



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 18 December 2019

10:30

**Wyre Forest House Council Chamber
Wyre Forest District Council, Wyre Forest House,
Finepoint Way, Kidderminster, Worcestershire, DY11 7WF**

Wyre Forest House Location Map

SAT NAV: DY11 7FB

Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF
Reception at Wyre Forest House 01562 732101

From Stourport:

Head towards Kidderminster on the A451 Minster Road, passing Stourport High School and Stourport Sports Club on your left. When you reach the traffic lights at the crossroads, turn left into Walter Nash Road West (signposted Wyre Forest House). Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.

From Kidderminster:

From Kidderminster, follow the signs for Stourport and head out of Kidderminster on the A451 Stourport Road, this road becomes a dual carriageway. You will pass 24/7 Fitness and Wyre Forest Community Housing on your left. At the crossroads with traffic lights turn right into Walter Nash Road West (there is a dedicated right hand-turn lane), signposted for Wyre Forest House. Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.



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- the right to attend all Authority and Committee meetings unless the business to be transacted would disclose “confidential information” or “exempt information”;
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- 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 Fire Authority

Full Authority

Wednesday, 18 December 2019,10:30

Agenda

Councillors

Mr R J Phillips (Chairman), Mr P A Tuthill (Vice Chairman), Mr R C Adams, Ms P Agar, Mr A Amos, Mr T D Baker-Price, Mr S Bowen, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Ms K S Guthrie, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs K Hey, Dr C A Hotham, Mr R J Morris, Mrs F M Oborski MBE, Dr K Pollock, Mrs J Potter, Professor J W Raine, Mr L Stark, Mr C B Taylor, Mrs D Toynbee, Mr R M Udall

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	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.	
3	Chairman's Announcements To update Members on recent activities.	

4	Public Participation	
	To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.	
	Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation to be received no later than 2 clear working days before the meeting (in this case 13 December 2019). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	
5	Confirmation of Minutes	1 - 8
	To confirm the minutes of the meeting held on 15 October 2019.	
6	Budget Monitoring 2019/20 – Quarter 2	9 - 15
	To inform Members of the current position on budgets and expenditure for 2019/20.	
7	Updated Code of Conduct	16 - 30
	To update Members on the best practice recommendations from the recent report published by the National Committee on Standards in Public Life and to put forward a revised draft code of conduct for approval.	
8	HMICFRS Improvement Plan – Update Quarter 2, 2019-20	31 - 56
	To update Members on progress in implementing HMICFRS Improvement Plan.	
9	2019-20 Performance Report: Quarters 1-2	57 - 87
	This report is a summary of the Service's Quarters (Q1-Q2) performance against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).	
10	Update from the Joint Consultative Committee	88 - 91
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since May 2019.	

11 Minutes of the Audit and Standards Committee

92 - 95

To receive the minutes of the Audit and Standards Committee meeting held on 15 October 2019.



Hereford & Worcester Fire Authority

Full Authority

Tuesday, 15 October 2019, 12:00

Chairman: Cllr R Phillips

Vice-Chairman: Cllr P Tuthill

Minutes

Members Present: Mr R C Adams, Ms P Agar, Mr A Amos, Mr T D Baker-Price, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs K Hey, Dr C A Hotham, Mrs F M Oborski MBE, Mr R J Phillips, Dr K Pollock, Mrs J Potter, Professor J W Raine, Mr L Stark, Mr C B Taylor, Mrs D Toynbee, Mr P A Tuthill

Also in attendance: Mrs Tracey Onslow, West Mercia Deputy Police and Crime Commissioner

234 Apologies for Absence

Apologies were received from Mr S Bowen, Mrs K Guthrie, Mr R Morris and Mr R Udall.

235 Declarations of Interest (if any)

Cllr R Phillips declared that he was a member of the Fire NJC, Fire Pension Scheme Advisory Board and Chairman of the LGPS Scheme Board.

236 Chairman's Announcements

The Chairman informed the Authority of the following:

- Agreed to a late item about Business Rate Pooling to be considered later on the agenda.
- Cllr J Kenyon had changed political parties and therefore was no longer a Member on the Fire Authority. Cllr K Guthrie would be re-joining the Authority in his place.
- Attended various meetings with the Fire Commission, NJC, Fire Pension Scheme Advisory Board and the Annual General Meeting.
- Attended the Service Exercise at Kidderminster Hospital.

- Attended the Annual Medals and Awards Ceremony on 6 September at the Guildhall in Worcester and would also be attending on 15 November 2019 at Hereford Town Hall where Group Commander Martin Lown would receive his British Empire Medal.
- Attended Group Leaders' meetings.
- The next Fire Authority meeting on 18 December 2019 was scheduled to be held in Hereford, however it would now be held at Wyre Forest District Council, Kidderminster to allow a visit to the new Wyre Forest Hub following the meeting.

The Chairman then asked the Head of Legal Services to update Members on the Judicial Review. Members were informed that the First Judicial Review (JR1) submitted to the Court on 14 August 2019 was still pending and no timescale had been received. The second Judicial Review (JR2) was pending the JR1 appeals.

237 Public Participation

(1) Mr McNally, a resident of Malvern, was registered to speak in order to voice opposition to the changes to night time fire cover at some fire stations. He also presented a petition demanding the Fire Authority to provide guaranteed night time cover at all wholetime stations.

[Professor J Raine entered the meeting at 12.08pm]

Mr McNally regarded the Authority's plans for reducing fire station numbers and the numbers of firefighters as completely unacceptable. He felt that no account had been taken of the increase in the number of residential and commercial properties in the two counties, the consequent population increase, the growing elderly population, the existence of a new rail station, the growth of many villages on a scale not seen before, the increase in road traffic and the need to deal with road traffic accidents.

Mr McNally concluded by asking the Authority to engage in consultation on the resources and funds needed to provide the staff, stations and equipment required and press the government to provide these funds.

(2) Ms Bailey and Mr Brown, on behalf of the campaign to Save Bewdley Fire Station were registered to speak in order to voice opposition to the proposed closure of Bewdley Fire Station. They also presented a petition of over 2,700 signatures requesting the Fire Authority to halt the closure of Bewdley Fire Station.

Ms Bailey was first to speak. She had concerns with the lack of

awareness amongst members of the public regarding the consultation process around the closure of the station and requested the Authority to pause the closure until a new Community Risk Management Plan had been finalised following public consultation.

Ms Bailey also stated that whilst she appreciated correspondence from the Chief Fire Officer and the Members of the Fire Authority, she disagreed that if Bewdley station was not closed that the funding received from central government would have to be repaid.

Mr Brown then followed by saying that the new Hub would no doubt facilitate better training for fire crews however why should it be at the expense of Bewdley fire station. He also stated that it was not a blue light hub as there was no ambulance service or Police apart from PCSOs and wanted to know what the financial benefits were from this reduced arrangement.

Mr Brown asked the Authority what value they place on public safety and had grave concerns with attendance times.

Mr Brown considered the decision to close Bewdley Fire Station had been made in isolation, with no meaningful, purposed consultation or desire to properly communicate with the residents of Wyre Forest. It was only through their campaign that the true impact had been realised, people made fully aware and this had finally given local people a voice to air their opposition to the Authority's plans.

Finally, Mr Brown concluded by asking the Authority to pause the closure of Bewdley Fire Station and work with the FBU, and community if necessary, to agree a new Service-wide Integrated Risk Management Plan.

Members were assured by the Chairman that the Chief Fire Officer would respond to Ms Bailey/Mr Brown's questions in writing within 10 working days.

238 Confirmation of Minutes

RESOLVED that the minutes of the Fire Authority meeting held on 12 June 2019 be confirmed as a correct record and signed by the Chairman.

239 Medium Term Financial Plan (MTFP) Interim Update

The Treasurer presented Members with an early update on the Medium Term Financial Plan.

Members were informed that whilst the short term position appears to have improved (with less savings to find over the MTFP period) the Authority would still need to be spending £1.2m less from 2023/24 as was previously expected.

The Deputy Police and Crime Commissioner queried what costs had been set aside for the second Judicial Review. The Head of Legal Services confirmed that there was no specific budget set aside for the costs.

RESOLVED that the Authority:

i) note the updated MTFP provision; and

ii) note that the 202/21 data is still unconfirmed and that there is no further information on what will happen from 2021/22 onwards.

240 Strategic Fire Alliance – Alliance Agreement and projects update

The Chief Fire Officer presented Members with a report to adopt the Fire Alliance Agreement between Hereford & Worcester and Shropshire & Wrekin Fire Authorities and to note the overall progress on projects.

Members were advised that the priority projects agreed were Fire Control, IRMP/CRMP, ICT and Procurement.

Councillors commended Officers for their work in this project and looked forward to further updates.

RESOLVED that:

i) officers be authorised to enter into a formal agreement with Shropshire & Wrekin Fire Authority to give effect to the Fire Alliance, on terms approved by the Fire Alliance Strategic Board; and

ii) note progress on projects to date.

241 Employee Relations Update

The Chief Fire Officer updated Members on the recent progress that had been made in respect to employee relations' issues currently faced by the Service.

The following statement from the FBU was then read out by the Chief Fire

Officer:

"The FBU has been working closely with HWFRS, taking an opportunity to re-assess positions on a number of outstanding issues, which has resulted in renewed local engagement. Because of managements change of approach, we are able to be committed to exploring alternative options with HWFRS to resolve the matters highlighted in the trade dispute, understanding the pressures which will mean this will need to be delivered within the confines of the financial, organisational and legal restrictions facing the Service. We welcome this new approach and the proposal of the alternative Day Duty System. There remain a number of outstanding issues to be addressed but we will continue to tackle these, in good faith, through positive and constructive dialogue".

The Chairman and Members thanked Officers and Representative Bodies for their constructive engagement over the past few months.

RESOLVED that:

- (1) following the recent local agreement (in respect to a 12-Hour Day Duty System), between the Service, the Fire Brigades Union (FBU) and the Fire Officers Association (FOA) - the previous Fire Authority mandate to the Chief Fire Officer to progress with any dismissal / re-engagement process aimed at implementing a suitable day duty system into the contracts of firefighters and uniformed supervisory managers, be withdrawn;**
- (2) the previous 10-Hour Day Duty System that is within some existing employment contracts be withdrawn and the 12-Hour Day Duty System be incorporated into all relevant operational contracts of employment; and**
- (3) the Fire Authority extends it gratitude to both FOA and the FBU for their constructive engagement with the Service on this issue over the last few months, which has helped to facilitate viable options being presented to the Fire Authority today.**

242 Day Crewing Plus Consultation and Options

The Chief Fire Officer presented a report to agree and mandate the implementation of appropriate duty system(s) for the three fire appliances currently operating the Day Crewing Plus (DCP) system at Hereford, Worcester and Bromsgrove Fire Stations, in light of the legal challenge brought against South Yorkshire Fire Authority (linked to the Working Time Regulations (WTR)) by the Fire Brigades Union (FBU) and the

limitations of the Service's medium and longer-term financial position.

[Councillor P Agar left the meeting at 12.47pm]

Some Members expressed their concern at losing a second full time fire appliance at Hereford following discussions with firefighters as they felt slight tweaks without cost implications could provide 24 hour cover. The Chief Fire Officer commented that these ideas had not been sent through to the management team but that all options had been considered and enhanced cover at Hereford would only be achieved by reducing resources at other stations. On balance, the proposed arrangements provided the best overall cover across the Service area within the resources available.

[Councillor A Fry left the meeting at 1.00pm and returned at 1.04pm]

Members were grateful of the work from management and the local FBU.

The Chief Fire Officer assured Members that staff will be engaged throughout the transition period.

RESOLVED that:

- (1) Based on the assessment of the financial, legal and organisational risks involved, the continued use of the DCP duty system within the Service be ruled out;**
- (2) Bromsgrove Fire Station moves from DCP to a 2-2-4 shift crewing pattern to maintain an immediate 24/7 response capability, as soon as practicable on a date to be determined by the Chief Fire Officer;**
- (3) The second appliances at Worcester and Hereford Fire Stations (currently DCP) in future be crewed:**
 - (i) utilising the agreed 12-Hour Day Duty system during the daytime; and**
 - (ii) on the Retained Duty System at night.**

These changes to be implemented as soon as practicable on such date(s) as may be determined by the Chief Fire Officer.

243 HMICFRS Improvement Plan – Update Quarter 1, 2019-20

The Deputy Chief Fire Officer updated Members on the progress in

implementing the HMICFRS Improvement Plan.

Members were advised that good progress had been made during Quarter 1, 2019-20 and further progress updates would be reported each quarter.

[The Deputy Police and Crime Commissioner left the meeting at 1.15pm and returned at 1.20pm]

Members were delighted that the Fire Service was part of the GETSAFE agenda and congratulated the Service in getting involved.

RESOLVED that the Authority note progress on actions to deliver the HMICFRS Improvement Plan.

244 Business Rate Pooling 2020/21

The Treasurer presented a late item to Members to consider the Authority's membership of a Worcestershire Business Rates Pool (WRBP) for 2020-21. The deadline for submitting proposals for revised pooling proposals was 25 October 2019 and this matter had only arisen on 11 October 2019.

Members agreed that this was a sensible option and agreed to submitting a proposal.

RESOLVED that the Treasurer, in consultation with the Chair of the Authority, be authorised to enter the Authority into a Business Rate Pool for 2020/21 where appropriate.

245 Minutes of the Policy and Resources Committee

The Chairman of the Committee presented the minutes of the Policy and Resources Committee meetings held on 1 May 2019 and 19 September 2019.

RESOLVED that the minutes of the Policy and Resources Committee meetings held on 1 May 2019 and 19 September 2019 be received and noted.

246 Minutes of the Audit and Standards Committee

The Chairman of the Committee presented the minutes of the Audit and Standards Committee meeting held on 30 July 2019.

RESOLVED that the minutes of the Audit and Standards Committee

meeting held on 30 July 2019 be received and noted.

The Meeting ended at: 13:33

Signed:.....

Date:.....

Chairman

Report of the Treasurer

Budget Monitoring 2019/20 – Quarter 2

Purpose of report

1. To inform Members of the current position on budgets and expenditure for 2019/20.
-

Recommendation

The Treasurer recommends that the Authority note:

- (i) The position in relation to back-dated injury pensions; and***
- (ii) the potential transfer to the pay award reserve and the continuing budget risk regarding the pay award.***

Introduction and Background

2. Following the cancellation of the Policy & Resources (P&R) Committee meeting of 20 November, this is the first opportunity to report on the Authority's financial position since Quarter 1.
3. This report follows the format used for the Committee reports and is an out-turn projection actually based on known information in the period up to September 2019, although the Treasury Management position is more up to date at 31 October.
4. Separate financial reports are included to detail the position for both revenue and capital for this period.
5. Details are included about the Authority's Treasury Management position for the period.

Revenue Budget

6. In June 2019 the Authority set a revised core budget for 2019/20 of £35.225m, (*Appendix 1 Column 2, Line 38* allocated to budget heads. This was funded by £34.279m of Precept, grants and Business Rates (*Appendix 1 Column 2, Line 48*) and £0.946m use of reserves (*Appendix 1 Column 2, Line 53*).
7. At the September meeting of the P&R Committee a number of budget reallocations within budget heads were approved and incorporated within these totals.
8. Appendix 1 also shows the out-turn projection of the two items reported to the P&R Committee:
 - a. £0.500m underspending on capital financing charges (*Column 4, Line 31*). This one-off variation arises from continued delays to the major building programme (specifically Hereford and Redditch Fire stations), and could be used to finance revenue or capital expenditure. It was approved that half of this be used to help

fund the Broadway schemes and the balance invested in Prevention and Protection activities in support of the Authority's stated desire.

- b. £0.285m provision for the back-dating of the still unresolved July 2017 Grey book pay award. It may be necessary to transfer this to the reserve if the issue is still not resolved at year end. The Authority will need to take a view on whether to maintain this provision into the future until the pay negotiations are finally concluded.

9. In addition there is one further variation to consider.

a. £0.130m relating to back-dated injury pensions:

- i. Where a pensioner is in receipt of an injury pension and is also in receipt of certain state benefits, the Fire Authority is required to reduce the pension by the value of the benefit.
 - ii. There is an obligation on the individual pensioner to notify the Authority of any changes to these state benefits so that the pension can be adjusted accordingly.
 - iii. Work by our new pension administrator has identified that a number of individuals had failed to notify us of changes to these state benefits, resulting in a number of under and over payments.
 - iv. In a number of cases the pensioner had failed to notify the Authority of reductions in these state benefits with the consequence that pensions paid have actually been too low and need to be corrected. The annual impact is not material but the cases go back over a number of years hence the significant one-off cost.
- b. It should also be noted that there are cases where a small number of pensioners have failed to notify the Authority of increases in state benefits and as a result pension has been overpaid. Action is being taken to recover these over payments, but as this will take longer this income is not yet included on the forecast, but it will offset the additional payments already made.
- c. This net overall cost can be met from the pension provision if necessary, and our pension administrator has implemented procedures to ensure that pensioners are reminded annually to declare any changes to relevant state benefits.

Capital Budgets

10. The current capital budget, approved by the Authority in February 2019, with amendments in June 2019 is summarised overleaf.

	Major Buildings £m	Vehicles £m	Major Equip £m	Minor Schemes £m	TOTAL £m
Approved Programme <i>Fire Authority: Feb 2019</i>	25.664	12.551	3.191	5.816	47.222
Approved Amendments <i>Fire Authority: Jun 2019</i>	0.332	0.075		(0.150)	0.257
Less :Closed Schemes <i>Fire Authority: Jun 2019</i>	(0.158)	(1.564)	(0.564)	(1.328)	(3.614)
Rounding variation	(0.001)			0.001	0.000
Less: Post 2019/20 Starts		(4.526)		(1.800)	(6.326)
Budget Carried Forward	25.837	6.536	2.627	2.539	37.539
Expenditure to end of 2018/19	(8.915)	(2.536)	(2.046)	(0.873)	(14.370)
Remaining Budget	16.922	4.000	0.581	1.666	23.169

11. The approved capital budget is divided into 4 blocks:

- Major Buildings
- Vehicles
- Other Schemes (Fire Control & Mobile Data Terminals)
- Minor Schemes (allocated by Senior Management Board)

12. The Other Building Schemes figure (*Appendix 2a, Column 2, Line 6*) is provision for Hereford, Redditch and Broadway Fire Stations and the North Herefordshire Strategic Training Facility, which await tender or formal approval. These schemes are not disclosed separately to protect the Authority's procurement interests. It is expected that, once approved, expenditure will occur over a number of future years.

13. Of the unspent capital budget of £23.169m (*Appendix 2a, Column 4, Line 28*), £12.491m (*Appendix 2a, Column 4, Lines 6 & 26*) still requires approval leaving £10.678m against which expenditure can be incurred.

14. At the end of Quarter 1 against this £10.678m budget, £4.942m (46%) (*Appendix 2a, Column 5, Line 28*) has been committed by way of expenditure and orders.

Treasury Management

15. 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.

16. At the beginning of the financial year (2019/20), borrowing was at a level of £10.637m, this will remain the same at the end of the financial year, as there are no planned repayments to the Public Works Loans Board during the financial year.

17. Whilst it has been possible to avoid new long term borrowing, by the temporary use of cash balances, the continuing investment in the capital programme and the planned use of the revenue reserves means that it may be necessary to undertake

some new long term borrowing. The timing of this will be dependent on the timing of cash receipts from the disposal of the old fire station at Bromsgrove and the old HQ building.

18. 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.
19. 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.
20. At 31 October 2019 short term investment via Worcestershire County Council comprised:

Organisation Type Invested in	£m
Other Local Authorities	1.193
Money Market Funds (Instant Access)	1.672
Cash Plus (Liquidity Fund)	1.130
Call	0.155
Total	4.150

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Whole Report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	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 – 2019/20 Revenue Budget Monitoring

Appendix 2a – 2019/20 Capital Budget Monitoring

Appendix 2b – 2019/20 Capital Budget Monitoring (Minor Schemes)

Hereford & Worcester Fire Authority
18th December 2019
Revenue Budget 2019/20: Quarter 2

	(1)	(2)	(3)	(4)
	REVISED BUDGET	OUT-TURN FORECAST	OUT-TURN VARIATION	
	£	£m	£m	
1 Whole-time Fire-fighter Pay	13,942,600	13,942,600	0	
2 Retained Fire-fighter Pay	4,005,600	4,005,600	0	
3 Control Pay	766,600	766,600	0	
4 Support Pay	3,786,200	3,786,200	0	
5 Other Employee Costs	120,000	120,000	0	
6 Unfunded Pension Costs	1,055,000	1,185,000	130,000	
7 Employee Related	23,676,000	23,806,000	130,000	
8 Strategic Management	109,700	109,700	0	
9 New Dimensions	54,000	54,000	0	
10 Operational Policy	48,100	48,100	0	
11 Technical Fire Safety	14,500	14,500	0	
12 Community Safety	200,500	200,500	0	
13 Training	563,000	563,000	0	
14 Fleet	505,600	505,600	0	
15 Operational Logistics	1,128,100	1,128,100	0	
16 Information & Comms Technology	1,836,500	1,836,500	0	
17 Human Resources/Personnel	471,100	471,100	0	
18 Policy & Information	56,600	56,600	0	
19 Corporate Communications	18,200	18,200	0	
20 Legal Services	24,800	24,800	0	
21 Property/Facilities Management	1,900,800	1,900,800	0	
22 PPL Charges (Net of Capitalization)	491,000	491,000	0	
23 PPL Charges (Capitalized)	(102,000)	(102,000)	0	
24 Authority Costs	64,000	64,000	0	
25 Committee Services	1,900	1,900	0	
26 Insurances	346,300	346,300	0	
27 Finance (FRS)	64,000	64,000	0	
28 Finance SLA	98,000	98,000	0	
29 Unallocated Budget/Savings	(34,700)	(34,700)	0	
30 Budget-Holders	7,860,000	7,860,000	0	
31 Capital Financing	3,204,000	2,704,000	(500,000)	
32 Capital Financing	3,204,000	2,704,000	(500,000)	
33 Pay Award Provision 17/18 & 18/19	285,000	0	(285,000)	
34 Pay Award Provision 19/20	0	0	0	
35 Inflation Contingency 19/20	0	0	0	
36 Fire Alliance	200,000	200,000	0	
37 Provisions/Contingencies	485,000	200,000	(285,000)	
38 Core Budget	35,225,000	34,570,000	(655,000)	
39 Revenue Support Grant	(2,036,000)	(2,036,000)	0	
40 Business Rate Top Up Grant	(3,318,000)	(3,318,000)	0	
41 Pension Grant	(1,568,600)	(1,568,600)	0	
42 Fire Revenue Grant	(1,025,000)	(1,025,000)	0	
43 Rural Services Delivery Grant	(109,000)	(109,000)	0	
44 Business Rates & related S31 Grant	(2,704,000)	(2,704,000)	0	
45 Business Rates Collection Fund	117,000	117,000	0	
46 Council Tax Precept	(23,494,000)	(23,494,000)	0	
47 Council Tax Collection Fund	(141,000)	(141,000)	0	
48 Total Funding	(34,278,600)	(34,278,600)	0	
49 Sub-total	946,400	291,400	(655,000)	
50 to/(From) Property Reserve	(192,000)	(192,000)	0	
51 to/(From) Budget Reduction Reserve	(454,400)	(454,400)	0	
52 to/(From) General Reserve	(300,000)	(300,000)	0	
53 Use of Reserves	(946,400)	(946,400)	0	
54 Net	0	(655,000)	(655,000)	

