



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 12 October 2022

10:30

**Council Chamber, County Hall
County Hall, Spetchley Road, Worcester, WR5 2NP**

Fire Alarm

- The fire alarm is tested every Tuesday at 13:45. Should the alarm sound at any other time you will need to leave the building via the nearest safe exit.)
- You will need to follow Officers to Assembly Point E (Northside) which is located outside the building.

Toilets

- There are male and female toilets with baby change facilities in reception and a disabled toilet within the Register Office at the entrance adjacent to reception.

Parking

- If you have parked in the visitor car park please collect a token from Reception upon leaving.
- Once the token has been inserted please wait for the traffic light to change to green before driving off. The barrier will lower only when the light is green.

Smoking Policy

- Smoking is not permitted anywhere within the building. There is a smoking shelter located by the cascades which are situated between the upper and lower lakes.

OPTIONAL INFORMATION

Cafe

- There is a cafe located on the ground floor, a short distance from Reception which you are welcome to use. It sells a range of hot and cold foodstuffs as well as having a coffee bar.
- The Lakeview Cafe is open for business 08:00 to 15:00 Monday to Friday. The area is available for informal meetings unless specifically booked for an event although we ask that you only do so outside the busy lunchtime period when diners are given priority use.

Shop

- There is a shop adjacent to the cafe and stocks a range of sandwiches, snacks, sweets and newspapers.
- The shop's opening hours are 08:00 to 14:00 Monday to Friday
- There is a snack/cold drink vending machine immediately outside the shop for use during and outside of the shop's hours of business. There is also a KLIX hot drinks machine.

Grounds/Site traffic

- Please note that County Hall and its grounds are public therefore there may be any number of people walking around the site including those walking their dogs or travelling to the nearby schools.
- Due to this we have a site wide 10 mph speed limit

Public Transport

- There are two bus stops within the grounds of County Hall, one adjacent to each of the site entrances. Both have timetables and as a guide there are generally four buses per hour into the city centre.

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.

Please note that when taking part in public participation, your name and a summary of what you say at the meeting may be included in the minutes.

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

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

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

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

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

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

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



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 12 October 2022, 10:30

Agenda

Councillors

Mr C B Taylor (Chairman), Mr R J Phillips (Vice Chairman), Mr A Amos, Mr D Boatright, Mr S Bowen, Mr B Brookes, Mr D Chambers, Mr B Clayton, Mr A Ditta, Mrs E Eyre BEM, Mr I D Hardiman, Mr Al Hardman, Mr J Hardwick, Mr M Hart, Mrs K Hey, Mrs E Marshall, Ms N McVey, Ms J Monk, Mr D Morehead, Mr R J Morris, Ms L Robinson, Mr L Stark, Mrs D Toynbee, Mr R M Udall, Mr T Wells

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3	Chairman's Announcements To update Members on recent activities.	
4	Public Participation To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority. Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation to be received no later than 2 clear working days before the meeting (in this case 7 October 2022). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	

5	Confirmation of Minutes	1 - 20
	To confirm the minutes of the meeting held on 22 June 2022.	
6	Financial Matters	21 - 30
	To inform Members of the current position on the revenue and capital budget for 2022/23, in lieu of the cancelled September Policy & Resources Committee meeting and to provide Members with an update on the Medium Term Financial Plan (MTFP).	
7	Review of Committee Seats	31 - 34
	To note changes to the membership of political groups and allocation of committee seats, which had been anticipated but had not taken effect when the Authority last met.	
8	His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update Q1 2022	35 - 61
	To update Members on the HMICFRS Improvement Plan following the inspection report dated 15 Dec 2021.	
9	Strategic Fire Alliance Update	62 - 64
	To update the Fire Authority on progress against the programme of priority projects developed by the Strategic Fire Alliance between Hereford & Worcester Fire and Rescue Service (HWFRS) and Shropshire Fire and Rescue Service (SFRS).	
10	2022-23 Performance Report: Q1 (01 April – 30 June 2022)	65 - 93
	This report summarises the Service's performance for Quarter 1, 2022-23.	
11	Property Update	94 - 96
	To provide an update for Members on the current property programme	
12	Minutes of the Audit and Standards Committee	97 - 100
	To receive the minutes of the meeting held on 20 July 2022.	
13	Urgent Decision Taken	101 - 102
	To advise Members of an urgent decision that has been taken since the last meeting of the Policy and Resources Committee in relation to the redevelopment of Broadway Fire Station.	

14 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 Items 15 and 16 are considered for the following reason:

Item 15 is likely to disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

Item 16 is likely to disclose information relating to an individual.

15 Broadway Fire Station

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

16 Proposed Interim Changes to Principal Officer Structure

- Information relating to any individual;



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 22 June 2022, 10:30

Chairman: Mr C B Taylor

Vice-Chairman: Mr R J Phillips

Minutes

Members Present: Mr A Amos, Mr D Boatright, Mr B Brookes, Mr D Chambers, Mr B Clayton, Mr A Ditta, Mrs E Eyre BEM, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs K Hey, Mrs E Marshall, Ms J Monk, Mr R J Morris, Mr R J Phillips, Ms L Robinson, Mr L Stark, Mr C B Taylor, Mrs D Toynbee, Mr R M Udall, Mr T Wells

360 Election of Chairman

RESOLVED that Mr C B Taylor be elected as Chairman of the Fire Authority for the ensuing year, to hold office until his successor becomes entitled to act.

361 Election of Vice Chairman

RESOLVED that Mr R J Phillips be elected as Vice-Chairman of the Fire Authority for the ensuing year, to hold office until his successor becomes entitled to act.

362 Apologies for Absence

Apologies were received from Cllr D Morehead, Cllr K Guthrie and Cllr N McVey.

363 Declarations of Interest (if any)

Cllr R Phillips declared that he was Vice Chair of the Firefighters Scheme Advisory Board (England and Wales), Chair of the Local Government Pension Scheme Advisory Board (England and Wales), and a member of the NJC for Fire Service (Grey Book and Green Book).

364 Chairman's Announcements

The Chairman informed Members that he had attended the Fire Commission discussion on the White Paper and the Strategic Fire Alliance meeting in Shropshire.

[Cllr R Phillips entered the meeting at 10.39am].

Congratulations were passed to John Chance from Ewyas Harold who had retired after over 45 years of service.

Cllr J Hardwick was welcomed to the meeting who was attending as a member of the public prior to being appointed onto the Fire Authority.

365 Public Participation

There was no public participation.

366 Confirmation of Minutes

RESOLVED that the minutes of the Fire Authority meeting held on 15 February 2022 be confirmed as a correct record and signed by the Chairman.

367 Appointments to Committees and Outside Bodies

A report was presented by the Head of Legal Services to consider the allocation of Committee seats to political groups in accordance with the requirements for political balance, the appointment of Members to those committees and appointments to outside bodies.

Since the publication of this report, Members were informed that due to a recent review of the political balance within Herefordshire Council, it was likely the Conservative Group would decrease by 1 Member and the Herefordshire Alliance would increase by 1 Member on the Authority and on the Policy and Resources Committee. Until formal notice was received, Members were asked to approve the appendices as set out in the report and any update would be presented at the next Authority meeting.

RESOLVED that:

i) the allocation of Committee seats to political groups as set out at Appendix 1 be agreed;

ii) the current chairmanship and membership of Committees, as set out in Appendix 2, remain unchanged for 2022/2023;

iii) Cllrs S Bowen, E Marshall and N McVey be reappointed Member

Champions of Equality, Diversity and Inclusion;

iv) Cllr B Clayton be reappointed as the Member Champion on the Health & Safety Committee;

v) Cllr B Brookes be appointed as Fire Cadets' Member Champion;

vi) the current practice for representation and voting on the Local Government Association as set out in Appendix 2 be continued; and

vii) the place and vote on the Local Government Association Fire Commission continues to be exercised by the Chairman of the Authority.

368 Provisional Financial Out-turn 2021-22

The Treasurer presented Members with a report to receive provisional financial results for 2021-22, approve final transfers to/from reserves, approve the reallocation of reserves, review Treasury Management activities for 2021-22 and confirm compliance with the Prudential Code indicators.

Members were informed that the Provisional Financial Results, the Treasury Management and Prudential Indicators normally come under the terms of reference of the Policy and Resources Committee, however because they required attention between meetings of that committee, they were considered by the Full Authority.

Members were informed that the financial year 2021-22 saw the continued impacts of Covid, economic impacts of exit from the European Union and latterly the impact of conflict in Ukraine. An interim financial position was reported to the Policy and Resources Committee in May and identified a significant positive financial impact of a large late grant payment, and the Committee made recommendations as to its use.

Following a brief outline by the Treasurer of the reserves held, Members were pleased to note the details and approved the reallocation as stated in the report.

Members noted the funding had exceeded the budget by £1.493m which was attributable to additional and unexpected grants being paid at the end of (or after the end of) the financial year.

Members noted that the Policy and Resources Committee had recommended the Business Rate Retail Relief Grant be reserved to meet the inflationary pressures on the major building programme to ensure the works at Hereford, Redditch, Broadway and North Herefordshire training

facility could be completed.

Finally the Treasurer confirmed that the Prudential Indicators for 2020-21 were within the limits set by the Authority and no matters required further action.

RESOLVED that the Authority:

- i) Notes the provisional financial results for 2021-22;***
- ii) Notes the transfers from Earmarked Reserves approved in accordance with the Reserves Strategy;***
 - a) £132,400 from the Organisational Excellence Reserve;***
 - b) £67,286 from the Emergency Services Mobile Communications Project (ESMCP) Reserve;***
 - c) £38,495 from the Broadway Fire Station Reserve;***
 - d) £5,000 from the On-Call Recruitment Reserve;***
 - e) £277,141 from the Property Maintenance Reserve;***
 - f) £7,910 from the Pensions Reserve;***
 - g) £144,673 from the Protection Grants Reserve;***
 - h) £48,035 from the Safety Initiatives Reserve; and***
 - i) £51,154 from the Taxation Income Guarantee (TIG) Grant Reserve.***
- iii) Approves transfers to Earmarked Reserves as recommended by the Policy and Resources Committee:***
 - a) £75,696 to the Safety Initiatives Reserve; and***
 - b) £1,168,801 to the Capital Projects Reserve.***
- iv) Approves additional transfers to Earmarked Reserves as set out below:***
 - a) £192,675 to the Protection Grants Reserve;***
 - b) £115,000 to the ICT Replacements Reserve;***
 - c) £51,850 to the Pensions Reserve; and***
 - d) £366,468 to the Capital Projects Reserve.***
- v) Approves the closure of the DCP Change Reserve and the***

transfer of the small remaining balance to the Safety Initiatives Reserve.

vi) Notes that the Treasurer will certify the 2022-22 Statement of Accounts, in accordance within the regulatory time-scale.

vii) Notes that the Audit of the accounts will be undertaken by Grant Thornton LLP; and

viii) Confirms that the Prudential Indicators for 2021-22 were within the limits set by the Authority and no matters require further action

369 Annual Service Review 2021-22

The Assistant Director of Prevention presented Members with the Annual Service Review 2020-21, which was a look back at the range of work undertaken over the last year, including headline activities and incident statistics, to adopt and approve for publication on the Service's website.

Upon the Vice-Chairman's request, the Head of Legal Services agreed to send the Review out to all Councils and Parish Councils for circulation across the two Counties.

RESOLVED that the draft Annual Service Review 2021-22 be approved for publication on the Service website.

370 Annual Service Plan 2022-23

The Chief Fire Officer presented Members with the Annual Service Plan 2022-23, which sets out the Service's key priorities for the coming year arranged under the main CRMP headings of Response, Protection, Prevention, Valuing Our Workforce and Value for Money, to adopt and approve for publication on the Service's website.

Upon the Vice-Chairman's request, the Head of Legal Services agreed to send the Review out to all Councils and Parish Councils for circulation across the two Counties.

RESOLVED that the Fire Authority approves the draft Annual Service Plan 2022-23 for publication on the Service website.

371 Fire Reform White Paper

The Head of Legal Services informed Members of the publication of the Home Office consultation on the white paper "Reforming Our Fire and Rescue Service".

Members were invited to discuss the proposals and the views expressed

would then be collated and included in a formal response on behalf of the Authority. The closing date for responses was 26 July 2022.

Members were also asked to contact the Chairman, Vice-Chairman or appropriate Group Leader with any specific issues they may wish to raise for consideration. In view of the timescales involved, it was proposed that it be delegated to officers to finalise the response in consultation with the Chairman, Vice-Chairman and Group Leaders. Members could also submit individual responses to the white paper if they so wished.

Following an in depth discussion of the proposals, a formal response was formulated, a copy of which is attached.

[Cllr D Chambers left the meeting at 12.18pm and returned at 12.21pm].

[Cllr D Boatright left the meeting at 12.25pm and returned at 12.29pm].

RESOLVED that a formal response on behalf of the Authority to the white paper reflecting the views expressed by Members be delegated to the Head of Legal Services in consultation with the Chief Fire Officer, Chairman, Vice-Chairman and Group Leaders.

372 Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update May 2022

The Assistant Director of Prevention updated Members on the HMICFRS Improvement Plan following the inspection report dated 15 December 2021.

[Cllr R Morris and Cllr E Eyre left the meeting at 12.27pm and returned at 12.32pm].

Members noted the actions taken for all 22 specific areas for improvement identified by HMICFRS and that all evidence of change would be robust for evaluation and audit. Once scrutiny was complete, updated versions of the templates would be publicly available on the Service website each quarter.

RESOLVED that the Authority notes the actions agreed to address the HMICFRS Improvement Plan.

373 Property Update

The Assistant Chief Fire Officer Ade Elliott presented Members with an update on the current property programme.

Members noted that there are currently four new build schemes being

planned/developed, including; Broadway Fire Station, Redditch Fire Station, Hereford Fire Station, and a Strategic Training Facility in North Herefordshire. Site disposal of the former fire station sites at Windsor Street Bromsgrove, Bewdley, and Stourport have been completed and Kidderminster continues to be progressed.

Members were informed that recent reports to the Policy and Resources Committee had referenced the UK construction tender price index, and the associated inflationary pressures being seen across the building sector. Taking this into account the Treasurer was building in contingency funds in anticipation of the current capital build programme. Members would be updated as the projects develop, notably Broadway, Redditch and Hereford fire station builds.

RESOLVED that the property update and progress is noted.

374 Minutes of the Audit and Standards Committee

The Chairman of the Committee presented the minutes of the Audit and Standards Committee meeting held on 20 April 2022.

RESOLVED that the minutes of the Audit and Standards Committee meeting held on 20 April 2022 be received and noted.

375 Minutes of the Policy and Resources Committee

No Minutes Taken

376 Retirement of the Deputy Chief Fire Officer

The Chief Fire Officer informed Members that Deputy Chief Fire Officer Keith Chance was retiring on 16 August 2022 after over 30 years' service.

Members congratulated Guy and Ade on their promotions and thanked Keith for his support and calmness when presenting reports. Members then wished Keith a wonderful retirement.

Pending a review of structures in early 2023, Assistant Chief Fire Officer Guy Palmer had been designated as acting Deputy Chief Fire Officer and Area Commander Ade Elliott had been temporarily promoted to Assistant Chief Fire Officer.

377 Response to Fire Reform Consultation

See Appendix "Response to Fire Reform Consultation" in the Document Library on the website.

The Meeting ended at: 12:51

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

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Fire Reform Consultation
Fire Strategy & Reform Unit
4th Floor Peel Building
2 Marsham Street
London SW1P 4DF

Please contact: Nigel Snape
Tel (direct line): 01905 368242
Email: Nsnape@hwfire.org.uk

By email:
firereformconsultation@homeoffice.gov.uk

26th July 2022

Dear Sirs

Fire Reform Consultation

The attached response to the fire reform consultation is submitted on behalf of Hereford & Worcester Fire Authority.

We are a combined fire authority responsible for the delivery of fire and rescue services over the two counties of Herefordshire and Worcestershire. This is an area of 392,000 hectares with a population of almost 792,000. It includes both urban and rural areas, including areas of population sparsity.

We operate 25 fire stations, of which 17 are crewed exclusively using the on-call model.

We have around 250 wholetime firefighters and 380 on-call firefighters, supported by some 20 Fire Control staff and approximately 100 support staff. We also host one of 29 national Urban Search and Rescue units.

The fire reform consultation paper has been discussed at a meeting of the Fire Authority and the attached views have cross-party support.

Yours faithfully

A handwritten signature in black ink, appearing to be 'C.B. Taylor'.

Cllr. C.B. Taylor
Chairman
Hereford & Worcester Fire Authority

Modern working practices

Q1: To what extent do you agree/disagree that fire and rescue services should have the flexibility to deploy resources to help address current and future threats faced by the public beyond core fire and rescue duties?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
✓				

The role of fire & rescue services in providing a flexible and agile response to different types of emergency is a clear objective set out in 'Fit for the Future' (June 2022), which this Authority fully supports. It is recognised however that this will have implications for the roles of employees. Where staff are expected to take on additional responsibilities this should be recognised in their terms and conditions of employment and in their remuneration packages. Such changes can be best delivered through collective, national, negotiation. The government will need to support these changes through the provision of appropriate additional funding.

Public Safety

Q2: To what extent do you agree/disagree that fire and rescue services should play an active role in supporting the wider health and public safety agenda?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

We believe that FRAs should have the flexibility to support the wider health and public safety agenda by undertaking such activities as are a reasonable extension of existing roles and capabilities, according to local needs and circumstances. FRAs have already committed to this approach as part of *Fit for the Future*. Local FRAs and CFOs are best placed to decide what is appropriate, working in conjunction with partners. We would not, therefore, support the introduction of a new statutory duty in this regard.

Please see previous comments with regard to changes to the roles of employees and the need for appropriate additional funding in order to deliver the proposed changes.

Business Continuity

Q3: To what extent do you agree/disagree that the business continuity requirements set out in the Civil Contingencies Act 2004 provide sufficient oversight to keep the public safe in the event of strike action?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Our existing business continuity arrangements have been shown to be robust, both through the recent pandemic, major events such as flooding and the previous strike action

Pay Negotiation

Q4: To what extent do you agree/disagree that the current pay negotiation arrangements are appropriate?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q5: Please provide the reasons for your response.

The Authority believes in the importance of collective national pay bargaining as the best means of ensuring good industrial relations (which should underpin any pay negotiation arrangements), an effective workforce and value for money for the public.

The existing NJC arrangements have achieved nationally agreed pay rises that have been broadly in line with government expectations on public sector pay in recent years. The white paper does not put forward any alternative proposals although one such alternative would presumably be a national pay review body. However, this would likely mean Ministers becoming directly involved in decisions about firefighter pay and terms & conditions of employment. We believe it is more appropriate that the government define the role of the FRS and provide the funding through which this can be delivered. This then needs to be reflected in terms & conditions of employment, which we believe are matters best dealt with by employers.

We believe the current working arrangements for the NJC can be further improved and to that extent we welcome the proposed review.

Nurturing talent

Q6: To what extent do you agree/disagree that consistent entry requirements should be explored for fire and rescue service roles?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
			✓	

Q7: Please provide the reasons for your response.

