HEREFORD & WORCESTER
Fire and Rescue Authority

AGENDA

Policy and Resources Committee

Wednesday 4 September 2013
10.30 am

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

ACTION ON DISCOVERING A FIRE

1 Break the glass at the nearest **FIRE ALARM POINT.**
(This will alert Control and other Personnel)

2 Tackle the fire with the appliances available – **IF SAFE TO DO SO.**

3 Proceed to the Assembly Point for a Roll Call –

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

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

ACTION ON HEARING THE ALARM

1 Proceed immediately to the Assembly Point

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

2 Close all doors en route. The senior person present will ensure all personnel have left the room.

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

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Toilets – please ask at reception.

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- Automatic right to inspect background papers used in the preparation of public reports.

- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.

- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.

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

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

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

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

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

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

HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Service Headquarters

Hereford & Worcester Fire and Rescue Authority

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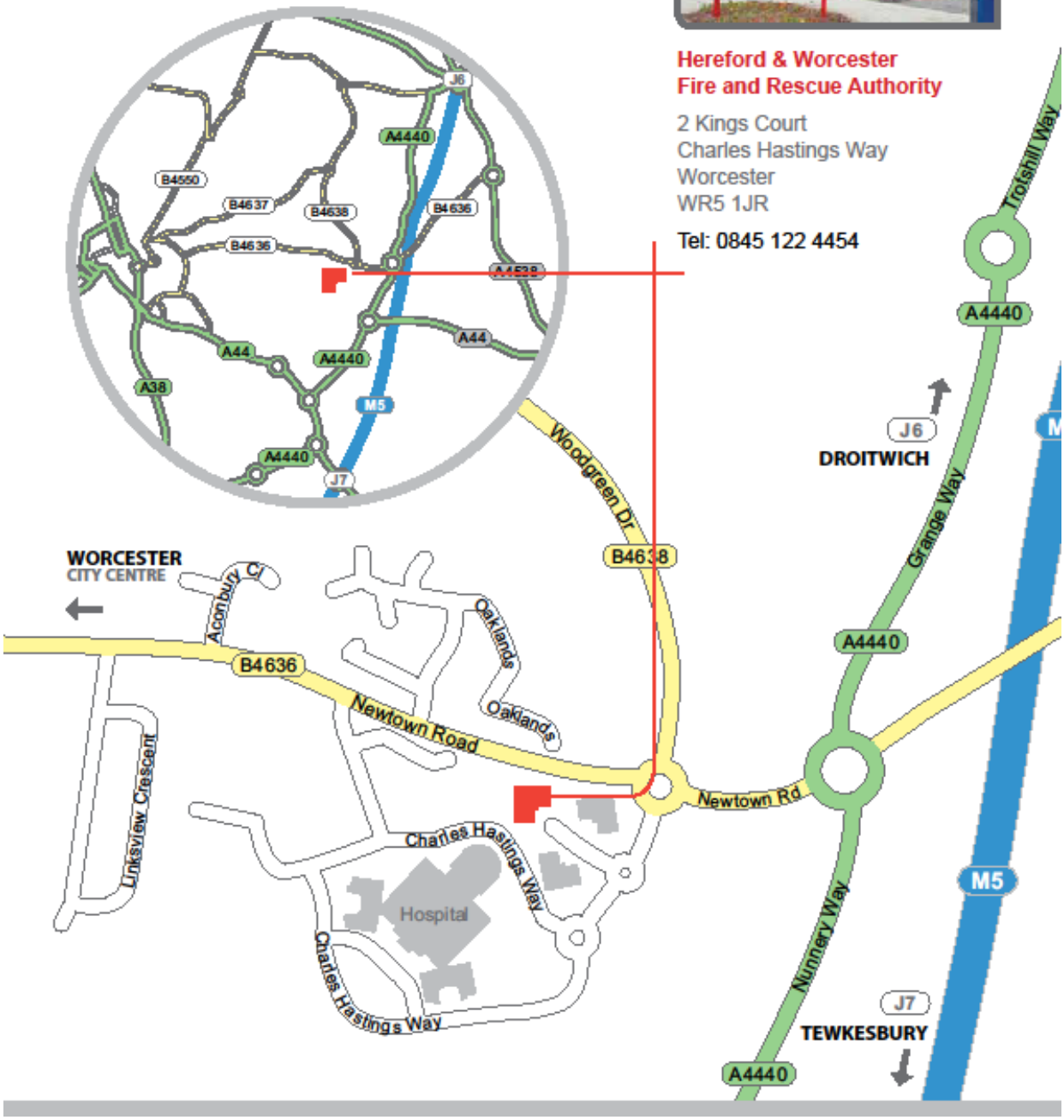

Hereford & Worcester Fire and Rescue Authority
Policy and Resources Committee
4 September 2013

Agenda

Councillors

Mr K Taylor (Chairman), Mr R Adams (Vice-Chairman),

Mr A Amos, Mr P Gretton, Mr A Hardman, Mrs R Jenkins, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs F Oborski, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

No.	Item	
1.	**Apologies for Absence** To receive any apologies for absence.	
2.	**Named Substitutes** To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3.	**Declarations of Interests (if any)** This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this agenda.	
4.	**Confirmation of Minutes** To confirm the minutes of the meeting held on 27 March 2013.	**1 - 3**
5.	**Facing the Future: findings from the Review of Efficiencies and Operations in Fire and Rescue Authorities in England** To consider the review of efficiencies and operations in fire and rescue authorities in England undertaken by Sir Ken Knight, former Chief Fire and Rescue Adviser to the Government, "Facing the Future" and approve the Authority's response.	**4 - 17**

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6.	**Asset Management Strategy: Provision of Accommodation for West Mercia Police at Service Locations** In line with the Service's commitment to the national Capital and Asset Pathfinder initiative, to gain approval to provide facilities accommodation for West Mercia Police staff at Fire Service Headquarters (SHQ) in Worcester and at other Service locations.	**18 - 20**
7.	**Merger of the Urban Search and Rescue Team into Droitwich Fire Station** 1. To gain approval to merge the Service's Urban Search and Rescue team with Droitwich Fire Station to create a single multi-functional operational unit. 2. To gain approval to transfer the government provided and maintained National Resilience Incident Response Unit and equipment from Droitwich Fire Station to Gloucestershire Fire and Rescue Service, subject to agreement by the National Resilience Board.	**21 - 28**
8.	**Automatic False Alarm (AFA) Reduction Policy** To propose formal adoption of the existing interim Automatic False Alarm Reduction (AFA) Policy into a new Policy.	**29 - 34**
9.	**2013/14 Budget Monitoring – 1st Quarter** To inform the Policy and Resources Committee of the current position on budgets and expenditure for 2013/14.	**35 - 39**
10.	**Treasury Management Activities 2012/13** To review Treasury Management Activities for 2012/13.	**40 - 49**
11.	**Fire and Rescue Authority Plan 2012-113 – Annual Performance Analysis** To provide the Policy and Resources Committee with a summary of annual performance against the Fire and Rescue Authority Plan 2012-13.	**50 - 71**
12.	**Quarter 1 Performance and Health and Safety Reports 2013-14** To note the key outcomes in performance in the first quarter of 2013-2014.	**72 - 96**

13.	**Urgent Decision Taken (2013/001)** To advise the Policy and Resources Committee of an urgent decision that has been taken since the last meeting of the Committee and to make changes to the Scheme of Delegations to address such matters in the future.	**97 - 99**
14.	**Equality and Diversity Advisory Group Update** To inform the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting on 16 July 2013.	**100 - 107**
15.	**Joint Consultative Committee Update** To inform the Policy and Resources Committee of the activities of the Joint Consultative Committee (JCC) since March 2013.	**110 - 112**
16.	**Health and Safety Committee Update** To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.	**111 - 115**

Hereford & Worcester Fire and Rescue Authority
Policy and Resources Committee
27 March 2013

Minutes

Members Present

Mr K Taylor (Chairman) Mr G C Yarranton (Vice-Chairman)
Mr T Bean, Mrs M Bunker, Mrs E Eyre, Brigadier P Jones CBE, Mrs J Potter, Mr D W Prodger MBE, and Mr R Udall.

No **Item**

1. Apologies for Absence

Apologies for absence were received from Mr J Campion, Mr A Hardman, Mrs M Lloyd-Hayes, Mr B Matthews and Mr D Taylor.

2. Named Substitutes

No substitutes were appointed.

3. Declaration of Interests (if any)

The Chairman invited Members to declare any disclosable pecuniary or other interests against any of the Agenda items. Councillor L Eyre declared an interest in agenda item number 6, Development at Evesham, as she is a member of Wychavon District Council.

4. Confirmation of Minutes

RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 23 January 2013 be confirmed as a correct record and signed by the Chairman.

5. 2012/13 Budget Monitoring – Third Quarter

The Treasurer presented a report that informed the Policy and Resources Committee of the current position on budgets and expenditure for 2012/13.

The Treasurer highlighted that the underspend was slightly better than that which had been forecast.

RESOLVED that the report be noted.

6. Development at Evesham

A report was considered that highlighted a proposal from Wychavon District Council to purchase the current Evesham fire Station site and re-provide a new fire station and training facility as part of a greater development plan for Evesham.

RESOLVED that:

(i) the Policy and Resources Committee agrees in principle to the proposed sale of the existing Evesham Fire Station site to Wychavon District Council on terms that allow for the provision of a new Fire Station and training facility; and

(ii) details of the proposed terms be reported back to the Policy and Resources Committee for approval following negotiation.

7. Property – Special Purpose Vehicle (SPV)

A report was considered that advised the Policy and Resources Committee of a proposal by the Worcestershire Partnership Executive Group (PEG) to explore the potential of a Property Services Special Purpose Vehicle (SPV).

The Chief Fire Officer presented the report and explained that the purpose of the SPV was to explore if there was a better way to deal with public property in Worcestershire.

RESOLVED that:

(i) the Policy and Resources Committee support officers of the Service in exploring the potential of an option of a joint Property Services Special Purpose Vehicle (SPV) between Worcestershire partners; and

(ii) if any proposals arising from this work show the potential to provide advantages for the Authority, these will be brought back to the Policy and Resources Committee for any approvals needed to proceed.

8. Regulation of Investigatory Powers Act 2000

A report was considered that asked the Policy and Resources Committee to approve the adoption of a policy regarding the authorisation of covert investigatory techniques under the Regulation of Investigatory Powers Act 2000.

The Clerk explained that whilst the Authority did not use covert surveillance powers they were nevertheless required to have a policy and procedure in place.

RESOLVED that:

(i) the draft policy on the use of the Regulation of Investigatory Powers Act 2000, including the appointment of 'Authorising Officers' and 'Senior Responsible Person' as contained therein, be approved; and

(ii) in accordance with the Home Office code of practice, an annual

report be made to the Policy and Resources Committee with a review of the policy and the Authority's use of powers under the Act.

9. Fire and Rescue Authority Plan 2012/13 Quarters 1 – 3 Performance Analysis

The Assistant Chief Fire Officer presented a report that provided the Policy and Resources Committee with a summary of Quarters 1 – 3 performance against the Fire and Rescue Authority Plan 2012-13.

In response to a Member's query the Chief Fire Officer commented that the Service was one of the top performers in the country with regard to the low number of malicious false alarms that it received. Also the number of Automatic Fire Alarm calls had decreased by 5.7% resulting in a lower number of fire engine journeys.

RESOLVED that the Policy and Resources Committee note the contents of this report.

10. Equality and Diversity Advisory Group Update

A report was considered that informed the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting on 6 February 2013.

RESOLVED that the Policy and Resources Committee note the content of this report.

11. Health and Safety Committee Update

A report was considered that provided the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.

RESOLVED that the Policy and Resources Committee note the contents of this report.

12. Joint Consultative Committee Update

A report was considered that provided the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.

RESOLVED that the Policy and Resources Committee note the contents of this report.

The meeting concluded at 11.50 am.

Signed: _____ Date: _____
Chairman

Hereford & Worcester Fire Authority
Policy and Resources Committee
4 September 2013

Report of the Head of Corporate Services

5. Facing the Future: findings from the Review of Efficiencies and Operations in Fire and Rescue Authorities in England

Purpose of report

1. To consider the review of efficiencies and operations in fire and rescue authorities in England undertaken by Sir Ken Knight, former Chief Fire and Rescue Adviser to the Government, "Facing the Future" and approve the Authority's response.

Recommendation

It is recommended that the Service's response to Facing the Future (attached as Appendix 1), be approved and submitted to the Fire Minister.

Introduction and Background

2. In December 2012, the Fire Minister, Brandon Lewis MP, commissioned Sir Ken Knight, the outgoing Chief Fire and Rescue Advisor, to conduct an independent review of efficiencies and operations in Fire and Rescue Authorities in England. His report, 'Facing the Future', was published in May 2013.

3. The terms of reference of the review were broad: to explore the activity of fire and rescue authorities and see what the scope for change might be without reducing the quality of front-line services to the public. It also looked at options for savings both within and beyond the current Spending Review period. Its findings are covered in five broad areas:

    - efficiency in the delivery of fire and rescue services;
    - deploying resources;
    - collaborating for efficiency;
    - driving efficiency; and
    - the future for fire and rescue.

4. In undertaking the review, Sir Ken conducted an examination of previous reviews of the fire and rescue service, prepared an analysis of expenditure and incident data over the last ten years, and held meetings with a number of fire and rescue authorities, representing a diverse geographical and industrial spread and a range of governance types (such as County, Combined and Metropolitan Authorities). Sir Ken also met with representative bodies and took submissions from other fire and rescue authorities and interested parties.

5. While the findings are addressed to the Fire Minister, there is much food for thought for fire and rescue authorities. The report makes no recommendations; rather it suggests that Government and local fire and rescue authorities consider their own

positions against the findings. A formal response by Government to the report will be published in autumn of this year.

Review Findings

6. In the course of five chapters covering the broad areas listed above, the review lists twenty-two key findings.

7. The findings are discussed in more detail in the Appendix to this report, but, in essence they reflect a view that fire and rescue authorities need to look very closely at their own efficiency, at their expenditure against risk and demand, and at their own willingness to transform themselves in the face of reducing financial resources and in the light of opportunities presented in such areas as sharing services and greater collaboration with other agencies, including the potential for mergers.

8. The review reflects that some authorities seem to be better at this than others and that this is an opportune time to share best practice and lessons, particularly those that may lead to greater economies of scale.

9. The areas addressed touch upon many issues that the Authority is already well aware of, and which are of particular significance as it looks to set out its plans for the next few years in the Community Risk Management Plan. For example, some of the issues that the Authority is already addressing and pursuing include innovative flexible crewing and staffing models, joint working with other fire and rescue services and collaboration with other blue-light services, including examining the potential for local merger.

10. The need to drive efficiency is highlighted throughout the report and given the present financial difficulties facing fire and rescue authorities this is understandable. This is an area in which this Authority continues to make significant progress: some £2.5 million revenue savings have been achieved since 2011/12, mostly through the reduction of workforce numbers (including senior and middle management, back office staff and through changes to crewing systems) and by cuts to spending budgets without any noticeable impact on the quality of services delivered for communities. The Authority continues to explore ways in which more can be achieved without affecting frontline services, but there is a limit to how far staff numbers and budgets can keep being cut back before they have to make a visible impact on the frontline.

Next Steps

11. Following the launch of the review, a teleconference with the Fire Minister and Sir Ken was held, in which senior officers of the Fire and Rescue Service participated. During this conference, the Fire Minister encouraged officers and Members to provide him with comments on the report, prior to publishing a formal response during the autumn of this year.
12. Senior officers have carefully considered all aspects of the report and how these relate to the Fire and Rescue Service. The attached Appendix sets out a response to Sir Ken's report.

Conclusion/Summary

13. While the findings are broad-brush in nature and addressed to the fire and rescue service as a whole, they do highlight concerns that all fire and rescue authorities are dealing with, and we can be grateful to Sir Ken for assembling them succinctly in one place and for providing his own considered perspective.

14. The Authority's priority continues to be to deliver a high quality fire and rescue service to people who live in Herefordshire and Worcestershire whilst providing excellent value for money. With the scale of reductions in funding over the next four or more years, the need to pursue greater efficiencies while still delivering a high quality service will remain a considerable challenge.

15. Subject to Member approval, it is proposed that comments in response to Sir Ken's review be sent to the Fire Minister, incorporating feedback from both Authority Members and Service personnel.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Entire 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 directly
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)	SMB consultation
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, not applicable

Supporting Information

Sir Ken Knight's report can be found at the following link: Facing The Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England

Appendix 1 – Response to Facing The Future
Appendix 2 – Crewing Systems within Hereford & Worcester Fire and Rescue Service

Contact Officer
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Appendix 1

A response to Facing the Future: findings from the Review of Efficiencies and Operations in Fire and Rescue Authorities in England

Sir Ken Knight's review provides much food for thought for fire and rescue authorities. We appreciate that the findings are broad-brush in nature and addressed to the fire and rescue authorities as a whole, but they do highlight concerns that all fire and rescue authorities are dealing with. We can be grateful to Sir Ken for assembling them succinctly in one place and for providing his own considered perspective.

In the following sections we provide our observations on the review findings, and highlight some areas in which our Authority is making significant progress and which will be of interest to the Fire Minister.

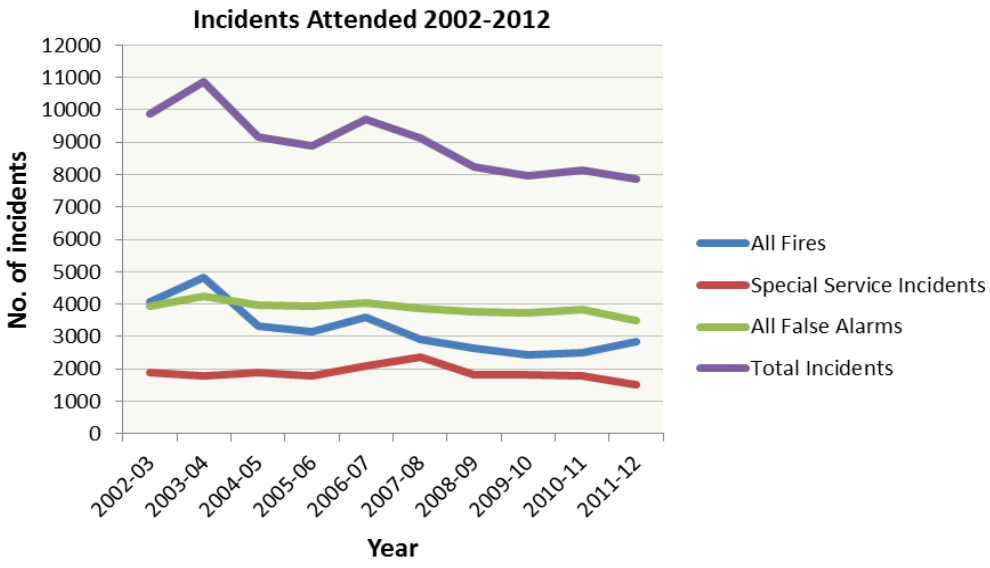
Chapter one: What is efficiency and how efficient is the delivery of fire and rescue services in England?

Key findings from the review

- *Deaths from fires in the home are at an all time low; incidents have reduced by 40 per cent in the last decade, but expenditure and firefighter numbers remain broadly the same. This suggests that there is room for reconfiguration and efficiencies to better match the service to the current risk and response context.*
- *Some fire and rescue authorities spend almost twice as much per person per year in some areas than others, but there seems to be little relationship between expenditure and outcomes.*
- *If all authorities spending more than the average reduced their expenditure to the average, savings could amount to £196 million a year.*

In this section, Sir Ken examines how risks have changed over time and in particular the dramatic fall in the incidence of fire. In our own Service, in the ten years to 2011/12 the number of incidents we've attended has fallen by 20%, and there's been a 30% fall in the number of fires (see figure 1 below). Deaths in accidental dwelling fires also remain very low at around 0.3 per 100,000 population over the last ten years.

Figure 1 – HWFRS Incident trends 2002-2012



The report appreciates the value of the prevention and protection work carried out by Fire and Rescue Services in helping to bring these numbers down, and this Authority is no exception. For instance, our community education and safety work with households, schools and businesses has helped to provide communities with a better understanding about the dangers of fire, water and roads, and we now carry out twice as many home fire safety visits as we did ten years ago and fit almost twice as many smoke alarms in houses.

The report also recognises the increasing shift from what were fire response organisations towards becoming more rounded safety and rescue organisations. This is mirrored in our own Service with the proportion of fire incidents against false alarms and special services falling from over 40% ten years ago to under 30% in 2013/14. However, there also needs to be a recognition of the different starting points of different authorities. Those with the 'worst' performance have the greatest potential for large improvements; those with historic good performance have the least potential for large improvement - this Authority is clearly in the latter yet we have still achieved significant improvements.

Sir Ken considers that there is a dilemma in that while incidents have fallen and risks are reduced, the levels of expenditure and staffing have stayed broadly the same. The review suggests that this is an area where further efficiencies can be made, but accepts that this is an overall observation that will not be true for all fire and rescue services. In our Service, we can certainly point to reductions in wholetime firefighting staff of 23% in the last ten years alone. Although we do not believe that there is a direct connection, it should be noted that this is in line with the reduction in our overall incidents of 20%. It should also be noted that this Service hasn't had primary wholetime crewing for any specialist appliances for many years, yet we understand this practice is still prevalent in some services – this Authority achieved those savings many years before what is now termed 'austerity,' yet appears to be viewed in the same manner as those authorities that are yet to make the same improvements.

Following our review of fire and emergency cover, which is currently underway, we expect more reductions in firefighter numbers, possible up to another 15% of existing numbers. Nevertheless, it should be stressed that firefighters are not only highly qualified and professional response personnel, but they are also fully involved within communities and with partners in promoting prevention, protection and local and national resilience services.

The report then compares how fire and rescue authorities spend their resources and finds variations in expenditure involved in providing broadly the same service. Sir Ken found that costs per head (i.e. per resident) ranged from £26 per year to more than £50. He found that the median or average cost was around £38 per resident per year, and that £196 million could be saved if the higher spending authorities brought their spending down to the average. It is understandable that costs vary (perhaps not by the degree found) due to local factors and in this Authority's case providing adequate fire cover to our sparse population in such a large geographical area certainly costs more than providing cover in a smaller geographical area.

For our Authority and using the same financial year as Sir Ken's analysis, we already provide our services at an average cost of £38 per resident per year. But the government grant per head must also be considered in a rounded discussion on this subject. This Authority received the second lowest grant per head of population at £14.03 per head compared to the average of £20.24, with the highest grant per head being £35.96. Our local council tax payers, on this basis, are subsidising other areas of the country, which is very difficult to understand. On occasions, judgement of financial efficiency is made based upon the level of precept, yet this Authority's precept is set at its current level to make up the short-fall of government grant. Should this Authority receive just the average government grant per head of population, the Authority could reduce its precept by £13.64 (22%) per Band D property and make us one of the lowest precepts in England.

All that being said, this Authority is always seeking avenues for finding further efficiencies to bring costs down, particularly at a time when budgets are under severe pressure. We always remember that as a public service we have a responsibility to make sure we spend every penny wisely, but as an emergency service we have an obligation to keep our communities and firefighters as safe as we can.

Chapter two: Deploying resources

Key findings from the review

- *Fire and rescue authorities have transformed themselves from organisations that dealt with fire response to organisations also covering preventative and wider rescue work and they have succeeded in reducing incidents. They now need to transform themselves again to reflect the completely different era of risk and demand.*
- *The focus for the future must be on protecting front-line services; this does not mean a protectionist approach to jobs. Avoiding redundancies, station closures or reductions in fire engines is often the focus for elected members and officers, and there is anecdotal evidence of some self-censorship by Chief Fire Officers.*
- *Innovative crewing and staffing models are being pursued, and there is some evidence that these are being shared – but there is little evidence of areas implementing learning from others.*
- *Increasing the total 'on-call' firefighters nationally by just 10 percent (to 40 percent) could provide annual savings of up to £123 million. All fire and rescue authorities must consider whether 'on-call' firefighters could meet their risk – it is an invaluable cost-effective service.*
- *£17 million could be saved if authorities adopted the leanest structure in their governance types.*
- *The Grey Book can lead to some self-limitation by leaders not to introduce change that would require lengthy negotiation. It should be reviewed.*
- *Authorities are right to capitalise on their reputation to help deliver other services to hard-to-reach communities. But this should only be where they are commissioned to do it, or have identified a clear cost benefit to their own aims.*

This section looks at the opportunities for efficiencies in how Services manage their staff and resources, how prevention work is used to reduce risk and at the wider community role that fire and rescue services play. A key area that Sir Ken focuses on is a seeming reluctance of some authorities to accept that protecting frontline services is not the same as protecting frontline jobs.

Hereford & Worcester Fire and Rescue Authority has already made cuts in frontline jobs, and it is highly likely that there will be more cuts to frontline jobs in the coming years. In the current financial climate, it cannot be avoided – natural wastage, frozen recruitment, and cuts away from the frontline will not make up the gap between what the Authority needs in order to deliver its services and what it will have available to do so. However, the Authority is exploring all possible ways to do this and protect frontline services at the same time. For instance, a recent change to the crewing system at Bromsgrove fire station does not change the frontline service we deliver, but it does reduce the number of wholetime firefighters by fifty percent. This is protecting the frontline, but removing jobs.

This chapter highlights a number of case studies regarding how some authorities are exploring ways of targeting risk in ways that improve how their prevention and protection work is delivered. These studies also demonstrate more flexible crewing models, including self-rostering and changes to flexible duty system for officers, which are opening up more effective and efficient ways of providing fire and emergency cover. Other studies highlight the use of volunteers in prevention activity, and how some authorities are increasing the proportion of on-call firefighters and different

types of response vehicles to help to provide a more cost-effective service. This Authority is active in all these areas, but it is worth noting that this Authority has at least one on-call crew at every fire station and that with the forthcoming budget reductions it is highly unlikely that we'll be able to increase any type of firefighting staff. It is more than likely that on-call staff will have to be reduced as well as wholetime staff – there doesn't appear to be an either/or choice in this Authority, which already has very large numbers of on-call firefighters.

These are all areas in which the Service has already made significant advances, and the Authority is able to share its progress with the Fire Minister and with other fire and rescue authorities. Two further examples will also be of interest: the implementation of our new automated false alarm (AFA) policy has led to a significant fall in our attendance at AFAs – a fall of over 20% in one year (2011/12 – 2012/13); and our 'signposting' referral service helps to improve the lives of vulnerable people by creating a gateway for many partner organisations working together in areas such as home safety and security, personal care, and financial and social independence.