Hereford & Worcester Fire Authority
18th December 2019
Capital Budget 2019/20: Quarter 2

(1)	(2)	(3)	(4)	(5)	(6)
	Revised	Prior	Balance	2019/20	
	Budget	Year	Remaining	Expend &	Balance
	£m	£m	1st April 19	Commitment	Remaining
	£m	£m	£m	£m	£m
<u>Major Buildings Programme</u>					
1 Hindlip Move - ICT/OCC Enabling Works	0.567	0.447	0.120	0.016	0.104
2 Hindlip Move - Main Scheme	1.336	1.447	(0.111)	0.000	(0.111)
	1.903	1.894	0.009	0.016	(0.007)
3 Evesham FS	4.270	4.269	0.001	0.000	0.001
4 Hereford FS (Holmer Road) - Preliminaries	0.250	0.005	0.245	0.006	0.239
5 Wyre Forest Hub	7.273	2.747	4.526	2.630	1.896
6 Future Building Schemes	12.141	0.000	12.141	0.025	12.116
7	25.837	8.915	16.922	2.677	14.245
<u>Vehicle Programme</u>					
8 Command Unit Replacement	0.350	0.000	0.350	0.314	0.036
9 Replacement Pumps 17-18	1.708	1.249	0.459	0.285	0.174
10 Replacement Pumps 18-19	1.257	1.249	0.008	0.000	0.008
11 Boats 18-19	0.050	0.038	0.012	0.000	0.012
12 Replacement Response Vehicles 19-20	0.159	0.000	0.159	0.159	0.000
13 Replacement Pumps 19-20	2.070	0.000	2.070	0.869	1.201
14 Replacement White Fleet 19-20	0.147	0.000	0.147	0.065	0.082
15 Replacement RAV 19-20	0.268	0.000	0.268	0.000	0.268
16 Replacement Water Carriers 19-20	0.412	0.000	0.412	0.000	0.412
17 Replacement TRV (USAR) 19-20	0.065	0.000	0.065	0.000	0.065
18 Replacement 4x4 (Line Rescue) 19-20	0.050	0.000	0.050	0.000	0.050
19	6.536	2.536	4.000	1.692	2.308
<u>Other Schemes</u>					
22 C&C Replacement	2.287	2.026	0.261	0.017	0.244
23 Mobile Data Terminal Replacement	0.340	0.020	0.320	0.318	0.002
24	2.627	2.046	0.581	0.335	0.246
<u>Minor Schemes requiring SMB allocation</u>					
25 Allocated	2.237	0.873	1.364	0.238	1.126
26 Un-allocated	0.302	0.000	0.302		0.302
27	2.539	0.873	1.666	0.238	1.428
28	37.539	14.370	23.169	4.942	18.227

Hereford & Worcester Fire Authority
18th December 2019
Capital Budget 2019/20 - Minor Schemes: Quarter 2

(1)	(2)	(3)	(4)	(5)	(6)
	Revised Budget £	Prior Year Expend £	Balance Remaining 1st April 19 £	2019/20 Expend & Commitmen £	Balance Remaining £
224 - Audit Software	35,000	22,325	12,675	0	12,675
234 - Whitchurch Asbestos	19,996	19,996	0	0	0
236 - Patient Report Form IRS System	7,600	0	7,600	0	7,600
237 - Intel Software	20,000	0	20,000	0	20,000
246 - ICT Strategy Wide Area Network	162,938	145,938	17,000	0	17,000
247 - ICT Strategy Cloud Services	96,082	30,066	66,016	6,409	59,607
248 - ICT Strategy SharePoint	200,000	42,000	158,000	57,000	101,000
249 - ICT Strategy Professional Services	150,000	60,433	89,567	29,250	60,317
250 - ICT Strategy Equipment	250,000	82,603	167,397	34,276	133,121
251 - Droitwich Welfare Works	82,000	78,284	3,716	0	3,716
252 - Service Wide Window Security	100,000	98,443	1,557	0	1,557
253 - Eardisley Rear Extension	160,000	96,325	63,675	52,890	10,785
254 - Leintwardine Rear Extension	179,000	12,738	166,262	1,200	165,062
255 - Relocation Community Risk To Worcester	59,400	59,148	252	460	(208)
264 - Ladders	45,000	26,566	18,434	3,822	14,612
265 - Bromyard Extension	30,000	0	30,000	0	30,000
268 - Defford - Shower Block	45,000	0	45,000	10,375	34,625
270 - Droitwich - Refurb	85,000	82,861	2,139	16,530	(14,391)
272 - Ledbury Works	12,000	0	12,000	11,106	894
274 - Leominster Fire Station Tower	10,000	0	10,000	0	10,000
275 - Operational Logistics Doors and Gates	39,000	6,095	32,905	6,795	26,110
276 - Pershore Re Roof and Guttering	142,500	8,934	133,566	1,088	132,478
277 - Peterchurch STF Pallet Storage	8,000	0	8,000	0	8,000
300 - Ops Logs Fencing	14,000	0	14,000	0	14,000
301 - Droitwich Rear Yard	37,000	0	37,000	0	37,000
302 - Ross Drainage	85,000	0	85,000	0	85,000
303 - Leominster Welfare Refurb	35,000	0	35,000	0	35,000
304 - Tenbury Rear Yard	40,000	0	40,000	0	40,000
305 - Redditch Water First Responders	15,000	0	15,000	0	15,000
306 - Security to Doors	35,700	0	35,700	0	35,700
307 - Old Bromsgrove Disposal	0	0	0	5,695	(5,695)
308 - Kidderminster Disposal	0	0	0	660	(660)
309 - Disaster Recovery (ICT)	37,000		37,000	0	37,000
	2,237,216	872,755	1,364,461	237,556	1,126,905
£m	2,237	873	1,364	238	1,127

Report of Head of Legal Services

Updated Code of Conduct

Purpose of report

1. To update Members on the best practice recommendations from the recent report published by the National Committee on Standards in Public Life and to put forward a revised draft code of conduct for approval.
-

Recommendation

It is recommended that the Authority approves the draft code of conduct which has been revised to take into account areas of best practice identified by the National Committee on Standards in Public Life.

Introduction and Background

2. In 2018, the National Committee on Standards in Public Life (also referred to as the Nolan Committee) undertook a review of the effectiveness of the current arrangements for standards in local government. The review examined whether the structures, processes and practices are conducive to high standards of conduct in local government and a report was published earlier this year.
3. The review has not revealed any widespread standards problems within local government and found that the vast majority of members and officers maintain high standards of conduct. However, the Nolan Committee has highlighted some areas that need to be clarified and strengthened. The report sets out a number of recommendations to government and specific groups of public office holders, which include changes to current legislation and also specified areas of best practice for local authorities to consider.
4. The recommendations for government to consider include:
 - power for local authorities to suspend councillors without allowances for up to six months;
 - abolition of the criminal offences in relation to disclosable pecuniary interests;
 - including categories of non-pecuniary interests in registers of interests; and
 - establishing a legal requirement to maintain a gifts and hospitality register.
5. The Government has not yet published any responses to the Nolan Committee report, however local authorities can begin to undertake work to

ensure that their structures, processes and practices meet the areas of best practice put forward by the Nolan Committee.

Best Practice Recommendations

6. Members may be aware that most councils in Worcestershire, together with the Fire Authority have adopted the same code of conduct (the pan-Worcestershire Code). The Monitoring Officers for these authorities regularly meet to discuss standards issues and have reviewed the best practice recommendations and the code of conduct in light of the recent Nolan Committee review.
7. **BP1 – the Code of Conduct should include prohibitions on bullying and harassment, with definitions and examples.**
The current code prohibits bullying but gives no definitions or examples. This has now been rectified in the proposed revised code attached at Appendix 1.
8. **BP2 - the Code of Conduct should require councillors [and fire authority members] to comply with formal standards investigations and prohibit trivial and malicious allegations by councillors [and fire authority members].**
This Authority has had no formal investigations in recent years and there is no history of any member obstructing an investigation. The best way of dealing with trivial and malicious allegations is through robust filtering right at the start of the process and avoiding tit-for-tat complaints. This filtering process is already built into the Authority's agreed procedure for handling complaints under the code of conduct. The consensus amongst the Worcestershire Monitoring Officers was that a simple obligation to co-operate with any standards investigations will suffice.
9. **BP5 – local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.**
This Authority already has a gifts and hospitality register in place for both members and for staff. The protocol on gifts and hospitality for members is included in the constitution and currently requires any gift or hospitality worth more than £5 to be recorded. In discussion, the Monitoring Officers considered that £15 was a suitable value threshold for such registration to meet the purpose of transparency. The gifts and hospitality protocol has now been amended accordingly and incorporated into the code of conduct itself.

Conclusion/Summary

10. In response to the areas of best practice set out by the Committee on Standards in Public Life, the current code of conduct has reviewed by the Monitoring Officers group. The Monitoring Officers agreed that the current code remained fit for purpose, but would benefit from some small amendments to reflect the areas of best practice identified by the Committee on Standards in Public Life. The revised draft code of conduct is attached and recommended for approval.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Any further training required for Members on the revised code of conduct can be carried out in-house by officers.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The members Code of Conduct links with the Service values
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The proposed amendments to the code of conduct will help to reduce risks associated with decision making
Consultation (identify any public or other consultation that has been carried out on this matter)	The Worcestershire Monitoring Officers have discussed the best practice recommended by the Nolan Committee.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, the recommendation contained in this report does not require any policy change and therefore does not require an EIA.

Supporting Information

Appendix 1 – revised draft Code of Conduct

Background papers – [Local Government Ethical Standards: A Review by the Committee on Standards in Public Life – January 2019](#)

Hereford and Worcester Fire Authority

CODE OF CONDUCT

- 1.1 This code applies to you as a Member or co-opted Member of Hereford and Worcester Fire Authority.
- 1.2 You should read this Code together with the Ten Principles of Public Life (also known as the Nolan Principles) which are set out in Appendix A below.
- 1.3 It is your responsibility to comply with the provisions of this Code.
- 1.4 In this Code-

“meeting” means any meeting of:

- (a) the Authority; and
- (b) its committees and sub-committees;
- (c) an external body upon which the member sits as a representative of the Authority

“Monitoring Officer” means Monitoring Officer for Hereford and Worcester Fire Authority

“bullying and harassment” includes:

oppressive behaviour or the abuse of power, which makes the recipient feel threatened, humiliated or vulnerable, and which may undermine his/her self-confidence and cause him/her to suffer stress.”

Examples are set out at Appendix 3 to this Code.

Scope

- 2.1 This Code applies to you as a member of this Authority when you act in your role as Member or as a representative of the Authority in circumstances described in paragraph 2.2 (b) below.
- 2.2 Where you act as a representative of the Authority:
 - (a) on another relevant authority, you must, when acting for that other authority, comply with that other authority’s code of conduct; or

- (b) on any other body, you must, when acting for that other body, comply with the authority's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

General Obligations

3.1 You must treat others with respect in accordance with the Nolan Principles.

3.2 You must co-operate with any standards investigations.

3.3 You must not:

- (a) do anything which may cause your authority to breach any of the equality enactments;
- (b) bully or harass any person;
- (c) intimidate or attempt to intimidate any person who is likely to be:
 - (i) a complainant,
 - (ii) a witness, or
 - (iii) involved in the administration of any investigation or proceedings,

in relation to an allegation that a member (including yourself) has failed to comply with the Authority's Code of Conduct.

- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the authority.

4.1 You must not:

- (a) do anything that is likely to cause your authority to breach Data Protection law;
- (b) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so;

(iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or

(iv) the disclosure is:

(aa) reasonable and in the public interest; and

(bb) made in good faith and in compliance with the reasonable requirements of the authority; or

(c) prevent another person from gaining access to information to which that person is entitled by law.

5.1 You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or Authority into disrepute.

6.1 You:

(a) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and

(b) must, when using or authorising the use by others of the resources of, or under the control of, the Authority;

(i) act in accordance with the authority's reasonable requirements including in relation to the use of Authority stationery and official logos and branding;

(ii) ensure that such resources are not used improperly for political purposes (including party political purposes); and

(c) must have regard to any applicable Local Authority Code of Publicity.

7.1 You must:

(a) when reaching decisions on any matter have regard to any relevant advice provided to you by the Authority's officers and in particular by the Authority's Monitoring Officer and Section 151 Officer; and

(b) give reasons for all decisions in accordance with any statutory requirement and any reasonable additional requirements imposed by the Authority.

8.1 You must not place yourself under any financial or other obligation to outside individuals or organisations that might seek to influence you in the

performance of your official duties and must comply with the Authority's guidance on gifts and hospitality (attached as Appendix 4)

Part 2

Interests

Disclosable Pecuniary Interests ("DPI")

- 9.1 You will have a Disclosable Pecuniary Interest ("DPI") under this Code if:-
- (a) such interest meets the definition prescribed by the DPI Regulations as amended from time to time and set out in Appendix 2 to this Code; and
 - (b) It is either an interest of yourself; or it is an interest of:-
 - (i) your spouse or civil partner; or
 - (ii) a person with whom you are living as husband and wife; or
 - (iii) a person with whom you are living as if you were civil partners;
- and you are aware that the other person has the interest.

Registration of DPI's

- 10.1 You must within 28 days of becoming a Member of the Authority or being re-appointed notify the Monitoring Officer in writing of any DPI which you hold at the time notification is given.
- 10.2 You must within 28 days of becoming aware of any new DPI, or changes to existing DPIs notify the Monitoring Officer in writing.

Other Disclosable Interests

- 11.1 You will have a Disclosable interest in any matter if you are aware that you or a member of your family or person or organisation with whom you are associated have a:-
- (a) pecuniary interest in the matter under discussion which is not de minimus; or
 - (b) a close connection with the matter under discussion.

- 11.2 If you are a member of another local authority, or public body, or you have been appointed as the Authority's representative on an outside body, you do not have a Disclosable Interest unless a member of the public knowing the circumstances would reasonably regard membership of the body concerned as being likely to prejudice your judgement of what is in the public interest.

Disclosure of Interests

13.1 Formal meetings

Disclosable Pecuniary Interest (DPI)

If you are present at a meeting of the Authority and you have a DPI then you must:

- (i) disclose the nature and existence of the interest; and
- (ii) leave the meeting (including the meeting room and public gallery) and take no part in the discussion; and
- (iii) if the interest has not already been recorded, notify the Monitoring Officer of the interest within 28 days beginning with the date of the meeting.

Other Disclosable Interests (ODI)

If you are present at a meeting and you have an ODI then you must:

- (a) disclose the nature and existence of the interest; and
- (b) if the interest:
 - (i) affects your pecuniary interests or relates to the determination of a planning or regulatory matter; and
 - (ii) is one which a member of the public knowing the circumstances would reasonably regard as being likely to prejudice your judgement of what is in the public interest

then you must leave the meeting (including the meeting room and public gallery) and take no part in the discussion.

13.2 Informal meetings and correspondence

Disclosable Pecuniary Interest (DPI)

If you have a DPI in the matter you must not participate in informal meetings or briefings or site visits and must disclose the DPI in any correspondence with the Authority.

Other Disclosable Interest (ODI)

If you have an ODI in the matter, then you must disclose the existence and nature of that interest at informal meetings, briefings or site visits, and must disclose the ODI in any correspondence with the Authority.

If the ODI is such that you would be required to leave a formal Meeting as above, then you must not participate in the informal meeting.

Dispensations

- 13.1 You may take part in the discussion of and vote on a matter in which you have been granted a dispensation.

Sensitive Information

- 14.1 An interest will be a sensitive interest if the two following conditions apply:

- (a) that you have an interest (whether or not a DPI); and
- (b) the nature of the interest is such that you and the Monitoring Officer consider the disclosure of the details of the interest could lead to you or a person connected to you being subject to violence or intimidation.

- 14.2 Where it is decided that an interest is a “sensitive interest” it will be excluded from published versions of the register. The Monitoring Officer may state on the register that the member has an interest the details of which are excluded under this section.

- 14.3 Where the sensitive interest is a DPI the usual rules relating to disclosure will apply save that the member will only be required to disclose that they hold a DPI in the matter concerned.

APPENDIX 1 - The Ten principles of Public Life

APPENDIX 2 -The Localism Act Definition of Disclosable Pecuniary Interests Regulations

APPENDIX 3 - Examples of bullying and harassment

APPENDIX 4 - Gifts and hospitality

APPENDIX 1

The Ten General Principles of Public Life

Selflessness – Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity – Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should, on all occasions, avoid the appearance of such behaviour.

Objectivity – Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability – Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Openness – Members should be as open as possible about their actions and those of their Authority and should be prepared to give reasons for those actions.

Personal judgement – Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

Respect for others – Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.

Duty to uphold the Law – Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship – Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

Leadership – Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

DISCLOSABLE PECUNIARY INTERESTS

This note explains the requirements of the Localism Act 2011 (Ss 29-34) in relation to disclosable pecuniary interests.

These provisions are enforced by criminal sanction.

They come into force on 1 July.

1 Notification of disclosable pecuniary interests

Within 28 days of becoming a member or co-opted member, you must notify the Monitoring Officer of any 'disclosable pecuniary interests'.

A 'disclosable pecuniary interest' is an interest of yourself or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) within the following descriptions:

<i>Interest</i>	<i>description</i>
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p>

(b) which has not been fully discharged.

Land

Any beneficial interest in land which is within the area of the relevant authority.

Licences

Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.

Corporate tenancies

Any tenancy where (to M's knowledge)—

(a) the landlord is the relevant authority; and

(b) the tenant is a body in which the relevant person has a beneficial interest.

Securities

Any beneficial interest in securities of a body where—

(a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and

(b) either—

(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

These descriptions on interests are subject to the following definitions;

“the Act” means the Localism Act 2011;

“body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

“director” includes a member of the committee of management of an industrial and provident society;

“land” includes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

“M” means the person M referred to in section 30 of the Act;

“member” includes a co-opted member;

“relevant authority” means the authority of which M is a member;

“relevant period” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) of the Act;

“relevant person” means M or any other person referred to in section 30(3)(b) of the Act;

securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000() and other securities of any description, other than money deposited with a building society.

EXAMPLES OF BULLYING AND HARRASSMENT

Bullying and harassment may include:

- physical contact ranging from touching to assault
- verbal and written comments through jokes, offensive language, personal comments about appearance, size, clothing etc.
- innuendo, gossip and letters etc.
- malicious rumours and allegations, including fabricating complaints from clients and other members of staff.
- open aggression, threats, shouting, abuse and obscenities, persistent negative attacks.
- constant humiliation, criticism and ridicule, belittling efforts and undervaluing contribution
- trolling behaviour.

Harassment is unwanted conduct on the grounds of any protected characteristic as defined by the Equality Act 2010, political or Trade Union affiliation, or take the form of victimisation, that:

- has the purpose of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person; or
- is reasonably considered by that person to have the effect of violating his/her dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for him/her, even if this effect was not intended by the person responsible for the conduct.

This list is not exhaustive.

GIFTS AND HOSPITALITY

Acceptance of gifts or hospitality could bring you or the Authority into disrepute if it creates the impression that someone may be seeking, or has already received, special treatment or is seeking to influence decisions. In deciding whether to accept any gifts or hospitality, regardless of the value, you should consider whether a member of the public, knowing the facts, would reasonably think that you might have been influenced by the gift or hospitality received.

The Authority has decided that any gifts or hospitality worth more than £15 should be recorded.

Gifts

There is no need to declare a gift worth less than £15.

Where you accept any gift in your capacity as a Member of the Fire Authority (or which is likely to impact upon your role worth more than £15 you must inform the Monitoring Officer who will record the details in the Register of Gifts and Hospitality. The Register is kept in the Information Governance & Committee Services Section at Service headquarters and will be published.

The more valuable a gift, the greater the degree of caution required. As a general guide, you should think carefully before accepting any gift which you know or believe to be worth more than £25.

You should also record in the register any gifts that you have declined.

Hospitality

In general attendance in an official capacity at a function organised by a public authority or local non-profit-making organisation is acceptable. Offers of hospitality from individuals or profit making organisations should be treated with care. An offer should be declined if you believe that it could have been made to exert influence, or to improve the standing of an individual or organisation, in relation to current or future dealings with the Authority. The timing of offers of hospitality, for example in relation to the award of contracts, is equally as important as the scale of the hospitality offered. Accepting hospitality must be justified in the public interest, for example when there is a genuine need to represent the Authority.

If you accept an offer of hospitality and subsequently discover that the reason behind it was to exert undue influence, then you should, as soon as is practically possible, write to Monitoring Officer, giving details. For your own protection, you should advise the Monitoring Officer of any situation where you are concerned over the underlying intention behind the offer of hospitality, even where such an offer has been refused.

Report of the Head of Corporate Services

HMICFRS Improvement Plan – Update Quarter 2, 2019-20

Purpose of report

1. To update Members on progress in implementing HMICFRS Improvement Plan.
-

Recommendation

It is recommended that the Authority note progress on actions to deliver the HMICFRS Improvement Plan.

Introduction and Background

2. At the Fire Authority meeting on 10 October 2019, Members received a copy of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspection report.
3. The Improvement Plan has now been updated to outline progress made during Quarter 2 (July-Sept) 2019-20. The report covers the 12 'areas for improvement' highlighted in the HMICFRS inspection report and also notes progress on a number of other locally identified areas for attention drawn from observations throughout the HMICFRS report, an additional 24 items.

HMICFRS Improvement Plan – Progress Update, Quarter 1 2019-20

4. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who meet regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The second update, covering Quarter 2 (July-Sept) 2019-20, is enclosed with this report (see Appendix 1).
5. The update shows that good progress is being made in addressing all areas identified within the three themes covered in the HMICFRS report; effectiveness, efficiency and people.
6. Key points to note during Quarter 2 are highlighted below:

Effectiveness: An evaluation report of Safe & Well checks has been completed by Worcester University, and the Community Risk team are currently reviewing the findings. Further evaluation work has commenced by Agilysis reviewing the 'Dying-to-Drive' programme concerning road safety. Online training for safeguarding has been rolled out across the Service, and additional domestic abuse training has been delivered to relevant officers and department leads.

Efficiency: Following the decision at the October Fire Authority meeting the Service delivery structure regarding crewing has been approved. Standard

setting days for Station, Watch and Crew Commanders have been delivered, with additional dates identified in quarter 3. Additional staff have been appointed in the Community Risk department to work in the areas of prevention and protection.

