



HEREFORD & WORCESTER Fire Authority

Policy and Resources Committee

AGENDA

Wednesday, 20 September 2017

10:30

Conference Suites

**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**.

GUIDANCE NOTES FOR VISITORS

Security

Upon arrival, visitors are requested to proceed to the barrier and speak to the reception staff via the intercom. There are parking spaces allocated for visitors around the front of the building, clearly marked. Upon entering the building, you will then be welcomed and given any further instructions. In particular it is important that you sign in upon arrival and sign out upon departure. Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

Alternative formats

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Smoking is not permitted.

First Aid -please ask at reception to contact a trained First Aider.

Toilets – please ask at reception.

ACCESS TO INFORMATION – YOUR RIGHTS. The press and public have the right to attend Local Authority meetings and to see certain documents. You have:

- the right to attend all Authority and Committee meetings unless the business to be transacted would disclose “confidential information” or “exempt information”;
- the right to film, record or report electronically on any meeting to which the public are admitted provided you do not do so in a manner that is disruptive to the meeting. **If you are present at a meeting of the Authority you will be deemed to have consented to being filmed or recorded by anyone exercising their rights under this paragraph;**
- the right to inspect agenda and public reports at least five days before the date of the meeting (available on our website: <http://www.hwfire.org.uk>);
- the right to inspect minutes of the Authority and Committees for up to six years following the meeting (available on our website: <http://www.hwfire.org.uk>); and
- the right to inspect background papers on which reports are based for a period of up to four years from the date of the meeting.

A reasonable number of copies of agenda and reports relating to items to be considered in public will be available at meetings of the Authority and Committees. If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Committee & Members’ Services on 01905 368209 or by email at committeeservices@hwfire.org.uk.

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
HWR
FIRE AND RESCUE SERVICE

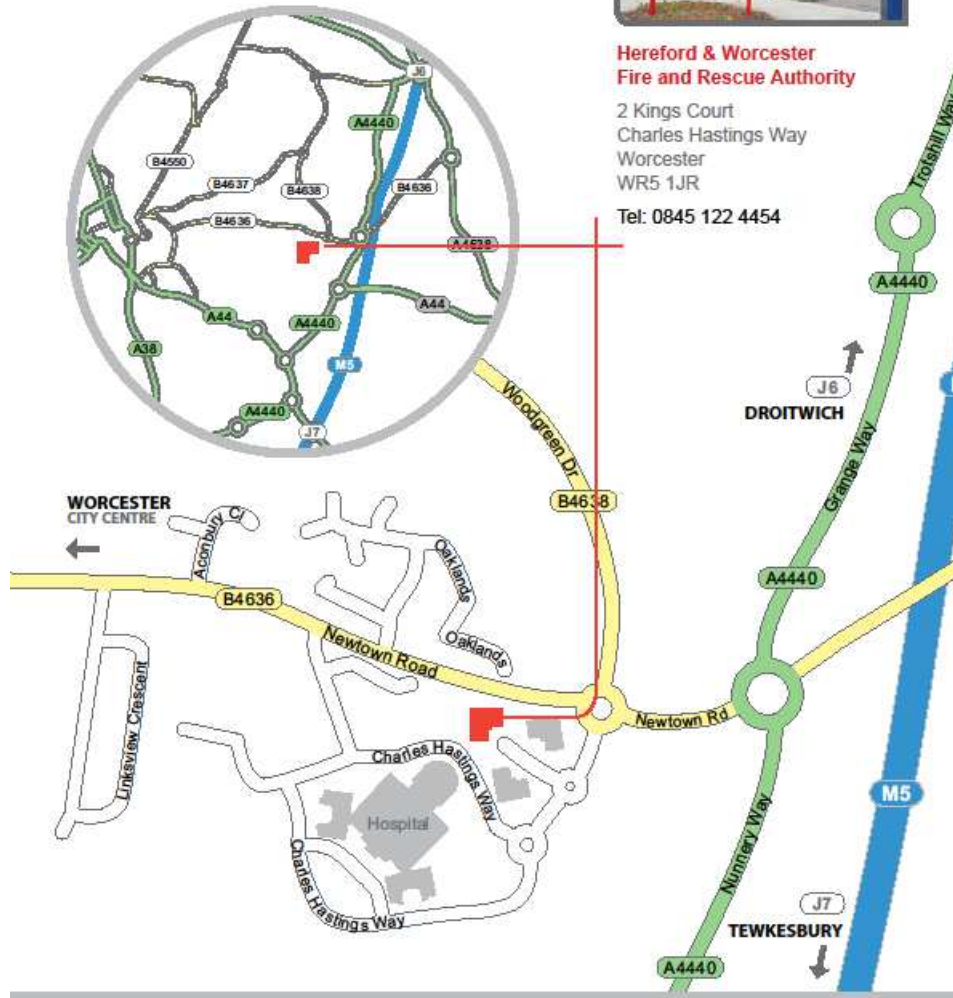
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

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Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 20 September 2017, 10:30

Agenda

Councillors

Mr C B Taylor (Chairman), Mr R C Adams (Vice Chairman), Mr B A Baker, Mr T D Baker-Price, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Dr C A Hotham, Mrs F M Oborski MBE, Mr R J Phillips, Mrs J Potter, Mr P A Tuthill, Mr R M Udall

No.	Item	Pages
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 Interest (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 22 March 2017.	7 - 12
5	2017/18 Budget Monitoring - 1st Quarter To inform the Committee of the current position on budgets and expenditure for 2017/18.	13 - 19

6	Treasury Management Activities 2016/17	20 - 29
	To review Treasury Management Activities for 2016/17.	
7	Firefighters Pension Schemes – Voluntary Scheme Pays (VSP)	30 - 32
	To seek approval for the implementation of a Voluntary Scheme Pays (VSP) arrangement in respect of Firefighters Pension Schemes.	
8	Sale of Garway Hill Radio Mast	33 - 38
	To seek approval for the sale of the radio mast at Garway Hill, Herefordshire which is now surplus to the Authority's requirements.	
9	People Strategy 2017-2020	39 - 56
	To present the People Strategy 2017-2020 and to outline a proposed implementation programme.	
10	2017/18 Performance Report - 1st Quarter	57 - 86
	This report is a summary of the Service's Quarter 1 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).	
11	Update from the Joint Consultative Committee	87 - 89
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2017.	



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 22 March 2017, 10:30

Minutes

Members Present: Mr R C Adams, Mr B A Baker, Mrs E Eyre BEM, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr C B Taylor, Mr J W R Thomas, Mr R M Udall

Substitutes: None

Absent: None

Apologies for Absence: Mr A Fry, Ms R E Jenkins, Mr J L V Kenyon, Mr P A Tuthill

71 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 25 January 2017 be confirmed as a correct record and signed by the Chairman.

72 2016/17 Budget Monitoring – 3rd Quarter

Members were informed of the current position on budgets and expenditure for 2016/17.

Members were asked to note the forecast revenue underspend of £1.268m and approve the creation of £0.500m ESMCP Reserve for the emergency services radio communications infrastructure.

In relation to revenue, Members raised concern over the lack of capital project recharge information from Place Partnership Limited (PPL) and requested that the Treasurer make PPL aware of this concern. Members were informed that the lack of information was due to the setting up of new systems which had been delayed.

RESOLVED that the Committee:

- **note the forecast revenue underspend of £1.268m; and**
- **approve the creation of £0.500m ESMCP Reserve.**

73 Thomas Review - summary and key findings

Members were provided with a summary of findings and recommendations of the recently published 'Independent review of conditions of service for fire and rescue staff in England, February 2015' (the Thomas Review).

Members were advised that out of the five main themes reviewed, 45 recommendations were highlighted which were mostly addressed to fire and rescue authorities and representative bodies as well as the Local Government Association (LGA) and the National Joint Council.

Members were pleased to note that work was already being undertaken to progress the recommended actions.

RESOLVED that the findings set out in the Thomas Review and your officers' comments on key recommendations be noted.

74 Houses of Multiple Occupation: Project Update

Members were provided with a six month update on the Houses of Multiple Occupation project being delivered by the Community Risk Department.

On 21 March 2016, approval was given by the Policy and Resources Committee to fund a 12 month project focussing on Houses of Multiple Occupation (HMOs) type premises. The project, funded by £60,000 from Service reserves, started in August 2016 and identified fire safety issues in unlicensed HMOs and residential accommodation above commercial premises and highlighted the significant fire safety intervention that had been achieved in the first 6 months.

Members were pleased with the success so far and requested that a full year report be presented to the Authority later in the year.

RESOLVED that:

i) Members note the success of the project to date:

- **an additional 157 business fire safety checks have been carried out so far;**
- **a third of which resulted in further enforcement action; and**
- **112 residents are now living in safer conditions where the risk of**

harm or injury from fire has been considerably reduced.

ii) A full evaluation report be produced at the conclusion of the 12 month project to be presented at the Authority meeting later in the year.

75 Equality and Diversity Objectives - 2017/2020

Members were asked to approve the Service's proposed Equality and Diversity Objectives for 2017/2020, which had been developed by the Organisational Development Working Group.

Members requested that the outcomes of the Wisdom Factory CIC (Community Interest Company) review be shared with Members at a future Committee meeting.

RESOLVED that the following be approved as the revised Equality Objectives for 2017–2020:

- **Leadership and Corporate Commitment**

We will encourage a culture that supports equal treatment, opportunity, inclusion and transparency at all levels of the Authority.

- **Service Delivery and Community Risk**

We will make sure that our prevention, protection and response activities target the most vulnerable people and the greatest risks.

- **People and Culture**

To have a diverse workforce that represents our community.

76 2016-17 Performance Report: Quarter 1 – Quarter 3

Members were provided with a summary of the Service's Quarter 1 to Quarter 3 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board.

Members were reminded that the Senior Management Board continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required, any necessary action will be reported to the Committee.

Members raised concern over the number of fires in prisons and were informed that although there was a rise in incidents, the Service was liaising closely with the Prisons Service.

With regard to attendance times in urban areas, Members requested further information to the next Committee meeting.

[Councillor Prodger MBE left the meeting at 11.22].

RESOLVED that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1 to Quarter 3, 2016-17:

i) A total of 5,244 incidents were attended in Q1 to Q3, an increase of 5.7% (283 incidents) over the same period in 2015-16, and 5.3% (199 incidents) higher than the average for the last five years.

ii) The majority of the increase in Q1 to Q3 is accounted for by a rise in the numbers of Special Service and False Alarm incidents, while the number of Fire incidents was down:

a. Special Services: there was an increase of 33 incidents over the nine month period. This is predominantly accounted for by increases in the number of animal assistance incidents (30 incidents), and Other Special Services such as, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies (37 incidents).

b. False Alarms: there was an increase of 259 incidents over the nine month period in all types of False Alarm incidents. This is mainly because of an increase in automatic activations of inbuilt fire alarms systems (174 incidents)

c. Fires: a decrease of 9 incidents for this period over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 14 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period.

iii) The number of Fires, Special Service and False Alarm incidents has stayed relatively consistent over the last 5 years.

iv) Overall Staff Sickness levels are 4.07 days lost per head, which remains within tolerance levels set (see paragraph 3 below) for Quarter 1 to Quarter 3. Quarter 3 sickness was an average of 1.24

days lost per head, which is below the quarterly five-year average of 1.63 days.

v) The Service attended 57.4% (267 incidents) of Building Fires within 10 minutes in Q1 to Q3 compared with 60.0% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires was nine minutes and fifty-one seconds.

vi) The overall availability of the first On-Call (Retained) fire appliance remains high at 91.0%, however this did decrease by 2.7% compared to the same period in 2015-16.

77 Pensions Board Update

Members were provided with an update on the establishment and activities of the Pensions Board.

Members were reminded that the Pensions Board is not a decision making body.

RESOLVED that the following areas of progress be noted:

(i) The Pension Board has been established and is compliant with the Public Services Pensions Act 2013.

(ii) There have been two meetings of the Pensions Board.

(iii) Pension Board members have attended one training session.

78 Regulation of Investigatory Powers Act (RIPA) – Annual Review

Members were asked to review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000 and informed that the Authority had not relied on covert investigatory powers during the past year.

RESOLVED that the Committee note there has been no use of covert investigatory techniques during the past year.

79 Update from the Health and Safety Committee

Members were provided with an update on the activities and items of significance from the Service's Health and Safety Committee.

RESOLVED that the following issues, in particular, be noted:

- (i) Health and Safety performance information recorded during Oct 2016 to December 2016 (Quarter 3); and**
- (ii) The involvement of the Service in a number of Health and Safety initiatives.**

80 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee since September 2016.

Members requested further information on electronic payslips.

RESOLVED that the following items currently under discussion by the Joint Consultative Committee be noted:

- (i) Wyre Forest Hub;**
- (ii) Relocation of Service Headquarters (SHQ) to Hindlip;**
- (iii) Relocation of Community Risk staff into Worcester Fire Station;**
- (iv) Introduction of electronic payslips; and**
- (v) Health & Wellbeing initiatives.**

The Meeting ended at: 11:51

Signed:.....

Date:.....

Chairman

Report of the Treasurer

2017/18 Budget Monitoring – 1st Quarter

Purpose of report

1. To inform the Committee of the current position on budgets and expenditure for 2017/18.

Recommendation

The Treasurer recommends that the Committee note

- (i) the forecast revenue underspend of £0.138m (-0.4%).*
- (ii) the in budget risk regarding the pay award £0.195m (+0.6%)*

Introduction and Background

2. This report relates to the Authority's financial position for the period April – June 2017 (Quarter 1 – 2017/18), and an outturn projection based on that position.
3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.
4. Details are included about the Authority's Treasury Management position for the period.

Revenue

5. In February 2017 the Authority set a net revenue budget for 2017/18 of £31.687m, allocated to budget heads.
6. This was subsequently amended to reflect changes in demand, proposed use of earmarked reserves, additional budget holder savings and the new ICT strategy.
7. Appendix 1 gives details of the projected year end expenditure. At the end of quarter 1 (30th June 2017) the main variations relate to:
 - Minor variations in pay (Line 7). +£0.033m
 - Inflation provision savings. Provision is made for general inflation but only allocated to budget holders on an evidenced basis. The whole provision is not now required. (Line 32). -£0.171m
8. The latter will have an impact on future budgets and will be included in the next revision to the Medium Term Financial Plan (MTFP).

9. In addition it is anticipated that there may be some short term savings in capital financing cost, arising from delays to the expenditure on major buildings projects compared to the assumptions made in the budget and MTFP, but which will resolve in the medium term.
10. The detailed impact of these will be worked through when finance department resources are available once the External Audit is completed
11. Members attention is also drawn to the uniform staff pay award offer at 2% from July 2017 (with a further 3% from April 2018 if funded by government. Although this offer has been rejected by the employee side the additional 2017/18 cost of the 2% award could be £0.195m, which would offset the under-spending identified above.

Capital

12. The current capital budget was approved by the Authority in June 2016 and is detailed in Appendix 2. It is in two parts:

• Capital Budget (approved schemes)	£20.805m
• Of which spent prior to 1 st April 2017	<u>£15.288m</u>
• Leaving Still to spend	£ 5.517m
• Schemes awaiting Tender or formal approval	£19.211m
13. The approved Capital budget is divided into 4 blocks:
 - Major Buildings
 - Vehicles
 - Fire Control
 - Minor Schemes (allocated by Senior Management Board)
14. The Schemes waiting tender or formal approval includes Wyre Forest Hub, for Hereford and Redditch Fire Stations the North Herefordshire Strategic Training Facility, and the Hindlip move. It is expected that, once approved, expenditure will occur over a number of future years.
15. Of the Capital budget of £5.517m, only £0.158m (3%) has been committed by way of expenditure and orders.
16. The Evesham scheme I showing an apparent overspend, but this awaits adjustment for the final agreement with Wychavon over costs, and will be amended in future reports.

Treasury Management

17. Since October 2008 the Authority has adopted a policy of avoiding new long term borrowing, where working capital balances permit. The Authority will only extend long term borrowing when cash-flow requirements dictate that it is necessary, and only to finance long term assets.
18. At the beginning of the financial year (2017/18), borrowing was at a level of £12.637m, this will be reduced in 2017/18 by £1.500m to £11.137m following planned repayments to the Public Works Loans Board.
19. In accordance with the Authority's Treasury Management Strategy, surplus funds are invested by Worcestershire County Council alongside their own funds. Investment is carried out in accordance with the WCC Treasury Management Strategy, which has been developed in accordance with the Prudential Code for Capital Finance and is used to manage risks from financial instruments.
20. Given the uncertainty in financial markets, the Treasurer continues to advise that investment should be focussed on security. As a consequence surplus funds continue to generate low returns which are factored into the budget.
21. At 31st July 2017 short term investment via Worcestershire County Council comprised:

Organisation Type Invested in	£'000
Other Local Authorities	3,214
Money Markey Funds (Instant Access)	3,375
Cash Plus (Liquidity Fund)	3,581
Call	730
Total	10,900

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	See paragraphs 5-17 and 23
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None – N/A

Supporting Information

Appendix 1 – 2017/18 Revenue Budget Monitoring

Appendix 2 – 2017/18 Capital Budget Monitoring

Contact Officer

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

Hereford & Worcester Fire Authority:
Policy & Resources Committee
Revenue Budget 2017-18 : 1st Quarter

		2017/18 Budget £m	Re-allocation and delayed 2016/17 Property £m	2017/18 Revised Budget £m	Forecast Annual Expd £m	Forecast Annual Variance £m
1	WT FF Pay	12.093		12.093	12.130	0.037
2	RDS FF Pay	3.439		3.439	3.456	0.017
3	Control Pay	0.730		0.730	0.740	0.010
4	Support Pay	3.256	0.085	3.341	3.310	(0.031)
5	Other Employee Costs	0.131	(0.011)	0.120	0.120	
6	Unfunded Pensions	1.055		1.055	1.055	
7	Employee Related	20.704	0.074	20.778	20.811	0.033
8	Strategic Management	0.094	(0.015)	0.079	0.079	
9	New Dimensions	0.095	(0.039)	0.056	0.056	
10	Operational Policy	0.065	0.001	0.066	0.066	
11	Technical Fire Safety	0.016	(0.002)	0.014	0.014	
12	Community Safety	0.171	0.011	0.182	0.182	
13	Training Dept	0.575	(0.076)	0.499	0.499	
14	Fleet	0.528	(0.012)	0.516	0.516	
15	Operational Logistics	1.161	0.017	1.178	1.178	
16	Information & Comms Technology	1.594	0.101	1.695	1.695	
17	Human Resoruces	0.404	0.049	0.453	0.453	
18	Policy & Information	0.082	(0.040)	0.042	0.042	
19	Corporate Communications	0.022	(0.002)	0.020	0.020	
20	Legal Services	0.028	(0.004)	0.024	0.024	
21	Property/Facilities Mngt	1.792	0.036	1.828	1.828	
22	PPL Charges	0.341	0.040	0.381	0.381	
23	Authority Costs	0.064		0.064	0.064	
24	Committee Services	0.004	(0.001)	0.003	0.003	
25	Insurances	0.316		0.316	0.316	
26	Finance (FRS)	(0.028)	(0.046)	(0.074)	(0.074)	
27	Finance SLA	0.098		0.098	0.098	
28	Budget Holders	7.422	0.018	7.440	7.440	0.000
29	Capital Financing	3.125		3.125	3.125	
30	Capital Financing	3.125		3.125	3.125	0.000
31	Pay Award Provision 17/18	0.227		0.227	0.227	0.000
32	Inflation Contingency 17/18	0.200	(0.029)	0.171	0.000	(0.171)
33	Unallocated Budget	0.009	(0.009)	0.000	0.000	0.000
34	Provisions/Contingencies	0.436	(0.038)	0.398	0.227	(0.171)
35	Use of Earmarked Reserves	0.000	(0.054)	(0.054)		0.000
36		0.000	(0.054)	(0.054)	0.000	0.000
37	Core Budget	31.687	0.000	31.687	31.603	(0.138)

Hereford & Worcester Fire and Rescue Service :
Senior Management Board
Capital Budget 2017 - 2018 : 1st Quarter

Scheme	Total Budget	Prior Year Expenditure	Remaining Budget	Current Year Expenditure	Remaining
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Major Building