The consultation document fails to recognise the very real differences between large urban FRSs staffed by mainly whole time staff and the needs of rural services, such as Hereford & Worcester, which rely heavily upon on-call firefighters. We have around 250 wholtime firefighters and 380 on-call firefighters.

Attracting sufficient on-call firefighters within rural areas is already challenging and the introduction of national entry-requirements would likely further reduce the pool of potential candidates.

Ensuring an adequate level of operational competency for all firefighters so as to maintain the safety of themselves, their colleagues and the community is more important than common entry requirements.

Recruitment opportunities for whole time firefighter posts are often over-subscribed, meaning that Services are already able to select only the best candidates.

Q8: To what extent do you agree/disagree that other roles, in addition to station and area managers, would benefit from a direct entry and talent management scheme?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
		✓		

Leadership

Q9: To what extent do you agree/disagree with the proposed introduction of a 21st century leadership programme?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q10: Please provide reasons for your response.

The Fire & Rescue Service previously had a 'brigade managers' course and we welcome the reintroduction of a similar programme

Q11: To what extent do you agree/disagree that completion of the proposed 21st century leadership programme should be mandatory before becoming an assistant chief fire officer or above?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
✓				

Use of data

Q12: To what extent do you agree/disagree that each of the activities outlined above are high priorities for helping improve the use and quality of fire and rescue service data?

- A national data analytics capability
- Data-focused training.
- Consistent approaches to structuring data
- Clear expectations for data governance
- Securing data-sharing agreements

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

These activities will need to be adequately funded and it is important that the Government provide additional money for this purpose. The costs should not be taken from existing FRS funding.

Q13: What other activities, beyond those listed above, would help improve the use and quality of fire and rescue service data? Please give the reasons for your response.

In addition to a consistent approach to structuring data, there also needs to be consistency as to the data that is recorded and how it is measured. This would then enable more accurate comparisons between Fire & Rescue Services, including the ability to compare patterns of incidents with similar Service Area's around the country. If all FRS had access to standardised summary reports for all service areas, comparisons could easily be made.

Research

Q14: To what extent do you agree/disagree that each of the activities outlined above are high priorities for improving the use and quality of fire evidence and research?

- Collaborating
- Commissioning
- Conducting
- Collating

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
		✓		

Q15: What other activities, beyond those listed above, would help improve the use and quality of evidence and research on fire and other hazards? Please provide the reasons for your responses.

Ethics & Culture

Q16: To what extent do you agree/disagree with the creation of a statutory code of ethics for services in England?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
			✓	

We strongly agree with having a code of ethics for fire & rescue services but disagree with it needing to be on a statutory footing. Although the existing code on non-statutory, it's promulgation through the fire standards and the National Framework are sufficient to ensure its adoption.

Q17: To what extent do you agree/disagree that placing a code of ethics on a statutory basis would better embed ethical principles in services than the present core code of ethics?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
			✓	

Q18: To what extent do you agree/disagree that the duty to ensure services act in accordance with the proposed statutory code should be placed on operationally independent chief fire officers?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
		✓		

Q19: To what extent do you agree/disagree with making enforcement of the proposed statutory code an employment matter for chief fire officers to determine within their services?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Ensuring that staff adhere to the code is a matter best dealt with via conditions of employment and disciplinary procedures where necessary

Fire & Rescue Service Oath

Q20: To what extent do you agree/disagree with the creation of a fire and rescue service oath for services in England?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
				✓

Q21: Please give the reasons for your response.

Fire & Rescue Service staff are not warranted or commissioned officers, unlike the Police or military and there can be no justification for requiring staff to take an oath. There can be even less justification for extending this to 'all' staff. There is for example, no requirement for Police civilian staff to swear an oath. The introduction of an oath is likely to prompt resistance and would be counterproductive in terms of industrial relations and may further hinder the recruitment of on-call firefighters in rural areas, which would impact upon service delivery.

As indicated above, matters relating to standards of behaviour, conduct and ethics important but are best dealt with through contracts of employment. If considered necessary then it would be preferable for the government to prescribe mandatory terms to be included in contracts of employment rather than introduce an oath.

Q22: To what extent do you agree/disagree that an Oath would embed the principles of the Code of Ethics amongst fire and rescue authority employees?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
				✓

See above

Q23: To what extent do you agree/disagree with an Oath being mandatory for all employees?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
				✓

See above

Q24: To what extent do you agree/disagree that breach of the fire and rescue service oath should be dealt with as an employment matter?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

If there were to be an oath then we strongly agree that breaches should be dealt with as an employment matter. The white paper already recognises this is the most appropriate route for enforcement, which is further reason why terms and conditions of employment are a better route for securing adherence to ethical standards than the introduction of an oath.

Professionalism priorities

Q25: To what extent do you agree/disagree that the five areas listed above are priorities for professionalising fire and rescue services?

- Leadership
- Data
- Research
- Ethics
- Clear Expectations

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
		✓		

Q26: What other activities, beyond the five listed above, could help to professionalise fire and rescue services?

Hereford & Worcester Fire Authority has extensive training programmes in place for its staff and has implemented a 'People Strategy', setting out how we will support and value our workforce. The strategy is guided by the values set out in our Ethical Framework and Code of Conduct. We believe these approaches are essential to improving leadership, embedding ethical standards and setting clear expectations of staff.

College of Fire & Rescue

Q27: To what extent do you agree/disagree with the creation of an independent College of Fire and Rescue to lead the professionalisation of fire and rescue services?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q28: Please provide your reasons for your response

Historically, national standards were set via the Fire Service College and we welcome the proposed re-introduction of such a function. It will be important that the Government adequately fund the College of Fire & Rescue through the provision of additional monies and not from existing FRS funding.

Governance Structures

Q29: To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to a single elected individual?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
				✓

We strongly disagree with the premise that governance of Fire & Rescue Services is best undertaken by a single elected individual for two reasons:

- (i) Public accountability – The role of the Fire Authority is to ensure that the Fire & Rescue Service meets the needs of the local communities. Although Fire Authority members are not directly elected to that role, they are the elected representatives of those communities and their details are readily available on an Authority's website; they are far closer to the community and represent a much broader range of views than a single individual. Transferring responsibility for fire & rescue to a single individual creates a significant democratic deficit compared to multi-member committee based structures.
- (ii) Scrutiny & transparency – a Fire Authority meets in public, publishes agendas & reports and is accessible to the public. Decision making is open to scrutiny by the public, who can make representations and influence decisions, as well as by other members of the Authority from across the political spectrum. None of that is applicable to a PCC and there is currently no effective scrutiny of PCC decisions. In our view these issues are far more important to the public than whether or not they can name the members of the Fire Authority.

The Police and Fire & Rescue Services are distinctly different functions. The governance structures applicable to one are not necessarily appropriate to the other.

Q30: What factors should be considered when transferring fire governance to a directly elected individual?

Please provide the reasons for your response.

Whether or not there is public support for the proposals and whether it would improve the service provided.

Q31: Where Mayoral Combined Authorities already exist, to what extent do you agree/disagree that fire and rescue functions should be transferred directly to these MCAs for exercise by the Mayor?

We disagree with the proposal to transfer fire & rescue functions to Mayoral Combined Authorities and believe a multi-member committee based structure provides greater representation and public accountability.

Q32: To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to police and crime commissioners?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
				✓

Transfer of responsibility for fire & rescue to a PCC would result in a democratic deficit compared to existing arrangements, reduce public accountability, scrutiny and transparency as already indicated.

Fire & Rescue Services enjoy a high level of public trust which enables them to successfully work with local communities and particularly those who are most vulnerable around prevention activities. There is a risk that this trust may be eroded if governance transfers to a PFCC and the FRS is perceived to be more closely associated with the Police.

Enhanced collaboration between Police and Fire & Rescue Services can, and in the case of our own Authority, is already being delivered without the need to transfer responsibility for fire and rescue services to the PCC. We already:

- share accommodation with the Police on a number of fire stations
- have built a joint Police/ Fire station in one location and are currently developing another
- have co-located our control room and HQ functions with the Police
- support the Police by:
 - assisting with missing persons searches
 - make entry to premises on behalf of the ambulance service
 - provide drone facilities to the Police

Q33: Apart from combined authority mayors and police and crime commissioners, is there anyone else who we could transfer fire governance that aligns with the principles set out above?

Yes	No
	✓

Q34: If yes, please explain other options and your reasons for proposing them.

Q35: To what extent do you agree or disagree that the legal basis for fire and rescue authorities could be strengthened and clarified?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q36: Please provide the reasons for your response.

If, contrary to our views, responsibility for Fire & Rescue Services were to be transferred to a single individual then it would be essential to legislate over the arrangements for transparency and scrutiny to ensure that the public and local councillors are able to scrutinise and influence decisions to no lesser degree than at present. However, current legislation applicable to PCC's is inadequate in this regard. We do not believe that including this within the Fire & Rescue National Framework for England would be sufficient.

Q37: To what extent do you agree/disagree that boundary changes should be made so that fire and rescue service areas and police force/combined authorities (where present) areas are coterminous?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
			✓	

Fire & Rescue Service areas should be determined according to the need to deliver effective and efficient services, not for the sake of making them coterminous with police areas.

Q38: To what extent do you agree/disagree with ring-fencing the operational fire budget within fire and rescue services run by county councils and unitary authorities?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q39: Please provide the reasons for your response.

It would be equally important to ensure that budgets were ring-fenced where responsibility for Fire & Rescue Services was transferred to a PCC or mayoral combined authority.

Balanced leadership model

Task	Responsible
Setting priorities	Executive leader
Budget setting	Executive leader
Setting precept	Executive leader
Setting response standards	Executive leader
Opening and closing fire stations	Executive leader*
Appointment and dismissal of chief fire officer	Executive leader
Appointment and dismissal of other fire service staff	Chief fire officer
Allocation of staff to meet strategic priorities	Chief fire officer
Configuration and organisation of resources	Chief fire officer
Deployment of resources to meet operational requirements	Chief fire officer
Balancing of competing operational needs	Chief fire officer
Expenditure up to certain (delegated) levels	Chief fire officer

*Opening and closing of fire stations could be a joint decision; operationally fire chiefs could be responsible for decisions on moving teams, whilst ultimate political and executive responsibility lies with the executive leader.

Q40. To what extent do you agree with this proposed approach (as outlined in the table above)?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q41. Do you have any other comments to further support your answer?

We broadly agree with the allocation of responsibilities suggested in the white paper. However, any proposals by the Chief Fire Officer for the opening/closure of fire stations or any permanent changes to crewing arrangements which would affect the level of fire cover in an area are matters of extreme importance to the public and should be subject to the approval of the Fire Authority/executive leader.

Q42. Are there any factors we should consider when implementing these proposals?

Q43: What factors should we consider when giving chief fire officers operational independence?

Please provide the reasons for your opinions.

Within our own Fire & Rescue Service the Chief Fire Officer already enjoys a high degree of operational independence and further changes in this regard are considered unnecessary. However, we understand that this may not be the case in all Services.

Q44: What factors should we consider should we make chief fire officers corporations sole?

We disagree with the proposal to make Chief Fire Officers corporations sole. Provided CFO's are given operational independence, making them corporations sole is unnecessary and would further complicate the transition to any new governance arrangements. This is another instance where there is no need for the governance structures applicable to Police to be applied to Fire & Rescue Services.

Q45: To what extent do you agree or disagree that the responsibility for strategic and operational planning should be better distinguished?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

We consider the integrated risk management plan (which we already refer to as the Community Risk Management Plan) to be the strategic plan for the Service and that this should continue to be approved by the Fire Authority as at present.

Our Authority already has a suite of operational strategies for response, prevention and protection developed by the Chief Fire Officer which set out how the provisions of the CRMP will be delivered.

Q46: To what extent do you agree or disagree that the strategic plan should be the responsibility of the fire and rescue authority?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q47: To what extent do you agree or disagree that the operational plan should be the responsibility of the chief fire officer?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	✓			

Q48: Please provide the reasons for your response.

Policy objectives should always be set by the political leadership of the Authority, having regard to the professional advice of the Chief Fire Officer. It is implicit in the proposal for operational independence that Chief Fire Officers should then determine the means by which those objectives will be delivered, subject to our previous comment (Question 41) regarding proposals to close fire stations or which would permanently affect the level of fire cover in an area.

Report of the Treasurer

Financial Matters

Purpose of report

1. To inform Members of the current position on the revenue and capital budget for 2022/23, in lieu of the cancelled September Policy and Resources Committee meeting and to provide Members with an update on the Medium Term Financial Plan (MTFP).
-

Recommendation

It is recommended that the Authority:

- i. Approves re-allocations within the Revenue Budget in Appendix 1 Columns 3 and 4;*
- ii. Approves the holding of the £0.243m potential Revenue underspend until the outcome of national pay awards are known;*
- iii. Approves the revised Capital Budget set out in Appendix 2;*
- iv. Notes the potential for further capital financing under-spending;*
- v. Notes the potential future impacts on the MTFP, but acknowledges the limited certainty at this time; and*
- vi. Notes that further reports will be brought to the Authority and Committees as it emerges.*

Background and Introduction

2. Firstly, and following the cancellation of the September 2022 Policy & Resources Committee, the Authority is asked to consider matters normally made by the Committee.
3. Secondly the report deals with potential changes to the MTFP and the impact on future budgets.

2022/23 Budget Monitoring (Policy & Resources Committee)

4. This report is normally within the terms of reference of Policy & Resources Committee and follows the established format and, for the Revenue budget, is an out-turn projection nominally based on first quarter information, but incorporating latest information up to mid August.
5. For the Capital report, because capital projects tend to last beyond a single financial year, the report shows progress against the approved scheme totals.

6. Details are also included about the Authority's Treasury Management position for the period and the latest available month end position on investments.

2022/23 Revenue Budget

7. In February 2022 the Fire Authority set a Core Budget of £36.853m (*Appendix 1: Column 1, Line 38*), which was funded by Precept, Grants and Retained Business Rates of £37.012m (*Appendix 1: Column 1, Line 54*). After some technical adjustments to balances this allowed a small transfer of £0.208m to the Buildings Cost Reserve as approved by the Fire Authority. (*Appendix 1: Column 1, Line 58*).
8. The appendix (*Column 3*) shows proposed re-allocations of Running Cost budgets including allocation of the inflation provision and also (*Column 4*) of an adjustment of the budgetary provision for the increased Employers National Insurance rates, to reflect the incidence of costs within the budget compared to the estimate.
9. These changes do not impact on the overall, the Core or Net Budgets.
10. The Quarter 1 monitoring report, which would have been taken to the Committee would have shown an expected net underspend of £0.353m. Given that the papers for this meeting were already published and in the public domain the same explanation of variances is given below:
 - a. **+£0.030m** (*Line 27*): To maintain Fire Cover the Service is reliant on staff being able to move between stations using their own vehicles (for which they receive a mileage payment). As a response to the significant increase in fuel prices the Service agreed a temporary uplift to mileage rates pending a revision of the national NJC rates.
 - b. **-£0.250m** (*Line 31*): Relating to Capital Financing, Members will recall that there was significant slippage to the 2021/22 Capital Spend and this has an impact on 2022/23 financing charges. All other things being equal this should be a one-off impact if the programme is brought back on track. Derailed work is now underway as part of the on-going budget planning cycle.
 - c. **-£0.004m** (*Line 43*): Actual New Dimensions grant slightly higher than anticipated.
 - d. **-£0.110m** (*Line 44*): A significant increase in Firelink grant. Given that the Home Office stated their intention was to reduce these grant payments (and the total grant has reduced significantly) it was a surprise when the Hereford & Worcester allocation increased by nearly 50%. Having queried the calculation with the Home Office, they have advised that their methodology is correct. It is unclear whether the methodology will remain for future years.
 - e. **-£0.019m** (*Line 53*): A reduction in the expected Business Rate collection fund deficit relating to Redditch, where the figures were revised again just 5 minutes after the February Fire Authority meeting ended.

11. Since the publication of the papers the Home Office have now acknowledged that there is an error in the Firelink grant allocation. The figure is to be corrected and will give no overall variation in this grant. This reduces the net underspend to £0.243m.
12. In addition to the known quantifiable variances, the Authority is also monitoring the impact of inflation on pay and costs. Additional budget provision was made in the main areas of cost, but it is too early to project whether this provision will have been sufficient by the year end.
13. The main area of risk is around the pay award where provision has been made for a 2% award, but where it is very possible that an award in excess of this may be agreed. To put this into context each additional 1% would cost the Authority £0.184m in 2022/23 and (allowing for the July award date for Uniformed staff) £0.231m in a full year. The net underspending referred to above could be held towards any cost this year, but future years' costs will require a revision of the Medium Term Financial Plan.
14. For information purposes a 5% pay award would cost an additional £0.552m in 2022/23 and would require a draw on balances.

Capital Budget

15. The current capital budget, as approved by the Fire Authority in June 2022 is detailed in Appendix 2 and summarised below.

	Vehicle Prog £m	Major Build £m	Other Major £m	Alloc Minor £m	Unalloc Minor £m	Future Builds £m	TOTAL £m
Approved at June 2022	2.715	8.092	0.590	2.411	0.190	12.772	26.770
2022/23 New Schemes	1.410				0.600		2.010
Reserve Funded	0.075						0.075
Closed Schemes	(0.439)			(0.558)			(0.997)
Minor Schemes Allocation	0.039			(0.024)	(0.015)		0.000
Approved at Sept 2022	3.800	8.092	0.590	1.829	0.775	12.772	27.858
Less Expd. to 2021/22	1.345	7.473	0.431	0.664			9.913
Unspent Budget C/fwd.	2.455	0.619	0.159	1.165	0.775	12.772	17.945

16. The approved capital budget is divided into four blocks:
 - Major Buildings – in accordance with the approved Property Strategy
 - Vehicles – in accordance with the approved Vehicle Strategy
 - Other Major Schemes - Fire Control and Mobile Data Terminals
 - Minor Schemes - allocated by Strategic Leadership Board (SLB)
17. The Future Buildings Scheme figure (*Appendix 2: Line 71*) is provision for Hereford, Redditch and Broadway fire station replacements and the North Herefordshire Strategic Training Facility. These schemes are not disclosed

separately to protect the Authority's procurement interest until contracts are actually awarded.

18. Allowing for the Schemes awaiting allocation or approval, the Budget available to be spent at the start of 2022/23 is £3.451m and is summarised below:

		£m
Total Approved Budget	<i>Column 5 Line 73</i>	27.858
Less: Future Buildings	<i>Column 5 Line 72</i>	(12.772)
Less: Unallocated Minor	<i>Column 5 Lines 68/69</i>	(0.775)
Approved to Spend		14.311
Incurred to 2020/21	<i>Column 6 Line 73</i>	(9.913)
Balance		4.398

19. Against this budget only £0.353m or 8% (*Column 8, Line 73*) has been incurred, with a further £ 1.535m (35%) committed by way of Orders placed.
20. The revenue costs of the financing of the capital programme are contained within the revenue budget and it is possible that further slippage against the expected cashflow will result in further underspending in the revenue budget, which will be reviewed at Quarter 2.