People: Senior Management Board visits will continue throughout 2019-20, and key themes and emerging issues are being reviewed. As part of the new CRMP process, risk workshops are being carried out across the Service. This staff engagement is helping to inform the understanding of risk throughout Herefordshire and Worcestershire. Further promotion processes have continued in line with the protocols agreed with the promotion process group, and the on-call charter work is continuing to support the recruitment and retention of on-call operational staff.

Conclusion/Summary

7. The second update of the HMICFRS Improvement Plan shows that good progress has been made during Quarter 2, 2019-20.
8. Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
9. Subject to any matters arising following your consideration, the update will be published on the Service website.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and people. Actions to address these areas are likely to have resource implications, which will be identified in the Improvement Plan.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Actions proposed in the Improvement Plan are likely to have an impact on both the CRMP and the MTFP. All proposals will be assessed to ensure they meet the Service's overall Core Purpose and Vision.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Any risks associated with proposals will be assessed through the Improvement Plan.

Consultation (identify any public or other consultation that has been carried out on this matter)	Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan is publicly available on the Service website.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required for this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan

Supporting Information

Appendix 1 - HMICFRS Improvement Plan 2018-19 - Update: Quarter 2, 2019-20



Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19

Updated: Q2 2019-20



In March 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) announced their intention to inspect all 45 fire and rescue services in England over the next 18 months. The Service was selected as one of the first 14 services to be inspected.

Over summer 2018, inspectors from HMICFRS carried out their in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in December 2018, and this is [the link to the report](#).

Report findings

The inspection considered three main questions:

- How **effective** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How **efficient** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How well does the fire and rescue service look after its **people**?

The Service was found to be 'good' within the effectiveness area but 'requiring improvement' when considering efficiency and people. The inspection report highlighted a number of areas for improvement and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan which not only focuses on the areas for improvement highlighted in the inspection report, but also adds a number of other areas, where further improvements can be made. The Improvement Plan is owned by senior managers and is regularly updated and published as progress is made.

The last update was presented to the Fire Authority on 12 June 2019 and the [Improvement Plan](#) was published on the Service website.

This report provides an update of progress in implementing the Improvement Plan during Quarter 2 (July-Sept), 2019-20. Areas for Improvement noted in the HMICFRS report are highlighted in bold and blue shading.

HMICFRS Inspection – Improvement Plan 2018-19 Update: Quarter 2, 2019-20

Effectiveness				
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcome (What is aimed to be delivered?)	Update Q2 2019/20
ES1.1 Page 8, 9, 11,12	The Service is good at understanding the risk of fire and other emergencies. Its plan to manage risk is based on a range of information. However, mobile computer systems are not updated fast enough with this risk information. The Service recognises this and has plans in place to address this.	The Service should ensure its firefighters have good access to relevant and up-to-date risk information.	Delivery of an agreed Risk Management System providing relevant, up-to-date risk data and intelligence available to firefighters on mobile data terminals (MDTs) <ul style="list-style-type: none"> tendering and procurement of Risk Management System user training review and audit 	Draft report awaiting sign off from Senior Management Board (SMB). Scheduled submission for this paper in August 2019. Dates have been revised due to delays in the roll out of the MDT hardware; work is progressing Q3/Q4 2019/20. A meeting between Service Delivery and Service Support took place on 15th July 2019 to discuss issues with current quality of Intel gathering and the support being provided to Operational crews. New Intel system has also been discussed. A Service Bulletin item has been submitted providing crews with further guidance around the INTEL 8 process.
ES1.2 Page 8, 9	Community engagement could also be better, to help understand local risk.	Observation	Continue with current activity and enhance engagement by having a formalised process for recording interactions with the public to ascertain their understanding of the fire service, local risk and wider public concerns. Develop a data capture form to be used at various Service events, including; Station open Days, Charity Car Washes, local events etc. which will assist in determining the public's perception of various fire service themes. These could change on an	We are continuing with current activity and enhancing engagement by having a formalised process for recording interactions with the public to ascertain their understanding of the fire service, local risk and wider public concerns. Public consultation will take place in early 2020 as part of the CRMP process, prior to the Service publishing its CRMP 2021-25 document. This consultation, run as focus groups, will enable HWFRS to determine the community's perception of risk, and any specific areas of concern. A review of the existing community risk engagement form (CE1) will be carried out in Q2 2019 to

			<p>annual basis depending on strategic guidance.</p> <p>Use Survey Monkey to gather an understanding of public perception of the Fire Service and the role of a female firefighter. This will be used to inform any positive action initiatives.</p> <p>Generate reporting tools to monitor public engagement through Service Social Media platforms and Community events.</p>	<p>determine whether additional questions would provide richer information. This should include the type of event attended and the rationale behind its purpose, so that a more detailed evaluation can be carried out.</p> <p>Community Risk provides a quarterly report on the amount of Community Engagement. This is submitted to SMB in the appendix of the quarterly performance report</p> <p>A monthly report is produced by the Corporate Comms Team which outlines the level of engagement that has taken place with the public on the various social media platforms.</p>
ES1.3 Page 8, 11, 12	The Service needs to improve how it prevents fires and other risk. Its prevention plan does not explain how or when things will be done.	Observation	<p>We are working with partners including working towards co-location of harm hubs and community safety teams in Worcester and Wyre Forest to complement the existing co-location in Hereford. We want to continue our work with the Rural and Business Crime Officers within West Mercia Police, the Harm Hub and Vulnerability Team as part of the GETSAFE agenda and MATES, HWFRS and WMP and we strive to intelligently focus activity on the highest harm premises, based not on only on the statutory requirements, but also licensing vulnerabilities, crime patterns and trends and vulnerability.</p>	<p>West District staff are now embedded in Hereford Police Station within the Harm Hub. The co-location of Harm Hub Teams within Worcester and Wyre Forest Hub has not yet happened. Regular meetings underway, awaiting WMP to overcome their IT issues.</p> <p>Awaiting completion of building, a number of site visits completed by CR team and Police, the size of accommodation will not be sufficient to house the Harm Hub or CR team.</p>

			<p>We will measure and evaluate the work we do and target our work appropriately. We will evaluate our Community Risk activities, inspections and enforcements and report to SMB on a quarterly basis.</p> <p>We want to be smarter with our data so that we can identify areas of risk more clearly and analyse trends so that we can continue to set our priorities based on risk and forecast future risks. We can then target our resources more effectively.</p> <p>We want to continue our work with other departments within HWFRS such as HR and Performance & Information, partner organisations and other Fire and Rescue Services by joining up data to get a better picture of risk. We can then measure through targeted Key Performance Indicators (KPIs) how successful our protection and prevention work is.</p>	<p>The Dying to Drive evaluation tender was awarded to the University of Worcester and we are awaiting their report. Academic report has been received from the University and will be delivered in the form of a presentation to the Community Risk department and partner agencies. Agilysis has commenced it's evaluation of dying to drive and this work is ongoing. The Protection team are in the process of developing a questionnaire to evaluate audits carried out.</p> <p>To support activity within the department strategies have been written in each of the areas of work. An Audit Strategy document has been drafted and is being used to inform activity within the protection elements of Community Risk. The Home Fire Safety, Water, Young Persons and Health & Wellbeing Strategies are drafted and awaiting SMB sign off. A review of all Community Risk Department strategies will commence on a quarterly basis once they have gone live.</p> <p>Review of Audit Strategy – Interim Report has been drafted and will be delivered in a presentation to SMB.</p>
ES1.4 Page 8, 12, 13	The Service has extended its home fire safety checks to include questions about vulnerable people. Further training is needed to give staff more confidence in this process.	The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.	We want all staff to have completed the existing Safeguarding e-learning by Q2 2019 and then to look at specific training around safeguarding children. This will ensure a comprehensive understanding amongst all staff in relation to safeguarding, including what to look for, what information is required and what to do with that	All Wholetime Watch Commanders have received Safe and Well Check training and this will be cascaded to crews. All staff have access to the online E-learning package, which must be completed by end September 2019. As of the end of Q1 2019/20, 319 members of staff have completed the online training package. At the end of Q2 397 staff had successfully completed the on-line safeguarding package.

			<p>information. Discussions around safeguarding should form part of every station management meeting and for all middle managers to understand their responsibility. Human Resources staff should be trained in safer recruiting. This will be underpinned by a robust system in place for the monitoring and recording of safeguarding referrals.</p>	<p>Domestic Abuse training delivered in September via TDC. 55 staff from across the Service completed this training.</p> <p>All staff has access to webinar on slavery.</p> <p>5 recruitment officers have completed principles of safer recruitment training</p> <p>As part of the L1 incident command assessments additional questions will be added to confirm understanding of safeguarding. This will be introduced in January 2020. From January 2021 new scenarios introduced to the incident command system will contain safe-guarding issues.</p> <p>As part of the 2020-21 Station Assurance Audit safeguarding training will be reviewed.</p>
ES1.5 Page 8, 13	The Service should also ensure it evaluates all its prevention work.	The Service should evaluate its prevention work, so it understands the benefits better.	<p>We would like to be in a position where all of our preventative work is measured not just in quantity but qualitatively, so we know that the interventions we undertake have been effective. To do this, we need to establish exactly what the objectives we wish to achieve from our interventions are, and we need to factor evaluation in at the start of any work we do. We want to use effective tools such as Outcomes Star to enable the successful and effective evaluation of our work.</p> <p>We want to be able to demonstrate that all of our Community Risk work (Safe & Well Checks, BFSCs, Fire Safety Audits, Road Safety & any other intervention work) has an evaluation that sits alongside it with</p>	<p>Safe and Well GP referral pilot evaluation This pilot has shown that the actions of the Fire Service, through GP referrals, have had a positive effect on reducing future interventions. As a result, this programme is being rolled out across Worcestershire.</p> <p>Agilysis has commenced it's evaluation of dying to drive and this work is ongoing.</p> <p>An evaluation of the Safe and Well pilot has taken place and funding has been secured for the evaluation of Dying to Drive. The report will now be delivered in the form of a presentation to the Community Risk department, SMB and other partner agencies.</p> <p>Work underway to utilise Survey Monkey to evaluate other areas of community risk activity.</p>

			clear objectives, and which measures not only numbers. The evaluation should show how effective they have been. This should be in the form of both internal and external evaluation.	
ES1.6 Page 8, 14, 15	The Service is good in how it protects the public through fire regulation. It needs to get the right balance between inspections based on risk and those based on intelligence.	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.	We want to use the RBAP and ILAP along with BFSC referrals to inform what local risks we have in our communities. Using this way of working, we can identify targeted areas of risk and take relevant action. We can then apply a proportionate level of activity to reduce risk. RBAP = Risk Based Audit Programme ILAP = Intelligence-Led Audit Programme BFSC = Business Fire Safety Check	<p>The Audit Strategy (fire safety inspections, as defined by the Regulatory Reform (Fire Safety) Order 2005) has been implemented. A programme of activity for RBAP and ILAP has been created as reflected in the Audit Strategy document. This programme is currently in operation within the Business Fire Safety Team. An interim report will be created to reflect work carried out to measure success. This will be delivered in the Q2 update.</p> <p>Full data sets required for the year-end Home Office report is generated by the CFRMIS Systems Manager which will inform the Q4 review 2019/20.</p> <p>At the end of Q2 336 audits had been completed.</p>
ES1.7 Page 8, 16	However, the work of the Multi Agency Targeted Enforcement team has the potential to be notable practice.	Observation	<p>Members of the SOCJAG operate over varying footprints from district to national level. A series of outcomes are being developed and will be reported upon at each Strategic SOCJAG under a MATE standing agenda item. An overarching MATE partnership document is being formalised between HWFRS, West Mercia Police and the Local Authority and will be presented at the MATE AGM on 11th June 2019.</p> <p>SOCJAG = Serious & Organised Crime Joint Action Group</p>	<p>The MATE presentations have been delivered and the overarching MATE partnership document was presented at the MATE AGM on 11 June 2019. Following the MATE AGM and Serious & Organised Crime Joint Action Group (SOCJAG), a Multi-Agency Targeted Enforcement (MATE) Terms Of Reference has been agreed in draft by the main contributing parties. This will form part of the Tactical options for Herefordshire's SOCJAG strategy. This includes each agency being able to demonstrate the successes of the MATE strategy. This will signed off at the next Herefordshire SOCJAG meeting. The annual report following the strategic SOCJAG will be reported in Q4 2020. Following last SOCJAG meeting terms of reference were shared with all members.</p> <p>Discussions are now taking place to utilise the proved</p>

				Herefordshire model within the Worcestershire footprint.
ES1.8 Page 8, 16	The Service supports local businesses in understanding fire regulations. It should also work more closely with them to reduce the number of false alarms.	Observation	Our aim is to reduce the number of False Alarm activations and unwanted fire signals. We want to be able to use the AFA reduction procedure to reduce the number of activations and to educate communities, housing providers, local authority and businesses to target reductions. We want to reduce the impact which False Alarms have on our operational crews and the resource implications these have on us as a Service. We also want to continue to share data with partner organisations and work with them to target areas of concern. AFA = Automatic False Alarm	Preliminary work is taking place towards reviewing the False Alarm Policy. A report for options is being drafted. An AFA report is produced and generated monthly by the Business Fire Safety Admin team. This is forwarded to Community Risk District Managers, who review and identify trends. Any intervention required will be forward to the Community Risk Team and recorded on CFRMIS. AFA guidance has been issued to operational staff. False alarm policy to be reviewed. False Alarm Review Paper is now in draft format and will be shared with SMB in Q3.
ES1.9 Page 18	The Service recognises that the availability of on-call firefighters is a current and future challenge. At several locations, staff (both wholetime and on-call,) expressed their concerns about the availability of the on-call fire engine, as this often led to delays in additional crews attending an incident. The Service is working on addressing this concern and is implementing an on-call charter. We look forward to reviewing this charter.	Observation	In an ideal world the Service would enjoy 100% availability of On-Call staff at all locations, but this is unlikely. However, we will aim for 90+% availability as a realistic target.	<p>A monthly availability report is produced, along with a monthly return. The On-Call Working Group meets regularly to look at a wide range of issues. A meeting with HR has taken place to discuss proposals, these include; an improved recruitment process, changes to on call recruit training and improved employer engagement. Next meeting scheduled for 9th December</p> <p>On-Call Support has had meetings with MAWW, Glos and Warwickshire Fire Services to compare recruitment processes and share best practices. Q4</p> <p>On-Call Support to meet with head of HR to discuss findings.</p> <p>The national On-Call branding has been adopted and new promotional material produced in line with this.</p> <p>The first new recruit course has run. A formal debrief</p>

				<p>has taken place with a positive outcome. Some changes have been made to further enhance the course. The second recruit course is now underway using the new structure.</p> <p>The Employer Handbook is currently being designed with the Corporate Communications team.</p> <p>A presentation has been delivered to a major retailer, and this engagement has identified potential candidates.</p> <p>We have also had two banners commissioned to support the On-Call advertising promoting the role to a wider range of people. We also have a number of new social media pages, which allow us to get in to the heart of our communities and opened up recruitment through education.</p> <p>Most stations have Facebook and Twitter accounts overseen by the Corporate Communications team and District teams. A detailed report has also been created for each Station to aid Commanders with Performance Management. A section of this is dedicated to missed fire calls.</p> <p>SharePoint site has now been built and is being reviewed. Awaiting specifications of recruitment materials to fully upload into toolbox.</p> <p>Printed booklets were received 08/10/19. PDF version available on SharePoint.</p>
ES1.10 Page 8, 19	The Service is good at responding to fires and other emergencies. It has good equipment and training. It is flexible in how it responds to incidents and follows national	Observation	Debriefs are recognised as an important tool to promote personal and organisational learning. For example debriefs directly support the development of a learning culture, which is a key aspect of HWFRS's	The Incident and Exercise Debrief SPI is up to date and current with the next review due 01 September 2019. A supplementary debrief question has been added to the list of questions asked following conclusion of an IC Health Check.

	guidance. However, it should use hot debriefs more often.		<p>People Strategy.</p> <p>Whilst the Incident/Exercise Debrief SPI details a clear requirement to conduct hot debriefs, the HMICFRS Inspection identified an inconsistent approach to at different stations. HWFRS want to get to a position where hot debriefs are consistently completed throughout the Service to the same high standard that supports learning not only in the operational arena but also as part of training and assessment.</p> <p>Stations that are not carrying out hot debriefs need to be identified, and training and development should be implemented at these stations to ensure hot debriefing is understood and more widely used to facilitate electronic debriefs and future organisational learning.</p>	<p>The Handbook file has now been drafted and includes hot, electronic and formal debrief overviews. This has now been added to the Handbook file.</p> <p>No changes to the IRS can be made until the C&C system is updated / stable. A Service Bulletin item will be prepared once the work has been fully completed.</p>
ES1.11 Page 8, 18, 19	Also, when it evaluates incident commanders, it should share the learning more widely.	Observation	More robust system of Active Incident Monitoring (AIM) and its method of recording to improve the continuous professional development to existing incident commanders. We aim to review the AIM policy to confirm objectives. Work with Incident Command department and confirm knowledge and understanding of Operational Discretion and its criteria, recording system and national use for levels of command.	An initial meeting between Operational Assurance and Service Delivery has taken place. The AIM policy is being reviewed and this will be updated once the review is complete, programmed for November 2019. When complete, Operational Assurance will meet again with Service Delivery and the Area Commander will relaunch guidance documents, to include the expectations of staff.

Efficiency				
Source: HMICFRS Inspection 2018	Summary finding	Areas improvement	for	Desired Outcomes (What is aimed to be delivered?)
EY1.1 Page 22, 23	An efficient Fire and Rescue Service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Hereford and Worcester Fire and Rescue Service's overall efficiency requires improvement.	Observation		<p>On 1st November 2018, the temporary crewing structure was made permanent following consultation with the representative bodies. This maintained appliance crewing at 4 and maintained a WC(B) available to carry out the WC role, including riding the appliance where appropriate. The benefit to the organisation in this change was:</p> <ul style="list-style-type: none"> • Increased effective and efficient use of the WC role • Increased resilience across the Service to all appliances • Ability to effectively coach and mentor new Crew Commanders • Improve standardisation across the watches • Improve the development opportunities for WC, CC and FF • Improve the flexibility in deployment of WC • Improved personal flexibility for individuals • All WCs across the Service are now working the same duty system (interchangeability and resilience) • No contractual changes required <p>On 19th December 2018, the FRA confirmed the decision for Wholetime</p>
				<p>The new crewing system has been in place since Q3/4 2018/19). The additional Crew Commanders required came from the CC recruitment process, which was a success. The rationale behind the decision to appoint 27 additional Crew Commanders is evidenced in the meeting minutes from workforce planning.</p> <p>The Day Crewed Plus (DCP) consultation process has now closed. The Service has worked with the HSE to review the current situation around H&S management and the requirements of a 'collective agreement'. Papers are being drafted ready for the October 2019 FRA meeting.</p> <p>In terms of developing WC roles - this item is linked to Standard Setting days.</p>

			appliances to be crewed with crews of 4.	
EY1.2 Pages 22, 23, 25, 26	The Service made ambitious plans in 2014 that it has not achieved. These were based on saving money by improving efficiency and making changes to the workforce. The financial plan is good, and is based on sensible assumptions. But delays in bringing in the planned changes are costing the Service money. This presents a risk.	Observation	<p>HWFRS will move SHQ to the new location at Police HQ Hindlip and lease or dispose of the King's Court site.</p> <p>HWFRS will implement crews of 4 on WT appliances as was agreed in the 2014 CRMP.</p> <p>The temporary SD Ops Structure will be substantiated.</p> <p>Kidderminster, Bewdley and Stourport stations will be combined into the new Wyre Forest Emergency Services Hub.</p>	<p>SHQ Staff have successfully relocated to Hindlip Park. The end project report provides a summary of the project along with benefits and lessons learned.</p> <p>The FRA agreement for Wholetime appliances to be crewed with 4 was agreed on 19 December 2018, and this is now standard across the Service. (Item closed).</p> <p>The Wyre Forest Hub build is progressing well and on track for practical completion November 2019. The Wyre Forest Hub SharePoint page has been set up to update staff regularly and the project remains part of the overall 2020 Vision change programme for the Service. The CIPFA report has been produced and demonstrates the financial benefits of collaboration.</p> <p>The current Service Delivery structure has now changed following public consultation and was agreed at the October FRA meeting. Due to the DCP ruling, the 2nd appliances at 21 and 46 will become 12 Hr day duty in 2020 with Station 25 reverting to 2,2,4. There are a number of items still outstanding from a Trade Dispute lodged by the FBU in July 2019 that may mean further changes to the structure are needed in 2020.</p> <p>The Hub is set to be delivered by December, however there are some IT delays that will mean the Station go live date has been pushed back.</p>
EY1.3 Page 22, 24	We found that staff do not fully understand the proposed changes to the role of watch managers. The Service needs to address this situation.	The Service should assure itself that its workforce is productive. It needs to clarify the role of	(As EY1.1 above)	<p>The new crewing system is now in place (closed action.)</p> <p>Two Standard Setting days for Station, Watch and Crew Commanders have taken place. An attendee</p>

		watch manager.		<p>list confirms those who have attended along with a copy of the presentation delivered.</p> <p>In addition, further dates have been booked to ensure all staff receive the input. 6/11/19 21/11/19 11/12/19</p> <p>These sessions build on the values workshops</p> <p>The Crew Commander promotion process has now concluded. The Watch Commander process has also been delivered to enable decisions taken at Workforce Planning. The newly promoted Crew Commanders were presented in the Service Bulletin in Q1 2019/20.</p> <p>.</p>
EY1.4 Page 22, 24	Progress made in the Service's prevention work is likely to increase workloads in other areas. We found that specialist prevention officers already have a lot of work to do. This is a risk. The Service should review the situation and consider how to deal with this problem.	The Service should assure itself that its workforce is productive.	<p>Given current staffing, SMB accept that the Audit Strategy for 2019-20 will have its limitations. It is probable that enforcement is likely to increase; therefore, all TFS staff have completed relevant training in case file preparation. At the end of Q1 the Audit Strategy will be taken to SMB.</p> <p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p>	<p>The implementation of the Community Risk Strategies is in progress - the strategies are currently in draft. There is a monthly review of outstanding jobs for the Community Risk Technicians.</p> <p>As a result of the SMB paper (18.12.18), additional budget has been allocated to fund additional posts in Community Risk. Interviews for these posts are scheduled for Q2. Technician Interviews completed and 2 x CR Technicians appointed and commencing on 21.10.19 and 4.11.19. Apprenticeships are being investigated for the additional administrator post and candidates have shortlisted and will be interviewed in Q3</p> <p>.</p> <p>To support the MORSE initiative, an additional Watch Commander joined the department in Q2 and a technician will be joining in Q3. These positions are funded through the PCC budget allocation.</p>