049 - New Malvern Fire Station	2,122,000	2,121,721	279		279
126 - New Worcester Fire Station	4,429,000	4,429,648	- 648	-	-648
179 - New Evesham Fire Station	4,009,000	4,134,989	- 125,989	2,863	-128,852
200 - New Hereford Station Prelims	95,000	69,166	25,834	-	25,834
238 - Evesham Fire Station Fixtures	30,000	20,839	9,161	-	9,161
239 - Evesham Station IT Fit Out	60,000	33,749	26,251	707	25,544
Total	10,745,000	10,810,112	- 65,112	3,570	- 68,681

Vehicles

149 - Command Support Unit replacement	350,000	-	350,000	-	350,000
152 - Pump Replacement 15/16	1,200,000	1,199,765	235	-	235
199 - USAR Dog Van	29,000	26,865	2,135	-	2,135
204 - USAR ISV	81,000	70,387	10,613	-	10,613
208 - 16 - 17 Response Vehicles	68,000	68,222	- 222	-	-222
241 - Replacement Pumps 17 - 18	1,610,000	-	1,610,000	-	1,610,000
242 - Response Vehicles 17 - 18	167,000	-	167,000	-	167,000
243 - Replacement 4 x 4	190,000	-	190,000	-	190,000
244 - Replacement RAV	230,000	-	230,000	-	230,000
245 - Replacement White Fleet	330,000	-	330,000	-	330,000
Total	4,255,000	1,365,239	2,889,761	-	2,889,761

Fire Control

103 - Fire Control Replacement	2,287,000	1,974,570	312,430	120,821	191,609
Total	2,287,000	1,974,570	312,430	120,821	191,609

Hereford & Worcester Fire and Rescue Service :
Senior Management Board
Capital Budget 2017 - 2018 : 1st Quarter

Scheme	Total Budget	Prior Year Expenditure	Remaining Budget	Current Year Expenditure	Remaining
Minor Schemes					
135 - Asbestos Works	144,765	114,729	30,036	5,733	24,303
170 - Computer Software 13-14	4,403	14,908	- 10,505	-	-10,505
178 - UPS Enhancement	127,432	102,432	25,000	-	25,000
193 - Station Masts	133,425	103,766	29,659	1,760	27,899
197 - Public Sector Network Physical Security Measures	200,000	194,400	5,600	-	5,600
201 - Day Crew Plus Hereford	275,000	62,340	212,660	5,838	206,823
202 - Day Crew Plus Worcester	275,000	274,725	275	-	275
205 - Redditch Welfare	100,750	87,348	13,402	-	13,402
209 - Bromyard Station heating	10,000	8,364	1,636	1,852	-216
210 - Droitwich Forecourt	70,000	-	70,000	-	70,000
211 - Eardisley Station Heating	10,000	6,869	3,131	1,137	1,994
212 - Hereford Staff Welfare	41,000	12,808	28,192	-	28,192
213 - Kingsland Station Heating	10,000	11,109	- 1,109	1,234	-2,344
214 - Kington Station Heating	10,000	9,437	563	340	223
215 - Ledbury Station Heating	10,000	10,255	- 255	835	-1,090
216 - Leintwardine Station Heating	10,000	5,156	4,844	573	4,271
217 - Pershore Boiler Room	30,000	24,069	5,931	4,143	1,788
218 - Pershore uPVC Facias	12,000	-	12,000	-	12,000
219 - Ross Station Heating	12,000	10,589	1,411	1,352	60
220 - Stourport Station Heating	10,000	4,219	5,781	871	4,909
221 - Upton Bay Floor	40,000	16,993	23,007	-	23,007
222 - Alerter Transmitters	175,000	-	175,000	-	175,000
223 - SAN Replacement	65,000	63,118	1,882	-	1,882
224 - Audit Software	35,000	-	35,000	-	35,000
225 - Hardware Replacement	69,200	-	69,200	-	69,200
226 - Eardisley Asbestos	30,000	-	30,000	-	30,000
227 - Fownhope Asbestos	30,000	-	30,000	-	30,000
228 - Kingsland Drill Tower	10,000	-	10,000	-	10,000
229 - Pershore Female Muster Area	20,000	-	20,000	-	20,000
230 - Pershore Forecourt	15,000	-	15,000	-	15,000
231 - Ross Bay Doors	15,000	-	15,000	-	15,000
232 - Tenbury Forecourt	15,000	-	15,000	-	15,000
233 - Upton Rear Bay Door	13,000	-	13,000	-	13,000
234 - Whitchurch Asbestos	30,000	-	30,000	-	30,000
235 - Hardware Replacement	176,350	-	176,350	-	176,350
236 - Patient Report Form IRS System	7,600	-	7,600	7,600	0
237 - Intel Software	14,500	-	14,500	-	14,500
246 - ICT Strategy Wide Area Network	125,000	-	125,000	-	125,000
247 - ICT Strategy Cloud Services	100,000	-	100,000	-	100,000
248 - ICT Strategy Sharepoint	200,000	-	200,000	-	200,000
249 - ICT Strategy Professional Services	150,000	-	150,000	-	150,000
250 - ICT Strategy Equipment	250,000	-	250,000	-	250,000
251 - Droitwich Welfare Works	82,000	-	82,000	-	82,000
252 - Service Wide Window Security	100,000	-	100,000	-	100,000
253 - Eardisley Rear Extension	95,000	-	95,000	-	95,000
254 - Leintwardine Rear Extension	95,000	-	95,000	-	95,000
255 - Re Location Community Risk To Worcester	65,000	-	65,000	-	65,000
Total	3,518,424	1,137,632	2,380,792	33,269	2,347,524

Capital Budget Approved Schemes	20,805,424	15,287,552	5,517,872	157,660	5,360,213
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Schemes Awaiting Approval #

Wyre Forest, Hereford, Telford, Hindlip, North Herefordshire STF

Schemes subject to Tendering or Approval	19,230,644	19,341	19,211,303	190,928	19,020,374
Total	19,230,644	19,341	19,211,303	190,928	19,020,374

Capital Strategy	40,036,068	15,306,893	24,729,175	348,588	24,380,587
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Report of the Treasurer

Treasury Management Activities 2016/17

Purpose of report

1. To review Treasury Management Activities for 2016/17.
-

Recommendation

The Treasurer recommends that the Committee agree the Prudential Indicators were within the limits set by the Authority in February 2017 and that there are no matters that require further attention.

Introduction and Background

2. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.
3. The revised guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield and that authorities should not rely solely on credit ratings, but consider other information on risk.
4. In accordance with both the Chartered Institute of Public Finance and Accountancy's Treasury Management Code of Practice, and current Fire Authority Financial Regulations the Treasury Management Activities are reviewed by Members twice a year.

Treasury Management Activities

5. Treasury Management is about managing the Authority's cash flow and investments to support its finances for the benefit of the Public and the Services that it provides. These activities are structured to manage risk foremost and then optimise performance.
6. The Treasury Management function strives to ensure the stability of the Authority's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the treasury management objectives.

7. Banking arrangements and the Treasury Management functions for the Authority, in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement. All Authority funds are invested or borrowed by the County Council in accordance with their Treasury Management Strategy, this means that the Authority is subjected to the same levels of risk and return as the County Council. A copy of the relevant Treasury Management Strategy for 2016/17 is included at Appendix 2.
8. At 31 March 2016 the Authority had long-term debt totalling £13.137m. Of this total £0.500m was repaid during the financial year (2016/17). There has been no additional borrowing requirement during this financial year, so the balance that remains outstanding at the end of March 2017 is £12.637m.
9. Surplus cash is invested on a day-to-day basis under a Service Level Agreement with Worcestershire County Council. The average interest rate achieved for the second half of the period was 0.2614%.
10. As part of the defined investment risk strategy Authority funds are currently deposited with the Bank of England and other organisations deemed to be low risk, such as other Local Authority Bodies, WCC Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England.
11. Historically performance has been measured against the “7-Day London Inter-bank Bid Rate” (LIBID) as a benchmark. However, the very low risk strategy evolved for Authority investment means that at present this measure is less meaningful. The relevant figure for the second half of 2016/17 was an average of 0.120%.
12. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

Prudential Indicators

13. In considering the budget and precept for the year the Authority approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.
14. These are set by the Authority, as part of the overall budget setting process, in February prior to the start of the financial year.
15. Appendix 1 sets out the relevant indicators as approved and as they out-turn, and demonstrates that they are within the limits of the Medium Term Financial Plan.

Conclusion/Summary

16. The SLA with the County Council and the implied use of its Strategy Statement ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment. The monitoring of the Prudential Indicators has demonstrated that the Authority has complied with its Treasury Management targets.

Corporate Considerations

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

Supporting Information

Appendix 1 – Prudential Indicators 2016/17 Outturn

Appendix 2 – Treasury Management Strategy 2016/17 – Worcestershire County Council (relevant extract)

Contact Officer

Martin Reohorn, Treasurer

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Prudential Indicators 2016/17 Out-turn**Introduction**

The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide a code of practice to underpin the new system of capital finance embodied in Part 1 of the Local Government Act 2003.

The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable.

The Prudential Code supports a system of self-regulation that is achieved by the setting and monitoring of a suite of Prudential Indicators that directly relate to each other. The indicators establish parameters within which the Authority should operate to ensure the objectives of the Prudential Code are met.

Prudential Indicators

The Prudential Indicators for which the Authority is required to set limits are as follows:

1. Capital Expenditure

The actual amount of capital expenditure that was incurred during 2016/17 was as follows:

	2016/17 Original Feb 2016 £m	2016/17 Forecast Feb 2017 £m	2016/17 Actual £m
Capital Expenditure	10.918	5.813	5.278
Operationally Leased Assets	0.000	0.000	0.355
	10.918	5.813	5.633

2. Ratio of Financing Costs to Net Revenue Stream

Financing Costs include the amount of interest payable in respect of borrowing or other long term liabilities and the amount the Authority is required to set aside to repay debt, less interest and investments income.

The actual Net Revenue Stream is the 'amount to be met from government grants and local taxation' taken from the annual Statement of Accounts, and the estimated figure is the Authority's budget net of any transfers to or from the balances.

The indicator only requires that the costs associated with capital expenditure are measured in this way. However the Authority has used, and may continue to use Operational Leasing as a cost effective method of acquiring vehicles. In the spirit of the Prudential Code these costs are included for comparative purposes.

	2016/17 Original Feb 2016 £m	2016/17 Forecast Feb 2017 £m	2016/17 Actual £m
Financing Costs	2.939	2.689	2.665
Net Revenue Stream	30.731	30.907	31.344
Ratio	9.56%	8.70%	8.50%

3. Capital Financing Requirement

The capital financing requirement is a measure of the extent to which the Authority needs to borrow to support capital expenditure. It does not necessarily relate to the actual amount of borrowing at any one point in time. The Authority arranges its treasury management activity via a Service Level Agreement (SLA) with Worcestershire County Council (WCC) which has an integrated treasury management strategy where there is no distinction between revenue and capital cash flow, and the day to day position of external borrowing and investments can change constantly.

The capital financing requirement concerns only those transactions arising from capital spending, whereas the amount of external borrowing is a consequence of all revenue and capital cash transactions combined together following recommended treasury management practice.

	Original Feb 2016 £m	Forecast Feb 2017 £m	Actual £m
Capital Financing Requirement (CFR) 31 March 2017	21.351	19.139	18.200

4. Authorised Limit

The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable.

5. Operational Boundary

The Operational Boundary represents an estimate of the most likely, prudent, but not worst case scenario and provides a parameter against which day to day treasury management activity can be monitored.

The limits for these indicators set for 2016/17 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised limit was not exceeded.

	2016/17 £m
Authorised Limit	26.000
Operational Boundary	24.000
Actual Borrowing 31 March 2017	12.637

6. Fixed Interest Rate Exposures

The Authority set an upper limit on its fixed interest rate exposures as follows:

Fixed Interest Rate Exposure	2016/17 £m
Upper Limit	26.000
Actual Borrowing 31 March 2017	12.637

7. Variable Interest Rate Exposures

The Authority set an upper limit on its variable interest rate exposures, however all current borrowing is at fixed rates.

8. Maturity Structure of Borrowing

The upper and lower limits for the maturity structure of borrowings are as follows:

Period of Maturity	Lower Limit	Upper Limit	Actual
Under 12 months	0.000	3.159	1.500
12 months and within 24 months	0.000	3.159	0.500
24 months and within 5 years	0.000	6.319	3.226
5 years and within 10 years	0.000	9.478	1.923
10 years and above	3.284	12.005	5.488

Treasury Management Strategy 2016/17

Background

In accordance with the Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2016/17. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Chief Financial Officer concerning the 2016/17 budget calculations.

Treasury management is undertaken by a small team of professionally qualified staff within financial services.

In addition the Council employs Treasury Management advisors, Arlingclose, who provide information and advice on interest rate movements which is used to inform borrowing and investment decisions. The advisors have been engaged on a fixed term basis after a tendering procedure completed in July 2013.

Relevant information is also obtained from other financial commentators, the press and seminars arranged by other organisations, for example CIPFA and the Local Government Association.

Information received from these different sources is compared in order to ensure all views are considered and there are no significant differences or omissions from information given by the Council's advisors.

All Treasury Management employees take part in the Council's Staff Review and Development scheme, where specific individual training needs are highlighted. Training in Treasury Management activities and networking opportunities provided by both professional and commercial organisations are taken up where appropriate.

During 2015/16 the County Council has invested its surplus cash with selected UK Banks, selected Money Market Funds, the UK Debt Management Office and with other local authorities.

Economic Commentary

Growth in the UK economy has continued. The majority of this growth is based on domestic consumption which has been supported by growth in real household incomes, with depressed fuel and commodity prices leading to CPI inflation falling to near or just below zero. There is also evidence of some tightening in the labour market, after a period of underemployment. In contrast, elsewhere in the world, notably China, economies have slowed.

The Bank of England (BOE) Monetary Policy Committee's (MPC) outlook appears to have become more pessimistic, with the latest inflation report indicating that interest rates may not begin to rise until late 2016 at the earliest. The BOE finds itself between the European Central Bank, which recently cut rates again fearful of continued Eurozone weakness, and the Federal Reserve in the US, which has begun raising rates as its economy continues to strengthen.

The UK bank base rate has remained at the historically low level of 0.5% throughout the year and is expected to remain so for the remainder of the current financial year. The Council's Treasury Management Advisors, Arlingclose, forecast the base rate to remain at 0.5% until September of 2016 which agrees broadly with the Bank of England's (BoE) revised thinking.

The Certainty rate, launched in 2012 and giving a 0.2% reduction in borrowing rate to councils who make their capital investment plans known to HM Treasury continues. However it continues to be uneconomic to reschedule existing debt, as the difference between rates for new loans and rates for early repayment has remained.

Treasury Management Strategy

The Prudential Code for Capital Finance requires the Council to set a number of Prudential Indicators. The Treasury Management Strategy has been developed in accordance with these indicators.

Borrowing Strategy

The outlook for borrowing rates is currently difficult to predict. Fixed interest borrowing rates are based on UK gilt yields. Gilt yields have been volatile but generally depressed in recent months, due to global uncertainty and the Chinese economic slowdown in particular. Arlingclose expect volatility in yields to remain high over the short term, but do expect a shallow upward trend over the medium and longer-term however. Rates on loans of 5 years are expected to be around 2.40%, while rates on longer term loans are expected to be around 3.45% by the end of 2016/17. As with the Base rate, the balance of risks to Gilt yields is biased to the downside, since continued international uncertainty would keep them depressed for a longer period. The Council has prudently assumed a borrowing rate for 2016/17 of 3.98% in setting the budget, with a working assumption to borrow in Quarter 3. For medium-term planning purposes the Council has assumed borrowing rates of 4.13% in 2017/18, 4.23% in 2018/19 and 4.25% in subsequent years. This is in-line with Arlingclose's most pessimistic forecasts for borrowing rates during Quarter 3 of each of those years.

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure.

The strategy will be to borrow in order to replenish a proportion of the reserves and cash balances used to support capital expenditure since October 2008. This will mitigate any interest rate risk in that borrowing and will be taken before borrowing rates increase significantly. The timing of the borrowing will depend on cashflow requirements and forecast future developments and on interest rate movements and the forecast for those future movements. A mixture of shorter and longer-term loans will be taken in order to fit with the Council's debt maturity profile.

Interest rates will be monitored but as forecasts stand it is likely that borrowing will be undertaken towards the final third of the financial year.

The gross capital borrowing requirement for 2016/17 is estimated to be £50.6 million. After the use of the minimum revenue provision to repay debt of £14.0 million, the net capital borrowing requirement is estimated to be £36.6 million.

The management of the Council's debt will be exercised in the most efficient manner taking into account maturing debt. The opportunity may be taken to reschedule any outstanding debt if rates become favourable to delivering savings in the revenue budget. The cost of external interest of maintaining the council debt is estimated to be £15.1 million in 2016/17.

In addition to its usual borrowing activity, the Council continues to undertake a project with Mercia Waste, to provide finance for the construction of an Energy Plant. Further details are given below in the paragraph titled "Energy from Waste".

Annual Investments Strategy

The Council's Investment Strategy has been drawn up having regard to both the Communities and Local Government's Guidance on Local Authorities Investments and the CIPFA Treasury Management in Public Services Code of Practice and CIPFA Cross-Sectoral Guidance Notes. This strategy will be revised and presented to Council if changes occur outside those envisaged within this strategy.

The policy objective for the Council is the prudent investment of its cash balances. The investment priorities are firstly the security of capital (protecting sums from capital loss) and secondly the liquidity of investments (ensuring cash is available when required). Only when these two priorities are met will the third, of achieving the optimum return on investments, be taken into account.

The Council will not borrow money purely to invest. The Council will only borrow up to 12 months in advance of cash being required to fund its capital expenditure and the amount borrowed will not exceed the annual borrowing requirement.

The investments, which the Council are able to use for the prudent management of cash balances are categorised as 'Specified Investments' and 'Non-Specified Investments'.

A Specified Investment offers high security and high liquidity, must be in sterling and have a maturity date of less than a year. Any Specified Investment must be with the United Kingdom Government, a local authority in England or Wales or a similar body in Scotland or Northern Ireland, a parish or community council, a AAA rated Moneymarket Fund, a bank which is part-owned by the UK Government, or with a body of high credit quality. The Council defines a body of high credit quality as counterparties who achieve ratings with all three rating agencies as described below (using the lowest rating of the three):

- For overnight investments, or money placed in instant access accounts, the council defines a body of high credit quality as having the below Short-Term ratings:

Agency:	Short-Term rating:
Fitch	F1+
Moody's	P-1
Standard and Poors	A-1+

- For **unsecured** term deposits between 2 and 364 days, the council defines a body of high credit quality as having the below Long-term ratings, in addition to the above Short-term ratings:

Agency:	Long-Term rating:
Fitch	AA
Moody's	Aa2
Standard and Poors	AA

- For **secured** term deposits, the council defines high credit quality as an **instrument** that has the above ratings with every agency that rates it.

Non Specified Investments have a range of vehicles not covered by the definition of Specified Investments, which are set out in the Treasury Management Practices (TMPs) and generally carry more risk.

The only types of non-specified investments the Council will enter into or hold during the coming financial year are as below:

- Equity shares in the municipal bonds agency (Local Capital Finance Company Ltd). The primary purpose of this investment is to support the Council's priorities, rather than to speculate on the capital sum invested. Only up to £0.075 million will be invested in this category.
- A routine term deposit with a counterparty as described above for Specified Investments, for a period of more than 1 year. This type of investment will be considered when rates are favourable and cash balances allow. The Council's prudential indicators allow no more than £10 million to be invested in this category.

The credit ratings of Fitch, Moody's and Standard and Poors are monitored at least weekly, ratings watches and downgrades are acted upon immediately. Any other information that is deemed relevant to the creditworthiness of any Counterparty will be acted upon, in line with the revised code issued in 2009.

The Council may hold cash within its current account overnight as a transactional control to mitigate the risk of going overdrawn and incurring penalty and interest charges. On limited occasions the Council may also leave funds in this account when it is impractical and/or not economically feasible to invest elsewhere. These balances are considered as cash or cash equivalents and not investments.

The Council will aim to have not less than 50% of its investments returnable within 28 days with at least 20% within 7 days.

Report of the Treasurer

Firefighters Pension Schemes – Voluntary Scheme Pays (VSP)

Purpose of report

1. To seek approval for the implementation of a Voluntary Scheme Pays (VSP) arrangement in respect of Firefighters Pension Schemes
-

Recommendation

The Treasurer recommends that the Committee approve the operation of a Voluntary Scheme Pays (VSP) in relation to the Firefighters Pension Schemes.