Treasury Management

21. Since October 2008 the Authority has adopted a policy of avoiding long term borrowing where working cash balances permit, and will only incur long term borrowing to finance long term assets.
22. However, it should be noted that the Authority is significantly "under-borrowed" to the extent of around £10m. This shortfall is funded by dis-investing the large cash balances held in relation to the ear-marked revenue reserves. As the invest to improve programme progresses this cash will be used up and additional long term borrowing will be required.
23. It is unlikely that additional borrowing will be required this year but rates are always under review to ensure borrowing is taken at an appropriate point. Members can be assured that the MTFP takes account of the impact of this need in respect of Capital financing charges.
24. At 31 March 2022, long term borrowing stood at £10.411m, with £1.365m scheduled to be repaid this year, leaving an expected £9.046m at 31 March 2023.
25. All existing borrowing is via the Public Works Loans Board (PWLB), and it is probable that any future borrowing will be from the same source, as PWLB remains the only practical alternative for the Fire Authority.
26. In accordance with the Authority's Treasury Management Strategy (approved in February each year by the Fire Authority) surplus funds are invested by Worcestershire County Council (WCC) alongside their own funds. Investment is carried out in accordance with WCC's own Treasury Management Strategy,

which is developed from the Prudential Code for Capital Finance and is used to manage risks from financial instruments.

27. The Treasurer continues to advise that investment should be focused on security and, as a consequence, surplus funds continue to generate low returns, which are factored into the revenue budget.

28. At 22-Jun-2022 short term investment via WCC comprised:	
Other Local Authorities	0.285
Money Market Funds	5.696
Cash Plus (liquidity fund)	1.519
	<hr/>
	7.500

Medium Term Financial Plan Update

29. The current, approved MTFP covered the three years up to 2024/25 to match the government's three year Comprehensive Spending Review (CSR) – although in the end the government only gave a one year Local Government financial settlement.
30. As set out in Appendix 3 Line 5 showed a generally balanced budget over the first the two years with a very small deficit in 2024/25. The MTFP has now been forecast for a further two years, based on a continuation of the same core assumptions and displays small budget surpluses.
31. Members will also be aware that the Authority has maintained the Budget Reduction Reserve at £2.056m as a buffer against changes in the second two years of the CSR.
32. Unfortunately, at this relatively early stage, government has given no indications of local government grant policy for the remainder of the CSR period or indeed when, and if, the already delayed financing reforms will be implemented. As such there is currently no update to the main funding elements of the MTFP.
33. Members attention is drawn to three key areas of change which do have a substantial impact on the MTFP:
- **Firelink grant** – government has now expressed an intention to phase this grant out early (it was always anticipated to disappear completely when the much delayed new national emergency services communications system (ESN) was introduced) and the 2023/24 grant will reduce by £0.036m. The MTFP had always assumed that the grant would end after 2023/24 anyway so if it continues beyond that year as a result of the ESN delays there might be additional grants of £0.116m, £0.093m and £0.075m respectively, over the three years to 2026/27. These are not currently included in the MTFP.
 - **Pay Awards 2022/23.** – it is highly probable that the pay awards will be settled at a figure higher than the 2% included in the budget. Without making any judgements on fairness or overall affordability, an indicative planning assumption of 5% has been used. This will be updated for future reports and

for the final budget paper in February 2023. For planning purposes, a return to 2% annual awards thereafter has been assumed.

- **Urban Search & Rescue (USAR).** HWFRS is one of several Services to receive funding to provide part of a national response. Government has undertaken a review of this national facility and it is expected that HWFRS will shortly be one of the Service's given notice that this capability is no longer required. This will involve the loss of annual grant but with an offsetting saving in cost, giving a net negative impact of £0.580m. This does not take account of potential costs for maintaining some of the functionality within the Service or any government financial support for downsizing (if any!).
34. The net impact of these changes is that the balanced MTFP now has a substantial long term structural deficit. This is shown in Line 12 of Appendix 3.
35. The cumulative effect of these changes is shown in Line 13 of the Appendix, while line 14 shows that, in accordance with Authority policy, the gap could be met from the Budget Reduction Reserve until the latter part of 2024/25 to give time for considered budget reductions to be fully in place by 1 April 2025. This is into the next CSR period and beyond the next General Election.
36. There are three possible mitigating factors, which are being discussed and may or may not emerge when the direction of the local government financial settlement emerges:
- Reversal of the National Insurance increases. Given that government has already funded these by way of additional grant, then it is probable that the impact for local government would be neutral. This has subsequently been announced, although only from 2023/24 so there may be a small benefit in the current financial year as the rate reduction is scheduled from November 2022.
 - Additional funding for the pay award. Again, this has been debated and for illustrative purposes an assumption of government funding the costs of a 5% award above 3 ½% has been shown.
 - An increase in the council tax referendum limit to 5% and assuming the Authority would be minded to take that option.
37. The impact of the two non-neutral factors is shown in Appendix 3 at Line 18. Members are reminded that this is speculative and government may not sanction what may be seen as inflationary measures. Although it is also fair to say that for certain parts of the local government family, where collapse is imminent, government will have to take some action.
38. The Authority has previously considered the implications of holding a local referendum to increase Council Tax above the approved maximum (currently 2%), and decided against. As that decision was taken some time ago, and in different circumstances, it is suggested that the Policy and Resources (P&R) Committee review this prior to the next Fire Authority meeting.

Future Progress

39. This report is illustrative at present but as firm information emerges it will be brought to further meetings of the Authority and the Policy and Resources

Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Whole Report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A

Supporting Information

Appendix 1: Revenue Budget Monitoring 2022/23 Quarter 1
Appendix 2: Capital Budget Monitoring 2022/23 Quarter 1
Appendix 3: Medium Term Financial Plan Revision

Hereford & Worcester Fire Authority
12th October 2022
Revenue Budget 2022/23: Quarter 1

Col. Line		(2) Budget FRA Feb 2022 £	(3) SLB Allocs. £	(4) NI Adjust £	(5) Revised Budget £	(6) Quarter 1 Forecast Expenditure £	(7) Quarter 1 Forecast Variation £
1	Wholetime Firefighter Pay	14,148,600		(33,700)	14,114,900	14,114,900	0
2	Retained Fire-fighter Pay	4,180,000			4,180,000	4,180,000	0
3	Control Pay	922,300			922,300	922,300	0
4	Support Pay	4,473,500		33,700	4,507,200	4,507,200	0
5	Other Employee Costs	120,000	(30,000)		90,000	90,000	0
6	Pension Costs Charged to Revenue Account	1,035,000			1,035,000	1,035,000	0
7	Employee Related	24,879,400	(30,000)	0	24,849,400	24,849,400	0
8	Strategic Management	105,500	2,100		107,600	107,600	0
9	New Dimensions	46,400	8,900		55,300	55,300	0
10	Operational Policy	37,800	3,300		41,100	41,100	0
11	Protection (Technical Fire Safety)	17,800	29,200		47,000	47,000	0
12	Prevention (Community Safety)	300,600	(10,900)		289,700	289,700	0
13	Training	621,500	58,300		679,800	679,800	0
14	Operational Logistics	1,190,000	(40,700)		1,149,300	1,149,300	0
15	Fleet Maintenance	547,000	28,600		575,600	575,600	0
16	Property/Facilities Management	1,805,500	133,600		1,939,100	1,939,100	0
17	PCC Charges	479,800	(18,300)		461,500	461,500	0
18	PCC Charges - Capitalised	(99,700)			(99,700)	(99,700)	0
19	Information & Comms Technology	2,003,700	88,200		2,091,900	2,091,900	0
20	Policy & Information	74,300	7,300		81,600	81,600	0
21	Corporate Communications	28,300	19,900		48,200	48,200	0
22	Human Resources/Personnel	452,800	60,600		513,400	513,400	0
23	Authority Costs	61,300	(2,800)		58,500	58,500	0
24	Committee Services	700	0		700	700	0
25	Legal Services	37,800	1,200		39,000	39,000	0
26	Insurances	361,800	85,300		447,100	447,100	0
27	Finance (FRS)	139,400	1,300		140,700	170,700	30,000
28	Finance SLA	88,300	(100)		88,200	88,200	0
29	Unallocated Savings	(41,000)	41,000		0	0	0
30	Running Costs	8,259,600	496,000	0	8,755,600	8,785,600	30,000
31	Capital Financing	2,827,000			2,827,000	2,577,000	(250,000)
32	Capital Financing	2,827,000	0	0	2,827,000	2,577,000	(250,000)
33	Pay Award Provision Apr 2021 (1.5%)	53,000			53,000	53,000	0
34	Pay Award Provision Apr 2022 (2%)	86,900			86,900	86,900	0
35	Pay Award Provision Jul 2022 (2%)	281,100			281,100	281,100	0
36	Inflation Contingency 22/23	466,000	(466,000)		0	0	0
37	Provisions/Contingencies	887,000	(466,000)	0	421,000	421,000	0
38	Core Budget	36,853,000	0	0	36,853,000	36,633,000	(220,000)
39	(RSG) Revenue Support Grant	(2,144,100)			(2,144,100)	(2,144,100)	0
40	(BRTUG) Business Rate Top Up Grant	(3,372,300)			(3,372,300)	(3,372,300)	0
41	2022/23 Services Grant	(392,100)			(392,100)	(392,100)	0
42	(RSDG) Rural Services Delivery Grant	(114,500)			(114,500)	(114,500)	0
43	S31: Fire Revenue Grant - New Dimensions	(820,000)			(820,000)	(824,176)	(4,176)
44	S31: Fire Revenue Grant - Firelink	(182,000)			(182,000)	(182,000)	0
45	S31: Pension Grant	(1,568,000)			(1,568,000)	(1,568,000)	0
46	S31 - under indexation of multiplier (BRTUG)	(344,700)			(344,700)	(344,700)	0
47	Council Tax Precept	(25,568,100)			(25,568,100)	(25,568,100)	0
48	Council Tax Collection Fund	(253,500)			(253,500)	(253,500)	0
49	Business Rates baseline	(2,315,400)			(2,315,400)	(2,315,400)	0
50	Local Forecasts (to NNDR1)	185,800			185,800	185,800	0
51	S31 - under indexation of multiplier (RBR)	(217,600)			(217,600)	(217,600)	0
52	S31 - Business Rate Reliefs	(554,500)			(554,500)	(554,500)	0
53	Business Rate Collection Fund	648,600			648,600	630,100	(18,500)
54	Total Funding	(37,012,400)	0	0	(37,012,400)	(37,035,076)	(22,676)
55	Structural Gap(Surplus)	(159,400)	0	0	(159,400)	(402,076)	(242,676)
56	from TIG Reserve (CT)	(14,000)			(14,000)	(14,000)	0
57	form TIG Reserve (RBR)	(35,000)			(35,000)	(35,000)	0
58	to Buildings Project Reserve	208,400			208,400	208,400	0
59	Use of Reserves	159,400	0	0	159,400	159,400	0
60	Net	0	0	0	0	(242,676)	(242,676)

Hereford & Worcester Fire Authority**12th October 2022****Capital Budget 2022/23: Quarter 1**

Col Line		(2) BUDGET FRA Jun-22 2021/22 Out-turn £	(3) CLOSED SCHEMES £	(4) Other Reallocation £	(5) REVISED BUDGET 2022/23 Quarter 1 £	(6) Expenditure to 21/22 £	(7) Balance at 01-Apr-22 £	(8) Expenditure in 22/23 £	(9) Remaining Unspent £
Vehicle Programme									
1	Pumps 20-21	1,332,563			1,332,563	1,109,079	223,484	1,586	221,898
2	Water Carrier 20-21	412,000			412,000		412,000		412,000
3	Remote Access Vehicle 20-21	404,130		(201,551)	202,579	100,239	102,340		102,340
4	Compact Appliance	0		202,579	202,579	100,239	102,340		102,340
5	Water Rescue Vehicle (3) 20-21	232,772	(232,772)		0		0		0
6	Rope Rescue Vehicle(1) 20-21	76,000	(76,000)		0		0		0
7	Car 20-21	27,800			27,800		27,800		27,800
8	Ancillary: 4x4	210,000			210,000		210,000		210,000
9	Special: Argocat	35,000			35,000		35,000		35,000
10	Van-Spec 20-21	130,000	(130,000)		0		0		0
11	Car 21-22	29,000			29,000		29,000		29,000
12	Van-Small 21-22	29,000			29,000		29,000		29,000
13	Response:	1,165,000			1,165,000		1,165,000	196,658	968,342
14	Fireground Welfare Vehicles	41,428		38,572	80,000	35,594	44,406	39,734	4,672
15	On-Call Recruitment Vans	75,000			75,000		75,000	49,334	25,666
16	Total	4,199,693	(438,772)	39,600	3,800,521	1,345,151	2,455,370	287,312	2,168,058
Major Buildings									
17	Redditch FS Prelims	506,183			506,183	255,173	251,010	17,310	233,700
18	Wyre Forest Hub	7,273,000			7,273,000	7,128,340	144,660		144,660
19	Hereford Prelims Holmer Road	250,000			250,000	26,555	223,445	11,745	211,700
20	Broadway FS Prelims	57,447			57,447	57,447	0		0
21	North Hereford STF - Prelims	5,750			5,750	5,750	0		0
22	Total	8,092,380	0	0	8,092,380	7,473,265	619,115	29,055	590,060
Other Major Schemes									
23	Mobile Data Terminal Replacement	340,000			340,000	330,978	9,022		9,022
24	Fire Control	249,911			249,911	99,627	150,284		150,284
25	Total	589,911	0	0	589,911	430,605	159,306	0	159,306
Minor Schemes									
26	224 - Audit Software	35,035			35,035	22,325	12,710		12,710
27	237 - Intel Software	20,000			20,000		20,000		20,000
28	247 - ICT Strategy Cloud Services	96,082			96,082	55,082	41,000		41,000
29	248 - ICT Strategy SharePoint	200,000			200,000	80,550	119,450		119,450
30	249 - ICT Strategy Professional Services	150,000			150,000	134,716	15,284		15,284
31	250 - ICT Strategy Equipment	250,000			250,000	168,777	81,223	9,525	71,698
32	254 - Leintwardine Rear Extension	179,000			179,000	20,033	158,967	1,890	157,077
33	264 - Ladders	73,376	(73,376)		0		0		0
34	272 - Ledbury Asbestos works	11,866	(11,866)		0		0		0
35	274 - Leominster Fire Station Tower	10,000			10,000		10,000		10,000
36	276 - Pershore Re Roof and Guttering	363		(363)	0		0		0
37	277 - Peterchurch STF Pallet Storage	8,000			8,000	6,306	1,694		1,694
38	302 - Ross Drainage	85,000			85,000		85,000		85,000
39	303 - Leominster Welfare Refurb	23,000			23,000		23,000		23,000
40	304 - Tenbury Rear Yard	40,000			40,000	4,830	35,170		35,170
41	305 - Redditch Water First Responders	15,000			15,000		15,000		15,000
42	309 - Disaster Recovery	37,000			37,000	9,796	27,204	16,463	10,741
43	310 - ICCS Firewall	23,993			23,993	20,254	3,739		3,739
44	311 - Thermal Imaging Cameras	147,644	(147,644)		0		0		0
45	312 - Air Bags	62,474	(62,474)		0		0		0
46	313 - Power Tools	45,000			45,000		45,000	8,489	36,511
47	318 - Wi-Fi Improvements	19,985			19,985	16,671	3,314		3,314
48	319 - Traffic Management Droitwich	24,153	(24,153)		0		0		0
49	320 - Houses Droitwich	6,360	(6,360)		0		0		0
50	321 - Droitwich1st Floor	24,000		(24,000)	0		0		0
51	322 - Defford Welfare	70,000			70,000	54,906	15,094		15,094
52	324 - Bromyard Appliance Bay Floor	5,000			5,000		5,000		5,000
53	326 - Bromyard Heating	3,000			3,000		3,000		3,000
54	327 - Ross On Wye Roof	46,543			46,543	425	46,118		46,118
55	329 - Electrical Charging Points	50,000			50,000		50,000		50,000
56	354 - Cmdn Training Relocation	129,741	(129,741)		0		0		0
57	355 - Ledbury Roof Works	36,180	(36,180)		0		0		0
58	356 - Hereford Welfare (Showers)	34,161	(34,161)		0		0		0
59	357 - Service Wide: LED Lighting	35,000			35,000		35,000		35,000
60	358 - Service Wide: Appliance Bay Pits	30,000			30,000		30,000		30,000
61	359 - Droitwich Appliance Bay Doors	31,820	(31,820)		0		0		0
62	361 - Tenbury: Appliance Bay Doors	5,000			5,000		5,000		5,000
63	362 - Wyre Forest: STF	8,000			8,000		8,000		8,000
64	363 - Hose Branch Renewal	50,000			50,000		50,000		50,000
65	364 - Water First Responder Update	150,000			150,000		150,000		150,000
66	365 - WAN Hardware	139,000			139,000	69,686	69,314		69,314
67	Sub-Total	2,410,776	(557,775)	(24,363)	1,828,638	664,357	1,164,281	36,367	1,127,914
68	Minor Schemes - Unallocated	189,948		(15,237)	174,711		174,711		174,711
69	Minor Schemes - Unallocated	600,000			600,000		600,000		600,000
70	Total	3,200,724	(557,775)	(39,600)	2,603,349	664,357	1,938,992	36,367	1,902,625
Future Building Schemes									
71	Budgetary Provision	12,772,084			12,772,084		12,772,084		12,772,084
72	Total	12,772,084	0	0	12,772,084	0	12,772,084	0	12,772,084
73	Capital Budget	28,854,792	(996,547)	0	27,858,245	9,913,378	17,944,867	352,734	17,592,133

Hereford & Worcester Fire Authority
12th October 2022
Medium Term Financial Plan (MTFP) Revision

Col Line	(2) 2022/23 Budget £	(3) 2023/24 Forecast £	(4) 2024/25 Forecast £	(5) 2025/26 Projection £	(6) 2026/27 Projection £
1 Planned Expenditure	36,853,000	37,569,400	38,939,900	39,934,400	40,928,900
2 Expected Funding	(37,012,400)	(37,815,100)	(38,886,100)	(40,065,504)	(41,156,522)
3 Funding Reserves - committed	(49,000)	(49,000)	0	0	0
4 To Broadway Reserve - committed	208,400	294,700	0	0	0
5 MTFP Approved Feb 2022	0	0	53,800	(131,104)	(227,622)
6 In year variation on expenditure	(220,000)				
7 In year variation on funding	(22,700)				
8 Reduction in Firelink grant		36,400			
9 Indicative Impact of 5% pay award	552,000	693,000	706,900	721,000	735,400
10 Potential loss of USAR Grant			820,000	820,000	820,000
11 Saving on USAR Allowances etc.			(236,800)	(241,500)	(246,400)
12 Potential Budget Deficits	309,300	729,400	1,343,900	1,168,396	1,081,378
13 Cumulative Deficit	309,300	1,038,700	2,382,600	3,550,996	4,632,374
14 Available Budget Reduction Reserve			2,056,000		
<u>Potential Mitigation:</u>					
15 Government funds Pay above 3.5%		(346,000)	(346,000)	(346,000)	(346,000)
16 Council tax allowed to be increased by 5%		(776,000)	(791,000)	(807,300)	(523,400)
17		(1,122,000)	(1,137,000)	(1,153,300)	(869,400)
18 Potential Deficit		(392,600)	206,900	15,096	211,978

Report of the Head of Legal Services

Review of Committee Seats

Purpose of report

1. To note changes to the membership of political groups and allocation of committee seats, which had been anticipated but had not taken effect when the Authority last met.
-

Recommendations

It is recommended that:

- i) the appointment of Cllr J. Hardwick be noted;***
- ii) the revised allocation of committee seats to political groups as set out in Appendix 1 be approved; and***
- iii) the updated membership of committees set out in Appendix 2 be noted.***

Political Groups and Committee Appointments

2. At the time of the Authority's last meeting in June 2022 it was anticipated that Cllr J. Hardwick was going to be appointed to the Fire Authority by Herefordshire Council in place of Cllr K. Guthrie but this had not been confirmed in time for the meeting. The appointment was subsequently confirmed and Cllr Hardwick has joined the Herefordshire Alliance Group. It is therefore necessary to formally review the allocation of committee seats based on the political balance of the Group.
3. The revised allocation of seats is as shown in Appendix 1 and the updated list of committee members is shown in Appendix 2. The net effect is that the Herefordshire Alliance Group are entitled to an additional seat on the Policy & Resources Committee, which has been taken by Cllr Hardwick.

