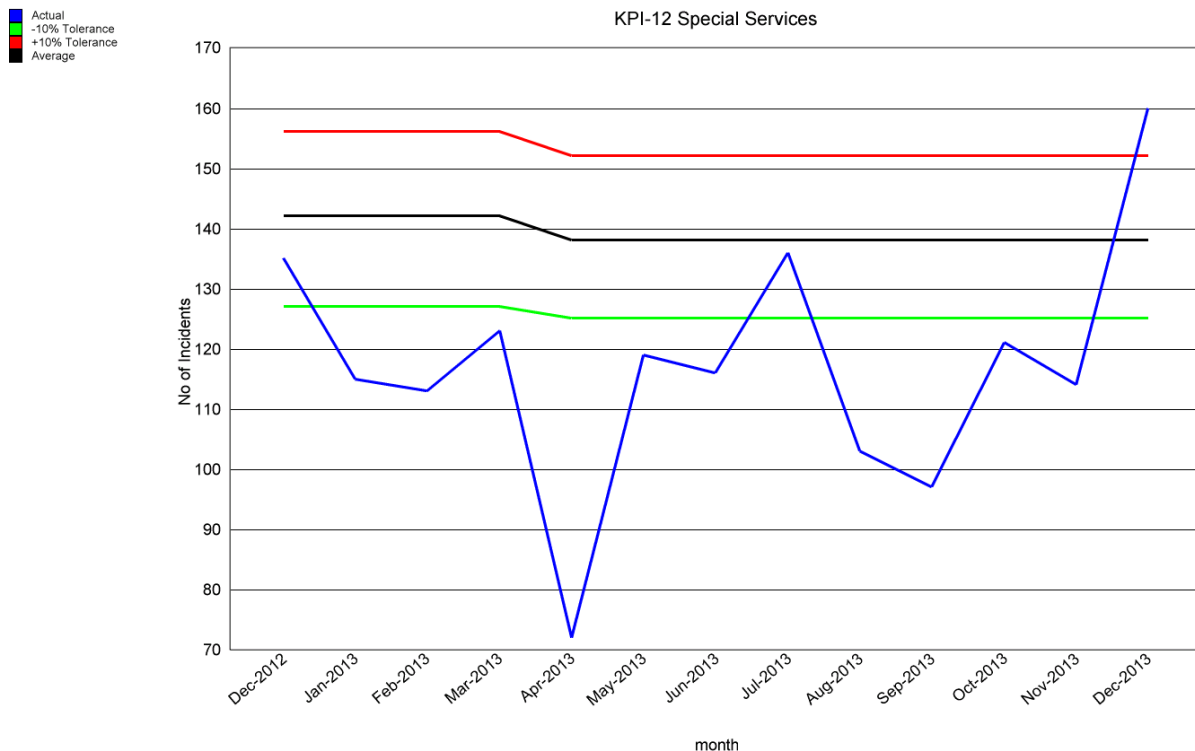
Chimney Fires	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage Change
April	21	33	57.1%
May	8	13	62.5%
June	7	7	0.0%
July	2	1	-50.0%
August	3	1	-66.75%
September	10	8	-20.0%
October	16	17	6.25%
November	26	26	0.0%
December	26	22	-15.4%
Total	119	128	7.6%

(Table 5 – Chimney Fires Quarters 1-3 2012-13 and Quarters 1-3 2013-14)

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 December 2012 to December 2013)

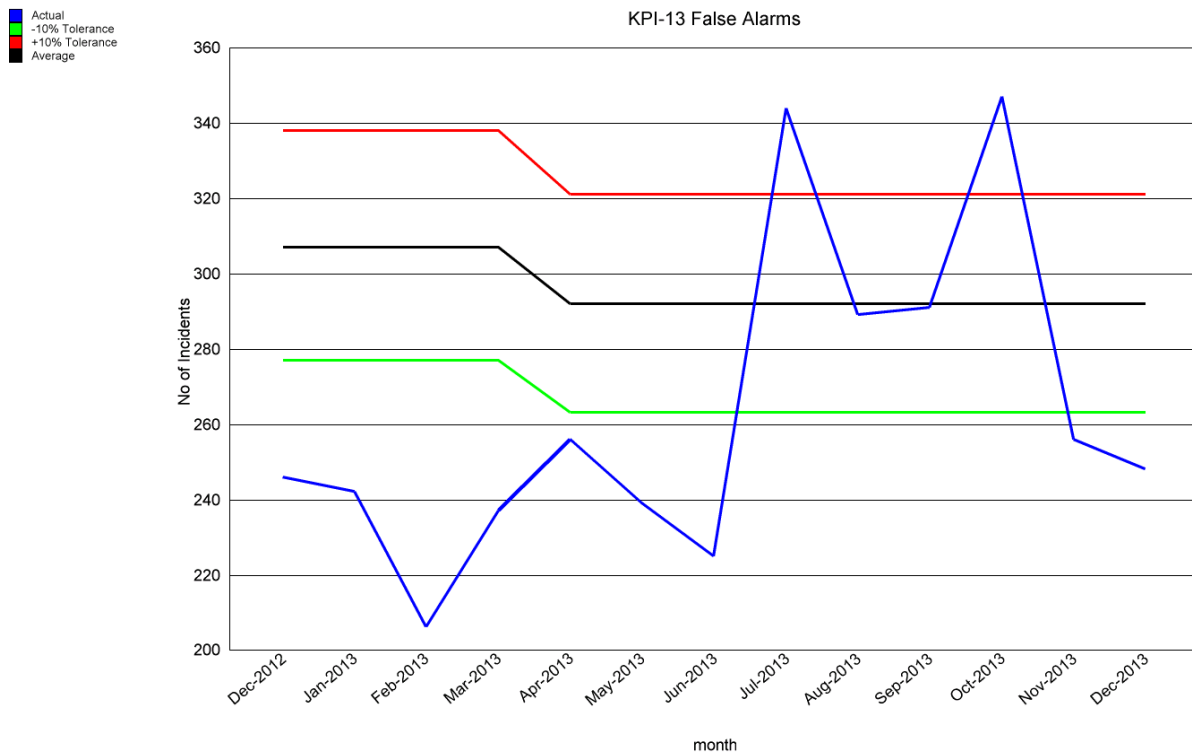
Summary Special Service incidents totals have declined when compared with the same quarters last year, and represents the lowest number of special service incidents attended in Quarter 1 to 3 for the seven years in which the current dataset has been collected.

All Special Services	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
RTC Incidents	470	426	-9.4%
Flooding	157	54	-65.6%
Animal Assistance	68	76	11.8%
Other Special Services	652	482	-26.1%
Total Incidents	1347	1038	-22.9%

(Table 6 – Special Services Quarters 1-3 2012-13 and Quarters 1-3 2013-14)

- Although the Service attended a spate of wet weather incidents at the end of December 2013, there were less wet weather related incidents attended overall in Quarter 1 to 3 when compared to the same period last year.
- In addition to property based flooding incidents, there are also other incident types that are adversely affected by wet weather conditions. These include making safe (not RTC) and rescues and evacuation from water incident types. All of these incident types have reduced when compared with the same period last year.
- The number of RTC incidents has also reduced when compared with the same quarters last year. This is despite a large increase in December 2013 with 78 RTC's attended. 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 incidents but in April this was down to 26.4%.
- The largest sub category of Other Special Services was animal assistance incidents (76) which in Quarters 1 to 3 2013-14 accounted for nearly 14% of all other special service incidents (558 incidents).

2.2 False Alarm Incidents



(Figure 7 – False Alarm Incidents per month December 2012 to December 2013)

Summary The total number of false alarms attended has increased slightly in Quarter 1 to 3 2013-14 compared with the same quarters in the previous year and is the second lowest number of false alarm incidents attended in Quarters 1 to 3 in the last seven years, after Quarter 1 to 3 2012-13.