Background

2. There is a maximum amount by which an individual can increase their pension savings each year. HMRC's standard Annual Allowance Limit is currently set at £40,000 (although any unused Annual Allowance from the previous 3 years tax years can be carried forward to further offset charges). Different limits apply to anyone earning more than £150,000 pa but the Authority does not currently employ anyone in that category. Individuals whose annual growth in pension savings exceeds the annual allowance are subject to a tax charge on the excess.
3. For a defined contribution scheme the limit relates to the actual cash contributions made in year. However, for a defined benefit scheme (public service schemes) it is a multiple of the increase in annual pension earned in that year. This can become a particular issue for staff in the Firefighters Pension Schemes because of the way they are structured to provide double-accrual in the last 10 years of service.
4. An individual can choose to pay the annual allowance tax charge from their own personal finances, however, the Finance Act 2004 provides that a pension scheme must provide a 'Scheme Pays' facility where all of the qualifying conditions are met. This is known as **Mandatory Scheme Pays (MSP)**.
5. **MSP** means that the Scheme pays the tax charge in exchange for reduced future pension payments. I.e. ultimately the tax bill is paid by the individual.

Current Position

6. In certain circumstances the **MSP** provisions do not apply namely:
 - a. Where an individual has exceeded the annual allowance but over separate schemes where neither scheme in itself exceeds the limit.

- b. Where the individual is subject to a tapered allowance (those earning over £150,000 pa).
7. With the introduction of the 2015 Firefighters Pension Scheme, members of the 1992 Firefighters Pension Scheme ('1992 Scheme') and 2006 Firefighters Pension Scheme ('2006 Scheme') who have transferred into the 2015 Scheme on or after 1 April 2015 will effectively be members of two pension schemes and will see pension benefit growth in both schemes until retirement.
 8. As a consequence there is potential for members of the Firefighters Pension Schemes not being able to access **MSP** to offset significant tax bills. It is recognised that this could have a major impact on the willingness of individuals to seek promotion, with consequential serious implications for service delivery.
 9. At their meeting on 6 March 2017, the Firefighters Scheme Advisory Board considered and agreed an initial proposal from the Home Office to amend the Firefighters Pension Regulations to allow the charge to be met in the circumstances using **Voluntary Scheme Pays (VSP)**. However any legislative amendments will take time and therefore will not be introduced in the short term.
 10. In the interim, the Local Government Association (LGA) have taken legal advice and suggest that each Pensions Scheme manager (i.e. the Fire Authority) permits a **VSP** arrangement in the circumstances outlined in paragraph 6 above.
 11. There are no direct financial implications to the Fire Authority, but there is a potential cash flow implication for the Firefighters Pension Account. In the short term government grant to support the Accounts would increase, but this would equalise over time as a result of reduced pension payments on retirement.
 12. This is in exactly the same way the MSP currently works and, as indicated, the Home Office is supportive of changes to regulation to make VSP mandatory.

Conclusion

13. The Fire Authority, as Scheme Manager has discretion to permit the proposed VSP, and has delegated the authority to approve this to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	On Firefighters Pension Account cash flow only – as outlined in paragraph 11
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores)	n/a
Consultation (identify any public or other consultation that has been carried out on this matter)	n/a
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	n/a

Supporting Information

None

Background Information

None

Contact Officer

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Report of Head of Legal Services

Sale of Garway Hill Radio Mast

Purpose of report

1. To seek approval for the sale of the radio mast at Garway Hill, Herefordshire which is now surplus to the Authority's requirements.
-

Recommendations

It is recommended that:

The site at Garway Hill be sold on terms representing the best overall offer to the Authority as agreed by the Head of Legal Services and Treasurer.

Introduction and Background

2. The facility at Garway Hill, near Ewyas Harold in Herefordshire comprises a 60m steel lattice telecommunications tower and brick built equipment house at the base. It was originally acquired in the 1970's to provide radio coverage for the fire service. With the move to the Airwave radio system some years ago the mast is no longer required by the fire & rescue service and we no longer have any equipment of our own on it. The mast is therefore surplus to the Authority's requirements.
3. Although the Authority derives an income for licensing the use of the mast to various commercial telecommunications companies, the future value of that income is not guaranteed – for example, one operator has recently terminated their use of the mast. Changes to the statutory Telecommunications Code coming into force next year make these sorts of facilities less attractive to landlords and at some point in the near future the mast is likely to require significant expenditure on painting and maintenance.
4. The Senior Management Board have concluded that it would be in the best interests of the Authority to realise a capital receipt from the sale of Garway Hill. Approval from Policy & Resources Committee is required because the estimated sale value exceeds £100,000 and is therefore outside the scope of the Scheme of Delegation to Officers.
5. The property is being marketed through Strutt & Parker with the assistance of Place Partnership. A copy of the sale particulars are attached for information. An update on the offers received will be provided at the meeting.

Conclusion

6. The radio mast at Garway Hill, Herefordshire is no longer required by the Authority and is surplus to requirements. Although the Authority currently derives a rental income for the site the value of this is not guaranteed and there will be future maintenance liabilities if the mast is retained. It is in the Authority's best interests to dispose of the site and realise a capital receipt.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There will be a capital receipt to the Authority
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The property no longer serves any strategic purpose for the Authority
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?)	There are no equalities issues

Supporting Information

Appendix 1 – Copy sale particulars

Contact Officer

Nigel Snape, Head of Legal Services
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Email: nsnape@hwfire.org.uk

**Garway Hill
Herefordshire
HR2 8RU**

Telecommunications Tower & Land (Freehold)

Licensees include
Airwave, BT & PageOne Communications



Offers invited in excess of £150,000
Combined Licence Fees: £32,555.48 per annum

Description

A valuable investment opportunity to acquire an active telecommunications site in Herefordshire comprising of the telecommunications tower and land. Recent improvements have been made at significant cost in renewing the electrical distribution system, providing new perimeter security fencing (anti-climb) and electronic access control which enables remote monitoring, permitting access via a swipe card. The site extends to approximately 360sqm.



New perimeter fencing and access control

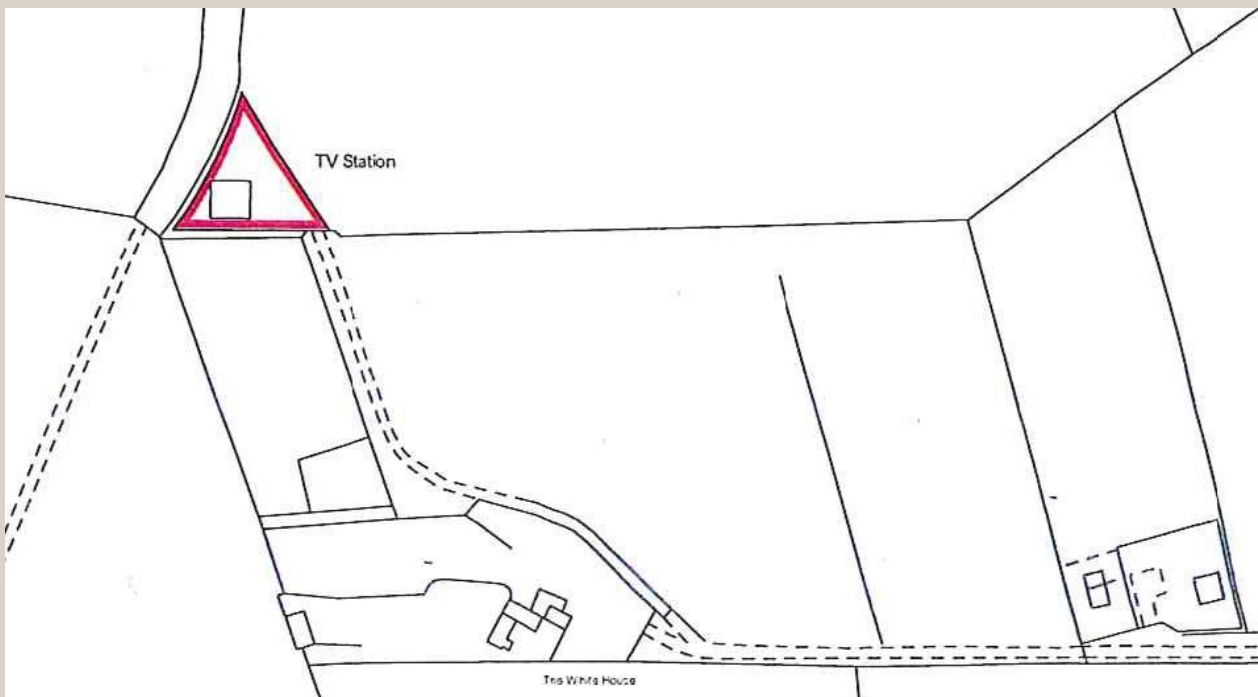


5 independent secure rooms

Location

Grid Reference (344016, 225528)

The site is located in the southwest of Herefordshire in close proximity to the border with Wales. At 344m above sea level the site offers excellent line of sight due to the prominence over the surrounding land. The location and extent of the site is confirmed in the plan below;



Structure

The tower is a 3 legged lattice steel structure, 60m in height, consisting of tube members and spade end connections. All the legs are spliced with ring flanges.

A structural survey was carried out in October 2016 and found the tower to be in a sound condition. Recommendations have been complied with and the Safe to Climb Certificate is available upon request. The next planned maintenance is the painting of the top 15m of the tower in 2019 to prevent corrosion of the steelwork.

The report and details of works completed are available upon request.



Equipment Building

A brick building measuring approximately 100sqm comprising of 5 independent rooms providing scope for future users to occupy secured premises. Each room is individually secured and accessible via an alphanumeric combination lock.

There is an emergency generator with a bunded diesel tank located within the building and external concrete pads can accommodate further generators if required.





Access Route as viewed from the site entrance



Generator housed within an internal room

Licensees

Three Licensees (Airwave, BT & PageOne Communications) have installations on site, generating an annual income of £32,555.48pa. Verification of payments are available upon request.

Offers and Further Information

The site is offered for sale freehold by Private Treaty and offers should be made to include our client's legal fees in connection with the sale. A sale pack including copy licences is available on request (£15 administration fee applies).

Offers should be made in writing to:

Strutt & Parker LLP
Theatre Royal
16 Shoplatch
Shrewsbury SY1 1HR

Contact: Paul Williams
Tel: 01743 284139
Fax: 01743 284201
Email: paul.williams@struttandparker.com

Important Notice

Particulars prepared May 2017 and photographs taken March 2017.

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The particulars are intended to give a fair and substantially correct overall description for the guidance of intending purchasers and do not constitute part of an offer or contract. Prospective purchasers and lessees ought to seek their own professional advice.

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Report of the Head of Corporate Services

People Strategy 2017-2020

Purpose of report

1. To present the People Strategy 2017-2020 and to outline a proposed implementation programme.

Recommendation

It is recommended that the Committee considers the People Strategy 2017-2020 and notes the proposed action areas to be included in the People Strategy Implementation Programme.

Introduction and Background Context

2. Members will be familiar with the Service's Saving More Lives vision, which drives the overall strategy. The new People Strategy is a key component of the Saving More Lives vision and represents our commitment to supporting and developing our workforce in delivering the strategy.
3. The People Strategy has been prepared at a time when there is considerable interest in the future development of fire and rescue services following the launch of the Government's Fire Reform programme and the publication of the Policing and Crime Act 2017. It also takes note of the findings of independent national reviews; 'Facing The Future', Sir Ken Knight's report on efficiencies and operations in fire and rescue authorities, and the 'Thomas Review' of conditions of service for fire and rescue staff. A further national driver is the forthcoming HMICFRS¹ inspection programme, which from early 2018 will be assessing the efficiency and effectiveness of all fire and rescue services.
4. Along with the ICT Strategy, the Medium Term Financial Plan (MTFP), and the forthcoming Asset Management Strategy, the People Strategy is one of the key documents that will support our corporate objectives and our strategic direction for the next 3-5 years.

Key aspects of the People Strategy

5. The People Strategy aims to support our workforce to become more resilient and diverse, to develop their skills and maximise their wellbeing at work. It

¹ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

also recognises that the leadership, management and overall culture of the Service is fundamental to how people view the Service. Addressing these areas through the People Strategy will demonstrate a firm commitment to equality and diversity, fairness and respect and continuous improvement.

6. The Strategy identifies six key Commitments, each of which has a summary statement of intent followed by a number of targets. These will become key priorities and actions in an Implementation Programme to be delivered over the next 3-5 years. The six Commitments are summarised in the table below.

	Commitment	Aim
1	Culture, Values and Behaviour	Develop a 'learning culture' that promotes fairness and trust, and values the contribution of all.
2	Equality and Diversity	Recognise and demonstrate equality and diversity in our workforce and across our activities.
3	Leadership and Management	Encourage and promote effective leadership and management at all levels of our organisation.
4	Training and Development	Provide high quality learning outcomes for our workforce.
5	Health, Wellbeing and Fitness	Promote the health, wellbeing and fitness of our staff.
6	Innovative Ways of Working	Support and develop ways of working that are flexible and adaptable to changing needs and demands.

7. The People Strategy is attached as Appendix 1.

Delivering the People Strategy

8. The People Strategy will be delivered through an Implementation Programme, which will be overseen by the Service's Organisational Development (OD) Group, chaired by the Head of Corporate Transformation. Action Plans for each Commitment are currently being prepared. They will draw on the principles, aims and targets of the People Strategy to identify appropriate workstreams, responsibilities and measurable outcomes. They will also incorporate the findings of a recent 'Equality and Diversity Review' carried out by The Wisdom Factory CIC on behalf of the Service, and will acknowledge the reporting requirements being developed through the national Fire Reform programme.

Conclusion/Summary

9. The People Strategy represents a firm commitment to supporting and valuing our workforce. This will be demonstrated through a series of action plans being developed as part of an Implementation Programme, which will be delivered over the next three years. The Implementation Programme will be presented to the Audit and Standards Committee when available.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The People Strategy applies to the whole workforce. All managers and each member of the workforce will be involved in developing and delivering actions in support of the Strategy.
Strategic Policy Links (identify how proposals link in with current priorities and policy frameworks and if they do not, identify any potential implications).	The People Strategy is a fundamental component of the Service's overall Saving More Lives vision and Our Strategy. It has been developed to meet local and national priorities, including the accountability, transparency and workforce reform pillars of the Government's Fire Reform programme.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The People Strategy aims to reduce both risks and health & safety issues through the development of action plans. Activities proposed in the action plans will be evaluated and monitored throughout their
Consultation (identify any public or other consultation that has been carried out on this matter)	The People Strategy is a statement of intent for the support and development of the Service's workforce, and was launched internally at the beginning of August 2017. The OD Group will continue to have oversight of the Strategy and its Implementation Programme.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	A Business Impact Assessment for the People Strategy has been completed. The People Strategy aims to address all areas of Equality and Diversity, which is identified as a key Commitment. Action Plans developed to implement the People Strategy will need to consider the need to complete Business Impact Assessments where appropriate. Progress on delivering the People Strategy will be reviewed annually and the Impact Assessment will be updated when necessary.

Supporting Information

Appendix 1 – People Strategy 2017-2020

Background Information

None

Contact Officer

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People Strategy

2017-2020

Enabling all our staff to make a difference every day



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

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2 Foreword

The People Strategy is a statement of our intent to support and develop every member of our workforce throughout their employment with HWFRS. It is a key pillar of the Saving More Lives vision, which is about improving the lives of everyone in the community, building on our success and securing our future as a Service that makes even more of difference every day.

We are fully committed to making HWFRS a great place to work. We want to help our workforce to become more resilient and diverse, develop their skills and maximise their wellbeing at work. We also recognise that the way we lead, manage and behave is fundamental to how people view the Service, so we want to reiterate our values throughout this strategy. I see this as an essential prerequisite to demonstrating our commitment to fairness, equality, respect and continuous improvement.

Launching the People Strategy now is especially important as the Service continues to adapt to changing circumstances, which we know can be worrying for everyone involved. The period of change across the Service is likely to be ongoing for some time, so our HR plans and policies will be guided by the key principles, commitments and targets set out in the following pages.

I am keen to ensure that actions arising from this strategy are well communicated across the Service and I will be encouraging staff feedback and review throughout. I will also keep everyone abreast of developments from time to time through the Service Bulletin.



Nathan Travis

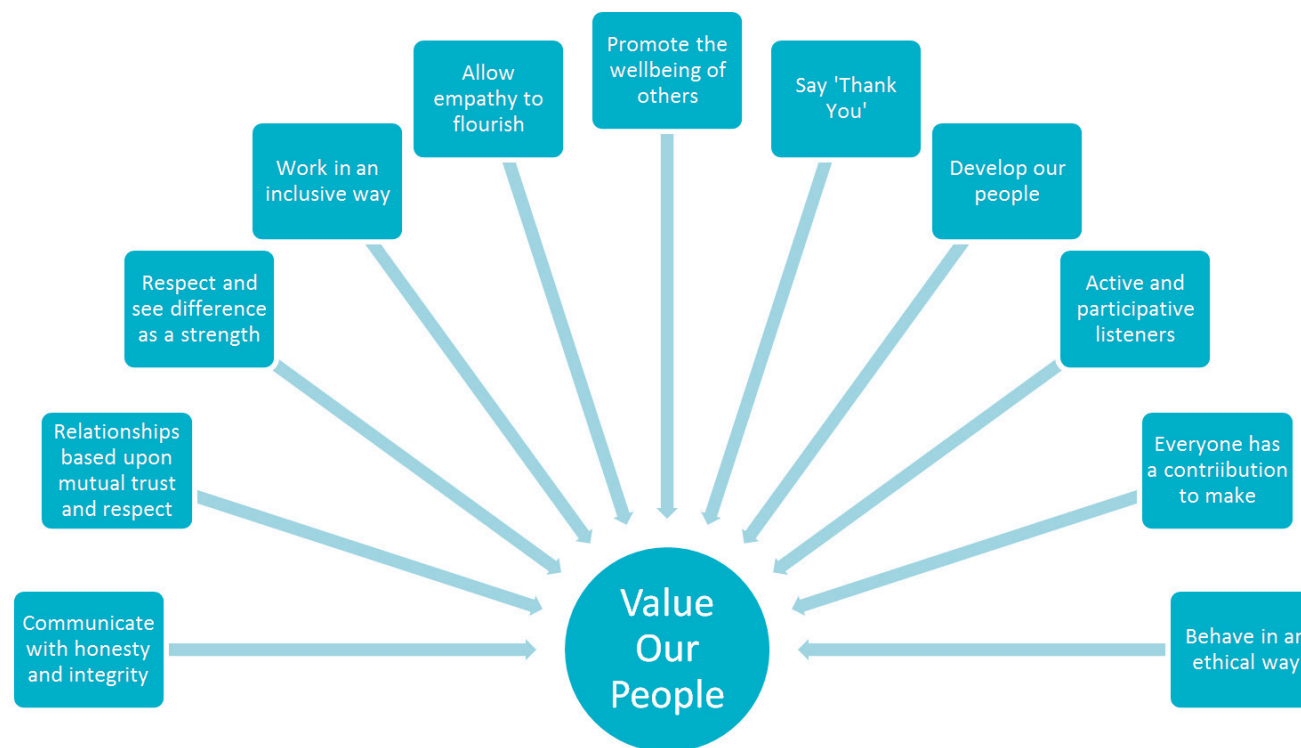
Chief Fire Officer/ Chief Executive

3 Introduction

3.1 PURPOSE

This strategy sets out how we will support and value our workforce as we continue on our transformational journey towards 2020. Hereford & Worcester Fire and Rescue Service (HWFRS) recognises that our workforce is our most valuable asset and is crucial to achieving our Core Purpose of **providing our communities with sustainable, high quality firefighting, rescue and preventative services** and our overall vision: **Saving More Lives** and making a difference every day.

The strategy is guided by the **values** set out in our **Ethical Framework and Code of Conduct** (<http://www.hwfire.org.uk/assets/files/ethical-framework-booklet.pdf>), and reflects our aims of maintaining the highest standards of fairness and respect across our workforce, as represented in the following diagram.



