



HEREFORD & WORCESTER Fire Authority

Policy and Resources Committee

AGENDA

Wednesday, 12 September 2018

14:00

Conference Suites

**Headquarters, 2 Kings Court, Charles Hastings Way,
Worcester, WR5 1JR**

ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

GUIDANCE NOTES FOR VISITORS

Security

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

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

Alternative formats

For information regarding requests for papers in alternative formats, please contact Committee & Members' Services on 01905 368241 /209 or by email at committeeservices@hwfire.org.uk.

Smoking is not permitted.

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

Toilets – please ask at reception.

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

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

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

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

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

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

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

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

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



HEREFORD & WORCESTER
HWR
FIRE AND RESCUE SERVICE

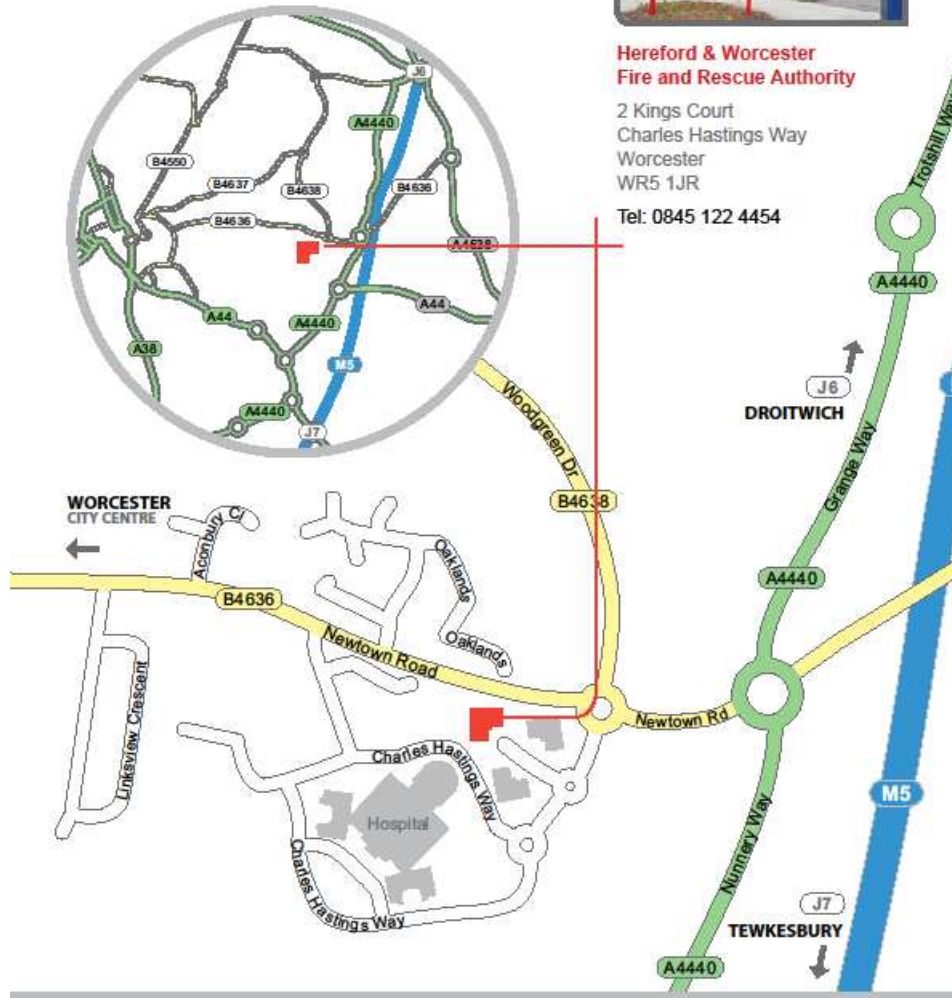
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

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Charles Hastings Way
Worcester
WR5 1JR

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Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 12 September 2018, 14:00

Agenda

Councillors

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

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
4	Confirmation of Minutes To confirm the minutes of the meeting held on 28 March 2018.	7 - 12
5	2018/19 Budget Monitoring – 1st Quarter To inform the Committee of the current position on budgets and expenditure for 2018/19.	13 - 20

6	2018-19 Performance Report: Quarter 1	21 - 51
	This report is a summary of the Service's Quarter (Q1) performance against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).	
7	Creating a Strategic Alliance	52 - 75
	To present a plan to create a strategic alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.	
8	Update from the Joint Consultative Committee	76 - 78
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2018.	
	Exclusion of the Press and Public	
	In the opinion of the Clerk to the Authority the meeting will not be, or is not likely to be open to the public at the time Item 9 is considered for the following reason:	
	Item 9 is likely to disclose information relating to the financial affairs or business affairs of any particular person (including the authority holding that information).	
9	Redevelopment of Broadway Fire Station	
	To seek approval for the redevelopment of Broadway Fire Station and the allocation of funding for the project.	



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 28 March 2018, 10:30

Minutes

Members Present: Mr R C Adams, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Mrs F M Oborski MBE, Mrs J Potter, Mr C B Taylor, Mr P A Tuthill, Mr R M Udall

111 Apologies for Absence

Apologies were received from Cllr T D Baker-Price, Cllr D Greenow, Cllr C A Hotham and Cllr R J Phillips.

112 Named Substitutes

There were no named substitutes for this meeting.

113 Declarations of Interest (if any)

There were no interests declared.

114 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 31 January 2018 be confirmed as a correct record and signed by the Chairman.

115 2017/18 Budget Monitoring – 3rd Quarter

Members were informed of the current position on budgets and expenditure for 2017/18.

Members noted the Authority's financial position for the period April to December 2017 updated to the end of February 2018, which showed a net overspend of £0.050m which was offset by higher than expected Section 31 Grant in connection with Business Rate Reliefs, and the out-

turn projection based on that position.

Members raised a query with regard to the heating expenditure at Stourport fire station and were assured that only necessary spending would occur whilst waiting for the Wyre Forest Hub to be built.

There was also discussion about defibrillators at fire stations and Members were informed that all appliances carry them as standard and it's public funding that provides them at varied locations.

RESOLVED that the Committee note the forecast balanced revenue out-turn.

116 2017-18 Performance Report: Quarters 1 - 3

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

Members voiced their concerns over future cover for new housing developments in the West of Worcester and were reassured that the new CRMP would take account of all development areas in the Service area. Members were also reassured that the Community Risk Department were fully aware of existing and new HMOs in the Service area.

Members suggested that the Community Risk Activity be published yearly for the public and Officers agreed to incorporate this into the Annual Report.

Members were pleased to learn that the 4x4 response vehicles during the recent snow period had been a great asset to the Service allowing support to the NHS for transporting medication to the public.

RESOLVED that Members note the following headlines drawn from Appendix 1 of the report relating to performance in Quarters 1 - 3, 2017-18:

i) A total of 5,281 incidents were attended in Quarters 1 – 3, an increase of 0.7% (37 incidents) over the same period in 2016-17, and 4.1% (214 incidents) higher than the average for the last five years.

ii) The majority of the increase in Quarters 1 - 3 can be accounted for by a rise in the numbers of Special Service incidents at 9.1% or 104 incidents (66 of which were RTCs) when compared to the same period in 2016 – 17. Fire incidents were also up by 34 mainly due to a spike in Secondary Fires in Quarters 1 and 2, whilst False Alarms

were down (101 incidents).

a. Fires: an increase of 34 incidents for this period over the previous year is largely accounted for by an increase in Secondary Outdoor Fires (up by 43 incidents) due to the warmer summer period during Quarters 1 and 2.

b. Special Services: there was an increase of 104 incidents over the period. Most subcategories have increased slightly; these include Road Traffic Collisions (RTCs), assisting other Agencies, Rescue/Evacuation from Water, Spills and Leaks (non-RTC) and Ring Removal. There was a decrease in the number of lift releases attended (down by 12 incidents).

c. False Alarms: there was a decrease of 101 incidents overall when compared to the same period in 2016-17. There was a small increase of the sub-category of Malicious False Alarms, which went up by 13 incidents.

iii) Overall Staff Sickness levels were 5.67 days lost per head.

iv) The Service attended 60.2% of Building Fires (485 incidents) within 10 minutes in Quarters 1 – 3, compared with 56.5% in the same period in 2016-17. The average time for the first fire appliance attendance at all building fires was ten minutes and twelve seconds.

v) The overall availability of the first On-Call (Retained) fire appliance remains high at 90.3%; however this has decreased by 0.7% when compared to the same period in 2016-17.

117 Formalisation of Collaborative Working with Shropshire Fire & Rescue Service

Members were asked for approval to examine formalised collaborative working options with Shropshire Fire & Rescue Service to provide long term capacity and resilience for both organisations. Members were informed that this would enable officers to produce the required Programme Business Case and associated supporting information required from both Authorities.

Members agreed that the collaborative working options with Shropshire Fire & Rescue Service should be formalised.

RESOLVED that:

i) Approval be given for officers to examine the strategic options for formalised collaborative working with Shropshire Fire & Rescue

Service;

ii) Officers produce a Strategic Programme Business Case for consideration by both Hereford & Worcester and Shropshire Fire Authorities, to include initial areas of collaborative focus and appropriate governance arrangements; and

iii) The Strategic Programme Business Case is made available for the next Full Fire Authority meeting.

118 Pensions Board Update (Fire Pension Schemes)

Members were provided with an update on the establishment and activities of the Pensions Board for the Firefighter Pension Schemes (FPS) to assist the Scheme Manager in securing compliance with the Public Services Pensions Act 2013.

RESOLVED that the following areas of progress be noted:

i) The Pensions Board continues to be compliant with the Public Services Pensions Act 2013.

ii) There have been two meetings of the Pensions Board in the previous 12 months.

iii) Pension Board members have attended one training session and have been completing online training modules hosted by The Pensions Regulator.

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

Members were asked to review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000 and note that there had been no use of covert investigatory techniques during the past year.

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

120 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee (JCC) since September 2017.

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

- i) The review of crewing systems*
- ii) Relocation of Service Headquarters (SHQ) to Hindlip*
- iii) Taxation changes to the private use of Service vehicles*

Exclusion of the Press and Public

The Authority were asked to exclude members of the public and press from Agenda Item 11 and the Late Item.

It was RESOLVED to exclude the public and press on the grounds that the discussion would be likely to involve the disclosure of exempt information within the meaning of section 100A(4) of the Local Government Act 1972, namely - information relating to the financial or business affairs of any particular person (including the authority holding that information) and information subject to legal professional privilege.

121 Lease of 2 Kings Court

Members were asked to approve the proposed lease of 2 Kings Court to Worcestershire Health & Care NHS Trust, following the relocation of SHQ to Hindlip.

RESOLVED that:

- i) the Authority enter into an agreement for the lease of 2 Kings Court with Worcestershire Health & Care NHS Trust on the terms described in the report and otherwise as agreed by the Head of Legal Services; and**
- ii) Officers be authorised to market the property with a view to the potential sale of the freehold reversion in due course, as advised.**

122 Late Item - PCC Business Case

The Chairman agreed to the consideration of this Late Item pursuant to section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency on the grounds that

- this matter had only recently come to the attention of the Authority; and**
- a decision is required before the date of the next scheduled meeting of the Committee.**

Summary of Decision

The Authority agreed the way forward following the announcement from the Home Secretary on Monday 26 March 2018.

The Meeting ended at: 12:14

Signed:.....

Date:.....

Chairman

Report of the Treasurer

2018/19 Budget Monitoring – 1st Quarter

Purpose of report

1. To inform the Committee of the current position on budgets and expenditure for 2018/19.

Recommendation

The Treasurer recommends that the Committee:

- (i) Note the forecast revenue underspend of £0.820m (-2.5%);*
- (ii) Approve the earmarking of £0.750m (-2.3%) of this underspend towards the cost of replacing Broadway Fire Station; and*
- (iii) Note the continuing budget risk regarding the pay award*

Introduction and Background

2. This report relates to the Authority's financial position at Quarter 1, is an outturn projection based on the period April – June 2018 and known information.
3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.
4. Details are included about the Authority's Treasury Management position for the period.

Revenue

5. In February 2018 the Authority set a Core Budget for 2018-19 of £31.236m (*Appendix 1 Column 2 Row 36*) allocated to budget heads.
6. In May 2018 the Authority considered a revised Medium Term Financial Plan (MTFP) which included a re-phasing of the savings from the HQ relocation. This increased costs by £0.173m to a new Revised Budget of £32.409m (*Appendix 1 Column 2 Row 38*). Members will recall that this was largely offset by additional Business Rate income.
7. This was subsequently amended to reflect changes in demand, planned use of earmarked reserves, additional budget holder savings and the allocation of the known pay awards. This is a revised Amended Budget of £33.078m (*Appendix 1 Column 5 Row 38*).
8. Appendix 1 gives details of the projected year end expenditure. At the end of quarter 1 (30th June 2018) the projected annual variations relate to:

- Whole time pay savings from Watch Commander vacancies is offset by temporary promotions to support 2020 Vision projects.
 - -£0.050m Retained Pay under spending – continuing prior year trends.
 - +£0.008m Control Pay – additional short term costs to ensure a smooth transfer to operation from the OCC.
 - -£0.028m unallocated budgets – may be committed to other priorities by year end.
 - Although provision is made for pay awards at 2% Members are reminded that the July 2017 uniformed staff award (Grey Book) has not been settled yet and an offer of 2% was rejected by the employee side. Any costs above 2% in either year represent a potential overspend.
9. The biggest under spending of £0.750m arises from capital financing charges and is for a number of reasons:
- Slippage in the capital programme on major buildings and vehicles has a double effect in the short term. The Authority does not have to undertake borrowing to finance the expenditure so the anticipated interest charges do not arise, nor is it necessary to set aside money to repay debts.
 - Where capital expenditure has been incurred, the high level of balances makes it more sensible to de-invest cash and lose 0.5% of interest received rather than pay 2.5-3.0% on an external loan.
10. In the medium term the capital schemes will take place, reserves will be used and additional borrowing (as planned for and controlled) will take place.
11. Elsewhere on this Agenda is a report regarding the need to replace Broadway Fire Station. This project is currently not in the Capital Programme and therefore is not funded. It is recommended that this element of under-spending be earmarked towards the cost of Broadway Fire Station replacement.

Capital

12. The current capital budget was approved by the Authority in February 2018, with amendments in May 2018 and is detailed in Appendix 2. Subsequent changes to the budget are summarised overleaf:

	Major Buildings £m	Vehicles £m	Fire Control £m	Major Equip £m	Minor Schemes £m	TOTAL £m
Total Budget approved May 2018	25.079	9.476	2.287		5.368	42.210
reallocate DCP Schemes	(0.550)				0.550	0.000
plus: cost variation Evesham	0.135					0.135
plus: revenue funded works					0.044	0.044
less: completed schemes		(0.110)			(0.746)	(0.856)
	24.664	9.366	2.287	0.000	5.216	41.533
Less post: 2018/19 starts b/fwd. vehicle schemes		(4.380) 0.322			(1.800)	(6.180) 0.322
Revised Budget	24.664	5.308	2.287	0.000	3.416	35.675
plus: Cutting Gear (Reserve)				0.564		0.564
Amended Budget	24.664	5.308	2.287	0.564	3.416	36.239
less expenditure to 2017/18	(5.456)	(0.571)	(2.026)		(1.142)	(9.195)
Remaining Budget	19.208	4.737	0.261	0.564	2.274	27.044

13. The approved Capital budget is divided into 4 blocks:

- Major Buildings
- Vehicles
- Other Schemes (Fire Control & Cutting Gear)
- Minor Schemes (allocated by Senior Management Board)

14. The Other Building Schemes figure (*Appendix 2a Row 7*) is provision for Wyre Forest Hub, Hereford and Redditch Fire Stations and the North Herefordshire Strategic Training Facility, which await tender or formal approval. It is expected that, once approved, expenditure will occur over a number of future years.

15. Of the Capital budget of £27.044m (*Appendix 2a Column 6 Row 28*), £17.457m (Row 7) still requires approval leaving £9.587m against which expenditure can be incurred.

16. At the end of Quarter 1, £5.136m (*Column 7 Row 28*) has been committed by way of expenditure and order, representing 54% of the available resources. A very creditable position at Quarter 1.

Treasury Management

17. Since October 2008 the Authority has adopted a policy of avoiding new long term borrowing, where working capital balances permit. The Authority will only extend long term borrowing when cash-flow requirements dictate that it is necessary, and only to finance long term assets.
18. At the beginning of the financial year (2018/19), borrowing was at a level of £11.137m, this will be reduced to £10.637m by the end of the year, following planned repayments to the Public Works Loans Board.
19. It is not necessary to take out new external borrowing but it will be necessary in the medium term (see paragraph 9 above), and appropriate provision is already made within the MTFP.
20. 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.
21. 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.
22. At 31st July 2017 short term investment via Worcestershire County Council comprised:

Organisation Type Invested in	£'000
Money Markey Funds (Instant Access)	4.046
Cash Plus (Liquidity Fund)	3,002
Call	2.852
Total	9,900

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	See paragraphs 5-16, 18-19 and 22
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 – 2018/19 Revenue Budget Monitoring

Appendix 2a – 2018/19 Capital Budget Monitoring

Appendix 2b – 2018/19 Capital Budget Monitoring - Minor Schemes

Contact Officer

Martin Reohorn, Treasurer to the Authority
(01905 368205)

Email: mreohorn@hwfire.org.uk

Hereford & Worcester Fire Authority
Policy & Resources Committee: 12th September 2018
Revenue Budget 2018/19: Quarter 1