Chapter three: Collaborating for efficiency

Key findings from the review

- *The 46 fire and rescue authorities, each with different governance structures, senior leaders, and organisational and operational quirks does not make for a sensible delivery model. Mergers can be a solution, but there is a lack of local political appetite and incentive to combine.*
- *There is widespread duplication of effort in the design, commissioning and evaluation of fire-specific products. A greater level of trust between authorities is needed to ensure the rapid spread of good ideas and proven technology.*
- *The challenge for fire and rescue authorities is to accept that to achieve interoperability, we all need to forgo an element of customisation. What I've seen throughout this review is that fire and rescue authorities are not yet prepared to take this step – but I hope that the future holds greater pragmatism.*
- *Collaboration, co-responding and co-location with other blue-light services does happen and can deliver efficiency through consolidating public sector assets as well as closer working. But progress is patchy and driven or hindered by local relationships.*

This section looks at opportunities for structural, operational and organisational collaboration between fire and rescue authorities, and at opportunities for fire and rescue to look beyond its borders and collaborate with other blue-light services. The report recognises the difficulties involved, but it sees collaboration as the answer to improving the service, making services interoperable and reducing duplication of spend.

Similar to other fire and rescue authorities, this Authority has explored the potential for collaboration. There have been discussions over recent years between ourselves and neighbouring fire services given the potential synergies and improvements that could be achieved through combination or merger. However, recently there is a strong momentum in the current discussions and, given the additional savings and protection for frontline services that this could achieve, this Authority believes a mutually beneficial merger with another Authority would provide significant benefits in the short, medium and long term.

In terms of operational collaboration, we already have a joint emergency call handling and mobilising project with Shropshire Fire and Rescue Service, which is already realising cost savings, but also providing an improved and more resilient fire control service. We are also developing our approach to Incident Command with other fire and rescue services to ensure that there is a common collaborative approach to operational incident management. There continues to be a strong collaborative culture in our work with partners in the Local Resilience Forum which is helping to drive further joint working between agencies. A further example, which will be of interest

to the Fire Minister, is our three new locally-based Strategic Training Facilities, which provide firefighters with the opportunity to gain and practice crucial skills in highly realistic conditions. We are seeking opportunities to further enhance this by sharing training expertise and facilities with other fire and rescue services.

The new joint Fire and Police station in Bromsgrove is an excellent example of organisational collaboration that not only brings partners together, but reduces running costs and frees up capital through the sale of surplus property. This partnership with the Police is likely to expand with Police Officers having access to a number of our more rural fire stations and perhaps a permanent base in our fire service headquarters. We continue to explore opportunities to improve the use of public sector assets through our work with partners in Worcestershire's Capital and Asset Pathfinder programme. We have also recently developed a working arrangement with West Midlands Ambulance Service in which they provide trauma instructor courses in return for sharing our training facilities.

Chapter four: Driving efficiency

Key findings from the review

- *The major driver for change has been reduction in central government funding and the freeze in local council tax revenue. Fire and rescue authorities spend to their budgets, not to their risk. How to use funding to incentivise further change must be a key consideration for government.*
- *Fire and rescue authority reserves increased from just over £200 million to more than £400 million in 2008-2012. These levels are well above the average for local authorities (including police). Prudent reserves should be held, but funding reductions were backloaded to enable authorities to invest in service transformation – reserves should be used to invest in spend-to-save projects.*
- *Authority Members need greater support and knowledge to be able to provide the strong leadership necessary to drive efficiency. Scrutiny of authorities and services varies considerably, some more robust than others. Elected Members must ensure that local people understand their service and encourage an informed debate about change.*
- *Greater sector leadership is needed to drive through a culture of learning from good practice and challenging services to rise to the level of the best.*

This section looks at what is driving efficiency in the provision of fire and rescue services and how it can be further encouraged. It looks in particular at funding issues, accountability and the role of national leaders.

Certainly, the budget challenge following the 2010 Spending Review is having an impact on the Authority as it strives to balance resource against risk. Government grant is reducing, funding from council tax remains static and inflation is rising, and unlike some authorities referred to in Sir Ken's report, we have maintained our reserves at a low but prudent level. When comparing this Authority to Sir Ken's report it should be noted that this Authority has levels of general reserves at only 4% of revenue budget – one of the lowest levels of all Fire Authorities in England. We note that many other fire authorities have levels of reserves way beyond those of this Authority. Nevertheless, we do not believe that solely seeking efficiencies as a result of the funding situation is a sustainable approach. Rather we put the emphasis on improving the services we deliver while also achieving efficiencies. Some areas in which we are doing this have been highlighted in the previous sections.

Our forthcoming Community Risk Management Plan (our term for IRMP), which incorporates our review of fire and emergency cover, is an example of increasing accountability in our Service. Members have been involved throughout its development stages including workshops and seminars with senior managers, so that there is a shared understanding and ownership between

the Authority Members and Service managers. We are also developing an extensive consultation programme that does not just look at the implications of change on the Service as a whole, but also looks at the local impacts in fire station areas and neighbourhoods.

We are strong advocates of peer review. A recent external audit of our operational service delivery gave assurance that the Service's processes were efficient, effective and robust. The team that came to these conclusions was unique amongst those fire authorities that have had an audit in that it contained a local business representative and a member of the local Police; the audit was designed to assist this Authority with collaboration with another Authority. It found that the Service continues to make progress with considerable improvements in many areas and provides good overall performance. It also found some areas that need looking at, which we welcome as an important critical challenge to our overall performance.

Chapter five: What is the future for fire and rescue?

Key findings from the review

- *Where fire and rescue authorities can provide business cases for local merger, showing clear, achievable efficiencies, central government should step forward to provide financial support for transition.*
- *The potential savings identified in this review are unlikely to be sufficient for some fire and rescue authorities to be able to live within their reducing budgets.*
- *The scale of change needed to fully transform the fire and rescue service is unlikely to be achieved through local action alone. But authorities should not wait for national action before fully exploiting the large number of opportunities already within their grasp.*
- *National level changes to enable greater collaboration with other blue-light services, including through shared governance, co-working and co-location, would unlock further savings.*

The final section of the report concentrates on the future and potential changes to the context in which fire and rescue authorities will operate, and presents a number of possible future operating models. These are interesting ideas worthy of further elaboration and consideration.

We would agree that the fire and rescue service that people see now will not be the same as what they will see in future years. Improved understanding of risk, changes in technology and improvement in training and firefighting techniques will all have a bearing on the future shape of the Service. We also have to bear in mind the changes outside the fire and rescue service that will have an increasing challenge – issues such as the ageing population and the increasing unpredictability in the weather.

For our Fire and Rescue Authority, we will be providing some services differently, and we may need to consider whether it is still appropriate to continue providing others. We are likely to be doing more prevention work within communities through our partner agencies, and we may find it more effective and efficient to combine some of our services with other fire and rescue services, or other organisations may be involved in delivering some of what we currently deliver. As mentioned previously, this Authority is pursuing an agenda that includes a strong potential for merger and, as Sir Ken suggests, we will be challenging government to assist in this quest. There is no doubt in this Authority's view that should the merger agenda be pursued, it could succeed or fail based upon support from central government.

The report notes that the scale of change may require significant national support, and it is welcome to see the recent Government announcement of two new funds to support such change, although their implementation is nearly two years in the future.

As a final thought, we wish to raise the issue of the failure of successive governments to recognise good performance and financial prudence in grant formula settlements. As recognised above, this

Authority has one of the lowest grant settlements per head, has one of the lowest levels of reserves and yet still performs to one of the highest standards. There appears to be no recognition of these facts, especially when it is seen that those authorities at the other end of the spectrum receive similar or often better settlements.

Overall, Sir Ken's report has given this Authority much food for thought and we wish to reiterate that we very much welcome both the contents and the opportunity to comment. We trust that our response will also give government and the Minister more food for thought.

Appendix 2

Crewing Systems within Hereford & Worcester Fire and Rescue Service

Wholetime (WT)

Fire engines crewed by wholetime crews are available day or night within 90 seconds of the 999 call coming into a station notifying the crew that a fire engine is needed. These staff are full-time employed personnel who work an average of 42 hours per week on a fire station in shifts. There are 4 fire stations which use wholetime crews: Hereford, Kidderminster, Redditch and Worcester.

These crews are grouped into Watches (or shifts) called Blue, Green, Red and White.

Retained Duty System, RDS (On-Call)

Fire engines crewed by on-call crews are available within 6 minutes of the alert being sent to the crew. RDS provide cover from their homes or place of work, within 5 minutes of the station. Each station has a pool of usually between 12 and 22 on-call firefighters living or working locally, who provide varying levels of contracted On-Call cover. Aside from emergency calls and essential work, these staff are usually only on station working for approximately 3 hours per week and on some weekends, usually for training. These workers are defined as part-time staff due to their limited time at work, however many of these staff offer up to and in excess of 120hours On-Call cover per week.

Day-Crewing Plus (DCP)

The wholetime fire engine at Bromsgrove will be crewed using the Day-Crewing Plus system from April 2014. Fire engines crewed using the Day-Crewing Plus system are available within 90 seconds of the alert coming into a station. However, unlike wholetime crewing, Day-Crewing Plus utilises a self rostering system which means the local managers ensure that there are sufficient firefighters available to crew the fire engine from the staff allocated to that station, there is no fixed pattern of shifts. The crew itself works during the 12 hour day period and then remain on station and are available from the station, but not deemed to be working and may undertake personal and leisure activities during this 12 hour period.

Day-Crewed (DC)

Crews working the Day-Crewed system are on station from 8 am to 6 pm, 7 days a week. During this time they provide the same on-station 90 second response as both Wholetime and Day-Crewing Plus. After 6pm the crew transfer to an On-Call (RDS) system and respond within 5 minutes of the fire station. To achieve this most staff provide a home base near their station, for which they receive an additional allowance in their salary.

This system uses two watches who are available for four 24 hour days on duty, and then have four days leave. This system operates at Malvern, Evesham and Droitwich and USAR.

Specials Vehicles / Special Appliances

Any vehicle not deemed to be a typical large fire engine is referred to as a special appliance. The Fire Service often utilises special equipment or vehicles that it would not be practical or possible to combine with a normal fire engine. Special vehicles are distributed at strategic locations across the Service area, usually on existing fire stations. These include Aerial Appliances, off road vehicles and boats used to deliver the wide range of services Hereford & Worcester Fire and Rescue Service (HWFRS) provides. These vehicles are not crewed permanently and regarded as “switch” crewed which means the priority is given to the specific vehicle required.

Flexible Duty Systems (Officers Station Commander and above) (FDS)

The Service maintain a squad of 28 FDS officers in four shifts of seven providing 24 hour 365 day cover with seven officers available for immediate call at any time. These officers are all full-time operational employed managers within the Service and have demanding day jobs as well as an additional On-Call commitment from home. Officers will respond day or night immediately and cover a wide geographic area, including deploying to neighbouring Fire Services and nationally when required.

These officers operationally perform an essential command & control and managerial function 24 hours 7 days a week. As the title FDS suggests, they also offer a “flexible” element to this role and essentially operate a self rostering shift system.

These officers have all entered the Fire Service at Firefighter level and progressed through to officer level, most through wholetime employment, but several also through the RDS On-Call career path.

Urban Search and Rescue Function (USAR)

On the same site at Droitwich the Service provides a complement of 14 wholetime Urban Search and Rescue Technicians. They work the same shift system as the Droitwich day-crewed firefighters, with the significant difference that their On-call (night time) cover is to respond within 30 minutes rather than 5 minutes.

USAR Technicians have the ability and skills to be able to support and stabilise large objects (buildings or vehicles); gain entry through confined spaces or via rope access (up or down); to work on and in water; and break into or cut materials (concrete or steel) to effect rescues or make safe an unstable structure. These USAR trained staff understand they may be deployed anywhere nationally for up to, and in excess of seven days, and will usually work under arduous and poor conditions for extended periods of time with limited support.

As well as the national and regional role for major disasters, the USAR capability is utilised within HWFRS to support normal operations including Road Traffic Collisions (RTCs) involving large vehicles, or fires and RTCs where vehicles or buildings have become unstable. USAR also provide internal resilience for Rope Rescue and Water Rescue functions as these skill also form part of the skillset held by USAR trained Technicians.

UK National Resilience

The Government's aim is to reduce risk from emergencies so that people can go about their business freely and to make sure the United Kingdom is equipped to deal with major emergencies, like natural disasters or terror attacks. Since 2001, the Department for Communities and Local Government has made considerable investment through its Fire and Resilience Programme to increase resilience and enhance the capabilities of the UK Fire and Rescue Service to improve emergency preparedness. Whilst all the assets and vehicles were originally purchased and owned by the Government through the National Resilience programme, ownership of these assets was subsequently transferred to individual Fire Authorities

The National Resilience Programme consists of a number of distinct capabilities, including units for dealing with Chemical, Biological, Radiological contamination; Detection Identification and Monitoring (DIM) of Hazardous substances; Urban Search and Rescue (USAR); Water and High Volume Pumping (HVP); and Command and Control, Enhanced Logistics Support (ELS) for large incidents.

HWFRS - current arrangement of Fire Engines at Fire Stations

Fire Stations with 3 fire engines	Fire Stations with 2 fire engines	Fire Stations with 1 fire engine
Hereford	Bromsgrove	Bewdley
Redditch	Bromyard	Broadway
Worcester	Droitwich Spa	Eardisley
	Evesham	Ewyas Harold
	Kidderminster	Fownhope
	Ledbury	Kingsland
	Leominster	Kington
	Malvern	Leintwardine
	Ross-on-Wye	Pebworth
	Tenbury Wells	Pershore
		Peterchurch
		Stourport
		Upton
		Whitchurch

Key

Wholetime

Day Crewing Plus

Day Crewing

On-Call (Retained)

Hereford & Worcester Fire Authority
Policy and Resources Committee
4 September 2013

Report of Head of Asset Management

6. Asset Management Strategy: Provision of Accommodation for West Mercia Police at Service Locations.

Purpose of report

1. In line with the Service's commitment to the national Capital and Asset Pathfinder initiative, to gain approval to provide facilities accommodation for West Mercia Police staff at Fire Service Headquarters (SHQ) in Worcester and at other Service locations.

Recommendations

It is recommended that the Head of Asset Management be authorised to enter into:

i) a lease to West Mercia Police in respect of office accommodation at Service Headquarters (SHQ); and

ii) a lease and/or licence arrangement in respect of the use by West Mercia Police of facilities at other fire service locations.

all on terms to be agreed by the Chief Fire Officer and Head of Legal Services.

Introduction and Background

2. Officers of the Service have worked closely with many partners with the aim of increasing the efficient use of buildings in the public sector. This has been as part of the national Capital and Asset Pathfinder initiative, which aims to identify opportunities that present the potential for joint and collaborated use of public assets. This will create efficiencies by reducing property related costs and releasing capital through the sale of existing property.

3. This approach has resulted in the joint Police and Fire Station in Bromsgrove, which is due to be completed in Spring 2014. In addition, the Police have discussed a number of other potential opportunities where they may wish to vacate their current Police stations and utilise Fire Service accommodation. One of these locations is Fire Service Headquarters (SHQ).

Accommodation at Service Headquarters (SHQ)

4. West Mercia Police wish to move a local policing team into the SHQ building. This will comprise of up to 15 officers and up to around 15 special constables, who will need approximately 14 workstations with access to the usual welfare facilities in the building. It is proposed to provide space on the ground floor in the

SHQ building, where the Media and Communications team currently reside. The Media and Communications team has recently been reduced in size and will be relocated to elsewhere within the SHQ building. Dedicated parking and bicycle storage will also be required.

5. Officers of the Service are currently in negotiations with West Mercia Police's estates management team over lease arrangements to facilitate this proposal. West Mercia Police has a strict timetable to ensure that they can meet the targets of their estates management plan and therefore it is requested, for expediency, that the Policy and Resources Committee approve this proposal in principle subject to the lease arrangements being agreed to the satisfaction of the Chief Fire Officer in consultation with the Chairman of the Fire and Rescue Authority (FRA).

Other Opportunities

6. West Mercia Police has expressed interest in pursuing other opportunities to rationalise their estates portfolio as they restructure their front-line service provision, by using Hereford & Worcester Fire and Rescue Service (HWFRS) facilities at various locations across the Service area. Generally, this focusses on Retained Duty System (RDS On-call) fire stations, where West Mercia Police staff would have access to welfare, parking and communications facilities on an ad-hoc basis. The requirements vary from location to location and range from very occasional access (for example to just use welfare facilities) to more regular use which may require small alterations at some locations which would be funded by West Mercia Police.

7. The specific locations being investigated are Bewdley, Peterchurch, Tenbury Wells, Kington, Upton, Bromyard and Droitwich. Other locations may be identified in the future. Due to the diverse range of specific requirements at each location, it is requested that the Policy and Resources Committee approve, in principle, the use of FRS facilities by West Mercia Police subject to the lease arrangements being agreed to the satisfaction of the Chief Fire Officer in consultation with the Chairman of the FRA.

Conclusion/Summary

8. It is recommended that the Policy and Resources Committee approve the provision of accommodation for West Mercia Police staff at Service Headquarters (SHQ) in Worcester and at any other appropriate Service locations subject to the lease arrangements being agreed to the satisfaction of the Chief Fire Officer in consultation with the Chairman of the FRA.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	This proposal will require changes in property accommodation at SHQ, with other potential minor changes at other Service locations. It will also require a legal arrangement to support the proposal. All costs incurred by the Service will be recovered by an annual charge to West Mercia Police.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This proposal supports the Services Asset Management Strategy.
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)	Internal communication has been undertaken about providing accommodation in part of the SHQ building. Consultation on some specific locations has been undertaken with station officers.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No. There are no issues arising from this proposal which would impact upon our Equalities statutory duty in a negative way.

Supporting Information

None.

Background papers – None.

Contact Officer

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Report of Area Commander - Operations

7. Merger of the Urban Search and Rescue Team into Droitwich Fire Station

Purpose of report

1. To gain approval to merge the Service's Urban Search and Rescue team with Droitwich Fire Station to create a single multi-functional operational unit.

2. To gain approval to transfer the government provided and maintained National Resilience Incident Response Unit and equipment from Droitwich Fire Station to Gloucestershire Fire and Rescue Service, subject to agreement by the National Resilience Board.

Recommendations

It is recommended that:

i) the Service's Urban Search and Rescue team is merged into Droitwich Fire Station to create a single multi-functional operational unit; and

ii) subject to agreement by the National Resilience Board, the existing National Resilience Incident Response Unit and equipment be transferred to Gloucestershire Fire and Rescue Service.

Introduction and Background

3. The Service currently maintains a day crewed (DC) fire station in Droitwich consisting of 14 wholetime (WT) staff. On the same site is a complement of 14 WT Urban Search and Rescue (USAR) Technicians who are also firefighting staff. The USAR team is able to respond to any major unstable or collapsed structure or major transportation incident as part of a national response and is therefore funded by a central government section 31 grant.

4. Both Droitwich and USAR units are supported by a contingent of On-Call (Retained) staff. Both WT units function with a joint Station Commander but for day-to-day and operational purposes work separately and independently.

5. The entire complement of WT staff (jointly 28) on the Droitwich site will naturally reduce within this calendar year to approximately 20 through anticipated and planned retirements, transfers and promotions. This presents an opportunity to review the delivery of the USAR function and develop a new more efficient model.

6. A research project has been completed which demonstrates that the USAR functions could be delivered more efficiently and effectively through merging with Droitwich Fire Station. Similar models to the one proposed are used to good effect in a number of other Services in the country. It needs to be emphasised that the section 31 grant is paid to provide a capability not a specific number of staff or a specific crewing model.

Proposal

7. This paper proposes the creation of a single merged unit at Droitwich Fire Station of two watches of 9 personnel (a total 18 operational staff), to replace the existing four watches currently at Droitwich and USAR (a total of 28 staff). This proposal removes 10 posts from the uniformed establishment. However these 10 posts are employed through the section 31 National Resilience grant and not from the Service's base budget.

8. Supported by the existing On-Call units, the new response model could deploy to either *'normal'* Fire and Rescue Service (FRS) incidents or USAR incidents as appropriate. Where on-duty staff are committed to FRS incidents and a USAR response is also required (either locally or nationally), there will be sufficient On-Call staff available to respond to the USAR incident. The operational activity for USAR incidents is extremely low and the requirement and criteria to deploy a USAR team nationally allows for a team to be formed within much longer time scales than normal FRS emergency response activities.

9. If staff are deployed on a USAR related incident out of the Service area for any significant period of time, existing resilience arrangements would be able to provide fire cover in Droitwich.

10. When fully trained this larger group of more widely trained staff will provide a greater level of overall resilience for USAR related incidents than the smaller group of dedicated specialists currently in place. It is envisaged that the progressive up-skilling of staff in the necessary USAR skills will take up to two years to complete. Due to the number of anticipated and known staff movements this year, an extensive USAR training programme will be needed regardless of this proposal.

Financial and Employment Considerations

11. The current annual funding for the various National Resilience functions held within the Service is approximately £1m of which approximately £0.8m pays for the salaries and operating costs of the USAR functions. The funding received through the section 31 grant does not specify how a USAR team is employed, formed or delivered.The adoption of this proposal will create approximately £0.3m savings per year.

12. It is not envisaged that there will be a need to impose any changes to existing terms, conditions and shift systems as both units currently operate very similar systems. All existing USAR staff are currently contracted to provide the necessary fire fighting (FRS related) skills and all started their fire service careers as firefighters.

13. Reducing the number of personnel employed directly through the grant funding significantly reduces the Service's employment liabilities should the grant funding from central government reduce or cease in the future. Should this happen and the USAR function cease to be funded, Droitwich Fire Station would remain unaffected and could revert to its current status.

Droitwich - National Resilience Incident Response Unit (IRU) for Mass Decontamination

14. The section 31 grant also funds the training for two Incident Response Units (IRU) within the Service, one based at Droitwich. The IRU is a mass decontamination and firefighter decontamination unit provided by the government as part of a national strategy to counter any large scale chemical or hazardous material incidents. The operation of these units requires a high degree of familiarity and continuation training. The proposed new model for Droitwich could not support these skills in addition to those required for FRS and USAR operations and therefore the IRU would need to be relocated.

15. Gloucestershire Fire and Rescue Service has indicated a willingness to accept this vehicle and therefore it is proposed that arrangements for the transfer of this vehicle and its equipment to Gloucestershire Fire and Rescue Service are made through the National Resilience Board.

16. The transfer of this vehicle out of the Service would result in an annual reduction in section 31 grant of circa £0.036m which is currently received to pay for the training on the existing vehicle. However, as the vehicle would no longer remain in the Service there would be no training requirement and therefore the reduction of this grant would be cost neutral.

Consultation

17. In order to obtain the views of staff and their representative bodies on this proposal a period of consultation has commenced. Initial responses from staff has been extremely positive. Discussions with the Fire Brigades Union (FBU) have also been positive with representatives advising us that they have no major objections to the proposals although they have concerns regarding the loss of 10 posts.

18. It is anticipated that following this consultation and through a natural reduction in staffing in the very near future, this proposal could be implemented by December 2013. Any surplus staff above the new establishment level would be utilised at Droitwich until such time as they could be released or transferred voluntarily. No staff member would be forced to move.

Conclusion/Summary

19. This report proposes the merger of the Urban Search and Rescue Team into Droitwich Fire Station creating a single multi-functional station. This proposal will realise revenue savings of approximately £0.3m which will reduce pressure on the revenue budget.

20. The existing provision of a core FRS response from Droitwich Fire Station will remain unchanged. The proposed new combined unit would consist of both USAR and fire trained specialists working together, alongside their On-Call colleagues. It should also be noted that this model and other similar models are currently utilised in a number of other FRSs nationally.

21. The provision of a USAR response against the national key requirements specified as part of the section 31 funding will be enhanced and become more resilient with more trained staff being made available through this new model. Additionally, the FRS response through Droitwich Fire Station will also be strengthened with more staff being available and trained in additional specialist skillsets.

22. To allow the merger to take place it is also proposed to transfer the Incident Response Unit and equipment (currently based at Droitwich) to Gloucestershire Fire and Rescue Service.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The entire report considers a reduction in overall employed staff and proposes a restructure of Droitwich which reduces pressure on the revenue budget.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This report proposes an efficiency which also realises a number of objectives against previous IRMP proposals for the delivery of technical rescue and the integration of the USAR function, alongside strategic considerations such including the delivery of quality services and resourcing for the future.
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)	Consultation has already commenced with affected staff and trade unions and is included in sections 17 & 18. This proposal does not affect the public directly and therefore consultation to a wider audience is considered unnecessary.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equality impact assessment will be completed if this proposal is agreed and following the closure of the consultation and development of the detail, however initial considerations do not appear to highlight any significant issues.

Supporting Information

Appendix 1 Duty Systems at Droitwich Fire Station

Background papers

Proposed Merger of Stations 19 and 26 – Consultation
IRMP 2009-2012
Local Government Act 2003 - Section 31

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Duty Systems at Droitwich Fire Station

- The Service currently maintains a Day Crewed (DC) fire station in Droitwich. This is where the fire station is crewed for an immediate response 10 hours during the day by an on duty crew working at the station, between 08.00 and 18.00hrs. The remaining 14 hours in this 24 hour period the same crew are On-call to respond within 5 minutes of a 999 call. To achieve this most staff provide a family home base and reside in Droitwich, to respond from locally, for which they receive an additional allowance in their salary.

- The DC wholetime staff normally consist of 14 personnel working in two 7 person shifts or Watches. This shift system is also in place in Malvern and Evesham.

- On the same site is a complement of 14 wholetime Urban Search and Rescue Technicians (who are also qualified firefighting staff) and work essentially the same shift system as the Droitwich DC firefighters, with the significant difference is that their On-call (night time) cover is to respond within 30 minutes

- Both Droitwich and USAR units are supported by two groups of On-Call (Retained Duty System) staff. USAR On-call has approximately 18 staff and Droitwich fire station On-call have approximately 14-16 staff. On-call staff respond to emergency calls from their home or place of work - as long as they can get to their Fire Station within 5 minutes of being alerted to a 999 call for fire station On-call staff and 30 minutes for USAR On-call staff.

Explanation of the Urban Search and Rescue Function (USAR)

The USAR function makes up one part of the overall National Resilience Strategy for dealing with large scale local, regional and national disasters.

UK National Resilience

The Government's aim is to reduce the risk from emergencies so that people can go about their business freely and to make sure the UK is equipped to deal with major emergencies, like natural disasters or terror attacks.

Since 2001, the Department for Communities and Local Government has invested £300m through its Fire and Resilience Programme to increase resilience and enhance the capabilities of the UK Fire and Rescue Service to improve emergency preparedness.