3 Introduction

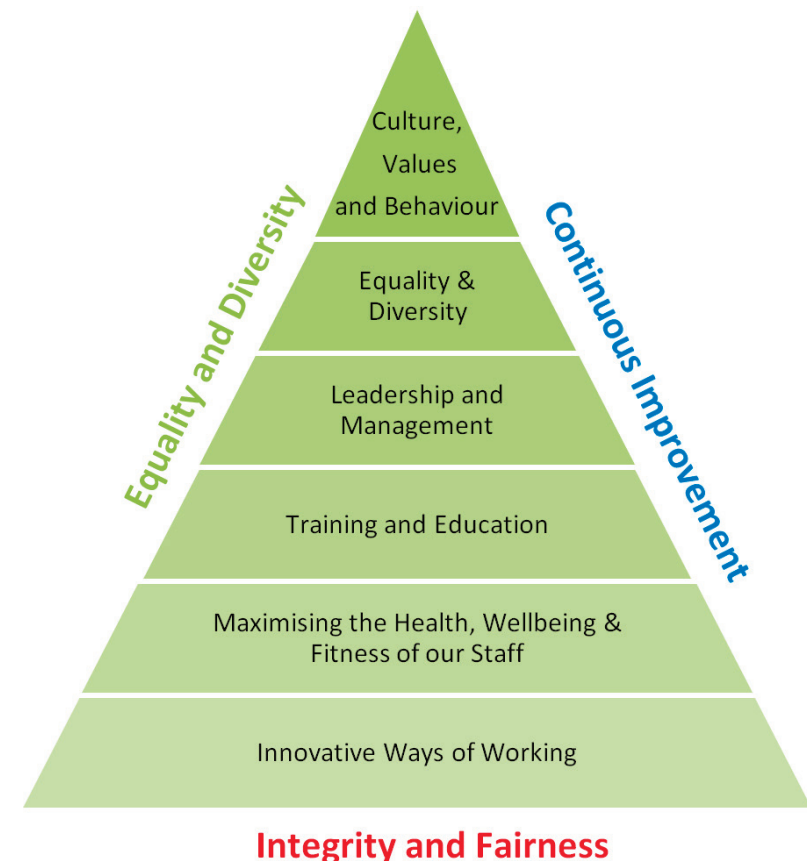
3.2 STRATEGIC AIM

HWFRS recognises the role of the fire and rescue service is changing, having achieved substantial reductions in the number and impact of fires through our high quality firefighting and prevention services. We also recognise our increasing involvement in supporting partners in their health and wellbeing activities. To help us move forward, we want to ensure we have the right people, with the right skills and training to carry out the right job, at the right time. We also want to have a workforce that represents our diverse communities.

Our strategic aim is to ensure we develop and maintain a well-skilled, diverse workforce able to deliver sustainable, high quality firefighting, rescue, prevention and support services, both as a Service and with our partners in the community. Ultimately, we want to enable our workforce to make even more of a difference every day and save even more lives.

3.3 APPROACH

Our approach is guided by three overarching aims: a commitment to equality and diversity, a drive for continuous improvement, and an ethos of integrity and fairness. To support this, we will use a set of clear principles and targets as a framework and reference point for the continuous development of our people across the Service and by which we will be able to measure our progress. The key components of the People Strategy are set out in the diagram opposite.



4 Principles

The approach HWFRS takes in the development of its workforce will be governed by a set of guiding principles. These principles will permeate all aspects of decision making, helping to add focus and direction to our strategic aim of developing and

maintaining a well-skilled, diverse workforce who are able to deliver sustainable, high quality firefighting, rescue, prevention and support services.

1	Alignment to business strategy	The strategy will be aligned with HWFRS's overarching business strategies, and will demonstrate the Service's commitment to all of our staff.
2	Focused on our people	Our policies, procedures and instructions will be people-focused and will provide easy to access and easy to use services based on individual needs and business requirements.
3	Safety of our staff	Safety will continue to be at the heart of all that we do.
4	Ways of working	We will deliver flexible solutions that are correctly positioned to support our increasingly mobile workforce, whilst being agile enough to adapt to future changes in business requirements and working practices.
5	Learning organisation	We will focus on organisational learning that seeks to embed lessons learnt and use that learning to appropriately challenge and improve underlying principles or processes.
6	Best practice	We will take advantage of identified best practice wherever practical and continually seek to provide the best service for our workforce.
7	Equality and diversity	We will actively promote equality across our workforce and through our services in the community, and will increase the diversity of our workforce through positive action programmes to ensure we reflect the communities we serve.
8	Health, wellbeing & fitness	We will undertake specific actions to support the health, wellbeing and fitness of our staff.
9	Working with accredited representatives	Good working relationships with local representatives of our recognised unions are essential. We will seek to build good communication and trust in order to seek early resolution on any issues and work together to develop our organisation.
10	Collaboration	We will actively support working and sharing information with our partners, and will develop our relationships with partner organisations to promote services that will both add value to HWFRS and provide cost efficiencies.
11	Management information	We will use clean, accurate data and information to inform and support decision making, business planning and other management functions.
12	Sustainability	The strategy will be managed and reviewed to ensure it continues to deliver a cost-effective and sustainable service.

4 Our Commitments

Our People Strategy creates a framework for further development; it is a living document that will change and adapt as we move forward in delivering on our commitments. Six key commitments have been identified to help ensure the strategy delivers its aim of developing and maintaining a well-skilled, diverse workforce able to deliver sustainable, high quality firefighting, rescue, prevention and support services.

Each commitment has a summary statement of intent followed by a number of targets. These targets will become key priorities and actions in our Strategic Implementation Programme for the People Strategy.

The six commitments are shown in the following diagram.



5.1 Commitment 1

CULTURE, VALUES & BEHAVIOUR

HWFRS is committed to promoting a culture that values and encourages the contribution of everyone in the organisation. This is supported by a determination to be recognised as an employer of choice, as an organisation that welcomes diversity and challenge, and with a working environment that encourages innovation and does not tolerate inappropriate behaviour.

We recognise that transforming how we work is crucial to ensuring we have an adaptable and flexible Service that can respond to changes in circumstances, including the resources available and the skills needed. To support this, our culture, values and behaviours will all be guided by the overall aim of ensuring we have the right people, with the right skills and training to carry out the right job, at the right time so that our workforce can make even more of a difference every day and save even more lives.

Our values set out in the Ethical Framework and Code of Conduct guide all members of staff in carrying out their roles and responsibilities. They help us to maintain high standards in acting fairly, in ensuring dignity and respect in the workplace and when working in communities, in recognising individual contribution and in working towards eliminating discrimination.

We know the best organisations are those that work together, encourage contributions and constructive challenges from everyone in the organisation, share responsibility for successes and learn together from mistakes. The People Strategy will build on this by developing an open and transparent learning culture that promotes fairness and trust, appreciating that different people bring different perspectives, ideas and knowledge, and which together adds a valuable strength and resilience to the organisation.

We will:

- Ensure our policies and practices are open and transparent
- Develop a 'learning culture' that promotes fairness and trust
- Recognise difference and diversity as a strength to be developed
- Encourage feedback, challenge, innovation and problem solving across all levels of the organisation
- Encourage individuality and challenge inappropriate behaviour



Targets

- To implement practical ways of capturing and acting on feedback and good ideas from all members of staff
- Organisational Development Working Group to act as a critical friend for organisational policies and procedure
- New recruitment campaign to actively promote HWFRS as an employer of choice that offers flexibility and fair conditions of service
- To identify actions to remove perceived barriers to entry and ensure our workforce represents the diversity of our communities

5.2 Commitment 2

EQUALITY & DIVERSITY

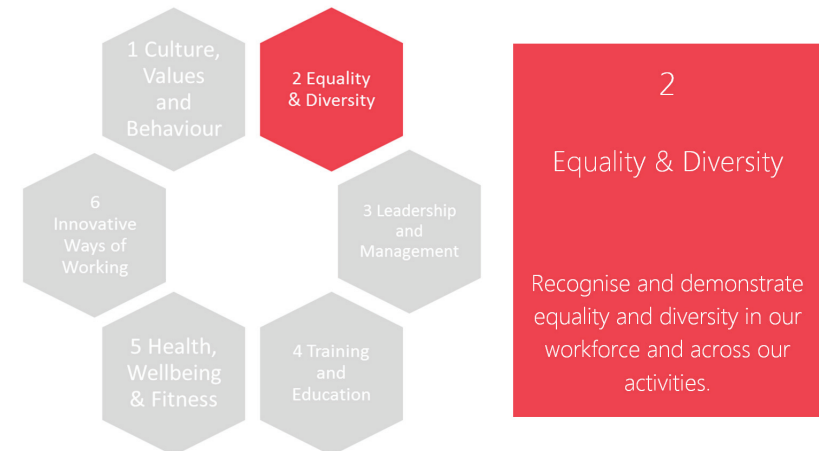
The aim of developing an open and transparent learning culture that promotes fairness and trust, is supported by our commitment to promoting equality and diversity in our workforce and in our services to the community. In terms of leadership and organisational development, this means encouraging a culture that supports equal treatment, equal opportunity, inclusion and transparency at all levels. It also means ensuring we have a workforce that represents the diversity of the community. Our service delivery and community risk activities will also aim to ensure that prevention, protection and response services target the most vulnerable people and the greatest risks.

To make sure all members of our workforce are treated fairly and respectfully, we will ensure we have a culture that recognises the rights of individuals at work to be supported regardless of their particular traits including their gender, sexuality, mental health state and beliefs. This includes developing a working environment where staff can be confident in declaring disability or sexuality without the fear of discrimination or prejudice. Instances of unfairness, bullying and other discriminatory behaviour will not be tolerated and will be investigated and dealt with quickly and effectively. Help and support for those experiencing or at risk of prejudice and discrimination will be given high priority.

Training provision will continue to emphasise the importance of demonstrating equality and diversity in all our activities, and will include training that helps members of staff in identifying and understanding the diversity of needs and differences within our communities. Equality and diversity data collection and monitoring will be improved to help demonstrate the Service's direction of travel towards a more diverse and representative workforce at all levels.

We will:

- Ensure our staff are treated fairly and equally
- Promote HWFRS as an employer of choice offering a rewarding professional career in a supportive working environment
- Not tolerate bullying or other unfairness in the workplace and will support staff who report bullying and investigate cases quickly and fairly
- Train our staff so they understand the needs and differences of our communities



Targets

- To embed the principles and values of the Ethical Framework and Code of Conduct throughout the Service
- To undertake positive action programmes to improve our workforce diversity
- To embed people-centred equality impact assessments to help drive improvements in services
- To undertake an Equal Pay and Gender Pay Audit and publish the results
- Improved data monitoring and collection
- Organisational Development Working Group to act as a critical friend for promoting equality and diversity

5.3 Commitment 3

LEADERSHIP AND MANAGEMENT

HWFRS recognises that the changing nature and scope of the modern fire and rescue service requires transformational leadership with a flexible blend of skills and experience to drive continuous improvement in standards and performance. It needs outstanding leaders who have the ability to manage and motivate effectively in uncertain times and unpredictable situations. For example, new risks and responsibilities, a growing emphasis on accountability and good governance, and more diverse communities with increasing expectations all present new and varied challenges. Managing this continually changing environment will require leaders who can demonstrate an ethical, honest and compassionate approach that can engender and maintain staff and public support and trust at all times.

To ensure the Service attracts and develops the best people who can maximise their contribution and potential now and in the future, this strategy will support all aspects of leadership and management development from recruitment, through continuous improvement to succession planning. Embedding this approach at all levels in the organisation will also result in a working culture where people feel motivated, are equipped to perform highly, and have shared aspirations for the Service.

The development of outstanding leadership skills, knowledge and capacity across all levels, including current and potential future leaders, will be supported by training that embraces modern views of managing people to unlock their potential. This will include areas such as coaching and mentoring, facilitation, talent management, staff development programmes, IT and e-learning, and joint training with others.

We will:

- Encourage and promote effective leadership and management at all levels
- Attract and develop the best people through improved recruitment, secondment, fast-tracking and continuous development programmes
- Ensure leaders and managers are equipped with the professional skills to be able to perform across all areas including strategic, political and operational roles and in effective collaboration/partnership with others
- Develop leaders who lead by example and can take responsibility and be held accountable for continuous improvement in service delivery



Targets

- To develop policies and standards aligned with national fire and rescue leadership and management models
- To provide ongoing professional development opportunities to enhance managerial and leadership capabilities; for example the tailored Executive Leadership Programme for senior managers and the establishment of unconscious bias and emotional intelligence training courses
- To embed a Leadership and Development Framework which supports the whole workforce
- To establish a succession planning programme to help mitigate issues arising from the retirement profile over the coming years

5.3 Commitment 3

LEADERSHIP AND MANAGEMENT

We will (continued):

- Develop visible and accessible leaders who can promote compassion and accountability, engender support and trust, and focus on improved community outcomes
- Ensure leaders and managers communicate effectively across the Service and with partners and local communities
- Ensure leaders and managers are able to demonstrate resilience in responding to high pressure and complex situations

5.4 Commitment 4

TRAINING AND EDUCATION

The training and education of our staff will be fundamental in meeting the future challenges of the fire and rescue sector. This is why we are committed to providing high quality learning outcomes for all of our staff, in both operational and support departments. For our operational staff, this will mean training to meet the risks that are reasonably foreseeable for their roles and ensuring this training uses national best practice and standards. For our support staff, this will be providing training in the skills we need now and in the future, particularly to meet the challenge of transformational change in the fire and rescue sector.

We know that to facilitate training effectively, there cannot be a single method of delivery. We will provide training and education for our staff in multiple formats that allow the best experience and outcome for the individual or team. We understand that removing staff from the workplace is not always the best method of providing training, so we will aim to use multiple tools to provide local training including peripatetic instructors and e-learning packages. This way, when we do need to take staff out of their workplace for centralised training, it will be worthwhile and provide the maximum benefit.

Our operational training will be focussed on assuring and improving the safety of our firefighting staff. We will not stop seeking to learn from local and national incidents to improve the skills which keep our staff as safe as possible while they respond to the needs of our communities. By seeking to providing class leading operational training, we will develop our staff to excel in all areas of operations so they can provide the best possible service when they respond.

We will:

- Provide training that supports organisational transformation
- Facilitate effective learning across the organisation
- Deliver training that contributes to firefighter safety
- Provide high quality skills and training for our support staff
- Develop excellence in operations



Targets

- To provide a Training Delivery Framework which supports the whole workforce
- To embed the Fire Professional Framework and National Operational Guidance in our training
- To utilise e-learning and other innovations to ensure removing staff from the workplace temporarily is for high quality training
- To maximise and improve training and education across the Service by working with our partners

5.5 Commitment 5

MAXIMISING THE HEALTH, WELLBEING & FITNESS OF OUR STAFF

HWFRS recognises that people are its most valuable asset, and is committed to not only supporting their professional development but also their physical and mental health and wellbeing. This strategy will support the creation of health, wellbeing and fitness programmes that suit all needs at all times. It will include ensuring firefighter safety is maintained through continually learning from operational incidents to help reduce accidents and physical injury and reported stress, including work-related post-traumatic stress disorder. Fitness programmes will promote healthy lifestyles and help to reduce the incidence of muscular skeletal and cardiac-related issues.

As the Service continues to go through major changes, we recognise that this can be a stressful process for everyone involved for both their physical and mental wellbeing. We will continue to provide managers with training on how to identify and reduce stress in the workplace, including training to support people through change. We will also maintain our full commitment to encouraging more open conversation about mental health issues.

We also recognise that all members of the workforce have lives outside the Service and we are committed to ensuring there is a fair work/life balance. This is important to overall health and wellbeing for the whole workforce and the Service will continue to look at ways of promoting this; for example by supporting family friendly processes, flexible work patterns and education on healthy lifestyle choices.

We will:

- Promote physical and mental health and wellbeing for all staff
- Ensure everyone understands their role in maintaining a healthy and safe working environment to help protect themselves, their colleagues and the public we serve
- Upskill all staff in recognising early signs of stress and post trauma as well as initiating early and appropriate interventions (e.g. access to CIST, Mediation and Listening Ear and the MIND Blue Light Time To Change Programme)
- Encourage healthy lifestyles and increase access to fitness programmes to help support mental and physical wellbeing



Targets

- To reduce the number of accidents and injuries in the workplace, and learn from all incidents
- To reduce the number of days lost through sickness absence and support effective return to work
- To conduct sickness and wellbeing surveys to help identify causes and trends
- Lower rates of staff turnover

5.6 Commitment 6

INNOVATIVE WAYS OF WORKING

HWFRS recognises that providing a high quality fire and rescue service in the current time of changing needs and demands, and in the light of future uncertainties, requires an ability to adapt to change. It requires ways of working that are more responsive, flexible and adaptable to the changing needs and demands, and a workforce with the skills, capabilities and commitment to deliver our high quality services. How we deliver our services, treat our employees and interact with our partners and communities has a strong bearing on our good reputation and how we are perceived as an employer.

We want to be seen as an employer of choice. The People Strategy will support this by seeking to attract the best people through continuous improvement in recruitment and selection. It will seek to reward and recognise high performance and will support people to achieve their potential. It will create more flexible and adaptive working practices to make it more family friendly and to help attract job applications from those currently under-represented in our workforce. We will also ensure transparency and clarity in areas such as pay and conditions of service at all levels of the organisation.

We will:

- Attract, recruit and retain committed people who are proud to work in an organisation that values its people
- Be passionate about celebrating high performance and maintaining our great reputation
- Ensure our workforce has the skills and abilities to respond effectively to changing needs and demands
- Set clear objectives and accountabilities to help focus on priorities
- Work with representative bodies to ensure any changes are introduced effectively
- Continue to learn from our experiences



Targets

- To develop an HR Delivery Framework
- Develop and publish transparent policies and procedures accessible to all
- Monitor data and survey results to inform future Service activities
- Respond to ideas and suggestions from critical friend groups in developing policies, procedures and working practices

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HEREFORD & WORCESTER
HWR
FIRE AND RESCUE SERVICE

Report of the Head of Corporate Services

2017/18 Performance Report – 1st Quarter

Purpose of report

1. This report is a summary of the Service's Quarter 1 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).
-

Recommendations

It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1, 2017-18:

- i) *A total of 1772 incidents were attended in Quarter 1, an increase of 5.6% (94 incidents) over the same period in 2016-17, and 7.9% (140 incidents) higher than the average for the last five years.*
- ii) *The majority of the increase in Quarter 1 is accounted for by a rise in the numbers of Secondary Fire incidents, Special Service have stayed relatively constant while the number of False Alarm incidents are down:*
 - a. *Fires: an increase of 118 incidents for this period over the previous year is largely accounted for by an increase in Secondary outdoor Fires (up by 98 incidents) due to the warmer spring/early summer period.*
 - b. *Special Services: there was an increase of 2 incidents over the period. Most subcategories have actually reduced; these include RTC's, Rescue/Evacuation from Water, Lift Release, Spills and Leaks (non-RTC) and Ring Removal. The areas in which increases have occurred are Flooding (4 incidents), Animal Assistance incidents (4 incidents), and Assisting other Agencies (15 incidents).*
 - c. *False Alarms: there was a decrease of 26 incidents overall when compared to the same period in 2016-17. Only a minor increase of the sub category of False Alarm Good Intent went up by 3 incidents.*
- iii) *Overall Staff Sickness levels are 0.87 days lost per head, which remains within tolerance levels set (see paragraph 3 below) for Quarter 1.*

- v) ***The Service attended 60.6% (175 incidents) of Building Fires within 10 minutes in Q1 compared with 62.3% in the same period in 2016-17. The average time for the first fire appliance attendance at all building fires was ten minutes and eleven seconds.***
- vi) ***The overall availability of the first On-Call (Retained) fire appliance remains high at 91.2%; this has decreased by 3.2% compared to the same period in 2016-17.***

Introduction

- 2. The Service gathers data on a range of Performance Indicators covering response and prevention activity, absence management and on-call (retained) availability. This is reported on a quarterly basis to the Policy and Resources Committee and SMB. The report includes commentary of any changes compared to the previous year and discussion of any exceptions to expected performance.

Tolerance Levels

- 3. Each Performance Indicator is tested against tolerance levels anticipated for the year, based on the average of the same Quarter over the three previous years. The tolerance levels provide a range between which performance is expected to fluctuate, and are generally 10% above and below the average levels for each specific indicator.
- 4. Seven indicators were out of tolerance at the end of Quarter 1 2017-18: Total incidents, Total Fires, Primary Fires, Secondary Fires, Special Service, False Alarms and the percentage of Building Fires attended by the first fire appliance within 10 minutes of the time of call. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of Retained appliance availability.