EY1.5 Page 22, 24	In particular, it may be able to introduce a better system for replacing faulty smoke alarms.	The Service should assure itself that its workforce is productive. It needs to consider alternative ways to manage the replacement of faulty smoke alarms.	<p>We want to see a reduction in defective alarms and see the need for us to replace faulty alarms decrease. In turn we want to see a reduction in false alarm calls due to faulty alarms. Our priority is those at risk groups to ensure they have working smoke alarms in their homes and premises to ensure they are protected in this way.</p> <p>Crews will continue with Safe and Well Checks, along with Community Risk Technicians. These checks will identify those who require smoke alarms and those at risk in the community, providing an opportunity for HWFRS to signpost to the relevant organisations if required.</p>	<p>A Smoke Alarm update was issued in the Service Bulletin on 07 June 2019.</p> <p>2 new technicians have been advertised for. Part of their role will be to attend defective alarms which will reduce the number attended by crews. This will be monitored through a quarterly report of faulty alarms attended to see if there is a decrease in crews attending. These technicians have now been appointed.</p> <p>Incidents attended by crews are now being monitored. During Q1 30 incidents were attended involving domestic properties due to a faulty smoke alarm. During Q2 25 incidents were attended involving domestic properties due to a faulty smoke alarm.</p>
EY1.6 Page 24	The Service's fire protection programme of work is risk-based and is increasingly targeted at sites where the risk to community and firefighter safety is greatest. However, this better targeting of protection activity means that inspections are leading to more enforcement and follow-up activity. This affects the workloads of other staff and could soon lead to current resourcing levels becoming stretched.	The Service should assure itself that its workforce is productive.	<p>Given current staffing, SMB accept that the Audit Strategy for 2019-20 will have its limitations. It is probable that enforcement is likely to increase; therefore all TFS staff have completed relevant training in case file preparation. At the end of Q1 the Audit Strategy will be taken to SMB.</p> <p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p>	<p>The Audit Strategy for 2019/2020 is in the process of being implemented. This allows capacity to pick up historical RBAP and BFSC referrals, which was not in place under previous strategies. With current resources, this will allow for a small percentage of the historical premises to be addressed. Sufficient resources have now been allocated to prevention and protection. As a result of an SMB paper (18.12.18), additional budget has allocated to fund additional posts in Community Risk. This includes a number of posts in Community Fire Safety and Business Fire Safety. Awaiting the transfer of an additional technical fire safety Watch Commander when resources permit. Investigations are in progress to employ two apprentice business fire safety auditors and an additional non uniform auditor role.</p> <p>At the end of Q2 the number of audits was 336</p>

<p>EY1.7 Page 22, 24, 26</p>		<p>The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.</p>	<p>Every project prior to commencing will have a Business Case document which will include the expected benefits involved with delivering the project. In addition, key metrics to enable evaluation for each project will clearly identified at the outset and documented in a benefits realisation exercise post project. A close down meeting will take place with an end project report being produced fully evaluating the strengths and weaknesses of a project.</p> <p>We want to use the new programme and project management process to enable closer monitoring and evaluation of projects and to be able to evidence progress clearly and accurately both during and post project. Each project will not be signed off until a closedown meeting has occurred and an end project report produced.</p> <p>We want to be able to set out KPIs prior to a project beginning to enable us to monitor how successful a project has been after completion. We want to utilise a robust programme and project management process whereby we are continually reviewing the on-going viability of projects and how better we can work collaboratively with other partners and organisations.</p> <p>We want to explore more collaborative opportunities and ensure we review all collaborative initiatives and projects</p>	<p>2020 Vision Programme and Project templates have been amended and revised to align with Shropshire FRS. A paper was submitted and approved by SMB to reflect the changes to the 2020 Programme and Project Management process. The revised process will provide better management of projects and better document what projects aim to achieve in terms of benefits and outcomes.</p> <p>A benefits realisation process has been introduced into departmental planning.</p> <p>The Collaboration brochure will be updated annually.</p>
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			through measurable outputs and outcomes.	
EY1.8 Page 22, 25	There are good arrangements in place to make sure the Service can continue to function in all circumstances.	Observation	<p>Now that we have a Business Continuity Officer in post, we are looking to regularly review plans we have in place and review them on an annual basis. The EPRO, supported by Operational Policy, will support department heads and station commanders to ensure these plans are updated.</p> <p>We want to ensure all Business Continuity plans adhere to version control and are stored in a directory on SharePoint.</p> <p>EPRO = Emergency Planning and Resilience Officer</p>	<p>Business Continuity Policy has been developed, signed off and published. As part of HWFRS's support for Business Continuity week, a newsletter was developed and published for service wide circulation. This was communicated in the Service Bulletin.</p> <p>A review of Business Continuity plans has taken place and consistent version control has been applied to all plans. Guidance has been added to the Business Continuity plan template and an archive system is now in place managed by the Emergency Planning Office on the SharePoint Site.</p>

People				
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcomes (What is aimed to be delivered?)	Update Q1 2019/20
P1.1 Page 29, 30, 36	A Fire and Rescue Service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The Service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Hereford and Worcester Fire and Rescue Service requires improvement at looking after its people.	The Service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service.) It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior leaders.	Schedule of staff workshops and online surveys to be put in place to encourage and monitor staff engagement. Two-way communications channels between management and staff to be put in place, including SMB visits across the Service. CRMP staff workshops in progress as part of consultation process. Between September and December, 57 visits will be completed to all units and departments.	All staff workshops to determine Service Values were completed by end April 2019 and the results from the workshops and online survey were submitted to SMB in a report. SMB have signed off new Values and this was communicated in the Service Bulletin on 10 May 2019. A sub-group has been formed from the ODCG to focus on staff engagement within the Service. This will include identifying the most appropriate options for staff engagement, through consulting the workforce and other services. 13 CRMP workshops were completed by the end of September.
P1.2 Page 29, 31, 32	The Service needs to improve how it promotes the right values and culture. It particularly needs to improve how senior leaders communicate with the workforce. It is making changes to make the workforce more adaptable and take on different work. Staff do not fully understand the reasons for these changes. The Service should address this, so that it can improve trust and move forward with its plans.	The service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior	Following the staff values consultation exercise, a refreshed values statement showing how the values fit with the service core purpose, vision and mission will be created and included in the Fire Authority Annual Report 2019/20. SMB to explore ways of increasing visibility across the Service, including annual SMB visits across the Service to engage with all operational and non-operational departments, teams and watches.	SMB Away Days to review Service Values were completed November 2018. Staff have participated in workshops and an online survey to communicate the values which are important to them. SMB have taken these into account and the new, refreshed values are available on the Service Website. SMB visits have been scheduled, to increase visibility and engagement with the workforce. Following each visit themes are recorded and shared with Corporate communications for monitoring of commonalities. Any issues raised are dealt with by visiting SMB member. In addition AC Service Deliver has also visited each

		leaders.	CRMP Workshops	<p>on-call unit to embed values, etc.</p> <p>CRMP Workshops commenced Q2- Q3. CRMP visits to all units / departments led by head of Corporate Services. The purpose of these visits is to engage with all staff and involve them in the CRMP process. All visits are followed up with record of PESTLE analysis and answers to any questions raised.</p>
P1.3 Page 29, 30	The Service is good at making sure staff wellbeing is a priority. Staff can access a range of support services. The service could consider the benefits of letting staff from all roles work more flexibly.	Observation	<p>We want to provide sufficient flexibility to attract a wide range of applicants from a variety of backgrounds and remove as many barriers to recruitment and retention as possible.</p> <p>We want to ensure that as many staff as practicably possible can benefit from increased working flexibility. We want to accommodate staff and promote a diverse and fair Service, which recognises the needs of staff.</p> <p>The People Strategy Year 2 is in progress and will be published once completed and will follow on from Year 1.</p>	<p>The On-Call Working Group has made recommendations to contracts with alterations to core hours. The current bandings will also be reviewed for suitability as part of this action. Guidance for the new contracts has been issued.</p> <p>This is still ongoing as it is being incorporated into the review of the recruitment process.</p>
P1.4 Page 32	We were told of several occasions when engines had relatively new Crew Managers in charge. While this is not unusual across fire and rescue services, the Service will need to ensure that these new managers are supported during their operational development, especially at incidents.	Observation	<p>We will ensure that all new operational managers will continue to be supported throughout their development. This will include standard setting events and training days to provide Incident Commanders with experience of managing incidents.</p> <p>Regular informal training sessions are being run to encourage potential incident commanders to “have a go” in a risk free environment where they are coached and mentored with no pressure to take on the role</p>	Standard Setting events and further training days have taken place this Quarter. These will continue to be run on a Quarterly basis in each district, but will be flexible to meet the needs of the candidates.

			<p>permanently. This is paying dividends with many staff who have a go realising that it isn't something to be scared of and that you don't have to be a CC to ride in charge of an appliance. Once this hurdle has been overcome staff are encouraged to look at the CC role however and are shown the "real" job and the levels of support available.</p>	
<p>P1.5 Page 29, 32, 33</p>	<p>The Service is good at getting the right people with the right skills and makes sure they are well trained. It is working on a charter for on-call firefighters to improve their experience and increase numbers. The Service would also benefit from finding out about the wider skills and experience of on-call staff.</p>	<p>Observation</p>	<p>Publish the On-Call Charter and conduct a survey among On-Call staff to audit their wider skills, using the IPDR process. Conduct further training days for Crew Commanders and open up promotion processes for On-Call staff.</p>	<p>Training days have taken place for Crew Commanders and work has begun within the On-Call Charter to produce a survey to gather evidence of the wider skills of the On-Call staff.</p> <p>The Crew Commander promotion process has run this year and was opened up to On-Call staff taking into consideration wider skills sets. This has been met with much positivity from candidates. The Watch Commander promotion process has also been run and postings for WCs will be decided 29th July 2019. All new appointments now in position including transferees both from other services and on-call units.</p> <p>As with the crew commander and watch commander, the station commander processes this was opened up to competent, on-call watch commanders. In addition – external candidates were also able to apply to ensure fairness and good succession planning – this process is due to be completed in Dec 2020.</p>
<p>P1.6 Page 29, 34</p>	<p>The Service needs to improve how it ensures fairness and promotes diversity. We found that some staff do not understand the importance of diversity. The Service should</p>	<p>The Service should assure itself that staff are confident using its feedback mechanisms.</p>	<p>We want to ensure effective communication across the Service of the key principles of fairness, inclusion and diversity within our overall culture and values.</p>	<p>Service Bulletins have been issued covering key subjects: diversity, equality, inclusions, LGBT issues.</p> <p>The Head of HR attended the Asian Fire Service Association and a summary of key learning will be shared with the Organisational Development and</p>

	focus on developing this understanding, so that the workforce can build trust and confidence with its community.	The Service should ensure any change processes it proposes are visible to all staff.		<p>Cultural Challenge Group.</p> <p>An SMB questionnaire on measuring diversity and inclusion was circulated in May 2019 and has now been completed.</p> <p>A Positive Action Plan for On-Call recruitment has been drafted.</p>
P1.7 Page 34	In the 12 months to 31 March 2018, the Service recorded a low number of grievances. We reviewed these and found that the majority did not meet the timescales laid down in the policy. In some cases, an explanation was given for the delay. However, support was not offered to the staff members, despite the potential of these delays to cause stress. This was the case even when a grievance was subsequently upheld.	Observation	<p>We are aiming for a clear Grievance Policy, regularly reviewed, cases tracked and monitored and appropriate support given in a timely way. Feedback will be sought from staff and their representatives and responses and changes made as a result will be clearly communicated to all staff (Wholetime, On-Call and Support).</p>	<p>The Grievance Policy has been reviewed and a new draft is underway. A column has been added to workforce planning documents to monitor timeframes.</p> <ul style="list-style-type: none"> • The Welfare Support SPI has been drafted with amendments being made. • Watch Commander and above and support line managers training has been completed, with 'mop up' sessions to be arranged. Station Commander and Group Commander training to be mandatory. • A review of policies has been completed with timeframes set out for reviewing each. • A manager checklist for dealing with grievances has been established to be included in the toolkit once the Grievance Policy is in place. • Review and support is offered for those raising a grievance or involved in investigations. <p>A column added to case review documents to monitor timeframes in relation to grievances</p> <p>A manager checklist for dealing with grievances e.g. any delays to timings mutually agreed in writing is now within the managers toolkit – This will be reviewed once grievance policy is in place</p>

				Welfare Support SPI has been drafted including support offered to those raising a grievance or involved in investigations.
P1.8 Page 30, 34	The Service should improve how it manages performance and develops leaders.	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	<p>We want to ensure all IPDRs are consistent and all staff have regular review with clear goals and objectives. IPDRs need to capture specific development actions. IPDRs will be tracked and action to address delays will be prioritised.</p> <p>Succession planning for all teams will be supported by the HR&D team.</p> <p>The IPDR process will help to ensure future leaders are identified, with support and development provided.</p>	<p>The toolkit for future Promotion processes is in draft. The Capability and Performance Policy is also in progress.</p> <p>Workforce Planning meetings have been scheduled every six weeks and Terms of Reference have been drafted.</p> <p>Toolkit templates for each stage of the promotion process available in HR to support Service Delivery e.g. Advert template, candidate guidance, shortlisting matrix, etc. Regular updates on progress provided through Bulletin items.</p> <p>The Promotion policy in draft format awaiting wider promotion principles debrief to confirm future practice.</p> <p>Recruitment policies in draft, awaiting informal feedback. To be progressed to formal consultation.</p> <p>Two places on an initial coaching course offered to ODCG members in collaboration with Shropshire FRS. Feedback to inform future options within HWFRS for identification and development of future leaders.</p>
P1.9 Page 30, 35	Managers with specialist skills should continue to be included in leadership team meetings, to support decision making.	Observation	We will ensure that using Subject Matter Experts at Senior Management Board meetings to inform decision making becomes 'business as usual.	<p>The Terms of Reference for attendees at SMB meetings has been revised to enable subject matter experts to attend and aid decision making.</p> <p>The attendance of subject matter experts at SMB meetings will continue to be monitored and reviewed as appropriate.</p>

				This item can now be closed.
P1.10 Page 30, 35	All staff need to understand and use the appraisal system, to assist workforce development.	Observation	<p>We want to ensure that all IPDRs are carried out face-to-face with key objectives set (continuing the 'golden thread' from Service priorities). IPDRs will be prioritised and completed within set timeframes.</p> <p>New managers will be trained in undertaking the IPDR process.</p> <p>All leavers will have an opportunity to provide feedback as part of an exit interview or exit survey. All responses will be monitored and results reported to SMB.</p>	<p>A review of the Exit Interview process and Leavers checklist is underway. An online exit questionnaire is being developed as part of this work.</p> <p>Exit interview guidance notes drafted and due to go out for consultation shortly. Awaiting the roll out of the new share point site to allow for the questionnaires to be inputted on line by employees. Currently looking at commencing this in December 2019.</p> <p>Currently all leavers are sent an exit interview questionnaire and are given the opportunity to meet with their line manager for a discussion. From December, we are looking to enable our leavers to complete this electronically. Information will be gathered through the online survey.</p>
P1.11 Page 35	We were informed that the Service manages any failure of on-call staff to respond to incidents. This will usually involve an investigation into the reasons for the failure, such as traffic conditions or a pager not working. The Service's policy states that when six failures to respond occur within six months, Management intervention is required. During our inspection, the lack of evidence meant that no conclusion could be drawn about whether this happens uniformly across the Service.	Observation	We want to ensure there is a consistent approach to managing failure to respond across the Service Districts in line with Service policy, with accurate reporting mechanisms. The Retained Duty System (RDS or On-Call) policy will be reviewed.	<p>An On-Call Support SharePoint area site is currently under build.</p> <p>The first round of Standard setting days are now complete with more planned throughout the year.</p> <p>Training for all Station Commanders to give standardised input to all Station Commanders at On-Call stations is being provided. This will be an annual event to include a refresher on other systems to support management.</p> <p>A reference document is being prepared to support the RDS policy.</p>
P1.12 Page 30, 36	The Service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.	The Service should put in place an open and fair process to identify, develop and		<p>The Organisational Development and Cultural Challenge Group have scheduled regular meetings.</p> <p>Post process debriefs are now conducted after every</p>

		support high-potential staff and aspiring leaders.		<p>promotion process. The toolkit of best practice is in draft.</p> <p>Following feedback from the Cultural Review and HMICFRS inspection, the Promotion Process group was formed to review the structure of all processes. This group has outlined a consistent approach to all promotion processes.</p> <p>Numerous documents available from HR to support promotion processes and a Recruitment policy is in draft awaiting completion of AC and SC processes.</p>
P1.13 Page 36	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Observation	There will be a clear process for supporting and developing staff in long-term temporary posts.	<p>Regular workforce planning meetings are in place.</p> <p>The Promotions SPI is in review and will cover all work groups.</p> <p>A Training and Development framework is being worked on in conjunction with the Training Centre.</p> <p>Independent Scrutiny TOR developed to support promotion principles.</p> <p>Promotion policy completion is awaiting conclusion of SC and AC processes to inform wider promotion principle.</p>

Report of the Head of Corporate Services

2019-20 Performance Report: Quarters 1-2

Purpose of report

1. This report is a summary of the Service's Quarters (Q1-Q2) performance against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).
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Recommendation

It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarters 1-2, 2019-20:

- i) ***A total of 3,936 incidents were attended in Q1-Q2, a decrease of 3.29% (134 incidents) over the same Quarter of 2018-19, and 5.92% (220 incidents) lower than the average for the last five years. The overall five year trend shows a gradual increase in the total number of incidents.***
- ii) ***The majority of the decrease in Q1-Q2 is accounted for by a drop in the numbers of Fire incidents, particularly Primary and Secondary Fire incidents, while the number of Special Service incidents was up:***
 - a. ***Fires: an overall decrease of 24.87% was mainly accounted for by 32.64% decrease in the number of Secondary Fires (220 incidents) and an 18.00% decrease in Primary Fires (115 incidents).***
 - b. ***Special Services: an increase of 22.28% (211 incidents) was mainly accounted for by a 195.65% increase in the number of Assisting other agencies (135 incidents) and a 28.37% increase in Other Special Services (101 incidents).***
 - c. ***False Alarms: a decrease of 0.78% (14 incidents), the most frequent automatic activations are at a number of sheltered housing, houses of single occupancy, up to 3 storeys and hospitals.***
- iii) ***Overall Staff Sickness level for Q1-Q2 2019-20 was 4.06 days lost per head with the biggest proportion 2.74 days lost per head for Long Term Sickness.***
- iv) ***The Service attended 45.34% (141 incidents) of Primary Building Fires within 10 minutes in Quarters 1-2, compared with 57.30% (208 incidents) in the same period in 2018-19. The average time for the first fire appliance attendance at all Primary Building Fires was 11 minutes for Quarters 1-2 compared with 10 minutes 17 seconds in the same period in 2018-19.***

- v) ***The average for the overall availability of the first On-Call (Retained) fire appliance was 83.92%; however, this has decreased by an average of 3.52% when compared to the same period in 2018-19.***

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 the Senior Management Board. 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 for 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. Total Fires, Secondary Fires and Chimney Fires remained within the levels of tolerance for Q1-Q2 2019-20. However, Total Incidents and Primary Fires were above the upper 10% tolerance limit. Special Service incidents continued to be outside upper tolerance levels alongside False Alarms. Furthermore, RTC – Slight Injuries were at a 5-year high in Q1-Q2 2019-20. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of On-Call (Retained) appliance availability.

Quarters 1-2 Performance

5. Quarters 1-2 2019-20 saw 3,936 incidents, a 3.29% decrease in the total number attended by the Service compared to the same period last year, although this was 5.92% (220 incidents) lower than the fire year average.
6. In terms of Fires, there were 115 less Primary Fires, 220 less Secondary Fires and 4 more Chimney Fires in Quarters 1-2 2019-20, compared to the same period last year. The largest proportion of Primary Fire incidents is Building Fires (311 incidents), a decrease of 52 incidents when compared with the same period in 2018-19. There was 1 fatality in Primary Building Fires during Q1-Q2 2019-20. The largest proportion of Secondary Fire incidents was Grassland Woodland and Crop at 41.41%, even though there was a 39.74% decrease when compared to the same period in 2018-19.
7. The number of Special Service incidents (emergency incidents that are not fire related) in Quarters 1-2 2019-20 increased by 211 incidents compared to the same period in 2018-19. This is a 32.19% increase than the 5-year average. There were 8 more Road Traffic Collisions (RTCs), the majority of which involved making the vehicle safe (60.83%). The Service attended 10 fatalities in 9 RTC incidents during Quarters 1-2 2019-20. Assisting other agencies increased from 69 in Quarters 1-2 in 2018-19 to 204 in Quarters 1-2

in 2019-20. Animal assistance incidents decreased from 67 to 60.

8. There was a 0.78% decrease (14 incidents) in the number of False Alarms in Quarters 1-2 2019-20 when compared with the same period in 2018-19. 42.97% of these incidents involved 'life risk' premises, such as single occupancy houses and bungalows, sheltered housing, up to 3 storey buildings and hospitals. The most common cause of False Alarms in Housing of single occupancy is Faulty Alarms. For self-contained Sheltered Housing, up to 3 storeys and bungalows of single occupancy the most common cause is Cooking/burnt toast and in hospitals the most common cause is Other.
9. In Quarters 1-2 2019-20 the number of days lost to staff sickness absence (4.06 days per head) was below tolerance levels; Worcestershire County Council had 4.10 days lost per head and Herefordshire County Council 4.19 days lost per head. For Quarter 2 2019-20 (July to September) the sickness level for all staff decreased to 1.03 days lost per head when compared to the last year. This was below the 5-year average of 1.95 days per head.
10. The percentage of Primary Building Fires attended within 10 minutes by the first fire appliance was 45.34% (141 incidents) during Quarters 1-2 2019-20 in comparison to 57.30% (208 incidents) for the same period in 2018-19. This continues to decline lower below the 75% stretched target set in the Service's Attendance Standard.
11. The average Time of Call to Arrival at Scene for the first fire appliance to attend Primary Building Fires increased 43 seconds from 10 minutes 17 seconds in Quarters 1-2 2018-19 to 11 minutes in Quarters 1-2 2019-20. The average Mobile Time until Appliance Arrival at Scene (Travel time) has increased by 50 seconds from 08:38 in Quarters 1-2 2018-19 to 09:28 in Quarters 1-2 2019-20.
12. The average availability of the first On-Call (Retained) fire appliance decreased by 3.52% to 83.92% in Quarters 1-2 2019-20 compared to Quarters 1-2 over the same period in 2018-19. From the 1st March 2019 On-Call (Retained) cover from 18:00-08:00 has included Wholetime Staff for Droitwich, Malvern and Evesham stations, and therefore a comparison has not been shown for these stations for Q1-Q2 2018-19.

Conclusion/Summary

13. Further detail and analysis regarding the above headlines for performance in Quarters 1-2 2019-20 is included in Appendix 1.
14. 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 2019-20 Performance Report: Quarters 1-2

Appendix 2 - HWFRS Community Risk Activity: Quarters 1-2

Fire Authority 2019-20 Performance Report: Quarters 1-2

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 first On-Call (Retained) appliance availability.