Total False Alarms	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
Malicious False Alarms	31	37	19.4%
False Alarm Good Intent	562	570	1.4%
Automatic False Alarms	1897	1888	-0.5%
Total False Alarms	2490	2495	0.2%

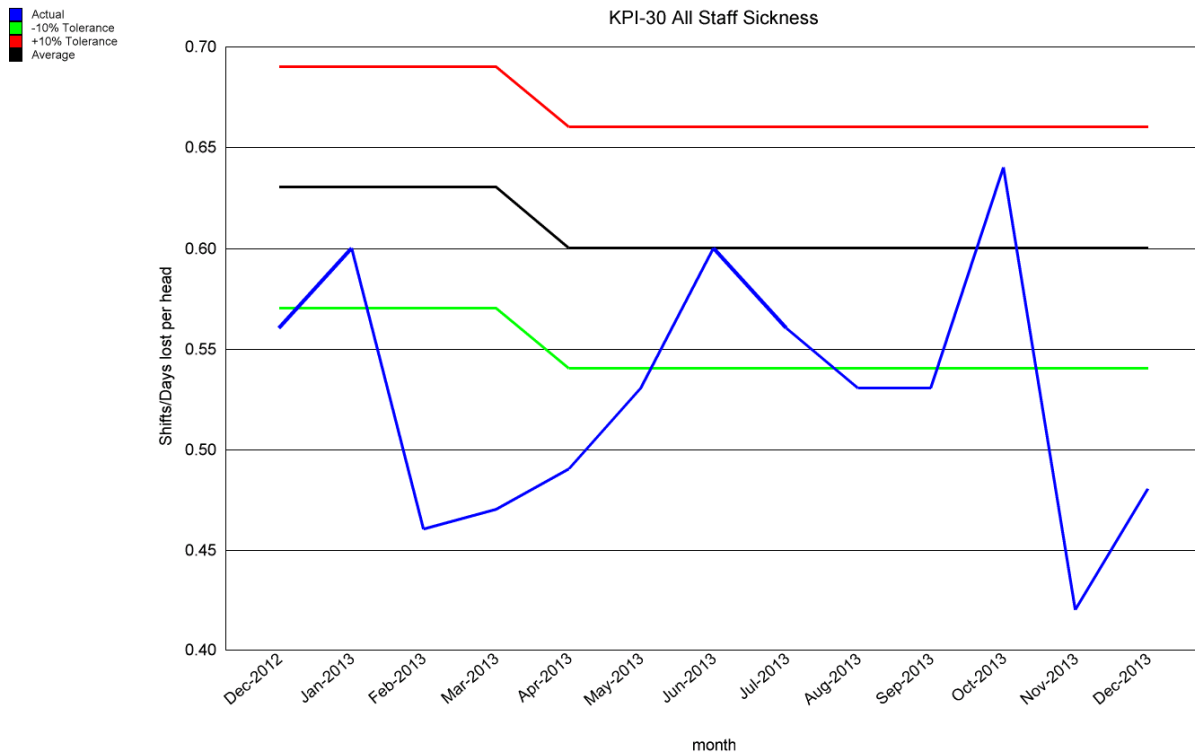
(Table 7 – False Alarms Quarters 1-3 2012-13 and Quarters 1-3 2013-14)

- There has been a slight increase in the number of false alarm good intent attended and a larger increase in the number of malicious false alarms 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 accidentally set off and also due to a reduction in damaged false alarm systems.

3. Absence Management

3.1. All Staff Sickness



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

Summary Sickness levels for all staff have remained within tolerance levels on a monthly basis since April and has dropped from a peak in October 2013 which was mainly due to an increase in long term sickness in that month.

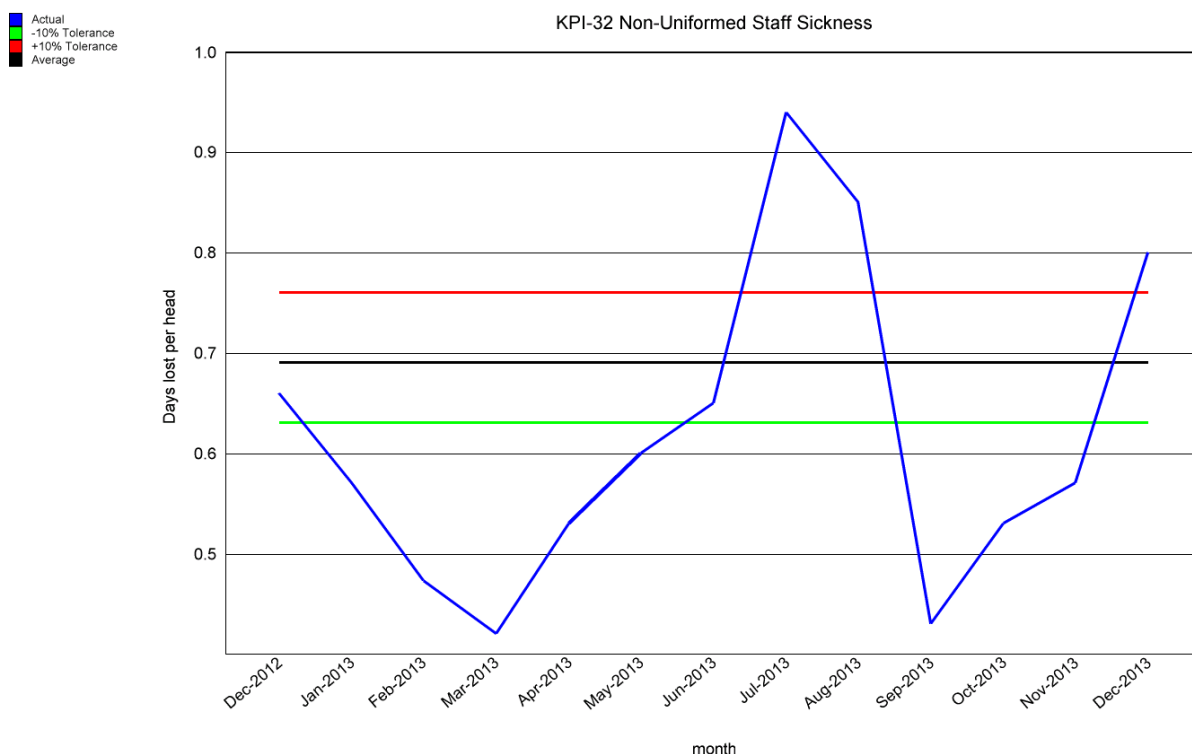
- Long term staff sickness rose as a monthly proportion of all staff sickness from 21% of all staff sickness in April and by July it accounted for 71% of all staff sickness. It has since reduced as proportion of all staff sickness from August onwards and in December it represented 28% of all staff sickness. At the end of Quarter 3, long term staff sickness represented 49% of all staff sickness for the three quarters.

	Short Term All Staff Sickness per head (shifts/days lost)	Long Term All Staff Sickness per head (shifts/days lost)	All Staff Sickness per head (shifts/days lost)
April 13	0.38 (174.04)	0.11 (48)	0.49 (222.04)
May 13	0.28 (127.3)	0.24 (110.37)	0.53 (237.67)
June 13	0.28 (125.31)	0.32 (145)	0.60 (270.31)
July 13	0.16 (71)	0.40 (182.27)	0.57 (253.27)
Aug 13	0.17 (76)	0.36 (155.18)	0.53 (231.18)
Sept 13	0.31 (133.27)	0.29 (124.18)	0.59 (257.45)
Oct 13	0.31 (135.18)	0.33 (142.27)	0.64 (277.45)
Nov 13	0.22 (92.8)	0.21 (88.64)	0.42 (181.44)
Dec 13	0.34 (148.7)	0.13 (57.8)	0.48 (206.5)
Total	2.44 (1083.6)	2.37 (1053.71)	4.8 (2137.31)

(Table 8 – All Staff Sickness per month Quarters 1-3 2013-14)

- The largest monthly total of all staff sickness for Quarters 1-3 2013-14 was in October 2013 where 0.64 days/shifts per head were lost to sickness absence.
- At the end of Quarter 3, there were 5 members of staff absent with long term sickness.