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
		2018/19 Allocation FRA Feb 18 £m	Amend- ments £m	Managerial Changes £m	2018/19 Final Budget £m	Forecast Annual Expd £m	Forecast Annual Variance £m
1	WT FF Pay	12.093	0.121		12.214	12.214	
2	RDS FF Pay	3.439	0.034		3.473	3.423	(0.050)
3	Control Pay	0.732	0.007		0.739	0.747	0.008
4	Support Pay	3.349	0.101		3.450	3.450	
5	Other Employee Costs	0.120			0.120	0.120	
6	Unfunded Pensions	1.055			1.055	1.055	
7	Employee Related	20.788	0.263	0.000	21.051	21.009	(0.042)
8	Strategic Management	0.079	0.020	0.009	0.108	0.108	
9	New Dimensions	0.056		0.008	0.064	0.064	
10	Operational Policy	0.066	0.027		0.093	0.093	
11	Technical Fire Safety	0.014		0.001	0.015	0.015	
12	Community Safety	0.182		(0.011)	0.171	0.171	
13	Training Dept.	0.499		0.062	0.561	0.561	
14	Fleet	0.516	0.119	0.015	0.650	0.650	
15	Operational Logistics	1.178	0.503	(0.018)	1.663	1.663	
16	Information & Comms Technology	1.695		0.142	1.837	1.837	
17	Human Resources	0.453		0.023	0.476	0.476	
18	Policy & Information	0.042		0.001	0.043	0.043	
19	Corporate Communications	0.020			0.020	0.020	
20	Legal Services	0.024		(0.003)	0.021	0.021	
21	Property/Facilities Mngt	2.034	0.059		2.093	2.093	
22	PPL Charges	0.381			0.381	0.381	
23	Authority Costs	0.064			0.064	0.064	
24	Committee Services	0.003		(0.001)	0.002	0.002	
25	Insurances	0.316			0.316	0.316	
26	Finance (FRS)	(0.234)			(0.234)	(0.061)	0.173
27	Finance SLA	0.098			0.098	0.098	
28	Budget Holders	7.486	0.728	0.228	8.442	8.615	0.173
29	Capital Financing	2.858	(0.015)		2.843	2.093	(0.750)
30	Capital Financing	2.858	(0.015)	0.000	2.843	2.093	(0.750)
31	Pay Award Provision 17/18	0.487	(0.195)		0.292	0.292	
32	Pay Award Provision 18/19	0.317	(0.068)		0.249	0.249	
33	Inflation Contingency 18/19	0.300	(0.036)	(0.264)	0.000	0.000	
34	Unallocated Budget	0.000	(0.008)	0.036	0.028	0.000	(0.028)
35	Provisions/Contingencies	1.104	(0.307)	(0.228)	0.569	0.541	(0.028)
36	Core Budget	32.236	0.669	(0.000)	32.905	32.258	(0.647)
37	MTFP Update - HQ relocation	0.173			0.173		(0.173)
38	Amended Budget	32.409	0.669	(0.000)	33.078	32.258	(0.820)
39	To/(from) Property Reserve	(0.260)			(0.260)	(0.260)	
40	To/(from) Budget Reduction Reserve	(0.011)			(0.011)	(0.011)	
41	To/(from) Other Reserve		(0.550)		(0.550)	(0.550)	
42	Additional s31 Grant		(0.119)		(0.119)	(0.119)	
43		(0.011)	(0.669)	0.000	(0.680)	(0.680)	0.000
44	Net	32.398	0.000	(0.000)	32.398	31.578	(0.820)

Hereford & Worcester Fire Authority
Policy & Resources Committee: 12th September 2018
Capital Budget 2018/19: Quarter 1

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Revised Budget £m	Release £m	Amended Budget £m	Prior Year Expend. £m	R/maining Budget £m	2018/19 Expend. & Commit. £m	R/maining £m
<u>Major Buildings Programme</u>							
1 Evesham FS	4.270		4.270	4.213	0.057		0.057
2 Hereford FS - Preliminaries	0.095		0.095	0.074	0.021	0.010	0.011
3 Wyre Forest Hub - Land	0.894		0.894	0.894	0.000		0.000
4 Wyre Forest Hub - Main Scheme	0.000	0.042	0.042		0.042	0.042	0.000
5 Hindlip Move - ICT/OCC Enabling V	0.417	0.150	0.567	0.272	0.295	0.223	0.072
6 Hindlip Move - Main Scheme	0.000	1.336	1.336		1.336	0.002	1.334
7 Other Building Schemes	18.988	(1.528)	17.460	0.003	17.457		17.457
8	24.664	0.000	24.664	5.456	19.208	0.277	18.931
<u>Vehicle Programme</u>							
9 Command Unit Replacement	0.350		0.350		0.350	0.314	0.036
10 Replacement Pumps	1.610		1.610	0.550	1.060	0.781	0.279
11 Replacement Response Vehicles	0.167		0.167		0.167	0.167	0.000
12 Replacement Water Carrier	0.190		0.190		0.190		0.190
13 Replacement RAV	0.230		0.230		0.230		0.230
14 Replacement White Fleet	0.330		0.330	0.021	0.309	0.309	0.000
15 Replacement Pumps	1.150		1.150		1.150	1.150	0.000
16 Replacement Response Vehicles	0.631		0.631		0.631	0.631	0.000
17 Replacement Water Carrier	0.190		0.190		0.190		0.190
18 Replacement White Fleet	0.088		0.088		0.088	0.083	0.005
19 Boats	0.050		0.050		0.050	0.037	0.013
20 Replacement Response Vehicles	0.322		0.322		0.322	0.213	0.109
21	5.308	0.000	5.308	0.571	4.737	3.685	1.052
<u>Other Schemes</u>							
22 C&C Replacement	2.287		2.287	2.026	0.261	0.085	0.176
23 Cutting Gear (Reserve Funded)	0.000	0.564	0.564		0.564	0.564	0.000
24	2.287	0.564	2.851	2.026	0.825	0.649	0.176
<u>Minor Schemes requiring SMB allocation</u>							
25 Allocated	2.913	0.503	3.416	1.142	2.274	0.525	1.749
26 Un-allocated	0.503	(0.503)	0.000		0.000		0.000
27	3.416	0.000	3.416	1.142	2.274	0.525	1.749
28	35.675	0.564	36.239	9.195	27.044	5.136	21.908

Hereford & Worcester Fire Authority
Policy & Resources Committee: 12th September 2018
Capital Budget 2018/19 - Minor Schemes: Quarter 1

(1)	(4)	(5)	(6)	(7) 2018/19 Expend. & Commit.	(8)
	Amended Budget £000	Prior Year Expend. £000	R/maining Budget £000	R/maining £000	R/maining £000
135 - Asbestos Works	144,765	134,724	10,040		10,040
178 - UPS Enhancement	127,432	102,432	25,000		25,000
193 - Station Masts	133,425	107,179	26,246		26,246
201 - Day Crew Plus Hereford	269,437	62,340	207,097		207,097
205 - Redditch Welfare	100,750	88,220	12,530		12,530
210 - Droitwich Forecourt	40,000	35,402	4,598		4,598
212 - Hereford Staff Welfare	41,000	39,748	1,252		1,252
217 - Pershore Boiler Room	30,000	28,577	1,423		1,423
218 - Pershore uPVC Facias	12,000	0	12,000		12,000
221 - Upton Bay Floor	40,000	16,993	23,007		23,007
222 - Alerter Transmitters	175,000	8,972	166,028	181,061	(15,033)
223 - SAN Replacement	65,000	63,118	1,882		1,882
224 - Audit Software	35,000	22,325	12,675		12,675
225 - Hardware Replacement	69,200	39,287	29,913	32,416	(2,503)
226 - Eardisley Asbestos	30,000	23,500	6,500		6,500
227 - Fownhope Asbestos	30,000	0	30,000		30,000
228 - Kingsland Drill Tower	10,000	0	10,000		10,000
229 - Pershore Female Muster Area	20,000	67	19,933	201	19,732
230 - Pershore Retaining Wall	15,000	14,611	389		389
231 - Ross Bay Doors	11,000	10,505	495		495
232 - Tenbury Forecourt	15,000	0	15,000		15,000
233 - Upton Rear Bay Door	10,500	0	10,500		10,500
234 - Whitchurch Asbestos	30,000	19,996	10,004		10,004
235 - Hardware Replacement	176,350	86,228	90,122	94,069	(3,947)
236 - Patient Report Form IRS System	7,600	0	7,600		7,600
237 - Intel Software	20,000	0	20,000		20,000
247 - ICT Strategy Cloud Services	96,082	31,029	65,053	71,257	(6,204)
248 - ICT Strategy SharePoint	200,000	0	200,000		200,000
249 - ICT Strategy Professional Services	150,000	36,000	114,000	74,715	39,285
250 - ICT Strategy Equipment	250,000	0	250,000	7,180	242,820
251 - Droitwich Welfare Works	82,000	78,284	3,716		3,716
252 - Service Wide Window Security	100,000	44,471	55,529	53,971	1,558
253 - Eardisley Rear Extension	127,500	8,572	118,928		118,928
254 - Leintwardine Rear Extension	144,500	11,083	133,417		133,417
255 - Re Location Community Risk To Worcester	104,500	27,568	76,932	806	76,126
264 - Ladders	45,000	0	45,000		45,000
265 - Bromyard Extension	30,000	0	30,000		30,000
266 - Defford - CFBT Attack Box	50,000	0	50,000		50,000
267 - Defford - CFBT Window Unit	26,000	0	26,000		26,000
268 - Defford - Shower Block	45,000	0	45,000		45,000
269 - Droitwich - Security/Yard	17,500	0	17,500		17,500
270 - Droitwich - Refurb	85,000	0	85,000	8,360	76,640
271 - Droitwich - WigWag	12,500	0	12,500		12,500
272 - Ledbury Remove rear counter (Asbestos containing)	12,000	0	12,000		12,000
273 - Ledbury Fire Station Tower	10,000	0	10,000	1,450	8,550
274 - Leominster Fire Station Tower	40,000	0	40,000		40,000
275 - Operational Logistics Doors and Gates	39,000	0	39,000		39,000
276 - Per shore Re Roof and Guttering	82,500	0	82,500		82,500
277 - Peterchurch STF Pallet Storage	8,000	0	8,000		8,000
998 - Unallocated Minor Schemes	495	0	495		495
	3,416,035	1,141,230	2,274,805	525,487	1,749,318
£m	3.416	1.142	2.274	0.525	1.749

Report of the Head of Corporate Services

2018-19 Performance Report: Quarter 1

Purpose of report

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

Recommendation

It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1, 2018-19:

- i) A total of 1,917 incidents were attended in Q1, an increase of 8.2% (145 incidents) over the same Quarter of 2017-18, and 11.5% (220 incidents) higher than the average for the last five years. However, the overall 5 year trend remains relatively consistent.***
- ii) The majority of the increase in Q1 is accounted for by a rise in the numbers of Special Service and False Alarms related incidents, while the number of Fire incidents was down:***
 - a. Special Services: an increase of 20.4% (80 incidents) is mainly accounted for by increases in the number of Road Traffic Collisions (44), Flooding (21) and Other Special Services (30).***
 - b. False Alarms: a substantial increase of 8.9% (69 incidents), most common automatic activations are at a number of sheltered housing, nursing homes and hospitals.***
 - c. Fires: have decreased slightly by 0.7% (4 incidents) over the previous year.***
- iii) Overall Staff Sickness levels were 2.06 days lost per head and is above the 5-year average of 1.44.***
- iv) The Service attended 60.4% (119 incidents) of Building Fires within 10 minutes in Quarter 1, compared with 60.6% in the same period in 2017-18. The average time for the first fire appliance attendance at all building fires was 10 minutes and 32 seconds.***
- v) The overall availability of the first On-Call (Retained) fire appliance remains high at 88.1%; however, this has decreased by 2.2% when compared to the same period in 2017-18.***

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. In addition to the totals for Chimney Fires and Special Service being out of tolerance for Q1, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside the 10% tolerance level. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of Retained appliance availability.

Quarter 1 Performance

5. Quarter 1 saw 145 incidents or a 8.2% increase in the total number of incidents attended by the Service compared to the same period last year, or a 13.0% increase compared to the 5 year average of 1,697.
6. In terms of Fires, there were 19 more Primary Dwelling Fires and 5 fewer Chimney Fires over the period in Quarter 1, compared to the same period last year. The number of Building Fires, which form the largest proportion of Primary Fires, was 188, an increase of 26 incidents over the same period in 2017-18. There were 0 fatalities in Primary Building Fires during this period.
7. The number of Special Service incidents (emergency incidents that are not fire related) in Quarter 1 increased by 80 incidents compared to the same period in 2017-18. This is 16.1% higher than the 5-year average. There were 44 more Road Traffic Collisions (RTCs), the majority of which involved making the vehicle and/or scene safe. The Service attended 6 fatalities in RTC incidents during Quarter 1. Assisting other Agency increased from 25 in Quarter 1 in 2017-18 to 27 in Quarter 1 in 2018-19. Animal assistance incidents decreased from 41 to 31.
8. There was a 8.9% increase (69 incidents) in the number of incidents in the False Alarm category in Quarter 1 over the same period in 2017-18. 49.5% of these incidents involved 'life risk' premises, such as residential properties, sheltered housing, hospitals, hotels, nursing homes, prisons etc. Calls to 'life risk' premises that result in a false alarm categorisation are mainly accounted for by faults on the system or cooking related incidents between the hours of 8am and 6pm.

9. The number of days lost to sickness absence (2.06 days per head) for all staff is outside tolerance levels, but continues to compare favourably with others, such as Worcestershire County Council.
10. The percentage of Building Fires attended within 10 minutes by the first fire appliance was 60.4% during Quarter 1; a decrease of 0.2% compared to the same period in 2017-18. This continues to remain below the 75% stretched target set in the Service's Attendance Standard.
11. The availability of the first On-Call (Retained) fire appliance decreased by 2.2% to 88.1% in Quarter 1 compared to Quarter 1 over the same period in 2017-18.

Conclusion/Summary

12. Further detail and analysis regarding the above headlines for performance in Quarter 1 of 2018-19 is included in Appendix 1.
13. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels. Where improvements are required, any necessary action will be reported to the Policy and Resources Committee.

Corporate Considerations

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

Supporting Information

Appendix 1 - Fire Authority 2018-19 Performance Report: Quarter 1
Appendix 2 - HWFRS Community Risk Activity: Quarter 1

Contact Officer

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(01905 368329)
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Appendix 1

Fire Authority 2018-19 Performance Report: Quarter 1

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

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

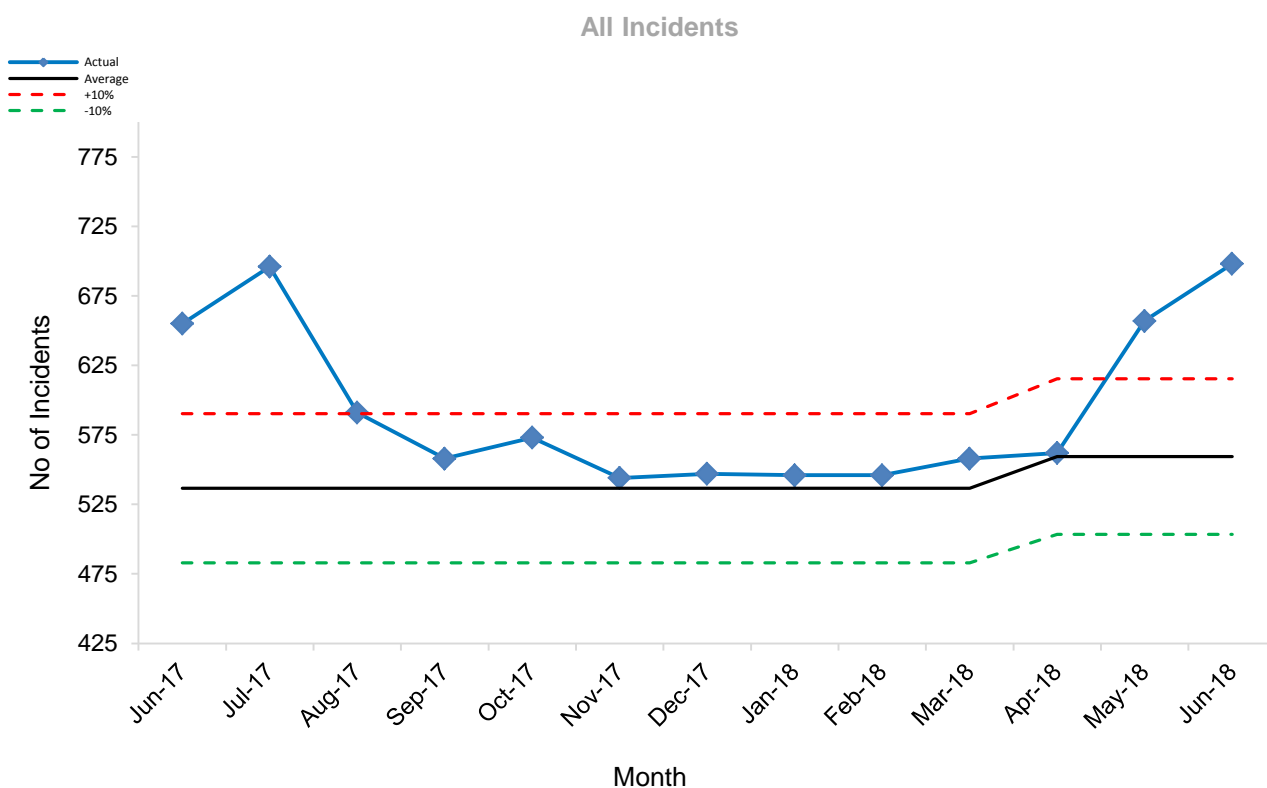
1. Operational Activity

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

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

1.1. Total Incidents Attended

The total number of incidents attended in Q1 2018-19 was 1,917, which is an increase of 8.2% (145 incidents) compared with Q1 2017-18. The majority of this is accounted for by an increase of 20.4% in Special Service calls (80 incidents). Fire related incidents were down by 0.7% (4 incidents). False Alarms were up (69 incidents), an increase of 8.9%.