Conclusion/Summary

4. Appendices 1 and 2 reflect the revised composition of the Authority

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
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?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

Appendices

Appendix 1 – Political balance and allocation of committee seats

Appendix 2 – Updated committee memberships

Political balance & Allocation of Committee Seats						
Number In Group		Conservative Group	Herefordshire Alliance	Green & Independent Alliance	Unity Group	Total
		16	5	2	2	25
		64%	20%	8%	8%	
Committee	Seats					
Appointments	7	4	1	1	1	7
Audit and Standards	12	8	2	1	1	12
Policy and Resources	13	8	3	1	1	13
TOTAL SEATS	32	20	6	3	3	32
	%	63%	19%	9%	9%	

Policy & Resources Committee

Conservative Group (7)	Herefordshire Alliance (3)	Ind. & Green Alliance (1)	Unity Group (1)
Cllr. R. Phillips (Chairman)	Cllr. L. Stark	Cllr. T. Wells	Cllr. R. Udall
Cllr. C. Taylor (Vice)	Cllr. K. Hey		
Cllr. D. Chambers	Cllr. J. Hardwick		
Cllr. A. Ditta			
Cllr. J. Monk			
Cllr. D. Morehead			
Cllr. L. Robinson			

Audit & Standards Committee (cannot include Chair/Vice-Chair of Authority, Chair of Policy & Resources or Group Leaders)

Conservative Group (8)	Herefordshire Alliance (2)	Ind. & Green Alliance (1)	Unity Group (1)
Cllr. M. Hart (Chairman)	Cllr. D. Toynbee	Cllr. N. McVey	Cllr. D. Boatright
Cllr. A. Amos (Vice)	Cllr. S. Bowen		
Cllr. R. Brookes			
Cllr. B. Clayton			
Cllr. A. Hardman			
Cllr. I. Hardiman			
Cllr. E. Marshall			
Cllr. R. Morris			

Appointments Committee

Conservative Group (4)	Herefordshire Alliance (1)	Ind. & Green Alliance (1)	Unity Group (1)
Cllr. C. Taylor	Cllr. L. Stark	Cllr. T. Wells	Cllr. R. Udall
Cllr. R. Phillips			
Cllr. M. Hart			
Cllr. E. Eyre			

Report of the Assistant Director: Prevention

His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update Q1 2022

Purpose of report

1. To update Members on the HMICFRS Improvement Plan following the inspection report dated 15 Dec 2021.
-

Recommendation

It is recommended that the Authority notes the actions agreed to address the HMICFRS Improvement Plan.

Introduction and Background

2. At the Fire Authority meeting on 15 February 2022, Members received a paper advising that the Service were developing an Improvement Plan to address the findings of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection report dated 15 Dec 2021.
3. Progress against the Improvement Plan is reported on quarterly to address the 22 Areas for Improvement (AFI) identified during the inspection.

HMICFRS Improvement Plan – Progress Update

4. The delivery of the Improvement Plan is overseen by members of the Performance and Information (P&I) team, who meet regularly with senior managers responsible for each Area for Improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The second update, covering up to the end of June 2022 (Q1), is attached to this report (see Appendix 1).
5. The senior leadership board have strategic oversight of the Improvement Plan and are provided with quarterly updates.

6. The update shows that action plans are progressing to address areas identified within the three themes covered in the HMICFRS report:
 - Effectiveness,
 - Efficiency and
 - People.
7. The Cause of Concern related to Prevention is being reported on separately via the Audit and Standards Committee.
8. Quarterly updates will be provided to the Senior Leadership Board and also to the Fire Authority.

Conclusion

9. Members are recommended to note progress to address the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
10. Subject to any matters arising following consideration by the Fire Authority, the update will be published on the Service website.

Corporate Considerations

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

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

Supporting Information

Appendix 1 – FRA HMICFRS Improvement Plan 2021-22; Update Q1 2022



HMICFRS Improvement Plan 2021/22

Updated: Q1 2022





During April to May 2021, His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspected Hereford & Worcester Fire and Rescue Service (HWFRS). The Service was selected as one of the first services to be inspected in round 2. This is the third inspection of HWFRS following the first inspection in July 2018 and the Covid-19 inspection during the autumn 2020.

The inspectors from HMICFRS carried out their in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in December 2021, and this is [the link to the report](#).

The inspection considered three main questions for this cycle of inspections:

Effectiveness – the operational service provided to the public (including prevention, protection, and response);

Efficiency - the efficiency of the service (how well it provides value for money, allocates resources to match risk, and collaborates with other emergency services);

People – how well the service looks after its people (how well it promotes its values and culture, trains its staff and ensures they have the necessary skills, ensures fairness and diversity for the workforce, and develops leadership and service capability).

The Service was found to be 'requiring improvement' when considering effectiveness, efficiency and people. The inspection report highlighted 22 Areas for Improvement (AFI) and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan. This Improvement Plan is owned by senior managers and is updated on a quarterly basis and published as progress is made.

This report provides an update of progress in implementing the Improvement Plan up to the end of June 2022 against the identified AFI's noted in the HMICFRS report.

HMICFRS Inspection – Improvement Plan 2021-22 Update: Q1 2022

Effectiveness – ES1	
Area for Improvement	The service should ensure that the aims and objectives of prevention, protection and response activity are clearly defined in its Community Risk Management Plan (CRMP).
HWFRS Action Proposed	
Publish Core Strategies for Protection, Prevention and Response linked to delivery of the CRMP, communicate across Service and develop understanding.	Complete
Business Planning cycle and process embedded across Service linked to delivery of the Community Risk Management Plan and three Core Strategies. Digital tracking process set up electronically to monitor progress.	Complete
CRMP Fire Standard to be analysed and a gap analysis produced and shared with the Strategic Leadership Board (SLB). Learning defined and mapped into clear recommendations for implementation into the new CRMP process for launch in 2025.	Complete
Develop an evidential based resource to risk assessment. Clearly identifying areas of risk, resource and people assets that can be utilised.	Q3 2022/23
Key Performance Indicators (KPI) identified and agreed specifically linked to delivery of the CRMP and Core Strategy. An approach to be mapped out to identify trends and exception reporting.	Q3 2022/23
Strategic lead	DCFO & ACFO

Effectiveness – ES2	
Area for Improvement	The service should ensure its firefighters have good access to relevant and up-to-date temporary risk information.
HWFRS Action Proposed	
A risk management system procurement process to be initiated.	Complete
Data cleanse of data in preparation for transfer to a new system to be commenced.	Q3 2022/23
Upon procurement of a new system, a comprehensive training and communication programme to support embedding of a new system to commence.	Q3 2022/23
Explore development of an internal and external audit process of the information held within the Service.	Q4 2022/23
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES3	
Area for Improvement	The service should evaluate its prevention work so that it understands what works.
HWFRS Action Proposed	
There will be a process to ensure targeting of prevention activity meets the needs of the community.	Complete
A clear reporting framework on the performance and evaluation of prevention activity will be developed.	Complete
A quality assurance process for Home Fire Safety Visits will be agreed.	Complete
Investigate a body to conduct a peer review or external assessment of delivery against the prevention Cause of Concern Action Plan.	Complete
The University of Worcester Evaluation of Safe and Well Visit Report will be reviewed and suggested improvements to delivery / recommendations mapped out into an action plan.	Q3 2022/23
Working with the Corporate Communications department develop and publish a Prevention Communications Plan and introduce a process to evaluate the effectiveness of the campaigns to ensure continuous improvement.	Complete
The Service will undertake an annual process to evaluate the effectiveness of prevention activity utilising available appropriate methodologies.	Q4 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>

Effectiveness – ES4	
Area for Improvement	The service should ensure that it has an effective quality assurance process in place, so that staff carry out audits to an appropriate standard.
HWFRS Action Proposed	
Performance appraisals with employees in the Technical Fire Safety team of the Protection Department are being booked in and a peer review of audits for the purposes of quality assurance to be scheduled aligned with these dates.	Complete
Technical Fire Safety quality assurance proforma finalised.	Complete
Agree an external peer review schedule with neighbouring Services in order to quality assure processes.	Q2 2022/23
Experian data being merged with Community Fire Risk Management Information System (CFRMIS) data to ensure Protection Services applied equitably.	Q4 2022/23
Conduct external peer review quality assurance process, and consider recommendations.	2023/24
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES5	
Area for Improvement	The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce the risk.
HWFRS Action Proposed	
HWFRS to ensure its risk-based inspection programme prioritises the premises at the highest risk.	Complete
Fully complete alignment to the NFCC competency framework for Fire Safety Regulators.	Q4 2022/23
Arrange specialist legal training for L4 Diploma staff (to include prosecution case studies)	Q3 2022/23
Finalise prosecution support agreement with Shropshire Fire and Rescue Service and Telford and Wrekin Council legal services	Q3 2022/23
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES6	
Area for Improvement	The service should ensure it effectively addresses the burden of false alarms.
HWFRS Action Proposed	
Target Date	
Commence a review of how we respond to unwanted fire signals and act on report outcomes	
Q3 2022/23	
Strategic lead	Assistant Director: Protection

Effectiveness – ES7	
Area for Improvement	The service should ensure its Response Strategy provides the most appropriate response for the public in line with its Community Risk Management Plan (CRMP).
HWFRS Action Proposed	
Response Strategy linked to the risks in the CRMP published.	Complete
Response annual and three-year Business Plan (linked to delivery of the Response Strategy) finalised.	Complete
Special appliances review report and evaluation finalised.	Complete
Commence the process to identify an external agency to provide risk data mapping.	Q2 2022/23
Review the previously used Fire Cover research methodology, ensuring it is adaptive enough to meet new and emerging risks.	Q4 2022/23
Review of White Paper implications on CRMP and Response Strategy.	Unknown
Prepare a report on the review of Water First Responders capability across the Service (Response)	Q4 2022/23
Strategic lead	<i>Assistant Director: Response</i>

Effectiveness – ES8	
Area for Improvement	The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.
HWFRS Action Proposed	
Target Date	
Review current policy and identify potential options to improve on scene Active Incident Monitoring (AIM) & Debrief processes.	Complete
Identify replacement AIM & Debrief system options.	Q3 2022/23
Implement new AIM & Debrief systems	Q3 2022/23
Implement an update monitoring process to improve on scene monitoring.	Q4 2022/23
Introduce an assurance process to assure the adoption and use of the AIM & Debrief systems and processes.	Q2 2023/24
Publish a Debrief report service wide on a quarterly basis	Q3 2022/23
Develop robust sharing mechanisms to ensure learning is shared to multi agency and regional partners incorporating JOL & NOL systems.	Q3 2022/23
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES9	
Area for Improvement	The service should ensure it understands what it needs to do to adopt national operational guidance, including joint and national learning, and put in place a plan to do so.
HWFRS Action Proposed	
Enrol Digital Training Project Team	Q2 2022/23
Integrate new Learning Management System (LMS)	Q3 2022/23
Integrate the National Operational Guidance's Service Integration Tool (SIT) Delayed due to external software issues within the National Operational Guidance central programme office	Q1 2023/24
Develop eLearning suite referenced to National Operational Learning (NOG)	Q3 2024/25
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES10**Area for Improvement**

The service should ensure it is well-prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by all staff and are well tested.

HWFRS Action Proposed**Target Date**

Develop presentation covering responsibilities of FRS' and specifically non-specialist responders when attending potential Marauding Terrorist Attacks (MTA) incidents. To include overview of statutory responsibilities
This has been delayed due to the impact of the Commonwealth Games on regional NILO working.

Q3 2022/23

Review of Pre-Determined Attendances (PDA's) for MTAs and other like incidents

Complete

National Inter-Agency Liaison Officer (NILO) Cadre to deliver presentation to all operational staff including Fire Control and Officer Groups

Q3 2022/23

As part of Regional Group establish exercising programme with other Fire & Rescue Services' and responding agencies (Police/Ambulance)

Q3 2022/23

Test knowledge and understanding through District exercising and assurance programme

Q3 2022/23

Strategic lead

Assistant Director: Response

Efficiency- EY1	
Area for Improvement	The service needs to show a clear rationale for the resources allocated between prevention, protection, and response activities. This should reflect, and be consistent with, the risk and priorities set out in its CRMP.
HWFRS Action Proposed	Target Date
Identify good/outstanding practice and conduct a gap analysis	Q2 2022/23
Identify how we currently allocate resources to Prevention, Protection and Response	Q2 2022/23
Apply the outcomes as part of the upcoming fire cover review	Q4 2022/23
Identify organisational leads/key stakeholders for workforce resources across the three core strategies.	Q2 2022/23
Conduct a supply analysis to understand current workforce headcount, skills and budget.	Complete
Conduct a demand analysis to project resources needed (headcount, skills, budget).	Q2 2022/23
Conduct a gap analysis and identify top priority gaps based on skills, staffing levels and budget.	Q3 2022/23
Identify interventions to close priority gaps by developing a workforce plan up to 2025.	Q4 2022/23
Develop mechanism to monitor and evaluate workforce plan to include regular supply/demand analysis and positioning of appropriate interventions as required.	Q4 2022/23
Strategic lead	<i>Finance Director and Assistant Director: Prevention</i>

Efficiency- EY2	
Area for Improvement	The service should ensure there is a testing programme for its business continuity plans, particularly in high-risk areas of service.
HWFRS Action Proposed	
Target Date	
Testing of fall-back arrangements for Fire Control involving all watches.	Complete
Incorporate business continuity questions into the station assurance process for 2022/23.	Complete
Develop an exercise program for station and department fall-back plans.	Q3 2022/23
Strategic lead	<i>Assistant Director: Protection</i>

Efficiency- EY3	
Area for Improvement	The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.
HWFRS Action Proposed	
Work with National Fire Chiefs Council (NFCC) implementation officer to investigate what national good practice looks like.	Ongoing
Review and define collaboration with other Fire & Rescue Services' and other emergency services	Q2 2022/23
Evaluate benefits of Fire Control Project – to procure a system with Shropshire Fire & Rescue Service	Q3 2022/23
Establish a process within areas of business planning to ensure collaboration is a key factor in planning and projects	Q4 2022/23
Establish an evaluation process/tool for reviewing the effectiveness of collaboration on business planning, programmes and projects.	Q4 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>

Efficiency- EY4	
Area for Improvement	The service should ensure that its fleet and estate strategies are regularly reviewed and evaluated to maximise potential efficiencies.
HWFRS Action Proposed	
Provide draft / re-format existing Fleet Strategy to new format, and seek approval of SLB / P&R to publish.	P&R Committee 15/11/2022
Provide updated draft / re-format of existing Property Strategy dated 2018-23, and seek approval of SLB / P&R to publish	P&R Committee 15/11/2022
Strategic lead	<i>Assistant Director: Assets</i>

People – P1**Area for Improvement**

The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

HWFRS Action Proposed**Target Date**

Strategic Leadership Board visits for the year have been programmed with every watch and department

Complete

The Service will commission an external organisation to undertake a review of internal communications and provide recommendations for improvement.

Q2 2022/23

Whole leadership meetings scheduled for the year every quarter.

Complete

The Service will commission a service wide inclusion training programme to further embed understanding of inclusion as a core element linked to values.

Q2 2023/24

The Service will carry out a full staff survey and review the feedback received and implement changes as required.

Q3 2022/23

The Service will fully implement the FRS Core Code of Ethics (CCoE).

Q4 2022/23

The Service will develop a more regular method of surveying staff opinion and gathering feedback.

Q4 2022/23

Strategic lead

Assistant Director: Prevention

People – P2	
Area for Improvement	The service should monitor secondary contracts to make sure working hours are not exceeded.
HWFRS Action Proposed	
Review Appraisal template to include discussion prompt on secondary contracts and/or additional roles within the Service.	Q2 2022/23
Set out a process to monitor compliance with the Secondary Employment policy.	Q2 2022/23
Establish a method to monitor total working hours of those with secondary contracts and/or additional roles, to highlight when working hours are excessive.	Q4 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>

People – P3**Area for Improvement**

The service should make sure it has a robust system in place to update and review its operational incident (analytical) risk assessments.

HWFRS Action Proposed		Target Date
Review current guidance for the completion of Analytical Risk Assessments (ARA).		Complete
Review training levels and provided training to crews to carry out ARA and the associated reviews.		Q3 2022/23
Develop and introduce an assurance process to assure the completion of ARA's.		Q4 2022/23
Strategic lead	<i>Assistant Director: Protection</i>	

People – P4**Area for Improvement**

The service should ensure itself that records for risk critical competencies, such as breathing apparatus, driving fire engines and incident command are accurate and up to date.

HWFRS Action Proposed		Target Date
Complete audit of assurance processes.		Q3 2022/23
Review fire control training to ensure recording of training is up to date.		Q3 2022/23
Integrate a new learning management system to improve recording and monitoring of skills.		Q3 2022/23
Strategic lead	<i>Assistant Director: Protection</i>	

People – P5**Area for Improvement**

The service should ensure its workforce plan takes full account of the necessary skills and capabilities to carry out the Community Risk Management Plan.

HWFRS Action Proposed		Target Date
Develop a Workforce Planning Policy.		Q3 2022/23
Review and evaluate workforce planning process to strengthen links with business planning cycle.		Q3 2022/23
Develop Workforce Planning Toolkit for managers to support workforce planning at a departmental level.		Q4 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>	

People – P6		
Area for Improvement	The service should make sure it has appropriate ways to engage with and seek feedback from all staff, including those from under-represented groups.	
HWFRS Action Proposed		Target Date
Refer to P1 actions.		
Ensure staff survey collates equality data to inform which groups are engaging and identify the best methods to do this in the future.		Q2 2022/23
Strategic lead	Assistant Director: Prevention	

People – P7**Area for Improvement**

The service should improve all staff understanding and application of the appraisal review process.