Quarter 1 Performance

- 5. Quarter 1 saw a 5.6% increase (94 incidents) in the total number of incidents attended by the Service compared to the same period last year, a 7.9% increase compared to the 5 year average of 1632.
- 6. In terms of Fires, there were 30 more Primary Fires and 10 less Chimney Fires over the period in Quarter 1 2017-18 compared to the same period last year. The number of Building Fires, which form the largest proportion of Primary Fires, was 175, a decrease of 29 incidents over the same period in 2016-17. There was 1 fatality in Primary Fires during this period. The largest reduction of incidents was in Chimney Fires (28 to 18) a 61.1% reduction over 5 years.
- 7. The number of Special Service incidents (emergency incidents that are not fire related) in Quarter 1 increased by 2 incidents compared to the same period in 2016-17, 10.3% higher than the 5-year average. There were 17 less Road Traffic Collisions, the majority of these incidents involved making

the vehicle and/or scene safe. The Service attended 1 fatality in RTC incidents during Quarter 1. Flooding incidents increased from 20 in Quarter 1 2016-17 to 24 in 2017-18. Animal assistance incidents also increased from 37 to 41 in Quarter 1 2017-18.

8. There was a decrease in the number of incidents in the False Alarm category in Quarter 1 over the same period in 2016-17. 52% of these incidents involved 'life risk' premises, such as residential properties, sheltered housing, hospitals, hotels, nursing homes, prisons etc. Calls to 'life risk' premises that result in a false alarm categorisation are mainly accounted for by faults on system or cooking related incidents between the hours of 8am-6pm.
9. The number of days lost to sickness absence for all staff remains within tolerance levels (see paragraph 3 above). 'All Wholtime staff sickness per head' continues to compare favorably with others, including Herefordshire Council and Worcestershire County Council.
10. The percentage of Building Fires attended within 10 minutes by the first fire appliance was 60.6% during Quarter 1; a decrease of 1.7% compared to the same period in 2016-17, and continues to remain below the 75% stretched target set in the Service's Attendance Standard.
11. The availability of the first On-Call (Retained) fire appliance decreased by 3.2% to 91.2% in Quarter 1 compared to 2016-17. On-Call crews at Kingsland and Ross-on-Wye fire stations maintained 100% availability in Quarter 1 2017-18.

Conclusion/Summary

12. Further detail and analysis regarding the above headlines for performance in Quarter 1 of 2017-18 is included in Appendix 1.
13. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels. Where improvements are required any necessary action will be reported to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None at present
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 Fire Authority Annual Report and the 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 – Fire Authority 2017-18 Performance Report: Quarter 1

Appendix 2 – HWFRS Community Risk Activity: Quarter 1

Contact Officer

Jean Cole
Head of Corporate Services
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Email: jcole@hwfire.org.uk

Fire Authority 2017-18 Performance Report: Quarter 1

This report reviews the Service's overall performance against agreed performance indicators. It covers operational activity with a commentary on any notable events and activities, as well as absence management statistics and On-Call Retained Firefighter availability.

In the following sections, each graph includes a black line indicating an average monthly total over the previous three years for that statistic, with red and green lines indicating 10% upper and lower tolerance thresholds. The report reviews any negative factors affecting performance outside the tolerance levels.

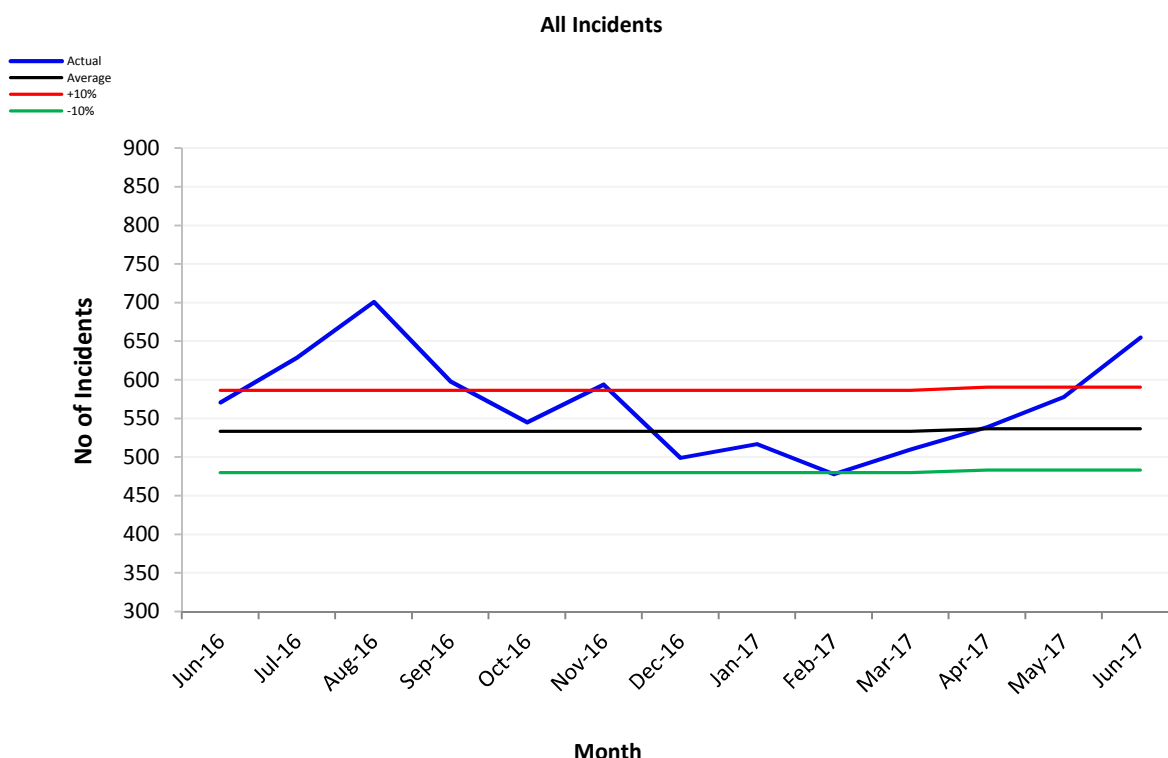
1. Operational Activity

Operational activity covers all emergency incidents attended by Fire and Rescue Crews, including Fires, Special Services* and False Alarms. Each of these is broken down further in the following tables.

** Special Services are incidents other than fires and false alarms, and includes; road traffic collisions, flooding, person rescues, lift rescues, spills and leaks and animal rescues.*

1.1 Total incidents Attended

The total number of incidents attended in Q1 2017-18 was 1,772 which is an increase of 5.6% (94 incidents) compared with Q1 2016-17. The majority of the increase is accounted for by a rise of 24.3% (118 incidents) in Fire incidents (predominately Secondary fires followed by an increase in Special Service calls of 0.5% (2 incidents). False Alarms were down (26 incidents), a fall of 3.2%.

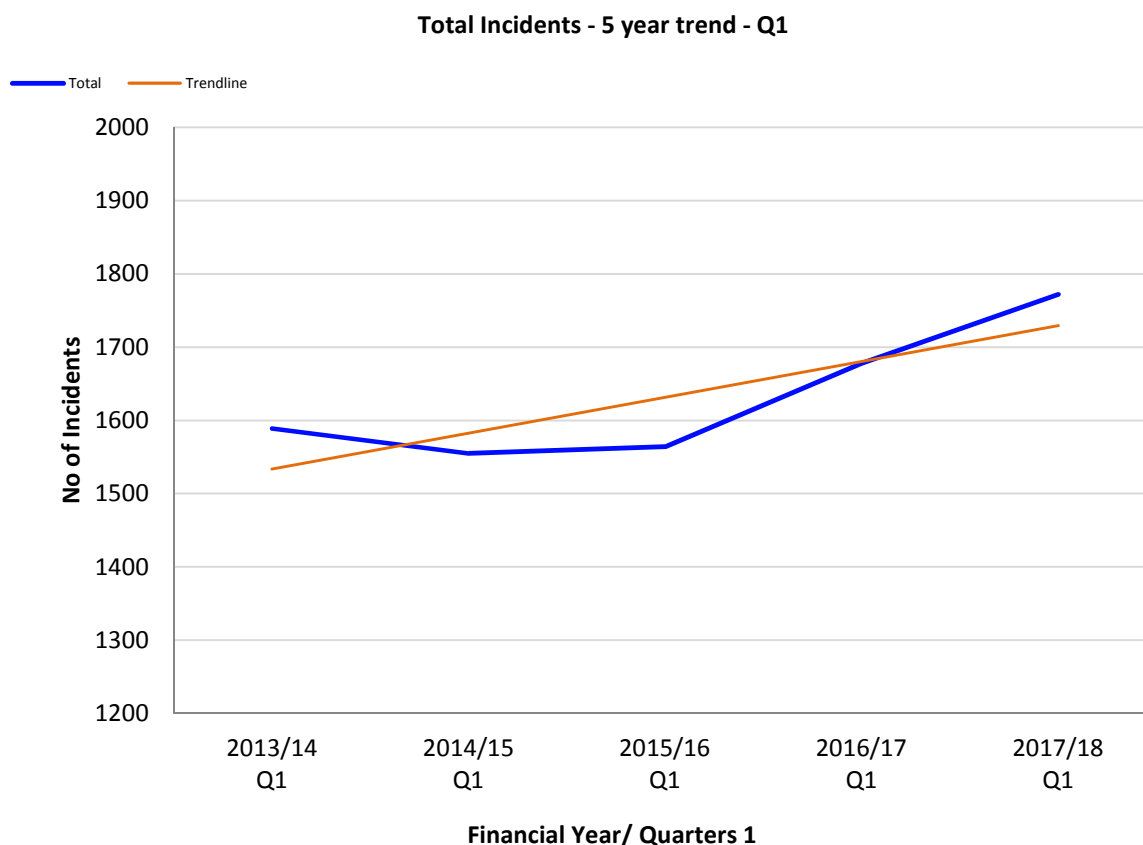


(Figure 1 – Total Incidents per month: Jun 2016 to Jun 2017)

Total Incidents	Q1 2016-17	Q1 2017-18	% change
All Fires	485	603	24.3
Special Services	391	393	0.5
False Alarms	802	776	-3.2
Total Incidents	1678	1772	5.6

(Table 1 – Total Incidents: Q1 2016-17 and Q1 2017-18)

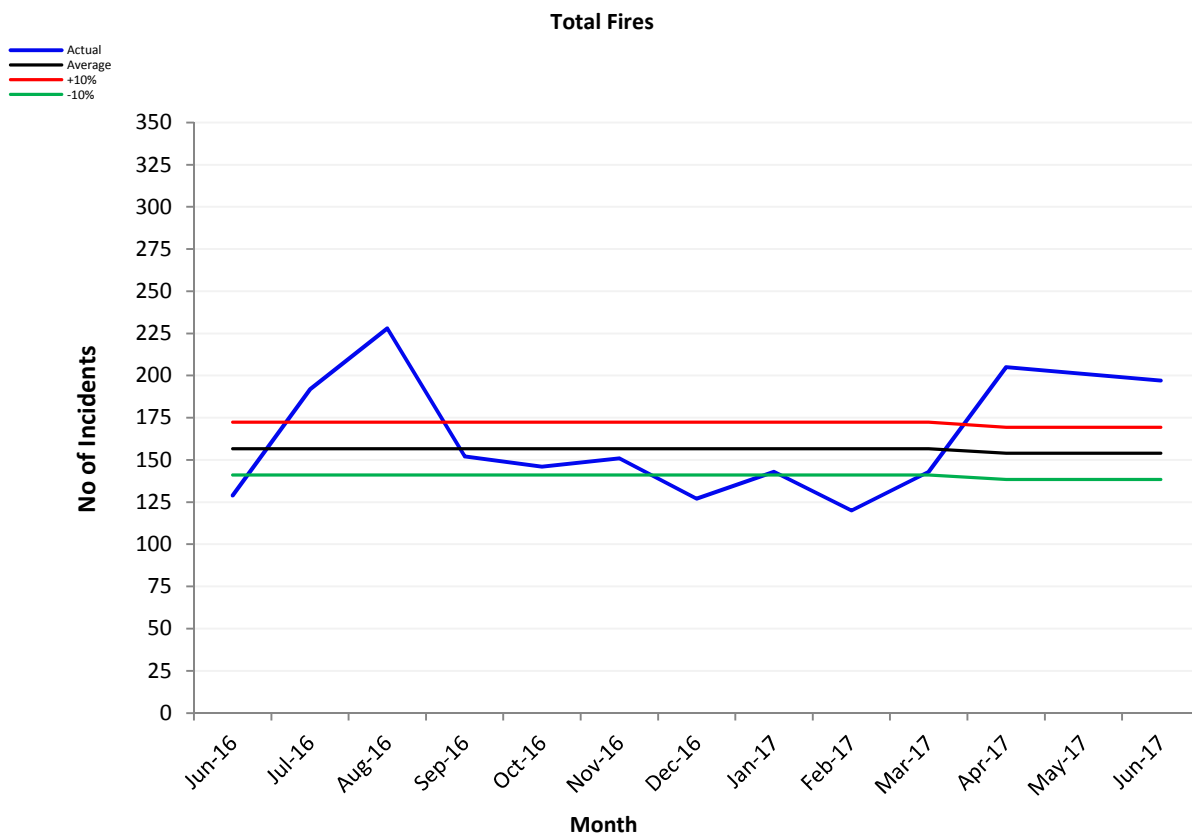
- Total Fire incidents, which include Primary, Secondary and Chimney Fires, were 24.3% higher (118 incidents) than the same period in 2016-17. This is largely accounted for by a 48.5% increase in Secondary Fires (98 incidents) with an 11.8% increase of Primary Fires (30 incidents).
- The number of Special Service incidents has increased by 0.5% (2 incidents) compared with the same period in 2016-17.
- The total number of False Alarm incidents decreased by 3.2% (26 incidents) compared with the same period in 2016-17.



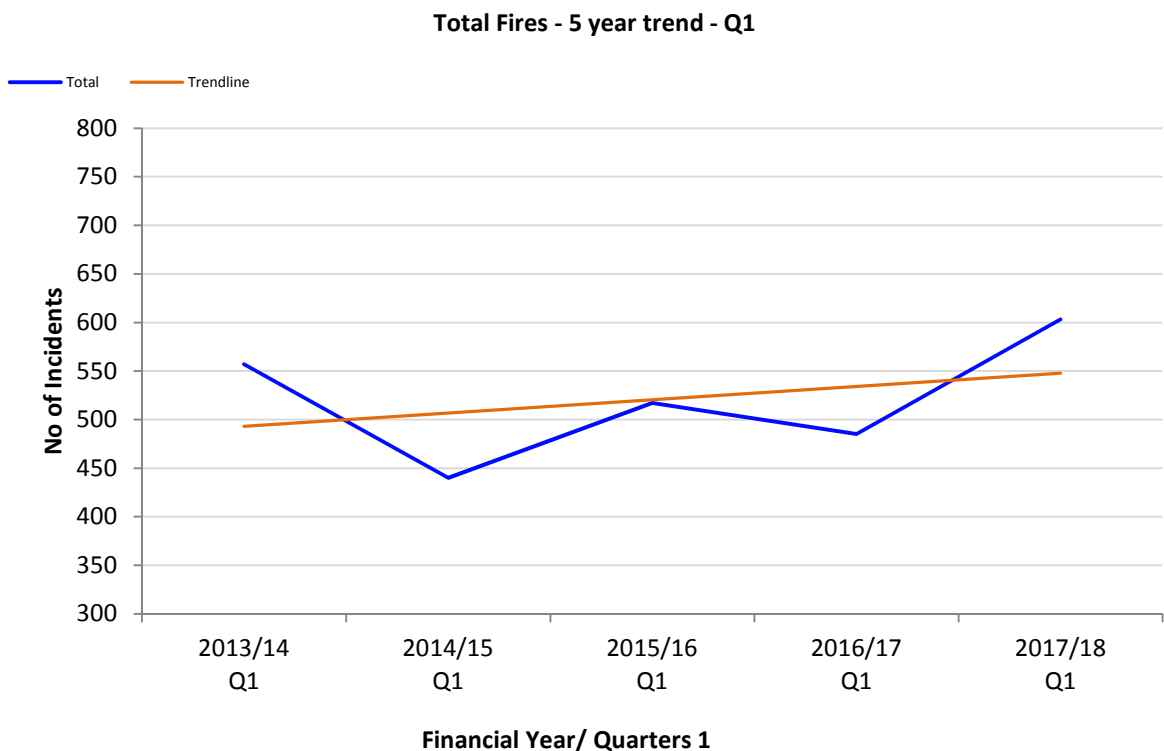
(Figure 2 – All Incidents: Q1 2013-14 to Q1 2017-18)

1.2 Total Number of Fires

The number of fires has increased by 24.3% (118 incidents) in Quarter 1 2017-18 compared with the same period in 2016-17. Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months. Figure 4 shows the total number of fires in Quarter 1's for the last 5 years.



(Figure 3 – Total Fires per month: Jun 2016 to Jun 2017)



(Figure 4 – Fire Incidents: Q1 2013-14 to Q1 2017-18)

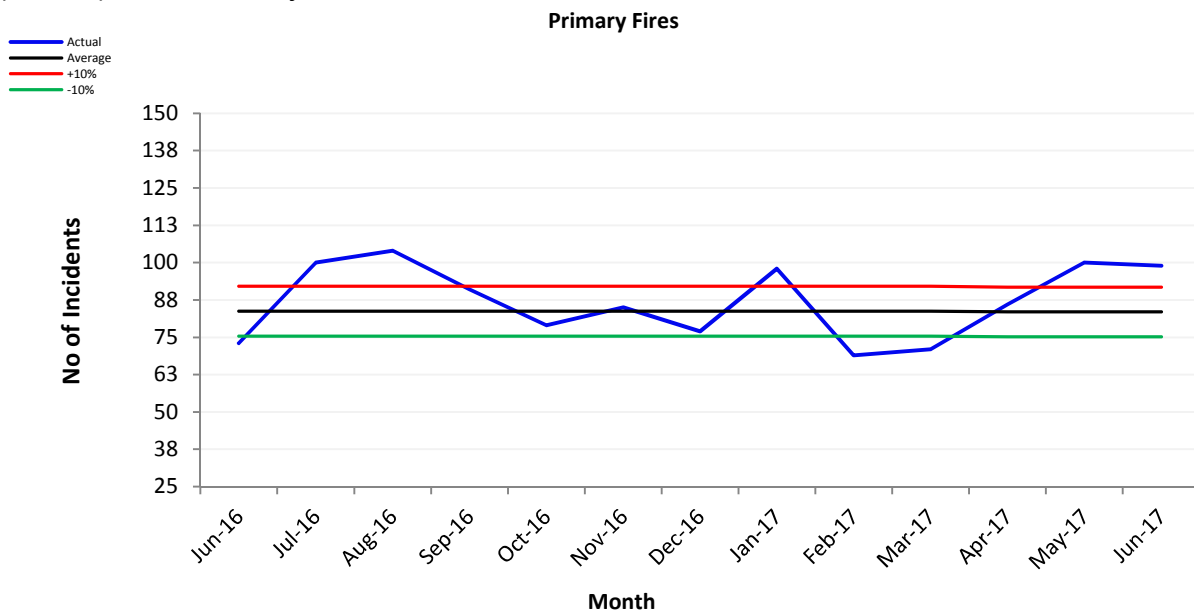
Total Fires	Q1 2016-17	Q1 2017-18	% change
Primary Fires	255	285	11.8
Secondary Fires	202	300	48.5
Chimney Fires	28	18	-35.7
Total Fires	485	603	24.3

(Table 2 –Total Fires: Q1 2016-17 and Q1 2017-18)

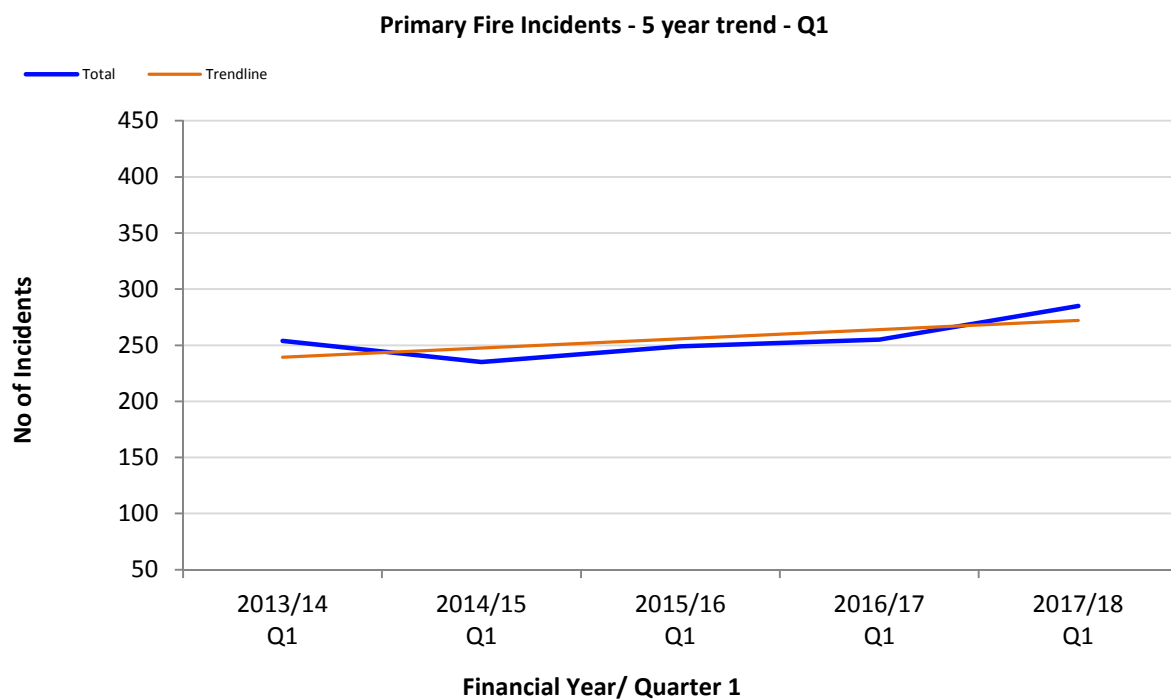
- The number of Primary Fire incidents increased by 30 incidents in Quarter 1 of 2017-18 compared to the same period in 2016-17, representing an increase of 11.8%.
- The number of Secondary Fires increased by 98 incidents (48.5%) compared with the same period in 2016-17.
- The number of Chimney Fires has decreased by 10 incidents (35.7%) compared with the same period in 2016-17, 27.1% fewer than the 5 year average.
- During Quarter 1, Community Risk activity included 931 Home Fire Safety Checks (HFSCs) which target vulnerable households, 304 Business Fire Safety Checks (BFSCs) and 335 Signposting referrals to other support agencies, all detailed in Appendix 2.
- Fire Safety officers continue to deliver the Houses of Multi-Occupancy (HMO) project, focusing on commercial properties with residential accommodation above. This project reflects the increase in enforcement activity, also shown in Appendix 2.