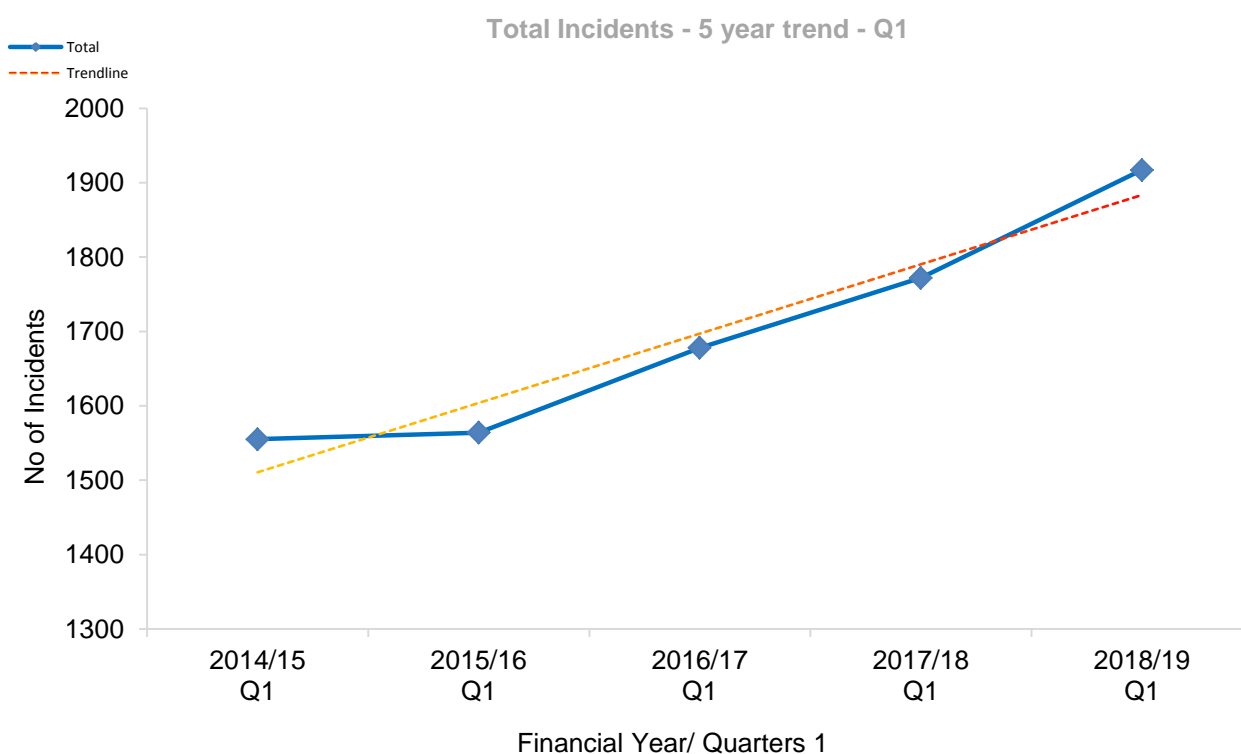


(Figure 1 – Total Incidents per month: Jun 2017 to Jun 2018)

Total Incidents	Q1 2017-18	Q1 2018-19	% change
All Fires	603	599	-0.7
Special Services	393	473	20.4
False Alarms	776	845	8.9
Total Incidents	1772	1917	8.2

(Table 1 – Total Incidents: Q1 2017-18 and Q1 2018-19)

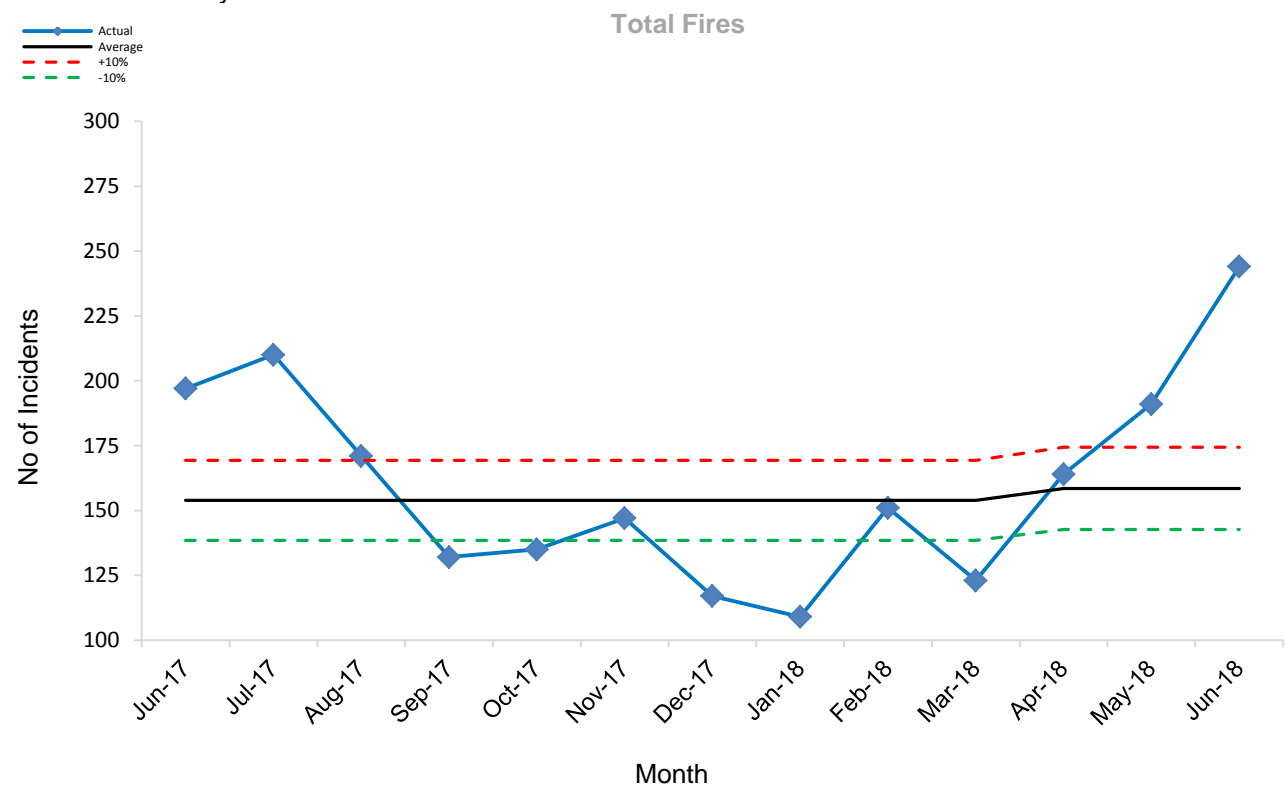
- Total Fire Incidents, which include Primary, Secondary and Chimney Fires, were 0.7% lower (4 incidents) than the same period in 2017-18.
- An increase of 8 incidents (2.8%) for Primary Fires occurred in Q1 2018-19 compared to Q1 2017-18.
- The number of Special Service incidents has increased by 20.4% (80 incidents) compared with the same period in 2017-18 largely due to increases in RTCs at 32.4% (44 incidents), flooding related incidents up by 87.5% (21 incidents) and Assisting other Agencies up 8.0% (2 incidents).
- The total number of False Alarm incidents increased by 8.9% (69 incidents) compared with the same period in 2017-18.



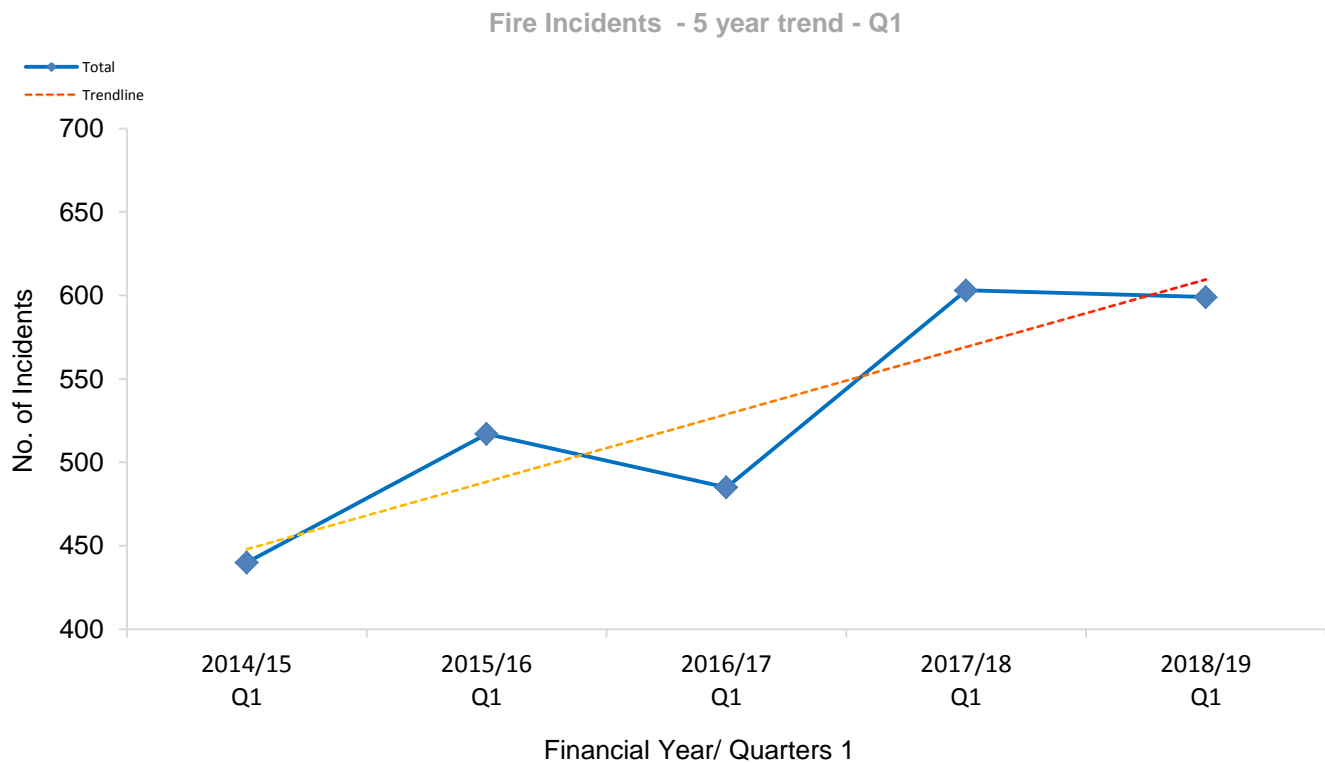
(Figure 2 – All Incidents: Q1 2014-15 to Q1 2018-19)

1.2 Total Number of Fires

The number of fires has decreased by 0.7% (4 incidents) in Q1 2018-19 compared with the same period in 2017-18. Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months and decreasing during winter. Figure 4 shows the total number of fires in Q1 for the last 5 years.



(Figure 3 – Total Fires per month: Jun 2017 to Jun 2018)



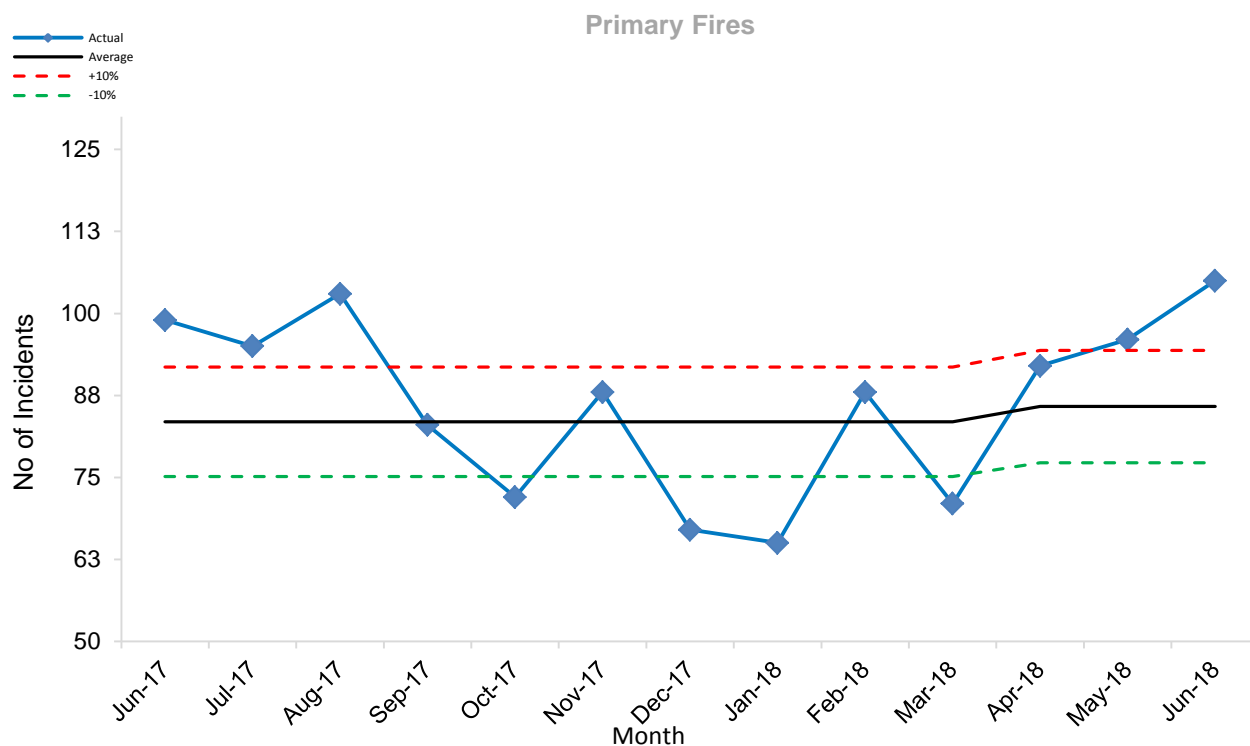
(Figure 4 – Primary Fires: Q1 2014-15 and Q1 2018-19)

Total Fires	Q1 2017-18	Q1 2018-19	% change
Primary Fires	285	293	2.8
Secondary Fires	300	293	-2.3
Chimney Fires	18	13	-27.8
Total Fires	603	599	-0.7

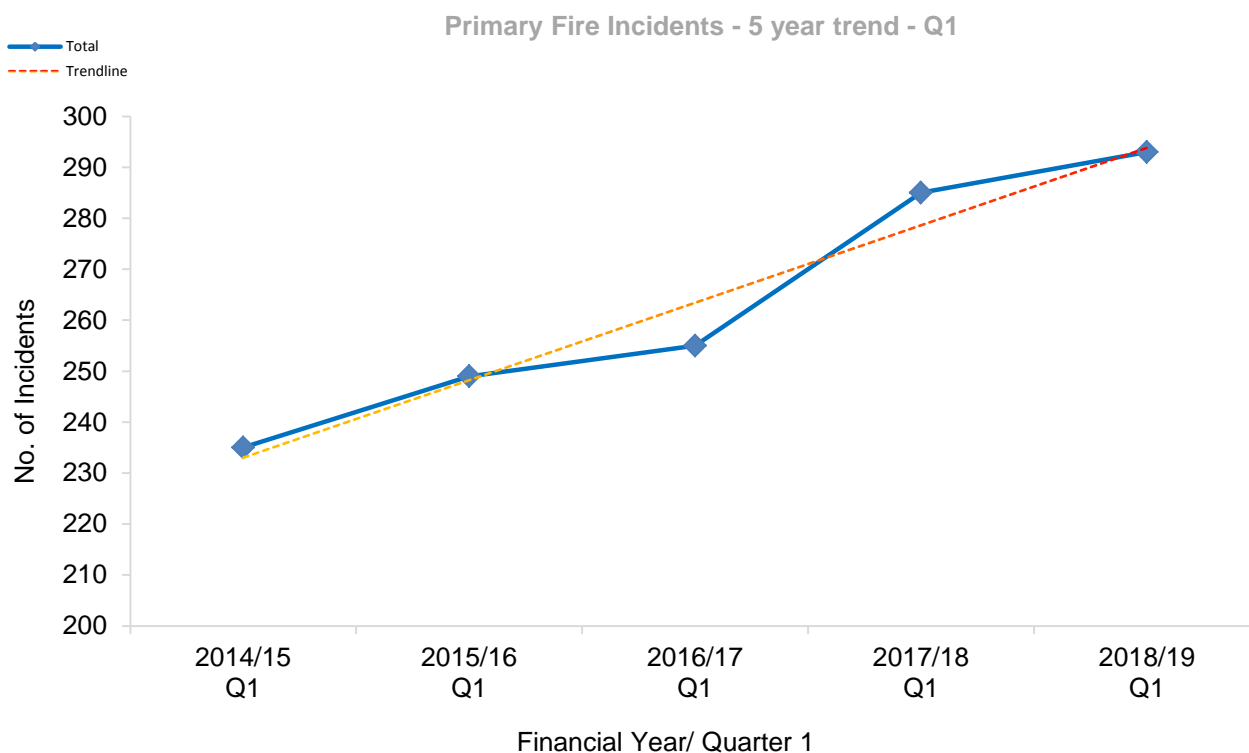
(Table 2 – Total Fires: Q1 2017-18 and Q1 2018-19)

- The number of Primary Fire incidents increased by 8 incidents in Q1 of 2018-19 compared to the same period in 2017-18, representing an increase of 2.8%.
- The number of Secondary Fires decreased by 7 incidents (2.3%) compared with the same period in 2017-18.
- The number of Chimney Fires has decreased by 5 incidents (27.8%) compared with the same period in 2017-18.
- During Quarter 1, Community Risk activity included 970 Home Fire Safety Checks (HFSCs), which target vulnerable households, 152 Business Fire Safety Checks (BFSCs) and 348 Signposting referrals to other support agencies the full range of Community Risk activity is shown in Appendix 2.
- Fire Safety officers continue to deliver the Houses of Multi-Occupancy (HMO) project, focusing on commercial properties with residential accommodation above. This project reflects the increase in enforcement activity, also shown in Appendix 2.

1.3 Primary Fires



(Figure 5 – Primary Fires per month: Jun 2017 to Jun 2018)



(Figure 6 – Primary Fires: Q1 2014-15 and Q1 2018-19)

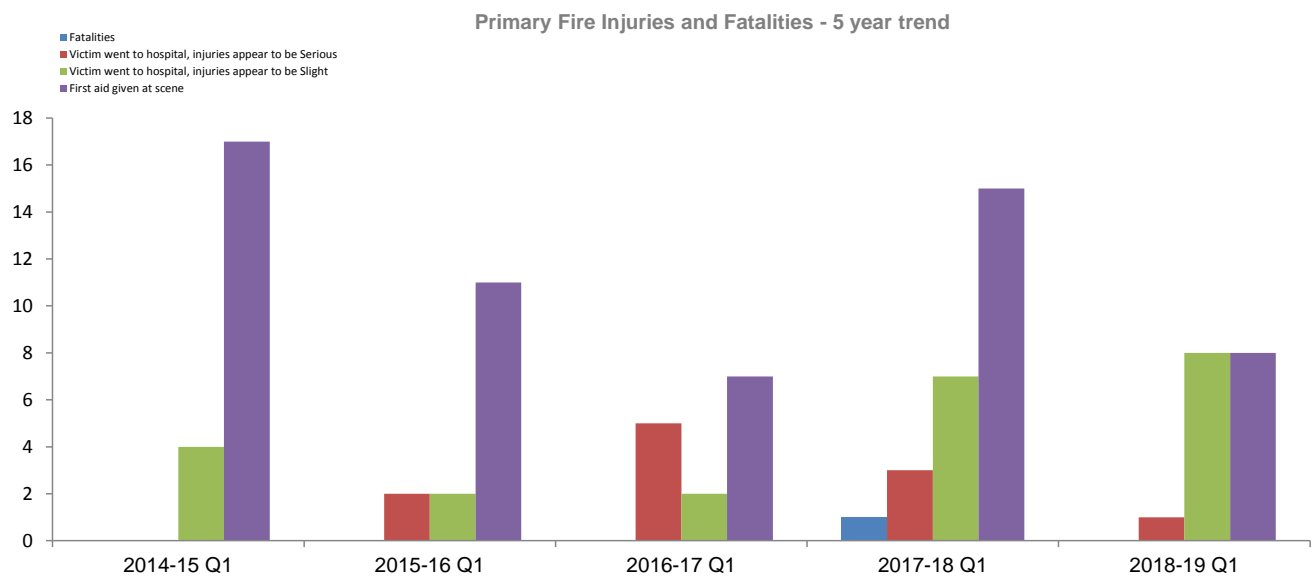
Primary Fires	Q1 2017-18	Q1 2018-19	% change
Building Fires	162	188	16.0
Vehicle & Transport Fires	92	70	-23.9
Outdoor Fires	31	35	12.9
Total	285	293	2.81

(Table 3 – Primary Fires: Q1 2017-18 and Q1 2018-19)

- The number of Building Fires has increased by 16.0% compared with the same period in 2017-18. This was predominantly caused by an increase in Domestic fires (19 incidents). Domestic fires constituted 63.3% of the total building primary fires. The largest increase can be seen in cooking related fires (12 incidents). The Community Risk Department continues to work alongside operational crews to deliver fire safety messages on a day to day basis.
- Technical Fire Safety continues to work with businesses and post-fire audits are completed following all fires in business premises.
- Vehicle & Transport Fires decreased by 22 incidents (23.9%) compared with the same period in 2017-18. Car Fires continue to account for the greatest proportion (57.1%) in this category with 40 incidents.
- Primary Outdoor Fires totalled 35 incidents in Q1 2018-19 compared with 31 incidents in the same period in 2017-18. These are classified as Primary Fires if they are attended by five or more Fire Appliances or if they involve a casualty or fatality.
- There were 0 fatalities at Primary Fires during Q1 in 2018-19.
- We have supported Dementia Awareness Week and Deaf Awareness Week to promote fire safety and Home Fire Safety Checks.