HWFRS Action Proposed		Target Date
Review current appraisal process (link with Training).		Q2 2022/23
Establish completion rate reporting mechanism to monitor appraisal completion rates.		Q2 2022/23
Implement identified amendments to appraisals process.		Q2 2022/23
Publish refreshed appraisal toolkit for managers.		Q2 2022/23
Develop appraisal training for managers.		Q3 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>	

People – P8**Area for Improvement**

The service should make sure it has mechanisms in place to manage and develop talent within the organisation.

HWFRS Action Proposed		Target Date
Establish clear links to appraisal process (career conversations) – links to P7.		Q2 2022/23
Develop a talent management strategy.		Q2 2022/23
Develop a framework for managers to use to identify and develop high-performing staff (appraisal) in line with NFCC talent management toolkit.		Q2 2022/23
Review Promotion process.		Q2 2022/23
Develop and implement temporary promotion toolkit for managers.		Q2 2022/23
Complete interim review of Aspiring Executive Leaders programme.		Q3 2022/23
Scope out “Aspiring Leaders” programme for Middle Managers.		Q3 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>	

Report of Assistant Chief Fire Officer - Director of Prevention and Assets

Strategic Fire Alliance Update

Purpose of report

1. To update the Fire Authority on progress against the programme of priority projects developed by the Strategic Fire Alliance between Hereford & Worcester Fire and Rescue Service (HWFRS) and Shropshire Fire and Rescue Service (SFRS).
-

Recommendation

It is recommended that progress on the programme to date be noted.

Background

2. At the meetings held on 24 September and 17 December 2018, agreement was made to prioritise four projects:
 - i) to prepare options for aligning the Community Risk Management Plan (CRMP) process for Hereford & Worcester FRS and Shropshire FRS;
 - ii) to review procurement strategies within both Services to examine the potential for alignment;
 - iii) to develop organisational arrangements for ICT functions; and
 - iv) to review the future requirements for the fire control mobilising command and control function.
3. This report provides an update on the four key projects.

Programme Update

CRMP

4. The CRMPs for both FRSs were published on 1 April 2021, and therefore this project is complete. HWFRS have requested permission from the Fire Authority to carry out public consultation on aligning attendance standards to those of SFRS, as outlined in the CRMP. Public consultation closed on 16 September 2022 and analysis is currently being finalised, outcomes will be presented to the Fire Authority when completed.

Procurement

5. SFRS has taken over as project lead for procurement and liaison continues. Highlights include HWFRS committing resources to support the regional Respiratory Protective Equipment (RPE) Breathing Apparatus replacement

programme. HWFRS have developed joint specifications and contracts for the testing and repair of life jackets, pneumatic equipment and hose, with an option for SFRS to join the contract. Furthermore, reviews including those for; vehicles, ladders, pumps and small gear continue to be assessed to ensure that further benefits are achieved where appropriate. This work stream has become business as usual across both Services, and hence this alliance project area is closed.

ICT

6. Following the last update, an agreed structure has been implemented to enable both Services to progress with key workstreams within the ICT pillar of the Alliance. This structure will remain flexible as we progress and may include any external consultants engaged as part of any key work areas. This work stream has become business as usual across both Services. Since the last update, progress has been made in the following areas:
 - a. a new Wide Area Network (WAN) has commenced in HWFRS with nine sites now connected, with a planned completion date by the end of December 2022. SFRS has negotiated an offer from their existing supplier so withdraw from the WAN procurement. Assurance has been provided in relation to the overall objective of creating resilience across both services, through having the ability to link SFRS and HWFRS WANs; and
 - b. both Services have installed the same helpdesk software.

Fire Control

7. The Strategic Alliance emphasis is now mainly focussed on the procurement of a new Command and Control system. Following completion of a strategic options appraisal a joint specification, along with procurement documents, is nearing completion prior to going out to formal tender soon. The joint specification has been developed by HWFRS and focusses on the latest technology available, allowing both Services to deploy operational resources from either control room, providing enhanced resilience to both organisations.
8. A project team leader has been appointed and the team will be built as the project progresses. As well as the joint specification, a resource plan together with a detailed project plan have been developed and agreed with SFRS. This will be an extremely important and complex multi-million pound project which forms a key part of the Response element of any Fire and Rescue Service, therefore this will need careful oversight and management over the next few years.

Conclusion

30. The existing Alliance plan concluded in April 2022, Shropshire Fire and Rescue Service is now leading on developing a new Alliance plan. The key Strategic Alliance focus for the new plan is the procurement of the Command and Control system, which continues to progress as a significant project across both organisations. There are a number of other areas of collaborative work being undertaken, such as Fire Investigation, Training, Fire Safety etc., which will continue and be highlighted in future reports as they reach the delivery stage.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	N/A
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Government's Fire Reform agenda as embedded in the Fire and Rescue National Framework , other links are to the Fire Alliance Strategic Plan.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores)	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A

Report of the Assistant Director: Prevention

2022-23 Performance Report: Q1 (01 April – 30 June 2022)

Purpose of report

1. This report summarises the Service's performance for Quarter 1, 2022-23.

Recommendation

It is recommended that Members note the Q1 2022-23 performance headlines set out in Section 4 of this report, with further details available in Appendix 1. For completeness Appendix 2 has also been included which provides detail of Q4 2021-22, a duplicate of data provided in the Annual Service Review 2021-22 presented at the FRA meeting on 22nd June 2022.

Introduction and Background

2. The Service gathers performance data relating to incidents attended and activities carried out, and reports to the Policy and Resources Committee and the Strategic Leadership Board on a quarterly basis. The Q1 2022-23 Performance Report is attached as Appendix 1, and provides information on overall incident numbers, Prevention, Protection and Response activities and an overview of the Service workforce. A cumulative summary of performance is reported separately in the Annual Service Review.
3. The Performance Report relates closely to the Prevention, Protection and Response strategies as well as the Community Risk Management Plan 2021-25.

Incident Overview

4. A total of 1,852 incidents were attended in Q1 2022-23, an increase of 5% on Q1 2021-22, and close to the five year average of 1,808 incidents. More context is provided later in the report however analysis shows the following:

498	an increase of 10% over Q1 2021-22, reflecting the return to normal post COVID, but still lower than the five-year average of 535 per Q1.
Fires attended	
538	a small increase of 1% over Q1 2021-22, but a decrease of 5% compared to 564 incidents recorded in Q1 2019-20.
Special Services	
816	an increase of 4% over Q1 2021-22, and slightly higher than the five-year average of 802 per Q1.
False Alarms	

Prevention

5. 1,070 Home Fire Safety Visits (HFSV) were completed in Q1 2022-23, a 64% increase over the same period in 2021-22, which reflects the commitment to increase our Prevention activity. Out of 1,070 HFSVs, 487 were delivered by Prevention technicians and 583 were delivered by crews (all Wholetime). HFSVs are targeted at those at greater risk of fire based on data and analysis as outlined in the Prevention Strategy. Trends are monitored on a monthly basis and fed into adjusting and focusing prevention activity as required.

Protection

6. The Service continues to conduct the Risk Based Inspection Programme (RBIP) of business premises. In Q1 2022-23, 221 inspections were completed compared to 309 in Q1 2021-22. Operational staff are also being trained to gain Level 3 Certificates in Fire Safety, which will increase capacity to carry out formal inspections from Q1 2022-23 onwards providing recommendations as to how to reduce the risk of fire. The decrease in Q1 2022-23 RBIP figures in comparison to last year is because there was a drop in activity in June 2022. This is due to a number of reasons: All inspectors attended an in-house one week fire safety course; Inspectors spent 58 hours supporting operational crews on Business Fire Safety Inspections and Inspectors carried out 21 other inspections/consultations. The Protection department remain on track to complete 1000 scheduled RBIP inspections in 2022/23.
7. Businesses restarting following the easing of lockdown restrictions has seen an increase in fires in buildings. All fires in commercial premises are subject to a Post Fire Audit, and the number of audits have increased from 29 to 40 in Q1 2022-23, when compared to Q1 2021-22. Total Enforcement Activities have also increased from 7 to 21 in Q1 2022-23, when compared to Q1 2021-22.
8. New building safety legislation has also been introduced, and the department is proactively identifying business leads to highlight their fire safety responsibilities and offer support and signposting to other assistance where needed.

Response

Fires

9. The numbers of Primary Fires attended in Q1 2022-23 were up by 8%, and Secondary Fires were up by 15% over the same period in 2021-22. While the number of Primary Fires rose to 235, this was due to an increase in all three different categories of Primary Fires increasing. During this timeframe there were unfortunately 4 lives lost, 2 of these were due to vehicle fires and 2 were in domestic homes where the victim was a lone person over pensionable age. No victims went to visit hospital where an injury appeared serious. 78% of the Primary Building Fires were classified as accidental and most of them started in the kitchen area (34%). A high proportion of these fires occurred in houses of a single occupancy with the person over pensionable age (16%). This

information is fed back into the Prevention and Protection departments to further focus relevant activity and for trend analysis.

10. There were 16 incidents in Q1 2022-23 where more than 5 pumps attended, 13 primary fires, 3 special services incidents.
11. There was a 15% increase to 246 Secondary Fires from 213 in comparison to Q1 2021-22. Although there was no identifiable pattern to cause this overall increase, a drier and warmer May and June 2022 (compared to May and June 2021) may have had an impact on outdoor fires.

Road Traffic Collisions

12. In terms of Road Traffic Collisions (RTCs), there were 147 incidents during the quarter, a 2% decrease compared to Q1 2021-22. Prior to the pandemic, 164 RTCs were recorded in Q1 2019-20, so there is an overall slightly downward trend over the last five years.
13. Overall, there were 4 fatalities and 23 serious injuries in the RTCs attended. This is slightly higher than Q1 2021-22. Information related to RTCs is fed into the Response and Prevention Departments for review and to inform future training and awareness activities.

Attendance Performance Measure

14. In Q1 2022-23 the Service attended 134 Primary Building Fires, one incident was excluded from the attendance performance measure calculations as it was classified as a late call. The average attendance time increased from 11 minutes 1 second recorded in Q1 2021-22 to 11 minutes 18 seconds in Q1 2022-23. This was largely due to travel distance to the incidents. In addition, there was an increase of 4 seconds in call handling. There was a reduction of 1 minute 12 seconds for turnout time during Q1 2022-23 from 03:55 in Q1 2021-22 to 02:43 in Q1 2022-23.
15. Out of 133 examined Primary Building Fires, 72 incidents reported that the attendance performance measure was not met. The main reasons given were travel distance (34 incidents) and turn in time (15 incidents). A public consultation process looking at how the Service measures Attendance Performance is underway and due to cease in September 2022 prior to being considered by the Fire Authority in December 2022.

On Call Appliance Availability

16. The First On-Call appliance availability fell to 82% during the quarter, down from 89% in the same quarter of 2021-22. Availability for all On-Call appliances fell to 71%. However, for the first On-Call appliance 64% of fire stations (16 stations) remained at over 85% availability. Ross on Wye continued to have the highest availability of 100%. Since Q1 of the previous year the main differences were Hereford, Peterchurch, Bromsgrove, Pebworth, Pershore and Wyre Forest stations which dropped below 75%. While Eardisley and Worcester stations increased to above 85%, Broadway station remained below 50%

availability. The Service continues to identify recruitment opportunities to support availability of On Call units. The recent launch of the Marketing & Recruitment project will provide a data driven targeted approach to recruitment in the hard to reach areas of the Service.

People

17. In terms of workforce diversity, the proportion of female employees has stayed at 18% of the workforce, the same as Q1 2021-22. There has been a slight decrease of 1% in the ethnic minority representation in the workforce since Q1 2021-22, and it is currently at 6%. The Service continues to closely monitor equality and employment trends. Work has also progressed in supporting the professional career development of aspiring leaders and supporting our female operational staff with bespoke development via Women in the Fire Service UK. The Service has also recently enhanced the provision of kit in a wide range of sizes and improved welfare facilities for all operational colleagues on the incident ground.
18. The most common reasons for absence this quarter are Mental Health (Stress), Respiratory (Cold/Cough/Influenza) and Musculo Skeletal (Back). These figures and trends are monitored by the Health & Safety Committee who meet on a quarterly basis to ensure the safety and wellbeing of employees.
19. During this quarter, guidance was issued to staff outlining that COVID-19 be classed as part of a range of respiratory illnesses and would now be classed as a “respiratory illness” for sickness absence recording purposes, in the absence of testing. This coupled with exceptionally low absence rates in Q1 2021-22 has contributed to the increase in absence this quarter.

Conclusion/Summary

20. Further information on the headlines set out above is included in Appendix 1.
21. The Strategic Leadership Board will continue to receive performance reports and oversight of the measures being taken to address any issues arising. 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 closely with the Annual Service Review and Annual Service Plan and the strategic objectives of the Service as outlined in the CRMP and three core strategies and the People Strategy.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Relevant data is fed into the Health & Safety Committee as appropriate.
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 data.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	Not required – no personal data is identified.

Supporting Information

Appendix 1 – Performance Report: Quarter 1 2022-23

Appendix 2 – Performance Report: Quarter 4 2021-22



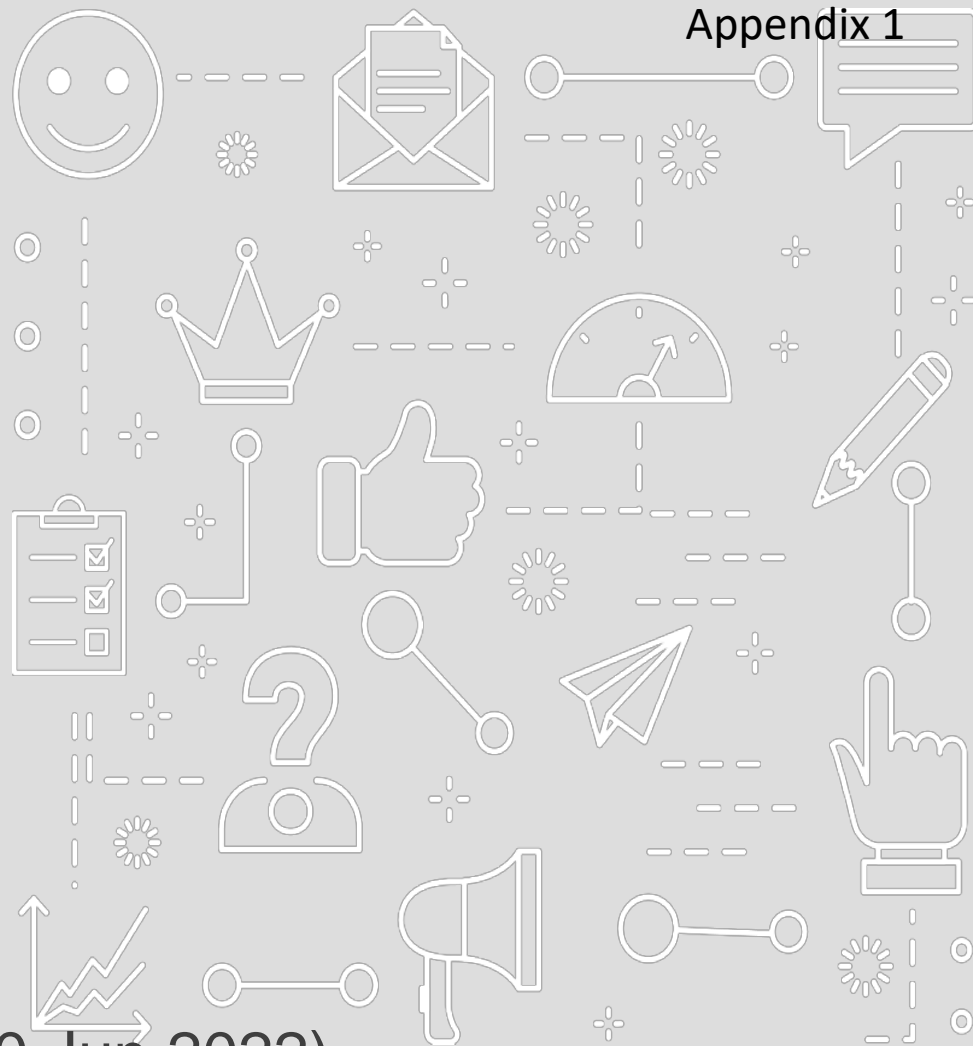
HEREFORD & WORCESTER
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FIRE AND RESCUE SERVICE

Performance Report

Quarter 1 2022-23 (01 Apr – 30 Jun 2022)

Report of the Assistant Director: Prevention

Appendix 1



Incident Overview

Q1 2022-23 (01 Apr – 30 Jun 2022)



All Incidents

Total
1,852

Change since Q1 2021-22

↑ 5%

A small increase on Q1 2021-22, and slightly above the 5 year average of 1,808 per Q1 over the last 5 years.



Fires

498

↑ 10%

Although there is an increase compared to last year, the number of fires are still lower than the 5 year average of 535 for Q1.



Special Services

538

↑ 1%

While there is an increase of 1% compared to last year, there is a decrease of 5% compared to Q1 2019-20 (564 incidents).



False Alarms

816

↑ 4%

A small increase on Q1 2021-22, and slightly above the average of 802 per Q1 over the last 5 years.