3.2.Non-Uniformed Staff Sickness



(Figure 9 – Non-Uniform Staff Sickness December 2012 to December 2013)

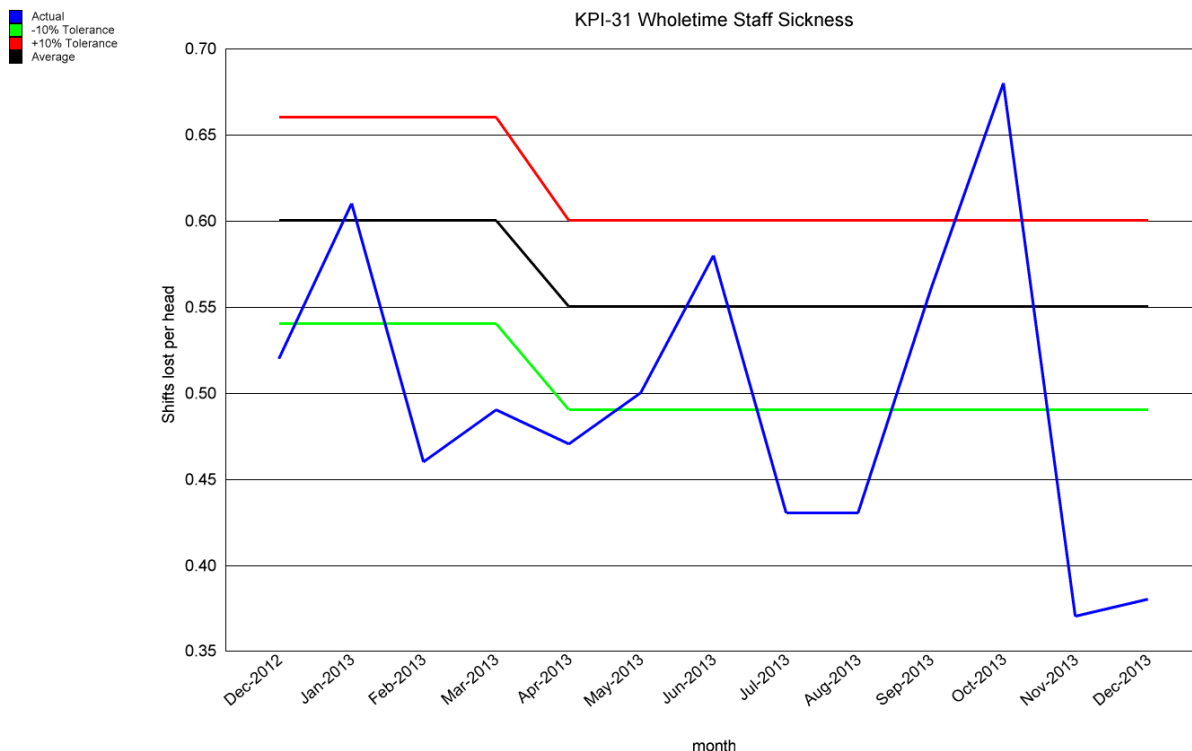
Summary Non-Uniform sickness was out of tolerance levels on a monthly basis in July, August and December 2013 but was within tolerance levels for the rest of the period and is within overall tolerance for the whole Quarter 1-3 period.

	Non-Uniform Short Term Sickness per head (Days lost)	Non-Uniform Long Term Sickness per head (Days lost)	All Non-Uniform Staff Sickness per head (Days lost)
April 13	0.53 (62.54)	0.0 (0)	0.53 (62.54)
May 13	0.27 (31.3)	0.33 (38.37)	0.60 (69.67)
June 13	0.30 (34.31)	0.35 (40)	0.65 (74.31)
July 13	0.24 (27)	0.70 (80.27)	0.94 (107.27)
Aug 13	0.25 (26)	0.6 (63.18)	0.85 (89.18)
Sept 13	0.11 (11.27)	0.32 (34.18)	0.43 (45.45)
Oct 13	0.34 (36.18)	0.18 (19.27)	0.53 (55.45)
Nov 13	0.31 (32.8)	0.25 (26.64)	0.57 (59.44)
Dec 13	0.69 (72.7)	0.10 (10.8)	0.80 (83.5)
Total	2.99 (334.1)	2.79 (312.71)	5.78 (646.81)

(Table 9 – Non-Uniform Staff Sickness per month Quarters 1-3 2013-14)

- The largest monthly total of all non-uniform staff sickness for Quarter 1 to 3 2013-14 was in July 2013 where 0.94 days per head were lost to sickness absence, nearly 75% of the non-uniform sickness was due to long term sickness (0.7 days).
- Since July, long term non-uniformed staff sickness has reduced as a monthly proportion of all non-uniform staff sickness and in December it represented 12.9% of all non-uniform staff sickness. At the end of Quarter 3, long term staff sickness represented 48% of all non-uniformed staff sickness for the three quarters.

3.3. Wholetime Staff Sickness



(Figure 10 – Wholetime Staff Sickness December 2012 to December 2013)

Summary Wholetime sickness was out of tolerance in October 2013 but within tolerance on a monthly basis for the rest of the period.

	Wholetime Short Term Staff Sickness per head (shifts lost)	Wholetime Long Term Staff Sickness per head (shifts lost)	All Wholetime Sickness per head (shifts lost)
April 13	0.33 (111.5)	0.14 (48)	0.49 (159.5)
May 13	0.29 (96)	0.21 (72)	0.50 (168)
June 13	0.27 (91)	0.31 (105)	0.60 (196)
July 13	0.13 (44)	0.30 (102)	0.43 (146)
Aug 13	0.15 (50)	0.28 (92)	0.43 (142)
Sept 13	0.37 (122)	0.27 (90)	0.64 (212)
Oct 13	0.30 (99)	0.38 (123)	0.68 (222)
Nov 13	0.18 (60)	0.19 (62)	0.37 (122)
Dec 13	0.23 (76)	0.14 (47)	0.38 (123)
Total	2.25 (749.5)	2.23 (741)	4.48 (1490.50)

(Table 10 – Wholetime Sickness per month Quarters 1-3 2013-14)

- The largest monthly total of wholetime staff sickness for Quarters 1 to 3 2013-14 was in October 2013 where 0.64 shifts per head were lost to sickness absence. 54% of wholetime staff sickness in this month was due to long term sickness (0.38 shifts per head).
- As with non-uniform sickness, long term wholetime staff sickness has now reduced to 0.14 shifts per head in December and accounted for 49.7% of all wholetime staff sickness at the end of Quarter 3.

3.4.Comparative data

Sickness Absence	Quarter 1-3 2012-13	Quarter 1-3 2013-14	Percentage change
Wholetime Staff Sickness	4.93 (1689.00)	4.48 (1490.5)	-9.15%
Non-Uniform Staff Sickness	7.48 (899.466)	5.78 (646.81)	-22.7%
All Staff Sickness	5.59 (2588.466)	4.8 (2137.31)	-14.1%

(Table 11 – All Staff Sickness Quarters 1-3 2012-13 and Quarters 1-3 2013-14)

- There has been a decrease of 14% in Quarter 1 to 3 2013-14 in all staff sickness compared with the same period last year. This is mainly due to a year by year decrease in the non-uniform staff sickness of 22.7%. The main reason for the decrease in non-uniform staff sickness is a reduction in the amount of long term non-uniformed sickness taken.
- A simple projection of the nine month all staff sickness figure of 4.8 days/shifts lost to sickness would result in an annual 6.4 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 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 5.97 shifts lost per person for wholetime staff and 7.71 days lost for non-uniform staff by the year end.