The New Dimension (now referred to as National Resilience) Programme consists of a number of distinct capabilities:

- Chemical, Biological, Radiological contamination Mass Decontamination (IRU) (Held within HWFRS)
- Detection Identification and Monitoring (DIM) of Hazardous substances (Not held in HWFRS)
- Urban Search and Rescue (USAR) (Held within HWFRS)
- Water and High Volume Pumping (HVP) (Held within HWFRS)
- Command and Control, Enhanced Logistics Support (ELS) (Not held in HWFRS)

The delivery of the these functions is funded directly by central government in the form of an additional grant to each Fire and Rescue Service directly related to the assets held with that Service, this is referred to as the Section 31 Grant or National Resilience grant. HWFRS receive just over £1m annually to deliver the various functions held in the Service.

These functions are measured against a set of nationally prescribed indicators. These indicators do not mandate how these functions are delivered, but merely set targets for team size, capability and response times.

Whilst all the assets and vehicles were originally purchased and owned by the Government through the National Resilience program, ownership of these assets was subsequently transferred to individual Fire Authorities some years ago. The on-going maintenance and refresh of these assets still sits with government and is discharged through the National Resilience Board (NRB).

These functions are spread evenly across the country to support a national deployment model based upon regions. HWFRS falls under the West Midlands region, but also supports parts of the Welsh and South West regional deployment models.

Urban Search & Rescue (USAR) capabilities:

- Collapsed Building or Other Structure
- Heavy Transport Incidents Involving Large Lorry's, Trains, or Aircraft
- Working on water, with ropes from height, and/or in confined spaces

USAR Technicians have the ability and skills to; be able to support and stabilise large objects (buildings or vehicles), gain entry through confined spaces or via rope access (up or down), to work on and in water, and break into or cut materials (concrete or steel) to effect rescues or make safe an unstable structure. These USAR trained staff understand they may be deployed anywhere nationally (and possibly globally) for up to, and in excess of seven days, and will usually work under arduous and poor conditions for extended periods of time with limited support.

As well as the national and regional role for major disasters, the USAR capability is utilised within HWFRS to support normal operations including Road Traffic Collisions (RTCs) involving large vehicles, or fires and RTCs where vehicles or buildings have become unstable. USAR also provide internal resilience for Rope Rescue and Water Rescue functions as these skill also form part of the skillset held by USAR trained Technicians

<u>USAR Equipment</u>

The equipment provided is transported utilising demountable modules and prime mover vehicles. There are five modules within each USAR unit which contain bespoke equipment, these are:

Module 1:

Initial response for structural collapse and technical search containing a variety of heavy duty tools and search equipment.

Module 2:

Heavy transport incidents, Hot Metal Cutting, Confined Space.

Module 3:

Support module for Breaking & Breaching, Shoring and Timber Cutting.

Module 4:

Drop sided module containing multi-purpose vehicle for moving rubble or palletised equipment, and an air support structure.

Module 5:

Flatbed module containing 13 tonnes of assorted pre-cut timber for building temporary structures and supporting partially collapsed buildings..

Another provision under the National Resilience programme to support the Urban Search & Rescue capability is a national network of search dogs:

Canine Support:

One live scent canine with trained handler transported via bespoke dog van (can also be delivered via air asset).

Report of the Assistant Chief Fire Officer - Service Support

8. Automatic False Alarm (AFA) Reduction Policy

Purpose of report

1. To propose formal adoption of the existing Interim Automatic False Alarm Reduction (AFA) Policy into a new Policy.

Recommendations

It is recommended that the Fire and Rescue Authority (FRA) adopts the following in relation to Automatic Fire Alarms:

i) ***all pre-determined attendances to Automatic Fire Alarm calls to be one pumping appliance only, except where risk factors and Intel (intelligence) information indicate otherwise;***

ii) ***robust call filtering in the Service's Command and Control Centre be implemented;***

iii) ***return en route be implemented when a caller confirms any previous call as now a false alarm;***

iv) ***all responses to Automatic Fire Alarms to be at normal road speeds unless the Officer in Charge of the appliance deems otherwise;***

v) ***attendance will be made to Automatic Fire Alarms received to dwellings (includes houses in multiple occupation, flats) schools, residential care and other residential (includes special units, sheltered housing, hotels, hostels);***

vi) ***hospitals to receive one appliance attendance to calls from Automatic Fire Alarms, except where risk factors and Intel (intelligence) information indicate otherwise;***

vii) ***the Authority will not adopt a 'charging for Automatic Fire Alarms' policy at this time; and***

viii) ***implement a 'full' call filter procedure to Automatic Fire Alarms from non-residential premises and hospitals and a 'light' call filter procedure to Automatic Fire Alarms from dwellings, schools, residential care and other residential dwellings.***

Introduction and Background

2. In general terms an Automatic Fire Alarm system is a fire alarm system comprising of components for automatically detecting a fire, initiating an alarm of fire and other action as required; the system may include manual (break glass) call points. The purpose of an automatic fire alarm system is to give sufficient warning to relevant persons within a premise of possible fire conditions so that they can make their escape to a place of safety before conditions become untenable.

   The actuation of an alarm system also allows for the summoning of an emergency response; this is facilitated in two ways:

   i) 999 System

      On actuation of the fire alarm system, a designated person(s) contacts the Fire Service to inform them of the actuation.

   ii) ARC (Alarm Receiving Centre)

      ARCs are commercial call handling centres that receive automated signals from monitored fire alarm systems and then pass the call details to the appropriate Fire and Rescue Service Control.

3. The Service undertook an in-depth and detailed review of all aspects of attendances at AFAs as part of the 2011/12 Integrated Risk Management Action Plan. Following consultation, this led to twelve specific recommendations for implementation that were formally accepted by the FRA on 14 December 2011.

4. As part of a phased implementation plan, the Service introduced seven of the original twelve proposals, as detailed in i – vii above, in the first instance, with a view to potentially implementing the remaining five proposals after a 12 month period of review. Therefore an Interim AFA Reduction Policy was published on 24 April 2012.

5. The following five proposals were not included in the Interim policy:

   - ***attendance will not be made to non-residential premises (includes offices, shops, factories, warehouses, other buildings); unless it is deemed necessary following a risk-assessment;***

   - ***all restricted attendances be implemented at all times of day and night, this will be specifically reviewed after 12 months Automatic Fire Alarms to unoccupied premises will not receive an attendance, unless it is deemed necessary following a risk assessment;***

   - ***implement robust call filtering, including full and light filtering mechanisms; and***

- ***the Service may implement a non-attendance policy to repeat offenders, following Technical Fire Safety intervention, unless a confirmed fire is reported.***

6. The primary reason for delaying the above five options was to align this piece of work to the new Fire Control system going live in September 2012. This also enabled the Service to evaluate the impact of these measures, assess the risk to the Authority and community and avoid sudden changes or disruption to the business community.

Key Findings and Analysis

7. Following the twelve month implementation period of the interim policy, data regarding AFA attendances has been analysed, with the aim of highlighting the differences in operational activity pre and post policy implementation. Data has been studied for the first full year since the interim policy was implemented and then compared with attendances under the old policy for the last full year of that instruction.

8. The interim policy has not achieved a significant reduction in the actual numbers of incidents attended, only the number of appliances responding. Following the twelve month implementation period of the interim policy the Service has reported an 8% reduction in AFA incidents which equates to 245 less incidents. It has also seen a 23% reduction in appliance mobilisations which equates to 770 less turnouts. These notable reductions are illustrated in more detail in Appendix 1 of this report.

9. As well as a reduction in risk to communities (through less blue light traffic), the introduction of the interim policy has also achieved the primary aim of releasing capacity within the Service to focus on other activities, such as community safety and training.

10. The Service has also seen an improvement in its emergency response to the community, with **34** simultaneous incidents recorded (where the Service attended another incident at the same time that an AFA occurred within the same Station area). Reducing attendance numbers at AFAs has allowed the Service to respond more quickly to other incidents close by, with resources now more readily available to deal with simultaneous incident occurrences.

11. During the interim policy period, there have been **73** incidents where the initial AFA call was reported as an AFA and then resulted in a primary fire being reported. Almost all of these incidents were very minor fires such as cooking appliances, including cookers and microwave ovens, wiring and cables, light fittings and other domestic appliances, many of which were out on arrival. This figure still only represents around 3% of the total AFAs incidents for the same period and demonstrates that the risk to communities has not increased as a result of these measures.

12. Although not introduced as a cost saving exercise, there has been a reduction in costs to the Service, of approximately £40,000, as a result of non-attendance at AFAs. These have been realised predominantly against Retained (on-call) costs due to a reduction in turnout fees.

13. The interim policy has proven to be a successful and pragmatic way forward without any detrimental effect on the service provided to our communities. Evaluation of the interim policy seems to indicate that progression to non-attendance could provide further benefits but these do not appear proportionate to the potential subsequent impact on our communities.

14. Implementation of one additional already approved measure, as detailed in item viii above, which involves the application of full and light filtering mechanisms, offers further opportunity to reduce numbers of calls attended without significant change to the service provided. Full and light filtering mechanisms differ from general robust call filtering, which requires the Control Operator to apply standard challenge criteria to all calls, as it requires different degrees of challenge to the caller dependent upon whether the call is made from a domestic dwelling or a commercial premise. The Control Operator then has the ability to vary the mobilising arrangements to suit the call.

15. Other measures included in the interim policy have proven appropriate and have had no detrimental effect to the Service or community. Further implementation of non-attendance protocols for certain building types would reduce the numbers of AFA calls attended. However where an AFA call escalates to a 'real' fire the Service's attendance may be significantly delayed or non-existent, if no further call is made. It is not, therefore, proposed to progress these measures.

16. The original position regarding charging for these incident types remains unchanged and does not appear to be a viable or practical way forward.

Proposals

17. It is proposed that the seven specific measures detailed within the interim policy are no longer regarded as interim and should be adopted as formal policy going forward.

18. That the new policy is supplemented with additional call filtering and mobilising criteria, including full and light filtering mechanisms, to further reduce the number of calls attended.

Corporate Considerations

Resource Implications (identify and financial, legal, property or human resources issues)	There are no additional resource implications as a result of this proposal; however reduction in revenue costs of approximately £0.04m.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not identify any potential implications)	Implementation of this proposal will continue to support the Safer Firefighters and Safer Communities elements within 'Our Strategy'.

Risk Management / Health & Safety (identify any risks the proposed control measures and risk evaluation scores)	Implementation of this proposal will directly contribute to safer Firefighters and safer communities by ensuring a measured operational response is mobilised to all AFAs.
Consultation (identify any public or other consultation that has been carried out on this matter)	All consultation on this proposal has been concluded. Consultation was carried out with specific stakeholders likely to be affected e.g. business premises, partner organisations.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?	This proposal will provide a standard response applicable to all AFA incidents.

Supporting Information

Appendix 1: Data on AFA incidents attended

Background Papers

2011/12 Integrated Risk Management Action Plan
Authority Reports and Minutes – 14 December 2011
Interim AFA Reduction Policy - 24 April 2012

Contact Officer

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The Service attended **2397** AFA incidents in the period 20 April 2012 to 19 April 2013, compared with **2642** in the same period the year before. This represents an aggregate percentage reduction of **8.4%.** Table 1 shows the monthly breakdown of those incidents attended:

AFA Incidents attended	2011-12	2012-13	% Change
20th –30th April	69	69	0.0%
May	182	191	+4.9%
June	221	210	-5.0%
July	258	254	-1.6%
August	228	229	-+0.4%
September	245	216	-11.8%
October	248	203	-18.1%
November	203	225	+10.8%
December	229	167	-26.8%
January	201	185	-27.0%
February	239	157	-34.3%
March	189	189	0.0%
1st – 19th April	130	102	-21.5%
Total	**2642**	**2397**	**-8.4%**

(Table 1 – AFA incidents attended 20th April 2011 to 19th April 2012 and 20th April 2012 to 19th April 2013)

Attendances (numbers of appliances attending incidents)

Table 2 below shows that the implementation of the interim policy has also produced a reduction in the number of appliances attending incidents going from **3316** attendances to **2546**. This represents a percentage reduction of **23.2%** and is primarily the result of adopting one pump pre-determined attendance for the majority of incidents. This reduction is seen as a major benefit to the introduction of the interim AFA policy, with the aim to reduce physical blue light traffic on our roads and to reduce risk to our communities.

AFA Attendances	2011-12	2012-13	% Change
20th –30th April	91	80	-12.1%
May	235	198	-15.7%
June	269	226	-16.0%
July	322	265	-17.7%
August	291	237	-18.6%
September	287	230	-24.8%
October	308	214	-30.5%
November	264	249	-5.7%
December	282	178	-36.9%
January	262	198	-24.4%
February	310	162	-47.7%
March	238	199	-16.4%
1st – 19th April	157	110	-29.9%
Total	**3316**	**2546**	**-23.2%**

(Table 2 – AFA attendances 20th April 2011 to 19th April 2012 and 20th April 2012 to 19th April 2013)

Report of Treasurer

9. 2013/14 Budget Monitoring – 1st Quarter

Purpose of report

1. To inform the Policy and Resources Committee of the current position on budgets and expenditure for 2013/14.

Recommendation

The Chief Fire Officer and Treasurer recommend that the report be noted.

Introduction and Background

2. This report relates to the Authority's financial position for the period April – June 2013 (Quarter 1 – 2013/14), and an out-turn projection based on that position.

3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.

Revenue

4. In February 2013 the Fire and Rescue Authority (FRA) set a net revenue budget for 2013/14 of £32.549m.

5. This budget was initially allocated to budget heads as shown in the first column of Appendix 1. The allocations have subsequently been amended; due to responsibility changes arising from Service/staff changes; budget holder savings that were still to be achieved at the time of the budget setting; and the allocation of budget contingency.

6. Appendix 1 not only details the annual budget but also gives details of the projected year end expenditure. At this point in the year (after only the first quarter) the only variation to be noted is the projected overspend on the Operational Policy budget which relates to costs associated with the recent fire at the Lawrence Recycling Plant.

7. Savings have not been included in the forecast for support staff because whilst redundancies have been made in this financial year, there will be costs associated with this that will impact potential savings this year.

8. At this point a net underspend of £61,000 is predicted.

Capital

9. The current capital budget (including approved rephrasing from 2012/13) detailed in Appendix 2, is £10.701m and is divided into 3 blocks:

- Vehicle Replacement.
- Major Building.
- Minor Schemes.

10. Of the £10.701m only £0.480 (4.5%) has been incurred with a further £1.985m (18.5%) committed by way of order, £0.339m remains as unallocated minor schemes.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	See paragraphs 4 - 5
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None N/A

Supporting Information

Appendix 1 – 2012-2013 Revenue Budget Monitoring
Appendix 2 – 2012-13 Capital Budget Monitoring

Contact Officer

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Hereford & Worcester Fire and Rescue Service :
Senior Management Board
Revenue Budget 2012/13 : 4th Quarter

			2013/14 FRA Allocation	Inflation Allocation	Savings Identification	Management Restructure	2013/14 Final Budget	Forecast Annual Expd	Forecast Annual Variance
			£m	£M	£m	£m	£m	£m	£m
1	WT FF Pay		**13.313**				**13.313**	13.313	0.000
2	RDS FF Pay		**3.215**				**3.215**	3.215	0.000
3	USAR Pay		**0.733**				**0.733**	0.733	0.000
4	Control Pay		**0.809**				**0.809**	0.809	0.000
5	Support Pay		**3.789**				**3.789**	3.789	0.000
6	Other Employee Costs		**0.038**				**0.038**	0.038	0.000
7	Unfunded Pensions		**0.753**		**(0.009)**		**0.744**	0.744	0.000
8			**22.650**	**0.000**	**(0.009)**	**0.000**	**22.641**	**22.641**	**0.000**
9	Strategic Management	*Chief Fire Officer*	**0.058**		**(0.003)**	0.014	**0.069**	0.069	0.000
10			**0.058**	**0.000**	**(0.003)**	**0.014**	**0.069**	**0.069**	**0.000**
11	New Dimensions	*Head of Operations*	**0.114**				**0.114**	0.114	0.000
12	Technical Fire Safety	*Head of Com. Risk & Trg*	**0.010**				**0.010**	0.010	0.000
13	Community Safety	*Head of Com. Risk & Trg*	**0.094**		**(0.019)**		**0.075**	0.075	0.000
14	Training Dept	*Head of Com. Risk & Trg*	**0.724**		**(0.100)**		**0.624**	0.624	0.000
15			**0.942**	**0.000**	**(0.119)**	**0.000**	**0.823**	**0.823**	**0.000**
16	P & I	*Head of Corp. Serv.*	**0.237**		**(0.011)**	(0.014)	**0.212**	0.212	0.000
17	Ops Policy	*Head of Ops Support*	**0.075**		**(0.006)**		**0.069**	0.094	0.025
18	Personnel	*Head of HR*	**0.274**				**0.274**	0.274	0.000
19	Ops Logistics	*Head of Ops Support*	**1.456**				**1.456**	1.456	0.000
20	Fleet	*Head of Ops Support*	**0.658**		**(0.050)**		**0.608**	0.608	0.000
21	PPP - FRA Costs	*Head of Corp. Serv.*	**0.091**		**(0.024)**		**0.067**	0.067	0.000
22			**2.791**	**0.000**	**(0.091)**	**(0.014)**	**2.686**	**2.711**	**0.025**
23	ICT	*Head of Asset Mngt*	**0.969**				**0.969**	0.969	0.000
24	Facilities Mngt	*Head of Asset Mngt*	**1.689**	**0.068**			**1.757**	1.757	0.000
26	Insurances	*Head of Asset Mngt*	**0.301**				**0.301**	0.301	0.000
27	Finance (FRS)	*Head of Finance*	**0.124**				**0.124**	0.124	0.000
28	Finance SLA	*Head of Finance*	**0.151**		**(0.045)**		**0.106**	0.106	0.000
29	Capital Financing	*Treasurer*	**2.569**				**2.569**	2.569	0.000
30			**5.803**	**0.068**	**(0.045)**	**0.000**	**5.826**	**5.826**	**0.000**
31	Legal Services	*Head of Legal Services*	**0.023**				**0.023**	0.023	0.000
32			**0.023**	**0.000**	**0.000**	**0.000**	**0.023**	**0.023**	**0.000**
33	**Core Budget**		**32.267**	**0.068**	**(0.267)**	**0.000**	**32.068**	**32.093**	**0.025**
42	Final Savings to be identified		**(0.181)**		**0.181**		**0**	0.000	0.000
34	Pay Award Provision 2013/14		**0.175**				**0.175**	0.175	0.000
35	Inflation Contingency		**0.300**	**(0.068)**			**0.232**	0.232	0.000
36	Unallocated Budgets		**0.000**		**0.086**		**0.086**		-0.086
37			**0.294**	**(0.068)**	**0.086**	**0.000**	**0.493**	**0.407**	**(0.086)**
38	**Gross Budget**		**32.561**	**0.000**	**(0.181)**	**0.000**	**32.561**	**32.500**	**(0.061)**
39	Use of Dev Reserve		**(0.012)**				**(0.012)**	(0.012)	0.000
40			**(0.012)**	**0.000**	**0.000**	**0.000**	**(0.012)**	**(0.012)**	**0.000**
41	**Net Budget Requirement**		**32.549**	**0.000**	**(0.181)**	**0.000**	**32.549**	**32.488**	**(0.061)**

Hereford & Worcester Fire and Rescue Service :
Senior Management Board
Capital Budget 2013/14 : 1st Quarter

Appendix 2

Scheme	Budget	Actual	Commitments	Total	Remainder
Vehicles					
092 - Argocat Routine Replacement Off Road	1,333	-	-	-	1,333
105 - Routine Pump Replacement 2011/12	2,186	-	-	-	2,186
115 - Specialist Replacement Incident Support Vehicle	5,721	-	-	-	5,721
116 - Line Rescue Vehicle Fit Out	340	-	-	-	340
129 - Pinzgauer Routine Replacement 4WD 2012/13	48,499	26,127	-	26,127	22,372
147 - Pump Replacement 13/14	1,010,000	-	-	-	1,010,000
148 - Off Road Vehicle Replacement 13/14	26,000	-	-	-	26,000
149 - Command Vehicle Replacement 13/14	350,000	-	-	-	350,000
Total	**1,444,079**	**26,127**	**-**	**26,127**	**1,417,952**
Major Building					
012 - IRMP Pebworth	37,063	14,608	-	14,608	22,455
049 - IRMP Malvern Refurb	2,364,496	39,728	1,482,284	1,522,012	842,484
087 - Betony Road Works	-	22,453	620	23,073	- 23,073
120 - Strategic Training Facilities	1,073,365	171,839	262,587	434,426	638,939
124 - Peterchurch	149,547	77,904	58,419	136,322	13,225
126 - Worcester Station IRMP	2,997,137	43,447	9,315	52,762	2,944,375
156 - Redditch IRMP	247,369	-	-	-	247,369
157 - Hereford IRMP	247,597	1,406	-	1,406	246,191
175 - Bromsgrove Day Crew Plus Welfare Equipment	33,000	-	-	-	33,000
Total	**7,149,574**	**371,384**	**1,813,224**	**2,184,609**	**4,964,965**
Minor Schemes - Property					
068 - Evesham Flat Roof	640	-	-	-	640
069 - Stourport Flat Roof	550	-	-	-	550
072 - Ewyas Harold Resurface Yard	2,241	-	-	-	2,241
083 - SRT Storage	4,010	-	7,140	7,140	- 3,130
084 - RPE Cylinder Strategy	41,635	41,442	193	41,635	0
095 - Diversity Compliant Rest Facilities Kidderminster- Hereford	58,880	-	-	-	58,880
096 - Property Work From Health and Safety Audit	744	-	-	-	744
097 - Air Conditioning ICT Work	2,606	-	-	-	2,606
100 - Evesham Refurbishment	8,061	-	-	-	8,061
110 - Up Grade to Lifts to Comply with Legislation	1,996	-	-	-	1,996
113 - Replacement Windows	1,049	-	-	-	1,049
119 - Evesham House Refurbishment	1,548	-	-	-	1,548
131 - Hereford Safety Refurbishment	30,004	668	668	1,337	28,667
132 - Revised HQ Server Room Fire Suppression	50,000	-	-	-	50,000
134 - Stourport BA Wash	20,000	-	-	-	20,000
135 - Asbestos Removal	95,000	-	-	-	95,000
136 - Amphlett Court Roof Replacement	15,000	-	-	-	15,000
137 - Bromsgrove Welfare Provision	60,000	2,853	6,245	9,098	50,902
138 - Automatic Meter Reading	5,000	-	-	-	5,000
139 - Broadway Female Facilities 13/14 Scheme	35,000	-	-	-	35,000
140 - Upgrade Droitwich Generator 13/14 Scheme	50,000	-	-	-	50,000
141 - Droitwich Welfare Facilities 13/14 Scheme	40,000	-	-	-	40,000
142 - Droitwich Boiler Room Refurb 13/14 Scheme	18,000	-	-	-	18,000
143 - Droitwich Forecourt Refurb 13/14 scheme	15,000	-	-	-	15,000
144 - Electrical Distribution Boards Replacement	70,000	-	-	-	70,000
145 - Air Conditioning Gas Replacement 13/14 Scheme	70,000	-	-	-	70,000
146 - Evesham Refurb 13/14 Scheme	80,000	-	-	-	80,000
177 - Stourport BA Wash	20,000	-	-	-	20,000
Total	**796,964**	**44,963**	**14,247**	**59,210**	**737,754**

Minor Schemes - IT

107 - Citrix Farm Updates	2,072	-	-	-	2,072
127 - Wide Area Network / Internet Improvement	25,000	-	-	-	25,000
158 - Hardware/Computer Purchase 12/13	980	635	-	635	345
159 - Computer Software 12/13	11,793	-	3,715	3,715	8,079
161 - Network Upgrades LAN/ WAN	4,000	-	-	-	4,000
162 - Core Switch Hardware Replacement 12/13	15,000	-	-	-	15,000
163 - Lan Switch Router IOS updates	7,000	-	-	-	7,000
164 - Droitwich Wan upgrade	9,000	-	-	-	9,000
165 - Retained Station WAN upgrades	5,000	-	-	-	5,000
166 - Swipe Card Upgrade to ISO 14443A-4	50,000	-	-	-	50,000
167 - Retained Station Swipe Card Roll Out	80,000	-	-	-	80,000
168 - Command & Control replacement	7,000	-	-	-	7,000
169 - Hardware/Computer Purchase 13/14	40,000	-	6,625	6,625	33,375
170 - Computer Software 13/14	15,000	-	-	-	15,000
171 - Developments 13/14	10,000	-	2,693	2,693	7,307
172 - Server Hardware Upogrades 13/14	12,000	-	-	-	12,000
173 - Core Switch Hardware Replacement 13/14	15,000	-	-	-	15,000
Total	**308,845**	**635**	**13,033**	**13,668**	**295,177**

Minor Schemes - Equip

174 - Large Animal Resue Equipment	12,100	2,145	1,103	3,249	8,851
176 - UHRP / ISV Additional Equipment	25,000	9,437	12,738	22,175	2,825
Total	**37,100**	**11,582**	**13,842**	**25,424**	**11,676**

Minor Schemes - Other

101 - Intel Application	13,700	-	-	-	13,700
103 - Fire Control Replacement	624,465	24,908	130,428	155,336	469,129
123 - Transfer Crawling Rig From Betony Road To Redditch	824	-	-	-	824
130 - E-Hydraulic Equip	292	-	-	-	292
133 - Pershore UPVC Fascias, Soffits and Gutters	15,000	-	-	-	15,000
Total	**654,281**	**24,908**	**130,428**	**155,336**	**498,945**

Sub Total Minor Schemes	**1,797,190**	**82,087**	**171,550**	**253,637**	**1,543,553**
Capital Budget	**10,390,843**	**479,599**	**1,984,774**	**2,464,372**	**7,926,471**

Unallocated Budgets

999 - Unallocated	310,515	-	-	-	310,515
Total	**310,515**	**-**	**-**	**-**	**310,515**
Capital Strategy	**10,701,358**	**479,599**	**1,984,774**	**2,464,372**	**8,236,986**

Hereford & Worcester Fire Authority
Policy and Resources Committee
4th September 2013

Report of Treasurer

10. Treasury Management Activities 2012/13

Purpose of report

1. To review Treasury Management Activities for 2012/13.

Recommendation

The Treasurer recommends it be noted that the Authority's Treasury Management Activities during 2012/13 were in accordance with the prudential indicators previously agreed.

Introduction and Background

2. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

3. The revised guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield, and that Authorities should not rely solely on credit ratings, but consider other information on risk.

4. In accordance with both the Chartered Institute of Public Finance and Accountancy's Treasury Management Code of Practice, and current Fire and Rescue Authority (FRA) Financial Regulations, the Treasury Management Activities are reviewed by Members twice a year.