District Overview

Incidents per District Q1 2022-23



Fire



Special
Service



False
Alarms

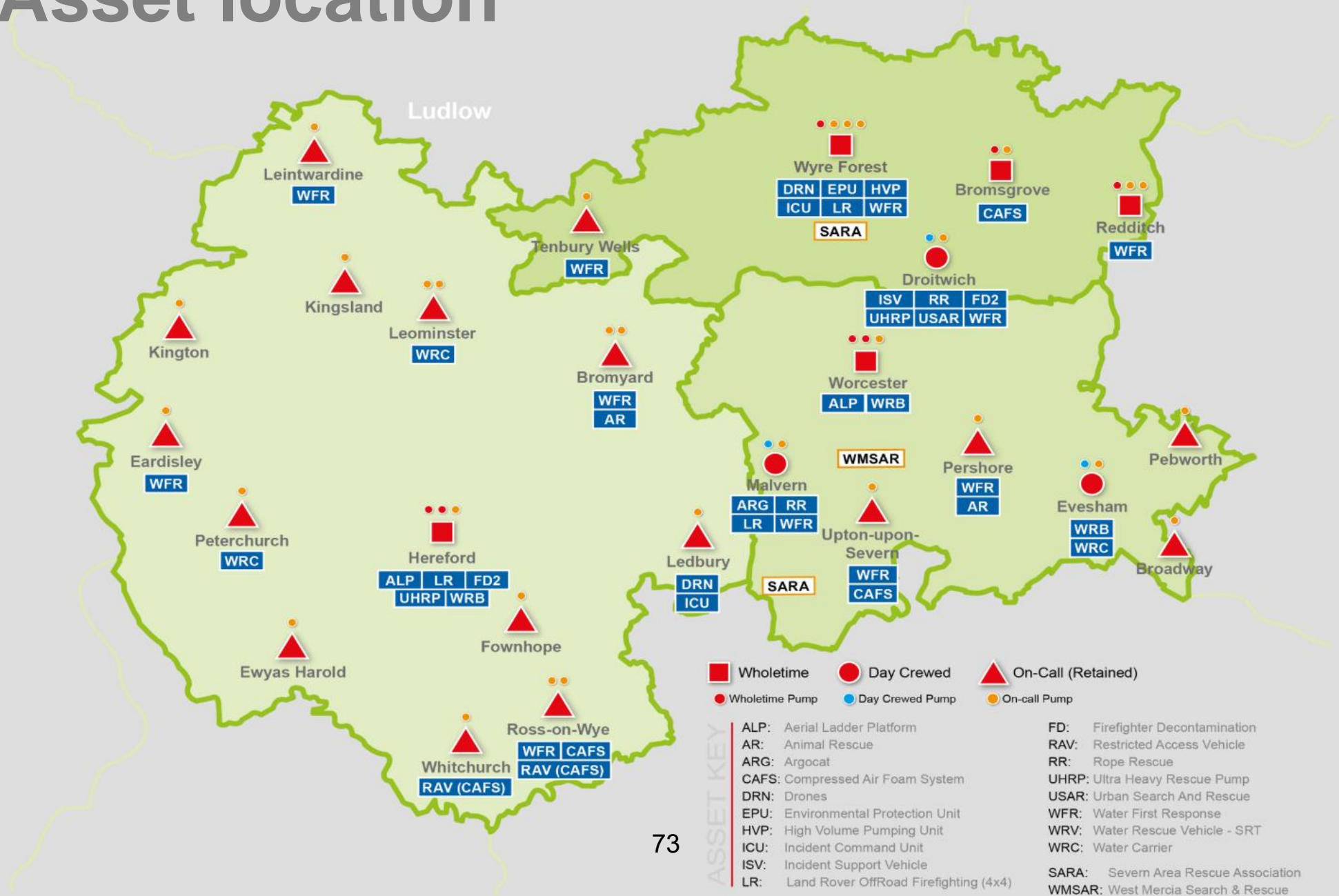


All
Incidents

Change since
Q1 2021-22

North District	243	196	346	785	↑ 7%
South District	159	199	314	672	↑ 14%
West District	96	143	156	395	↓ 12%
Total	498	538	816	1,852	↑ 5%

Asset location



Prevention

Home Fire Safety Visits Completed

Q1 2022-23 Q1 2021-22

Home Fire
Safety Visits

740

539

Equipment
Only Checks

330

114

Total Checks

1,070

653

Home Fire Safety Visits Survey Q1 2022-23

Proportion of Positive
Responses

100%

The number of Home Fire Safety Visits have continued to increase since the easing of lockdown and the number of referrals from partner agencies gain momentum.

1,070 checks were carried out during Q1 2022-23, an increase of 64% compared to Q1 2021-22.

We have increased capacity in the Prevention department by increasing staff to undertake more Home Fire Safety Visits.

We continue to work closely with partner agencies and gather feedback from service users on visits we undertake.

Protection

Inspections Completed

	Q1 2022-23	Q1 2021-22
Risk Based Inspection Programme	221	309
.....		
Total Enforcement Activity	21	7
.....		
Post Fire Audit	40	29

Post Fire Audit Survey Q1 2022-23

Proportion of
Positive Responses

92.86%

The Risk Based Inspection Programme (RBIP) are inspections carried out by specialist qualified Fire Safety staff. Operational staff are also being qualified to support this programme from April 2022.

The decrease in Q1 2022-23 RBIP figures in comparison to last year is because there was a drop in activity in June 2022. This is due to a number of reasons: All inspectors attended an in-house one week fire safety course; Inspectors spent 58 hours supporting operational crews on Business Fire Safety Inspections and Inspectors carried out 21 other inspections/consultations.

Response - Fires



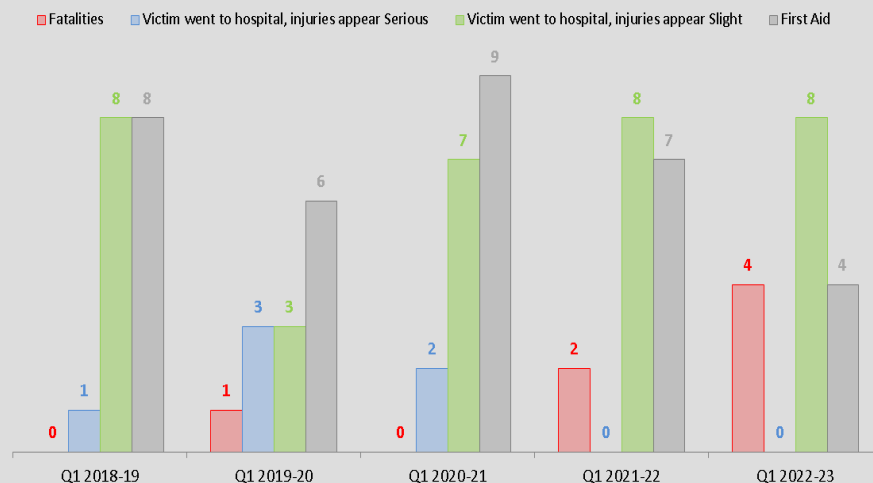
Primary Fires

235

Primary Fires	Q1 2022-23	Q1 2021-22	Change	
Building Fires	134	129	+5	+4%
Outdoor Fires	41	35	+6	+17%
Vehicle & Transport Fires	60	54	+6	+11%
Total	235	218	17	8%

The number of Primary Building Fires have increased slightly compared to Q1 2021-22. The most common cause (16%) was "Cooking". Outdoor Fires and Vehicle & Transport Fires have both increased by 6 compared to Q1 2021-22.

Primary Fire - Injuries and Fatalities



Secondary Fires

246



Secondary Fires	Q1 2022-23	Q1 2021-22	Change	
Grassland, Woodland and Crop	125	103	+22	+21%
Other Outdoors (including land)	57	61	-4	-7%
Outdoor Structures	46	38	+8	+21%
Buildings & Transport	14	7	+7	+100%
Outdoor Equipment & Machinery	4	4	0	0%
Total	246	213	+33	+15%

There was a 15% increase in Secondary Fires compared to Q1 in 2021-22. A drier and warmer May and June 2022 compared to May and June 2021 will have had an impact on Outdoor Fires.

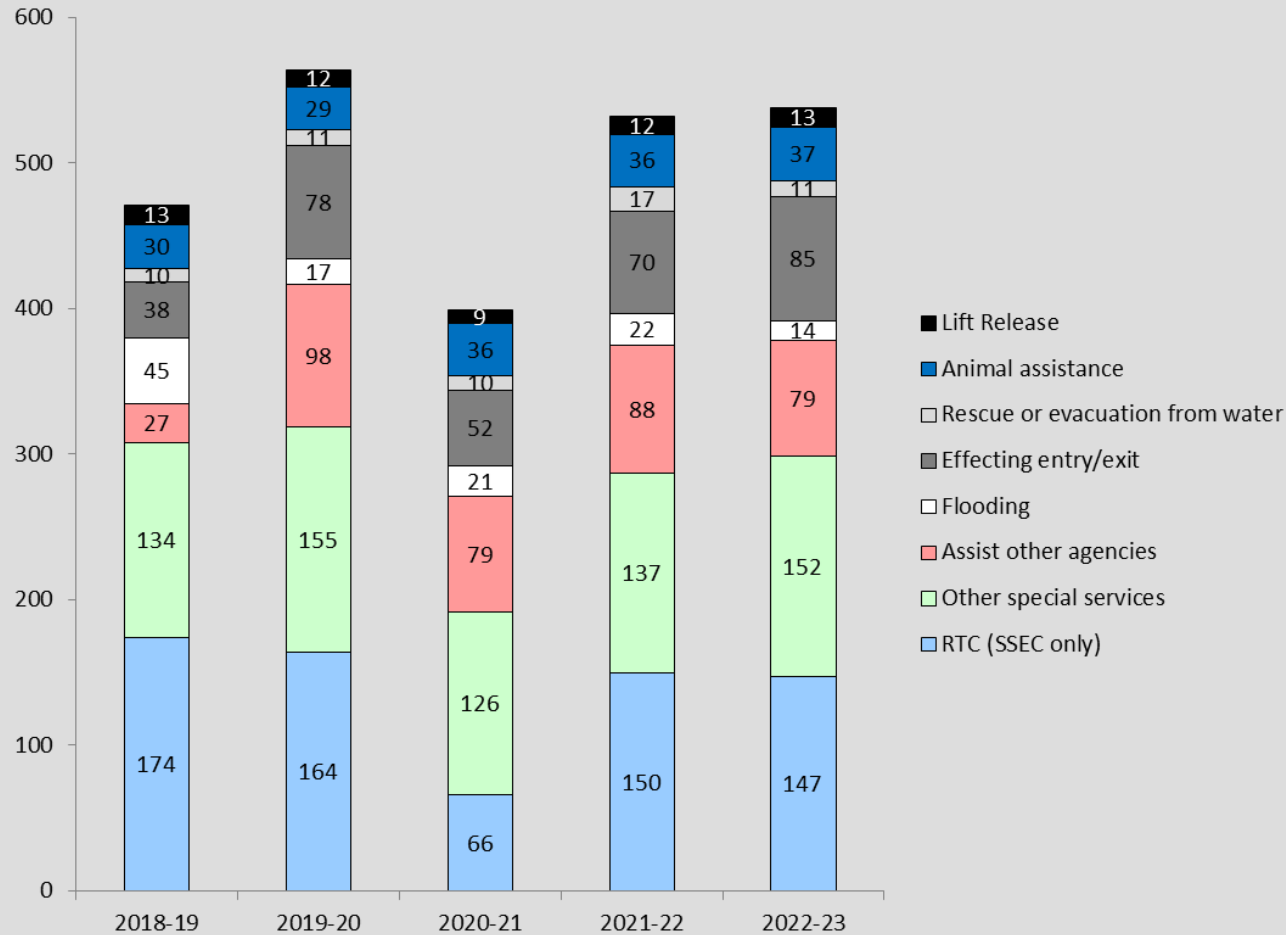
There were 16 incidents in Q1 2022-23. where more than 5 pumps attended, these were 13 primary fires and 3 special services incidents.

There were 4 fatalities in Primary Fires recorded in Q1 2022-23. 2 were vehicle fire victims and 2 victims lived alone and were over pensionable age. No victims had to visit hospital with a serious injury. There were 8 victims who had to visit hospital with slight injuries and 4 victims who were given first aid at the scene.

Response – Special Services



538
Special
Service
incidents
in Q1
2022-23



RTC (SSEC only) means that a road traffic collision was classified as a special service incident type; if a fire was associated with a road traffic collision, then the incident would be classified as a fire and not included here.

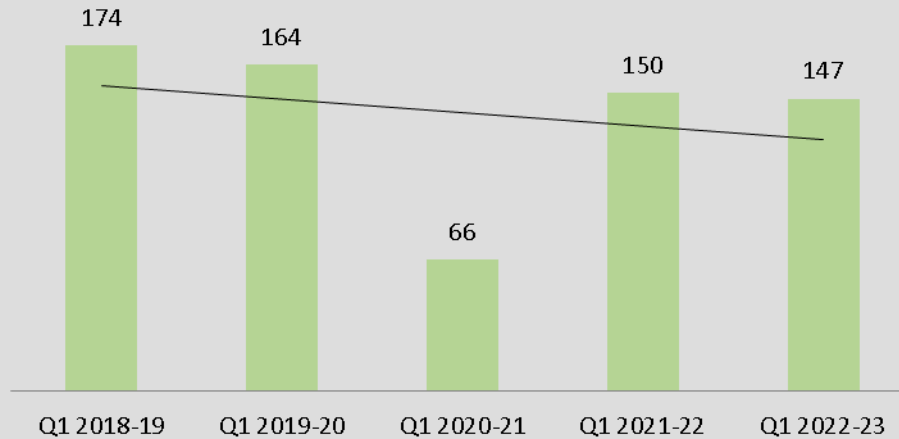
Other special services include following categories: No action - not false alarm (25), Other rescue/release of persons (25), Removal of objects from people (20), Suicide/attempts (20), Medical Incident - First responder (11), Removal of people from objects (10), Spills and Leaks - not RTC (10), Hazardous Materials incident (9), Other Transport incident (8), Making Safe - not RTC (5), Advice Only (3), Evacuation - no fire (3), Stand By (2), Medical Incident - Co-responder (1), Water provision (0).

Response – Road Traffic Collisions



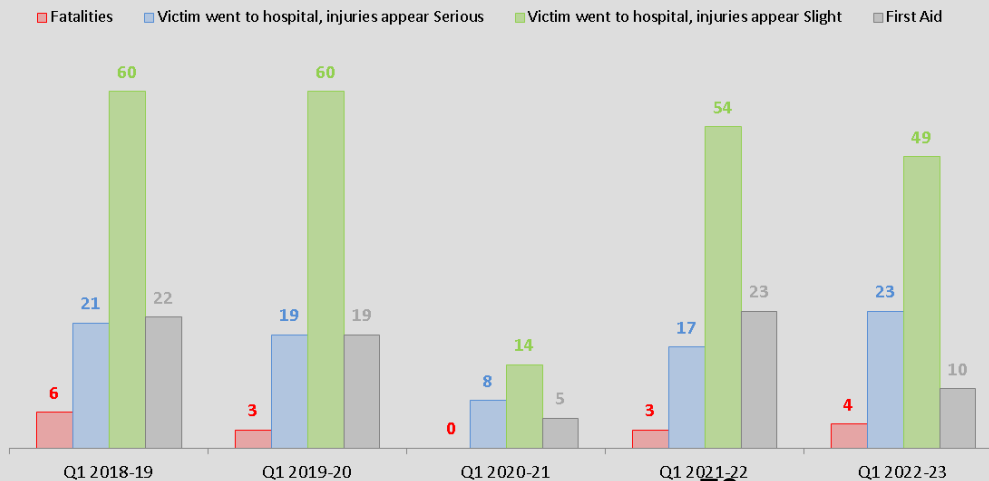
147
RTCs

Total RTC Incidents



The number of RTC incidents showed a decrease of 2% compared to Q1 in 2021-22. The Q1 figures for both 2021-22 and 2022-23 are below the Pre Covid-19 figures for 2019-20 and 2018-19. The trend line shows a slight downwards trajectory.

RTC - Injuries and Fatalities



RTC fatalities have increased by 1 compared to Q1 2021-22, and serious injuries have increased by 6. Whereas slight injuries and first aid have both decreased compared to Q1 2021-22. Not counting the Q1 2020-21 figures due to Covid-19 indicates that the overall trend is downwards.

Response — Attendance Performance Measure



	Q1 2022-23	Q1 2021-22
Primary Building Fires	133*	110

Attendance Performance Measure

First fire appliance attendance at Primary Building Fires within 10 minutes



Attendance within 10 minutes	61 45.86%	66 51.97%
Attendance outside 10 minutes	72	61

* One report was discarded due to being a late call.

Average Attendance time** (min:sec)	11:18***	11:01***
--	-----------------	-----------------

** Time of call to arrival at scene.

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

Call handling time	01:45	01:41
Turnout time	02:43	03:55
Travel time	06:49	05:24

Reasons for attendance outside 10 minutes

Travel distance to the incident	
Turn in time (On-Call and Day crew only)	
Responding at normal road speed (AFAs)	
Appliance not booked in attendance	
Other	79

No. of incidents

34
15
8
4
11

Response – On-Call Appliance Availability



First On Call Appliance **82.44%**

All On Call Appliances **71.79%**

**First On-Call
Appliance
Availability
Q1 2021-22** **89.07%**

On Call Appliance Availability Q1 2022-23

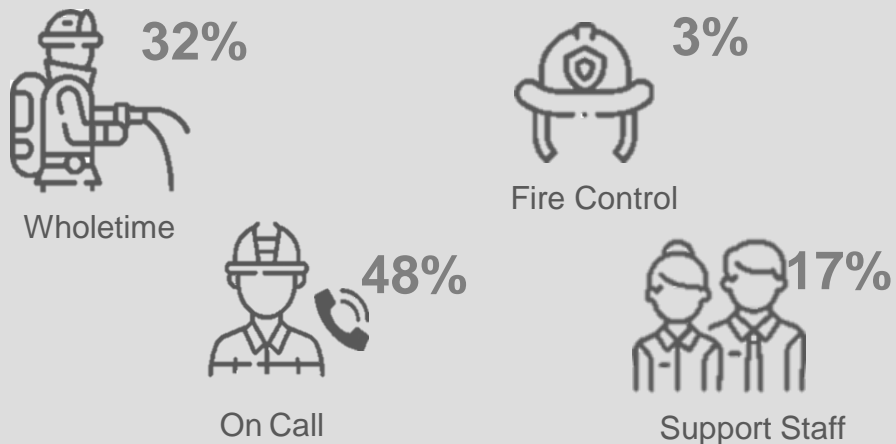
For Q1 2022-23, the first On-Call appliance availability was 82.44%.