Primary Fires Casualty: severity	Q1 2017-18	Q1 2018-19	% change
Fatalities	1	0	-100
Victim went to hospital, injuries appear to be Serious	3	1	-66.7
Victim went to hospital, injuries appear to be Slight	7	8	14.3
First aid given at scene	15	8	-46.7
Total	26	17	-34.6

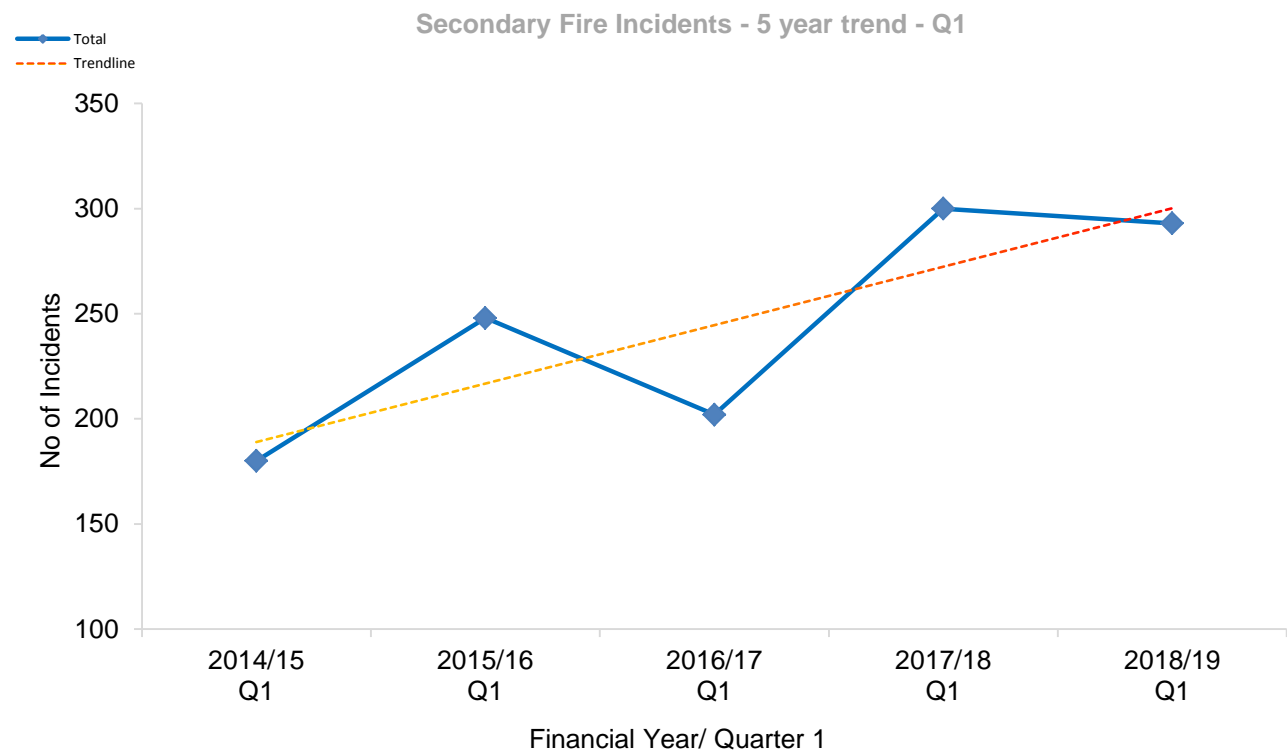
(Table 4 – Primary Fires Casualties: Q1 2017-18 and Q1 2018-19)



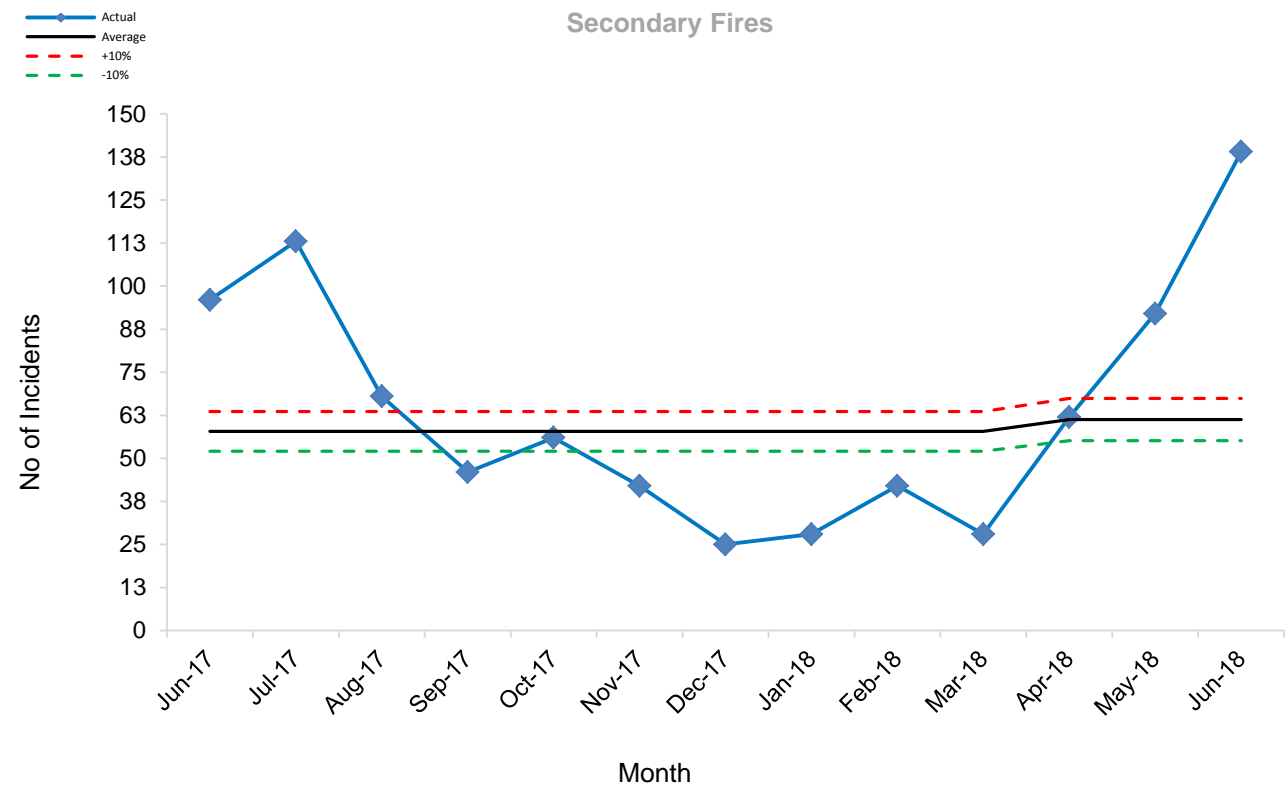
(Figure 7 – Primary Fire Injuries and Fatalities: Q1 2014-15 and Q1 2018-19)

1.4 Secondary Fires

Secondary Fires include all other fires which are not Primary or Chimney Fires, do not involve casualties and are attended by no more than 4 Fire Appliances. There was a 2.3% decrease (7 incidents) in Secondary Fires in Quarter 1 2018-19 compared with the same period in 2017-18.



(Figure 8 – Secondary Fires: Q1 2014-15 to Q1 2018-19)



(Figure 9 – Secondary Fires per month: Jun 2017 - Jun 2018)

- The increase in the number of secondary fires was mostly observed by the end of June when a heat wave occurred (temperatures reaching 30°C).
- A significant drop in the number of secondary fires in Q1 2016/17 was also influenced by the weather events; throughout the majority of the Q1 dominated a low pressure system which brought higher monthly precipitations in April (107%) and June (130%) compared to the long-term weather analysis (1981-2010, Met Office).

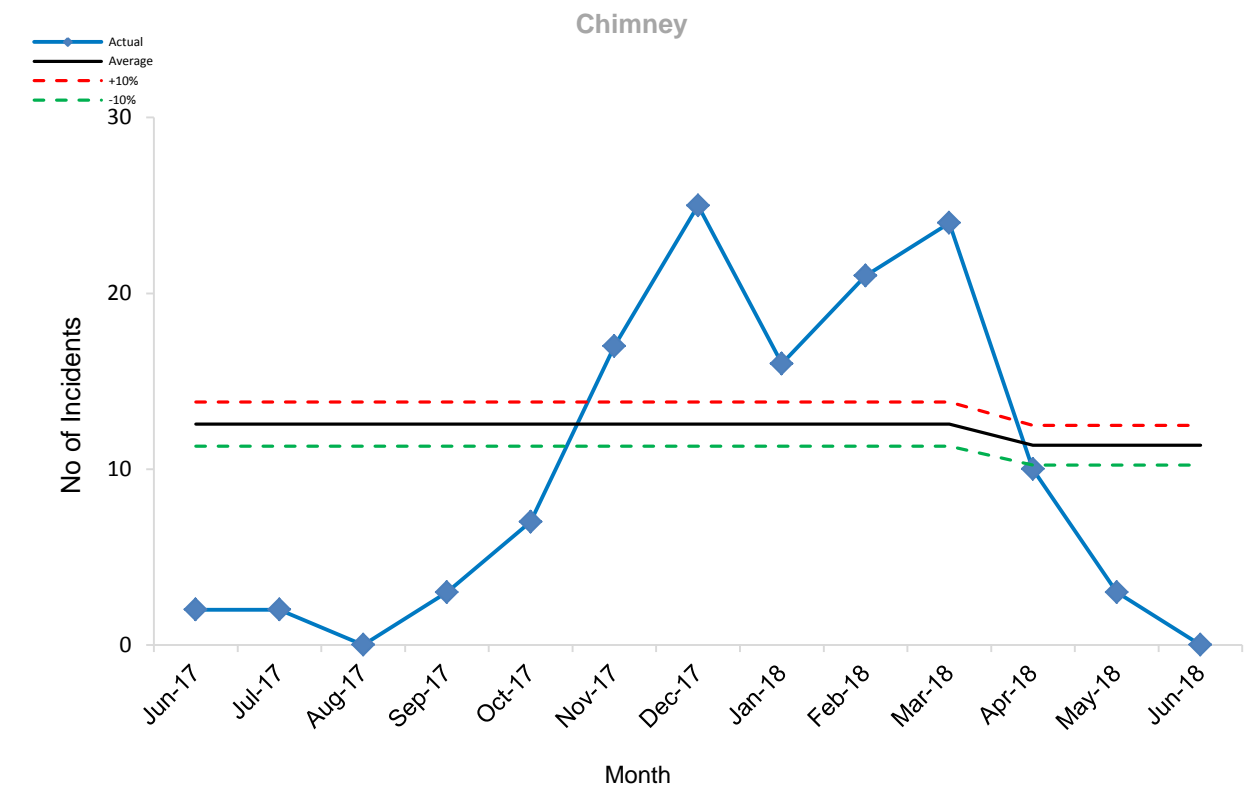
Secondary Fires	Q1 2017-18	Q1 2018-19	% change
Grassland, Woodland and Crop	106	117	10.4
Other Outdoors (including land)	97	80	- 17.5
Outdoor equipment & machinery	7	14	100.0
Outdoor Structures	72	71	-1.4
Building & Transport	18	11	-38.9
Total	300	293	-2.3

(Table 5 – Secondary Fires: Q1 2017-18 and Q1 2018-19)

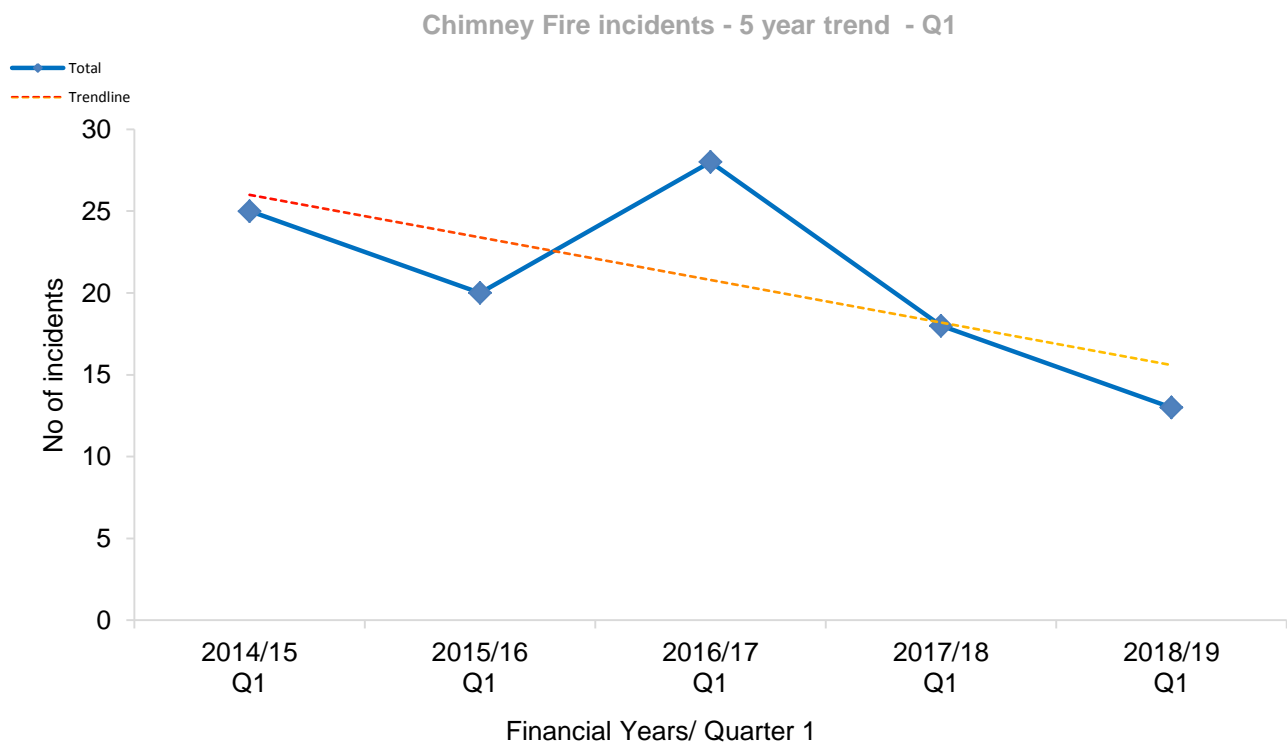
- Grassland, Woodland and Crop Fires represent the greatest proportion (39.9%) of all Secondary Fires.
- The number of Building & Transport fires has decreased by 38.9% in Q1.
- 92.9% of the Outdoor equipment & machinery fires were of accidental nature; 71.4% of these fires were caused by cables and the rest by not-secured barbecues.

1.5. Chimney Fires

The number of Chimney Fires (13) has decreased by 5 incidents in Quarter 1 of 2018-19, compared to (18) in the same period of 2017-18. The decrease in the numbers has occurred due to the warmer than usual weather. This is in contrast to the weather in the previous two quarters (Q3 and Q4 2017-18).



(Figure 10 - Chimney Fires per month: Jun 2017 to Jun 2018)



(Figure 11 – Chimney Fires: Q1 2014 -15 to Q1 2018-19)

Chimney Fires	Q1 2017-18	Q1 2018-19	% change
April	12	10	-16.7
May	4	3	-25
June	2	0	-100
July			
August			
September			
October			
November			
December			
January			
February			
March			
Total	18	13	-27.8

(Table 6 – Chimney Fires: Q1 2017-18 and Q1 2018-19)

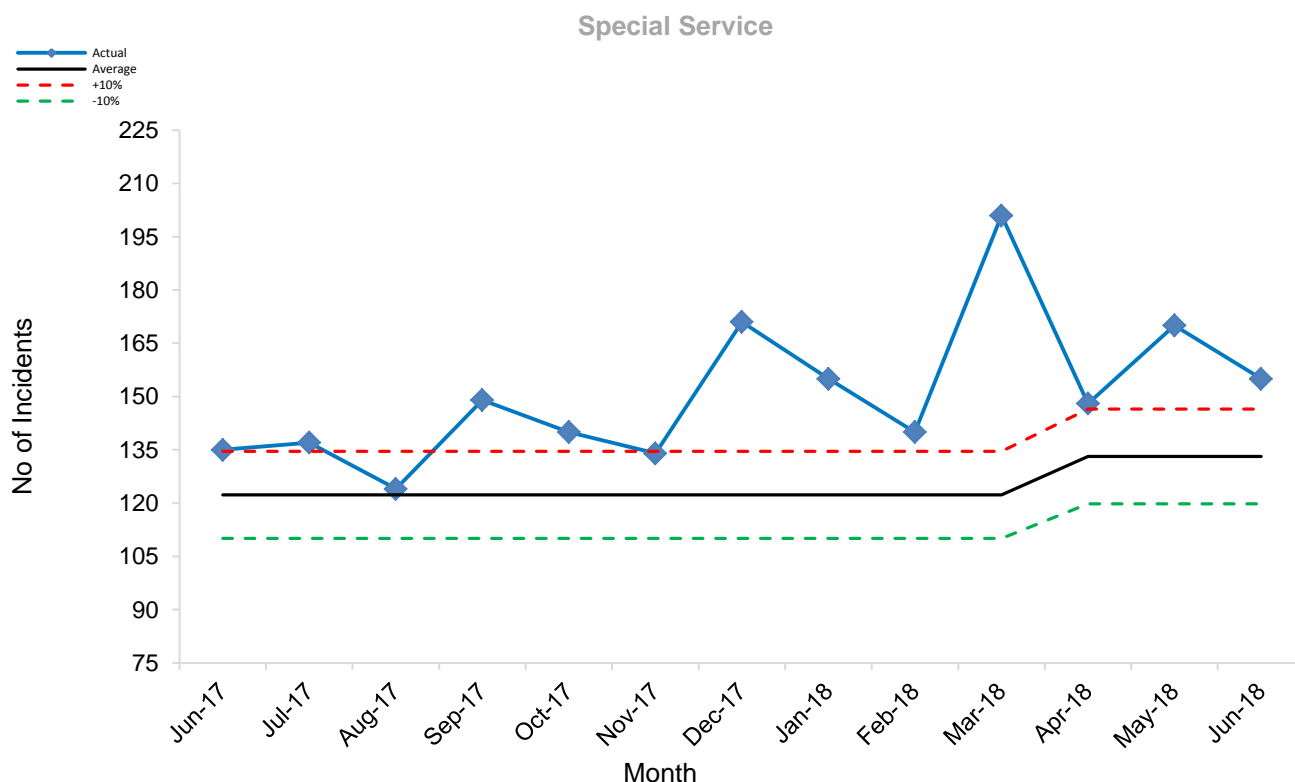
- The number of chimney fires is 60.0% less than the 5 year average of 21.