Treasury Management Activities

5. Treasury Management is about managing the FRA's cash flow and investments to support its finances for the benefit of the Public and the services that it provides. These activities are structured to manage risk foremost, and then optimise performance.

6. The Treasury Management function strives to ensure the stability of the FRA's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the Treasury Management objectives.

7. Banking arrangements and the Treasury Management functions for the FRA, in respect of lending and borrowing, are carried out by Worcestershire County

Council under a Service Level Agreement (SLA). All FRA funds are invested or borrowed by the County Council in accordance with their Treasury Management Strategy, this means that the FRA is subjected to the same levels of risk and return as the County Council. A copy of the current Treasury Management Strategy is included at Appendix 2.

8. At 31 March 2012 the FRA had long-term debt totalling £14.971m, none of this debt was repayable within 2012/13. There has been no additional borrowing requirement during this financial year, so the balance that remains outstanding at the end of March 2013, remains at £14.971m.

9. Surplus cash is invested on a day-to-day basis under an SLA with Worcestershire County Council. The average interest rate achieved for the second half of the period was 0.26%.

10. As part of the defined investment risk strategy FRA funds are currently deposited with the Bank of England, and Worcestershire County Council (WCC) Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England.

11. Historically performance has been measured against the "7-Day London Inter-bank Bid Rate" (LIBID) as a benchmark. However, the very low risk strategy evolved for FRA investment means that at present this measure is less meaningful. The relevant figure for the second half of 2012/13 was an average of 0.39%.

12. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

Prudential Indicators

13. In considering the budget and precept for the year the FRA approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.

14. These are set by the FRA, as part of the overall budget setting process, in February prior to the start of the financial year.

15. Appendix 1 sets out the relevant indicators as approved and as they out-turn, and demonstrates that they are within the limits of the Medium Term Financial Plan.

Conclusion/Summary

16. The SLA with the County Council and the implied use of its Strategy Statement ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure

environment. The monitoring of the Prudential Indicators has demonstrated that the Authority has complied with its Treasury Management targets.

Corporate Considerations

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

Supporting Information

Appendix 1 – Prudential Indicators 2012/13 Outturn
Appendix 2 – Treasury Management Strategy 2012/13 – Worcestershire County Council

Contact Officer

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Appendix 1

Prudential Indicators 2012/13 Out-turn

Introduction

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

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

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

Prudential Indicators

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

1. Capital Expenditure

The actual amount of capital expenditure that was incurred during 2012/13 was as follows:

	2012/13 Original Feb 2011	2012/13 Forecast Feb 2012	2012/13 Actual
	£m	**£m**	**£m**
Capital Expenditure	8.470	4.359	3.415
Operationally Leased Assets	0.137	0.030	0.000
	8.607	**4.389**	**3.415**

2. Ratio of Financing Costs to Net Revenue Stream

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

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

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

	2012/13 Original Feb 2012	2012/13 Forecast Feb 2013	2012/13 Actual
	£m	**£m**	**£m**
Financing Costs	2.629	2.043	2.217
Net Revenue Stream	32.652	32.652	32.652
Ratio	8.05%	6.26%	6.79%

3. Capital Financing Requirement

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

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

	Original Feb 2012	Forecast Feb 2013	Actual
	£m	**£m**	**£m**
Capital Financing Requirement (CFR) 31 March 2013	21.437	15.958	17.064

4. Authorised Limit

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

5. Operational Boundary

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

The limits for these indicators set for 2012/13 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised Limit was not exceeded.

	2012/13
	£m
Authorised Limit	27.000
Operational Boundary	24.000
Actual Borrowing 31 March 2013	14.971

6. Fixed Interest Rate Exposures

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

	2012/13
Fixed Interest Rate Exposure	**£m**
Upper Limit	27.000
Actual Borrowing 31 March 2013	14.971

7. Variable Interest Rate Exposures

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

8. Maturity Structure of Borrowing

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

	Lower	Upper	
Period of Maturity	Limit	Limit	Actual
Under 12 months	0.000	3.743	0.500
12 months and within 24 months	0.000	3.743	0.500
24 months and within 5 years	0.000	7.486	2.834
5 years and within 10 years	0.000	11.228	5.091
10 years and above	3.743	14.222	6.046

Appendix 2

Treasury Management Strategy 2012/13

Background

In accordance with the Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice, the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2012/13. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Director of Resources concerning the 2012/13 budget calculations.

Treasury Management is undertaken by a team of professionally qualified staff within the Resources Directorate.

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

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

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

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

During 2011/12 to date the County Council has invested its surplus cash with the UK Debt Management Office and with other local authorities. In December 2011 £20million was borrowed from the Public Works Loans Board to support capital expenditure.

Economic Commentary

During the year uncertainty within financial markets has continued to be present particularly in relation to the Euro area sovereign debt crisis. The situation in Europe is likely to depress growth in the UK's biggest export market and together with the plan to reduce the annual fiscal deficit any growth in the economy is likely to be weak in the next two years and there is a risk of a return to recession.

The bank rate has remained at the historically low level of 0.5% throughout the year. Most forecasters suggest that the bank rate will stay at its current level for the time being and start to increase towards the middle of next financial year 2012/13. However there are risks to these forecasts. If economic recovery is slower than expected, then any increase may be delayed. Equally concerns over increases in inflation may cause the rates to increase more quickly.

In October 2010, as part of the Comprehensive Spending Review announcement, the Chancellor announced that PWLB borrowing rates would be set at 1% above the gilt yield. In practice this resulted in an immediate increase of about 0.9% in borrowing rates in all maturity periods while rates applicable to early repayment of debt remained the same. The difference between these two sets of rates has resulted in the opportunities to reschedule debt being considerably restricted.

Treasury Management Strategy

The Prudential Code for Capital Finance requires the Council to set a number of Prudential Indicators (see Appendix 10 to the Cabinet Report). The Treasury Management Strategy has been developed in accordance with these indicators.

Borrowing Strategy

The outlook for borrowing rates is currently difficult to predict. Fixed interest borrowing rates are based on UK gilt yields and since national debt is forecast to continue to increase until 2015/16, so in turn are gilt yields and therefore borrowing rates. However gilt yields are currently at historically low levels due to continued investor concerns over the Euro area sovereign debt crisis.

The County Council's Treasury Management advisors have produced forecasts which suggest that rates over all periods of borrowing will start to increase steadily in 2012/13. Rates on loans of 5 years are forecast to be around 2.5% while rates on longer term loans are expected to be around 4.5% by the end of 2012/13.

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

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

In addition to this, the gross capital borrowing requirement for the 2012/13 financial year is estimated to be £29.4million. After the use of the minimum revenue provision to repay debt of £15.7million, the net capital borrowing

requirement is estimated to be £13.7million.

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

The management of the County Council's debt portfolio will be exercised in the most efficient manner taking into account when existing debt matures. The opportunity will be taken to reschedule any outstanding debt if rates are favourable, and make savings in the revenue budget. The cost of external interest of maintaining the County Council's debt is estimated to be £16.2 million in 2012/13.

Annual Investments Strategy

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

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

The Council will not borrow money purely to invest. The Council will only borrow up to 12 months in advance of cash being required to fund its capital expenditure.

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

A Specified Investment offers high security and high liquidity, must be in sterling and have a maturity date of less than a year. Any Specified Investment must be with the United Kingdom Government, a local authority in England or Wales or a similar body in Scotland or Northern Ireland, a parish or community council or with a body of high credit quality. The Council defines a body of high credit quality as counterparties who achieve ratings with all three rating agencies as described in the table below.

Agency:	**Long-Term:**	**Short Term:**
Fitch	AA	F1+
Moodys	Aa2	P-1
Standard and Poors	AA	A-1+

Non Specified Investments have a range of vehicles not covered by the definition of Specified Investments and generally carry more risk. Only investments where there is no contractual risk to the capital invested and where the rate of return justifies their use will be entered into. The only category of Non Specified

investment identified for use for the coming financial year is a routine term investment with a counter party as described above for Specified Investments, for a period of more than one year. This type of investment will be considered when rates are favourable and cash balances allow. The County Council's prudential indicators allow no more than £5 million to be invested in this category.

The credit ratings of Fitch, Moodys and Standard and Poors are monitored at least weekly, ratings watches and downgrades are acted upon immediately. Any other information that is deemed relevant to the creditworthiness of any Counterparty will be acted upon.

The Council will aim to have not less than 50% of its investments returnable within 30 days with at least 20% within 7 days.

West Mercia Supplies

With regard to the joint ownership of West Mercia Supplies, the County Council may, if deemed in the best interest of prudent management of the West Mercia business, undertake transactions pertaining to foreign currencies, such as foreign exchange deals and investments. Such dealings must have relevance to the course of business of West Mercia Supplies. These dealings will be classified as Non-specified Investments as they are not sterling denominated.

Report of Head of Corporate Services

11. Fire and Rescue Authority Plan 2012-13 – Annual Performance Analysis

Purpose of report

1. To provide the Policy and Resources Committee with a summary of annual performance against the Fire and Rescue Authority Plan 2012-13.

Recommendation

It is recommended that the Policy and Resources Committee notes the summary of annual performance against the Fire and Rescue Authority Plan 2012-13.

Introduction and Background

2. This report aims to provide an update on the Service's performance against the 2012-13 Fire and Rescue Authority Plan. The update is attached at Appendix 1.

Performance 2012-13

3. Although there was an increase in calls to flooding related incidents in 2012-13, the overall numbers of fires reduced which resulted in a 15.5% reduction in total incidents compared to the previous financial year. Further explanation and analysis is set out in sections 1 and 2 of Appendix 1.

4. Only one indicator was out of tolerance at the end of the financial year, which was the attendance standards in relation to fires in buildings. This indicator measures the percentage of building fires attended by the first appliance within 10 minutes of the time of the emergency call. Whilst this is disappointing, travel distance accounted for 50% of these failures and is inevitable in a predominately rural Service.

5. Appendix 1 also illustrates:

    - a decrease in the total number of false alarms attended (see paragraph 2.2);

    - performance indicators covering sickness levels for wholetime uniformed staff, non-uniformed staff and all staff are within tolerance for the year (see paragraph 3.1);

- a 1% drop in availability of all Retained (on-call) Appliances across the Service (see paragraph 5 - this was proposed as being a standard item of future quarterly reporting); and

- the number of information requests received under Freedom of Information legislation has decreased slightly (paragraph 6.1).

6. Each individual Key Performance Indicator was tested against the tolerance levels expected for the cumulative data for Quarters 1-4. Tolerance levels are the upper and lower limits within which performance is expected (based on 10% above and below the average for the three previous years).

Conclusion/Summary

7. This report highlights the headline performance information against the Fire and Rescue Authority Plan 2012-13, which is analysed in further detail at Appendix 1. The Policy and Resources Committee is asked to note the performance information.

8. The Authority will continue to receive reports based on the new performance reporting method on the measures the Service is taking to stay within tolerance levels and where improvements are required through future Policy and Resource Committee meetings.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	No
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes- FRA Plan
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	No
Consultation (identify any public or other consultation that has been carried out on this matter)	No

Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No

Supporting Information

Appendix 1: 2012-13 Performance Analysis

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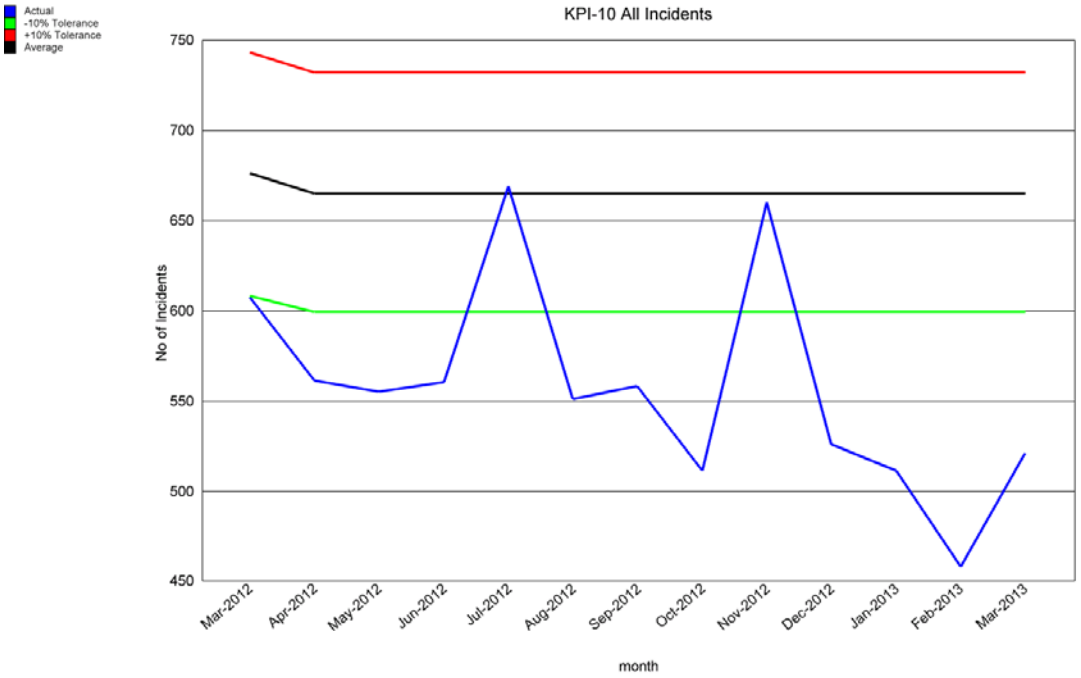
1. Operational Activity – Total and Fire Incidents

1.1. Total Incidents Attended

This indicator measures the total number of emergency incidents attended by the Service within the Service's geographical boundaries. They include the full range of operational activity including fires, false alarms and special service (other non-fire emergency) incidents.



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

Summary *Total incident operational activity levels for 2012-13 show a decrease compared with the previous year.*

Total Incidents	2011-12	2012-13	Percentage change
All Fires	2849	1770	-37.9%
Special Services	1509	1698	12.5%
False Alarms	3499	3175	-9.3%
Total Incidents	**7857**	**6643**	**-15.5%**

(Table 1 –Total Incidents 2011-12 and 2012-13)

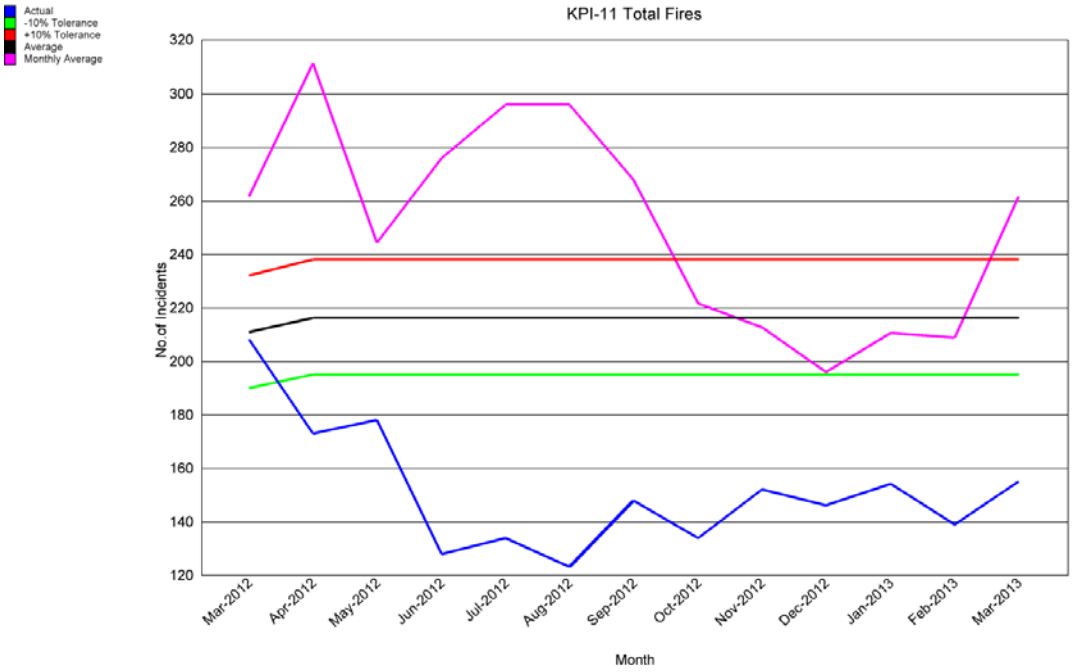
- A large reduction in the total number of fires attended in 2012-13 compared with the previous year.

- An increase in Special Services (non-fire emergency) incidents mainly as a result of the spells of wet weather compared with the previous year.

- A slight reduction in the number of false alarm incidents compared with the position at end of last year.

1.2. Total Number of Fires

These are the total number of fires attended by the Service. They include primary fires involving property or people; secondary fires which are generally smaller fires in open areas; and chimney fires which are restricted only to the chimney of dwelling or commercial properties.



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

Summary *A significant reduction in Secondary Fires attended in 2012-13 compared with the previous year, has led to an overall reduction in the total number of fires attended.*

Total Fires	2011-12	2012-13	Percentage change
Primary Fires	1237	983	-20.5%
Secondary Fires	1424	546	-61.7%
Chimney Fires	188	241	28.2%
Total Fires	**2849**	**1770**	**-37.9%**

(Table 2 –Total Fires 2011-12 and 2012-13)

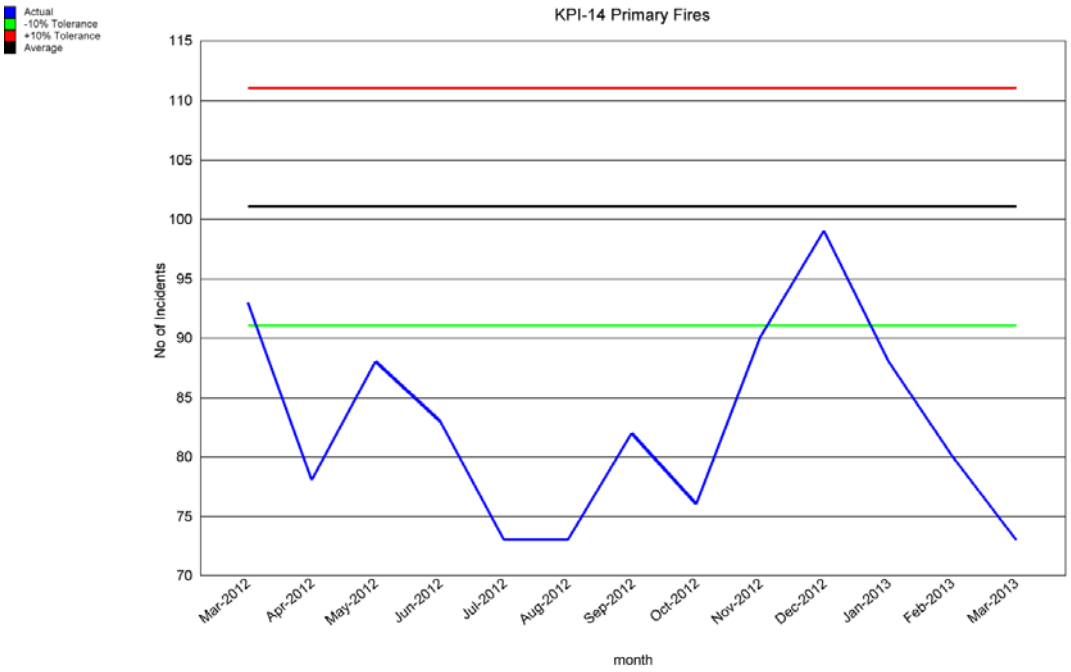
- Primary fires down 20.3% from last 5 years average.

- Secondary fires down 54.5% from last 5 years average.

- Chimney fires have increased by 28% compared with the 2011-12 end of year total but have increased only by 2.5% on the average number of chimney fire incidents attended in the last 5 years.

1.3. Primary Fires

Primary fires are any fires involving property (including non-derelict vehicles) or casualties or involving 5 or more fire appliances. Therefore they include larger outdoor fires in addition to building and transport fires.



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

Summary *Primary fires numbers in 2012-13 reduced compared with previous year.*

Primary Fires	2011-12	2012-13	Percentage change
Building Fires	793	649	-18.2%
Vehicle & Transport Fires	331	270	-18.4%
Outdoor Fires	113	64	-43.4%
Total Fires	**1237**	**983**	**-20.5%**

(Table 3 – Primary Fires 2011-12 and 2012-13)

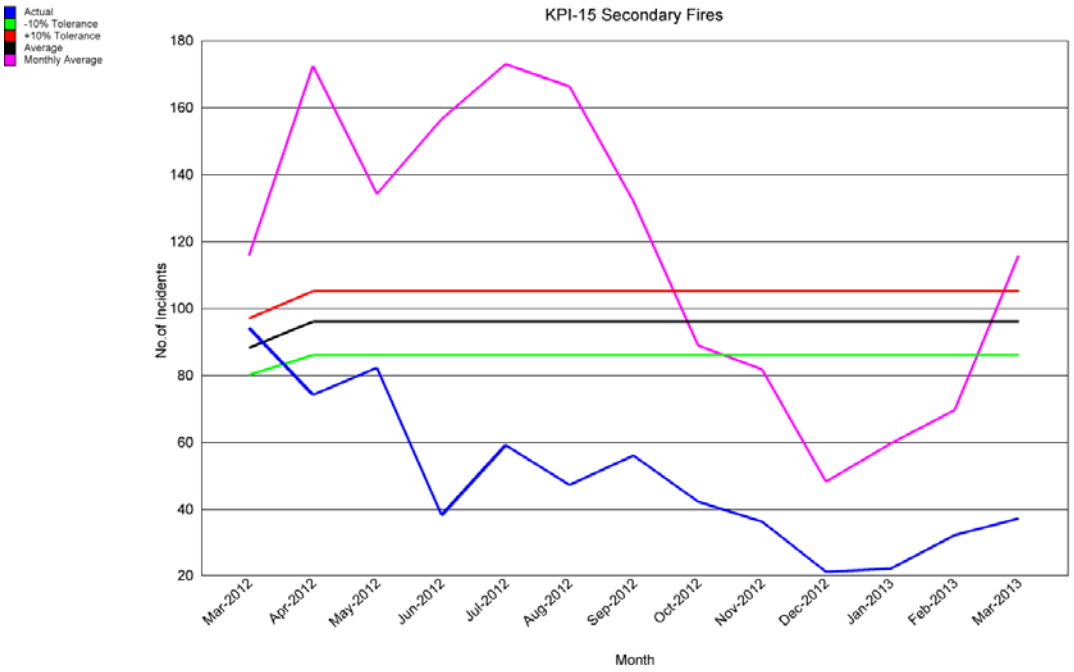
- Building Fires have reduced by 18.2% compared with the previous year. The largest decreases were in non-residential properties which have reduced from 300 in 2011-12 to 202 in 2012-13.This is partially due to the Service working closely with our partners in the local enforcement community to ensure that there is a far greater understanding and embedding of relevant Fire Safety Legislation.

- Car fires account for the largest proportion of Vehicle and Transport fires and they have reduced from 205 in 2011-12 to 177 in 2012-13.

- Although small in context, the number of outdoor fires has decreased from 113 in 2011-12 to 64 in 2012-13. This is mainly due to the predominantly wet weather conditions which have also affected the number of secondary fires attended.

1.4. Secondary Fires

Secondary fires are generally small fires which start in, and are confined to, outdoor locations. Typically, they are fires in grass or heathland, fires involving rubbish, fires involving street or railway furniture and fires in derelict buildings or vehicles.



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

Summary *Secondary fire numbers have decreased significantly compared with the previous year due to the predominantly wet weather conditions particularly in Quarters 2 and 3.*

Secondary Fires	2011-12	2012-13	Percentage change
Grassland woodland and crops	740	130	-82.4%
Other Outdoors (including land)	372	203	-45.4%
Outdoor equipment & machinery	19	10	-47.4%
Outdoor Structures	257	172	-33.1%
Building	26	27	3.8%
Road Vehicle & Other Transport	10	4	-60.0%
Total Fires	**1424**	**546**	**-61.7%**

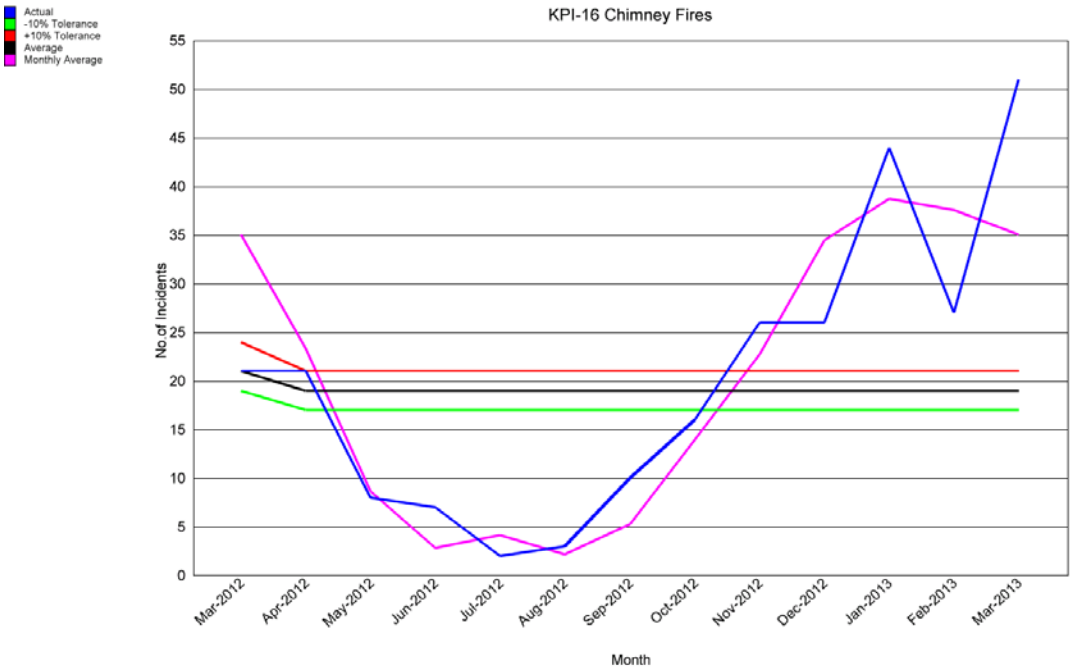
(Table 4 – Secondary Fires 2011-12 and 2012-13)

- The largest reduction in secondary fires comparing 2012-13 with 2011-12 is in fires located in grassland woodland and crops. There were 130 grassland woodland and crop fires in 2012-13 which represent 23.8% of all secondary fires compared with 740 grassland woodland and crop fires in 2011-12 (51.9% of all secondary fires).