In the following sections, each graph includes a black dotted line indicating an average monthly total over the previous three years for that statistic, with red and blue 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 include road traffic collisions, flooding, person rescues from objects, lift rescues, spills and leaks and animal rescues.

1.1. Total Incidents attended

The total number of incidents attended in Q1-Q2 2019-20 was 3,936 (Figure 1), which is a decrease of 3.29% (134 incidents) compared with Q1-Q2 2018-19 as shown in Table 1. The majority of this is accounted for by a decrease of 24.87% in Fires (331 incidents). Special Service related incidents were up by 22.28% (211 incidents). False Alarms were also down by 14 incidents, a decrease of 0.78%.

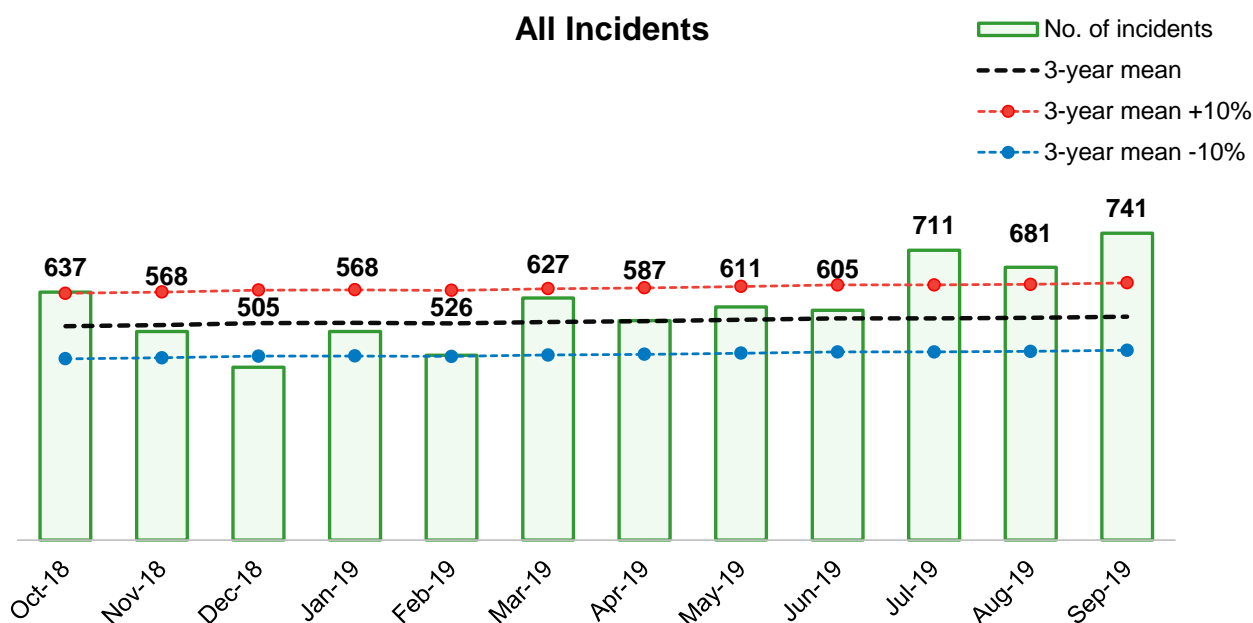


Figure 1 – Total Incidents per month: from Oct 2018 to Sept 2019

Table 1 – Total Incidents

Total Incidents	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Fires	1,331	1,000	-331	-24.87%
Special Services	947	1,158	+211	+22.28%
False Alarms	1,792	1,778	-14	-0.78%
Total	4,070	3,936	-134	-3.29%

- The total number of Fire incidents, which includes Primary, Secondary and Chimney Fires, was 24.87% less (331 incidents) than the same period in 2018-19.
- The number of Secondary Fires decreased by 220 incidents (-32.64%) in Q1-Q2 2019-20 compared to Q1-Q2 2018-19.
- The number of Special Service incidents increased by 22.28% (211 incidents) compared with the same period in 2018-19, largely due to a 195.65% increase in 'Assisting other Agencies' (135 incidents) and a 28.37% increase in Other Special Services (101 incidents).
- The total number of False Alarm incidents decreased by 0.78% (14 incidents) compared with the same period in 2018-19.
- Figure 2 shows the 5-year trend line for the total number of incidents recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis shows that for each Q1-Q2 period the total number of incidents increased by 163 incidents, an increase of over 815 incidents in 5 years.

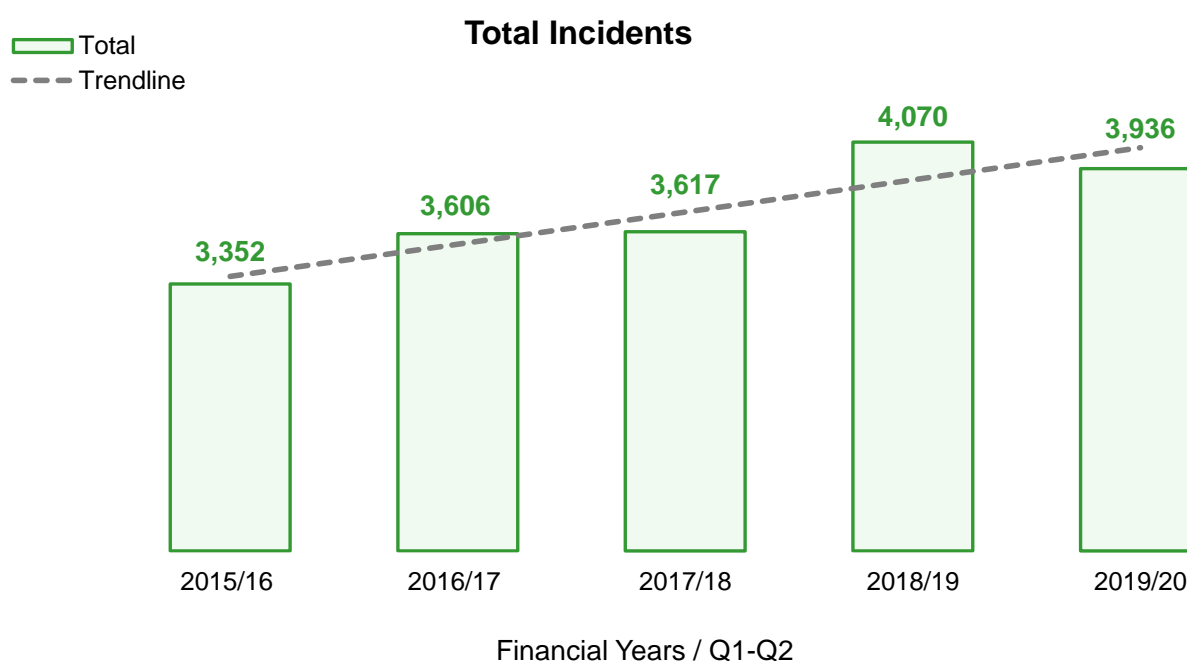


Figure 2 – All Incidents: from Q1-Q2 2015-16 to Q1-Q2 2019-20

1.2 Total Number of Fires

The number of Fires decreased by 24.87% (331 incidents) in Q1-Q2 2019-20 compared with the same period in 2018-19 (Table 2). Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months and decreasing during winter.

Figure 4 shows the 5-year trend line for the total number of fires recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of fires, since the model is of a very poor fit.

Table 2 – Total Fires

Total Fires	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Primary Fires	639	524	-115	-18.00%
Secondary Fires	674	454	-220	-32.64%
Chimney Fires	18	22	+4	+22.22%
Total	1,331	1,000	-331	-24.87%

- The number of Primary Fire incidents decreased by 115 incidents in Q1-Q2 2019-20 compared to the same period in 2018-19, representing a decrease of 18.00%.¹
- The number of Secondary Fires decreased by 220 incidents (-32.64%) compared with the same period in 2018-19.
- The number of Chimney Fires increased from 18 to 22 (22.22%) compared with the same period in 2018-19.
- Rainfall was 177% of average, making it the 8th wettest June since 1910. It was particularly wet in the Midlands and Lincolnshire (Met Office, 2019). This had a direct impact on the number of total fires recorded in the month of June, a decrease of 34.71% and 39.01% when compared with the total number of fire incidents recorded in April 2019 and May 2019, respectively. Furthermore, July saw the highest temperature ever recorded in the UK (38.7°C), with summer 2019 becoming the twelfth warmest and seventh wettest on record since 1910 across the UK (Met Office, 2019).
- During Q1-Q2 2019-20, Community Risk activity included 1,807 Home Fire Safety Checks (HFSCs), which target vulnerable households, 320 Business Fire Safety Checks (BFSCs) and 1,035 Signposting referrals to other support agencies. The full range of Community Risk activity is shown in Appendix 2.
- In Q1 2019-20 campaigns delivered by Community Risk have included Electrical Safety, Business Safety, Gas and Chimney Safety. They have supported various local events to promote fire safety and Home Fire Safety Checks, along with working with partners at Young Citizen's events, an initiative which is aimed to encourage school age children to think about their personal safety and the safety of others. Seasonal advice has also been offered, in particular water safety and cooking safely outdoor during the summer holidays.
- In Q2 2019-20 HWFRS have joined forces with the Police and Crime Commissioner's office, other search and rescue organisations, the police, charities, and street pastors, to encourage young people to stay safe during their first weeks away from home at university, helping to protect new students during their university Welcome Week, launching the 'Home and Dry' campaign.

- h) 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.

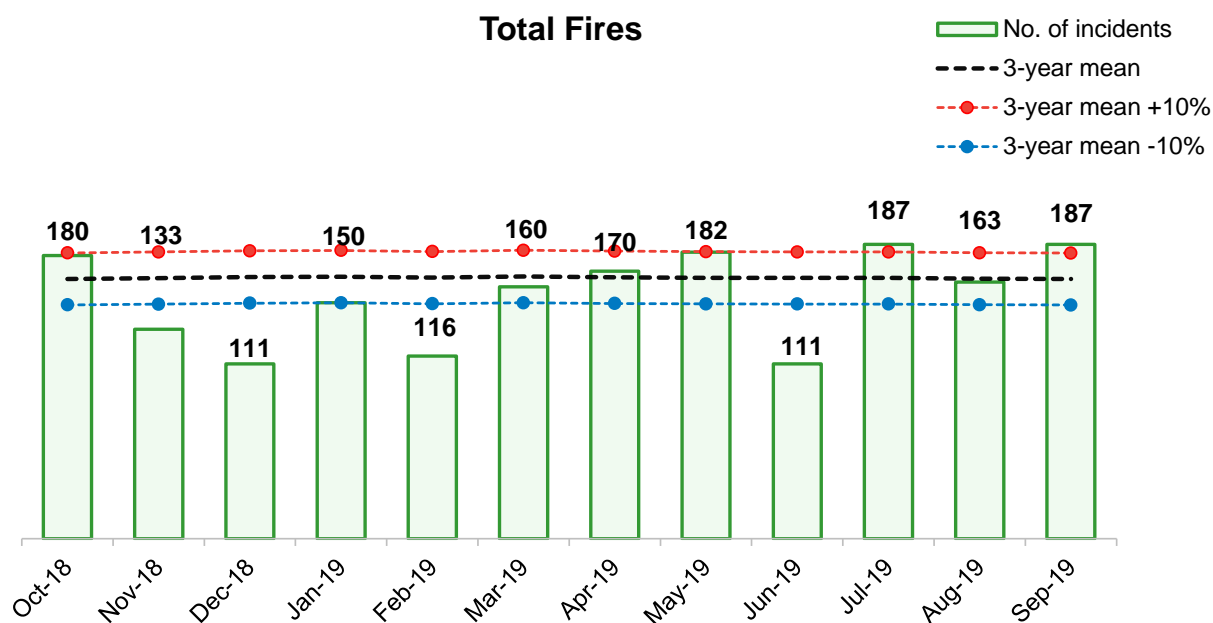


Figure 3 – Total Fires per month: from Oct 2018 to Sept 2019

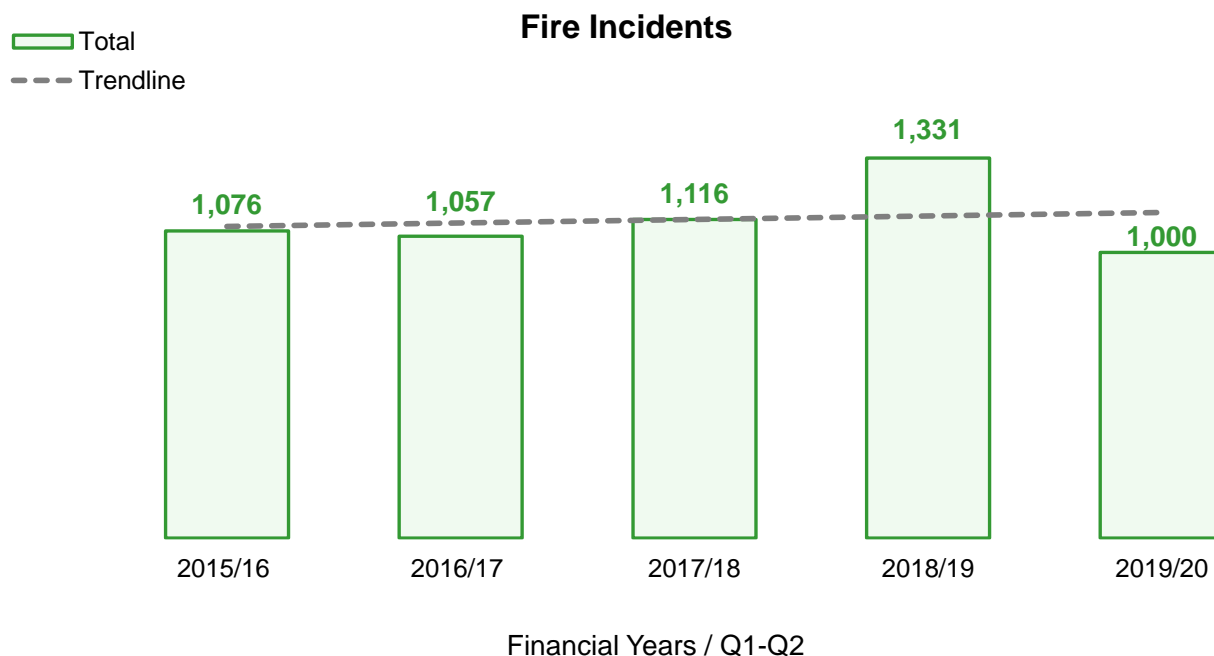


Figure 4 – Total Fires: from Q1-Q2 2015-16 to Q1-Q2 2019-20

1.3 Primary Fires

Incidents are classified as Primary Fires, if they are attended by five or more fire appliances or if they involve a casualty or fatality. There was an 18.00% decrease (115 incidents) in Primary Fires in Q1-Q2 2019-20 compared with the same period in 2018-19 (Table 3, Figure 5).

Figure 6 shows the 5-year trend line for the total number of Primary Fires recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of Primary Fires, since the model is of a very poor fit.

The number of Primary Building Fires in Q1-Q2 2019-20 decreased by 14.33%, when compared with the same period in 2018-19. This was predominantly caused by a 14.72% decrease in domestic (dwellings and other residential) property fires (34 incidents). Domestic fires constituted 63.34% of the total primary building fires. The top three causes of domestic primary building fires were 'Cooking – other cooking' (55 incidents), 'Fault in equipment or appliance' (24 incidents) and 'Combustible articles too close to heat source (or fire)' (23 incidents). The Community Risk Department continues to work alongside operational crews to deliver home fire safety messages on a day to day basis.

Table 3 – Primary Fires

Primary Fires	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Building Fires	363	311	-52	-14.33%
Vehicle & Transport Fires	161	154	-7	-4.35%
Outdoor Fires	115	59	-56	-48.69%
Total	639	524	-115	-18.00%

- a) Building Fires currently account for the greatest proportion (59.35%) in this category with 311 incidents.
- b) Vehicle & Transport Fires decreased by 7 incidents (4.35%) compared with the same period in 2018-19 (Table 3).
- c) Primary Outdoor Fires totalled 59 incidents in Q1-Q2 2019-20 compared with 115 incidents in the same period in 2018-19.
- d) There was 1 fatality in Primary Fires during Q1-Q2 in 2019-20 (Table 4 shows incident and casualty numbers, Figure 7).
- e) Technical Fire Safety officers continue to work with businesses and post-fire audits are completed following all fires in business premises.

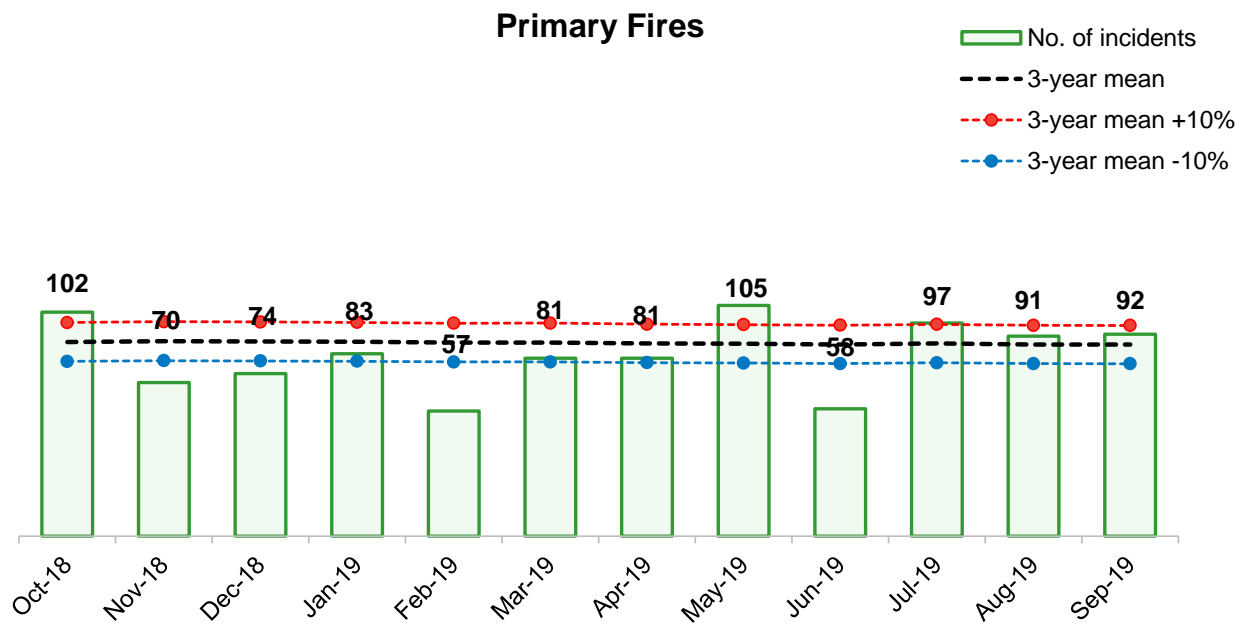


Figure 5 – Primary Fires per month: from Oct 2018 to Sept 2019

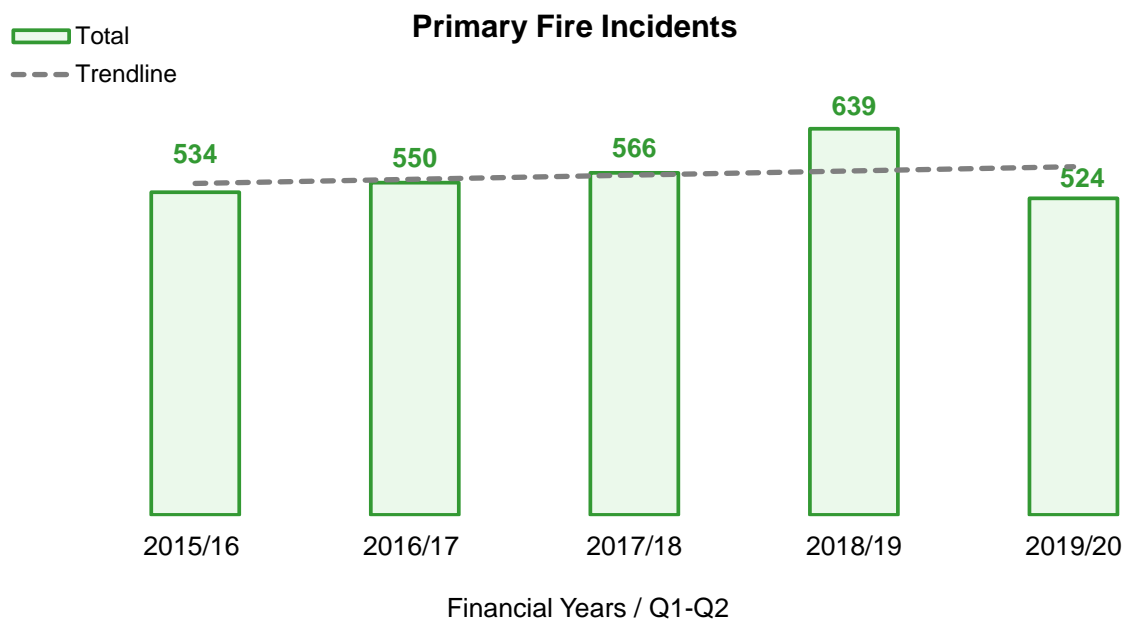


Figure 6 – Primary Fires: from Q1-Q2 2015-16 to Q1-Q2 2019-20

Table 4 – Primary Fires Casualties

Primary Fires Casualty*: severity	Q1-Q2 2018-19		Q1-Q2 2019-20		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	0	0	1	1	∞**	∞**
Victim went to hospital, injuries appear to be Serious	3	3	8	9	+166.67	+200
Victim went to hospital, injuries appear to be Slight	15	15	10	13	-33.33	-13.33
First aid given at scene	17	21	11	12	-35.29	-42.86
Total	35	39	30	35	-14.29	-10.26

* Note: the above casualty severity data refer to all fire incidents regardless of property type.