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.

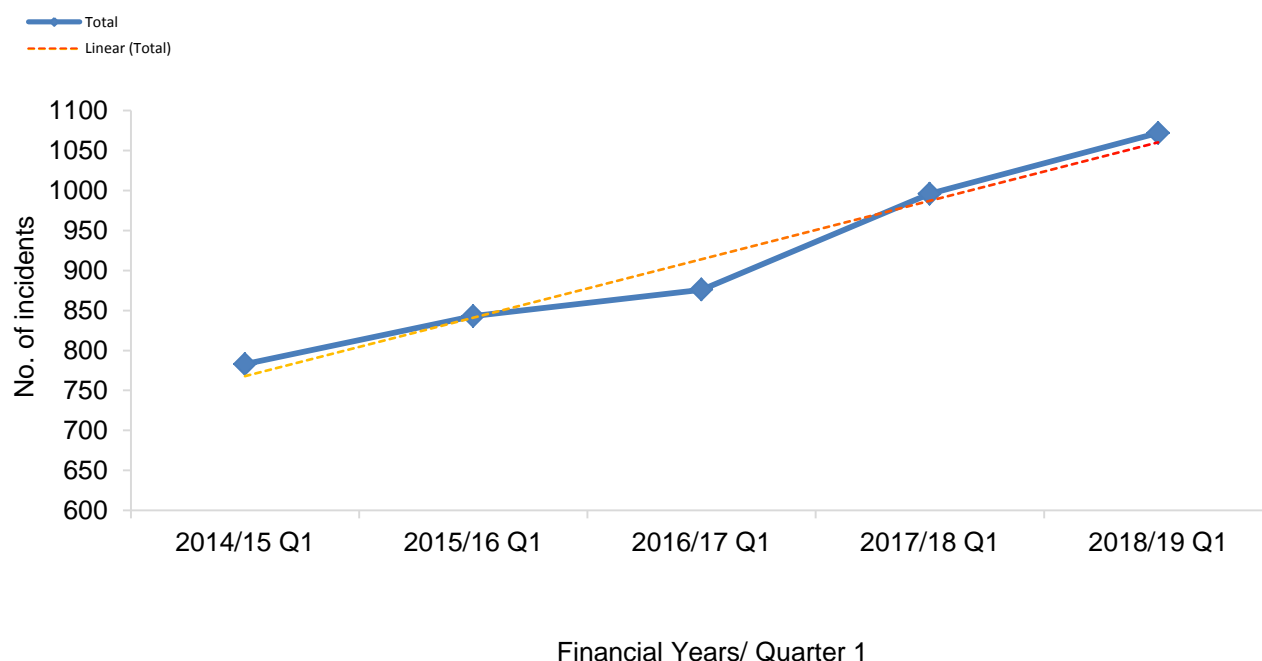
2.1. Special Service Incidents

The number of Special Service incidents has risen by 20.4% (80 incidents) in Quarter 1 of 2018-19 compared to the same period in 2017-18. RTC incidents continue to form the greatest proportion of Special Service incidents, representing 38.1% of all Special Service incidents.



(Figure 12 – Special Service incidents per month: Jun 2017 to Jun 2018)

Special Service incidents - 5 year trend - Q1



(Figure 13 – Special Service incidents: Q1 2014-15 and Q1 2018-19)

Special Services	Q1 2017-18	Q1 2018-19	% change
RTC Incidents	136	180	32.3
Flooding	24	45	87.5
Rescue/Evacuation from Water	11	10	- 9.1
Animal Assistance	41	31	-24.4
Assist other Agency	25	27	8.0
Lift Release	19	13	-31.6
Other Special Services	137	167	21.9
Total	393	473	20.4

(Table 7 – Special Services: Q1 2017-18 and Q1 2018-19)

- The number of RTC incidents shows a 32.3% increase (44 incidents) in Quarter 1 2018-19 compared with the same period in 2017-18.
- There was a large increase in the number of flash flooding incidents in Quarter 1 of 2018-19 (45 incidents) were caused by torrential rain. 42.2% of these incidents were recorded on 27/05/2018 in Hollywood (Birmingham) area and were attended by Redditch and Bromsgrove fire stations.
- Incidents involving Animal Assistance has decreased by 24.4%.
- Other Special Services incidents increased by 21.9%. These are incidents such as the removal of objects, spills and leaks (non-RTC), provision of advice and assisting other agencies. In Q1 2018-19 the top 3 categories were 'Other' (37), 'Threat of/attempted suicide' and 'Suicide' (18), 'Ring removal' (16).

2.2. RTC Incidents

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

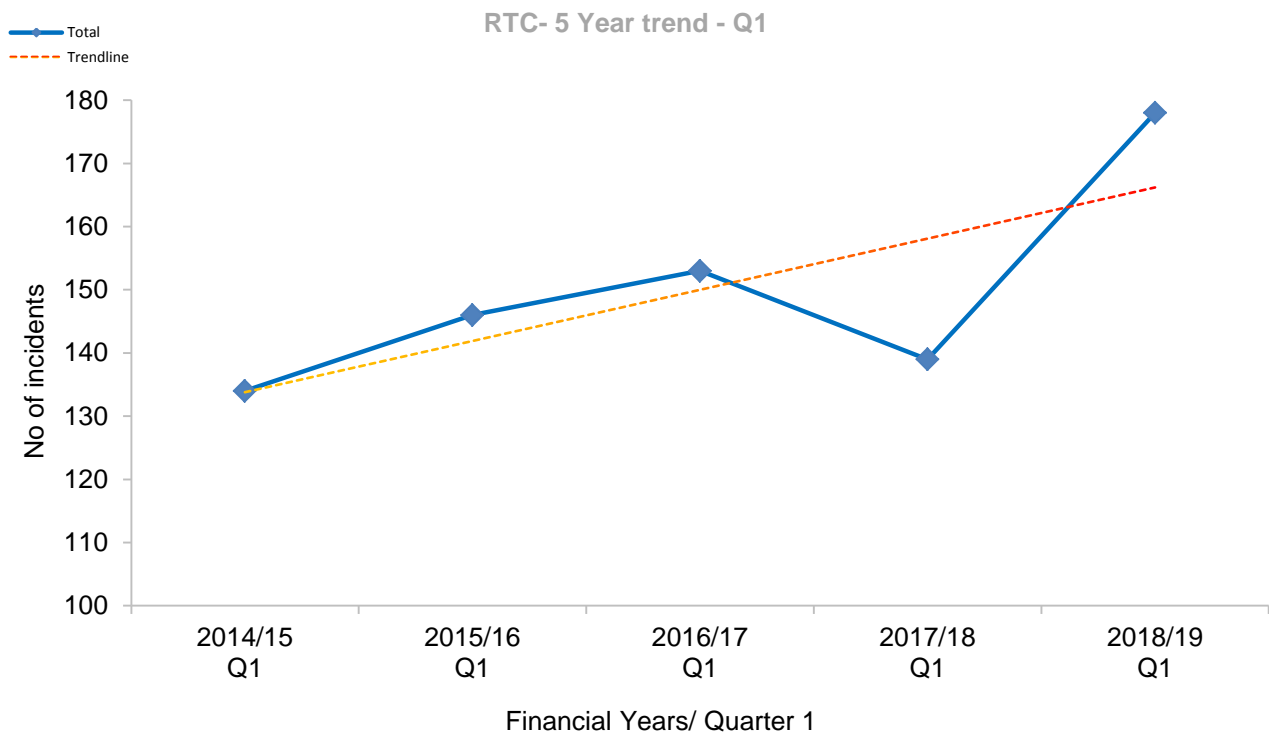
- The number of RTC incidents attended in Q1 increased by 32.3% (44 incidents) compared to the same period in 2017-18. This is predominantly through an increase in attending 'Make vehicle safe' or 'Make scene safe' incidents (39 incidents).
- RTC incidents that required the extrication of persons decreased by 3 from 22 to 19 incidents.
- The majority of RTCs involved making vehicles safe (57.2% of all RTC incidents attended).
- Fire and Rescue crews attended 6 fatalities involving RTCs in Quarter 1, compared to 1 in the same period in 2017-18. These 6 fatalities all occurred at separate incidents. The number of people seriously injured in RTCs increased from 18 to 29 and the overall number of casualties also increased from 95 to 131 (as shown in Table 9 below).
- The Community Risk Department continue to work with Partner Agencies to raise awareness of road safety.

RTC Incidents	Q1 2017-18	Q1 2018-19	% change
Extrication of person/s	22	19	-13.6
Make scene safe	15	35	133.3
Make vehicle safe	80	103	28.7
Release of person/s	13	12	-7.7
Wash down road	1	0	-100.0
Other	5	11	120.0
Total	136	180	32.3

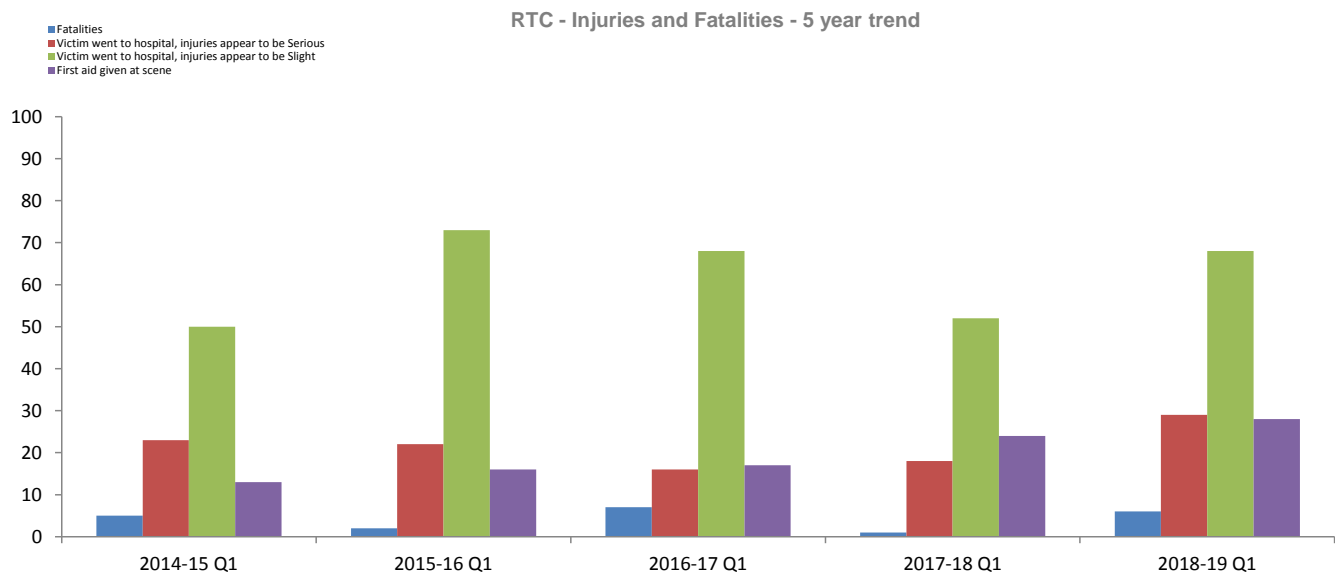
(Table 8 – RTC Incidents: Q1 2017-18 and Q1 2018-19)

RTC Casualty severity	Q1 2017-18	Q1 2018-19	% change
Fatalities	1	6	500.0
Victim went to hospital, injuries appear to be Serious	18	29	61.1
Victim went to hospital, injuries appear to be Slight	52	68	30.8
First aid given at scene	24	28	16.7
Total	95	131	37.9

(Table 9 – RTC Casualty severity: Q1 2017-18 and Q1 2018-19)



(Figure 14 – RTC Incidents per month: Q1 2014-15 to Q1 2018-19)



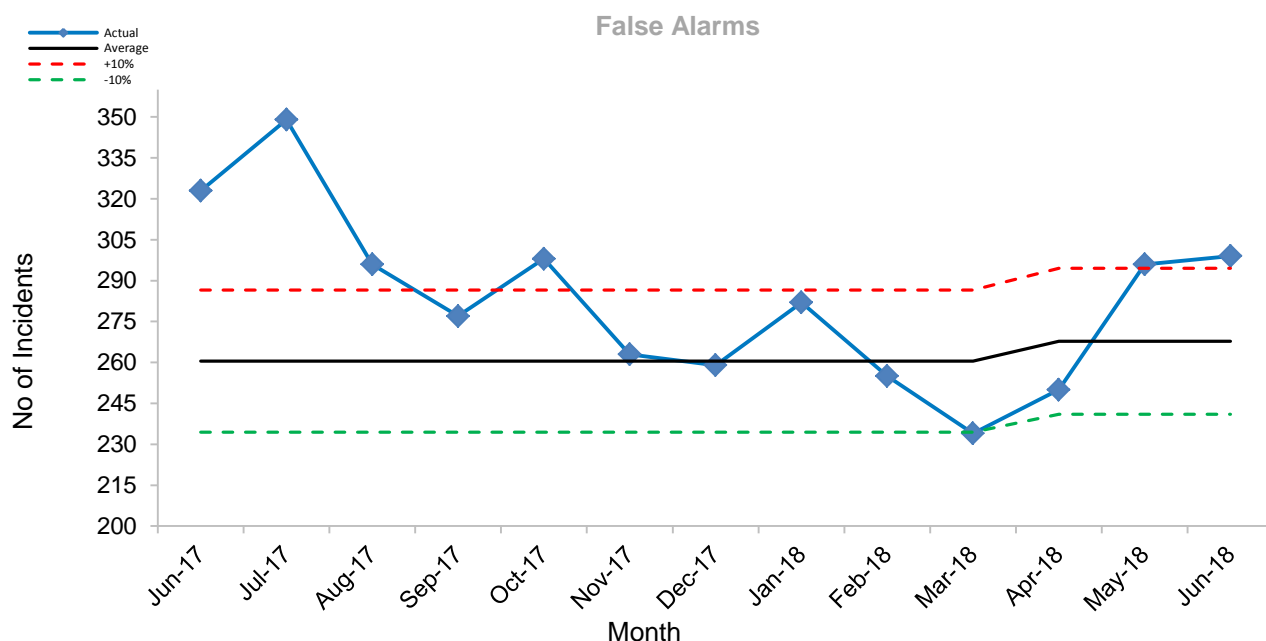
(Figure 15 – RTC Injury and fatalities quarterly data: Q1 2014-15 to Q1 2018-19)

2.3. False Alarm Incidents

The number of False Alarm incidents in Quarter 1 of 2018-19 shows an increase of 69 incidents (8.9%) compared to the same period in 2017-18. Overall, there were 67.1% of residential and 32.9% of non-residential FA calls.

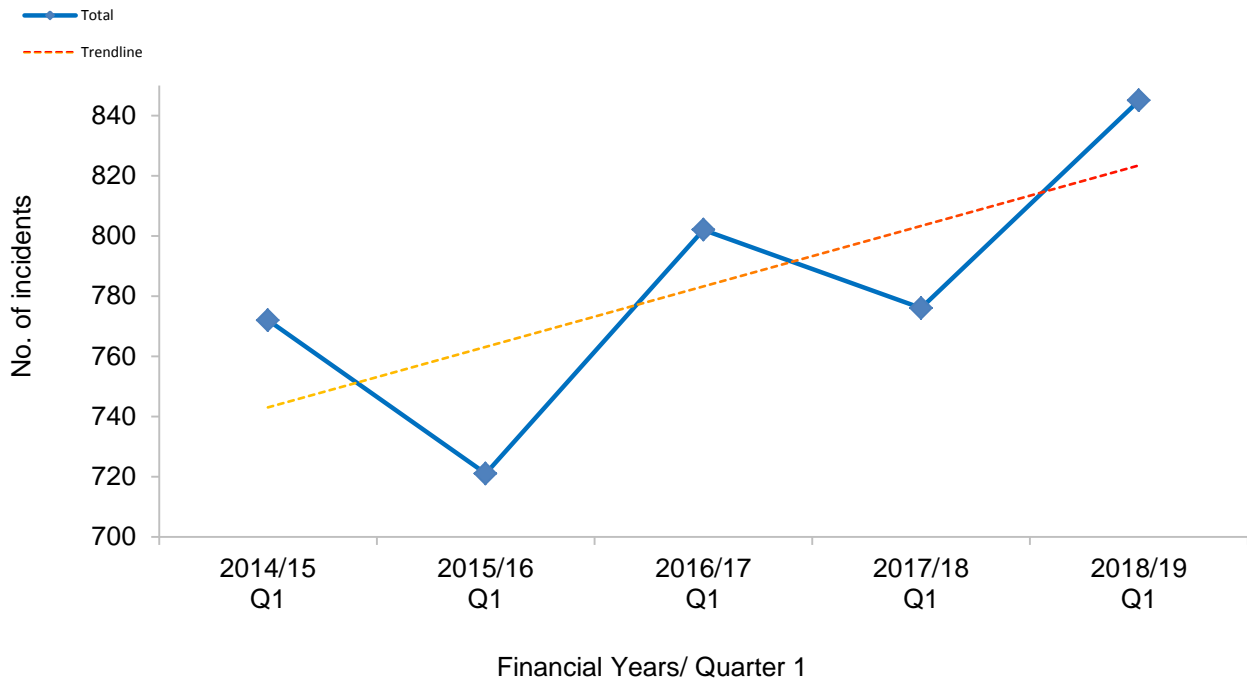
Automatic Fire Alarm incidents increased by 56 incidents (7.6%) in Q1 2018-19 compared to the same period in 2017-18. The Service continues to analyse the cause and location of the incidents and works with premises owners to reduce call numbers.

False Alarm Good Intent incidents decreased by 3 incidents (30.0%) in Q1 2018-19, compared to the same period in 2017-18. Malicious False Alarms increased from 7 to 10.