- There have been similar reductions in the number of secondary fires in other outdoor locations and outdoor structures which together with grassland woodland and crop fires make up the majority of all secondary fires.

1.5. Chimney Fires

Chimney fires occur when the deposits of combustion are left within the flueways of a chimney. A fire is only classed as a chimney fire if it is confined to the chimney itself, if it spreads to other parts of the building it is defined as a primary fire.



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

Summary *Chimney fire occurrences are consistent with the monthly average number of incidents (see pink line in the graph above).*

Chimney Fires	2011-12	2012-13	Percentage Change
April	12	21	75.0%
May	6	8	33.3%
June	3	7	133.3%
July	1	2	100.0%
August	3	3	0.0%
September	4	10	150.0%
October	23	16	-30.4%
November	16	26	62.5%
December	26	26	0.0%
January	29	44	51.7%
February	44	27	-38.6%
March	21	51	142.9%
Total	**188**	**241**	**28.2%**

(Table 5 – Chimney Fires 2011-12 and 2012-13)

- Chimney fires have increased from the same period last year, with 28.2% more than in the same period last year; this maybe due to the cooler, wetter weather conditions particularly in Quarters 2 and 3 2012-13.

- There were increases in monthly figures particularly in June 2012 and September 2012 compared with the same months in 2011 but these are relatively low figures in terms of all incidents attended.

District	2011-12	2012-13	Percentage Change
North	39	60	53.8%
South	43	57	32.6%
West	106	124	17.0%
Total	**188**	**241**	**28.2%**

(Table 6 – Chimney Fires by District 2011-12 and 2012-13)

- Although the majority of chimney fires are as expected in rural West District (Herefordshire), the largest year on year percentage increases have occurred in the other two districts (North Worcestershire and South Worcestershire). The largest year on year station increases were Broadway which increased from 1 chimney fire in 2011-12 to 6 in 2012-13 and Stourport which increased from 2 in 2011-12 to 10 in 2012-13.

- In addition to these totals, there are a small number of primary fires which start in the chimney but spread to the other parts of the house. These form only a small proportion of total fires and the Service attended 13 primary fires which started in the chimney in 2012-13 compared with 15 primary fires in 2011-12. Generally fires which start in the chimney are contained to the chimney.

- The Community Safety Strategy is focused on reducing the risk to all residents in the two counties and positive activity is focused on the most vulnerable. Chimney fires have continued to be a difficult area to influence due to the direct relation of the seasons and climate to the number of chimney fires. During cold periods it is not surprising that chimney fire numbers increase because more people, particularly the elderly, keep warm during these cold spells by using open fires.

- Our focus is to encourage people to sweep their chimneys at least once a year and more if they use the fire regularly. As part of the Warmer Worcestershire strategy, the Service has provided information to Age UK on the location of residents who are particularly at risk and have previously had a chimney fires so that they can get their chimney swept free of charge. So far the feedback has indicated that all who have received the chimney sweep service are 100% satisfied and this service will continue to be delivered throughout the year ready for the following winter or the next cold period.

- Work has also begun to build stronger links with Adult Services and Health Directorate to improve data sharing so that the Service can target those that are known to be at risk by Adult Services. As part of these improved links the Service is now aware of a project team working on assistive technology so that the health of vulnerable people can be remotely monitored. As a result our interest areas for fire safety such as smoke alarm actuation and automatic power shut off of cookers are

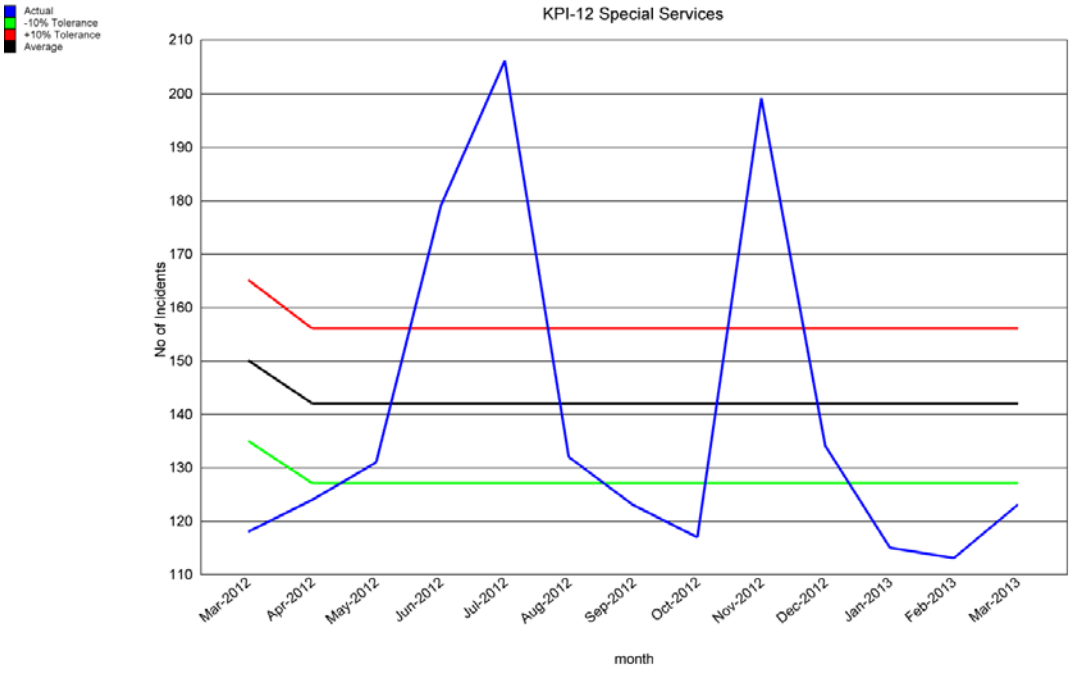
being considered as part of the project as these are also key to assist people being safer in their homes.

Operational Activity - Other Non-Fire Incidents

The second section of this report focuses on operational activity in terms of other non-fire incidents attended.

2.1. Special Service Incidents

These are emergency incidents attended which are not Fires. They include Road Traffic Collisions, extrications, lift rescues, lock ins/outs, hazardous materials or chemicals incidents), other rescues and flooding incidents.



(Figure 6 – Special Services Incidents per month March 2012 to March 2013)

Summary *The Special Service incidents totals have been adversely affected by an increase in flooding and other water related incidents in June-July 2012 and November 2012. Although the totals in these months were out of tolerance, the overall incident total was within tolerance at the end of the year.*

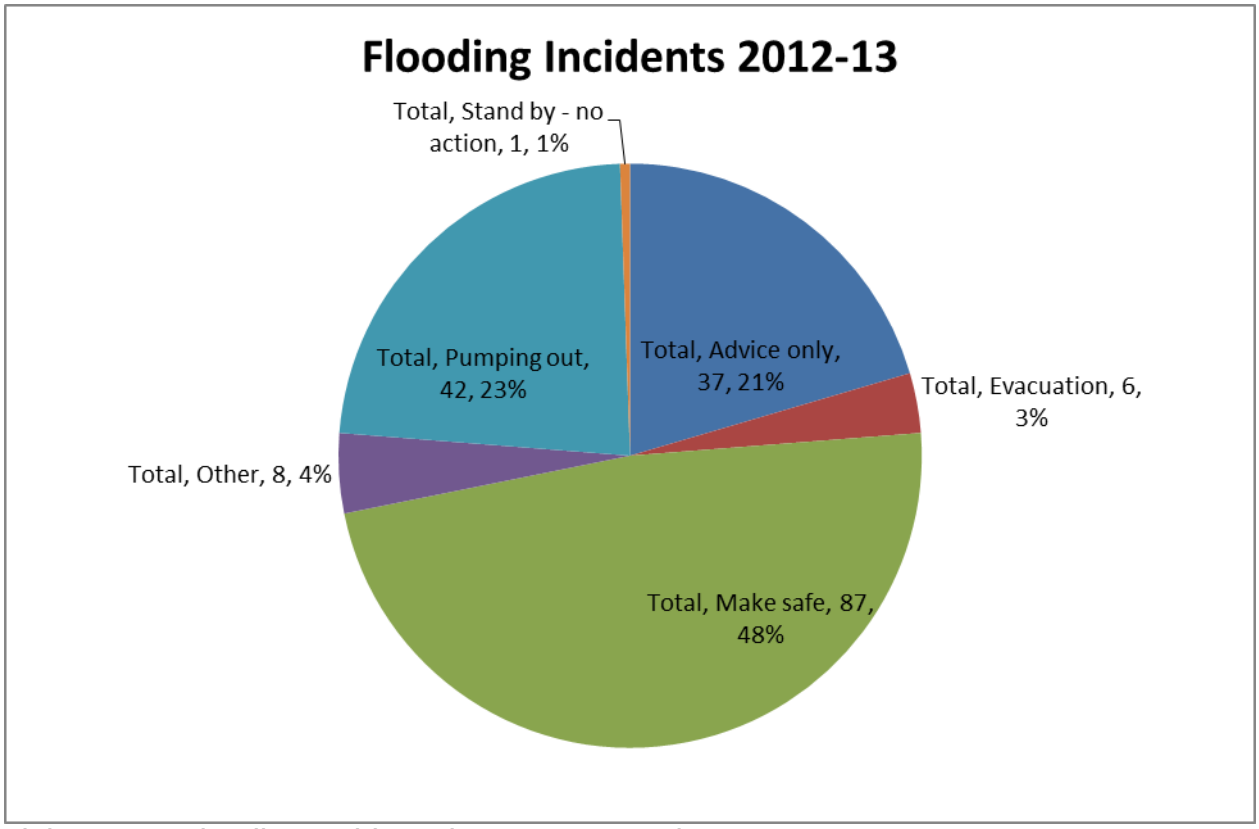
All Special Services	2011-12	2012-13	Percentage change
Road Traffic Collisions	659	597	-9.4%
Flooding	62	181	191.9%
Other Special Services	788	920	16.8%
Total Incidents	**1509**	**1698**	**12.5%**

(Table 7 – Special Services 2011-12 and 2012-13)

- Flooding incidents refer specifically to property based incidents and there were 181 flooding incidents in 2012-13 compared with 62 at the same point last year.

- 25 out of the 181 flooding incidents occurred in the three day period 28th-30th June 2012 and 16 occurred between 25th and 26th November.

- Other Special Services included year on year increases in making safe (not Road Traffic Collisions) and rescues and evacuation from water, also linked to the spate flooding conditions.



(Figure 7 – Flooding Incidents by type 2012-13)

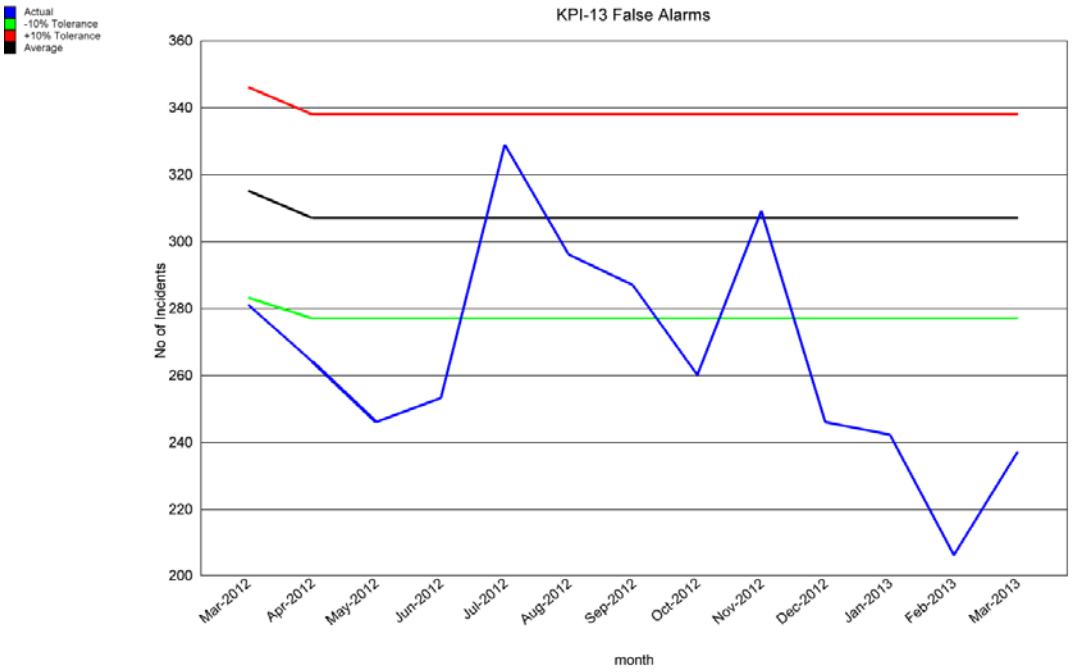
- The table below illustrates the breakdown of the types of property affected by the flooding incidents in 2012-13

Property Type	Advice Only	Evacuation	Make Safe	Other	Pumping out	Stand-by	Total
Dwelling	30	3	64	5	34	0	136
Non-Residential	4	0	16	1	4	0	25
Other Residential	1	0	5	0	3	0	9
Other Outdoors	2	1	2	0	0	0	5
Road Vehicles	0	2	0	2	0	1	5
Other Transport	0	0	0	0	1	0	1
Totals	**37**	**6**	**87**	**8**	**42**	**1**	**181**

(Table 8 – Flooding incidents by property type 2012-13)

2.2.False Alarm Incidents

False alarms are those incidents attended by the Service where no fire fighting was required. They can be the result of an automatic fire alarm; good intent where a member of public believes that a fire is occurring; or malicious.



(Figure 8 – False Alarm Incidents per month March 2012 to March 2013)

Summary *The total number of false alarms attended has decreased in 2012-13 compared with the previous year and also when compared with the average over the last five years.*

Total False Alarms	2011-12	2012-13	Percentage change
Malicious False Alarms	63	39	-38.9%
False Alarm Good Intent	797	708	-11.2%
Automatic False Alarms	2639	2428	-8.0%
Total False Alarms	**3499**	**3175**	**-9.3%**

(Table 9 – False Alarms 2011-12 and 2012-13)

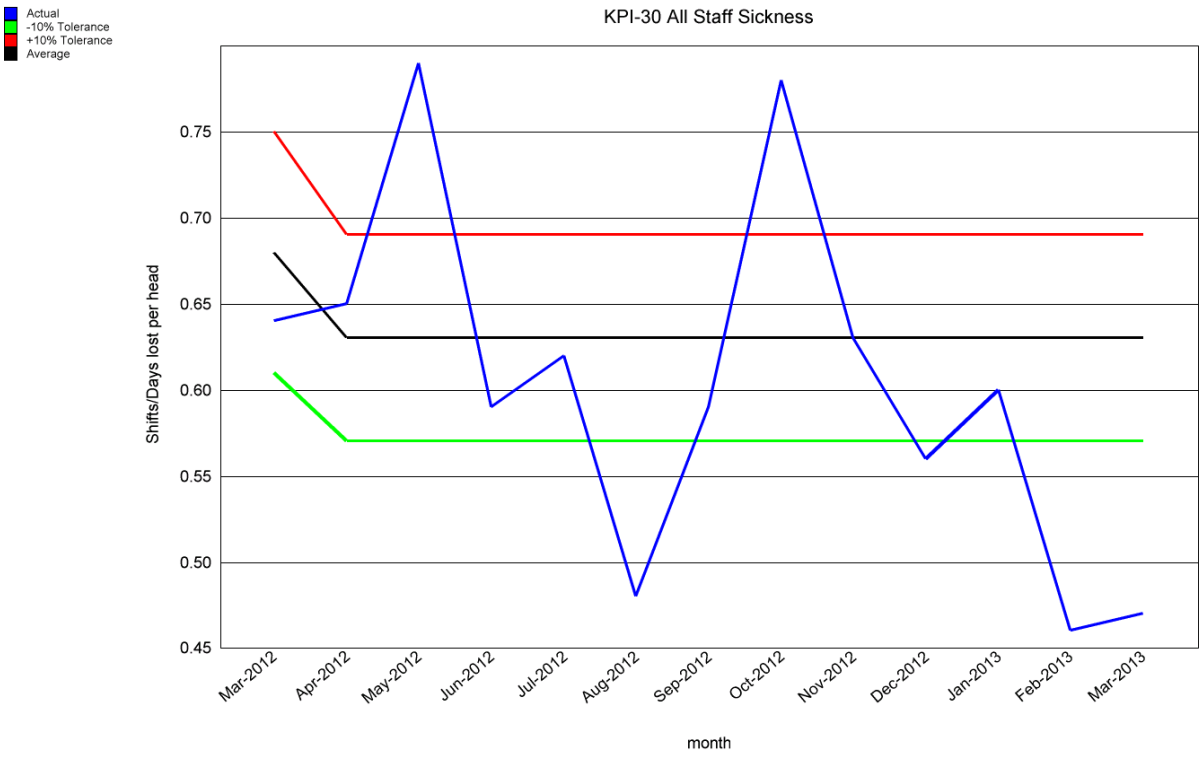
- The spikes in monthly performance in July and November 2012 were caused by increases in the number of false alarm good intent and automatic false alarms when compared from the previous months. The rise in false alarm good intent can be attributed partially to increases due to flooding false alarms in July and November and bonfires and other controlled burning false alarms in November.

- As a result of the Interim Automatic False Alarms (AFA's) policy, the total number of attendances (Appliances and Rescue Appliance) to AFA's reduced from 3339 in 2011-12 to 2608 in 2012-2013. There have been 731 fewer attendances at AFA's as a result of the application of the interim policy.

3. Absence Management

Sickness levels have dropped significantly since October 2012 and at the end of previous quarters in this year, it had been reported that non-uniformed sickness in particular was outside the set tolerance levels. At the end of the year, this is no longer the case, all three sickness performance indicators which cover wholetime uniformed staff, non-uniformed staff and all staff are within tolerance for the year.

3.1.All Staff Sickness



(Figure 9 – All Staff Sickness March 2012 to March 2013)

Summary. *The two spikes in the shifts/days lost to sickness absence were due to increases in the levels of long term sickness in May and in short term sickness in October.*

	Short Term All Staff Sickness per head 2012-13 *(shifts/days lost)*	**Long Term All Staff Sickness per head 2012-13 *(shifts/days lost)***	**All Staff Sickness per head 2012-13 *(shifts/days lost)***
April 2012	0.19 *(88)*	0.46 *(213.78)*	0.65 *(301.78)*
May 2012	0.26 *(118.67)*	0.53 *(245.4)*	0.79 *(364.07)*
June 2012	0.26 *(119.5)*	0.36 *(153.97)*	0.59 *(273.47)*
July 2012	0.26 *(119.59)*	0.36 *(165.97)*	0.62 *(285.56)*
Aug 2012	0.17 *(79.91)*	0.30 *(138.78)*	0.48 *(218.69)*
Sep 2012	0.37 *(169.21)*	0.22 *(98.75)*	0.59 *(267.96)*
Oct 2012	0.45 *(207.986)*	0.32 *(148)*	0.78 *(355.986)*
Nov 2012	0.34 *(156)*	0.29 *(133)*	0.63 *(289)*
Dec 2012	0.35 *(160.43)*	0.21 *(95)*	0.56 *(255.43)*
Jan 2013	0.48 *(220.97)*	0.12 *(56)*	0.60 *(276.97)*
Feb 2013	0.35 *(160.72)*	0.11 *(52)*	0.46 *(212.72)*
Mar 2013	0.29 *(132.16)*	0.18 *(84)*	0.47 *(216.16)*
Total	**3.75 *(1733.146)***	**3.43 *(1584.65)***	**7.18 *(3317.796)***

(Table 10 – All Staff Short & Long Term Sickness per month 2012-13)

- Long term staff sickness or staff sickness which is over 28 consecutive days has fallen significantly since the start of the financial year. In April 2012 it represented 70.8% of all staff sickness and in February in accounted only for 24.4% of all staff sickness.

- The largest monthly total of all staff sickness for 2012-13 was in May 2012 where 0.79 days/shifts per head were lost to sickness absence. 67% of this sickness was long-term sickness and was also the highest monthly total for long term Wholetime and non-uniform sickness for 2012-13.

- The second highest monthly total for all staff sickness for 2012-13 was in October 2012 where 0.78 days/shifts per head were lost to sickness absence. This was mainly due to increases in that month in short term non-uniform sickness and all Wholetime sickness.

- The lowest monthly total of all staff sickness for 2012-13 was in February 2013. This is mainly due to reductions in the amount of Wholetime and non-uniform long term sickness.

Sickness Absence	**2011-12**	**2012-13**	**Percentage change**
Wholetime Staff Sickness	6.24 *(2103)*	6.57 *(2244)*	5.3%
Non-Uniform Staff Sickness	10.89 *(1328.05)*	8.92 *(1073.796)*	-18.09%
All Staff Sickness	**7.48** ***(3431.05)***	**7.18** ***(3317.796)***	**-4.0%**

(Table 11 – All Staff Short & Long Term Sickness per month 2012-13)

- All staff sickness has decreased in 2012-13 when compared with 2011-12. This is mainly due to a year by year decrease in the non-uniformed staff sickness of 18.09% which has compensated for the increase in Wholetime sickness when compared with the previous year.

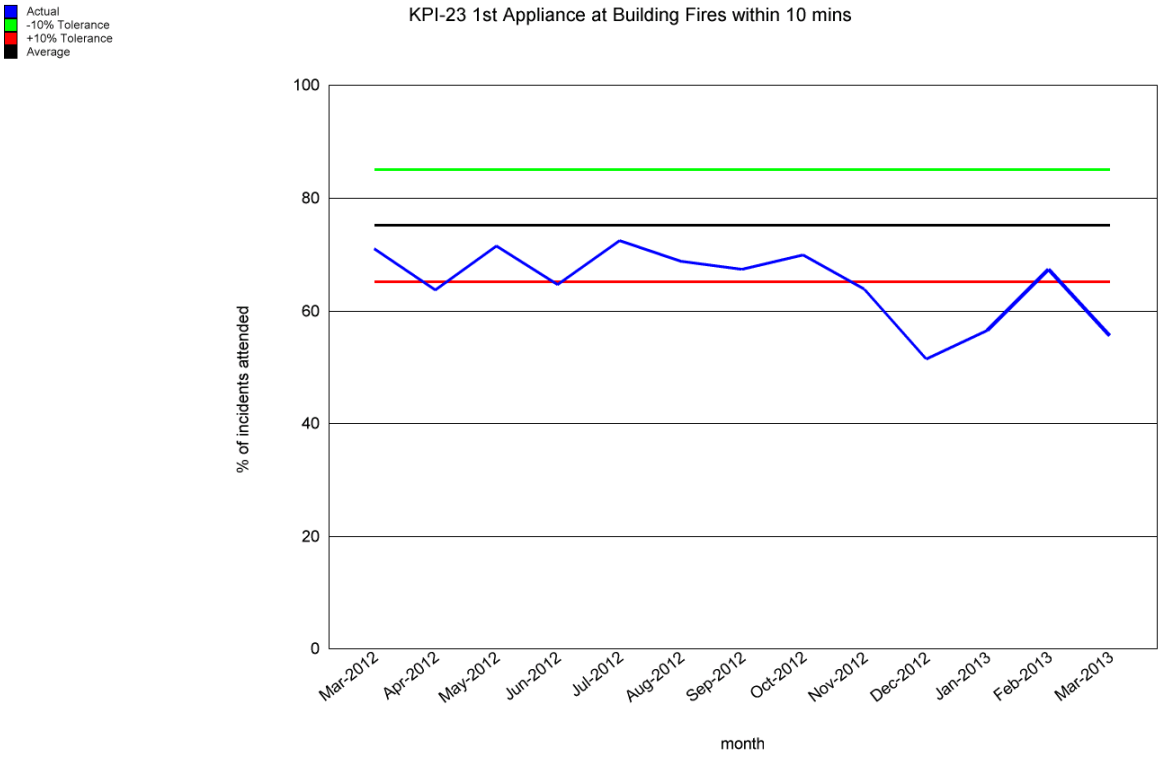
- The decrease in non-uniformed sickness when compared with previous years was mainly due to decreases in long term non-uniformed sickness. There were 576.65 days lost to long term non-uniformed sickness in 2012-13 compared to 808.33 days lost to long term non-uniformed sickness in 2011-12.

- 7.18 shifts/days lost per head to all staff sickness in 2012-13 represents the average level of sickness absence for the past five years (7.78 shifts/days lost per head) and also compares favourably with the predicted year end Council sickness absence figures of 7.08 for Worcestershire County Council and 9.4 for Herefordshire Council.

4. Key Performance Indicators Out of Tolerance

At the end of the financial year, all key performance indicators (KPI) were within the 10% tolerance levels, except for the indicator regarding the first attendance by an appliance at building fires within 10 minutes which forms part of the attendance standards set in the current Integrated Risk Management Plan. This is the time taken for an appliance to book in attendance at an incident from the time of call. The percentage of incidents where this is achieved within 10 minutes is measured against a 75% standard.

4.1. Attendance Standards – Fires in Buildings



(Figure 10 – Percentage of 1st Appliance at Building Fires within 10 minutes – March 2012 to March 2013)

Summary *The Service saw a reduction in the number of attendances at building fires that met the attendance standard compared with last year. Travel distance accounted for 50% of these failures. Of the remainder, 18% were attended in a time of between 10 and 11 minutes.*

1st Appliance attendance at Building Fires within 10 minutes	2011-12	2012-13
Building fires attended within 10 minutes	574	431
Total Number of Building fires attended	816	675
% attended within 10 minutes	**70.3%**	**63.9%**

(Table 12 –1st Appliance attendance 2011-12 and 2012-13)

- The deterioration in performance in the number of building fires attended within 10 minutes maybe partially due to the wet weather and flooding spate conditions experienced during the year. Although chimney fires are not included in the standard, increased activity at chimney fires may also have had a detrimental effect on the attendance times at building fires.

- The Service maintains operational cover even when resources are stretched such as when large and long incidents are attended such as the Lawrence Recycling incident in November. Further analysis of the incidents that did not make the standard indicate that only 26% or 65 out of the 244 incidents where the Service attended in more than 10 minutes were where an appliance attended from another station area to the station ground. 11 of these incidents were where the station ground appliance was not operational, 4 were where the station ground appliance was attending a simultaneous incident and the remaining 50 were where the incidents were situated where an appliance from another station arrived before or instead of the station ground appliance.

- The introduction of the new Fire Control system has enabled control room staff to identify the location of the nearest appropriate fire appliance or Officer to the incident which is sometimes not the actual station ground appliance for that incident.

- The 244 incidents which did not meet the standard were spread evenly across the Service area. 32% occurred in North District area (North Worcestershire), 33% in South District area (South Worcestershire) and 35% within West District (Herefordshire). The table below shows the overall percentage of incidents that met the standard occurring in each District area.