** Note: no percentage increase/decrease can be calculated due to previous year value(s) were zero.

Primary Fire Injuries and Fatalities

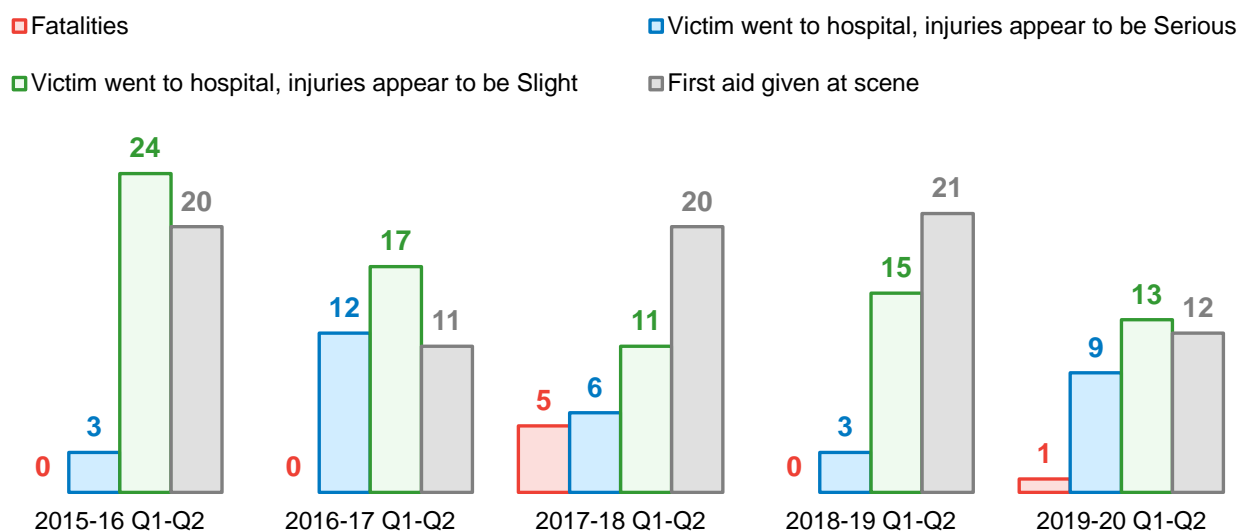


Figure 7 – Primary Fire Injuries and Fatalities: from Q1-Q2 2015-16 to Q1-Q2 2019-20

1.4 Secondary Fires

Secondary Fires include all other fires which are neither Primary nor Chimney Fires, do not involve casualties and are attended by no more than four fire appliances. There was a 32.64% decrease (220 incidents) in Secondary Fires in Q1-Q2 2019-20 compared with the same period in 2018-19 (Table 5, Figure 8).

Table 5 – Secondary Fires

Secondary Fires	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Grassland, Woodland and Crop	312	188	-124	-39.74%
Other Outdoors (including land)	197	121	-76	-38.58%
Outdoor Structures	125	102	-23	-18.40%
Building & Transport	24	36	+12	+50.00%
Outdoor Equipment & Machinery	16	7	-9	-56.25%
Total	674	454	-220	-32.64%

- Grassland, Woodland and Crop fires represent the greatest proportion (41.41%) of all Secondary Fires. 62.23% of Grassland, Woodland and Crop fires were classed as accidental.
- The majority of Other Outdoors (including land) secondary fires were caused by loose refuse which resulted in 65 incidents (53.72%) in Q1-Q2 2019-20.
- The number of Building & Transport fires increased by 12 incidents (50.00%) in Q1-Q2 2019-20 compared with the same period in Q1-Q2 2018-19. Hereford and Worcester had the largest proportion of incidents 41.66%. Out of the 36 incidents in Q1-Q2 2019-20, 100% were found in a derelict property type.

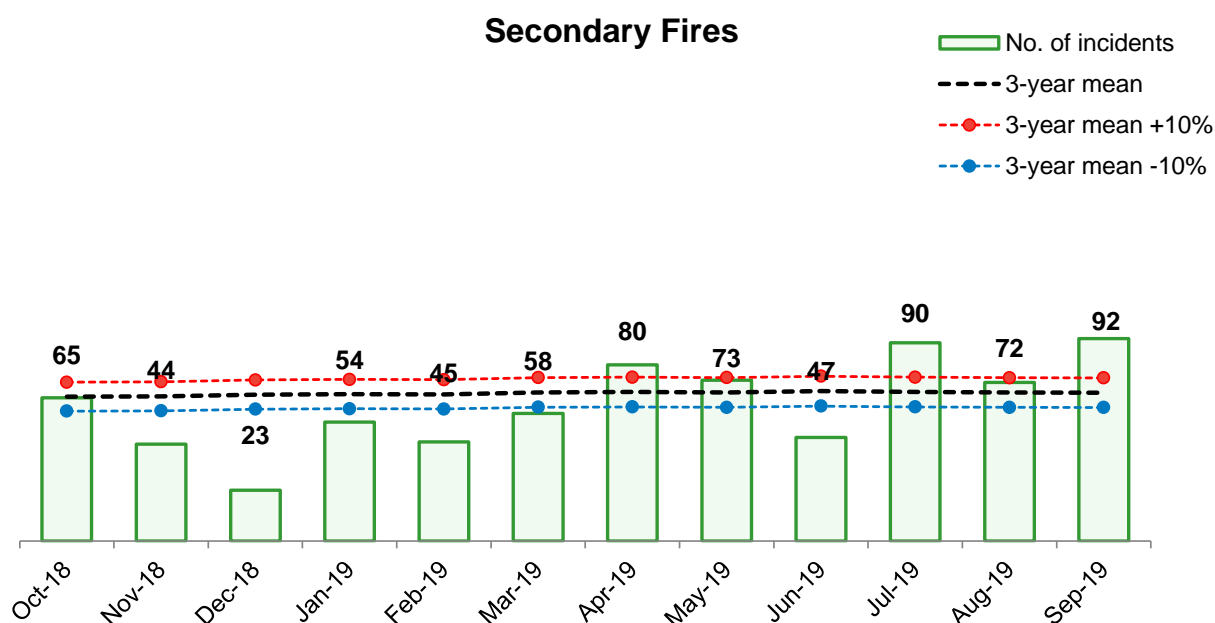


Figure 8 – Secondary Fires per month: from Oct 2018 to Sept 2019

Figure 9 shows the 5-year trend line for the total number of Secondary Fires recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of Secondary Fires, since the model is of a very poor fit.

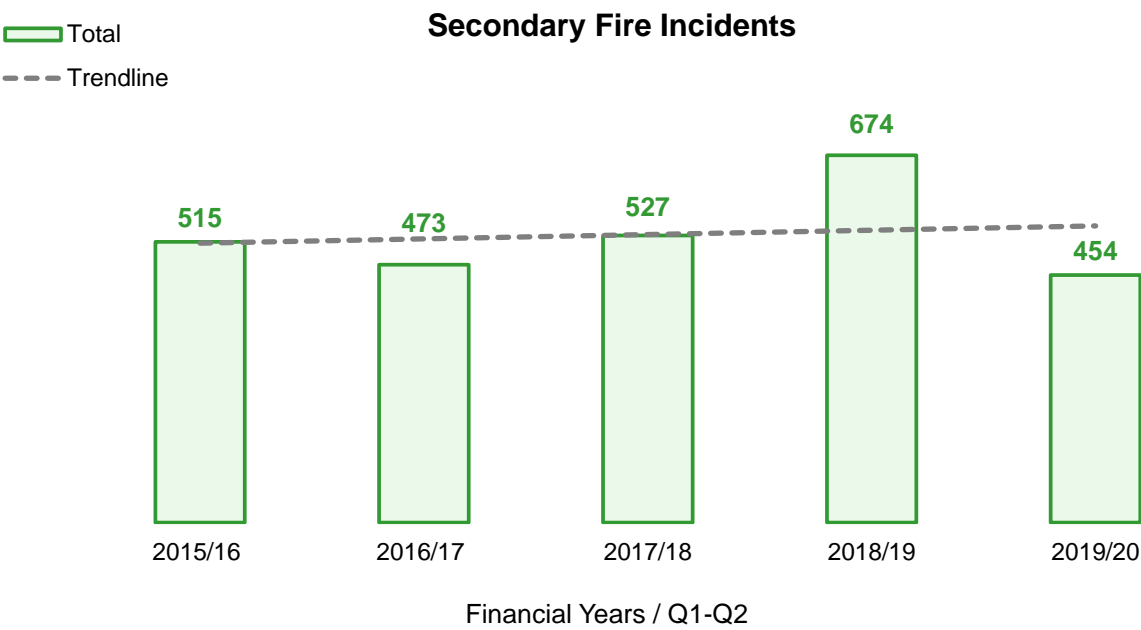


Figure 9 – Secondary Fires: from Q1-Q2 2015-16 to Q1-Q2 2019-20

1.5. Chimney Fires

The number of Chimney Fires (22 incidents) increased by 4 incidents in Q1-Q2 2019-20, compared to the same period of 2018-19 (Table 6, Figure 10). The increase in the number of Chimney Fires is likely to be related to the cooler than usual weather during the spring period and the decrease attributed to the hotter than usual weather in July and August.

Table 6 – Chimney Fires

Chimney Fires	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
April	10	9	-1	-10.00%
May	3	4	+1	+33.33%
June	0	6	+6	∞*
July	0	0	-	0.00%
August	0	0	-	0.00%
September	5	3	-2	-40.00%
October				
November				
December				
January				
February				
March				
Total	18	22	+4	+22.22%

* Note: no percentage increase/decrease can be calculated due to previous year value(s) were zero.

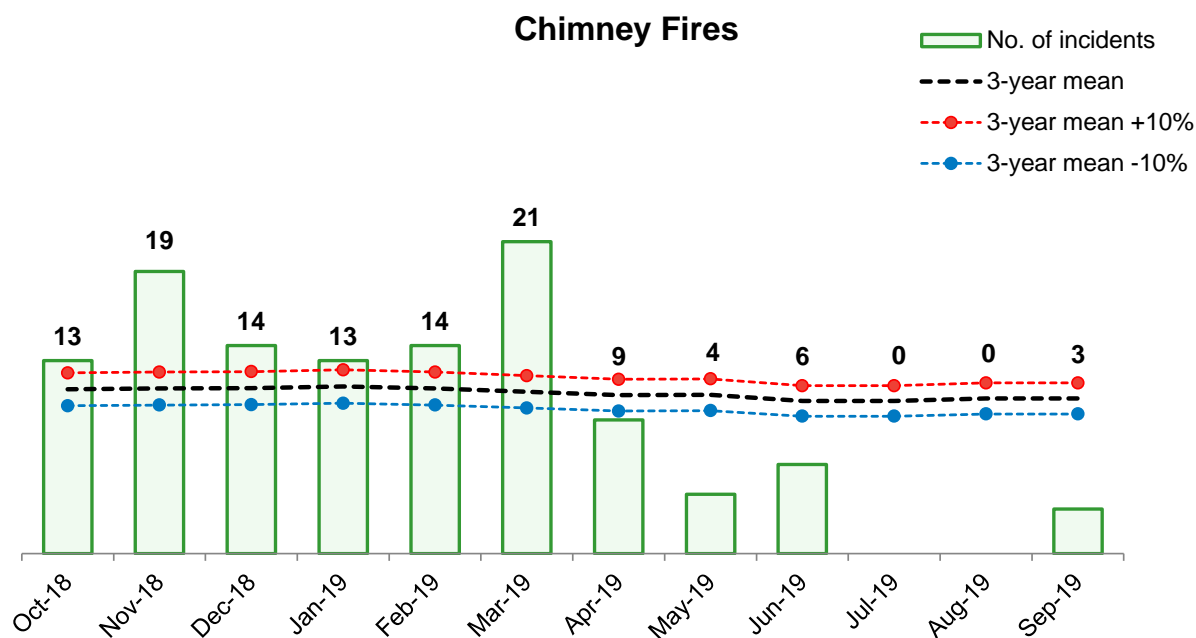


Figure 10 - Chimney Fires per month: from Oct 2018 to Sept 2019

The number of Chimney Fires in Q1-Q2 2019-20 was 12.00% less than the 5-year average of 25 incidents. Figure 11 shows the 5-year trend line for the total number of Chimney Fires recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of Chimney Fires, since the model is of a very poor fit.

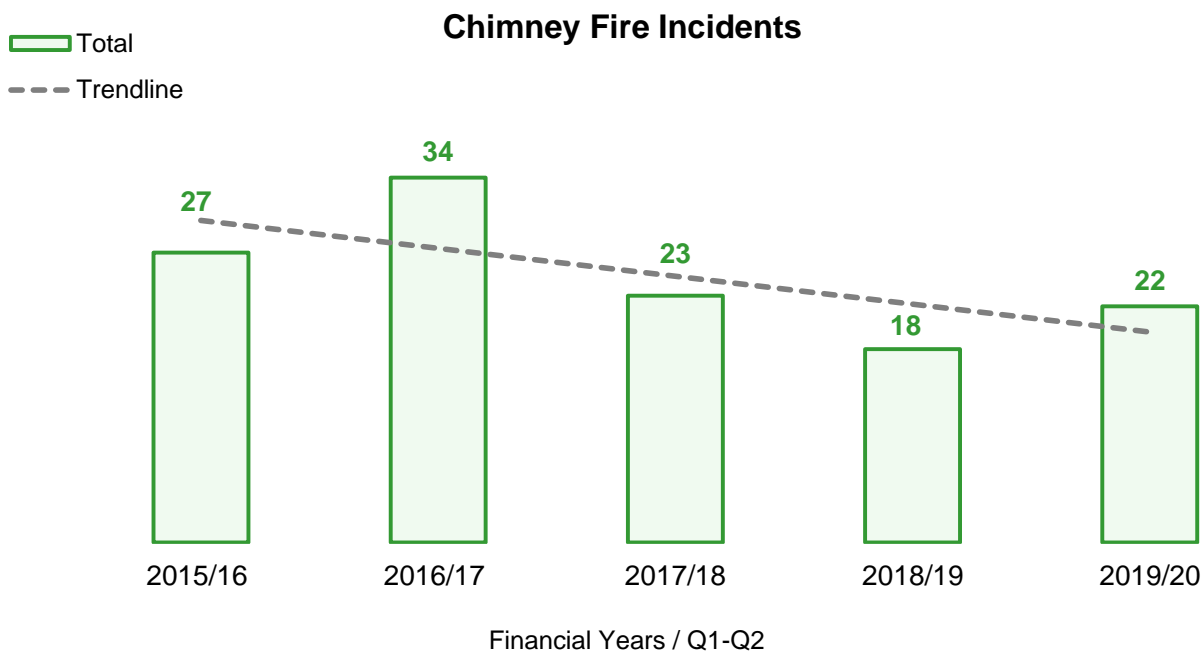


Figure 11 – Chimney Fires: from Q1-Q2 2015-16 to Q1-Q2 2019-20

Figure 12 shows the distribution of the 22 Chimney Fires in Q1-Q2 2019-20 by fire station ground. It shows that the highest numbers of Chimney Fires were in the Wyre Forest area; 1 in Bewdley, 2 in Kidderminster and 3 in the Stourport area.

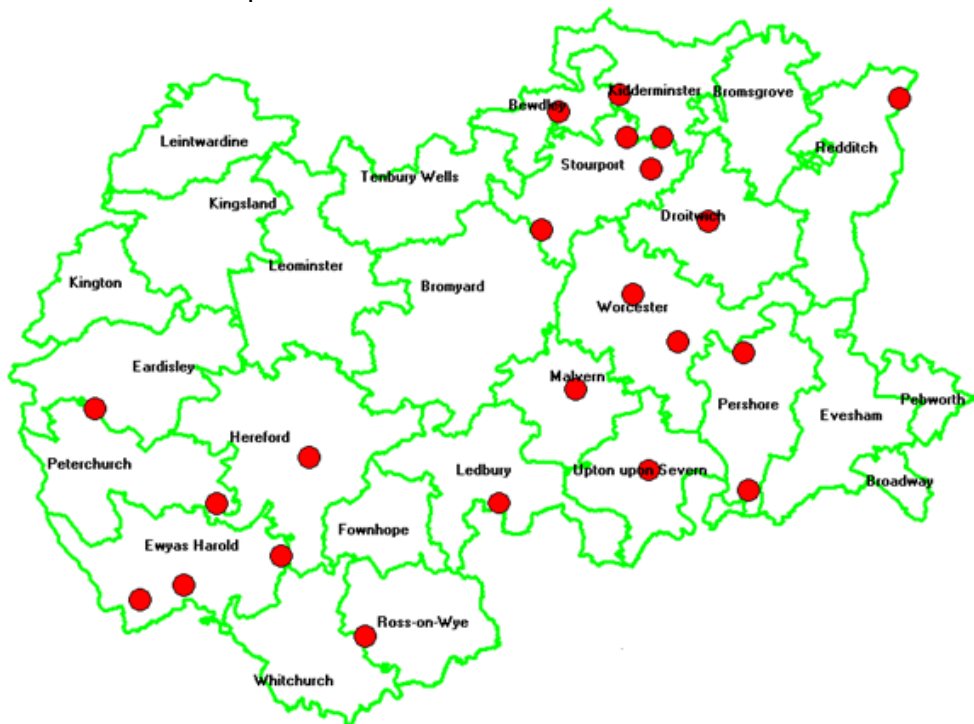


Figure 12 – Chimney Fires per station ground area in Q1-Q2 2019-20

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 22.28% (211 incidents) in Q1-Q2 2019-20 compared to the same period in 2018-19 (Table 7, Figures 13-14).

Other Special Services in Q1-Q2 2019-20 has the greatest proportion with 39.46% of all Special Service incidents. The largest percentage of Special Service Incident Type was Other with 16.19% (74 incidents) of these incidents. RTC incidents represent 29.10% of all Special Service incidents (337 incidents). Assist other agencies in Q1-Q2 2019-20 has the greatest change increase of 195.65% (135 incidents) compared to the same period in 2018-19.

Table 7 – Special Services

Special Services	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
RTC	329	337	+8	+2.43%
Animal assistance	67	60	-7	-10.45%
Assist other agencies	69	204	+135	+195.65%
Flooding	76	52	-24	-31.58%
Lift release	30	26	-4	-13.33%
Rescue or evacuation from water	20	22	+2	+10.00%
Other Special Services	356	457	+101	+28.37%
Total	947	1,158	211	+22.28%

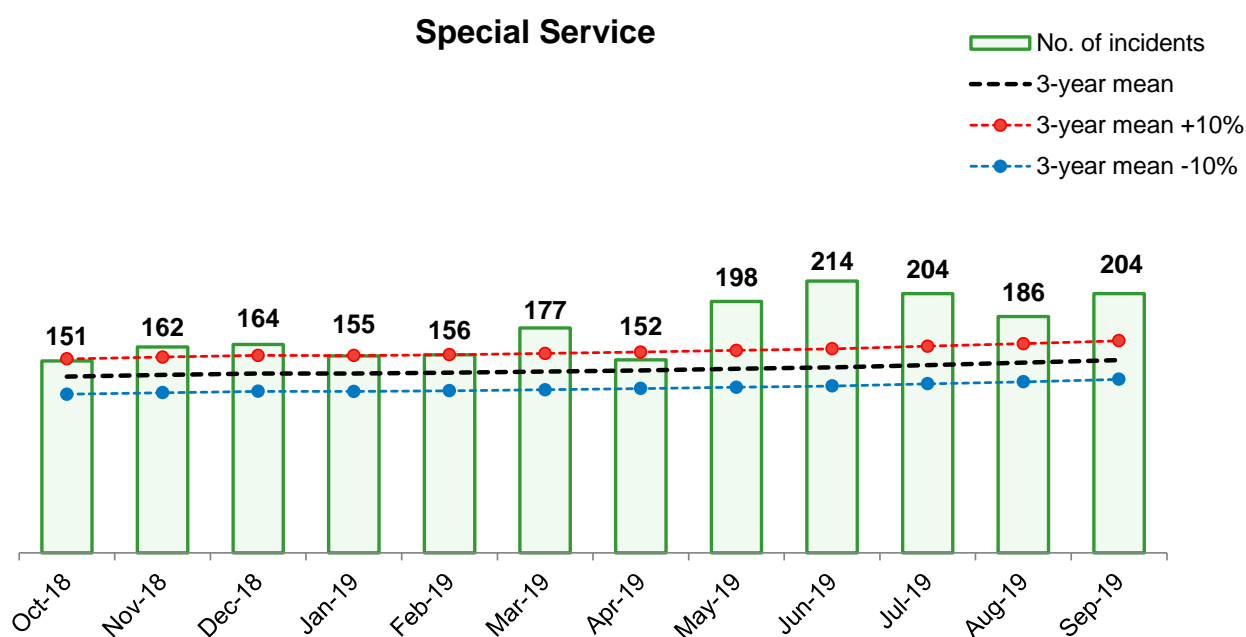


Figure 13 – Special Service incidents per month: from Oct 2018 to Sep 2019

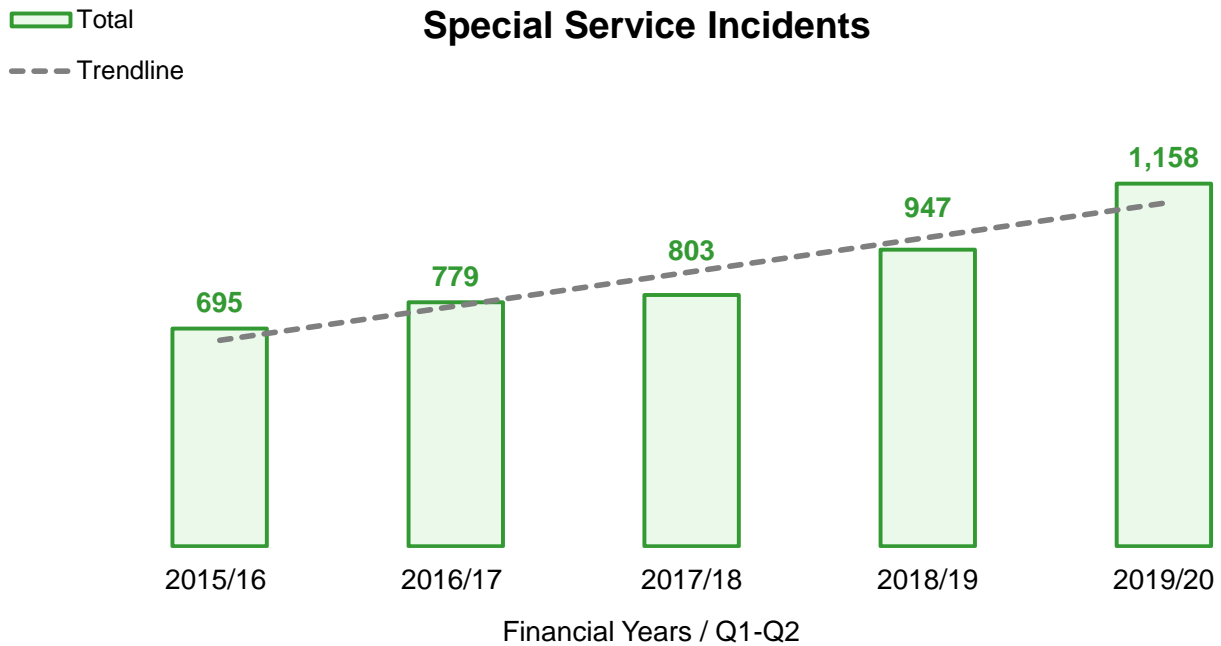


Figure 14 – Special Service incidents: from Q1-Q2 2015-16 to Q1-Q2 2019-20

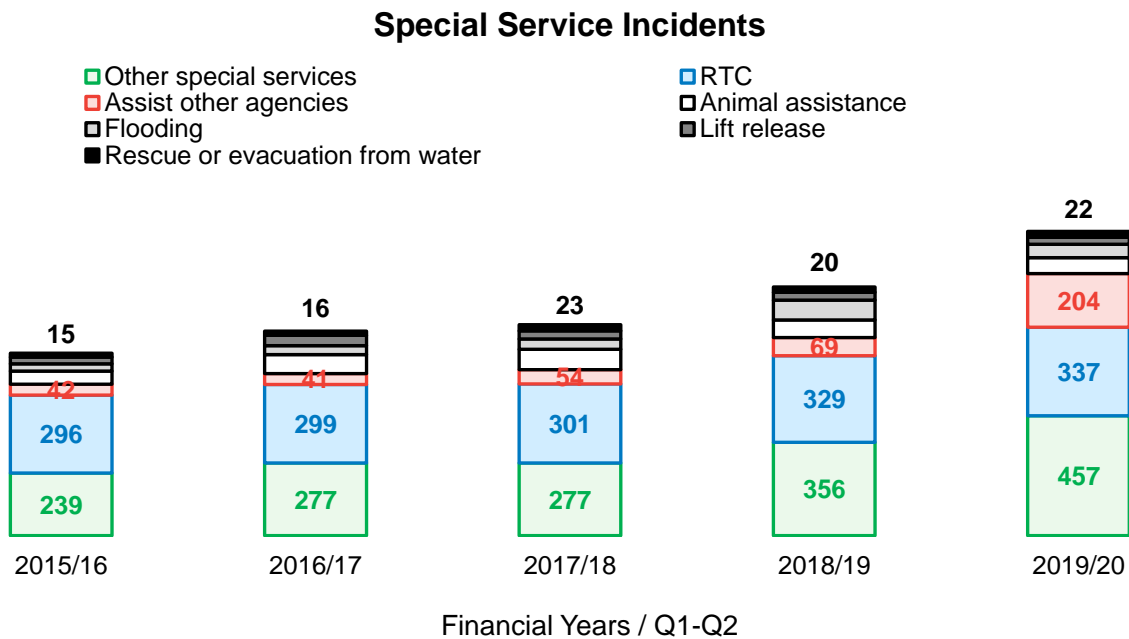


Figure 15 – Special Service incidents: from Q1-Q2 2015-16 to Q1-Q2 2019-20

- The increase in 'Assisting other agencies' by 135 incidents (195.65%) was expected due to the change in operational policies (Figure 15). In Q1-Q2 2019-20 62.75% of calls came from Police (128 out of 204 incidents) and 16.18% from the Ambulance (33 out of 204 incidents). The full list of incidents related to gaining access is available through the Operational Policies Department.
- The number of RTC incidents shows a 2.43% increase (8 incidents) in Q1-Q2 2019-20 compared with the same period in 2018-19.