Quarter 1-2 2013-14 only	Wholetime Staff Sickness	Non-Uniformed Staff Sickness
Hereford & Worcester FRS	2.98	4.06
Gloucestershire FRS	1.53	1.58
Shropshire FRS	N/a	N/a
Staffordshire FRS	2.13	3.31
Warwickshire FRS	2.93	2.36

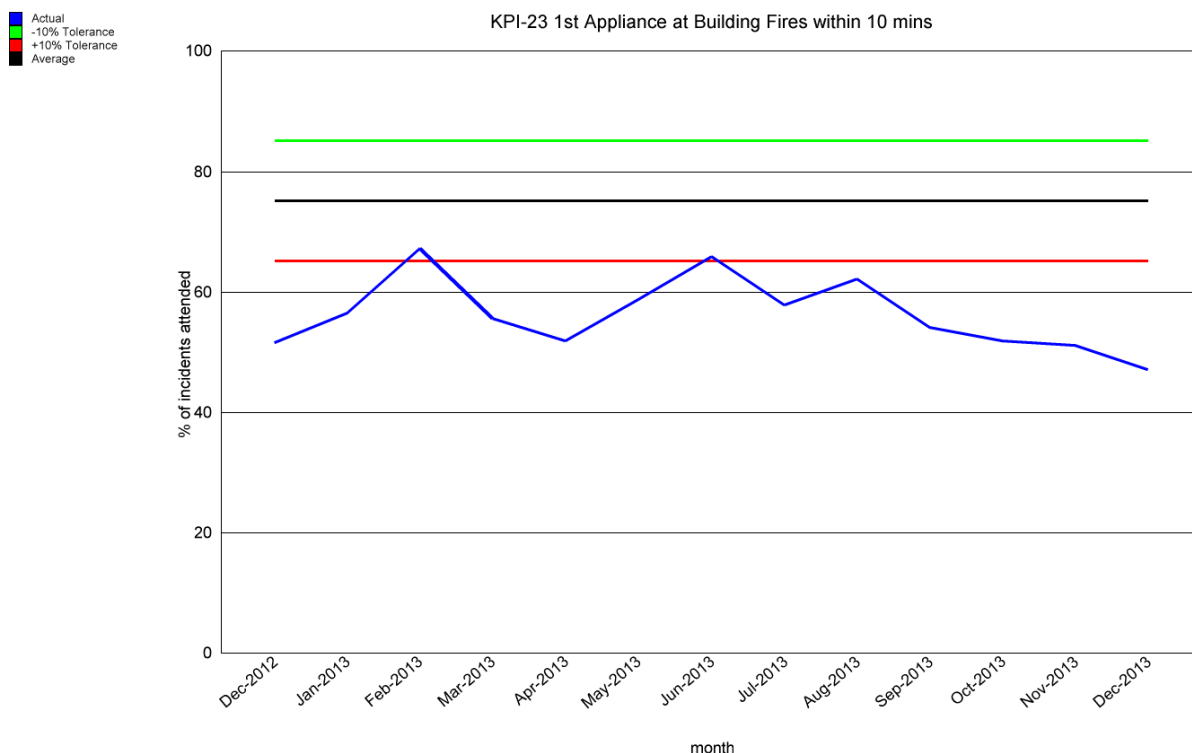
(Table 12 – Fire Services Sickness Quarter 1-2 2013-14 only)

- Although Quarter 3 comparison figures with other local Fire Services are not available at the time of writing, the Service had similar figures when compared with other local fire services at the end of Quarter 2 for wholetime sickness but slightly higher levels of non-uniform sickness when compared with the others. It is hoped to this will improve in Quarter 3 as the amount of non-uniform sickness taken has reduced in this period.
- Comparison figures are also available with other Family Group 4 Fire Services via a benchmarking process. Hereford and Worcester was 5th out of 7 FRS providing sickness data for all staff at the end of Quarter 2.

4. **Key Performance Indicators Out of Tolerance**

At the end of Quarters 1 to 3 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 11 – Percentage of 1st Appliance at Building Fires within 10 minutes – December 2012 to December 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 51.5% of these failures. Of the remainder, 18.2% were attended in a time of between 10 and 11 minutes.

1st Appliance attendance at Building Fires within 10 minutes	Quarter 1-3 2012-13	Quarter 1-3 2013-14
Building fires attended within 10 minutes	325	273
Total Number of Building fires attended	498	496
% attended within 10 minutes	65.3	55.0

(Table 13 – 1st Appliance attendance Quarters 1-3 2012-13 and 2013-14)

- There were less building fires attended within 10 minutes at the end of Quarter 1-3 2013-14 than at the end of Quarter 1-3 2012-13. The overall average time taken to attend all types of incidents in Quarter 1-3 2013-14 was 10 minutes 34 seconds (excluding two late fire calls). 40 out of the 223 fires which were not attended within 10 minutes were attended within 11 minutes.
- Further analysis undertaken at the end of the last quarter 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.
- 175 out of the 496 building fires were in North District and 58.9% of these were attended within 10 minutes. There were 198 building fires in South District and 53.5% of these were attended within 10 minutes. The remaining 123 building fires were in West District and 52.0% of these were attended within 10 minutes.

1st Attendance at Building Fires	Building fires attended within 10 minutes	Total Number of Building fires attended	Percentage attended within 10 minutes
Wholetime	157	287	54.7%
Retained	77	140	55.0%
Day Crewed	36	63	57.0%
Over the Border	3	6	50.0%
All	273	496	55.0%

(Table 14 – 1st Appliance attendance by pump type Quarters 1-3 2012-13 and 2013-14)

- The average time taken for a Wholetime pump to be first arrival was 9 minutes 29 seconds. The average time taken for a Retained pump to be first arrival was 12 minutes 21 seconds and the average time taken for a Day Crewed pump to be first arrival was 10 minutes 51 seconds.
- The table below illustrates breakdown of reasons giving by the officer in charge at the incident for the all 223 incidents where the standard was not met in Quarters 1-3 2013-14. Travel distance accounted for over 50% of the failures.

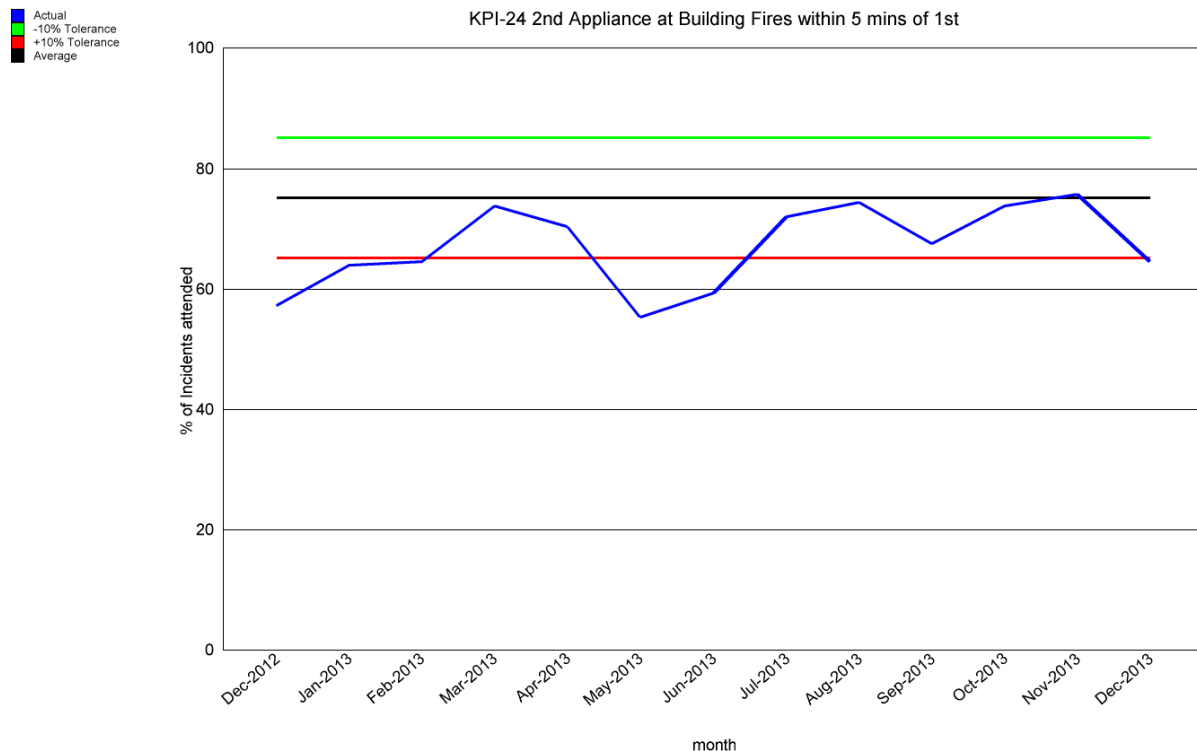
Travel distance to the incident	115	Traffic conditions causing delayed turn in time to stations (Retained & Day Crewed only)	3
Turn in time (Retained and Day Crew only)	40	Late Fire Call	2
Appliance not booked in attendance	13	Insufficient crew due to numbers of crew available	2
Incident outside Station turnout area	12	Training event delaying turn out i.e. drilling	2
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	8	Weather conditions / Road conditions	2
Mobilised from other location (not on home station)	5	Appliance involved in accident en route to incident	1
Incorrect or insufficient information passed to control on initial call	4	Known False Alarm	1
Mobilising Error	4	Not on home station ie school visit, HFS check	1
Responding at normal road speed, i.e. AFA's	4	Simultaneous Incident	1
Difficulty in locating incident address	3		
		Total	223