1st Appliance attendance within 10 minutes	**Attended within 10 minutes**	**All Building Fires attended**	**Percentage**
North District	161	239	67.36%
South District	168	248	67.74%
West District	102	188	54.26%
Total	**431**	**675**	**63.85%**

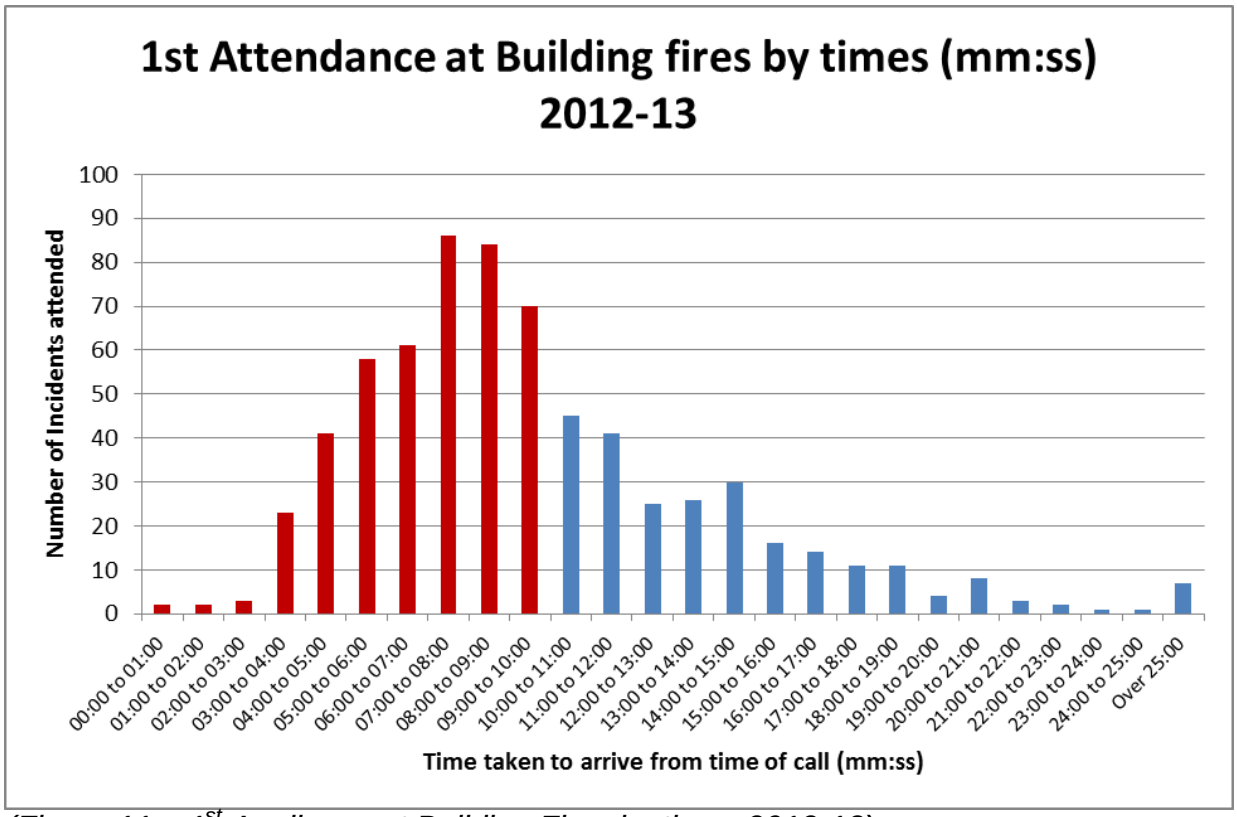
(Table 13 –1st Appliance attendance 2011-12 and 2012-13)

- West District's performance is lower due to the number of retained (on-call) stations. Out of the 244 incidents that did not meet the standard, 104 were first attended by a retained appliance, 108 first attended by a wholetime[1] appliance and 31 first attended by a day crewed appliance. One incident was first attended by an appliance from another Service.

- The graph overleaf illustrates the time taken to attend building fires in 2012-13 by minutes.

- 43 of 244 fires that were not attended within 10 minutes were attended within 11 minutes. The graph overleaf also includes late fire calls which have always been included within the standard since it was introduced. These incidents are typically where an appliance attends after an officer has first attended or an appliance has attended for inspection purposes only. The average time taken to attend building fire incidents excluding late fire calls is 9 minutes 25 seconds.

[1] The Service has three duty systems. Wholetime which provide 24 Hour cover, Day-crewed which provide cover during the day only and Retained or on-call duty systems



(Figure 11 – 1st Appliance at Building Fires by times 2012-13)

- Travel distance would be a larger factor in the time taken to reach incidents in retained station grounds which are generally more rural than the wholetime or day crewed station grounds. The average time taken to attend building fires incidents in retained station ground areas was 12 minutes, 17 seconds compared with 9 minutes, 21 seconds for day crewed station grounds and 8 minutes, 12 seconds for wholetime station grounds. 172 of the 675 building fires were located in retained station grounds compared with 172 in wholetime and 94 in day crewed station areas.

- The highest average time to attend building fire was in Peterchurch's station ground with an average of 17 minutes and 35 seconds to attend and the lowest was Worcester station ground with an average of 7 minutes and 19 seconds. It is important to note that rural locations do not necessarily lead to greater attendance times as some rural buildings may be easier to get to than some urban locations.

- The table below illustrates the breakdown of reasons given by the officer in charge at the incident for the 244 incidents where the standard was not met in 2012-13. There were 11 incidents where a reason was not requested to be given by the officer in charge when completing the Incident Recording System (IRS) record for the incident as a result of early complications with the new Fire Control system/IRS interface but is probably safe to say that the majority of these were down to travel distance. Travel distance accounted for over 50% of the failures.

Travel distance to the incident	128	Responding at normal road speed, i.e. AFAs	3
Turn in time (Retained and Day Crew only)	29	Mobilised to incorrect address	3
Late Fire Call	14	Simultaneous Incident	2
Reason not given due to new IRS interface	11	Insufficient crew due to numbers of crew available	2
Incident outside Station turnout area	9	Appliance not booked in attendance	2
Weather conditions / Road conditions	8	Mobilising error	2
Difficulty in locating incident address	7	Not on Home Station i.e. school visit, Home Fire Safety check	1
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	5	Insufficient crew with appropriate role skills	1
Communication Equipment Fault	4	Training event delaying turn out i.e. drilling	1
Traffic conditions causing delayed turn in time to Stations (Retained and Day Crewed only)	4	Known False Alarm	1
Mobilised from other location (not on home Station)	3	Appliance breakdown / Off the Run	1
Incorrect or insufficient information passed to Fire Control on initial call	3		
		Total	244

(Table 14 – Fire in Buildings – Reasons for standard not met 2012-13)

- Analysis of the feedback given by Crew and Watch Commanders following attendance at incidents has highlighted that there are incidents where attendance within 10 minutes is out of the Fire Service's direct control. These have been included in the standard since it was introduced (75% within 10 minutes) but do continue to have a detrimental effect on the overall performance. The following reasons could be interpreted as being beyond the control of the fire crews achieving the 10 minute standard:

    - Actual distance from station to incident in out of town or remote area (especially after delay of up to 6 minutes for Retained Duty System/on-call staff to respond)
    - Delays in RDS/on-call responding into station greater than 6 minutes (e.g. road works or traffic conditions)
    - Road conditions due to other road users, road works and traffic calming measures or congestion at peak times
    - Weather conditions, such as ice or snow or flooding
    - Incorrect or insufficient information passed to Fire Control;

- Responding at normal road speed, based upon risk assessment and information available, such as “late fire calls” or Automatic Fire Alarms.
- Mobilised to incorrect address;
- Appliance not booked in attendance;
- Mobilising errors and known false alarms

- If these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

5. Retained / On-Call Availability

Summary *Our retained or on-call manned appliances can only be mobilised if a sufficient crew with appropriate qualifications are available. This availability is monitored and there was an overall drop in availability of 1% of all Retained Appliances across the Service when compared with the situation at the end of the same period last year.*

Retained Availability	2011-12	2012-13	Percentage Change
April	93.9%	91.9%	-2.0%
May	94.1%	89.9%	-4.2%
June	91.7%	89.8%	-1.9%
July	91.8%	90.7%	-1.1%
Aug	89.4%	86.0%	-3.4%
Sep	89.9%	90.5%	0.6%
Oct	89.2%	90.7%	1.5%
Nov	91.7%	91.6%	-0.1%
Dec	90.4%	89.8%	-0.6%
Jan	92.9%	93.6%	0.7%
Feb	94.0%	92.2%	-1.8%
Mar	92.6%	92.9%	0.3%
Total	**91.8%**	**90.8%**	**-1.0%**

(Table 15 – Retained availability by month –2011-12 & 2012-13)

- The highest monthly retained availability was in January 2013 where appliances were available 93.6% of the time and lowest monthly retained availability was in August 2012 where appliances were available 86.0% of the time. The main reason for appliances being off the run in August 2012 was the lack of sufficient crew.

Reasons for Off the Run Appliances 2012-13 for all stations	% of time Appliances unavailable
Did not meet minimum crewing requirement	7.99%
No Breathing Apparatus wearers	4.95%
No Officer in Charge	5.79%
No driver	2.61%
Total impact on appliance availability	**9.2%**

(Table 16 – Retained availability by factor – 2012-13)

- Overall availability is dependent on a number of factors and an appliance can be unavailable due to a combination of factors. The lack of sufficient crew is the largest reason for unavailability.

Appliance/Station	Availability 2011-12	Availability 2012-13	Better/ Worse
213 Worcester	97.9%	96.2%	-1.6%
221 Stourport	99.9%	90.5%	-9.5%
231 Bewdley	85.0%	95.3%	10.3%
241 Kidderminster	99.2%	97.7%	-1.5%
251 Bromsgrove	76.9%	78.6%	1.7%
261 Droitwich	87.3%	79.0%	-8.3%
271 Redditch	99.8%	99.4%	-0.4%
273 Redditch	90.0%	75.9%	-14.1%
281 Evesham	70.0%	76.2%	6.2%
291 Pebworth	70.1%	84.3%	14.2%
302 Broadway	80.9%	84.2%	3.3%
311 Pershore	95.4%	91.7%	-3.6%
322 Upton	95.1%	91.2%	-3.9%
411 Malvern	99.6%	99.8%	0.2%
421 Ledbury	99.1%	89.9%	-9.2%
422 Ledbury	91.8%	95.5%	3.6%
431 Fownhope	94.3%	97.6%	3.3%
441 Ross on Wye	99.9%	95.2%	-4.7%
442 Ross on Wye	98.9%	99.1%	0.3%
452 Whitchurch	91.9%	84.9%	-7.0%
463 Hereford	97.1%	85.7%	-11.4%
472 Ewyas Harold	83.8%	93.6%	9.8%
481 Eardisley	99.5%	99.2%	-0.3%
492 Kington	97.6%	94.2%	-3.3%
502 Leintwardine	87.1%	90.3%	3.2%
511 Kingsland	100.0%	99.8%	-0.2%
521 Leominster	98.6%	85.6%	-12.9%
522 Leominster	90.3%	95.7%	5.4%
531 Tenbury	97.4%	88.8%	-8.7%
532 Tenbury	86.8%	95.1%	8.3%
541 Bromyard	96.9%	82.2%	-14.7%
542 Bromyard	72.7%	91.2%	18.5%
55 Peterchurch	98.1%	92.2%	-5.9%
Total	**91.8%**	**90.8%**	

(Table 17 –% availability by Station, comparing 2011-12 with 2012-13)

- Although still providing a high level of retained availability in 2012-13, some retained crews have declined in performance when compared with the previous year 2011-12:

    - Bromyard (callsign 541) although achieving 82.2% availability has reduced 14.7% on 2011-12 availability. This reduction in availability was mainly due to the lack of a minimum crew and the lack of BA wearers.

    - Leominster (callsign 521), although achieving 85.6% availability has reduced 12.9% on 2011-12 availability. This reduction in availability was mainly due in the lack of a minimum crew and the lack of BA wearers.

- Redditch (callsign 273) was the lowest performing appliance in 2012-13 with a Retained availability of 75.9%, It has reduced by 14.1% compared with 2011-12 availability .This reduction in availability was mainly due in in the lack of a minimum crew and the lack of Breathing Apparatus wearers.

- Three appliances have shown significant improvement from 2011-12 to 2012-13:

    - Bromyard (callsign 542) (up 18.5% on 2011-12 availability). The increase in availability was mainly due to increases in availability of a sufficient crew and BA wearers.

    - Pebworth (callsign 291) (up 14.2% on 2011-12 availability).The increase in availability was mainly due to increases in availability of BA wearers and of an Officer in Charge.

    - Bewdley (callsign 231) (up 10.3 on 2011-12 availability). The increase in availability was mainly due to increases in the availability of BA wearers and of sufficient crew.

- Kingsland (callsign 511) and Malvern (callsign 411) were the highest performing appliances in 2012-13 with a retained availability of 99.8%. Kingsland had 100% availability of Breathing Apparatus wearers in 2012-13.

Report of the Assistant Chief Fire Officer – Service Support

12. Quarter 1 Performance and Health and Safety Reports 2013-14

Purpose of report

1. To note the key outcomes in performance in the first quarter of 2013-14.

Recommendations

That Policy and Resources Committee note the following key outcomes in respect of performance in Quarter 1 2013-14:

i) the total number of incidents attended in Quarter 1 2013-14 is the lowest Quarter 1 total in the seven years that the current data set has been collected;

ii) the Service also attended the lowest Quarter 1 totals of Special Service (non-fire emergencies) and False alarms in the last seven years;

iii) although the number of Fires attended in Quarter 1 2013-14 have increased when compared to the same quarter last year, the total is still less than the average number of fires attended in Quarter 1 of the last five years;

iv) the Service has also seen the lowest Quarter 1 totals of injuries from primary fires and the lowest Quarter 1 number of injuries from accidental dwelling fires in the last seven years, with no injuries reported from accidental dwelling fires in May and June 2013; and

v) reported health and safety events (Appendix 2) have increased when compared with the previous quarter mainly due to a major recycling fire incident in Kidderminster in June.

Introduction

2. The Service gathers data on a number of performance indicators based on operational activity and other areas of the Service and reports on these on a quarterly basis to the Senior Management Board (SMB) and the Policy and Resources Committee. The Service also monitors the number of accidents and other health and safety related events involving firefighters at operational incidents and training exercises.

3. This report is a summary of Quarter 1 performance against the Fire and Rescue Authority Plan 2013-12014 using the set of Key Performance Indicators agreed by Senior Management Board (SMB) together with a summary of health and safety incidents occurring in Quarter 1 2013-14.

Tolerance Levels

4. Each individual key performance indicator is tested against the tolerance levels expected for the quarter 1 data. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for the specific indicators. The tolerance levels are represented in the accompanying appendices in graph format.

5. The only indicators out of tolerance at the end of Quarter 1 were the percentage of building fires attended by the first appliance within 10 minutes of the time of call and the second appliance's attendance at building fire incidents within five minutes of the first appliance. These indicators are analysed in detail in Appendix 1 together with an overview of all operational activity, a summary of information requests received by the Service and an analysis of retained appliance availability.

6. The performance Quarter 1 totals do not include the on-going (at the time of writing) incident at Lawrence Recycling in Kidderminster which started on 15 June 2013. This incident will be added to the Quarter 1 2013-14 totals on completion of the event. However the health and safety events reported do include this incident as it was a major occurrence in terms of managing health and safety at incidents.

Quarter 1 2013-14 Performance

7. Quarter 1 2013-14 saw a 5% reduction in total incidents compared to the same quarter last year. Although total fires have increased when compared to Quarter 1 2012-13, incidents in total have reduced as a result of a decrease in special service incidents when compared with the number of special service incidents attended in the predominantly wet weather conditions in Quarter 1 2012-13. False alarm incidents have also reduced when compared with the same period in the previous year.

8. Comparing the Quarter 1 data with the same quarter in previous years, the total number of incidents attended is the lowest Quarter 1 total in the seven years in which the current set of data has been collected. This is also true of the total number of false alarms and special services attended. These reductions are due in part to better education and the Service's preventative activities.

9. The number of fires, whilst not the lowest Quarter 1 totals, are less than the previous 5 year average. The wet weather conditions experienced in Quarter 1 last year led to the lowest number of fires recorded in Quarter 1 last year. The warmer drier conditions this year have led to an increase compared with the same quarter last year, but the overall trend is still downwards in direction.

10. The prevention of fires that result in injuries to members of the public is a key part of the Service's Community Safety Strategy. The Service has seen the lowest Quarter 1 totals of injuries where the casualty went to hospital from primary (car and building) fires and the lowest Quarter 1 number of injuries where the casualty went to hospital from accidental dwelling fires in the last seven years, with no injuries reported at all from accidental dwelling fires in May and June 2013.

11. The Lawrence Recycling incident had a major effect on health and safety performance where several incidents of exposure to smoke or other hazardous substances were reported.

Conclusion/Summary

12. Further details and analysis regarding the headlines in the recommendation and Quarter 1 performance and health and safety in general are included in the attached appendices. SMB will continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required and will report any action required together with details of future performance to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None at this stage.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The areas included link with the FRA plan and strategic objectives of the Service.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	H&S is the subject of appendix 2 attached to this report.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No the report concerns operational activity and other areas of general performance but not from an equalities viewpoint.

Supporting Information

Appendix 1: Quarter 1 2013-14 Performance Analysis
Appendix 2: Quarter 1 2013-14 Health and Safety Report

Contact Officer

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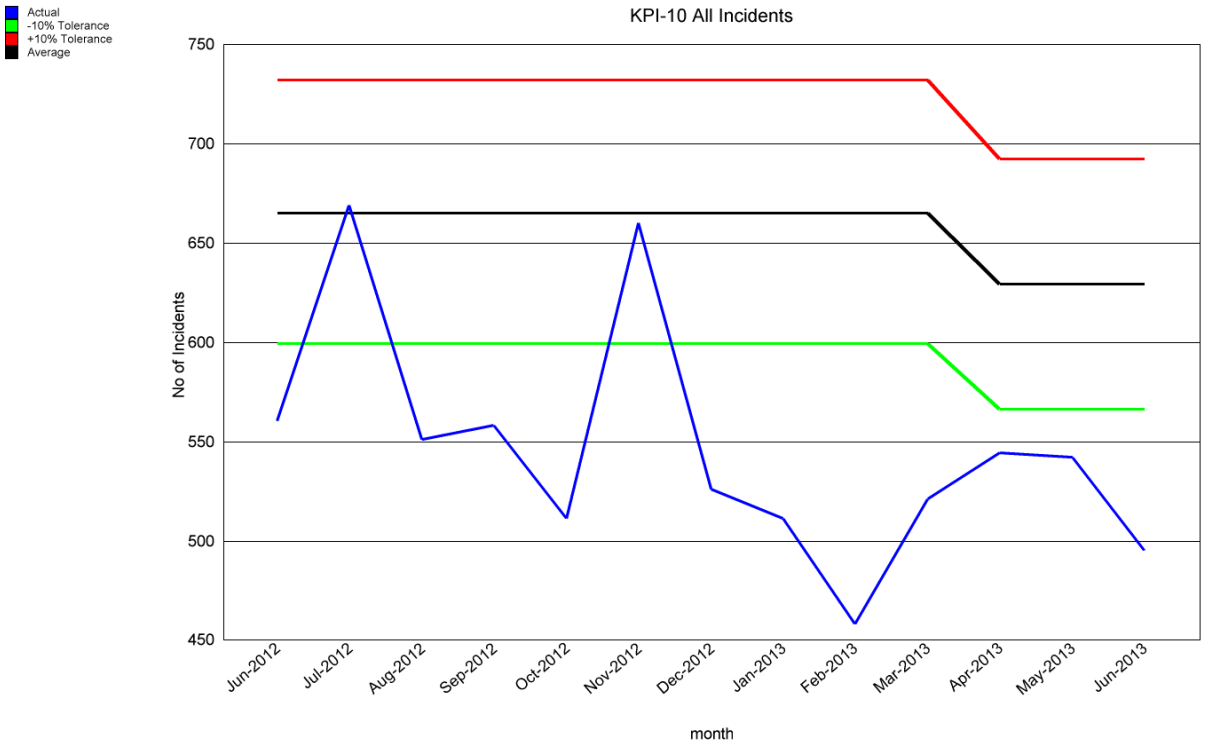
Fire and Rescue Authority Plan 2013-14
Quarter 1 2013-14 Performance

1. Operational Activity – Total and Fire Incidents

1.1. Total Incidents Attended



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

Summary *Total incident levels for Quarter 1 2013-14 show a decrease in operational activity compared with the previous year and is also the lowest Quarter 1 incident total since the current dataset has been collected for the last seven years. One incident is still ongoing at the time of writing and is not included in these totals.*

Total Incidents	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
All Fires	479	553	15.4%
Special Services	434	307	-29.3%
False Alarms	763	720	-5.6%
Total Incidents	**1676**	**1580**	**-5.7%**

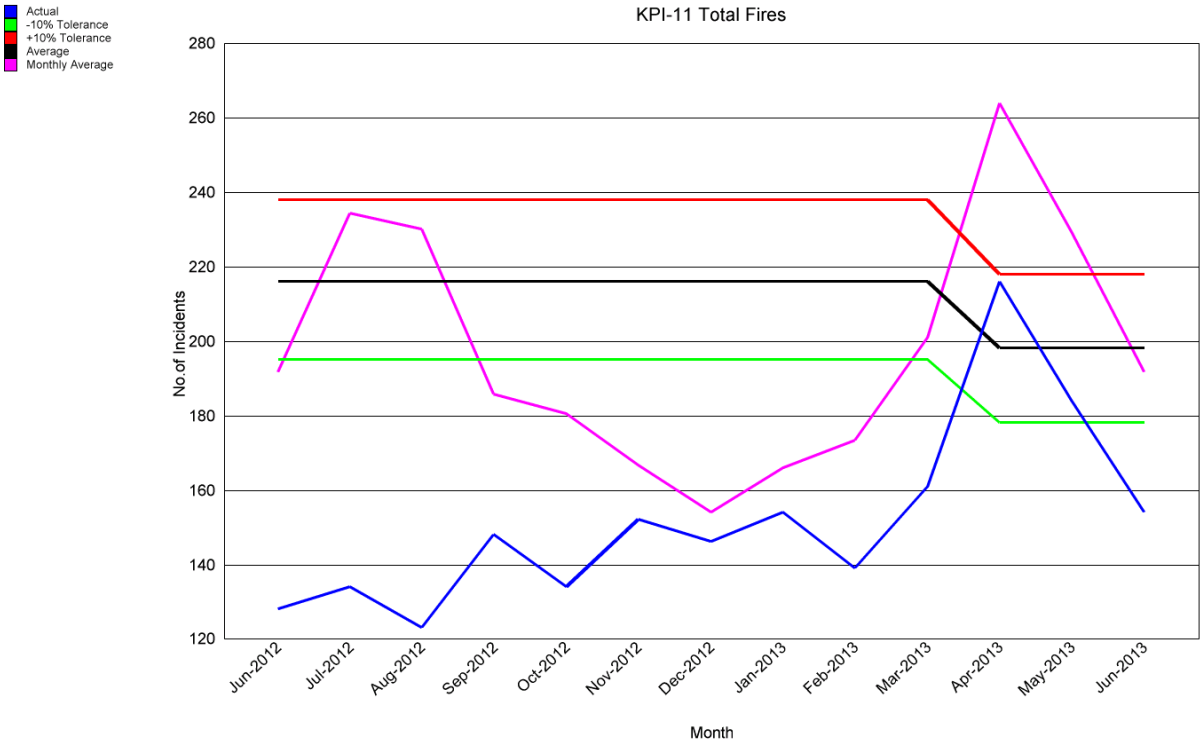
(Table 1 –Total Incidents Quarter 1 2011-12 and Quarter 1 2012-13)

- An increase in the total number of fires attended in Quarter 1 2013-14 compared with the previous year.

- A decrease in Special Services calls mainly due to a reduction in flooding incidents when compared with the same period last year and is the lowest total attended in Quarter 1 for the last seven years.

- A slight reduction in the number of false alarm calls compared with the position at end of Quarter 1 last year and is the lowest total attended in the last seven years.

1.2. Total Number of Fires



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

Summary *Increases in secondary fires and chimney fires attended in Quarter 1 2013-14 compared with the same quarter in the previous year has led to an overall increase in the total number of fires attended.*

Total Fires	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
Primary Fires	249	253	2.0%
Secondary Fires	194	247	27.3%
Chimney Fires	36	53	47.2%
Total Fires	**479**	**553**	**15.4%**

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

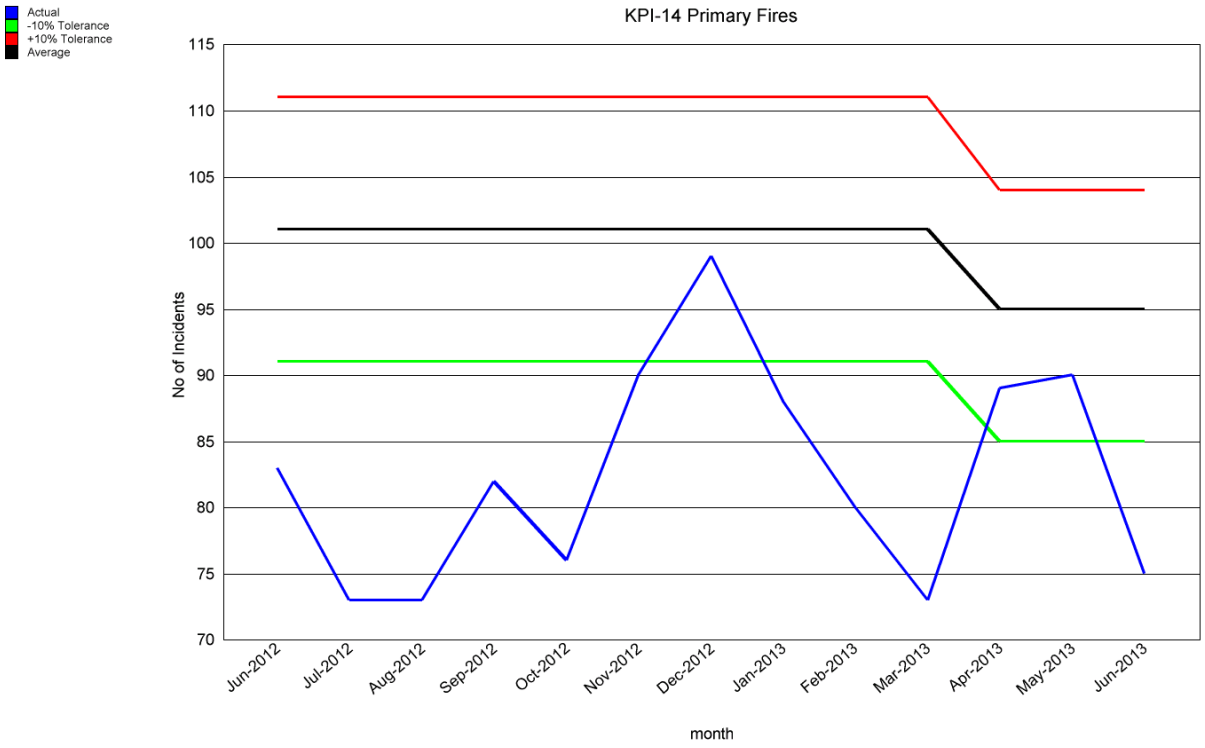
- Primary fires have increased by 2% when compared with the same quarter last year (253 compared with 249) but are down 12.4% from last 5 years Quarter 1 average (290 incidents). The primary fires total does not include the on-going Lawrence recycling incident.