- c) Incidents involving Animal Assistance decreased by 10.45%.
- d) Other Special Services incidents increased by 28.37%. These are incidents such as the removal of objects, spills and leaks (non-RTC), provision of advice and securing unsafe structures. In Q1-Q2 2019-20 the top 3 categories were 'Other' (74 incidents), 'Service not required' (52 incidents) and 'For medical case' (52 incidents). 31.95% of these calls came from Police.

2.2. RTC Incidents

Road Traffic Collision (RTC) incident numbers reflect the total number of incidents in the two counties of Herefordshire and Worcestershire that were attended by HWFRS crews.

Table 8 – RTC Incidents

RTC Incidents	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Make vehicle safe	195	205	+10	+5.13%
Make scene safe	52	53	+1	+1.92%
Extrication of person/s	35	29	-6	-17.14%
Release of person/s	25	22	-3	-12.00%
Wash down road	1	2	+1	+100.00%
Other	21	26	+5	+23.81%
Total	329	337	+8	+2.43%

- a) The number of RTC incidents attended in Q1-Q2 2019-20 increased by 2.43% (8 incidents) compared to the same period in 2018-19 (Table 8). This is mostly accounted for by an increase in attending 'RTC – Make vehicle safe' which was up by 5.13% (10 incidents) and 'RTC – Other' which was up by 23.81% (5 incidents).
- b) The majority of RTCs involved making vehicles safe (60.83% of all RTC incidents attended).
- c) RTC incidents that required the extrication of person/s (using cutting equipment) decreased by 17.14% from 35 to 29 incidents.
- d) Fire and Rescue crews attended 10 fatalities involving RTCs in Q1-Q2 2019-20, which has not changed when compared to the same period in 2018-19. Nine out of the ten fatalities occurred at separate incidents. The number of people slightly injured in RTCs increased from 128 to 141, and the number of people seriously injured increased by 2. The overall number of casualties increased by 12 people (Table 9, Figure 16).
- e) The Community Risk Department continues to work with Partner Agencies to raise awareness of road safety.

Table 9 – RTC Casualties

RTC Casualty: severity	Q1-Q2 2018-19		Q1-Q2 2019-20		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	10	10	9	10	-10.00	0.00
Victim went to hospital, injuries appear to be Serious	35	38	35	40	0.00	+5.26
Victim went to hospital, injuries appear to be Slight	93	128	106	141	+13.98	+10.16
First aid given at scene	25	35	25	32	0.00	-8.57
Total	163	211	175	223	+7.36	+5.69

RTC - Injuries and Fatalities

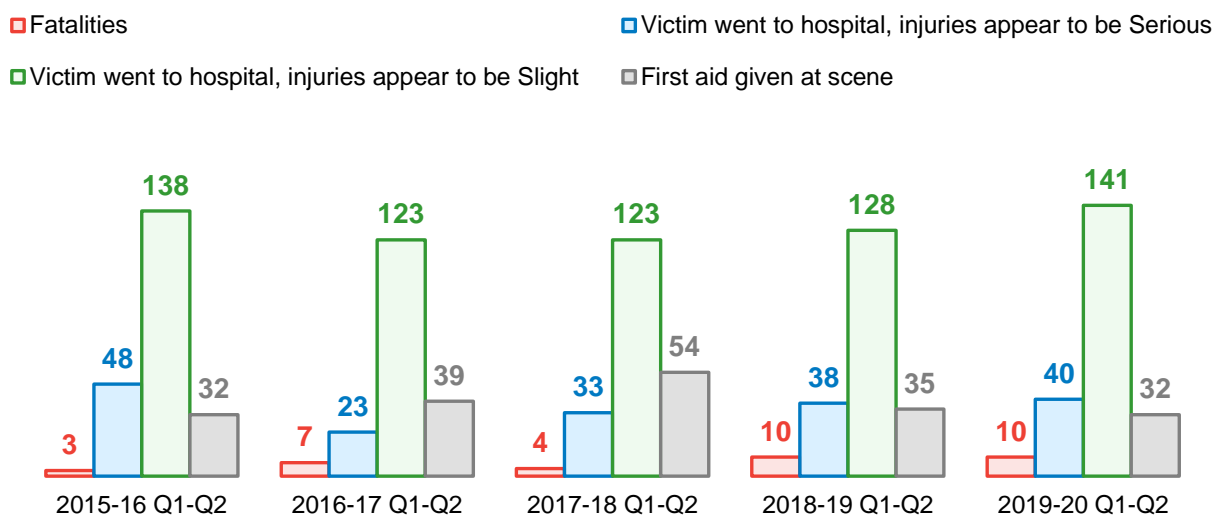


Figure 16 – RTC Injuries and fatalities quarterly data: from Q1-Q2 2015-16 to Q1-Q2 2019-20

Figure 17 shows the 5-year trend line for the total number of Road Traffic Collisions recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis shows that for each Q1-Q2 period the total number of Road Traffic Collisions attended consistently increased by 11 incidents, an increase of 56 incidents in 5 years.

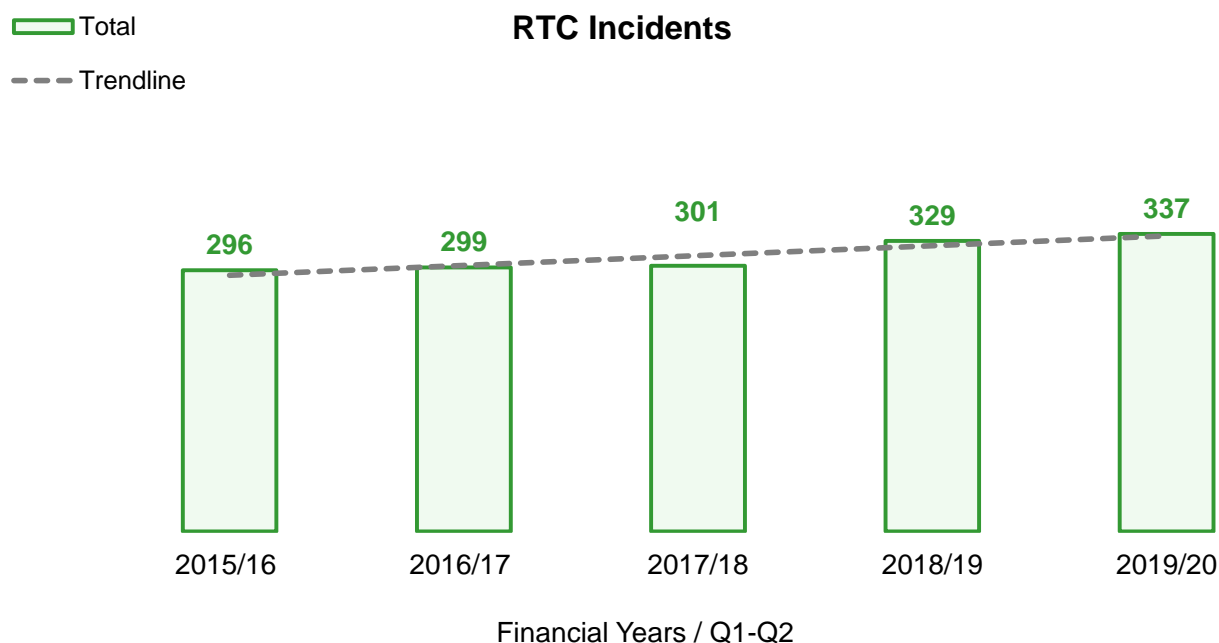


Figure 17 – RTC Incidents: from Q1-Q2 2015-16 to Q1-Q2 2019-20

2.3. False Alarm Incidents

The number of False Alarm incidents in Q1-Q2 2019-20 shows a decrease of 14 incidents (0.78%) compared to the same period in 2018-19 (Table 10, Figure 18). Overall, 50.00% (889 incidents) of False Alarm calls originated from domestic (dwellings and other residential) properties when compared with non-residential premises (34.53%, 614 incidents) and Other (15.47%, 275 incidents).

Fire Alarm Due to Apparatus incidents decreased by 7 incidents (0.55%) in Q1-Q2 2019-20 compared to the same period in 2018-19 (Table 10). The Service continues to analyse the cause and location of the incidents and works with premises owners to reduce call numbers.

False Alarm Good Intent incidents decreased by 17 incidents (3.48%) in Q1-Q2 2019-20, when compared to the same period in 2018-19. Malicious False Alarms increased from 20 to 30 and they were recorded as follows: 7 in Worcester, 4 in Redditch and Evesham, 3 in Kidderminster, and 2 in Bromsgrove, Pershore and Hereford, 1 in Stourport, Bromyard, Upton-upon-Severn, Droitwich, Pebworth and Malvern.

Figure 19 shows the 5-year trend line for the total number of False Alarms recorded in Q1-Q2 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of False Alarms, since the model is of a very poor fit.

Table 10 – False Alarms

Category	Q1-Q2 2018-19	Q1-Q2 2019-20	Change	
Malicious false alarms	20	30	+10	+50.00%
Good intent false alarms	488	471	-17	-3.48%
Fire alarm due to apparatus	1,284	1,277	-7	-0.55%
Total	1,792	1,778	-14	-0.78%

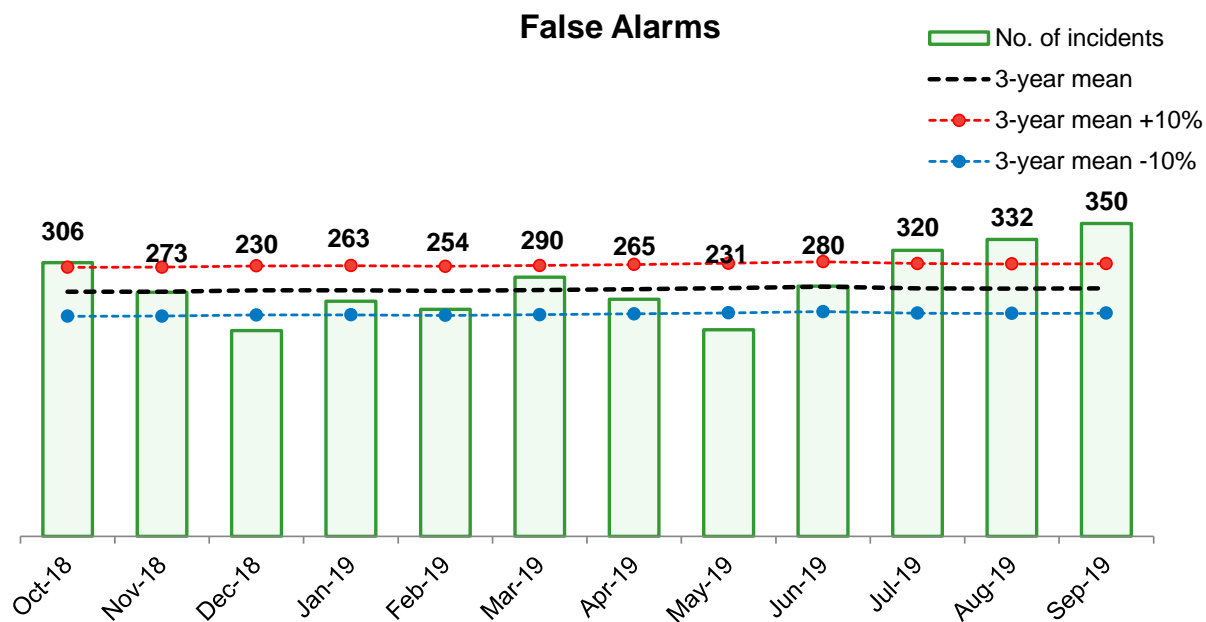


Figure 18 – False Alarm incidents per month: from Oct 2018 to Sept 2019

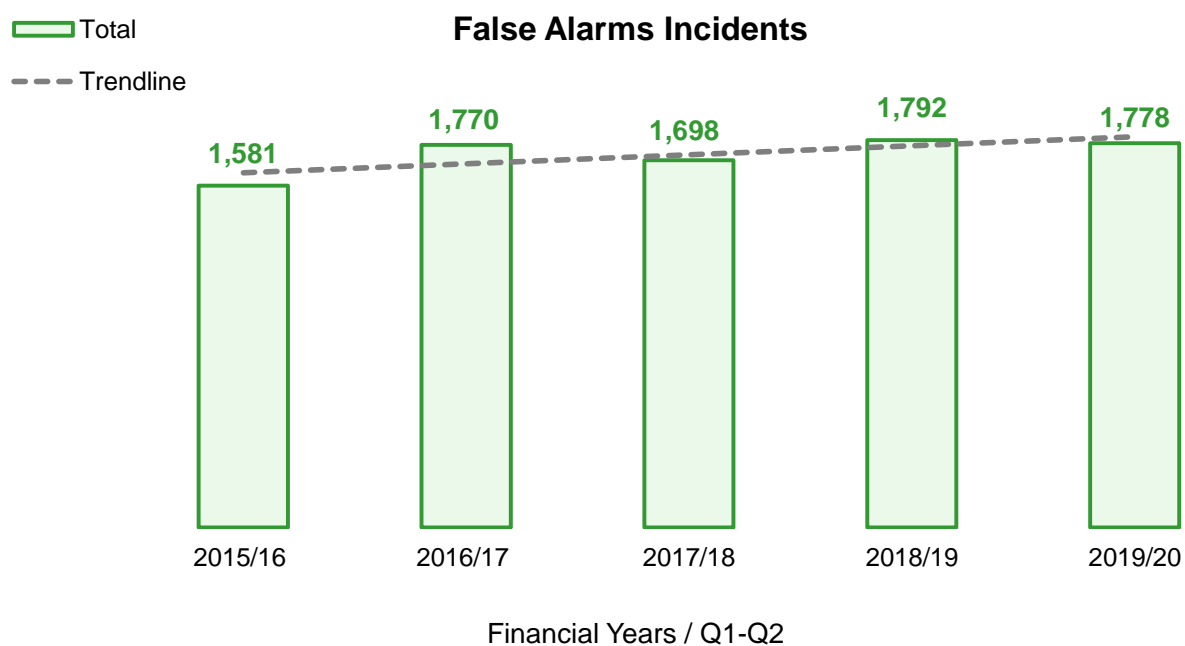


Figure 19 – False Alarm incidents: from Q1-Q2 2015-16 to Q1-Q2 2019-20

3. Absence Management

Staff absence and sickness is recorded on a quarterly basis in line with the Service's HR Connect management system (Figure 20). The sickness level for all staff in Q2 2019-20 has decreased overall to 1.03 days when compared to 1.70 days lost per head in Q2 in 2018-19. This is below the 5-year average of 1.95 days lost per head. More details can be found in Table 11.

3.1. All Staff Sickness

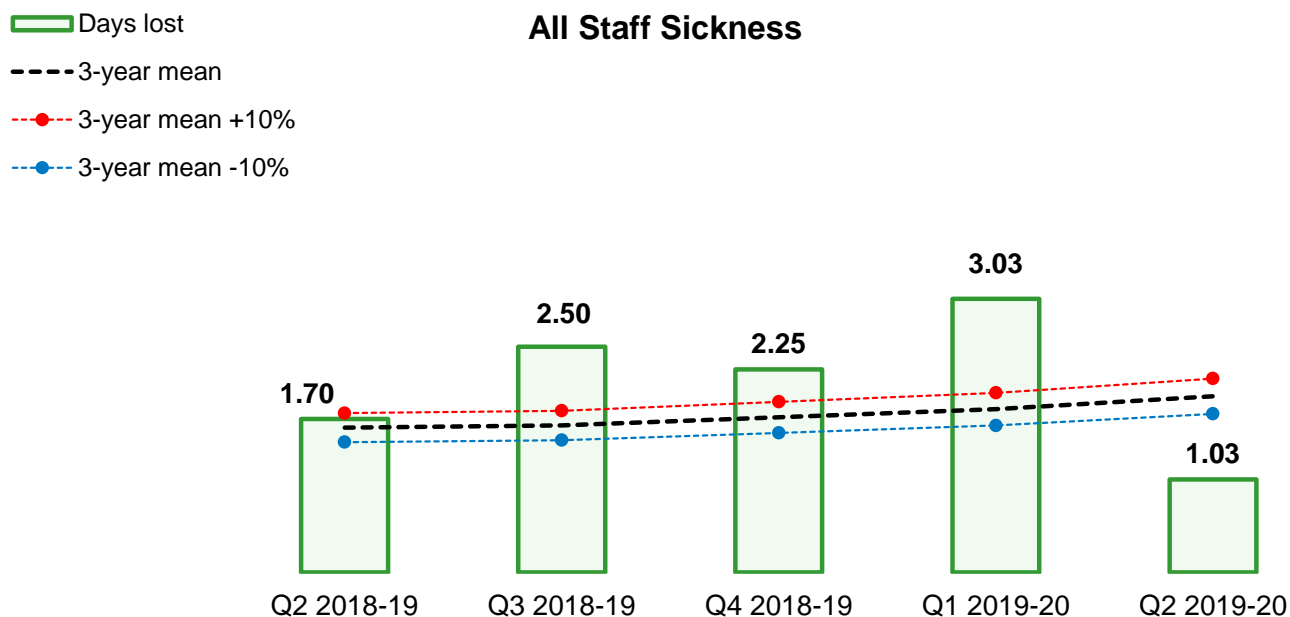


Figure 20 – All Staff Sickness: from Q2 2018-19 to Q2 2019-20

Table 11 – All Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Staff Sickness per head (days lost)
Quarter 1	1.10	1.93	3.03
Quarter 2	0.33	0.70	1.03
Quarter 3			
Quarter 4			

Long-term sickness continues to form the greatest proportion of All Staff sickness.

Figures for other Fire and Rescue Services are generally only available a quarter in arrears. The latest available figures are for Q1 2019-20, which showed that Hereford & Worcester FRS All Staff Sickness was higher than Shropshire FRS (3.03 average number of days/shifts lost per head compared to Shropshire's 1.57).

Figure 21 shows the 5-year trend line for the All Staff Sickness (the number of days/shifts lost per head) recorded in Q2 between 2015-16 and 2019-20. Time cannot be used as a predicting variable for the increasing number of days/shifts lost per head, since the model is of a very poor fit.

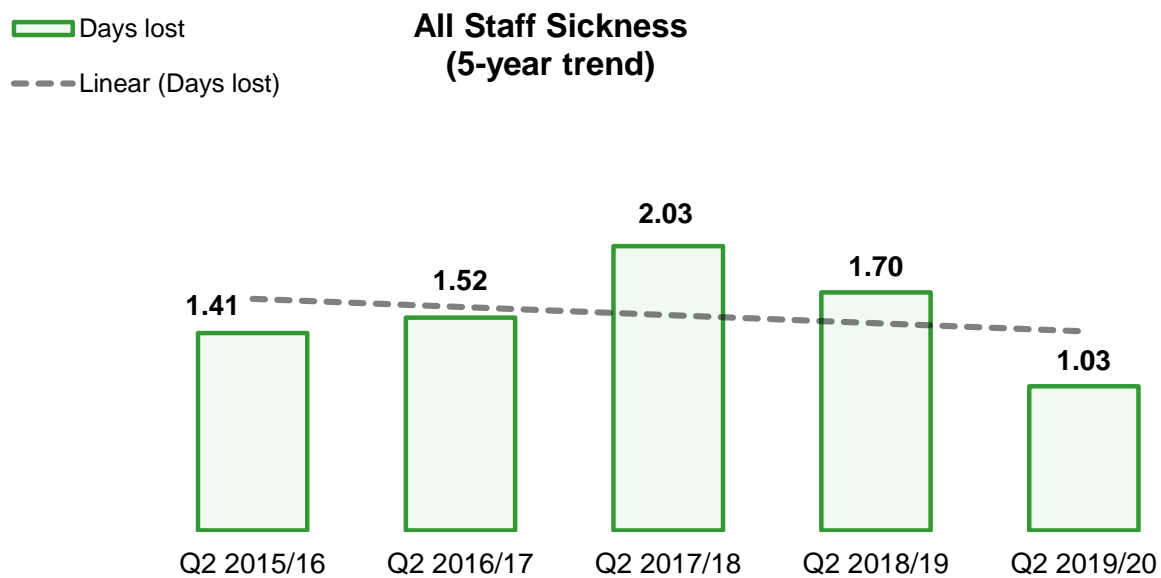


Figure 21 – All Staff Sickness: from Q2 2015-16 to Q2 2019-20

3.2. Non-Uniformed Staff Sickness

Non-Uniformed Staff Sickness in Q2 2019-20 was -0.55* days lost per head (Figure 22, Table 12). During the same period in 2018-19, Non-Uniformed Staff Sickness was at (0.38 days).