1.3 Primary Fires

Primary Fires are broken down into three main categories: Building Fires, Vehicle & Transport Fires and certain Outdoor Fires. In Quarter 1 of 2017-18, there was an increase of 5 Building Fires compared to the same period of 2016-17. Vehicle & Transport Fires have increased the most (20 incidents) compared with the same period in 2016-17. Building Fires continue to represent the greatest proportion (56.5%) of all Primary Fires.



(Figure 5 – Primary Fires per month: Jun 2016 to Jun 2017)



(Figure 6 – Primary Fires: Q1 2013-14 and Q1 2017-18)

Primary Fires	Q1 2016-17	Q1 2017-18	% change
Building Fires	156	161	3.2
Vehicle & Transport Fires	72	92	27.8
Outdoor Fires	27	31	14.8
Total	255	285	11.8

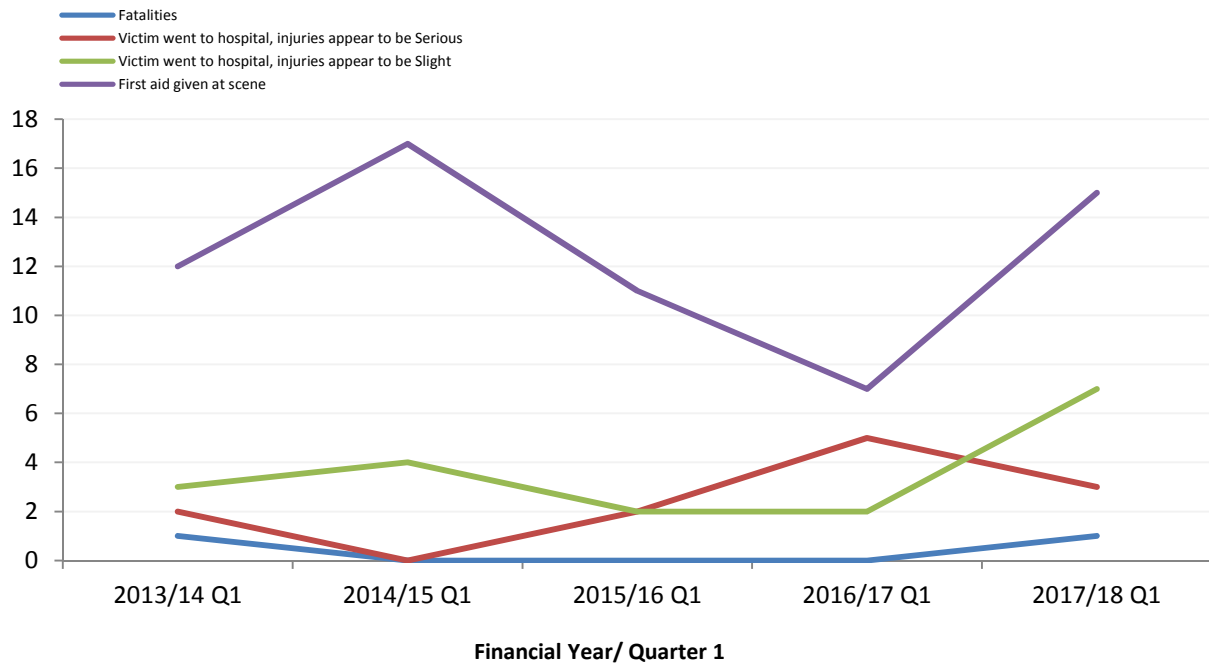
(Table 3 – Primary Fires: Q1 2016-17 and Q1 2017-18)

- The number of Building Fires increased by 3.2% compared with the same period in 2016-17.
- There have been a total of 15 minor cell fire incidents at HMP Hewell in Quarter 1. Whilst the Fire Service do not have jurisdiction over prisons, Community Risk and local crews are working with HMP Hewell and the Crown Premises Inspection Group to reduce incident numbers.
- Technical Fire Safety continues to work with businesses, and post-fire audits are completed following all fires in business premises.
- Vehicle & Transport Fires increased by (27.8%) 20 incidents compared with the same period in 2016-17. Car Fires continue to account for the greatest proportion (70.3%) in this category with 52 incidents.
- Primary Outdoor Fires totalled 31 incidents in 2017-18 compared with 27 incidents in the same period in 2016-17. These are classified as Primary Fires if they are attended by five or more Fire Appliances or if they involve a casualty or fatality.

Primary Fires Casualty:	Q1 2016-17	Q1 2017-18	% change
Fatalities	0	1	100.0
Victim went to hospital, injuries appear to be Serious	5	3	-40.0
Victim went to hospital, injuries appear to be Slight	2	7	250.0
First aid given at scene	7	15	114.3
Total	14	26	85.7

(Table 4 – Primary Fires Casualties: Q1 2016-17 and Q1 2017-18)

Primary Fire Injuries and Fatalities - 5 year trend

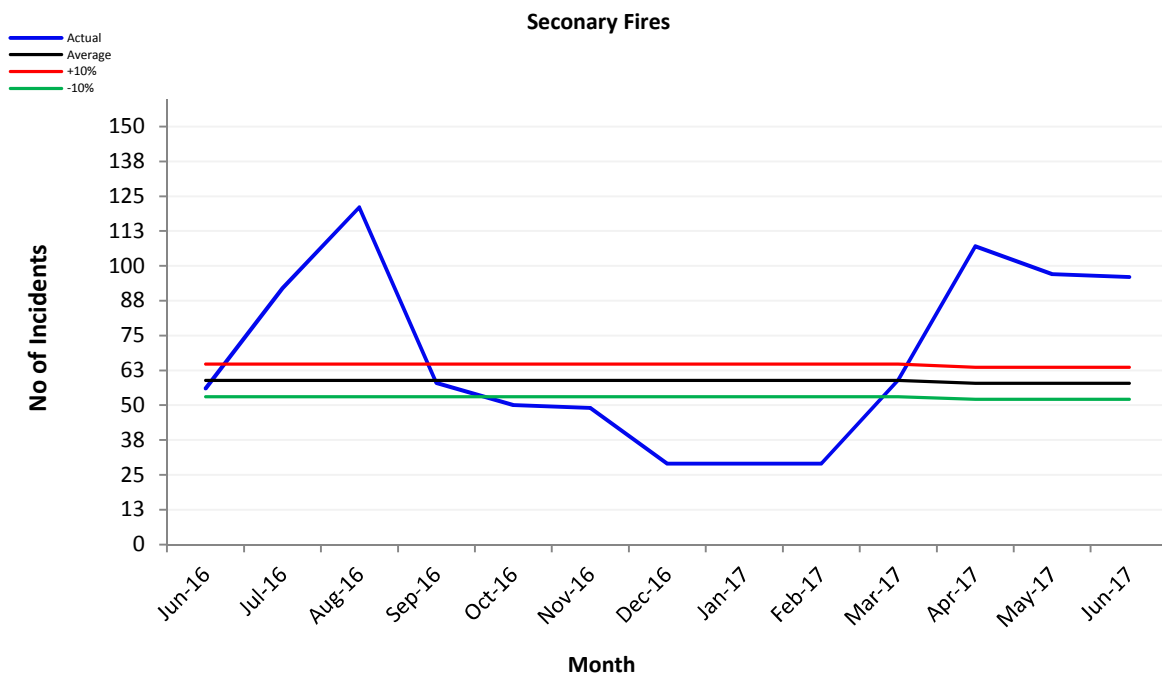


(Figure 7 – Primary Fires: Q1 2013-14 to Q1 2017-18)

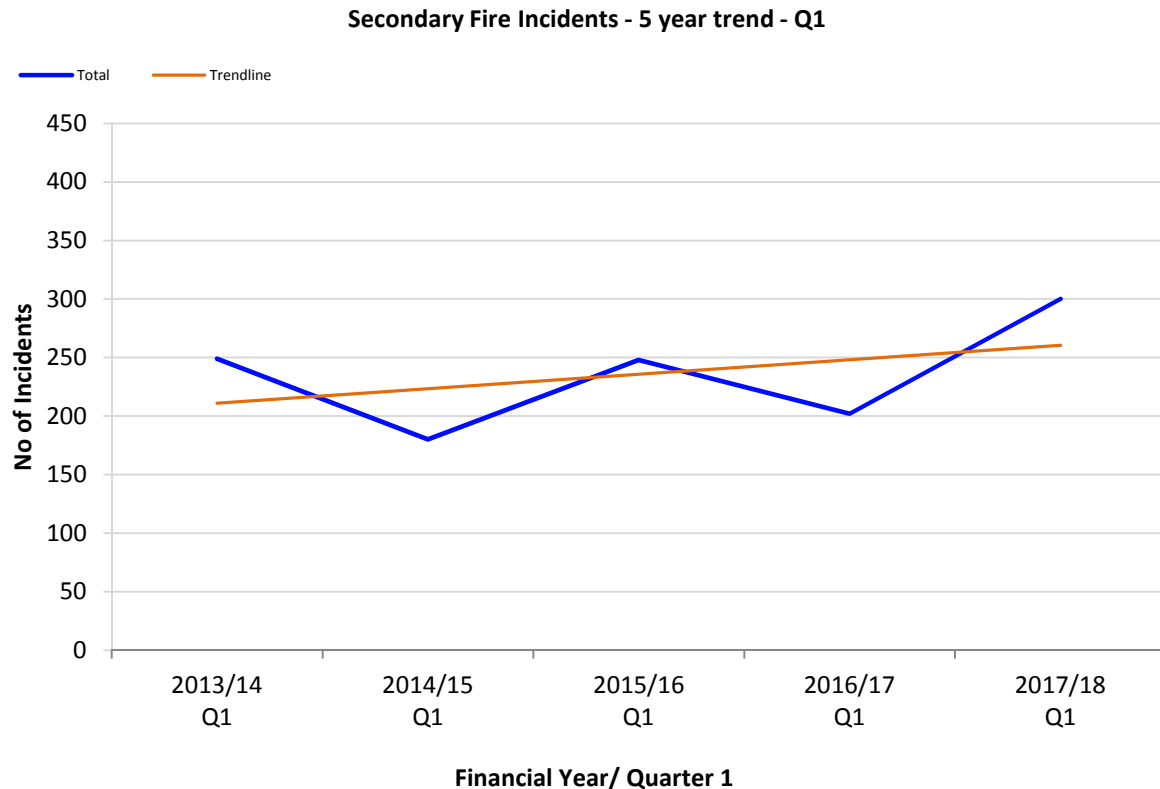
- There was 1 fatality at a Primary Fire during Quarter 1 in 2017-18.
- Casualties who attended hospital with apparent 'serious' injuries decreased from 5 to 3; however those who attended hospital with apparent 'slight' injuries increased from 2 to 7.
- The greatest proportion of injuries reported were under the categories 'Victim went to hospital, injuries appear to be Slight' and 'First Aid given at scene' which have both reduced to 26.9% and 57.7% respectively when compared with the same period in 2016-17.

1.4 Secondary Fires

Secondary Fires include all other fires which are not Primary or Chimney Fires, do not involve casualties and are attended by no more than 4 Fire Appliances. There was a 48.5% increase (98 incidents) in Secondary Fires in Quarter 1 2017-18 compared with the same period in 2016-17. This is mostly accounted for by an increase in Other Outdoors incidents (including land).



(Figure 8 – Secondary Fires per month: Jun 2016 - Jun 2017)



(Figure 9 – Secondary Fires: Q1 2013-14 to Q1 2017-18)

Secondary Fires	Q1 2016-17	Q1 2017-18	% change
Grassland, Woodland and Crop	76	106	39.5
Other Outdoors (including land)	59	97	64.4
Outdoor equipment & machinery	6	7	16.7
Outdoor Structures	46	72	56.5
Building & Transport	15	18	20.0
Total	202	300	48.5

(Table 5 – Secondary Fires: Q1 2016-17 and Q1 2017-18)

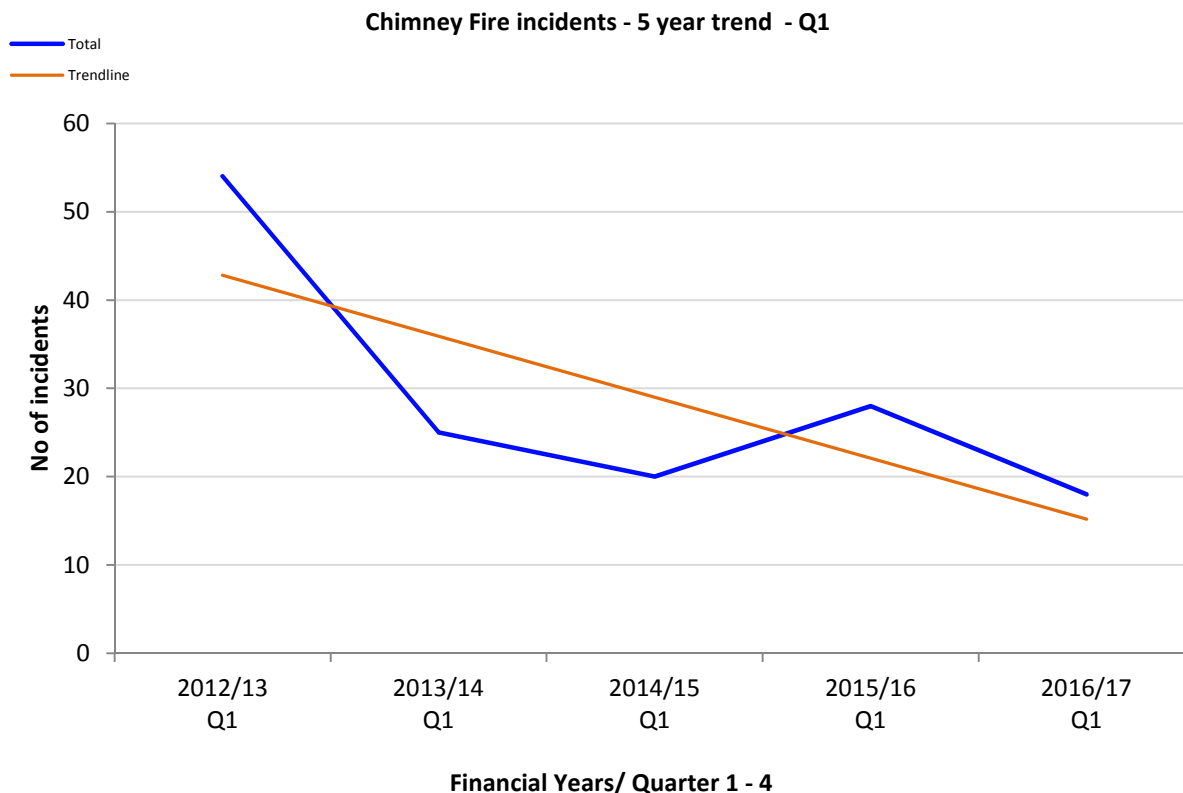
- The number of Secondary Fires has increased by 48.5% (98 incidents) in Quarter 1 2017-18, compared to Quarter 1 2016-17.
- Grassland, Woodland and Crop Fires represent the greatest proportion (35.3%) of all Secondary Fires.
- The Community Risk department have run several campaigns during Quarter 1 2017-18 and have sent 15 press releases to local media, campaigns have include:
 - Fire Kills with escape routes,
 - Smoking (safe disposal of cigarettes), and
 - Outdoor fire safety
- The Community Risk department has also offered seasonal advice, including; hot weather warnings, wildfire safety and water safety.

1.5. Chimney Fires

The number of Chimney Fires (18 incidents) has decreased by 10 in Quarter 1 of 2017-18 when compared to 28 in the same period of 2016-17. Overall Chimney Fires have decreased 61.1% over a 5 year period, see Figure 11.