(Table 15 – Fire in Buildings –1st appliance standards not met Quarters 1-3 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:
 - 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);
 - Delays in RDS responding into station greater than 6 minutes (e.g. road works or traffic conditions);
 - Road conditions due to other road users, road works and traffic calming measures or congestion at peak times;

- Weather conditions, such as ice or snow or flooding;
 - Incorrect or insufficient information passed to Fire Control;
 - Responding at normal road speed, based upon risk assessment and information available, such as “late fire calls” or AFAs:.
 - Mobilised to incorrect address;
 - Appliance not booked in attendance;
 - 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



(Figure 12 –2nd Appliances at Building Fires within 5 minutes of the 1st appliance – December 2012 to December 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.

2nd Appliance attendance at Building Fires within 5 minutes of the 1 st Appliance	Quarters 1 to 3 2012-13	Quarters 1 to 3 2013-14
Building fires attended within 5 minutes of 1 st appliance	256	224
Total Number of Building fires attended by a 2 nd pump	363	329
% attended within 10 minutes	70.5%	68.1%

(Table 16 –2nd Appliance attendance Quarters 1-3 2012-13 and 2013-14)

- The percentage at the end of Quarter 3 has been adversely affected by performance in May and June 2013 where only 55.3% and 59.3% of 2nd appliances attended within 5 minutes of the first in May and June

respectively. 75.7% of building fires were attended by a second appliance within five minutes of the 1st in November and 74.2% in August 2013.

- 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 105 incidents where the standard was not met in Quarter 1 to 3 2013-14. Travel distance for the second pump accounted for 34% of the failures.

Travel distance for second pump	36	Incorrect or insufficient info passed to control on initial call	2
Turn in time (Retained and Day Crew only)	35	Not on home station i.e. school visit, HFS check	2
Appliance not booked in attendance	8	2nd pump not required (supporting pumps not required)	1
Not Stated	6	Difficulty in locating incident address	1
AFA 1 pump only mobilised	4	Insufficient crew with appropriate role skills	1
Traffic conditions causing delayed turn in time to stations (Retained and Day crewed only)	4	Mobilising Error	1
Incident outside station turnout area	3	Training event delaying turn out i.e. drilling	1
		Total	105

(Table 17 – 2nd Appliance at fires in Buildings –Standards not met Quarters 1 to 3 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.
- It has come to light that crews have not been prompted to provide a reason on the Incident Recording System (IRS) for the second appliance not attending within 5 minutes of the first appliance in the case of private sheds and other small buildings. This issue has now been rectified but resulted in six previous incidents having a reason not stated in Quarter 1 to 3 2013-14.

5. Retained Availability

Summary *There has been an increase in availability of 0.2% of all Retained Appliances across the Service when compared with the situation at the end of the same period last year.*

Retained Availability	Quarters 1-3 2012-13	Quarters 1-3 2013-14	Percentage change
April	88.6%	90.8%	2.2%
May	87.3%	89.4%	2.1%
June	87.2%	87.4%	0.1%
July	90.9%	89.2%	-1.8%
August	86.5%	87.9%	1.4%
September	90.9%	91.0%	0.1%
October	91.0%	93.0%	2.1%
November	91.9%	93.2%	1.3%
December	90.6%	91.1%	0.5%
Total	90.1%	90.3%	0.2%

(Table 18 – Retained availability by month –Quarter 1-3 2012-13 & 2013-14)

- The highest monthly retained availability in Quarter 1 to 3 2013-14 was in November 2013 where appliances were available 93.2% 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 to 3 2013-14 for all stations	% of time Appliances unavailable
Did not meet minimum crewing requirement	9.4%
No BA wearers	7.0%
No Officer in Charge	5.7%
No driver	3.1%
Total impact on pump availability	10.7%

(Table 19 – Retained availability by factor – Quarters 1-3 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 crew is the largest reason for unavailability.

Appliance/Station	Availability Q1-3 2012-13	Availability Q1-3 2013-14	Better/ Worse
213 Worcester	96.8%	98.8%	2.1%
221 Stourport	94.2%	92.6%	-1.6%
231 Bewdley	91.7%	94.6%	2.8%
241 Kidderminster	97.8%	98.0%	0.2%
251 Bromsgrove	74.0%	90.6%	16.7%
261 Droitwich	78.7%	78.1%	-0.6%
271 Redditch	99.5%	99.3%	-0.2%
273 Redditch	85.2%	73.2%	-12.0%
281 Evesham	70.1%	95.3%	25.2%
291 Pebworth	76.1%	86.3%	10.1%
302 Broadway	84.7%	84.2%	-0.5%
311 Pershore	91.7%	92.5%	0.7%
322 Upton	91.2%	96.6%	5.4%
411 Malvern	99.8%	99.1%	-0.7%
421 Ledbury	90.7%	68.8%	-21.9%
422 Ledbury	96.2%	99.8%	3.7%
431 Fownhope	96.6%	97.3%	0.7%
441 Ross on Wye	95.5%	88.4%	-7.1%
442 Ross on Wye	99.6%	100.0%	0.4%
452 Whitchurch	88.7%	76.0%	-12.7%
463 Hereford	85.1%	97.1%	11.9%
472 Ewyas Harold	79.9%	91.8%	11.9%
481 Eardisley	99.5%	96.0%	-3.5%
492 Kington	92.7%	98.7%	6.0%
502 Leintwardine	88.8%	93.3%	4.5%
511 Kingsland	99.9%	100.0%	0.1%
521 Leominster	86.7%	78.4%	-8.2%
522 Leominster	96.7%	100.0%	3.3%
531 Tenbury	89.0%	58.2%	-30.8%
532 Tenbury	93.7%	99.5%	5.8%
541 Bromyard	80.4%	69.1%	-11.3%
542 Bromyard	87.6%	99.3%	11.7%
552 Peterchurch	95.6%	89.8%	-5.8%
Total	90.1%	90.30%	0.2%

(Table 20 –% of Retained availability by Station, comparing Quarters 1-3 2013-14 with Quarters 1-3 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 58.2% of the time in Quarters 1 to 3 2013-14 and has reduced by 30.8% on Quarter 1 to 3 2012-13 availability. This reduction in availability was due to specific circumstances where six crew members from Tenbury have resigned/retired in the last nine months which has affected crewing. The Rescue pump at Tenbury (532) was still available 99.5% of the time in Quarters 1 to 3 2013-14.
 - Similarly Ledbury 421 which was available 68.8% of the time in Quarters 1 to 3 2013-14 and has reduced by 21.9% on Quarter 1 to 3 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 98.8% of the time in Quarters 1 to 3 2013-14.
 - Whitchurch 452 was available 76.0% in Quarters 1 to 3 2013-14 and had reduced by 12.7% compared with Quarters 1 to 3 2012-13 availability. This reduction in availability was mainly due to the lack of suitably qualified BA wearers or the lack of a suitably qualified Officer in Charge.
- Three appliances have shown significant improvement from Quarters 1 to 3 2012-13 to Quarters 1-3 2013-14:
 - Evesham 281 (up 25.2% on Quarters 1 to 3 2012-13 availability). The increase in availability was mainly due to increases in availability of a suitably qualified Officer in Charge and LGV drivers.
 - Bromsgrove 251 (up 16.7% on Quarters 1 to 3 2012-13 availability). The increase in availability was mainly due to increases in availability of a suitably qualified Officer in Charge and sufficient crew.
 - Hereford 463 (up 11.9% on Quarters 1 to 3 2012-13 availability). The increase in availability was mainly due to increases in availability of sufficient crew and LGV drivers.
- Ross 442, Kingsland 511 and Leominster 522 all had 100% retained availability throughout Quarters 1 to 3 2013-14.