* The number of employees is constantly changing and this influences the average number of days/shifts lost per person reported. The negative numbers reflects changes between these averages from one quarter to another.

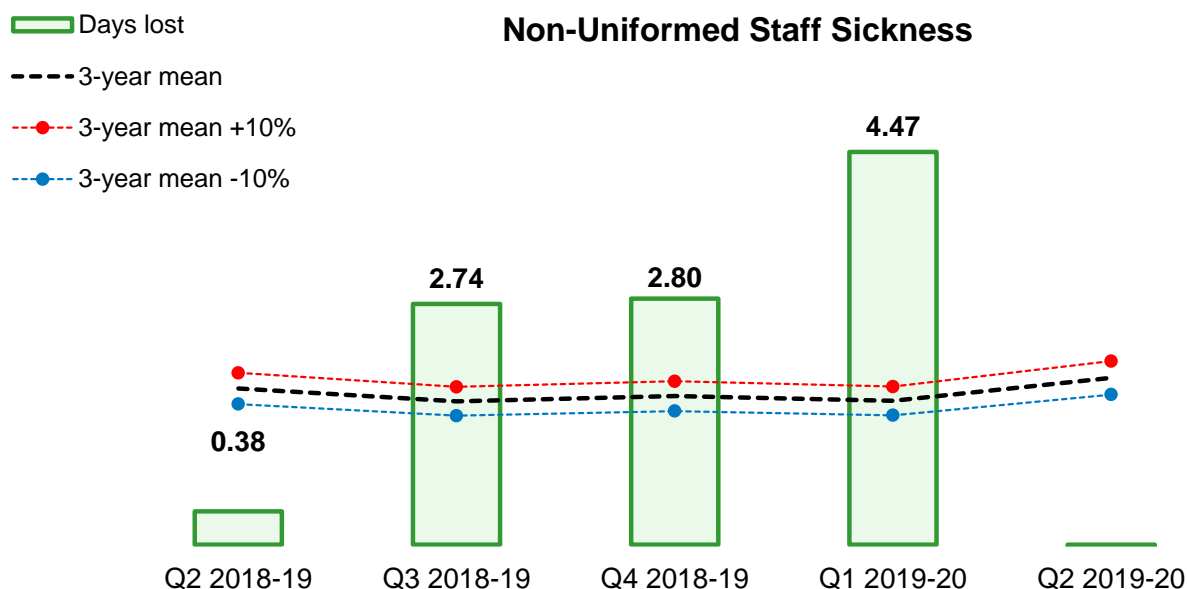


Figure 22 – Non-Uniformed Staff Sickness: from Q1 2015-16 to Q1 2019-20

Table 12 - Non-Uniformed Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Non-Uniformed Staff Sickness per head (days lost)
Quarter 1	2.01	2.46	4.47
Quarter 2	-0.22*	-0.33*	-0.55*
Quarter 3			
Quarter 4			

* The number of employees is constantly changing and this influences the average number of days/shifts lost per person reported. The negative numbers reflects changes between these averages from one quarter to another.

Long term sickness continues to form the largest proportion of sickness for Non-Uniformed Staff.

By occurrence the most frequently recorded reason for absence in Q2 2019-20 were gastro-intestinal issues and respiratory infections (cold / influenza).

By number of days lost the most significant reason for absence in Q2 2019-20 were musculo-skeletal pain (back), Hospital/Post-Operative and stress.

3.3 Wholetime Staff Sicknesses

Wholetime Staff Sickness in Q2 2019-20 is 1.84 days lost per head (Figure 23, Table 13). However, during the same period in 2018-19, Wholetime Staff Sickness was at a slightly higher level (2.23 days lost per head).

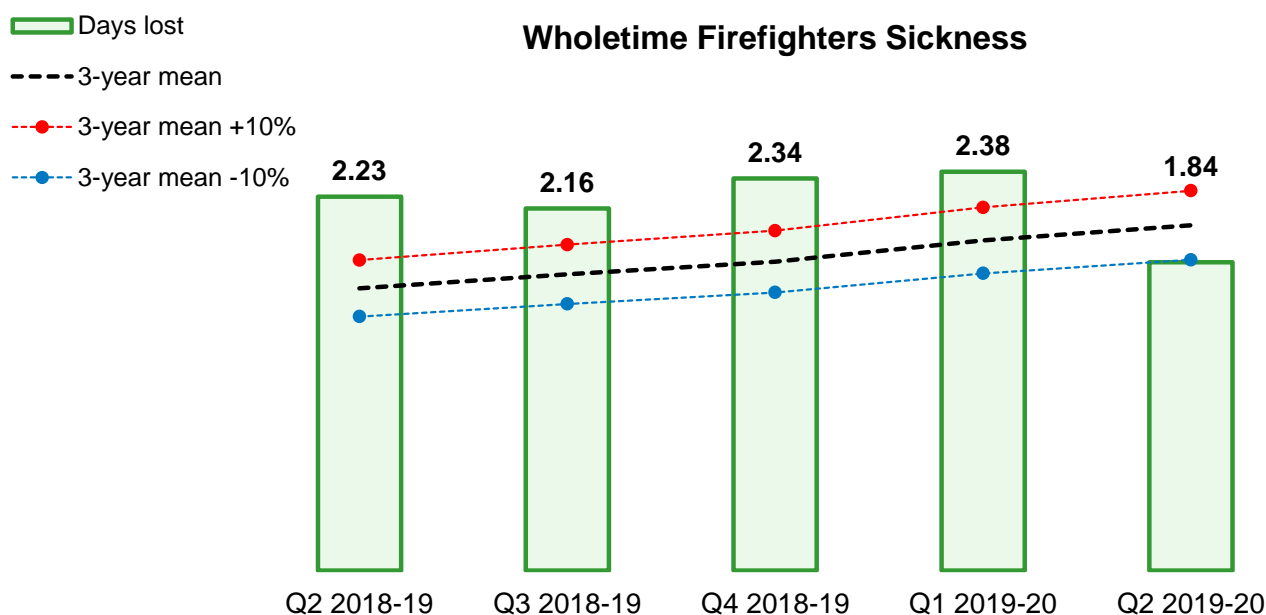


Figure 23 – Wholetime Staff Sickness: from Q2 2018-19 to Q2 2019-20

Table 13 – Wholetime Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.71	1.67	2.38
Quarter 2	0.49	1.35	1.84
Quarter 3			
Quarter 4			

By occurrence the most frequently recorded reason for absence in Q2 2019-20 were gastro-intestinal issues and musculo-skeletal.

By number of days lost the most significant reason for absence in Q2 2019-20 were musculo skeletal (lower limb) issues.

3.4 Comparative All Staff Sickness

To illustrate 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 (WCC), whose sickness figures are most readily available (Table 14).

Table 14 – Comparative All Staff Sickness

Comparative All Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Staff Sickness per head (days lost)
Worcestershire County Council	1.00	3.10	4.10
Herefordshire Council			4.19
HWFRS	1.48	2.74	4.06

The latest figures for Q1-Q2 2019-20 show that the Service's overall staff sickness levels are lower than the 4.10 at Worcestershire County Council and 4.19 days lost per head at Herefordshire County Council.

4. Key Performance Indicators Out of Tolerance

Total Fires, Secondary Fires and Chimney Fires remained within the levels of tolerance for Q1-Q2 2019-20. However, Total Incidents and Primary Fires were above the upper 10% tolerance limit. Special Service's and False Alarm incidents continued in Q1-Q2 2019-20 to be outside upper tolerance levels. A change in policy and a 195.65% increase in the number of Assisting other agencies (135 incidents) could explain why Special Service incidents are out of tolerance levels for Q1-Q2 2019-20.

Furthermore, RTC – Slight Injuries were at a 5-year high in Q1-Q2 2019-20. In Quarters 1-2, all staff sickness was below the level of tolerance for All Staff, Wholetime firefighters and Non-uniformed staff.

4.1 Attendance Standards – First Fire Appliance at Primary 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 Primary Building Fires within 10 minutes on at least 75% of occasions.

The total number of Primary Building Fires in Q1-Q2 2019-20 was 311, which is a 14.33% decrease compared to the same period in 2018-19.

The percentage of Primary Building Fires* attended by the first fire appliance within 10 minutes during Q1-Q2 2019-20 was 45.34% which is down by 11.96% compared to the same period in 2018-19 (Table 15).

* It should be noted that calculations are based on available records downloaded directly from the Fire Control's Command and Control System (Brigid), which have been quality checked. During Q1-Q2 2019-20, 7 out of 311 (2.25%) records were not included compared to 4 out of 363 (1.10%) in Q1-Q2 2018-19.

Table 15 – First fire appliance attendance at Primary Building Fires within 10 minutes

First fire appliance attendance	Q1-Q2 2018-19		Q1-Q2 2019-20	
Primary Building Fires attended within 10 minutes	208	57.30%	141	45.34%
Primary Building Fires not attended within 10 minutes	151	41.60%	163	52.41%
* Discarded incidents due to missing information	4	1.10%	7	2.25%
Total	363	100.00%	311	100.00%

Table 16 – First fire appliance attendance at Primary Building Fires average times

First fire appliance attendance (average times)	Q1-Q2 2018-19 (mm:ss)	Q1-Q2 2019-20 (mm:ss)
Call handling time (Time of Call until Time Appliance Mobilised)	01:39*	01:32*
Travel time (Mobile Time until Appliance Arrival at Scene)	08:38*	09:28*
Time of Call to Arrival at Scene	10:17*	11:00*

* It should be noted that these are three independent averaged values, and therefore may not always add up.

* To ensure that comparability between Q1-Q2 2018-19 and Q1-Q2 2019-20 results are accurate. The attendance standard for Q1-Q2 2018-19 has been recalculated as the data used include all Building Fires, whereas the new attendance standard focusses on Primary Building Fires only.

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 and 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.

The average time for the first fire appliance attendance at all Primary Building Fires in Q1-Q2 2019-20 was 11 minutes, an increase of 6.97% of delay compared with Q1-Q2 2018-19 (Table 16).

In Q1-Q2 2019-20 the first fire appliance did not meet the Attendance Standard on 163 occasions out of the 311 Primary Building Fires attended* (Table 17). The main reason cited by crews for the first fire appliances not attending Primary Building Fires within 10 minutes was travel distance to the incident (23.79% of incidents). The top three reasons for not meeting the attendance standard are listed in Table 17.

* This statistic is based on information provided by firefighters in the incident reports (Question 2.14) which is subjective in nature.

Table 17 – Attendance Standard – Primary Building Fires

Reason for not meeting attendance standard	No. of incidents	%
Travel distance to the incident	74	23.79%
Turn in time (Retained and Day crew only)	45	14.47%
Appliance not booked in attendance	13	4.18%
Other	32	10.29%
Incidents not recorded by OICs as Attendance Standard Not Met	-1*	-0.61%
Total	163	52.41%

* On one occasion, an OIC reported that the Attendance Standard was not met, which after cross-checking with the Command & Control system turned out to be incorrect.

5. On-Call (Retained) Availability

The Gartan* report was produced on 8th October 2019 (a copy of the report is available upon request). The overall availability of the first On-Call (Retained) fire appliance decreased by 3.52%, when compared with the same period of 2018-19 (Table 18).

From 1st March 2019, Wholetime appliances at Droitwich, Evesham and Malvern were retained at night (18:00-08:00) and therefore a weighted average has been applied to calculate availability of first On-call appliances at these locations. A direct comparison has not been included against the previous year due to the change in crewing.

*Gartan is an online availability management system.

Table 18 – First fire appliance On-Call (Retained) availability in Q1-Q2 2019-20

Station	County	Q1-Q2 2018-19	Q1-Q2 2019-20	Change %
Bromyard	Herefordshire	96.52%	97.55%	1.03%
Eardisley	Herefordshire	93.53%	93.61%	0.08%
Ewyas Harold	Herefordshire	96.83%	99.98%	3.15%
Fownhope	Herefordshire	96.83%	90.64%	-6.19%
Hereford	Herefordshire	97.72%	98.08%	0.36%
Kingsland	Herefordshire	99.12%	98.37%	-0.76%
Kington	Herefordshire	95.64%	96.62%	0.98%
Ledbury	Herefordshire	98.39%	99.48%	1.08%
Leintwardine	Herefordshire	97.68%	96.06%	-1.63%
Leominster	Herefordshire	99.93%	99.74%	-0.19%
Peterchurch	Herefordshire	66.92%	60.02%	-6.90%
Ross-on-Wye	Herefordshire	100.00%	100.00%	0.00%
Whitchurch	Herefordshire	67.20%	71.46%	4.26%
Bewdley	Worcestershire	66.42%	52.83%	-13.58%
Broadway	Worcestershire	68.23%	34.02%	-34.20%
Bromsgrove	Worcestershire	80.77%	55.95%	-24.82%
Droitwich Spa	Worcestershire	-	66.47%	-
Evesham	Worcestershire	-	91.47%	-
Kidderminster	Worcestershire	55.63%	67.90%	12.27%
Malvern	Worcestershire	-	87.00%	-
Pebworth	Worcestershire	87.27%	76.78%	-10.49%
Pershore	Worcestershire	87.22%	92.92%	5.71%
Redditch	Worcestershire	98.14%	86.19%	-11.95%
Stourport	Worcestershire	67.04%	69.91%	2.87%
Tenbury	Worcestershire	98.98%	98.88%	-0.10%
Upton upon Severn	Worcestershire	92.03%	91.89%	-0.14%
Worcester	Worcestershire	90.53%	92.08%	1.55%
Total		87.44^a	83.92^a	-3.52^a

^a The average (mean) of availability of first appliances only.

5.1 Number of incidents per station ground

Table 19 shows the number of incidents recorded in each fire station ground area* in Q1-Q2 2019-20.

Table 19 – Incidents per station ground Q1-Q2 2019-20

Station Ground	County	Fire	Special Service	False Alarm	Total
Bromyard	Herefordshire	15	21	16	52
Eardisley	Herefordshire	8	9	1	18
Ewyas Harold	Herefordshire	9	8	3	20
Fownhope	Herefordshire	4	6	3	13
Hereford	Herefordshire	89	133	167	389
Kingsland	Herefordshire	7	6	10	23
Kington	Herefordshire	4	9	3	16
Ledbury	Herefordshire	17	24	40	81
Leintwardine	Herefordshire	7	2	2	11
Leominster	Herefordshire	19	35	37	91
Peterchurch	Herefordshire	12	5	10	27
Ross-on-Wye	Herefordshire	26	41	26	93
Whitchurch	Herefordshire	10	16	13	39
Bewdley	Worcestershire	35	17	15	67
Broadway	Worcestershire	5	7	12	24
Bromsgrove	Worcestershire	58	91	162	311
Droitwich Spa	Worcestershire	44	42	78	164
Evesham	Worcestershire	68	59	126	252
Kidderminster	Worcestershire	114	107	182	403
Malvern	Worcestershire	34	70	97	201
Pebworth	Worcestershire	7	3	6	16
Pershore	Worcestershire	31	22	39	93
Redditch	Worcestershire	153	134	242	529
Stourport	Worcestershire	50	46	67	163
Tenbury	Worcestershire	12	11	1	24
Upton upon Severn	Worcestershire	14	25	28	67
Worcester	Worcestershire	148	209	392	749
Total		1,000	1,158	1,778	3,936
		25.41%	29.42%	45.17%	100%

* The geographical location of each incident is recorded in the Incident Recording System, which determines the relevant station ground. The table summarises the data for all incidents except where the incidents were recorded as 'Over The Border' or OTB.

HWFRS Community Risk Activity

Year 2019/2020



HFSCs



Standard Alarms



Specialist Alarms



RBAP/Visits/Post Fires



BFSCs



CR Media Campaigns

Year to date

1807

2136

217

Year to date

737

320

17



Arson Referrals



Fire Setter Referrals



Building Reg Consultations



Licensing Apps



Fire Investigation

Year to date

1035

64

19

Year to date

253

125

28



Community Safety Activity
(CE1 hours)



Public Engagement (total
no. of people)



Safeguarding



Twitter



CR 0800



Enforcement

Year to date

525

3637

58

Year to date

53451

2444

53

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 May 2019.
-

Recommendation

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

- (i) 7 Day 42 Hours Flexi System***
- (ii) DCP***
- (iii) Top 12 Policies/SPIs***
- (iv) Equality Impact Assessment – request for SPI***
- (v) Joint Protocol for TU Duties***
- (vi) Tax Implications for Officers private use of Service Vehicles***
- (vii) Fitness Policy***
- (viii) People Strategy 2020-2022***
- (ix) Equality & Diversity Strategy***
- (x) Positive Action Strategy***

Background

2. The JCC acts as the main route for employee consultation. It comprises managers and employee representatives who meet every six weeks 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 Area Commanders responsible for Community Risk & Training, Operations and Operations Support and the Head of HR and Development.

Update

5. The Joint Protocol for Industrial Relations SPI provides the framework for communicating, consulting and negotiating with all Trade Unions. This policy is currently being reviewed to better reflect current practice.
6. Following a review, all new items raised at JCC meetings are now categorised under one of the following headings enabling a more structured flow of information between management and RBs:
 - For consultation
 - For negotiation
 - SPIs for consultation
 - Items for Information/Updates for TU Reps
 - Requests for information/Issues raised by TU Reps
 - Other Items
7. Since its last update to the Committee, the JCC has met on four occasions, 12 June 2019, 18 July 2019, 11 September 2019 and 17 October 2019. The following key issues have been discussed:

- 7 Day 42 Hour Flexi System

Management have negotiated a way forward with FOA for the above system where it has been agreed that a further 5 days rota would be given and in return staff will work 1 additional weekend day per month. The FBU have now confirmed that they would like to discuss a way forward for their members with regard to this system.

- DCP (Day Crewing Plus)

Following public consultation, Option 2 was the preferred way forward resulting in the 2nd appliances at Hereford and Worcester stations becoming 12 hour day duties and then transitioning to 12 hours on call at night with the 1st appliance at Bromsgrove returning to a 24hr shift station (2-2-4).

- Top Twelve Policies/SPIs

A number of Service Policies have been reviewed including the Transgender and Menopause SPIs as well as the Attendance, Discipline, Capability and Grievances SPI. With regard to the Fitness SPI, HR are currently meeting with all representative bodies to gain their views for inclusion in this policy which will also be aligned to standard best practice.

- Safe and Well Visits

Meetings have taken place between management and the FBU to look at the second generation of questions and problem areas with guidance having been drafted for stations.

8. Management representatives also continue to keep JCC members updated on any on-going and developing issues and activities in which HWFRS is involved. Since the last update to the Policy and Resources Committee in May 2019, these have included:

- Update on PCC Business Case

There is now an appeal against the PCC decision and the potential for another judicial review on the back of this. The Service will now have to wait for Judicial Reviews to go through to await timescales.

- Employee Relations Sharepoint Site

JCC members were given a brief presentation on the Employee Relations Sharepoint site. This ensures good transparency with the workforce and assists all Representative Bodies with record keeping and correspondence. Only formal representative body correspondence will be placed on this site as well as the JCC tracker.

- Tax Implications for Officers private use of Service Vehicles

Due to new legislation, officers now need to be advised of tax implications from 6 April 2020. Letters have been sent out to all affected individuals outlining options with further clarity to be provided on what 'on call' means. It was confirmed that ordinary commuting does fall within the exemption and will not be classed as personal use.

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)	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



Hereford & Worcester Fire Authority

Audit and Standards Committee

Tuesday, 15 October 2019, 10:30

Chairman: Cllr M Hart

Vice-Chairman: Cllr A Amos

Minutes

Members Present: Ms P Agar, Mr A Amos, Mrs E Eyre BEM, Mr I D Hardiman, Mr M Hart, Mrs K Hey, Dr K Pollock, Mr L Stark, Mrs D Toynbee

149 Apologies for Absence

Apologies were received from Mr S Bowen and Mr R Morris.

150 Named Substitutes

There were no named substitutes.

151 Declarations of Interest (if any)

There were no interests declared.

152 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Audit and Standards Committee held on 30 July 2019 be confirmed as a correct record and signed by the Chairman.

153 Annual Audit Letter 2018/19

The External Auditor presented the Annual Audit Letter 2018/19 from Grant Thornton UK LLP which summarised the findings from the 2017/18 audit.

RESOLVED that the Annual Audit Letter 2018/19 from External

Auditors, Grant Thornton UK LLP be noted.

154 Internal Audit Progress Report 2019/20

The Head of Internal Audit Shared Service presented Members with an update on the delivery and progress to date on the 2019/20 Audit Programme.

[Cllr E Eyre entered the meeting at 10.37am]

Members were informed that the Internal Audit Plan for 2019/20 was progressing steadily and it was anticipated that any recommendations that were made in regards to the reports produced throughout the year would be addressed through robust management action plans and in a timely manner.

RESOLVED that the report be noted.

155 Annual Statement of Assurance 2019-20

The Chief Fire Officer presented the Annual Statement of Assurance 2019-20 to be considered and approved.

Members were informed that this was the Authority's seventh Annual Statement of Assurance and upon approval would be published on the Service's website.

RESOLVED that the Committee adopts the draft Statement of Assurance 2019-20 and approves it for publication.

156 Employment Monitoring Report 01 April 2018 – 31 March 2019

The Assistant Chief Fire Officer presented a report summarising progress against the Public Sector Equality Duty, prior to the publication of the Employment Monitoring Report 2018-19 on the Service's website.

It was highlighted to Members that the actual number of staff employed by the Service was 683.

[Cllr K Hey entered the meeting at 10.50am]

It was noted that in relation to protected characteristics under the Equalities Act 2010, the references to 'gender' should instead refer to 'sex'.

Members were pleased to note the reduction in disciplined cases and that

the Service was working at reducing the gender gap.

There was concern regarding the decrease of female staff, however the Chief Fire Officer reassured Members that this was partly due to the redundancy of support staff and he had no concerns.

RESOLVED that the following areas be noted:

i) there have been minimal changes to the overall make up of the Service's workforce since the previous employment monitoring report for 2017-2018.

ii) the Employment Monitoring Report 2018-19 is approved for publication.

157 Health & Safety Committee Update

The Deputy Chief Fire Officer presented Members with an update on the activities and items of significance from the Service's Health and Safety Committee.

Members were advised that 13 out of the 15 recommendations made during the regional Health and Safety audit of March 2018 had been completed.

Members were also informed of the ongoing issues at Droitwich Fire Station where appliances were pulling out of the station into speeding traffic. Members were advised that this was being monitored closely and Cllr Clayton was very interested in this matter as the Health and Safety representative.

There was concern regarding the national reporting of cancer in retired Firefighters. Members were advised that remedial action in the Service had been taken with regard to the washing regime following attendance at an incident and the Service were awaiting further guidance from the NFCC.

Members were also pleased to note the low number of violence/ aggression incidents.

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

i) Health and Safety performance information recorded during April 2019 to June 2019 (Quarter 1).

ii) The involvement of the Service in a number of Health and Safety initiatives.

The Meeting ended at: 11:23

Signed:.....

Date:.....

Chairman