(Figure 10 - Chimney Fires per month: Jun 2016 to Jun 2017)



(Figure 11 – Chimney Fires: Q1 2013-14 to Q1 2017-18)

Chimney Fires	Q1 2016-17	Q1 2017-18	% change
April	24	12	-50.0
May	4	4	0.0
June	0	2	200.0
July			
August			
September			
October			
November			
December			
January			
February			
March			
Total	28	18	-35.7

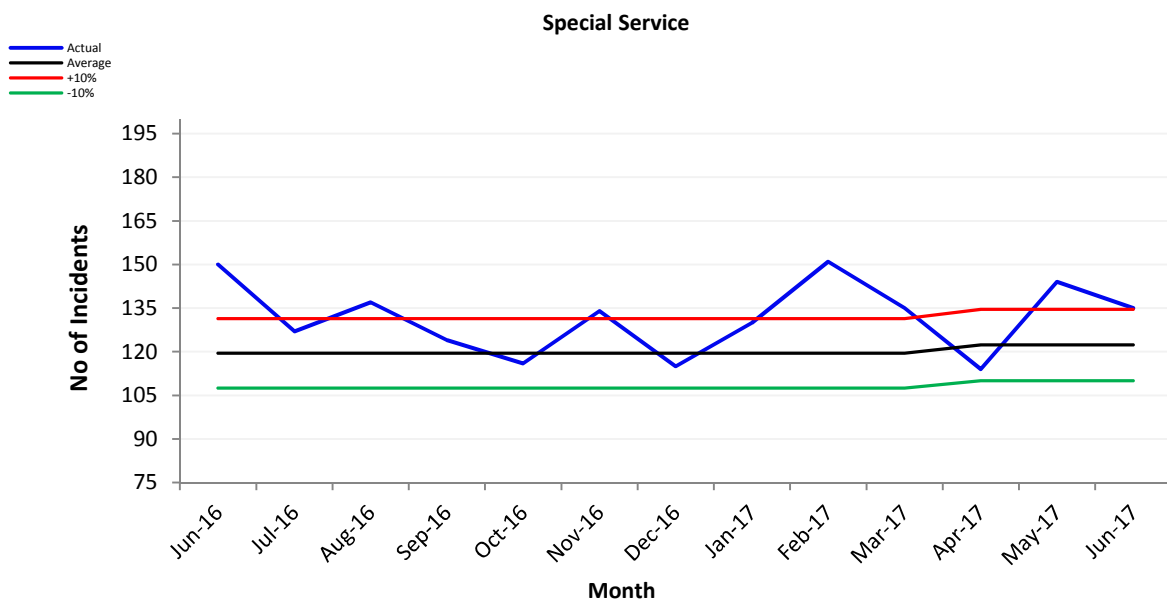
(Table 6 – Chimney Fires: Q1 2016-17 and Q1 2017-18)

2. Operational Activity - Other Non-Fire incidents

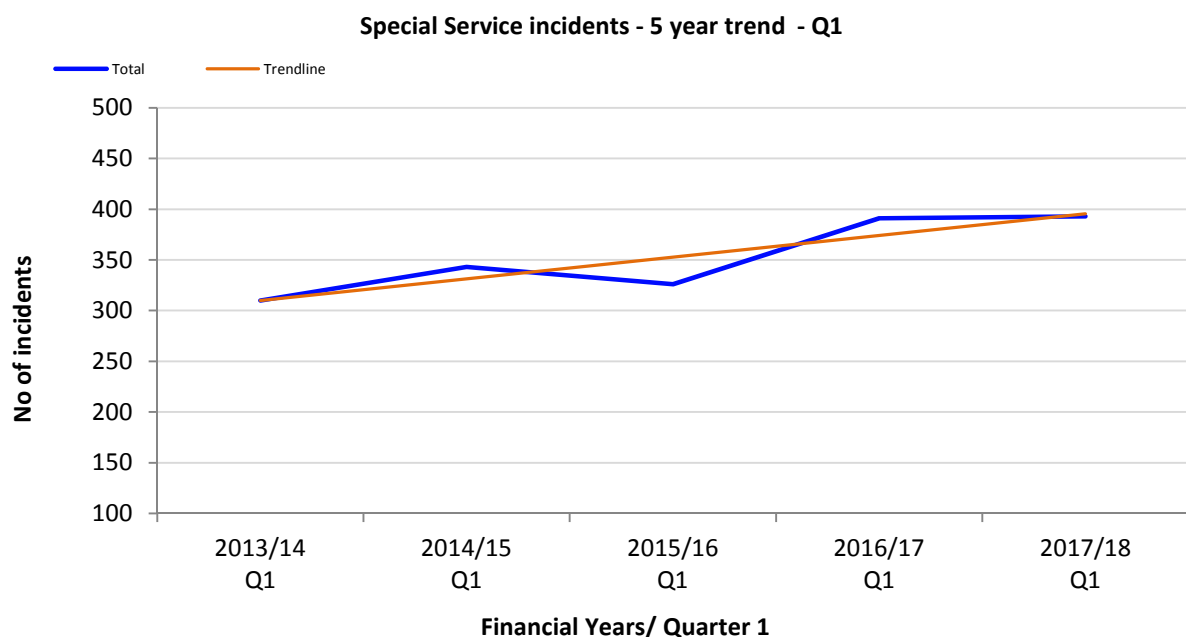
Emergency incidents attended which are not fire related, are generally termed as Special Services and False Alarms. Special Services include road traffic collisions (RTCs), extrications, lift rescues, lock-ins/outs, hazardous materials, chemical incidents, flooding incidents and other rescues.

2.1. Special Service Incidents

The number of Special Service incidents has risen by 0.5% (2 incidents) in Quarter 1 of 2017-18 compared to the same period in 2016-17. RTC incidents have decreased 11.2% (17 incidents) overall when compared to the same period in 2016-17. RTC incidents still continue to form the greatest proportion of Special Service incidents, representing 34.4% of all Special Service incidents.



(Figure 12 – Special Service incidents per month: Jun 2016 to Jun 2017)



(Figure 13 – Special Service incidents: Q1 2013-14 to Q1 2017-18)

Special Services	Q1 2016-17	Q1 2017-18	% change
RTC Incidents	152	135	-11.2
Flooding	20	24	20.0
Rescue/Evacuation from Water	12	11	-8.3
Animal Assistance	37	41	10.8
Assist other Agency	10	25	150.0
Lift Release	23	19	-17.4
Other Special Services	137	138	0.7
Total	391	393	0.5

(Table 7 – Special Services: Q1 2016-17 and Q1 2017-18)

- The number of RTC incidents shows a decrease of 17 incidents (11.2%) in Quarter 1 2017-18 compared with the same period in 2016-17.
- Increased cooperation with Police and Ambulance Services has meant a 150% increase in Assisting other Agencies.

2.2. RTC incidents

Road Traffic Collision incident numbers reflect the total number of incidents attended by the Service occurring across the two counties of Herefordshire and Worcestershire.

The number of RTC incidents attended in Quarter 1 decreased by 11.2% (17 incidents) compared to the same period in 2016-17. The majority of these incidents involved making vehicles safe (59.3% of all RTC incidents attended). Fire and Rescue crews attended 1 fatality involving RTCs in Quarter 1, compared to 7 in the same period in 2016 -17. The number of people seriously injured in RTCs increased from 16 to 21 (as shown in Table 9 below).

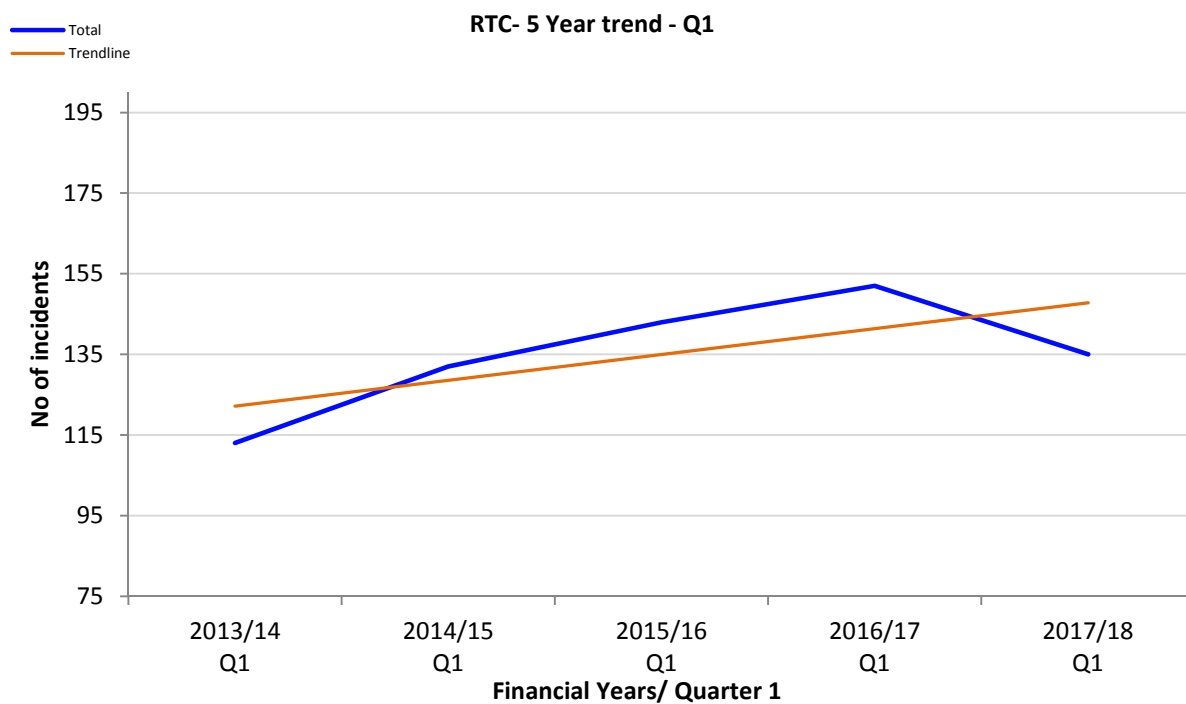
RTC Incidents	Q1 2016-17	Q1 2017-18	% change
Extrication of person/s	21	20	-4.8
Make scene safe	25	14	-44.0
Make vehicle safe	82	80	-2.4
Release of person/s	10	11	10.0
Wash down road	0	1	100.0
Other	14	9	-35.7
Total	152	135	-11.2

(Table 8 – RTC Incidents: Q1 2016-17 and Q1 2017-18)

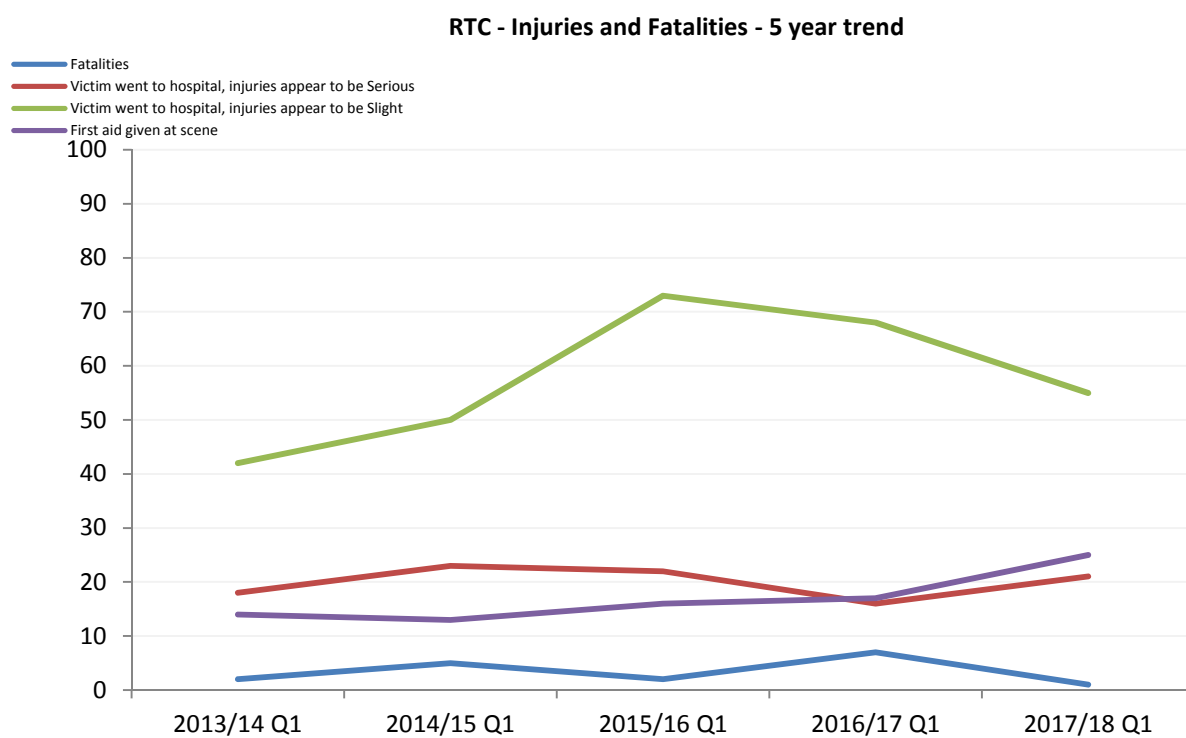
RTC Casualty severity	Q1 2016-17	Q1 2017-18	% change
Fatalities	7	1	-85.7
Victim went to hospital, injuries appear to be Serious	16	21	31.3
Victim went to hospital, injuries appear to be Slight	68	55	-19.1
First aid given at scene	17	25	47.1
Total	108	102	-5.6

(Table 9 – RTC Casualty severity: Q1 2016-17 and Q1 2017-18)

- RTC incidents that involved a fatality have been analysed and there are no trends i.e. road or vehicle type, area, time etc. This information continues to be passed on to the Community Risk Team for inclusion in their road safety initiatives, such as Dying to Drive.



(Figure 14 – RTC Incidents per month: Q1 2013-14 to Q1 2017-18)

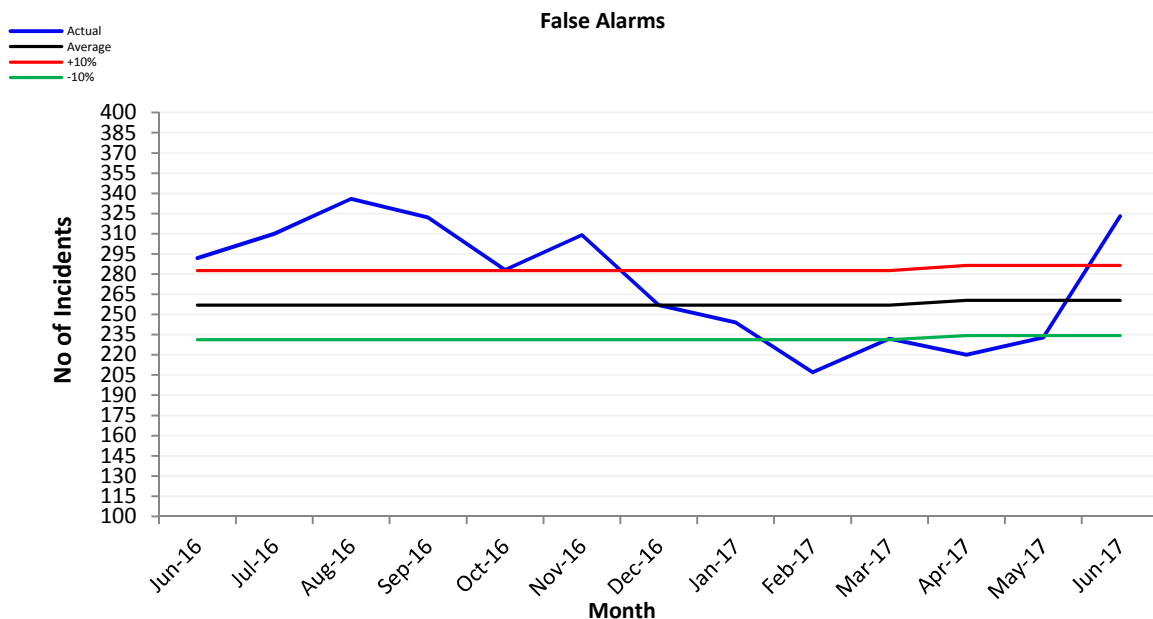


(Figure 15 – RTC Injury and fatalities quarterly data: Q1 2013-14 to Q1 2017-18)

2.3. False Alarm Incidents

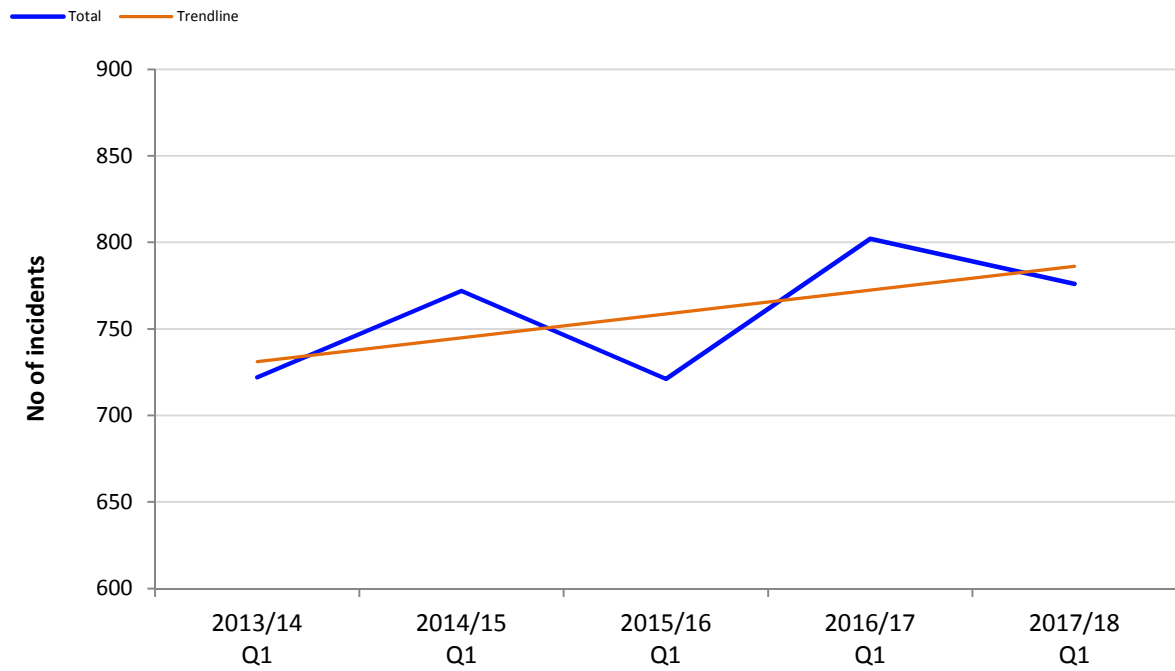
The number of False Alarm incidents in Quarter 1 of 2017-18 has decreased by 27 incidents (3.2%) compared to the same period in 2016-17.

- False Alarm Good Intent incidents increased by 1.4% (3 incidents) in Quarter 1 2017-18, compared to the same period in 2016-17.
- In addition, there were a further 42 False Alarms which did not require the attendance of the Fire and Rescue Service. These include those that were cancelled following rigorous call challenging by Fire Control officers and those where the Fire Appliances were 'returned en-route' following the receipt of further information.



(Figure 16 – False Alarm incidents per month: Jun 2016 to Jun 2017)

False Alarms - 5 year trend - Q1



Financial Years/ Quarter 1

(Figure 17 – False Alarm incidents: Q1 2013-14 to Q1 2017-18)

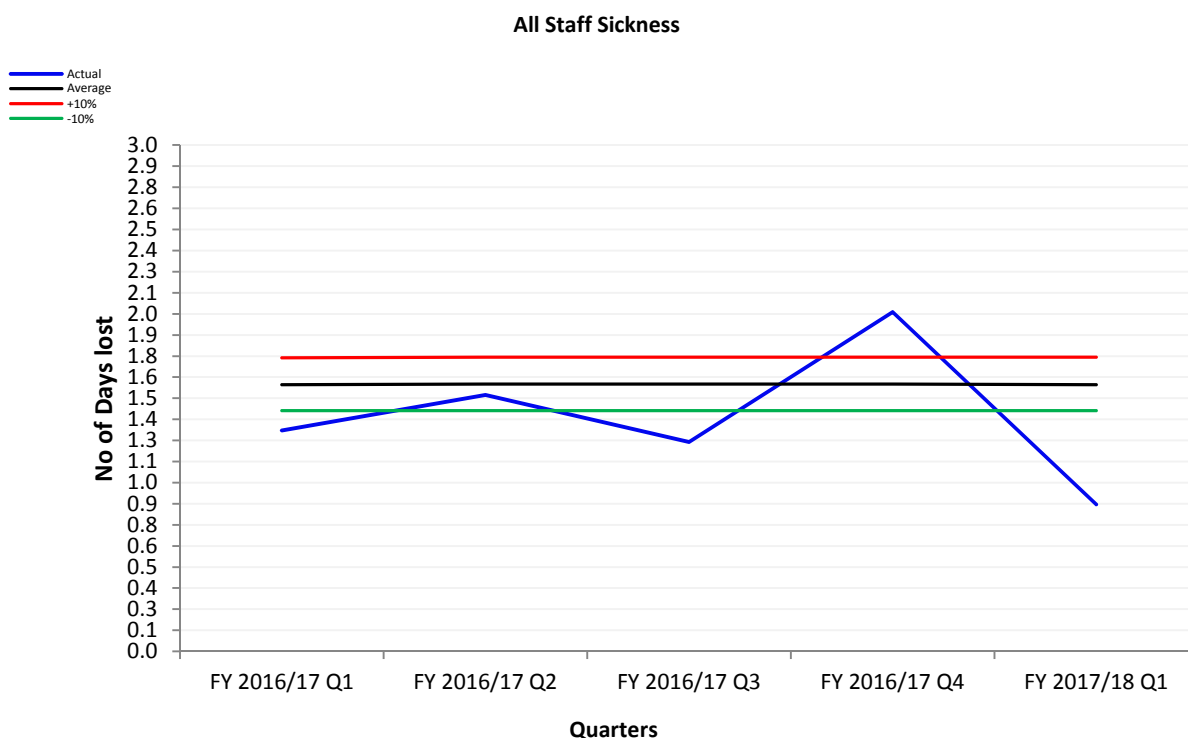
False Alarms	Q1 2016-17	Q1 2017-18	% change
Malicious False Alarms	12	10	-16.7
False Alarm Good Intent	207	210	1.4
Fire alarm due to Apparatus	583	556	-4.6
Total	802	776	-3.2

(Table 10 – False Alarms: Q1 2016-17 and Q1 2017-18)

3. Absence Management

Staff absence and sickness is recorded on a Quarterly basis in line with the Service's HR Connect management system. The sickness level for all staff in Quarter 1 of 2017-18 has decreased compared to Quarter 1 in 2016-17 to 0.87 days lost per head and remains below the 5-year average of 1.50 days lost per head. The overall staff sickness level continues to compare favourably with sickness levels of 2.16 for Herefordshire County Council.