(Figure 16 – False Alarm incidents per month: Jun 2017 to Jun 2018)

False Alarms - 5 year trend - Q1

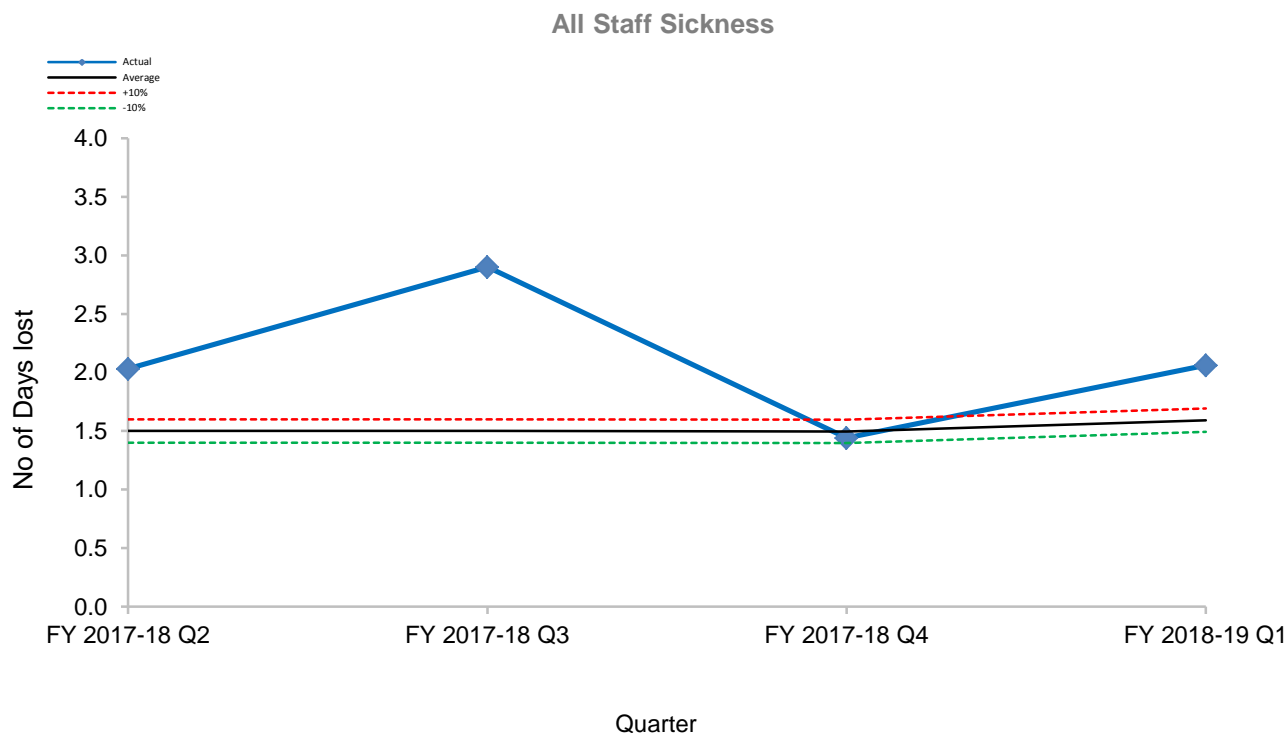


(Figure 17 – False Alarm incidents: Q1 2014-15 to Q1 2018-19)

3. Absence Management

Staff absence and sickness is recorded on a Quarterly basis in line with the Service's HR Connect management system. The sickness level for all staff in Q1 of 2018-19 has increased overall to 2.06 days when compared to 0.74 days lost per head in Q1 in 2017-18. This is also above the 5-year average of 1.44 days lost per head. The overall staff sickness level continues to compare favourably with sickness levels of 2.14 days for Worcestershire County Council and 2.94 days for Herefordshire Council.

3.1. All Staff Sickness

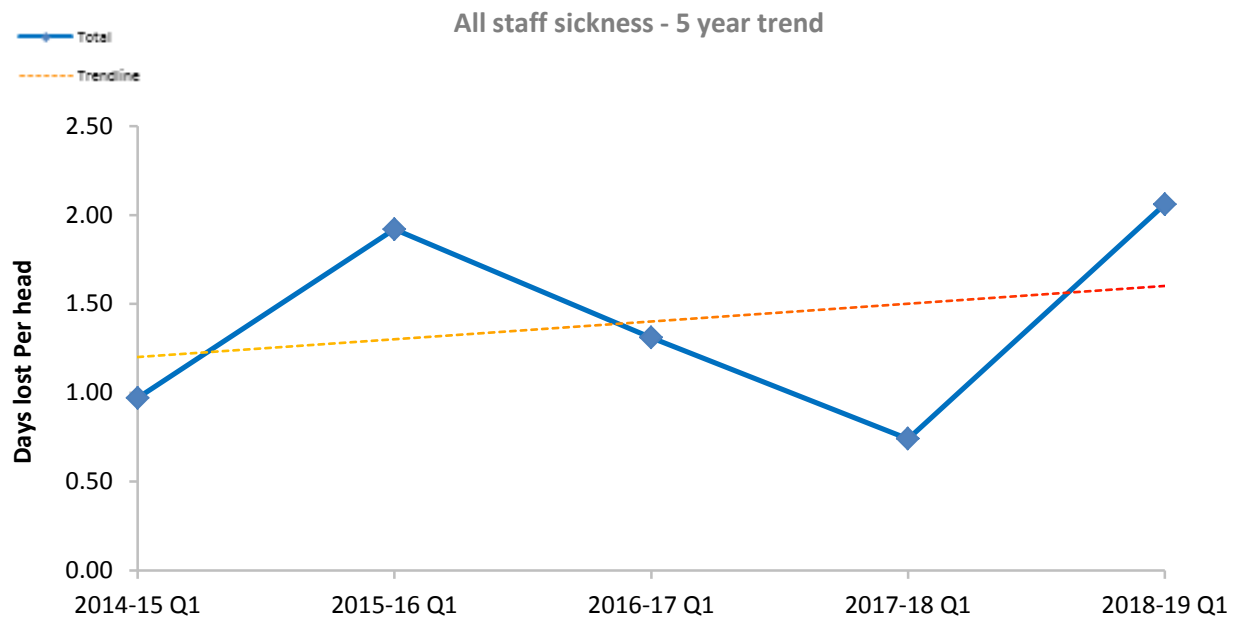


(Figure 18 – All Staff Sickness: Q2 2017-18 – Q1 2018-19)

All Staff Sickness	Short Term Sickness per head (Day lost)	Long Term Sickness per head (Days lost)	All Staff Sickness per head (Days lost)
Quarter 1	0.86	1.20	2.06
Quarter 2			
Quarter 3			
Quarter 4			

(Table 10 – All Staff Sickness: Q1 2018-19)

- Q1 of 2018-19 saw an increase in overall sickness compared to the same period in 2017-18, a total of 2.06 days lost per head. Long-term sickness continues to form the greatest proportion representing 58.3% of all sickness.

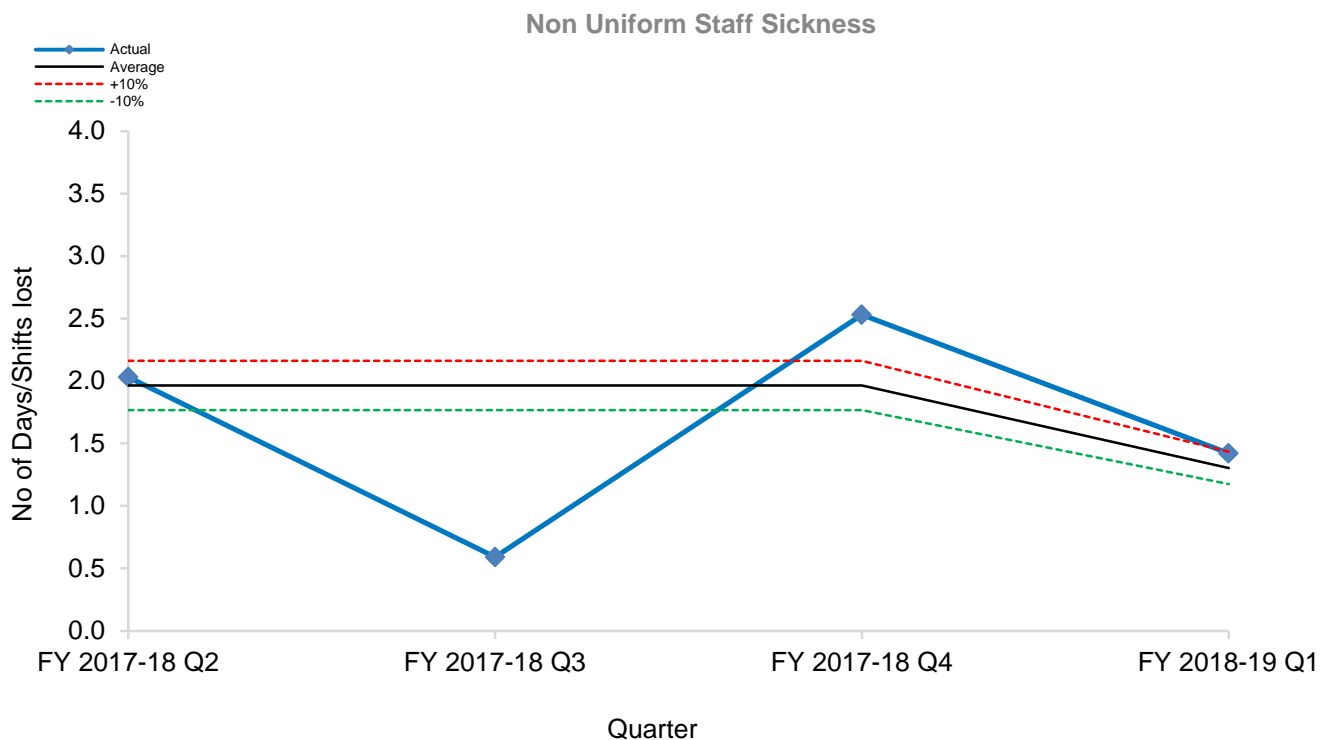


5 Year Quarter 1 average

(Figure 19 – All staff sickness: Q1 from 2014-15 to Q1 2018-19)

3.2. Non-Uniform Staff Sickness

The overall level of Non-Uniform Staff Sickness for Q1 of 2018-19 is above the 5 year average (1.14) at 1.42.



(Figure 20 – Non-Uniform Staff Sickness: Q2 2017-18 to Q1 2018-19)

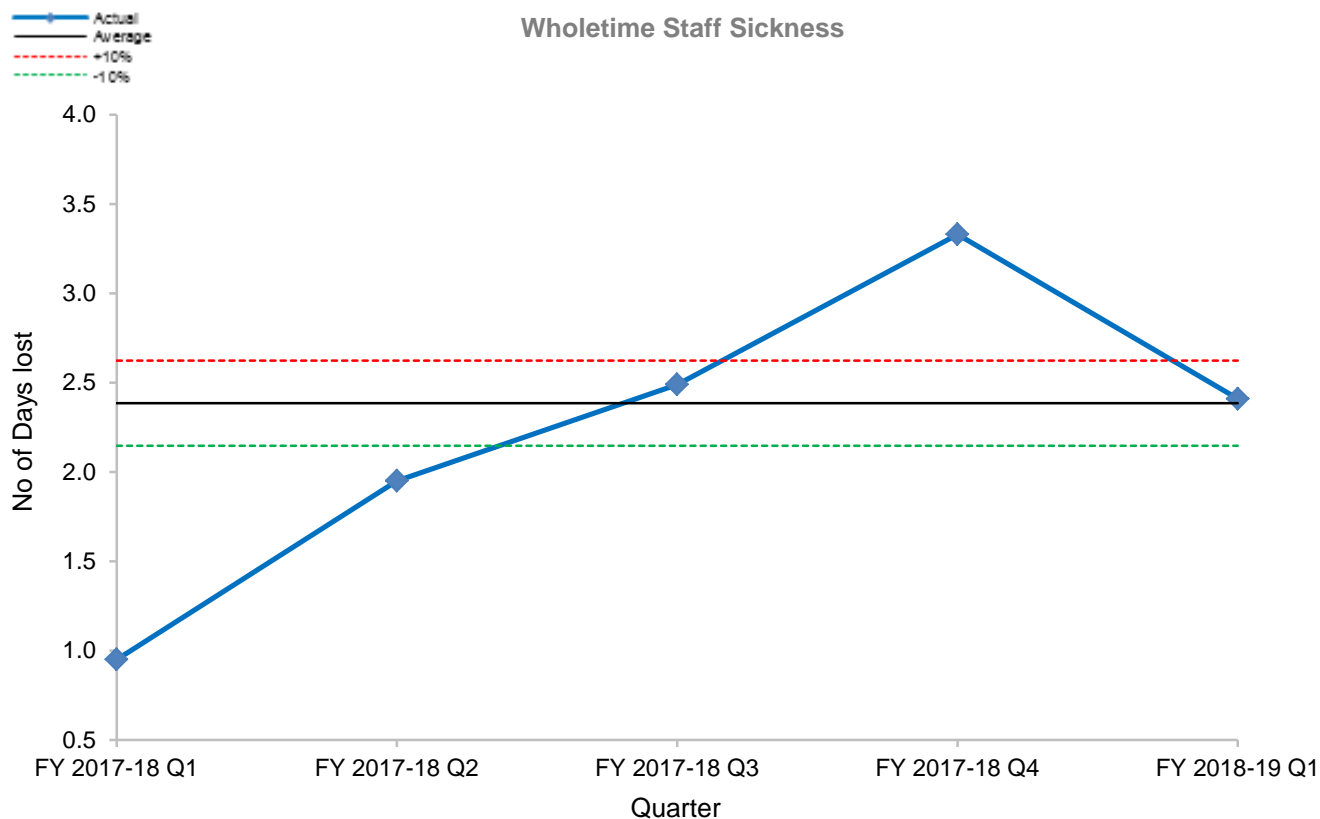
Non-Uniform Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Non-uniform Staff Sickness per head (Days lost)
Quarter 1	1.11	0.31	1.42
Quarter 2			
Quarter 3			
Quarter 4			

(Table 11 - Non-Uniform Staff Sickness: Q1 2018-19)

- Short term sickness is the largest proportion of sickness for Non-Uniform Staff.

3.3 Wholetime Staff Sickness

Wholetime Staff Sickness has increased in Q1 2018-19 to 2.40 days. During the same period in 2017-18, a Wholetime Staff Sickness was at lower level (0.95 days lost per head).



(Figure 21 – Wholetime Staff Sickness: Q1 2017-18 Q1 2018-19)

Wholetime Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.76	1.64	2.40
Quarter 2			
Quarter 3			
Quarter 4			

(Table 12 – Wholetime Staff Sickness: Q1 2018-19)

- The increase seen within Wholetime Staff Sickness is mainly due to a 62% increase in days lost due to musculo skeletal injuries.

3.4 Comparative All Staff Sickness

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

Comparative All Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Worcestershire County Council	0.52	1.63	2.14
Herefordshire Council			2.94
HWFRS	0.86	1.20	2.06

(Table 13 – Comparative All Staff Sickness: Q1 2018-19)

- The latest figures for Q1 of 2018-19 show that the Service's overall staff sickness levels continue to compare favourably, with lower levels of sickness for all staff at 2.06 days lost per head.

4. Key Performance Indicators Out of Tolerance

In addition to the totals for Total Incidents, Total Fires, Primary Fires, Secondary Fires, Special Service and All Staff sickness being out of tolerance for Q1, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside tolerance level.

4.1 Attendance Standards – 1st Fire Appliance at Building Fires

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is a stretch target for the first Fire Appliance to arrive at all Building Fires within 10 minutes on at least 75% of occasions. The percentage of Building Fires attended by the first Fire Appliance within 10 minutes during Quarter 1 was 60.4% which is a 0.2% decline compared to the same period in 2017-18.

1st Fire Appliance attendance at Building Fires within 10 minutes	Q1 2017-18	Q1 2018-19
Building Fires attended within 10 minutes	106	119
Building Fires not attended within 10 minutes	69	78
% attended within 10 minutes	60.6%	60.4%

(Table 14 - 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 2017-18 and Q1 2018-19)

1st Fire Appliance attendance at Building Fires - average times	Q1 2017-18 (mm:ss)	Q1 2018-19 (mm:ss)
Time of Call until Time Appliance Mobilised	01:46	02:02
Mobile Time until Appliance Arrival at Scene	08:45	08:16
Time of Call to Arrival at Scene	10:18	10:32

(Table 15 - 1st Fire Appliance attendance at Building Fires average times: Q1 2017-18 and Q1 2018-19)

- The main reason cited by crews for the first Fire Appliances not attending Building Fires within 10 minutes is travel distance (51.3% of incidents).
- 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.

Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes		
Travel distance to the incident		45
Turn in time (Retained and Day Crew only)		14
Other: insufficient information received, traffic conditions, simultaneous incidents etc.		19
Total		78

(Table 16 – Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 2018-19)

5. Retained Availability

The overall availability of the first On-Call Fire Appliance has decreased by 2.2%, when compared with the same period of 2017-18.

Call sign	Station	County Council	Q1 Availability 2017-18	Q1 Availability 2018-19	% Change +/-
542	Bromyard	Herefordshire	97.7%	96.4%	-1.3%
481	Eardisley	Herefordshire	94.9%	91.4%	-3.5%
472	Ewyas Harold	Herefordshire	99.1%	98.5%	-0.6%
431	Fownhope	Herefordshire	91.7%	97.4%	5.7%
463	Hereford	Herefordshire	99.2%	98.5%	-0.7%
511	Kingsland	Herefordshire	100.0%	99.3%	-0.7%
492	Kington	Herefordshire	98.2%	95.3%	-2.9%
422	Ledbury	Herefordshire	96.6%	98.9%	2.3%
502	Leintwardine	Herefordshire	98.9%	98.0%	-0.9%
522	Leominster	Herefordshire	99.7%	100.0%	0.3%
552	Peterchurch	Herefordshire	93.8%	68.7%	-25.1%
442	Ross-on-Wye	Herefordshire	100.0%	100.0%	0.0%
452	Whitchurch	Herefordshire	75.0%	77.4%	2.5%
231	Bewdley	Worcestershire	74.1%	69.0%	-5.1%
302	Broadway	Worcestershire	84.2%	80.1%	-4.1%
251	Bromsgrove	Worcestershire	89.3%	80.8%	-8.6%
261	Droitwich	Worcestershire	70.7%	70.2%	-0.5%
281	Evesham	Worcestershire	89.4%	91.2%	1.7%
241	Kidderminster	Worcestershire	41.5%	46.4%	4.9%
411	Malvern	Worcestershire	96.4%	79.2%	-17.1%
291	Pebworth	Worcestershire	88.8%	90.2%	1.4%
311	Pershore	Worcestershire	94.3%	93.4%	-0.8%
271	Redditch	Worcestershire	99.9%	99.4%	-0.4%
221	Stourport	Worcestershire	77.3%	73.0%	-4.2%
532	Tenbury	Worcestershire	97.3%	99.4%	2.2%
322	Upton upon Severn	Worcestershire	94.2%	92.2%	-2.0%
213	Worcester	Worcestershire	96.7%	94.1%	-2.6%
Total Hours Available			91.2% *	88.1% *	-2.2%

(Table 17 – 1st Appliance Retained Availability: Q1 2018-19)

The list above contains first appliance availability.

* The total availability of all appliances.

5.1 No of incidents per station ground

Number of incidents recorded in each station ground area (Quarter 1).