Report of Area Commander, Head of Operations Support

7. Health and Safety Committee Update

Purpose of report

1. To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.

Recommendation

It is recommended that the Policy and Resources Committee note the content of this report.

Introduction

1. Hereford and Worcester Fire Authority's aim is ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work.
2. The Health and Safety Committee is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to health and safety (H&S), and to act as a forum for liaison on all matters relating to health and 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.
3. The membership of the Committee has been recently reviewed and meetings are chaired by a Principal Officer – the Assistant Chief Fire Officer (Service Support).
4. The Committee 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 H&SWG meets as and when required but at least 6 monthly.
5. The Committee last met on 11 November 2013. Agenda items included: quarterly H&S performance report, regional audit protocol, H&S audit, legislative changes and Health & Safety Executive (HSE) updates, national operational guidance, breathing apparatus (BA) events review, Human Resources (HR) update, training update and national H&S activities.

Significant Issues Discussed

6. A review of the previous quarter's H&S performance was discussed in detail (see attached Appendix 1). Overall, reporting levels and staff awareness continue to be good and in general, any injuries reported continue to be predominantly minor in nature.
7. The West Midlands Regional H&S Committee, led by our H & S Advisor, is currently developing a fire service bespoke audit system. The framework has been ratified and agreed by Chief Fire Officers (CFOs) and following a recent presentation to the South East Region and the South East Collaborative Partnership, it has been agreed to collaborate on further development of the system. Once the system has been developed it is anticipated external awarding bodies will be approached with a view to obtaining accreditation.
8. The organisation has recently completed a full H&S Audit against the health, safety and welfare framework for the operational environment and leading health and safety at work documents. The findings of the audit are still to be collated, though early indications are extremely positive.
9. The H&S Advisor gave a presentation to the Committee on National Operational Guidance, which is guidance for fire services, currently being led by London Fire Brigade. All existing documentation will be reviewed and revised; obsolete documents will be removed; and there will be guidance templates only as opposed to standard operating procedures.
10. The organisation has completed a review of the measures introduced in response to a series of BA incidents that occurred in May/June 2011. The review identified a number of recommendations, which are now being actioned and will be reported on at the next Committee meeting in February.
11. The Human Resources (HR) team provided an update which discussed the measures recently introduced to improve fire fighter fitness; the Chief Fire Officers' Association (CFOA) National Fitness Project and the implementation of health surveillance for our fleet Mechanics.

Conclusion

12. Reported incidents, serious injuries and total H&S events for the year to September 2013 are lower than the average and are also below the agreed tolerances, indicating a downward trend in incidents and a good H&S culture within HWFRS.

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?)	No, not required – information only