When looking at all On-Call appliance availability for each fire station, there have been some changes compared to Q1 of the previous year:

- Hereford, Peterchurch, Bromsgrove, Pebworth, Pershore and Wyre Forest have dropped below 75%
- Eardisley and Worcester have increased to above 85%
- Broadway continued to have the lowest availability at 33.53%
- Ross-on-Wye continued to achieve the highest availability of 100%

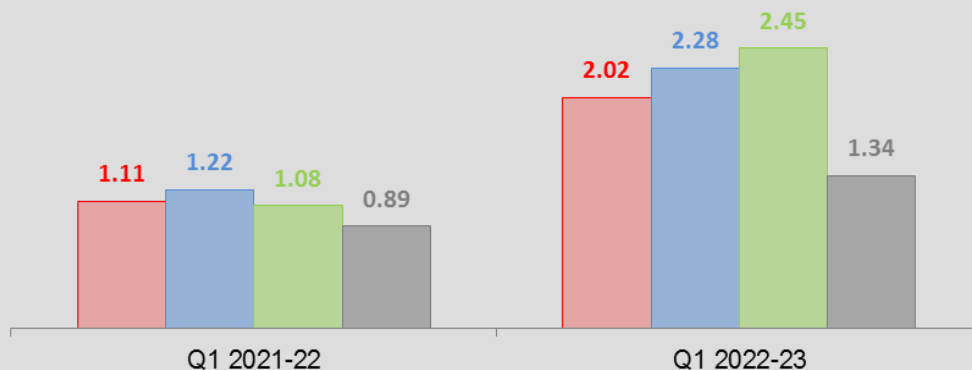
People Q1 2022-23 (1 April – 30 June 2022)

Overall Workforce Profile



Days/Shifts Lost Per Person

■ All Staff ■ WT ■ FC ■ Support Staff



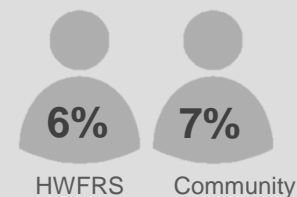
Equalities



Female representation is the same as Q1 2021-22

Ethnicity

A decrease of 1% in ethnic minority representation since Q1 2021-22



Total Days/Shifts Lost *

	Wholetime	Fire Control	Support Staff
Short Term Absence	291 51.96%	54 100.00%	147 100.00%
Long Term Absence **	269 48.04%	0.00 0.00%	0.00 0.00%

Top 3 Reasons for Absence

- Mental Health - Stress
- Respiratory - Cold/Cough/Influenza
- Musculo Skeletal - Back



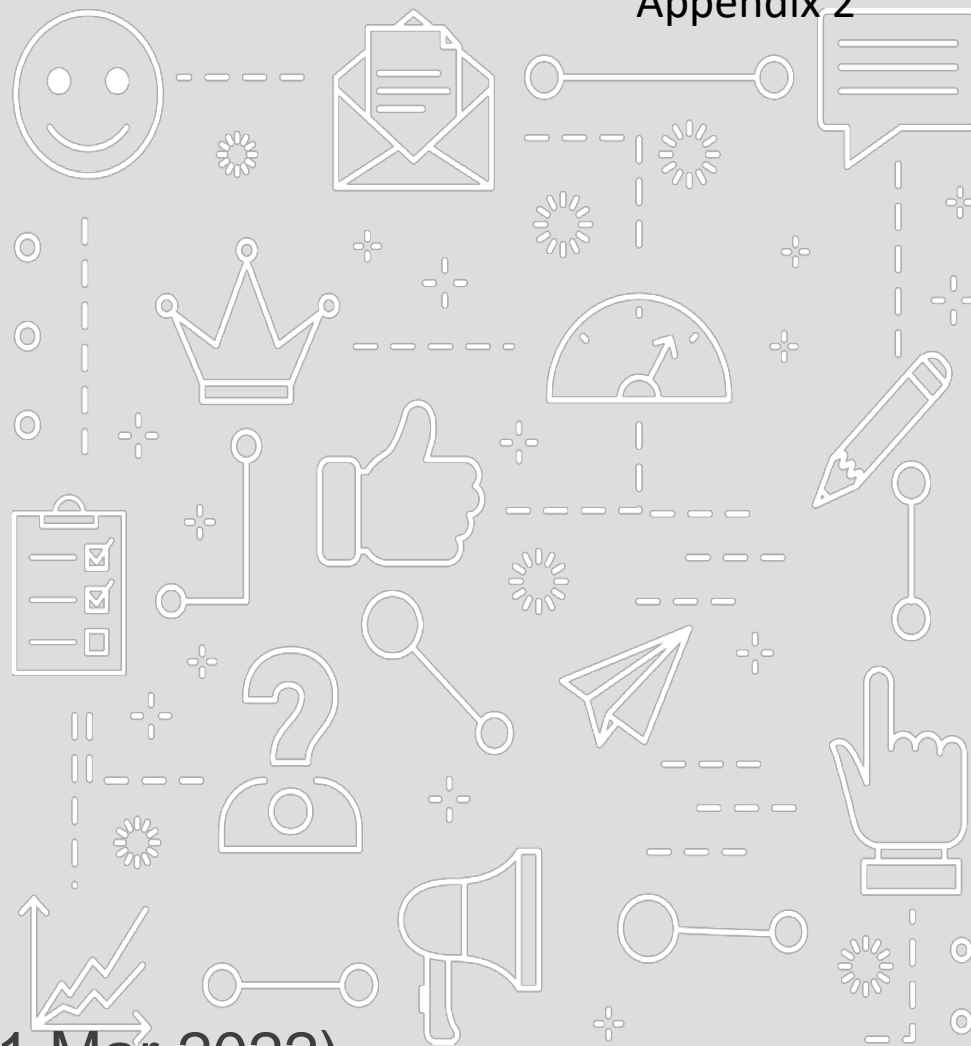
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FIRE AND RESCUE SERVICE

Appendix 2

Performance Report

Quarter 4 2021-22 (01 Jan – 31 Mar 2022)

Report of the Assistant Director: Prevention



Incident Overview

Q4 2021-22 (01 Jan – 31 Mar 2022)



All Incidents

Total
1,853

Change since Q4 2020-21

↑ 21%

Significant increase on Q4 2020-21, and continues to average about 1,674 per Q4 over the last 5 years. The Service also attended 6 'Over The Border' incidents.



Fires

357

↑ 9%

Although there is an increase compared to last year, the number of fires are similar to Q4 2019-20 (370 incidents).



Special Services

657

↑ 39%

While there is an increase of 39% compared to last year, there is a decrease of 22% compared to Q4 2019-20 (799 incidents).



False Alarms

839

↑ 14%

Significant increase on Q4 2020-21, and continues to average about 759 per Q4 over the last 5 years.

District Overview

Incidents per District Q4 2021-22



Fire



Special
Service



False
Alarms



All
Incidents

Change since
Q4 2020-21

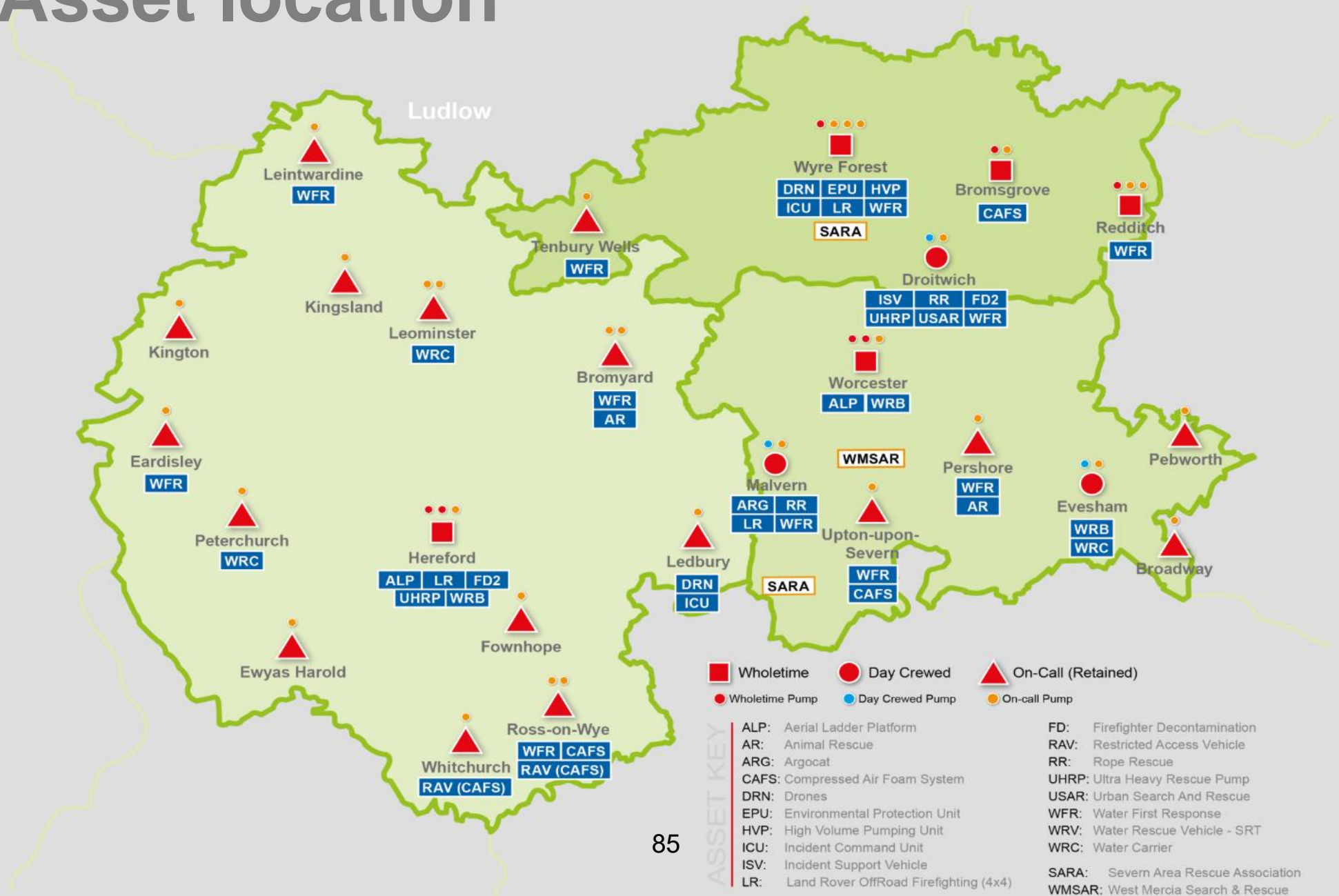
North District	153	251	311	715	↑ 10%
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South District	106	243	318	667	↑ 29%
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West District	98	163	210	471	↑ 26%
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Total	357	657	839	1,853	↑ 21%
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Asset location



Prevention

Fire Prevention Checks Completed

Q4 2021-22

Q4 2020-21

Home Fire
Safety Visits

545

398

Equipment
Only Checks

230

166

Total Checks

775

564

Safe and Well Check Survey Q4 2021-22

Proportion of Positive
Responses

100%

The number of fire prevention checks have continued to increase since the easing of lockdown and the number of referrals from partner agencies gain momentum.

There had been a restricted number of visits to people's home during the first lockdown, but these have now steadily increased, 775 checks were carried out during Q4 2021-22, an increase of 27%.

We have increased capacity in the Prevention department to undertake more prevention checks.

We continue to work closely with partner agencies and gather feedback from service users on visits we undertake.

Protection

Inspections Completed

	Q4 2021-22	Q4 2020-21
--	---------------	---------------

Risk Based Inspection Programme	483	246
.....		

Total Enforcement Activity	20	4
.....		

Post Fire Audit	39	21
-----------------	----	----

Post Fire Audit Survey Q4 2021-22

Proportion of
Positive Responses

88.89%

The Risk Based Inspection Programme (RBIP) are inspections carried out by specialist qualified Fire Safety staff. Operational staff are also being qualified to support this programme from April 2022.

In Quarter 4 Protection has recently introduced a new 0808 dedicated phone number for business safety related queries.

New building safety legislation has also been introduced, and the department is proactively identifying business leads to highlight their fire safety responsibilities and offer support and signposting to other assistance where needed.

Response - Fires



Primary Fires

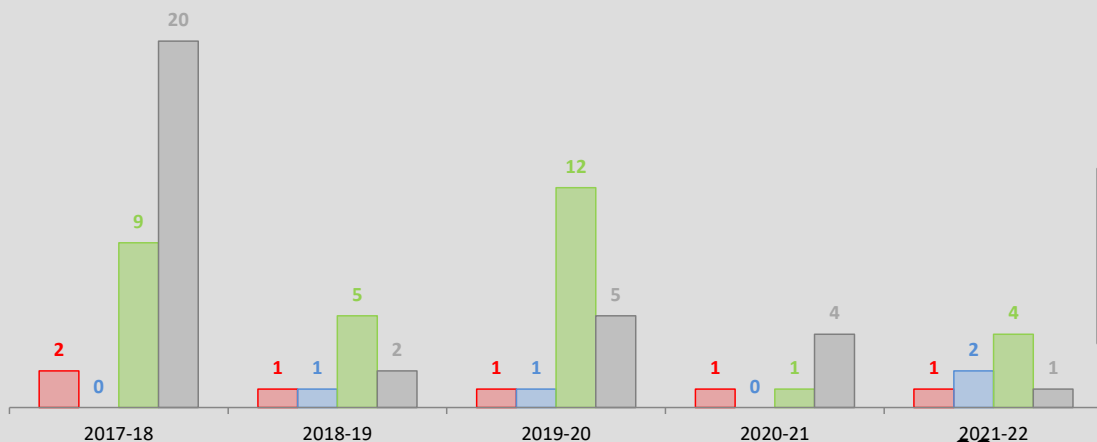
203

Primary Fires	Q4 2021-22	Q4 2020-21	Change	
Building Fires	136	110	+26	+24%
Outdoor Fires	22	18	4	+22%
Vehicle & Transport Fires	45	38	7	+18%
Total	203	166	+37	+22%

The number of Primary Building Fires has risen by 22% compared to Q4 2020-21. Vehicle and Transport Fires has also increased compared to Q4 2020-21, Outdoor Fires has also increased by 4 compared to last year.

Primary Fire Injuries and Fatalities

■ Fatalities
 ■ Victim went to hospital, injuries appear Serious
 ■ Victim went to hospital, injuries appear Slight
 ■ First Aid



Secondary Fires

125



Secondary Fires	Q4 2021-22	Q4 2020-21	Change	
Grassland, Woodland and Crop	54	40	+14	+35%
Other Outdoors (including land)	39	36	3	+8%
Outdoor Structures	20	21	-1	-5%
Buildings & Transport	10	5	+5	+100%
Outdoor Equipment & Machinery	2	4	-2	-50%
Total	125	106	+19	+18%

There was a 18% increase in Secondary Fires compared to Q4 in 2020-21. There was no identifiable pattern to the overall increase. However, there in a decrease in outdoor equipment & machinery incidents by 5%.

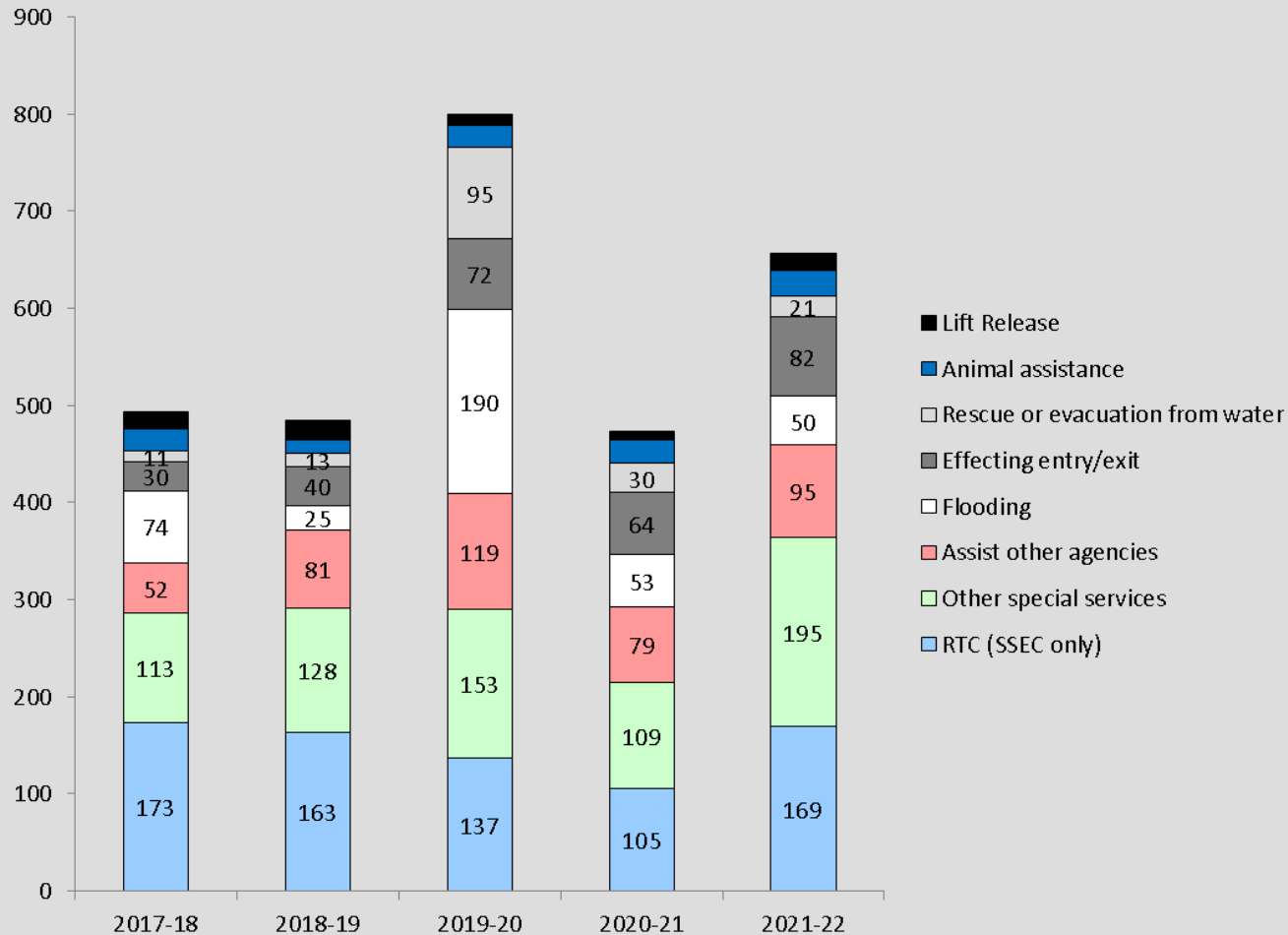
There were 8 incidents in Q4 2021-22. where more than 5 pumps attended, 6 primary fires, 1 false alarm and 1 special service.

There was 1 fatality in primary fires recorded in Q4 2021-22, 2 victims had to visit hospital with a serious injury and there were 4 victims who had to visit hospital with slight injuries.

Response – Special Services



657
Special
Service
incidents
in Q4
2021-22



RTC (SSEC only) means that a road traffic collision was classified as a special service incident type; if a fire was associated with a road traffic collision, then the incident would be classified as a fire and not included here.

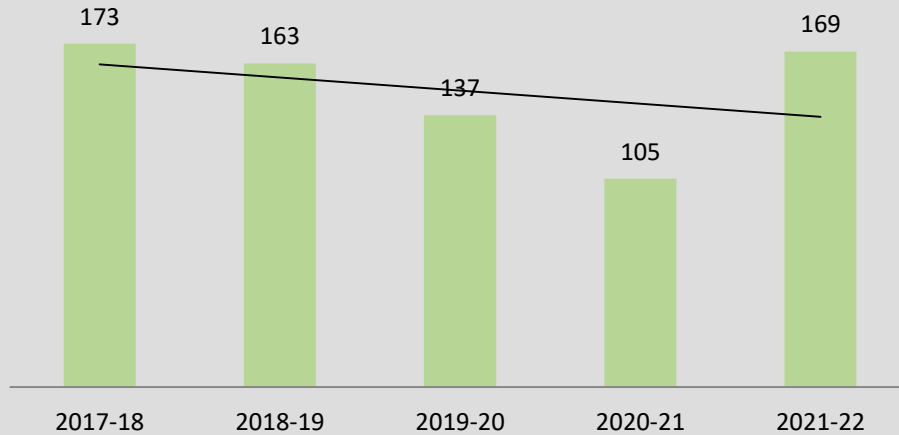
Other special services include following categories: Making Safe - not RTC (47), No action - not false alarm (26), Removal of objects from people (23), Suicide/attempts (20), Other rescue/release of persons (19), Spills and Leaks - not RTC (15), Hazardous Materials incident (12), Advice Only (11), Other Transport incident (7), Medical Incident - First responder (7), Removal of people from objects (6), Medical Incident - Co-responder (2), Evacuation - no fire (0), Water provision (0), Stand By (0).