Station Ground	County Council	False Alarm	Fire	Special Service	Total
Bromyard	Herefordshire	6	5	8	19
Eardisley	Herefordshire	5	4	5	14
Ewyas Harold	Herefordshire	2	4	0	6
Fownhope	Herefordshire	2	3	0	5
Hereford	Herefordshire	95	52	53	200
Kingsland	Herefordshire	2	5	5	12
Kington	Herefordshire	1	2	5	8
Ledbury	Herefordshire	5	10	9	24
Leintwardine	Herefordshire	0	2	2	4
Leominster	Herefordshire	26	21	11	58
Peterchurch	Herefordshire	0	4	2	6
Ross-on-Wye	Herefordshire	17	14	12	43
Whitchurch	Herefordshire	4	4	5	13
Bewdley	Worcestershire	19	24	9	52
Broadway	Worcestershire	4	3	2	9
Bromsgrove	Worcestershire	94	43	42	179
Droitwich	Worcestershire	32	26	22	80
Evesham	Worcestershire	50	38	27	115
Kidderminster	Worcestershire	95	70	29	194
Malvern	Worcestershire	46	21	31	98
Pebworth	Worcestershire	1	9	3	13
Pershore	Worcestershire	36	13	6	55
Redditch	Worcestershire	112	74	84	270
Stourport	Worcestershire	29	31	12	72
Tenbury	Worcestershire	2	9	11	22
Upton upon Severn	Worcestershire	11	9	9	29
Worcester	Worcestershire	149	99	69	317
Total		845	599	473	1917

(Table 18 - Incidents per station ground: Q1 2018-19)

HWFRS Community Risk Activity

2018/19 Quarter 1



HFSCs



Standard Alarms



Specialist Alarms

Year to date	970	963	159
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Arson Referrals



Fire Setter Referrals

Year to date	348	30	9
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Community Safety Activity
(CE1 hours)



Public Engagement
(total no. of people)



CR Media Campaigns

Year to date	403	1768	6
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RBAP/Visits/Post Fires



BFSCs



INTELS from BFSCs

Year to date	365	152	4
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Building Reg Consultations



Licensing Apps



Fire Investigation

Year to date	150	83	20
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Twitter



CR 0800



Enforcement

Year to date	50000	975	71
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Report of the Chief Fire Officer

Creating a Strategic Alliance

Purpose of report

1. To present a plan to create a strategic alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.

Recommendations

It is recommended that:

- i) Members consider and approve a plan to create a Strategic Alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.***
- ii) Members nominate the Chairman and/or Vice-Chairman to represent the Authority on the Strategic Alliance Board to be set up to oversee the Strategic Alliance.***

Background

2. On 28 March 2018, Members of the Policy and Resources Committee gave approval for officers to examine the strategic options for formalised collaborative working between Hereford & Worcester and Shropshire Fire and Rescue Services. This approval was also given by Shropshire and Wrekin Fire and Rescue Authority at the meeting of their Strategy and Resources Committee on 15 March 2018.
3. The proposed alliance reflects a need to consolidate successful, but largely ad hoc, collaborative work between the two Services, examples of which include the Fire Control resilience project and the joint initiative to train West Mercia Police Community Support Officers to become On-Call Firefighters in the three counties. It also responds to the 2017 Policing and Crime Act's statutory duty for emergency services to collaborate in the interests of efficiency and effectiveness.
4. The proposal extends the existing collaboration arrangements into a more planned and structured formal alliance, which will deliver real benefits in terms of aligning processes and procedures, and sharing resources, experience and expertise. It would also provide both Services with the capacity and resilience to remain sustainable long into the next decade.

Creating a Strategic Alliance

5. Over the last few months, officers from both Services have worked together to prepare a plan of action to move towards a strategic alliance. Members will have received a draft copy of the Fire Alliance Strategic Plan 2018 – 2022 for information and comment in July this year.
6. The plan has now been completed. It aims to provide the foundation blocks to ensure long-term capacity and resilience to meet the increasing pressures of budgetary restrictions and changing demands, while sustaining first-class fire and rescue services for the communities of the three counties.
7. To deliver the plan, five development strands have been identified, each of which has a number of priorities and deliverables, which will form the basis for the implementation of actions in a Programme Plan. The development strands can be seen in the following diagram.



8. Overseeing the delivery of the Plan is a governance framework, which will ensure that informed decisions are made at a senior level and that all interrelationships and interdependencies between programmes and projects are carefully managed.
9. The governance framework will be headed by a Strategic Alliance Board, consisting of representatives of the Fire and Rescue Authorities and the two Chief Fire Officers, which will oversee delivery of the Alliance plans and programmes. It is proposed that the Fire Authority is represented on the Board by the Chairman and/or Vice-Chairman. The Board will be supported by a Strategic Alliance Programme Delivery Board, which will be responsible for managing the process of change, and a number of Strategic Alliance Project Working Group, which will develop and deliver projects.
10. Full details of the Strategic Alliance aims, development strands and governance framework are set out in the 'Fire Alliance Strategic Plan', attached as Appendix 1.

Conclusion/Summary

11. The creation of a formal Strategic Alliance and governance framework is a major step towards collective resilience, capacity and sustainability to effectively meet ongoing financial challenges, while also seizing the opportunity to deliver key joint priorities over the next 3-5 years and provide additional value to our local communities.
12. Once the overall Strategic Alliance plans are confirmed, the next steps will be to set up the governance framework and prepare a programme plan to deliver the actions set out in the Alliance plan. Progress reports will be brought to Members in due course.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There is a legal requirement for Governance consideration
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Project Supports to 'Our Strategy' through: The effective use of resources and resourcing for the future.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Risk Assessments will be undertaken as part of any project management processes recommended
Consultation (identify any public or other consultation that has been carried out on this matter)	No public or staff consultation has been carried out at this time.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment will be undertaken as part of any project management processes recommended.

Supporting Information

Appendix 1 – Fire Alliance Strategic Plan 2018 - 2022

Contact Officer

Jean Cole, Head of Corporate Services
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Shropshire
Fire and Rescue Service



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Fire Alliance Strategic Plan

2018-2022

'Securing a resilient and sustainable future'

July 2018 (JC3)

1 CONTENTS

1	Contents.....	2
2	Foreword.....	3
3	Background	4
4	Strategic Aim.....	5
5	Purpose	5
6	Guiding Principles.....	6
7	Development Strands.....	7
1.	Reassuring our communities.....	8
2.	Making our communities more resilient.....	9
3.	Building safe and secure communities.....	10
4.	Reforming our services.....	11
5.	Managing our performance	12
8	Governance	13
▪	Strategic Alliance Board	14
▪	Strategic Alliance Programme Delivery Board	15
▪	Strategic Alliance Project Working Groups.....	16
9.	Appendix 1 – Summary of Fire Alliance Actions.....	17

2 FOREWORD

This document sets out the vision of a shared journey for the two fire and rescue services that serve the historic counties of Herefordshire, Shropshire and Worcestershire. The ambition is to create a strong alliance where both organisations can work together, often as one, to sustain and improve the high-quality prevention, protection and emergency response we currently deliver to all our local communities.

The purpose of the alliance is to build capacity and resilience in both fire and rescue services in order to achieve long-term sustainability. The alliance will do this by delivering a number of key joint priorities over the next 3-4 years. These will provide opportunities to meet on-going financial challenges at the same time as providing additional value to our local communities through working in partnership.

At the heart of this strategic alliance is a shared commitment to collaboration and a determination to work together. We will be successful in delivering change by drawing upon our collective professionalism, expertise, experience and resources; and staying focused on providing our communities with an effective, efficient and economical service that makes them safer.



Rod Hammerton
Chief Fire Officer

Shropshire Fire
and Rescue Service



Nathan Travis
Chief Fire Officer

Hereford & Worcester
Fire and Rescue Service



Eric Carter
Fire Authority Chairman

Shropshire Fire
and Rescue Service



Roger Phillips
Fire Authority Chairman

Hereford & Worcester
Fire and Rescue Service

3 BACKGROUND

The challenge of protecting our communities against ever changing risks has driven our Fire and Rescue Services to seek out collaborative opportunities that provide both value for money and enhance public safety.

To achieve this both organisations have recognised the benefits of creating an Alliance, which can provide all the advantages associated with large organisations without losing the agility of being two small, lean, and community focused fire and rescue services.

Prior to 2012 collaboration between Hereford & Worcester and Shropshire Fire and Rescue Services (FRSs) had been more informal in nature, but following the Operational Assurance process of that year it became more planned. Both Services have worked together to deliver several notable successes such as: -

- a staff sharing initiative that has combined both budgetary relief for one partner and skills and expertise to address staff shortfalls in the other,
- a fire control resilience project that has brought together the control rooms of Cleveland, Shropshire and Hereford & Worcester FRSs in a resilient triangle, recognised and financially supported by central government with a £3.6 million pound government grant)
- a ground breaking initiative to train West Mercia Police Community Support Officers to become Retained Duty System (RDS) Firefighters across all three counties, and
- the design, procurement and development of a set of Incident Command Units that can provide interoperable support to major incidents across the three counties, providing each other with operational resilience.

The advent of the Policing and Crime Act 2017 and the statutory duty for emergency services to collaborate brought with it new energy and focus towards working together. Both Services were already actively engaged in a Blue Light Collaboration that extended beyond their borders to include both police and fire in West Mercia and Warwickshire, but we recognise the greatest benefit would be from a more planned and structured alliance between the two Services.

At the same time the idea had also been recommended within the West Mercia Police and Crime Commissioner's business case for governance of a 'Fire Alliance' between the two Services. All stakeholders recognise that an alliance has a real potential to deliver benefits from aligning processes and procedures and sharing resources, experience and expertise.

In March 2018, both Fire and Rescue Authorities (FRAs) also concluded that an alliance was a sensible way forward, regardless of which form of governance was ultimately in place, and instructed officers to develop a plan to form a long term and sustainable strategic alliance that would provide both Services with the capacity and resilience to remain sustainable long into the next decade.

All parties agree the future of the Alliance is one of opportunity, enabling us to provide positive outcomes for our communities for years to come.

4 STRATEGIC AIM

Our core aim is to create a strong alliance between Shropshire and Hereford & Worcester Fire and Rescue Services. Resources and expertise will be shared to provide long-term capacity and resilience to meet increasing pressures from budgetary restrictions and changing demands and development of both established and new risks with our communities.. In doing so, we will be able to continue delivering first class, resilient and sustainable fire and rescue services for the communities of Herefordshire, Shropshire and Worcestershire.

5 PURPOSE

This document aims to establish the case for change and the way forward in relation to modernising and improving the way services are planned and delivered. In doing so it will: -

- confirm the 'strategic fit' of the two Authorities, which will support a successful programme of change,
- identify options and a recommendation for change,
- facilitate strategic and collaborative planning and the setting of associated budgets,
- identify and cost key components of the strategy (programmes) and enabling deliverables (projects),
- provide the strategic context for subsequent investments, and
- facilitate the timely production of subsequent business cases for related investment.

6 GUIDING PRINCIPLES

The approach that both organisations take in the development of a Fire Alliance Plan will be governed by a set of guiding principles. These principles will permeate all aspects of decision making, helping to add focus and direction to our strategic aim.

1	Public Outcomes	The Alliance will deliver new ways of working that will reduce risk in the communities and provide greater value for money for the public purse.
2	Culture and Leadership	The Alliance will cultivate and establish new ways of working based on openness, shared understanding, mutual respect and shared leadership to create common practices that lead to effective collaboration. The Alliance will review and align processes, structures and leadership wherever it improves capacity, resilience and sustainability.
3	Capacity	A primary aim of the Alliance is to reduce duplication, align processes and share resources to create additional capacity. This new capacity will support areas that are currently stretched and allow the Services to cope with new demands.
4	Resilience	The Alliance will aim to identify areas of organisational vulnerability and create opportunities, by working together, to provide additional resilience through fall back arrangements, mutual aid and by eliminating, where possible, single points of failure.
5	Sustainability	The Alliance will work to ensure that both organisations remain sustainable and are able to meet the needs of their communities through effective use of resources.
6	Technology	Technology will be a key enabler in the way we deliver our services and how we support our staff. The Alliance will exploit and harness new technologies to ensure both Services are correctly positioned to support an increasingly mobile workforce, whilst being agile enough to adapt to future changes in business requirements and working practices.
7	Partner Strategies	The Alliance will be aligned to, and supportive of, the strategies of other key partners; including the PCC's Safer West Mercia Plan. This will ensure the coordinated delivery of services focused on local priorities and a clear demonstration of how the Services meet their duty to collaborate.
8	Intelligence Driven and Evidence Led	The Alliance will seek to ensure that service delivery is targeted and focused through the effective use of data and any business changes are intelligence led relying on a strong evidence base.
9	Security and Governance	Strong security controls and governance processes will ensure continuous compliance with local and national legislation.
10	Innovation	The Alliance will promote creativity from within and will recognise and encourage new ideas that have the potential to lead to meaningful improvements.

7 DEVELOPMENT STRANDS

In order to move forward, we have identified five Development Strands to help us deliver first class, resilient and sustainable fire and rescue services for the communities of Herefordshire, Shropshire and Worcestershire.

Each Development Strand has a number of key priorities followed by a number of strategic targets. These targets will become key deliverables and actions in our Programme Plan.



1. Reassuring our communities

Priorities

- Continue to develop the Services' prevention and protection activities aligned to the needs of local areas. This will include a strategic assessment of prevention and protection activities and their relationship with health and wellbeing across all three counties. This will add more value to communities particularly those most vulnerable.
- Provide a standardised and consistent response to Safeguarding across the Alliance area.
- Maintain current Service-level Integrated / Community Risk Management Plans, and align data analysis and methodology to ensure a consistent approach to evidence-based decision making.



STRAND 1

Reassuring
our
communities

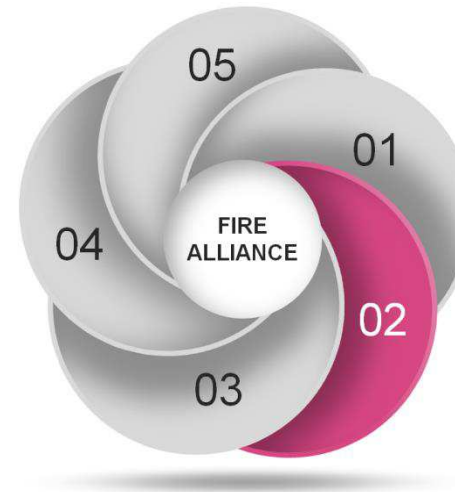
Key Deliverables

- A unified Alliance Prevention Strategy to deliver against local needs and in support of partners' agendas.
- Review of the Safeguarding process, policy and training to ensure a consistent approach.
- Review of the Integrated / Community Risk Management Plan process to establish a standardised methodology.

2. Making our communities more resilient

Priorities

- Deliver an aligned Command & Control function that takes advantage of the opportunity to work closely with West Mercia Police. This will improve operational resilience, resulting in better support to both operational personnel and the public. It will also ensure a more effective and efficient use of the public purse.
- Support and nurture the On-Call Duty Systems such as RDS to maintain and improve operational availability, engagement and competence across both urban and rural areas; and develop this resource to provide proactive prevention, protection and support to local communities.
- Continue to improve Local Resilience Forum (LRF) capabilities and ways of working to provide more effective, efficient and co-ordinated use of people and resources from across partner agencies.



STRAND 2

**Making our
communities
more
resilient**

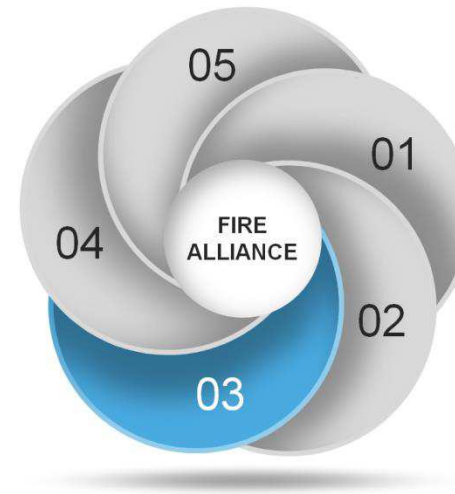
Key Deliverables

- Review and scope future requirements for a 5-year vision for Command & Control.
- Review and scope future requirements of the On-Call Duty Systems.
- Enhance support to LRF by reviewing how training and exercising can be expanded and developed.

3. Building safe and secure communities

Priorities

- Expand the Safe and Well concept to Safe, Well and Secure. This will support Police and other partners' objectives by harnessing the power of prevention expertise and capacity.
- Continue to develop the work of the Blue Light Collaboration Group which has identified; Community Safety and Harm Reduction, Operational Deployment, Supporting Infrastructure, Estates and Training as its key work streams.
- Review and align Technical Fire Safety resources, policies and procedures to support resilience across the Alliance and to ensure appropriate capacity, including multi-agency enforcement, is available and complies with current and future legislative requirements.



STRAND 3

**Building safe
and secure
communities**

Key Deliverables

- Review Community Safety provision including systems, skills, capacity and legislation.
- Support the Blue Light Collaboration Group by developing the five key work streams into the Programme Plan.
- Review Technical Fire Safety provision including systems, skills, capacity and legislation.

4. Reforming our services

Priorities

- Support and nurture a shared culture and values that will promote and champion cultural change and workforce reform across both Services. This will provide the foundation block for delivering better ways of working in complex environments, for our teams and improving engagement in diverse communities during difficult and uncertain times.
- Unify strategies including operational and training policies to enable the alignment of procurement practices and key Fire-specific contracts.



STRAND 4

Reforming our services

Key Deliverables

- Review management and workforce policies and practices to support Service reform, including measures to: -:
 - continue positive engagement in the National Fire and Rescue Service Reform programme,
 - review and align senior leadership teams,
 - develop operating rules and governance arrangements for the Fire Alliance,
 - establish recruitment processes that meet the varied needs of the Alliance as well as challenging inequality,
 - review organisational development and future planning for the provision of ICT and Human Resources functions,
 - review the delivery and future planning of internal, external and corporate communications provision, and
 - reinvest savings, where appropriate, to support service reform.
- Review and align operational and training policies, procedures, team resources and processes, including measures to: -
 - review and align operational training to deliver a single training framework,
 - review contracts to be delivered, and
 - design and implement a single procurement process, including developing ethical options such as 'whole life costings'.

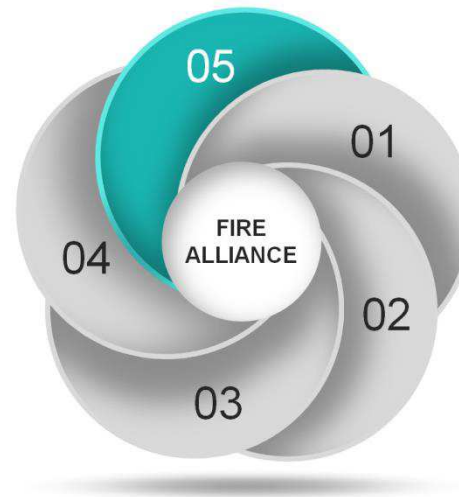
5. Managing our performance

Priorities

- Drive improvement through performance management.
- Where possible provide standardised performance data to the public, partners and employees.
- Ensure the Alliance provides transparency for communities and staff, including the development of appropriate feedback mechanisms for our communities.

Key Deliverables

- Develop a standardised performance management framework for both governance and public understanding.
- Create a suite of shared, strategic performance indicators.
- Review of learning following HMICFRS Inspections with transparent improvement plans as necessary.