Supporting Information

Appendix 1: Quarterly H&S Performance Report

Contact Officer

Keith Chance

Area Commander

Head of Operations Support

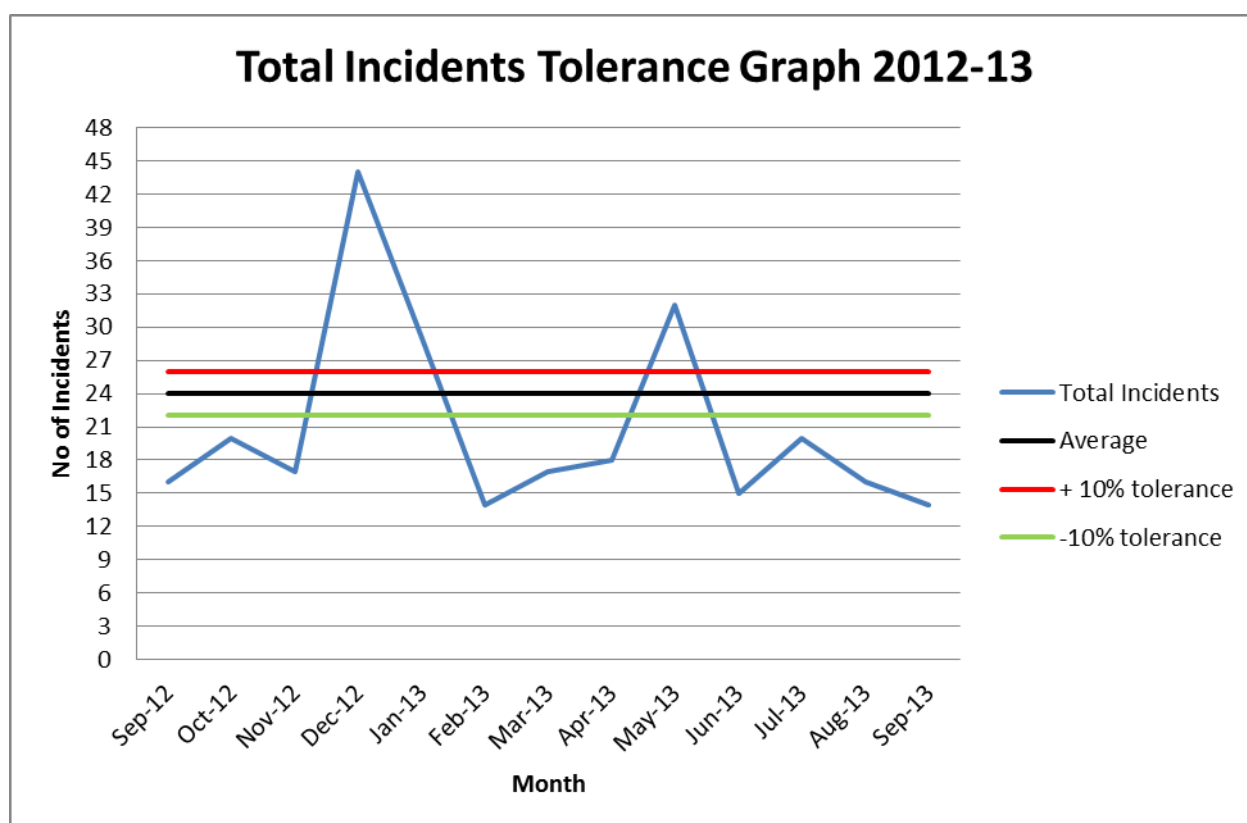
khchance@hwfire.org.uk

Quarterly H&S Performance Report

Quarter 2 Total Reported H&S Events

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

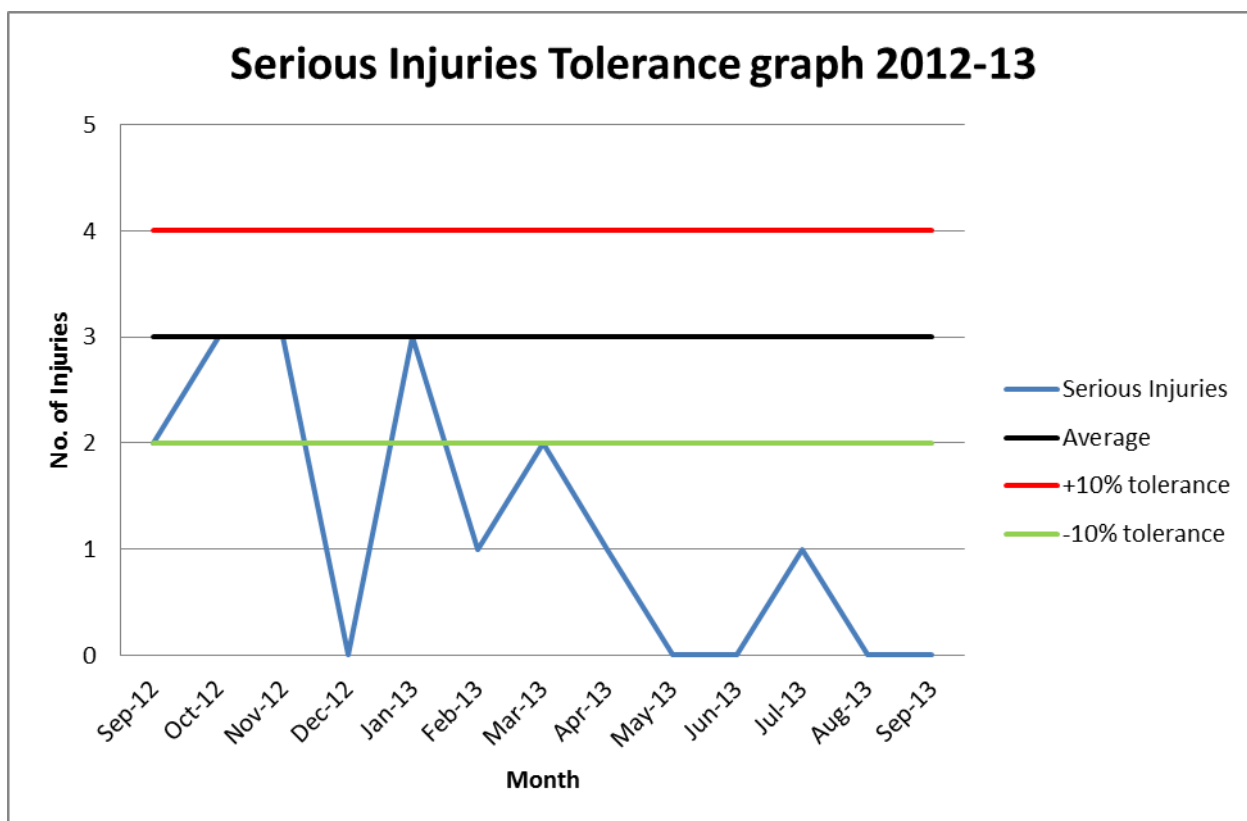
- 1 had potential to be a 'serious event?;
- 6 were causes for concern or near hits;
- 14 related to vehicle collisions, of which 10 were slow speed manoeuvres - 6 occurred whilst responding to incidents;
- 3 incidents were of minor verbal abuse from members of the public;
- 2 incidents of minor property damage;
- The remaining incidents were minor personal injuries.



(Figure 1 – Total Events per month Sep 2012 to Sep 2013)

Summary The graph above shows the year September 2012 – September 2013. The spikes on the graph are due to the Lawrence and Sims Recycling fires. Total H&S events for this first 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.

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 Area Commander (Operations Support)

8. Disposal of Aerial Appliances

Purpose of report

1. To inform the Policy and Resources Committee of the outcomes of the Aerial Appliance Review (Appendix 1) and seek agreement for recommendations.

Recommendations

It is recommended that:

- (i) ***the aerial appliance be removed from Bromsgrove and the Service instead maintains two aerial appliances – at Hereford and Worcester;***
- (ii) ***the surplus hydraulic platform and CARP be disposed of in the most appropriate way with a view to realising the best return.***

Background

2. Historically HWFRS has provided aerial appliances across the two counties for use at a variety of incidents. Traditionally, they were provided as a means of fighting fires from height and for rescuing casualties from fires in buildings with floors above the reach of ladders carried on frontline pumping appliances (four or more floors). However, with the decline in accidental dwelling fires and the introduction of the Working at Height Regulations in 2005 aerial appliances are now more often used for firefighter safety, observation platforms or as a method of delivering large volumes of water over a fire (water tower).
3. Since 1995 HWFRS has provided three aerial appliances located at Bromsgrove, Hereford and Worcester. The appliances at Hereford and Worcester are Aerial Ladder Platforms (ALP) and are identical. The appliance at Bromsgrove is a Hydraulic Platform (HP) and was intended to be replaced with a Combined Aerial Rescue Pump (CARP). However, due to significant technical issues with the CARP it has never been operational within the Service and consequently the HP has not yet been removed from service.

Findings

4. Hereford & Worcester Fire and Rescue Service has a need for an aerial appliance capability due to the number and type of incidents and risks attended and this is currently provided through three appliances based at Bromsgrove, Hereford and Worcester.

5. The Hydraulic Platform (HP) at Bromsgrove is at the end of its operational life and was due to be replaced by the Combined Aerial Rescue Pump (CARP). The CARP has never been operational due to technical issues and the HP still remains in service but cannot be accommodated at the new station in Bromsgrove.
6. HP and CARP offer no specific capability over and above that provided by ALP.
7. Statistical evidence shows there is no need to maintain three aerial appliances within the Service and that the appliances are not used to perform rescues from fires. Risk information held by HWFRS has been reviewed and also shows there is no need to maintain three aerial appliances.
8. As the HP and CARP are different from the Aerial Ladder Platform (ALP), they and the crews are not interchangeable giving significant logistical issues at protracted incidents and in maintaining appliance availability.
9. The incident data examined by this review shows that aerial appliances are not used to save life from fire and anecdotal evidence indicates that they are used as water towers, observation platforms and for providing a safe platform for firefighters working at height.

Conclusions

10. Based upon analysis of incident data and risk information, HWFRS has a need to use an aerial appliance capability at incidents however the evidence does not support the need to maintain three aerial appliances within the two counties.
11. The aerial appliance at Bromsgrove (currently HP) is very rarely mobilised and when it does attend incidents, it is seldom used.
12. This report therefore recommends the removal of the aerial appliance from Bromsgrove and the maintenance of the two ALPs at Hereford and Worcester. This will mean that it will take approximately 30 minutes for an aerial appliance to arrive into the Bromsgrove/Redditch area which is approximately the same time for an aerial appliance to arrive in the majority of areas within the two counties.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Financial implications – sale of aerial
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	No
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)	Yes; FBU Officer Branch and FOA required
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A

Supporting Information

Appendix 1: HWFRS Aerial Appliance Review December 2013

Contact Officer

Keith Chance
Area Commander
Head of Operations Support
(01905) 368208
kchance@hwfire.org.uk

Report of Head of Legal Services

9. Statutory Officers – Annual Appraisal Process

Purpose of report

1. To put a process in place for the annual appraisal of the Chief Fire Officer/Chief Executive, as highlighted in the annual governance review and to provide for member input in relation to the process of Individual Performance and Development Reviews of the Deputy Chief Fire Officer, Monitoring Officer and Treasurer.

Recommendation

It is recommended that the procedures for annual appraisal of the Chief Fire Officer/Chief Executive, Deputy Chief Fire Officer, Treasurer and Monitoring Officer as set out in the appendix to the report, be approved.

Introduction and Background

2. Hereford & Worcester Fire Authority is committed to the on-going development of all its staff. Formal appraisal processes form an important part of this and to that end, all staff other than the Chief Fire Officer/Chief Executive receive an Individual Performance and Development Review (IPDR) annually.
3. The national terms and conditions of service applicable to Chief Fire Officers ('the Gold Book') provide that their performance should be formally assessed through a performance appraisal process. Despite this, there is currently no appraisal process in place for the Chief Fire Officer(CFO)/Chief Executive.
4. At the last meeting of Audit & Standards Committee, when considering the Action Plan for the Annual Governance Statement (minute 8 – 26.09.13), it was noted that it was intended to address arrangements for the appraisal of the Chief Fire Officer.