Response – Road Traffic Collisions



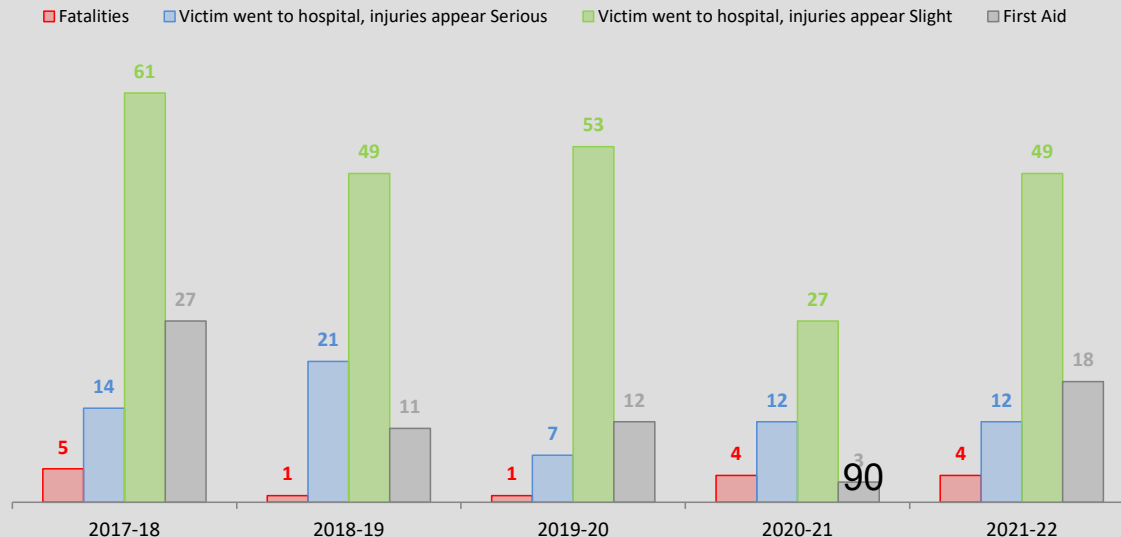
169
RTCs

Total RTC Incidents



Whilst the number of RTC incidents showed an overall increase of 61% over Q4 in 2021-22, this is largely a reflection of the population getting used to road use following the first/second Covid-19 national lockdown in 2020. The number of RTC incidents show a gradual return to pre-lockdown levels.

RTC - Injuries and Fatalities



RTC slight injuries and number of the first aid given increased in Q4 2021-22 due to increased road use when compared to the reduced road use following the lockdown restrictions in 2020.

Response – Attendance Standard



	Q4 2021-22	Q4 2020-21
Primary Building Fires	136*	110*

Attendance Standard
First fire appliance attendance at Primary Building Fires within 10 minutes



Attendance within 10 minutes **78 57.35%** **48 43.63%**

Attendance outside 10 minutes **57** **61**

* One report was discarded due to missing information.

Average Attendance time (min:sec)** **10:26***** **11:59*****

** Time of call to arrival at scene.

Call handling time	01:49	02:02
Turnout time	02:13	03:20
Travel time	06:23	06:37

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

Reasons for not meeting Attendance Standard

Travel distance to the incident	
Turn in time (On-Call and Day crew only)	
Responding at normal road speed (AFAs)	
Appliance not booked in attendance	
Other	91

No. of incidents

29
9
9
1
9

Response - On Call Appliance Availability



First On Call Appliance **85.43%**

All On Call Appliances **75.09%**

**First On Call
Appliance
Availability
Q4 2020-21** **92.21%**

On Call Appliance Availability Q4 2021-22

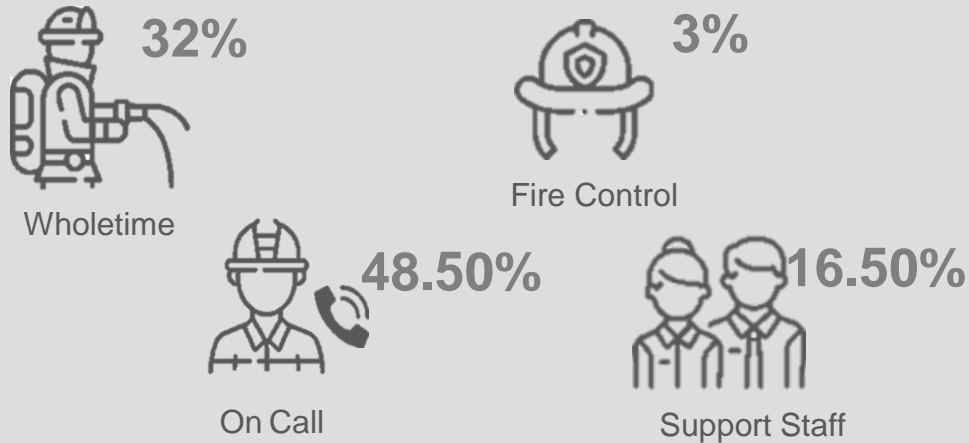
For Q4 2021-22, the first On Call appliance availability was 85.43%.

When looking at all On Call appliance availability for each fire station, there have been some changes since the previous year:

- Pebworth, Evesham, Hereford and Peterchurch have dropped below 85%
- Pershore, Malvern and Bromsgrove has dropped below 75%
- Worcester has increased to above 85%
- Broadway continued to have the lowest availability, 47.56%
- Ross-on-Wye continued to achieve the highest availability 100%

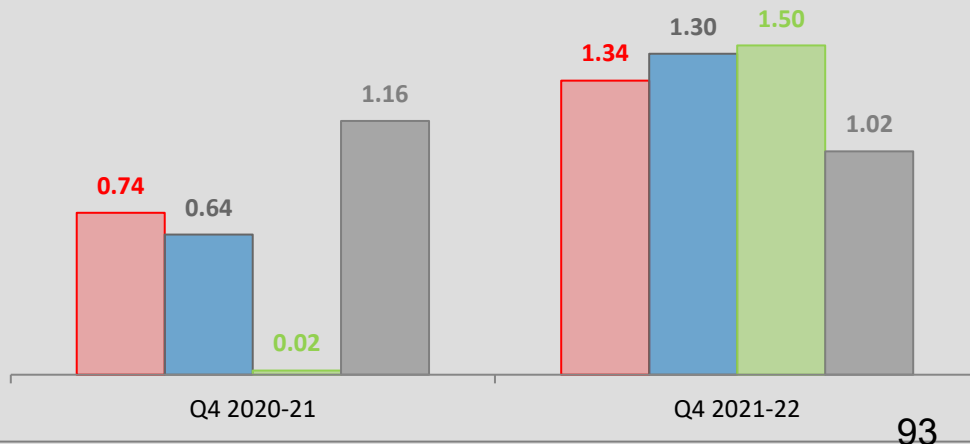
People

Overall Workforce Profile



Days/Shifts Lost Per Person

■ All Staff ■ WT ■ FC ■ Support Staff



*All sickness data do not include Covid-19

**Long Term Sickness is 28 calendar days or more

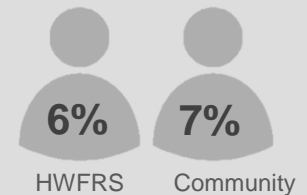
Equalities



1% decrease in female representation since Q3 2021-22

Ethnicity

Same level of ethnic minority representation as Q4 2020-21



Total Days/Shifts Lost *

	Wholetime	Fire Control	Support Staff
Short Term Absence	0.63 42.80%	0.72 47.97%	0.40 39.62%
Long Term Absence **	0.84 57.20%	0.78 52.03%	0.62 60.38%

Top 3 Reasons for Absence

- Hospital/Post Operative
- Respiratory - Cold/Cough/Influenza
- Mental Health - Anxiety

Report of Assistant Chief Fire Officer/Director of Prevention and Assets

Property Update

Purpose of report

1. To provide an update for Members on the current property programme.
-

Recommendation

It is recommended that the property update and progress is noted.

Background

2. Due to the number of property projects that are now moving forward and the significant expenditure that will be incurred, the Policy and Resources Committee will be provided with regular updates on progress.

Budgets

3. Recent reports to the Committee have referenced the UK construction tender price index, and the associated inflationary pressures being seen across the building sector. Taking this into account the Treasurer is building in contingency funds in anticipation of our current capital build programme. Members will be updated as the projects develop, with particular regard to the largest projects, notably Redditch and Hereford fire station builds.

Property Update

4. **Broadway Fire Station:** A separate paper concerning Broadway Fire Station has been prepared for Members. A contractor has been selected, and we are now finalising the contract with a view to work commencing on-site in October/November.
5. **Redditch Fire Station:** The replacement of Redditch Fire Station has been part of the Authority's approved capital programme for several years. In collaboration with West Mercia Police, the Service has developed plans to provide a joint Fire and Police facility, building upon the concept of the Bromsgrove joint Fire-Police station.
6. The property update to Policy and Resources Committee Members in May 2022 noted that a detailed planning application was submitted on the 17th December 2021 to the local authority. Interviews were held with four potential contractors in January via a construction procurement framework, and the selected contractor is currently working with the design team to develop the detailed

designs and specifications, and prepare final project costs. Members were briefed at the June Fire Authority meeting that planning permission had been approved on the 8th June 2022 by Redditch Borough Council.

7. **Hereford Fire Station:** Following approval to progress the redevelopment of Hereford Fire Station at St Owen Street, a high-level feasibility options appraisal of the existing fire station site has been completed, along with a number of surveys of the site. The preferred option proposes a new four bay fire station with associated accommodation, improving access and egress from the site and enhancing car parking, rebuilt on the current site.
8. It was reported to the Policy and Resources Committee in May that architects had been selected following a tender process, and have commenced the next design stage to enable a planning application to be submitted to the local authority within six months. Final surveys and assessments have been completed during August, and a formal planning application will be submitted in September. Staff at the site have already been extensively consulted and as the planning application progresses staff will continue to be engaged, as well as ensuring that all other appropriate local stakeholders are briefed on the proposals.
9. **North Herefordshire Strategic Training Facility:** At the last Policy and Resources Committee it was reported that architects had been selected via a tender process to progress the project to planning. This has included consultation with staff and the completion of additional surveys on-site, together with a full building survey of the existing Police station. The Police and Crime Commissioner has given provisional agreement in writing to permit the use of the site and a legal agreement is currently being developed. Design proposals are progressing, although due to existing site services and discussions with West Mercia Police, the proposed layouts have been amended slightly. The previous update stated that a planning application would be prepared within six months, and the design team are eager to submit in late October.
10. **Relocation of Training Centre to Wyre Forest Fire Station:** The architects who completed the Wyre Forest scheme have visited the existing Training Centre in Droitwich and met with the centre managers to commence initial scoping works, and formulate accommodation schedules for the proposed requirements of a new facility. A number of layout options have been received, and comments returned. The design team are now preparing final spatial layouts for further comment. We will update the Policy and Resources Committee on progress as final options are determined.
11. **Planned and reactive property maintenance:** General maintenance and building works continue across the Service's estate. Notably, the significant refurbishment of Pershore, Ledbury and Leominster fire stations has now been completed. A proposed design for a front extension and refurbishment of Leintwardine Fire Station has been progressed, and consultation with local residents will be carried out in September. The contract for routine repair and maintenance works has recently been re-tendered and has been awarded to CBRE, who are a major property services company.

Site Disposals

Former Kidderminster Fire Station

12. As reported at the last Policy and Resources Committee meeting, the previously agreed sale of the site is no longer proceeding. Officers are now arranging for a ground investigation survey to be undertaken in order to provide greater certainty to prospective purchasers and the site will then be re-marketed.

Conclusion

13. The property, development and maintenance programme is extensive and complex, but is moving at pace. Members will need to be mindful of the volatile and changing construction industry, combined with rapidly increasing costs of materials. Officers are progressing all property related matters as quickly as resources permit in order to mitigate these costs wherever possible.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	Note reference to the UK construction tender price index, and the associated inflationary pressures being seen across the building sector.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Details underpin a number of key property priorities for the Authority.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter).	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?).	None.



Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 20 July 2022, 14:00

Chairman: Mr M Hart

Vice-Chairman: Mr A Amos

Minutes

Members Present: Mr D Boatright, Mr S Bowen, Mr M Hart, Mrs E Marshall, Ms N McVey, Mr R J Morris

244 Apologies for Absence

Apologies were received from Cllr A Amos, Cllr B Brookes, Cllr B Clayton, Cllr I Hardiman, Cllr A Hardman and Cllr D Toynbee.

245 Named Substitutes

There were no named substitutes.

246 Declarations of Interest (if any)

There were no interests declared.

247 Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 20 April 2022 be confirmed as a correct record and signed by the Chairman.

248 External Audit Plan (2020/21 Accounts)

The External Auditor, Grant Thornton UK LLP presented the Audit Plan which set out the work to be undertaken in 2022/23 in respect of the 2021/22 Audit.

Members noted that the Accounts would be signed off by the end of November as per the statutory deadlines for this year.

RESOLVED that the External Audit Plan 2022/23 (2021/22 Accounts

(including proposed Audit Fee) be noted.

249 Informing the Audit Risk Assessment 2021/22

The External Auditor, Grant Thornton UK LLP presented Members with the Audit Risk Assessment report.

Members were pleased to note that there were no specific risks highlighted that were abnormal, or which caused the Treasurer or External Auditor particular concern.

RESOLVED that the External Auditor's "Informing the Audit Risk Assessment" report be noted.

250 Internal Audit Annual Report 2021/22

The Head of Internal Audit Shared Service presented Members with the Internal Audit Annual Report 2021/22 which provided the overall results in terms of meeting Internal Audit's objectives as set out in the internal audit plan for 2021/2022, an audit opinion and commentary on the overall adequacy and effectiveness of the internal control environment and a copy of the current internal audit charter.

Members noted the Annual Report 2021/22, that the audit plan had provided an assurance level of "full" for three core financial areas, no limited or below assurance areas had been reported or any high priority recommendations had been made.

[Cllr D Boatright entered the meeting at 2.16pm].

RESOLVED that the Committee note the Internal Audit Charter, that the audit plan delivered in 2021/22 had provided an assurance level of "full" for three core financial areas and that no limited or below assurance areas had been reported or any high priority recommendations made.

251 Internal Audit Progress Report

The Head of Internal Audit Shared Service presented Members with an update in regards to the delivery of the Internal Audit plan 2021/22 and 2022/23.

Members noted the completion of the 2021/22 Audit plan and that there were no high priority recommendations to report.

RESOLVED that the report is noted.

252 Equality Objectives 2021-2025 – Update for Quarter 3 and Quarter 4 2021-2022

The Assistant Chief Fire Officer Ade Elliott presented Members with a summary of progress against the Service's Equality Objectives 2021 - 2025 for Quarter 3 and Quarter 4 2021-2022.

Members noted the priorities for 2022-23 and were pleased with the progress the Service continued to make in furthering the equality, diversity and inclusion agenda for the benefit of employees and the local community.

RESOLVED that Members note the progress made against the Equality Objectives 2021-2025 for Quarter 3 and Quarter 4 2021-2022.

253 Risk Management and Strategic Risk Register – Annual Update

The Assistant Chief Fire Officer Guy Palmer presented Members with an annual update on the Risk Management Framework and Strategic Risk Register.

Members noted the annual update and that any significant changes would be reported to the Committee in a risk update.

RESOLVED that the contents of the report be noted.

254 Prevention Cause of Concern – Action Plan Update

The Assistant Chief Fire Officer Ade Elliott presented Members with an update on the action plan created to discharge the Cause of Concern issued by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in relation to Prevention Activity.

Members were pleased with the work to date and noted that the key work streams on the Action Plan had been completed.

RESOLVED that the update on the action plan created to discharge the cause of concern in relation to Prevention activity is noted.

**255 Health and Safety Committee Update: January to March 2022
(Quarter 4)**

The Assistant Chief Fire Officer Guy Palmer presented Members with a Health & Safety update on activities and items of significance.

Members noted the contents of the report and that the next audit was

anticipated to be delivered during Quarter 2 of 2022-23.

[Cllr R Morris left the meeting at 15.02pm and returned at 15:04pm].

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

i) The involvement of the Service in Health and Safety initiatives

ii) Health and Safety performance information recorded during January to March 2022 (Quarter 4)

iii) Workforce Health & Well being performance (Quarter 4)

The meeting concluded with the Chairman of the Audit and Standards Committee thanking Keith Chance for his service and assistance to the Committee and wished him a very happy retirement.

The Meeting ended at: 15:14

Signed:.....

Date:.....

Chairman

Report of the Monitoring Officer

Urgent Decision Taken

Purpose of report

1. To advise Members of an urgent decision that has been taken since the last meeting of the Policy and Resources Committee in relation to the redevelopment of Broadway Fire Station.

Recommendation

It is RECOMMENDED that the decision taken under the Urgent Decisions Procedure to further increase the budget allocation for the redevelopment of Broadway Fire Station, be noted.

Introduction and Background

2. The Urgent Decisions Procedure has been adopted for occasions when it would be impractical to call a meeting of the Authority. The procedure is set out under Article 9.6 of the Authority's Constitution. Where the Monitoring Officer, in consultation with the Chairman, agrees the matter is urgent, the Chief Fire Officer will consult on the matter with Group Leaders and is then authorised to make a decision having regard to the outcome of the consultation. Finally, the use of the Urgent Decision Procedure is then reported back to the next meeting of the actual decision-making committee or to the Authority.

Urgent Decision

3. Members will be aware that recent Property Update reports have referenced the UK construction tender price index, and the associated inflationary pressures being seen across the building sector. This has had an impact on the projected costs for the redevelopment of Broadway Fire Station.
4. Due to tender cost variations and fixed tendering timescales for the project, and in accordance with the Urgent Decisions Procedure the Chief Fire Officer consulted the Chair and Vice Chair of the Authority, together with Group Leaders to agree the revised project costs.
5. The original budget allocation for the redevelopment of Broadway Fire Station was made in 2018, and increased by the Policy and Resources Committee in May 2022. However, we now have a revised tender sum for the works and the costs have

increased again, reflecting the state of the construction industry and current material costs at this time.

6. Ordinarily, we would report this further increase in cost to the P&R Committee, and seek additional budget approval. However, the acceptance period for the tender would have expired, and Officers were concerned that costs would have increased even further if a decision was delayed. It was therefore felt appropriate to deal with the matter under the Authority's urgent decision procedure. Details of the revised costs are included in a separate report on this agenda.

Conclusion/Summary

7. Following consultation with the Chairman, Vice-Chairman and Group Leaders, a decision has been taken in accordance with the urgent business procedure to further increase the budget allocation for the redevelopment of Broadway Fire Station in order that the scheme can proceed as quickly as possible.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	Note reference to the UK construction tender price index, and the associated inflationary pressures being seen across the building sector.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Details underpin a number of key property priorities for the Authority.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter).	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?).	None.