3.1. All Staff Sickness

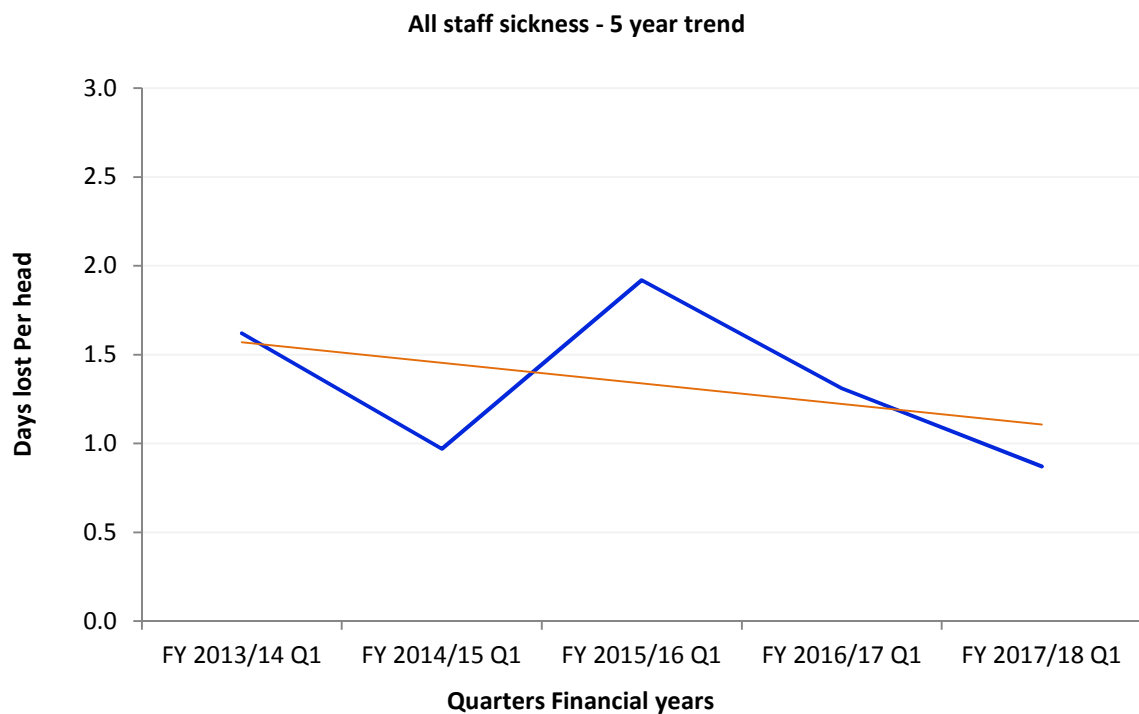


(Figure 17 – All Staff Sickness: Q1 2016-17 to Q1 2017-18)

All Staff Sickness	Short Term Sickness per head (Day lost)	Long Term Sickness per head (Days lost)	All Staff Sickness per head (Days lost)
Quarter 1	0.52	0.35	0.87
Quarter 2			
Quarter 3			
Quarter 4			
Total	0.52	0.35	0.87

(Table 11 – All Staff Sickness: Q1 2017-18)

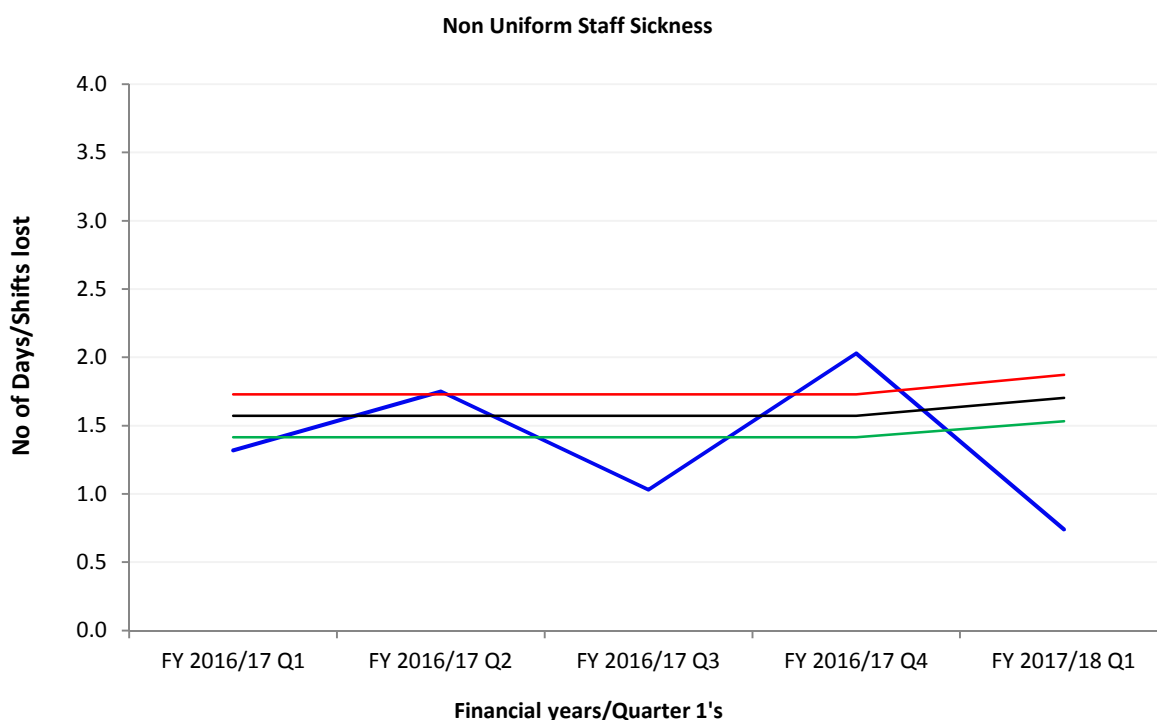
Quarter 1 of 2017-18 saw a decrease in overall sickness compared to the same period in 2016-17 (1.31 to 0.87 days lost). The total of 0.87 days lost per head remains below the average of 1.50 over the last five years (see figure 18). Long-term sickness continues to form the greatest proportion representing 59.5% of all sickness.



(Figure 18 – All staff sickness: Q1 from 2013-14 to Q1 2017-18)

3.2. Non-Uniform Staff Sickness

The overall level of Non-Uniform Staff Sickness for Quarter 1 of 2017-18 has fallen below the 5 year average of 1.21.



(Figure 19 – Non-Uniform Staff Sickness: Q1 2016-17 to Q1 2017-18)

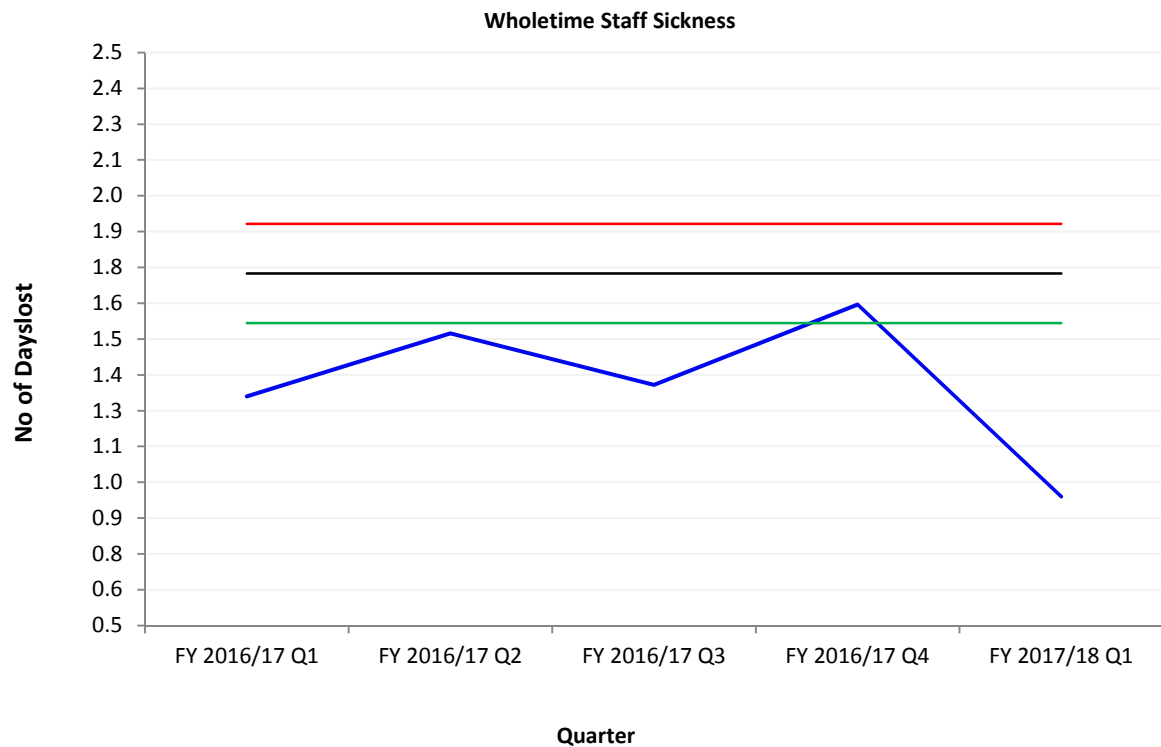
Non-Uniform Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Non-uniform Staff Sickness per head (Days lost)
Quarter 1	0.44	0.30	0.74
Quarter 2			
Quarter 3			
Quarter 4			
Total	0.44	0.30	0.74

(Table 12- Non-Uniform Staff Sickness: Q1 2017-18)

- Long-term sickness continues to be the largest proportion of sickness.
- In relation to Non-operational staff this increase can be explained by a higher proportion of gastro related illnesses.

3.3 Wholetime Staff Sickness

Wholetime Staff Sickness has decreased in Q1 2017-18 and has remained within tolerance levels.



(Figure 20 – Wholetime Staff Sickness: Q1 2016-17 to Q1 2017-18)

Wholetime Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.57	0.38	0.95
Quarter 2			
Quarter 3			
Quarter 4			
Total	0.57	0.38	0.95

(Table 13 – Wholetime Staff Sickness: Q1 2017-18)

- There has been a decrease in both short and long-term sickness, and has remained within tolerance.

3.4 Comparative All Staff Sickness

To give an idea of how the Service's staff sickness levels compare with other public sector organisations, a comparison has been made against Herefordshire Council and Worcestershire County Council, whose sickness figures are most readily available.

Comparative All Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
HWFRS	0.52	0.35	0.87
Herefordshire Council	N/A	N/A	2.16
Worcestershire County Council	0.49	1.33	1.82

(Table 14 – Comparative All Staff Sickness: Q1 2017-18)

- The latest figures for Quarter 1 of 2017-18 show that the Service's overall staff sickness levels continue to compare favourably, with lower levels of short-term and long-term sickness for all staff.

4. Key Performance Indicators Out of Tolerance

In addition to the totals for Primary and Secondary Fires and Special Service being out of tolerance for Quarter 1, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside the 10% tolerance level.

4.1 Attendance Standards – 1st Fire Appliance at Building Fires

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is a stretch target for the first Fire Appliance to arrive at all Building Fires within 10 minutes on at least 75% of occasions. The percentage of Building Fires attended by the first Fire Appliance within 10 minutes during Quarter 1 was 60.6%.

1st Fire Appliance attendance at Building Fires within 10 minutes	Q1 2016-17	Q1 2017-18
Building Fires attended within 10 minutes	91	106
Total number of Building Fires attended	146	175
% attended within 10 minutes	62.3%	60.6%

(Table 15 - 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 2016-17 and Q1 2017-18)

1st Fire Appliance attendance at Building Fires - average times	Q1 2016-17 (mm:ss)	Q1 2017-18 (mm:ss)
Time of Call until Time Appliance Mobilised	01:42	01:47
Mobile Time until Appliance Arrival at Scene	08:06	08:24
Time of Call to Arrival at Scene	09:48	10:11

(Table 16 –1st Fire Appliance attendance at Building Fires average times: Q1 2016-17 and Q1 2017-18)

- The main reason cited by crews for the first Fire Appliances not attending Building Fires within 10 minutes is travel distance 40 incidents (58.3%) out of the 69 where the standard was not met.
- This benchmark or measurement standard does not alter how quickly the Service attend incidents. Many other factors can influence this target, such as call challenging and information gathering by Fire Control, changing societal issues; for example fewer incidents in built up areas and more incidents proportionally outside of towns and cities and weather/road conditions. All of this may increase the average time taken to attend incidents across both counties.
- The attendance standard was developed prior to the introduction of the current Fire Control system. There is no exact match between a time recorded in the current system and the time used under the old method to record the time of call. The nearest time in the current system would be “Incident Created”, which is after the time of call and is when the Fire Control has identified the address in the database and needs to pinpoint the nearest Fire Appliance.

5. Retained Availability

The overall availability of the first On-Call Fire Appliance has slightly decreased by 3.2%, when compared with the same period in 2016-17.

- Both Kingsland and Ross-on-Wye On-Call Crews maintained a 100% availability during Quarter 1 of 2017-18.

Call sign	Station	County Council	Q1 Availability 2016-17	Q1 Availability 2017-18	% Change
542	Bromyard	Herefordshire	100.0%	97.7%	-2.3%
481	Eardisley	Herefordshire	97.4%	94.9%	-2.4%
472	Ewyas Harold	Herefordshire	99.3%	99.1%	-0.2%
431	Fownhope	Herefordshire	87.6%	91.7%	4.2%
463	Hereford	Herefordshire	99.5%	99.2%	-0.3%
511	Kingsland	Herefordshire	99.6%	100.0%	0.4%
492	Kington	Herefordshire	93.3%	98.2%	4.9%
422	Ledbury	Herefordshire	98.0%	96.6%	-1.4%
502	Leintwardine	Herefordshire	98.7%	98.9%	0.2%
522	Leominster	Herefordshire	100.0%	99.7%	-0.3%
552	Peterchurch	Herefordshire	94.7%	93.8%	-0.8%
442	Ross-on-Wye	Herefordshire	100.0%	100.0%	0.0%
452	Whitchurch	Herefordshire	83.8%	75.0%	-8.9%
231	Bewdley	Worcestershire	81.1%	74.1%	-6.9%
302	Broadway	Worcestershire	95.0%	84.2%	-10.8%
251	Bromsgrove	Worcestershire	90.3%	89.3%	-1.0%
261	Droitwich	Worcestershire	83.1%	70.7%	-12.4%
281	Evesham	Worcestershire	93.0%	89.4%	-3.6%
241	Kidderminster	Worcestershire	91.9%	41.5%	-50.5%
411	Malvern	Worcestershire	98.2%	96.4%	-1.8%
291	Pebworth	Worcestershire	89.7%	88.8%	-0.9%
311	Pershore	Worcestershire	98.8%	94.3%	-4.5%
271	Redditch	Worcestershire	99.0%	99.9%	0.8%
221	Stourport	Worcestershire	90.2%	77.3%	-13.0%
532	Tenbury	Worcestershire	99.6%	97.3%	-2.3%
322	Upton upon Severn	Worcestershire	87.6%	94.2%	6.5%
213	Worcester	Worcestershire	99.3%	96.7%	-2.5%
Total Hours Available			94.4%	91.2%	-3.2%

(Table 18 – 1st Appliance Retained Availability: Q1 2016-17 and Q1 2017-18)

5. No of incidents per station ground

- Number of incidents recorded in each Station ground area.

Station Ground	County Council	False Alarm	Fire	Special Service	Total
Bromyard	Herefordshire	6	11	8	25
Eardisley	Herefordshire	1	10	1	12
Ewyas Harold	Herefordshire	3	3	1	7
Fownhope	Herefordshire	3	2	3	8
Hereford	Herefordshire	121	55	48	224
Kingsland	Herefordshire	5	3	3	11
Kington	Herefordshire	1	2	2	5
Ledbury	Herefordshire	10	4	10	24
Leintwardine	Herefordshire	1	1	1	3
Leominster	Herefordshire	19	8	6	33
Peterchurch	Herefordshire	2	5	1	8
Ross-on-Wye	Herefordshire	27	11	20	58
Whitchurch	Herefordshire	1	2	2	5
Bewdley	Worcestershire	7	10	3	20
Broadway	Worcestershire	4	4	2	10
Bromsgrove	Worcestershire	78	50	32	160
Droitwich	Worcestershire	25	28	24	77
Evesham	Worcestershire	49	28	20	97
Kidderminster	Worcestershire	71	93	46	210
Malvern	Worcestershire	54	31	25	110
Pebworth	Worcestershire	3	4	4	11
Pershore	Worcestershire	25	11	6	42
Redditch	Worcestershire	88	77	42	207
Stourport	Worcestershire	6	17	14	37
Tenbury	Worcestershire	8	7	5	20
Upton upon Severn	Worcestershire	11	12	5	28
Worcester	Worcestershire	147	114	59	320
Total		776	603	393	1772

(Table 19 – 1Incidents per station ground: Q1 2016-17 and Q1 2017-18)

Appendix 2

HWFRS Community Risk Activity

Quarter 1



HFSCs

931



Standard Alarms

929



Specialist Alarms

182



RBAP/Visits/Post Fires

488



BFSCs

304



INTELs from BFSCs

8



335



Arson Referrals

17



Fire Setter Referrals

10



Building Reg Consultations

121



Licensing Apps

50



Fire Investigation

18



Community Safety Activity
(CE1 hours)

500



Public Engagement
(total no. of people)

1873



CR Media Campaigns

14



Twitter

69500



CR 0800

941



Enforcement

96

Report of the Assistant Chief Fire Officer – Service Delivery

Update from the Joint Consultative Committee

Purpose of report

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2017.
-

Recommendation

It is recommended that the following items currently under discussion by the Joint Consultative Committee be noted:

- (i) A review of crewing systems***
- (ii) Relocation of Service Headquarters (SHQ) to Hindlip***
- (iii) Wyre Forest Hub***

Background

2. The JCC acts as the main route for employee consultation. It comprises managers and employee representatives who meet every other month to discuss issues of mutual concern. The JCC is not a decision making body.
3. Employees are represented on JCC by members from each of the Representative Bodies (RBs) in Hereford & Worcester Fire and Rescue Service, namely the FBU, FOA, GMB, RFU and Unison.
4. The Committee is chaired by the Assistant Chief Fire Officer who is currently responsible for industrial relations. Other management representatives include the Head of Corporate Services, Senior HR Manager and the Area Commanders responsible for Operations and Operations Support.

Update

5. The Joint Protocol for Industrial Relations SPI, which provides the framework for communicating, consulting and negotiating with all Trade Unions, has recently been reviewed to better reflect current practice and is currently out for consultation.

6. As previously reported, the way JCC meetings are administered has been revised and all new items are now categorised under one of the following headings enabling a more structured flow of information between management and RBs:
- For consultation
 - For negotiation
 - Requests for information from TU Reps
 - Information items / updates for TU Reps from management
7. Since its last update to the Committee, the JCC has met on two occasions – 27 April and 6 September 2017. The following headline items have been discussed:
- Crewing Systems: Discussions between the Service and FBU are ongoing regarding the proposed changes to WT crewing systems. Amended proposals dealing with the major issues identified by the RBs were presented to the FBU on 25 August. Consultation will end on 8 September 2017.
 - Relocation of SHQ to Hindlip: a formal project with the Police has now been agreed. The HR department are in the process of developing some guidance and a set of FAQs to address any concerns staff may have and a briefing for SHQ staff, led by the ACFO, was held on 11 September.
 - Wyre Forest Hub: contracts have been exchanged on the Stourpoint 5 site and the land is now in our possession. PPL are working on the design of the building. AC Chance is involved in terms of operational requirements and continues to liaise with the crews.
8. Management representatives also continue to keep JCC members updated on any emerging and ongoing issues and activities in which the Service is involved. Since the last update to the Policy and Resources Committee in March 2017, these have included:
- The PCC Business Case
 - Wholetime recruitment process
 - Missing persons incidents – arrangements with the Police
 - The ‘Dying to Work’ initiative – the TUC campaign for additional employment protection for terminally ill employees

Conclusion

9. The Policy and Resources Committee has responsibility to monitor and review staffing matters discussed by the JCC and as such is required to receive regular reports on these matters. This report provides Members with an update on the current issues under discussion with employee representatives.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Para 7 & 8
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	Para 7 & 8
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)	Para 7 & 8
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, not required – information only

Supporting Information

None

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