STRAND 5

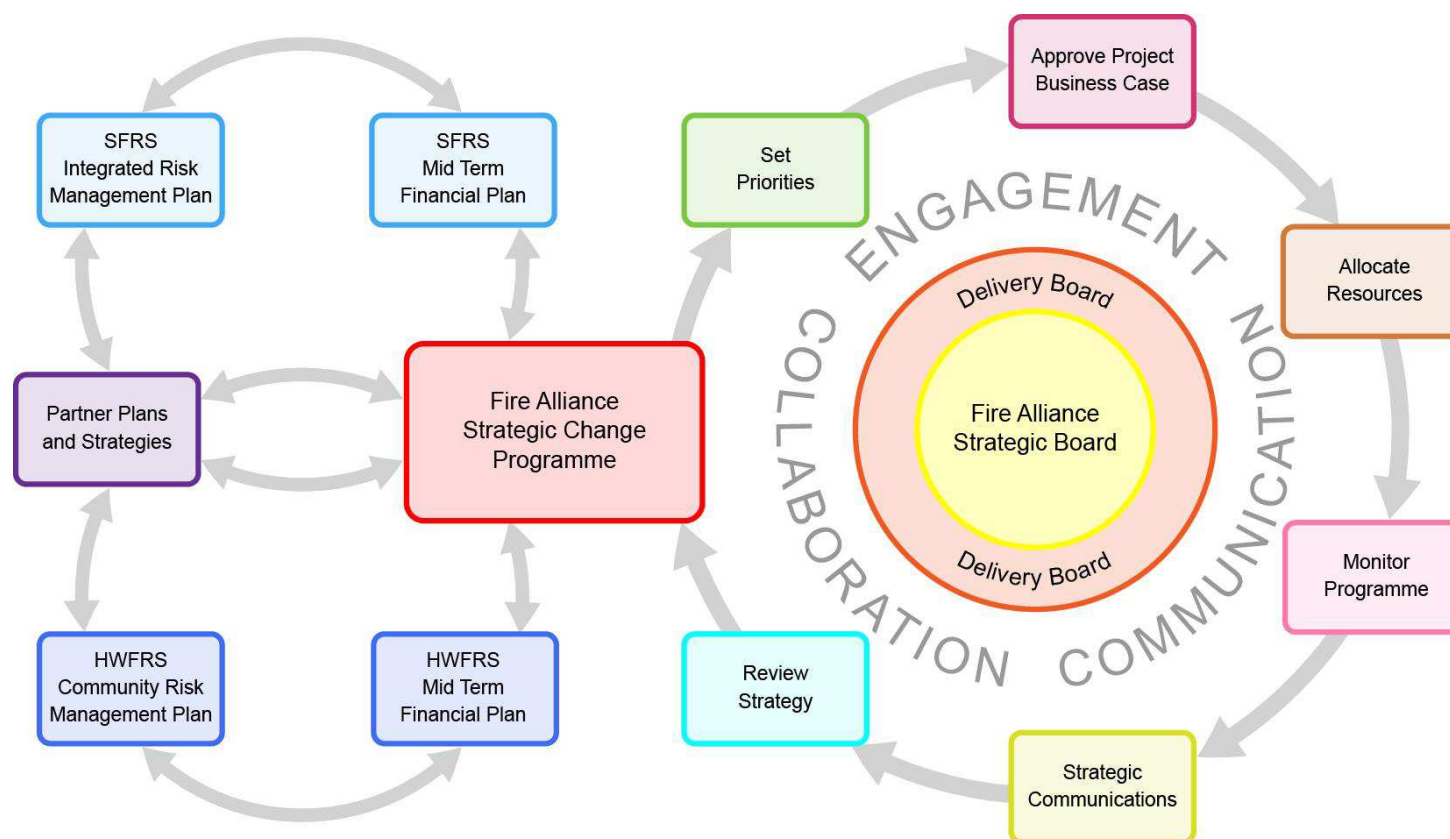
Managing our performance

8 GOVERNANCE

A Governance Framework will be adopted to ensure that informed decisions can be made at a senior level, and to enable the delivery of the Fire Alliance Strategic Plan.

Fire Alliance Governance and Planning Model

This is the business plan for delivering the strategic change programme with recognition of related planning models and their associated influence.



It is critical that the governance and programme management arrangements seek to understand the interrelationships of all projects undertaken within the Alliance, including the interdependencies and impacts of other programmes or projects, being undertaken by both Services, either individually or with other partners.

Responsibility for the management and delivery of the collaboration programme sits at three levels:

- Strategic Alliance Board
- Strategic Alliance Programme Delivery Board
- Strategic Alliance Projects Working Groups

▪ **Strategic Alliance Board**

Membership

- Representatives of Fire and Rescue Authorities or PCC's Fire and Rescue Authorities
- Chief Fire Officer – Hereford & Worcester Fire and Rescue Service (HWFRS)
- Chief Fire Officer – Shropshire Fire and Rescue Service (SFRS)

Key responsibilities

- Provide the high level governance for the Alliance.
- Recommend strategic priorities identified for the Alliance to the Fire Authorities.
- Support the Strategic Alliance Programme Delivery Board through the provision of appropriate resources.
- Hold the Strategic Alliance Programme Delivery Board to account for the delivery of the Alliance Programme.

The Strategic Alliance Board will meet four times a year.

▪ **Strategic Alliance Programme Delivery Board**

This group will be responsible for managing the process of change.

Membership

- Chief Fire Officers – HWFRS and SFRS
- Deputy Chief Fire Officers – HWFRS and SFRS
- Assistant Chief Fire Officers – HWFRS and SFRS
- Treasurer – HWFRS
- Head of Finance – SFRS

Key responsibilities

- Delivery of the Alliance Programme.
- Identify and agree the strategic priorities with the Strategic Alliance Board.
- Recommend the scope for Business Justification Cases (BJCs).
- Analyse and approve submitted BJCs.
- Consider the impacts and interdependencies of the programme on individual organisational priorities.
- Delegate authority to the Strategic Alliance Project Working Groups for the delivery of agreed projects.
- Support the Strategic Alliance Project Working Groups through the provision of appropriate resources and appointment of strategic leads.
- Hold the strategic leads responsible for delivery of individual Alliance projects to account.

The Strategic Alliance Programme Delivery Board will meet four times a year.

▪ **Strategic Alliance Project Working Groups**

Membership

- Strategic Alliance Programme Delivery Board Lead Officer (Chair)
- Executive Sponsor
- Designated project lead (Vice Chair)
- Subject matter experts (as determined by the Chair) – HWFRS and SFRS
- Independent external advisor (as determined by the Chair)

Key Responsibilities

- The Strategic Alliance Project Working Groups will act under delegated authority from the Strategic Alliance Programme Delivery Board.
- Develop and deliver projects to meet the requirements set out within approved BJs.
- Adhere to the three key principles of project management; cost, quality and time.
- Manage the interdependencies with other programmes and projects.
- Effectively manage capacity and secure resources for planned activities.
- Manage identified and emerging risks and issues, escalating where necessary.
- Ensure the effective day-to-day delivery of projects.
- Take accountability for the delivery of project benefits.
- Report progress of projects, quarterly, to the Strategic Alliance Programme Board.

The Strategic Alliance Project Working Groups will meet monthly or as required.

9. APPENDIX 1 – SUMMARY OF FIRE ALLIANCE ACTIONS

	Development Strand	Key Deliverables
1	Reassuring our communities	<ul style="list-style-type: none"> ▪ A unified Alliance Prevention Strategy to deliver against local needs and in support of partners' agendas. ▪ Review of the Safeguarding process, policy and training to ensure a consistent approach. ▪ Review of the Integrated / Community Risk Management Plan process to establish a standardised methodology.
2	Making our communities more resilient	<ul style="list-style-type: none"> ▪ Review and scope future requirements for a 5 year vision for Command & Control. ▪ On-Call Duty Systems project review with position statement. ▪ Enhance support to LRF by reviewing how training and exercising can be expanded and developed.
3	Building safe and secure communities	<ul style="list-style-type: none"> ▪ Review Community Safety provision including systems, skills, capacity and legislation. ▪ Support the Blue Light Collaboration Group by developing the five key work streams into the Programme Plan. ▪ Review Technical Fire Safety provision including systems, skills, capacity and legislation.
4	Reforming our services	<ul style="list-style-type: none"> ▪ Review management and workforce policies and practices to support Service reform, including measures to: -: ▪ continue positive engagement in the National Fire and Rescue Service Reform programme, ▪ review and align senior leadership teams, ▪ develop operating rules and governance arrangements for the Fire Alliance, ▪ establish recruitment processes that meet the varied needs of the Alliance as well as challenging inequality, ▪ review organisational development and future planning for the provision of ICT and Human Resources functions, ▪ review the delivery and future planning of internal, external and corporate communications provision, and ▪ reinvest savings, where appropriate, to support service reform. ▪ Review and align operational and training policies, procedures, team resources and processes, including measures to: - ▪ review and align operational training to deliver a single training framework, ▪ review contracts to be delivered, and ▪ design and implement a single procurement process, including developing ethical options such as 'whole life costings'.
5	Managing our performance	<ul style="list-style-type: none"> ▪ Develop a standardised performance management framework for both governance and public understanding. ▪ Create a suite of shared, strategic performance indicators. ▪ Review of learning following HMICFRS Inspections with transparent improvement plans as necessary.



Nathan Travis CFO for Hereford & Worcester Fire & Rescue Service

Rod Hammerton CFO Shropshire Fire & Rescue Service

Date: 15th August 2018

Our ref: JPC/MW

Dear Nathan and Rod,

Thank you for your email dated 24th July 2018 attaching the SFRS & HWFRS "Fire Alliance Strategic Plan 2018 -2022".

I am pleased to recognise the progress that has been made on collaboration since I first raised it 18 months ago when there was little or no prospect of greater co-operation between yourselves, as well as with the police. I am grateful for the opportunity to comment on the draft "Alliance plan", and I hope you find my feedback useful as you continue to refine the plan further prior to the transfer of Governance.

I am concerned that the overall aspiration of the plan is not far reaching enough. The forward for example states ***"The ambition is to create a strong alliance where both organisations can work together, often as one, to sustain and improve the high-quality prevention, protection and emergency response we currently deliver to all our local communities."*** I would expect this aspiration to be more forward thinking and that the two FRS should "act as one" as a default position, except where there is clear and evidenced rationale why they shouldn't.

The forward also states ***"The purpose of the alliance is to build capacity and resilience in both fire and rescue services in order to achieve long-term sustainability."*** Whilst I concur with these statements I am concerned about the lack of recognition of the community the FRS serves. I would suggest "improving value for money and efficiency" and "improving public safety" should also be core purposes of the alliance. Being outwardly facing is in my view vital if we are to continue to meet the needs of the community. The current focus of the plan is on resilience and sustainability of current service levels. There is very little reference to how a more structured and far reaching alliance between the two services will lead to service improvement, increased effectiveness and efficiency. This should be evident throughout the document.

Explicit reference to "improving efficiency and effectiveness" should be included in the Strategic Aim of the plan. I am surprised at the reference to "budgetary restrictions" in this section when the reduction in demand is not referenced.

On the same theme, the Purpose clearly sets out the means through which the Alliance will move forward in relation to modernisation and service planning, there is no reference to organisational learning or service improvement. The development of mechanisms to evaluate success and deliver organisational learning could be included within the Purpose to complete the planning circle (i.e. identify options for change – produce business cases – evaluate success). This final step would demonstrate the Services' commitment to learn from the strategies, projects and investments referenced within the plan, and continually improve the service provided to the public.

I had expected more explicit reference to partnership collaboration beyond the two fire services within the priorities and key deliverables. Whilst I am on record as stating that my first priority will be to create a Fire/Fire Alliance, I am also on record as stating that I will also drive greater collaboration with the Police and other partners. This is a stark omission in my view and indeed "police" are only mentioned five times in the whole seventeen page document. Whilst I appreciate that the plan sets out how the two fire services will come together as an Alliance, I think it is necessary to formally recognise the need to further develop collaborative opportunities. There may be some scope to have a greater emphasis on partnership collaboration within the 'Reassuring our communities' or 'Reforming our services' strands.

It is also stated within the purpose that the plan will enable the two services to:

- **provide the strategic context for subsequent investments, and**
- **facilitate the timely production of subsequent business cases for related investment.**

Whilst of course some investment will be required, either in terms of upfront investment or reinvestment of savings delivered by the plan, the plan is silent on development of funding/investment.

I welcome the overall approach contained within the guiding principles, though I am concerned that within the "Cultural and Leadership" section of the principle it states **"The Alliance will review and align processes, structures and leadership wherever it improves capacity, resilience and sustainability."** I would expect that efficiency and effectiveness should also feature as a reason as to why "processes, structures and leadership would be aligned" between the two organisations.

Within the "Sustainability" statement of the principles it states **"The Alliance will work to ensure that both organisations remain sustainable and are able to meet the needs of their communities through effective use of resources."** Both organisations do not currently have self-sustaining budgets. The guiding principle in my view should be that both organisations become sustainable as a result of the alliance.

The "Partner Strategies" statement of the principles state **"The Alliance will be aligned to, and supportive of, the strategies of other key partners; including the PCC's Safer West Mercia Plan. This will ensure the coordinated delivery of services focused on local priorities and a clear demonstration of how the Services meet their duty to collaborate."** I would suggest that the Alliance should not only aspire to align its strategies to be supportive of other organisations' strategies, but to aspire to influence them to ensure they support the two services' aims. I would also expect a clearer reference to local Government, Police and Health services in this principle also.

With reference to the *“Intelligence Driven and Evidence Led”* and *“Innovation”* principles there is a danger that they can be perceived as insular. The alliance is an opportunity to develop talent within, but it is also an opportunity to capitalise on best practice from others in public and private sector organisations. I would not want the alliance to “reinvent the wheel” as it seeks to act as one.

Some more detailed observations in relation to each individual strand are provided below.

Reassuring our communities:

I support the focus on prevention and protection activities, particularly targeting the most vulnerable. Whilst the priorities outline how the Alliance will continue to identify needs and risks within local areas, there is no reference to community engagement, visibility, accessibility or transparency.

The wording of the Risk Management Plan (RMPs) priority appears counterintuitive; suggesting that each service will maintain current RMPs whilst simultaneously aligning analysis and methodology. This should be amended to clarify the future vision to align and combine RMP analysis and methodology. Similarly, under Key Deliverables, the aspiration should go beyond standardisation of methodology to include identification of areas for future alignment.

The “Key Deliverables” talk about reviewing and developing plans/strategies. I would hope these could be more action based rather than policy/process focused.

Making our communities more resilient:

The first two priorities within this strand focus on delivering an aligned Command and Control function and the development of the On-Call Duty Systems. These priorities appear more relevant to operational resilience than community resilience, and may sit more comfortably under *‘Reforming our services’*.

I am also not clear as to the difference between this strand and the *“Reforming our services”* strand.

Building safe and secure communities:

The priorities and key deliverables within this strand are all welcomed. I would however welcome more explicit reference to the drive to “join up” the community safety work that partners are involved in to increase efficiency and effectiveness.

Reforming our services:

The focus on cultures and values within this strand welcomed this will be essential to the success of the Alliance. However, this should be further emphasised and given greater attention, given its importance. The services should consider what they are aiming for in terms of culture(s), shared or individual identities, and how this vision will be delivered.

I am unsure as to the reference to *“This will provide the foundation block for delivering better ways of working in complex environments, for our teams and improving engagement in diverse communities during difficult and uncertain times.”* What are the difficult and uncertain times being referred to? Are they Community-based or organisational?

Further clarity could be given to the key deliverable relating to the senior leadership team which is currently ambiguous and lacking clarity of direction and how this will then cascade through the alliance. I would also expect more reference to alignment of processes etc. along the theme of commonality within the new alliance.

Managing our performance:

Inclusion of performance management as a key development strand is also welcomed. The priority relating to the standardisation of performance data could be more ambitious. The priority should reflect the standardised performance management Key Deliverable which is more aspirational and sets the right tone for the future.

The priority relating to transparency for communities and development of feedback mechanisms may be better aligned with the 'Reassuring our communities' development strand. As stated above, the 'Reassuring our communities' strand currently lacks sufficient reference to transparency, accessibility and community engagement. The community should have the confidence in the way its FRS acts, including a default position that it will be open and transparent, and continuously engage with the community it serves.

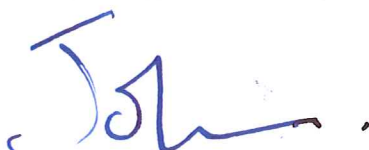
With reference to the proposed fire alliance governance and planning model, the infographic, whilst useful, could be simplified to illustrate how the RMPs and mid-term financial plans feed into the change programme (i.e. 2 boxes instead of 4).

As it stands, the proposed governance arrangements include PCC representation at Strategic Alliance Board level only. I would suggest that PCC representation at the Programme Delivery Boards should be included as this is where strategic priorities will be identified and business cases analysed and approved.

The above is intended to be constructive and to help you understand my priorities for when the governance of both services transfers. The above comment is not exhaustive nor does it fetter my discretion in the future.

As I stated at the start of this letter, I welcome the progress both services have made over the last 18 months around collaboration. This is an opportunity make sure the ambition in this work is bold and far reaching to ensure we maximise the benefits of efficiency, effectiveness and sustainability for the community that we all serve.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'John Campion', with a stylized flourish at the end.

John Campion
Police and Crime Commissioner
West Mercia

Report of the Assistant Chief Fire Officer – Service Delivery

Update from the Joint Consultative Committee

Purpose of report

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2018.
-

Recommendation

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

- (i) Changes to crewing systems***
- (ii) Relocation to Hindlip***
- (iii) Cultural Review***

Background

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

Update

5. The Joint Protocol for Industrial Relations SPI provides the framework for communicating, consulting and negotiating with all Trade Unions. This policy is due to be 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
 - Requests for information from TU Reps
 - Information items/updates for TU Reps from management including any emerging issues
7. Since its last update to the Committee, the JCC has met on one occasion – 19 April 2018. The following key issues have been discussed:
- Crewing Systems: FBU voted against the proposed changes to wholetime crewing. A joint statement was issued stating that the Service and FBU continue to work together to develop the related SPIs. The proposed Watch Commander changes are within existing terms and conditions and are subject to ongoing review. .
 - Relocation of SHQ to Hindlip: Contracts have now been signed by the Police and building work is ongoing in the West Wing. Formal staff consultation commenced at the end of April and site visits for staff are being arranged.
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 March 2018, these have included:
- Body worn cameras – the trial at Bromyard is ongoing with ICT still working to resolve how to download and store the video footage from the cameras before they can be used. The FBU and FOA have been asked to seek the views of their members on the potential use of cameras on officers' vehicles.
 - Cultural review – the CFO has commissioned an independent piece of work to identify key cultural themes within the Service that would benefit from attention and a series of workshops for managers have been scheduled to help develop practical steps to ensure a positive working environment.
 - Cultural Review Workshops – to encourage a more positive working environment going forward a series of workshops focusing on cultural issues have now been held. An independent report was compiled following these workshops with the findings fed back to managers at the end of April.
 - Fleet review – the final review of fleet report has been published and the vehicle replacement programme commenced in May. It is hoped that this will be completed by end of the calendar year.

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

Supporting Information

None

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