Chief Fire Officer/Chief Executive

5. The appendix to this report is based upon the model appraisal scheme contained within the 'Gold Book' terms and conditions but has been modified to meet the needs of this Authority. It details how the Authority's existing Individual Personal Development Review (IPDR) process will be applied in the case of the CFO/Chief Executive. It is suggested that appraisals should be conducted by the Chairman of the Authority and the Chairmen of Audit & Standards Committee and Policy & Resources Committee.

DCFO, Treasurer and Monitoring Officer

6. The CFO/Chief Executive is responsible for the IPDR appraisals of the Director of Finance & Assets and the Head of Legal Services. However, those postholders also have direct accountabilities to the the Authority in their capacities as Treasurer and Monitoring Officer respectively. The same is also true in respect of the the Deputy Chief Fire Officer (DCFO), which is a Member appointment. It is therefore considered that there should be an element of Member input into the IPDR process for those posts. This will be achieved through a process of formal consultation with the Chairman of the Authority and the two Chairmen of committees prior to the IPDR assessment.

Conclusion/Summary

7. The proposals in this report will help to improve the governance of the Authority by ensuring that the CFO/Chief Executive receives regular performance appraisals, in accordance with his terms & conditions of employment. It will also ensure an appropriate degree of member input to the appraisals of the other statutory officers who are responsible direct to members and the Deputy Chife Fire Officer (DCFO).

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Appropriate training will be required for Members involved in the appraisal process. This can be delivered within existing resources.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The recommendations will to strengthen the 'People' aspects of 'Our Strategy' by helping to ensure the proper development of senior officers
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?)	Not applicable
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Supporting Information

Appendix 1 – Statutory Officers – Annual Appraisal Process

Background papers – Audit & Standards Committee 26.09.13 – Annual Governance Statement
 NJC Terms & Conditions for Brigade Managers of Fire and Rescue Services

Contact Officer

Nigel Snape, Head of Legal Services
 (01905 368242)
 Email: nsnape@hwfire.org.uk



Hereford & Worcester Fire Authority

Statutory Officers Annual Appraisal Process

Introduction

1. Hereford & Worcester Fire Authority is committed to the on-going development of all its staff. Formal appraisal processes form an important part of this approach.
2. The Service's existing procedures for Individual Performance and Development Review (IPDR) will apply to the posts of:

Chief Fire Officer/Chief Executive
Deputy Chief Fire Officer
Treasurer
Monitoring Officer

subject to necessary amendments and adjustments as described in this document. This document also sets out how elected members will be involved in the performance appraisal of those posts.

PART 1 – Chief Fire Officer/Chief Executive

3. The national terms and conditions of service applicable to Chief Fire Officers ('the Gold book') provide that their performance should be formally assessed through a performance appraisal process

Objectives

4. The focus of the IPDR process will be on clarifying what the Chief Fire Officer/Chief Executive is expected to achieve and on identifying any continuing personal development needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.
5. The process should not become complex. At all times it needs to focus clearly on a few basic issues:
 - What the role of the Chief Fire Officer/Chief Executive is;
 - what has been done well;
 - what could have been done better;
 - the major issues over the next year; and
 - what development needs the process identifies.

Responsibility for Appraisal

6. The Chief Fire Officer/Chief Executive's IPDR appraisal will be conducted by:

Chairman of the Authority; together with
Chairman of Policy & Resources Committee and
Chairman of Audit & Standards Committee.

The Purpose of the Appraisal

7. To identify and clarify the key objectives, priorities and targets of the Service with specific reference to the Chief Fire Officer/Chief Executive's area of responsibility, over the next (twelve) months.
8. Agree what the Chief Fire Officer/Chief Executive should personally achieve over the next (twelve) months and identify standards of performance, in order to deliver the Service's key objectives, priorities and targets. These targets should be realistic and achievable in the light of available resources and time. Standards of performance should be expressed in ways that can be monitored objectively. The parties should identify the resource implications of the agreed objectives.
9. Discuss positive achievements over the past (twelve) months and identify reasons for good performance.
10. Discuss instances over the past (twelve) months where targets have not been met, jointly identifying factors preventing the achievement of agreed goals.
11. Discuss development requirements. The parties should identify and where necessary provide the professional development necessary to equip him or her with the requisite skills to meet the Service's objectives. The parties should be proactive and anticipate future development needs in the context of the Service's changing priorities. This discussion may lead to agreement on changes to the working relationship between elected members and the appraisee. It should not be assumed that it is only the Chief Fire Officer/Chief Executive who may need to adjust his/her approach to the working relationship.

Appraisal and the Service's Forward Plan

12. Appraisal should be set in the context of the Service's objectives, priorities and targets, generally expressed in the forward plan or equivalent. Appraisal targets when taken as a whole should be related to agreed targets for the Service as a whole.

The Appraisal Cycle

13. Appraisal should take place on a predetermined date, at least annually, backed up by monitoring meetings on a regular basis at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent continuous discussion regarding progress and performance.

The key elements of the appraisal process are:

- (i) continuous two way monitoring of performance against objectives;
- (ii) preparation for an appraisal interview;
- (iii) an appraisal interview where recent and current performance, future objectives and development needs are discussed;
- (iv) agreement should be reached on action required from either party to ensure required performance is achievable; and
- (v) the process of informal discussion regarding performance should continue.

Before the Appraisal Interview

14. It is acknowledged that an appraisal of the CFO/Chief Executive's performance will be enhanced by appropriate feedback from partner organisations or senior staff within other Fire & Rescue Services who have knowledge of his performance. So as not to

overburden the process, feedback will normally be requested from between 2 – 4 such external sources.

15. By way of preparation for the appraisal interview:

- (i) CFO/Chief Executive will agree a suitable date and time for the IPDR appraisal with the relevant Members at least one month in advance;
- (ii) CFO/Chief Executive will agree with the Chairman of the Authority the choice of any external partners who are to be asked to provide feedback on his performance and the process for requesting this; and
- (iii) The CFO/Chief Executive will complete and submit to the relevant members at least 7 days prior to the appraisal meeting, an appropriate self-assessment of:
 - his/her performance during the period under review including previously set targets and objectives;
 - suggested targets and objectives for the following 12 months; and
 - any areas for development or further training.

The Appraisal Interview and Afterwards

16. Key elements of the appraisal interview process and afterwards are:

- (i) all parties should be well informed and prepared for the interview;
- (ii) the process should be two way;
- (iii) the interview should be free from interruptions and notes taken when necessary. An agreed written record of key points should be produced at the conclusion of the process;
- (iv) the parties should concentrate as far as possible on established facts rather than unsubstantiated opinions;
- (v) targets should be agreed which are achievable and realistic in the light of available resources including time, and are capable of being monitored;
- (vi) any agreed development plans should be implemented within agreed timescales. The support and resources, including time, necessary to meet targets should be identified;
- (vii) The Chief Fire Officer/Chief Executive should be given a reasonable opportunity to correct any shortfalls in performance; and
- (viii) A date for the next review should be agreed.

Other Matters

17. The content of appraisal interviews should be treated as confidential to the participants. However, a report will be made to the Audit & Standards Committee that an appraisal interview has taken place.

18. This would not preclude the use of such information in other confidential proceedings.

PART 2 – DCFO / Monitoring Officer / Treasurer

19. The Individual Performance and Development Reviews of the Deputy Chief Fire Officer, Treasurer and Monitoring Officer are the responsibility of the Chief Fire Officer/Chief Executive and will be undertaken by him.

20. Prior to the IPDR appraisal meetings for these officers, the Chief Fire Officer/Chief Executive will seek feedback and comment regarding the officers' performance from:

Chairman of the Authority
Chairman of Policy & Resources Committee
Chairman of Audit & Standards Committee

21. The Chief Fire Officer/Chief Executive will report the outcomes of the Officers' IPDR appraisals to the above members for information and approval.