- Secondary fires have increased by 27% when compared with the same quarter last year (247 compared with 194) but are down 34.6% from last 5 years Quarter 1 average (377 incidents).

- Chimney fires have increased by 47.2% compared with Quarter 1 2012-13 (53 compared with 36) and also has increased by 42.5% on the

average number of chimney fire incidents attended in the last 5 years (37 incidents).

1.3.Primary Fires



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

Summary *Primary fires numbers in Quarter 1 2013-14 have increased when compared with the same quarter last year but are down on the Quarter 1 average for the last five previous years. These figures do not include the Lawrence recycling incident.*

Primary Fires	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
Building Fires	165	151	-7.9%
Vehicle & Transport Fires	71	73	2.8%
Outdoor Fires	13	29	123.1%
Total Fires	**249**	**253**	**-2.0%**

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

- Building Fires have reduced by 7.9% compared with the previous year. Within the category of building fires, dwelling fires and other residential fires have reduced by 20.0% and 25.0% respectively, but non-residential building fires have increased by 15.5%.

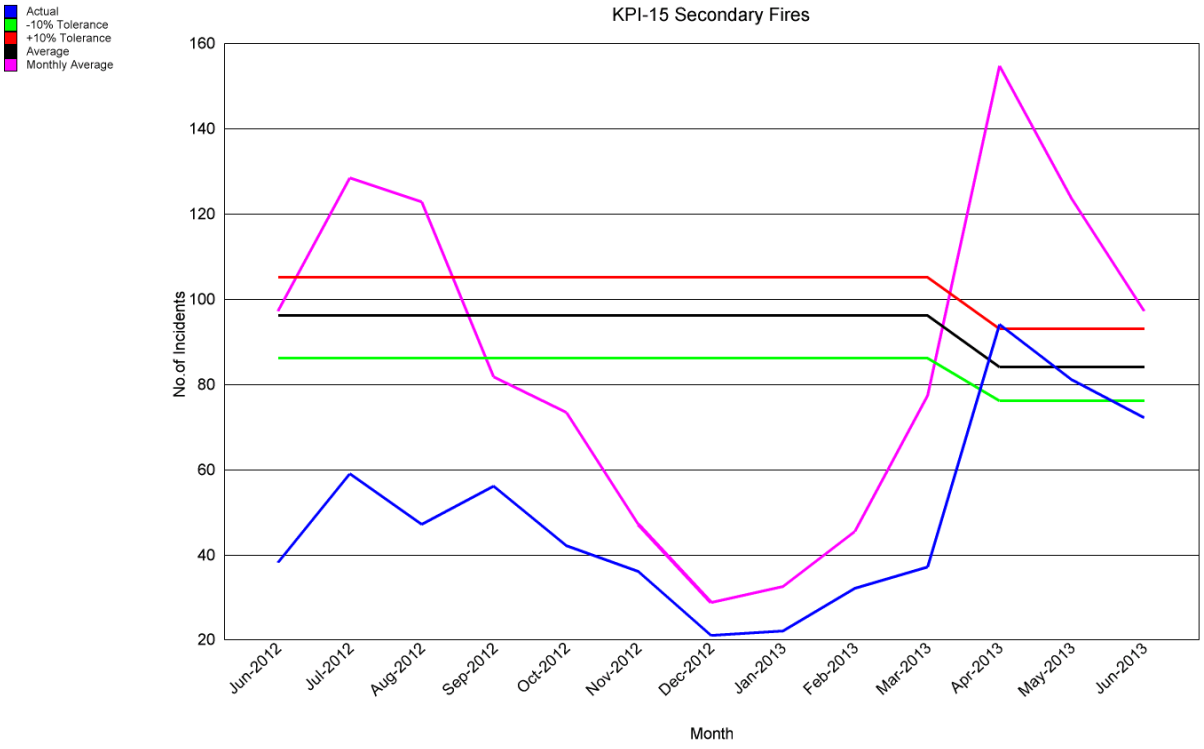
- Car fires account for the largest proportion of Vehicle and Transport fires and they have reduced from 54 in Quarter 1 2012-13 to 42 in Quarter 1 2013-14.

- Although small in context, the number of outdoor fires has increased from 13 in Quarter 1 2012-13 to 29 in Quarter 1 2012-13. This is mainly due to the predominantly drier conditions in this last quarter when

compared to Quarter 1 2012-13, which has also led to an increase in the number of secondary fires attended.

- Injuries from primary fires have reduced when compared with the same quarter last year. There were 5 injuries from primary fires in Quarter 1 2013-14 compared with 13 in the same quarter last year. There were no injuries as a result of accidental dwelling fires reported in May or June 2013.

1.4. Secondary Fires



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

Summary *Secondary fire numbers have increased in Quarter 1 2013-14 compared with the same Quarter last year due to the drier conditions in this Quarter when compared with the predominantly wet weather conditions in Quarter 1 2012-13.*

Secondary Fires	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
Grassland woodland and crops	69	107	55.1%
Other Outdoors (including land)	60	78	30.0%
Outdoor equipment & machinery	4	2	-50.0%
Outdoor Structures	52	53	1.9%
Building & Transport	9	7	-22.2%
Total Fires	**194**	**247**	**27.3%**

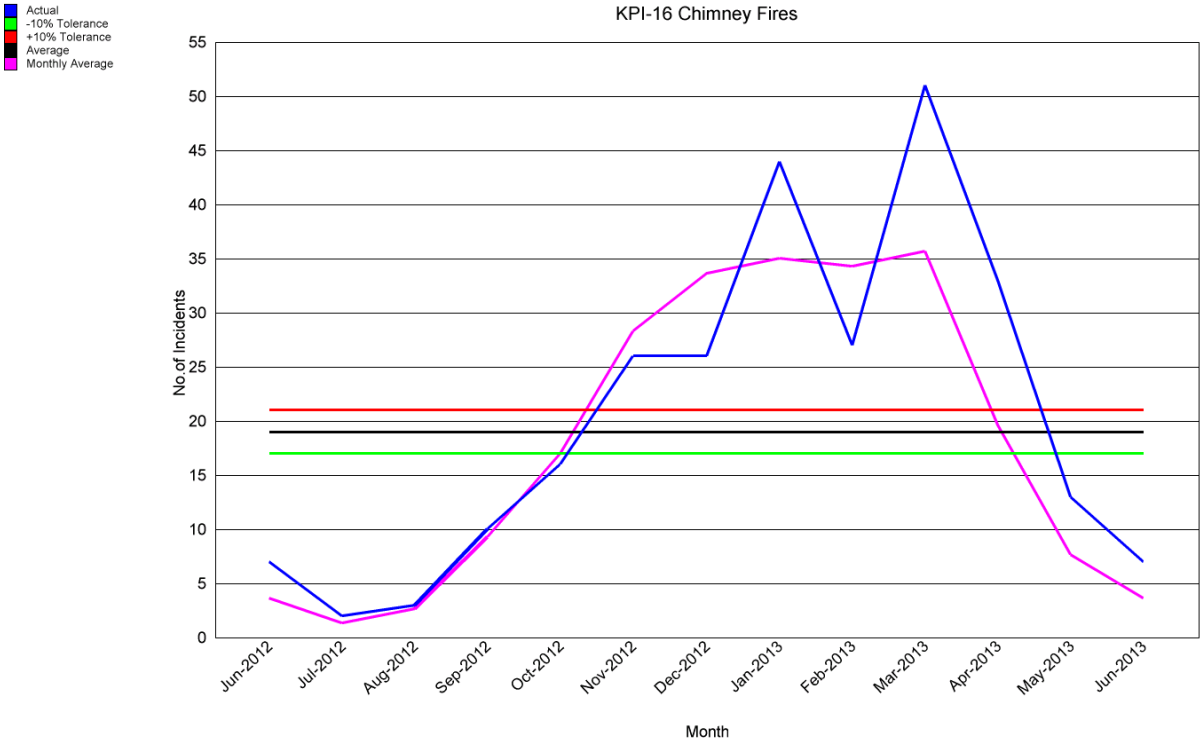
(Table 4 – Secondary Fires Quarter 1 2012-13 and 2013-14)

- The largest increases in secondary fires, comparing Quarter 1 2013-14 with Quarter 1 2012-13, are in fires located in grassland, woodland and crops. There were 107 grassland, woodland and crop fires in Quarter 1 2013-14 which represent 43.3% of all secondary fires compared with 69

grassland woodland and crop fires in Quarter 1 2012-13 (35.5% of all secondary fires).

- There has been a similar increase in the number of secondary fires in other outdoor locations which together with grassland, woodland and crop fires make up the majority of all secondary fires. This is due to the drier conditions experienced in this quarter compared with the same quarter last year.

1.5. Chimney Fires



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

Summary *The total number of chimney fires has increased when compared with the Quarter 1 average for the last five previous years. This is thought to be attributed to the colder than usual start to the year.*

Chimney Fires	Quarter 1 2012-13	Quarter 1 2013-14	Percentage Change
April	21	33	57.1%
May	8	13	62.5%
June	7	7	0%
Total	**36**	**53**	**28.2%**

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

- Chimney fires have increased from the same period last year, with 28.2% more than in the same period last year; this is due to the cooler weather conditions experienced in the first two months of the quarter.

- Although there was a 47% increase in chimney fires when compared with the same quarter last year, these are still relatively low figures in terms of all incidents attended.

District	Quarter 1 2012-13	Quarter 1 2013-14	Percentage Change
North	11	8	-27.2%
South	7	16	128.5%
West	18	29	61.1%
Total	**36**	**53**	**47.2%**

(Table 6 – Chimney Fires by District Quarter 1 2012-13 and Quarter 1 2013-14)

- Although the majority of chimney fires are as expected in rural West District, the largest year on year percentage increase has occurred in South District. There were 5 chimney fires in the Upton Station area in Quarter 1 2013-14 compared with only one incident in Upton in Quarter 1 2012-13 and 4 chimney fires in Evesham in Quarter 1 2013-14 compared with none in Evesham in Quarter 1 2012-13.

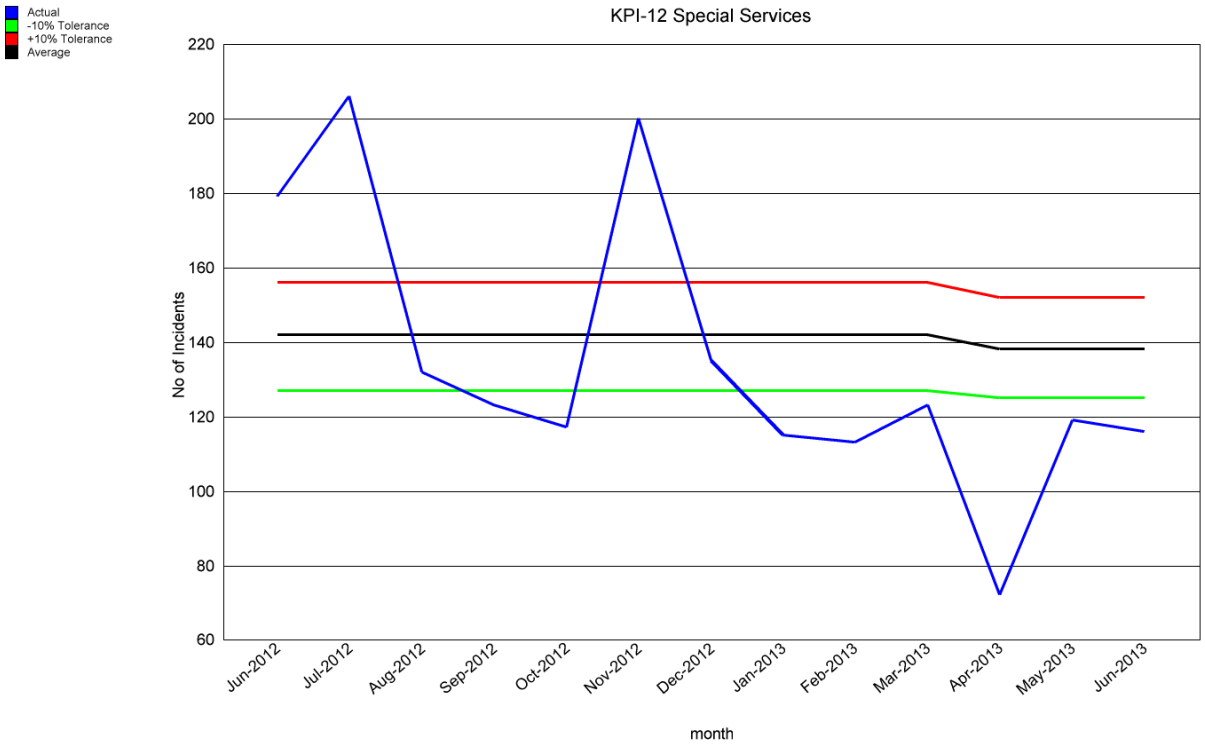
- The number of chimney fire incidents in North district has actually decreased when compared with the same quarter last year. This highlights the arbitrary locational nature where the chimney fires are occurring.

- In addition to these totals, there are a small number of primary fires which start in the chimney but spread to the other parts of the house. These form only a small proportion of total fires and the Service attended only 2 primary fires which started in the chimney in Quarter 1 2013-14 compared with 3 primary fires in Quarter 1 2012-13. Generally fires which start in the chimney are contained to the chimney.

2. Operational Activity - Other Non-Fire Incidents

The second section of this report focuses on operational activity in terms of other non-fire incidents attended.

2.1. Special Service Incidents



(Figure 6 – Special Services Incidents per month June 2012 to June 2013)

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

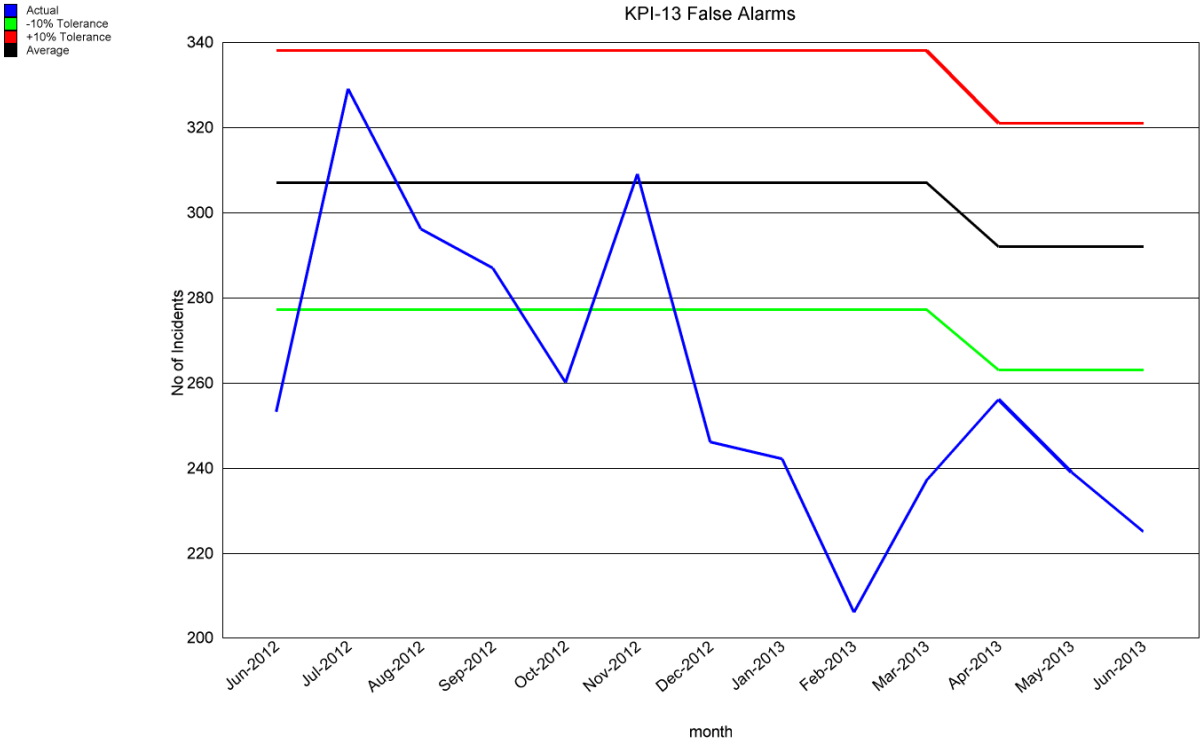
All Special Services	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
RTC Incidents	149	106	-28.9%
Flooding	46	11	-76.1%
Animal Assistance	21	34	61.9%
Other Special Services	218	156	-28.4%
Total Incidents	**434**	**307**	**-29.3%**

(Table 7 – Special Services Quarter 1 2012-13 and Quarter 1 2013-14)

- The reduction in the number of incidents attended is mainly due to the reduction in flooding and other special service incidents which were related to the spate conditions.

- The number of RTC (road traffic collision) incidents has also reduced when compared with the same quarter last year. There were only 19 RTC's attended in April 2013 compared with 43 in the same month in 2012. On average RTC's usually account for around 35% of all special service incident but in April this was down to 26.4%.
- The largest sub category of Other Special Services was animal assistance incidents which in Quarter 1 2013-14 accounted for nearly 18% of all other special service incidents (34 incidents).

2.2.False Alarm Incidents



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

Summary *The total number of false alarms attended has decreased in Quarter 1 2013-14 compared with the same quarter in the previous year and is also the lowest number of false alarm incidents attended in Quarter 1 for the seven years in which the current dataset has been collected.*

Total False Alarms	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
Malicious False Alarms	12	13	8.3%
False Alarm Good Intent	151	196	29.8%
Automatic False Alarms	600	511	-14.8%
Total False Alarms	**763**	**720**	**-9.3%**

(Table 8 – False Alarms Quarter 1 2012-13 and 2013-14)

- There has been a slight increase in the number of malicious false alarms attended and a larger increase in the number of false alarm good intent when compared with the same quarter last year.

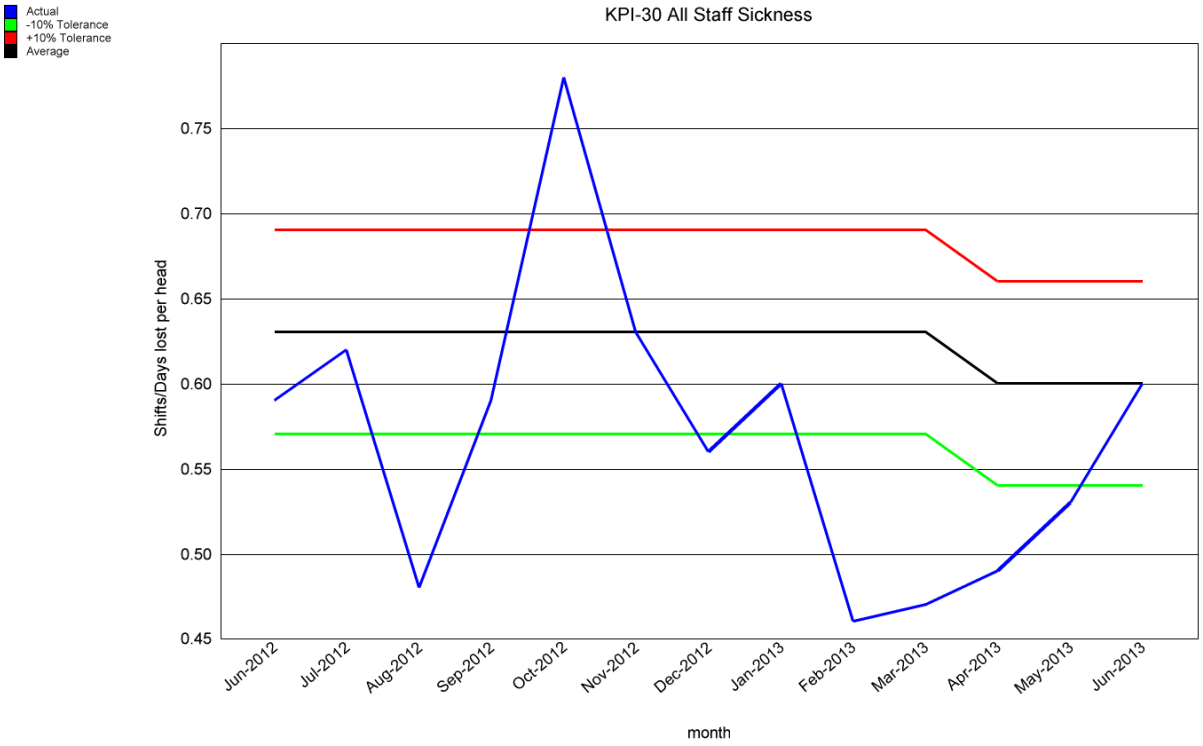
- This has been negated by the decrease in the number of automatic false alarms attended which represents the largest proportion of all false alarms.

- The increase in false alarm good intent is due to an increase in bonfires mistaken for fires and the decrease in the number of automatic false alarms attended is mainly due to a reduction in the number of alarms carelessly or accidental set off and also due to a reduction in damaged false alarm systems.

3. Absence Management

Sickness levels have dropped significantly since October 2012 and at the end of the 2012-13 year, all three sickness performance indicators were within tolerance. This continues to be the case in Quarter 1 2013-14 but the monthly trend appears to be increasing and will require further monitoring in the coming months.

3.1.All Staff Sickness



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

Summary *All Staff Sickness levels are within tolerance within Quarter 1 but the monthly trend appears to be increasing due to increases in the levels of long term sickness taken in May and June.*

	Short Term All Staff Sickness per head Quarter 1 2013-14 *(shifts/days lost)*	**Long Term All Staff Sickness per head Quarter 1 2013-14 *(shifts/days lost)***	**All Staff Sickness per head Quarter 1 2013-14 *(shifts/days lost)***
April 2013	0.38 *(174.04)*	0.11 *(48)*	0.49 *(222.04)*
May 2013	0.37 *(168.06)*	0.16 *(72)*	0.53 *(240.06)*
June 2013	0.28 *(126.22)*	0.32 *(145)*	0.60 *(271.22)*
Total	**1.03 *(468.32)***	**0.58 *(265)***	**1.62 *(733.32)***

(Table 9 – All Staff Short & Long Term Sickness per month Quarter 1 2013-14)

- Long term staff sickness has risen as a proportion of all staff sickness since the start of the financial year. In April 2013 it represented 21% of all staff sickness and by June it accounted for 53% of all staff sickness.

- The largest monthly total of all staff sickness for Quarter 1 2013-14 was in June 2013 where 0.60 days/shifts per head were lost to sickness absence. This was due to the increase in long term sickness as the level of short term sickness in June 2013 was the lowest monthly figure in Quarter 1.

Sickness Absence	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
Wholetime Staff Sickness	1.69 *(578.5)*	1.55 *(523.5)*	-8.3%
Non-Uniform Staff Sickness	3.00 *(360.82)*	1.81 *(209.82)*	-39.7%
All Staff Sickness	**2.03 *(939.32)***	**1.62 *(733.32)***	**-20.2%**

(Table 10 – All Staff Sickness Quarter 1 2012-13 and Quarter 1 2013-14)

- All staff sickness has decreased in Quarter 1 2013-14 when compared with Quarter 1 2012-13. This is mainly due to a year by year decrease in the non-uniform staff sickness of 39.7% which is due to a significant decrease in the amount of long term non-uniformed sickness when comparing this quarter with the same quarter last year.

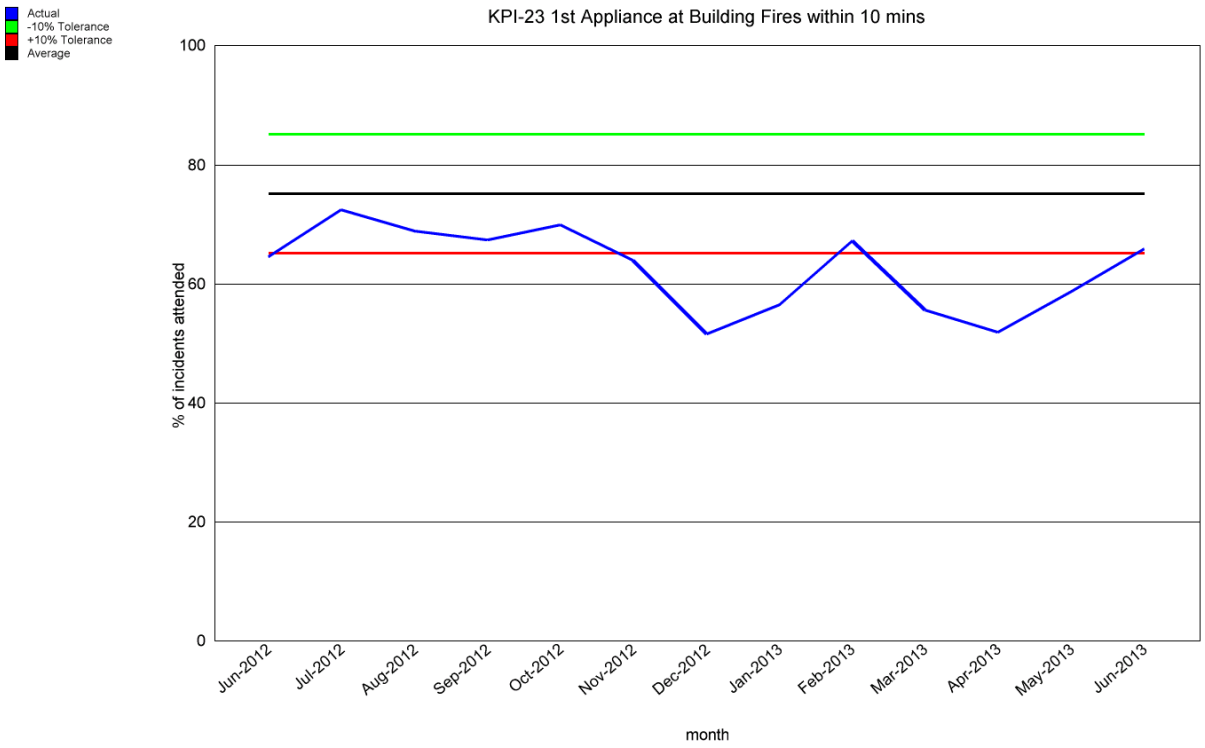
- There were only 40 days lost to long term non-uniformed staff sickness in Quarter 1 2013-14 compared with 242.15 days lost to long term non-uniform staff sickness in Quarter 1 2012-13.

- A simple arithmetical projection of the quarterly all staff sickness figure of 1.62 days/shifts lost to sickness would result in an annual 6.48 days/shifts lost to all staff sickness. This would result in an improvement when compared with the figure of 7.18 shifts/days lost per head to all staff sickness in 2012-13 and also compares favourably with the reported annual County Council sickness absence figures of 7.7 for Worcestershire County Council for 2012-13 and 9.14 for Herefordshire for 2012-13.

4. Key Performance Indicators Out of Tolerance

At the end of Quarter 1 2013-14, all key performance indicators (KPI) were within the 10% tolerance levels, except for the indicators regarding the first and second attendance by an appliance at Building fires within 10 minutes which forms part of the attendance standards set in the current IRMP.

4.1. Attendance Standards – 1st Appliance at Fires in Buildings



(Figure 9 – Percentage of 1st Appliance at Building Fires within 10 minutes – June 2012 to June 2013)

Summary *The Service saw a reduction in the number of attendances at building fires that met the attendance standard compared with last year. Travel distance accounted for 49% of these failures. Of the remainder, 12% were attended in a time of between 10 and 11 minutes.*

1st Appliance attendance at Building Fires within 10 minutes	Quarter 1 2012-13	Quarter 1 2013-14
Building fires attended within 10 minutes	115	90
Total Number of Building fires attended	173	155
% attended within 10 minutes	**66.5**	**58.1**

(Table 11 –1st Appliance attendance Quarter 1 2012-13 and 2013-14)

- Although there has been an improvement in June 2013 in the percentage of building fires first attended within 10 minutes, the quarterly figure represents a reduction in the percentage of fires attended within 10 minutes when compared with the same quarter last year.

- The Service maintains operational cover even when resources are stretched such as when large and long incidents are attended. Two examples of this were the recent incidents at Simms and Lawrence Recycling. Further analysis of the incidents that did not make the first appliance at building fires standard indicate that only 20% or 13 out of the 65 incidents where the Service attended in more than 10 minutes were where an appliance attended from another station area to the station ground of the incident.

- The introduction of the new Fire control system has enabled control room staff to identify the location of the nearest appropriate fire appliance or Officer to the incident which is sometimes not the actual station ground appliance for that incident.

- The majority of the 65 incidents which did not meet the standard were in the South District area. 48% occurred in the South District area, 28% in West District area and 25% within North District. The table below shows the overall percentage of incidents that met the standard occurring in each District area.

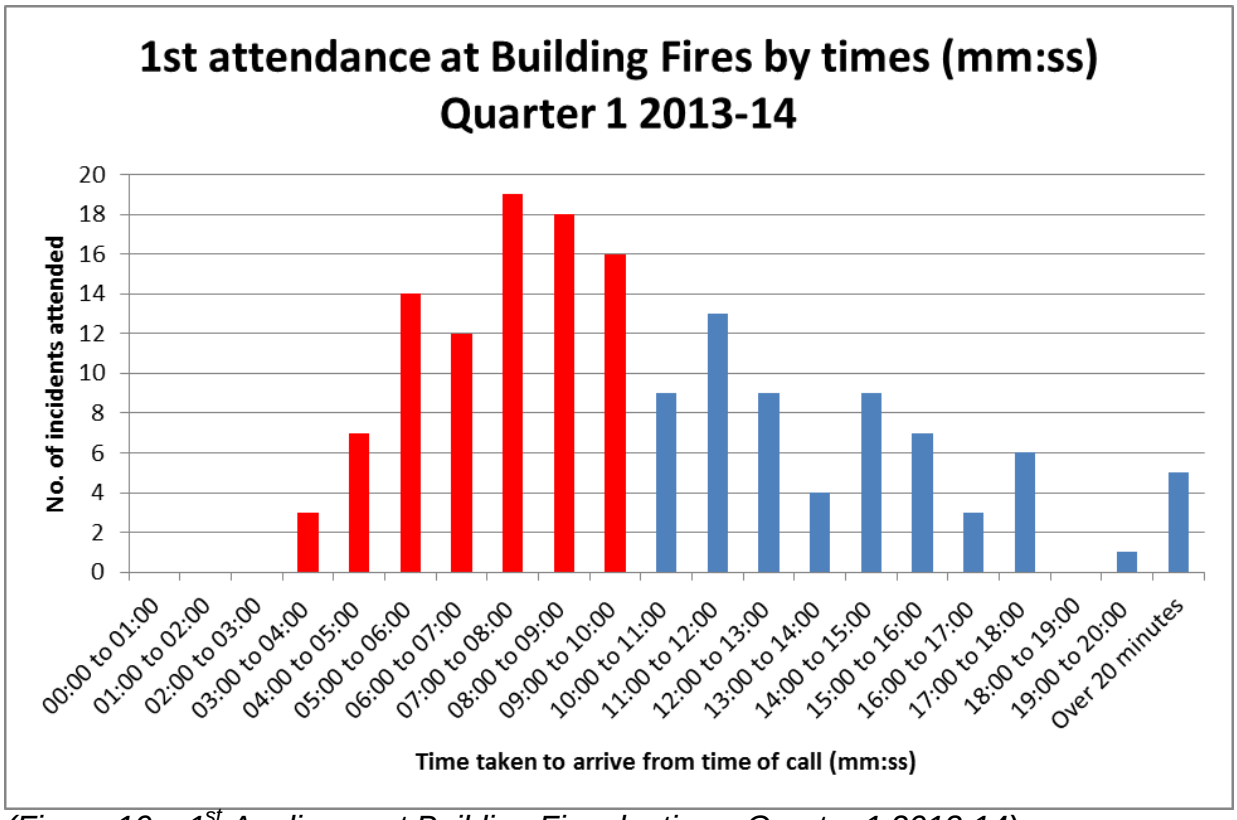
1st Appliance attendance within 10 minutes Quarter 1 2013-14	**Attended within 10 minutes**	**All Building Fires attended**	**Percentage**
North District	34	50	68.0%
South District	40	71	56.3%
West District	16	34	47.1%
Total	**90**	**155**	**58.1%**

(Table 12 –1st Appliance attendance by District Quarter 1 2013-14)

- West District's performance is lower due to the number of retained stations. Out of the total 65 incidents that did not meet the standard, 18 were first attended by a Retained appliance, 34 first attended by a Wholetime appliance and 12 first attended by a Day crewed appliance. One incident was first attended by an appliance from another Service.

- The graph overleaf illustrates the time taken to attend building fires in Quarter 1 2013-14 by minutes.

- 8 of 65 fires that were not attended within 10 minutes were attended within 11 minutes. The graph overleaf also includes late fire calls which have always been included within the standard since it was introduced. These incidents are typically where a pump attends after an officer has first attended or a pump has attended for inspection purposes only. The average time taken to attend building fire incidents excluding late fire calls in Quarter 1 2013-14 was 10 minutes 10 seconds.



(Figure 10 – 1st Appliance at Building Fires by times Quarter 1 2013-14)

- Travel distance would be a larger factor in retained station grounds which are generally more rural than the Wholetime or Day Crewed station grounds. The average time taken to attend building fires incidents in Retained station ground areas was 11 minutes, 45 seconds compared with 10 minutes, 20 seconds for Day crewed station grounds and 9 minutes, 36 seconds for Wholetime station grounds. 32 of the 155 building fires were located in Retained station grounds compared with 97 in Wholetime and 26 in Day crewed station areas.

- The highest average time to attend building fires was in the Ledbury station ground with an average of 20 minutes and 37 seconds to attend and the lowest was in the Bromyard station ground with an average of 7 minutes and 45 seconds. Rural locations do not necessarily lead to greater attendance times as some rural buildings may be easier to get to than some urban locations.

- The table below illustrates the breakdown of reasons giving by the officer in charge at the incident for the 65 incidents where the standard was not met in Quarter 1 2013-14. Travel distance accounted for over 50% of the failures.

Travel distance to the incident	32	Simultaneous Incident	1
Turn in time (Retained and Day Crew only)	12	Incorrect or insufficient information passed to control on initial call	1
Appliance not booked in attendance	5	Training event delaying turn out i.e. drilling	1
Incident outside Station turnout area	3	Insufficient crew due to numbers of crew available	1
Late Fire Call	3	Responding at normal road speed, i.e. AFA's	1
Traffic conditions causing delayed turn in time to Stations (Retained and Day Crewed only)	2	Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	1
Difficulty in locating incident address	1	Mobilising Error	1
		Total	65

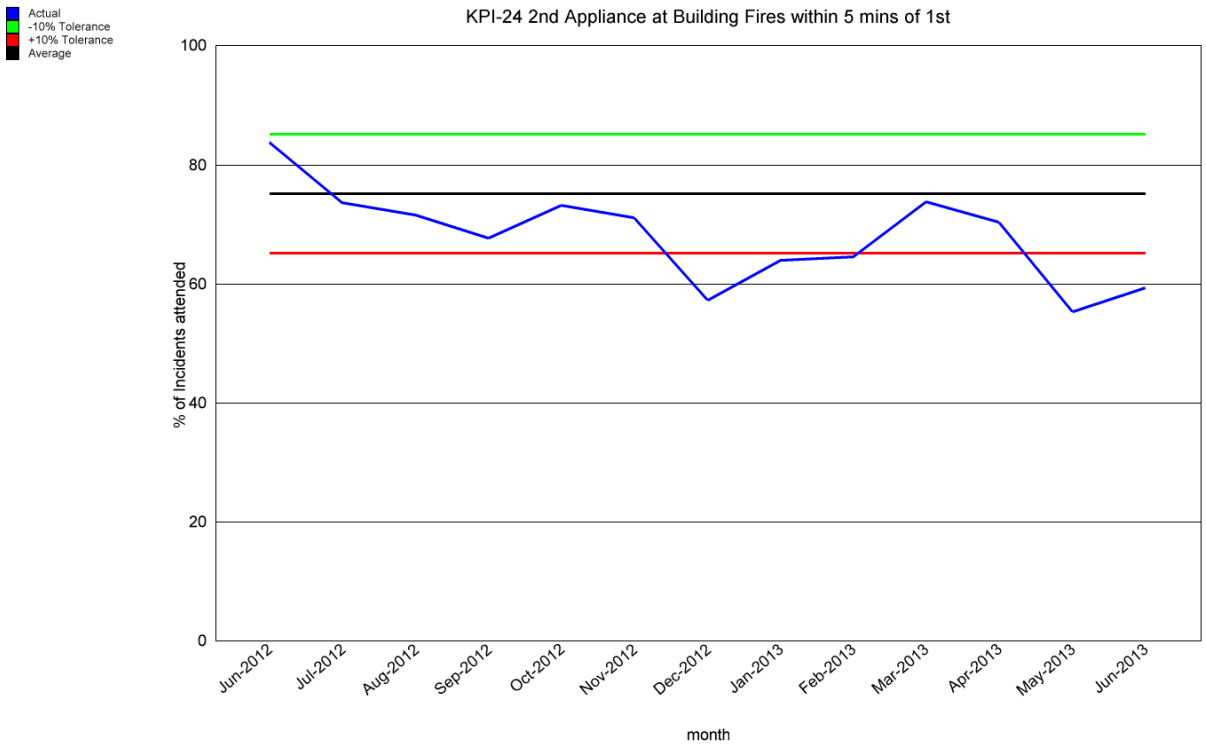
(Table 13 – Fire in Buildings –Standards not met Quarter 1 2013-14)

- Analysis of the feedback given by Crew and Watch Commanders following attendance at incidents has highlighted that there are incidents where attendance within 10 minutes is out of the Fire Service's direct control. These have been included in the standard since it was introduced (75% within 10 minutes) but do continue have a detrimental effect on the overall performance. The following reasons could be interpreted as being beyond the control of the fire crews achieving the 10 minute standard:

    - actual distance from station to incident in out of town or remote area (especially after delay of up to 6 minutes for Retained Duty System (RDS) to respond);
    - delays in RDS responding into station greater than 6 minutes (e.g. road works or traffic conditions);
    - road conditions due to other road users, road works and traffic calming measures or congestion at peak times;
    - weather conditions, such as ice or snow or flooding;
    - incorrect or insufficient information passed to Fire Control;
    - responding at normal road speed, based upon risk assessment and information available, such as "late fire calls" or AFAs:.
    - mobilised to incorrect address;
    - appliance not booked in attendance; and
    - Mobilising errors and known false alarms.

- If these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

4.2.Attendance Standards – 2nd Appliance at Fires in Buildings



(Figure 11 –2nd Appliances at Building Fires within 5 minutes of the 1st – June 2012 to June 2013)

Summary *The Service saw a reduction in the number of 2nd pump attendances at building fires that met the attendance standard compared with last year. Turn in time for retained and day crewed staff accounted for 28% of these failures. Of the remainder, 23% were attended in a time of between 5 and 6 minutes of the 1st pump arrival.*

2nd Appliance attendance at Building Fires within 5 minutes of the 1st Appliance	Quarter 1 2012-13	Quarter 1 2013-14
Building fires attended within 5 minutes of 1st appliance	92	63
Total Number of Building fires attended by a 2nd pump	122	102
% attended within 10 minutes	**75.41**	**61.8%**

(Table 14 –2nd Appliance attendance Quarter 1 2012-13 and 2013-14)

- Although there has been an improvement in June 2013 in the percentage of building fires first attended within 10 minutes, the quarterly figure represents a reduction in the percentage of fires attended within 5 minutes of the first Appliance when compared with the same quarter last year

- The table below illustrates the breakdown of reasons giving by the officer in charge at the incident for the 39 incidents where the standard was not met in Quarter 1 2013-14. Turn in time for retained and day crewed staff accounted for 28% of the failures

Turn in time (Retained and Day Crew only)	11	Training event delaying turn out i.e. drilling	2
Travel distance for second pump	10	Difficulty in locating incident address	1
AFA 1 pump only mobilised	5	Incident outside station turnout area	1
Appliance not booked in attendance	4	2nd pump not required (supporting pumps not required)	1
Traffic conditions causing delayed turn in time to stations (Retained and Day crewed only)	3	Not on home station i.e. school visit, HFS check	1
		Total	39

(Table 15 – 2nd Appliance at fires in Buildings –Standards not met Quarter 1 2013-14)

- As with the first appliance attendance standard, analysis of the feedback given by Crew and Watch Commanders following attendance at incidents has highlighted that there are incidents where attendance within 5 minutes of the first is out of the Fire Service's direct control. These have been included in the standard since it was introduced but as with the first appliance if these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

5. Retained Availability

Summary *There was an increase in availability of 1.5% of all Retained Appliances across the Service when compared with the situation at the end of the same period last year.*

Retained Availability	Quarter 1 2012-13	Quarter 1 2013-14	Percentage change
April	88.6%	90.8%	2.2%
May	87.3%	89.4%	2.1%
June	87.2%	87.4%	0.2%
Total	**87.7%**	**89.2%**	**1.5%**

(Table 16 – Retained availability by month –Quarter 1 2012-13 & 2013-14)

- The highest monthly retained availability in Quarter 1 2013-14 in April 2013 where appliances were available 90.8% of the time and lowest monthly retained availability was in June 2013 where appliances were available 87.4% of the time. The main reason for appliances being off the run in April 2013 was the lack of sufficient crew.

Reasons for Appliances being off the run Quarter 1 2013-14 for all stations	% of time Appliances unavailable
Did not meet minimum crewing requirement	10.2%
No BA wearers	7.5%
No Officer in Charge	6.0%
No driver	3.1%
Total impact on pump availability	**10.8%**

(Table 17 – Retained availability by factor – Quarter 1 2013-14)

- Overall availability is dependent on a number of factors and an Appliance can be unavailable due to a combination of factors. The lack of sufficient crew is the largest reason for unavailability.

Appliance/Station	Availability Q1 2012-13	Availability Q1 2013-14	Better/ Worse
213 Worcester	96.3%	98.7%	2.5%
221 Stourport	97.2%	82.8%	-14.4%
231 Bewdley	95.7%	97.7%	1.9%
241 Kidderminster	99.2%	99.1%	-0.1%
251 Bromsgrove	74.6%	87.9%	13.3%
261 Droitwich	79.6%	79.8%	0.2%
271 Redditch	99.9%	99.9%	0.0%
273 Redditch	88.4%	74.5%	-13.9%
281 Evesham	71.0%	91.6%	20.6%
291 Pebworth	88.9%	84.8%	-4.1%
302 Broadway	84.9%	87.2%	2.3%
311 Pershore	94.5%	92.5%	-2.0%
322 Upton	91.3%	95.9%	4.6%
411 Malvern	99.8%	99.8%	0.0%
421 Ledbury	83.6%	66.8%	-16.7%
422 Ledbury	99.7%	99.6%	-0.1%
431 Fownhope	97.5%	97.8%	0.3%
441 Ross on Wye	96.7%	86.8%	-9.9%
442 Ross on Wye	100.0%	100.0%	0.0%
452 Whitchurch	91.0%	75.0%	-16.0%
463 Hereford	68.5%	96.6%	28.1%
472 Ewyas Harold	99.2%	84.2%	-15.0%
481 Eardisley	99.9%	98.4%	-1.4%
492 Kington	83.3%	99.1%	15.8%
502 Leintwardine	86.1%	94.4%	8.3%
511 Kingsland	99.9%	100.0%	0.1%
521 Leominster	83.2%	74.8%	-8.3%
522 Leominster	99.8%	100.0%	0.2%
531 Tenbury	81.5%	41.6%	-39.9%
532 Tenbury	100.0%	99.3%	-0.7%
541 Bromyard	65.9%	70.0%	4.1%
542 Bromyard	100.0%	98.2%	-1.8%
552 Peterchurch	94.7%	88.6%	-6.1%
Total	87.7%	89.20%	1.5%

(Table 18 –% of Retained availability by Station, comparing Quarter 1 2013-14 with Quarter 1 2012-13)

- The above data from Gartan Retained Duty system shows that in the case of two pump stations, if there is a deficiency in any way which takes the crewing below the two pump requirement then the regular pump will go off the run first so that the rescue appliance remains as available as possible. This is the case with:

    - Tenbury 531 which was available 41.6% of the time in Quarter 1 2013-14 and has reduced by 39.9% on Quarter 1 2012-13 availability. This reduction in availability was due to specific circumstances where six crew from Tenbury have resigned/retired in the last six months, and that coupled with the start of annual leave season in June has affected crewing. The Rescue pump at Tenbury (532) was still available 99.3% of the time in Quarter 1 2013-14.

    - Similarly Ledbury 421 which was available 66.8% of the time Quarter 1 2013-14 and has reduced by 16.7% on Quarter 1 2012-13 availability. This reduction in availability was mainly due to the lack of a sufficient crew and the lack of suitably qualified BA wearers. The Rescue pump at Ledbury (522) was still available 99.6% of the time in Quarter 1 2013-14.

    - Redditch 273 was available 74.1% in Quarter 1 2012-13 and had reduced by 14.1% compared with Quarter 1 2011-12 availability. This reduction in availability was mainly due to a lack of sufficient crew and the lack of suitably qualified BA wearers. The other pump in Redditch (271) was available 99.9% of the time

- Three appliances have shown significant improvement from Quarter 1 2012-13 to Quarter 1 2013-14:

    - Hereford 463 (up 28.1% on Quarter 1 2012-13 availability). The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and LGV drivers. This pump had 100% availability of a suitably qualified BA wearer in Quarter 1 2013-14.

    - Evesham 281 (up 20.6% on Quarter 1 2012-13 availability).The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and Crew Managers.

    - Kington 492 (up 15.8% on Quarter 1 2012-13 availability). The increase in availability was mainly due to increases in availability of suitably qualified BA wearers and Crew Managers. This pump also had 100% availability of a qualified LGV driver in Quarter 1 2013-14.

- Ross 442, Kingsland 511 and Leominster 522 all had 100% retained availability throughout Quarter 1 2013-14.

6. Information Requests

6.1. Information Requests –Quarter 1 2013-14

Quarter 1 2013-14	FOIA Requests received and completed	DPA Requests received and completed	EIR Requests received and completed
April 2013	17	3	0
May 2013	14	0	0
June 2013	18	0	0
Total	**49**	**3**	**0**

(Table 19 – Information Requests Quarter 1 2013-14)

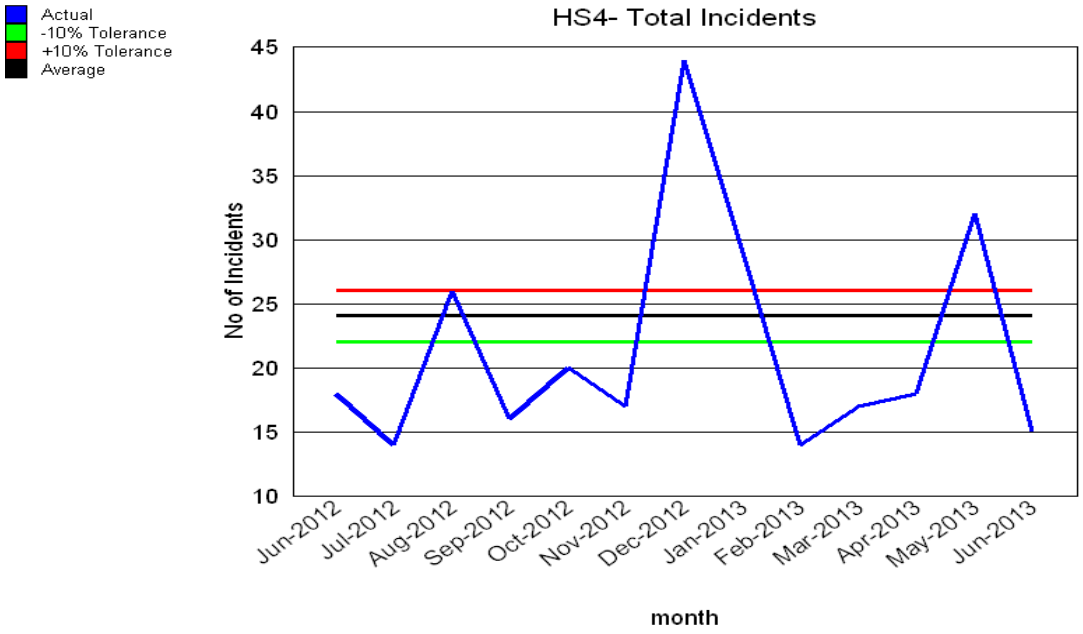
- The Service collects and maintains information and data to enable the organisation to undertake statutory duties.

- In Quarter 1, Freedom of Information Act (FOIA) subject request areas have included requests for Incidents Reports, enquires regarding Firefighter fitness testing, Fixed Telecommunications and Internet Services and the number of incidents involving wood burning stoves in Herefordshire over the last 2 years.

- The overall number of information requests received has increased from 42 in Quarter 1 2012-13 to 52 in Quarter 1 2013-14. FOIA requests have increased from 40 to 49 and (Data Protection Act) DPA requests have stayed the same at 3. There have been no Environmental Information Regulations (EIR) requests in Quarter 1 2013-14 which is the same as in the Quarter 1 period 2012-13.

Health and Safety

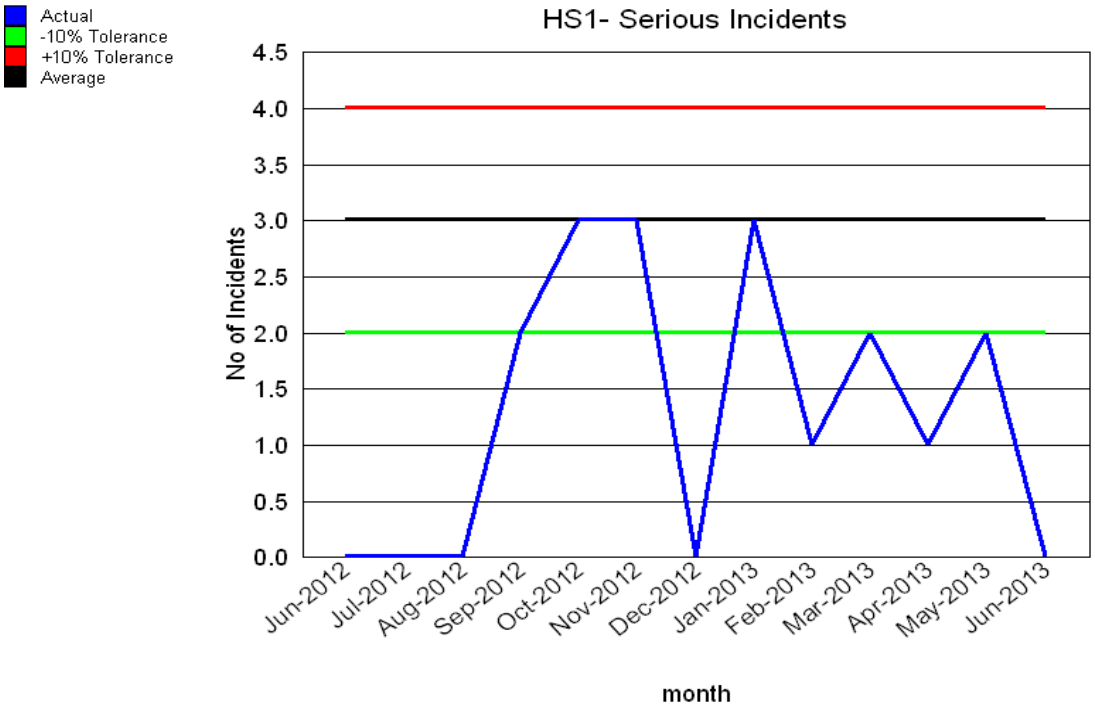
1.1. Quarter 1 Total Reported H&S Events



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

Summary *Total H&S events for this first quarter are significantly higher than the preceding quarter, peaking in May, when twenty-two fire appliances were mobilised to a refuse fire. Several incidents of exposure to smoke or other hazardous substances were reported, the total number accounting for 31% of all H&S events reported in May.*

1.2. Quarter 1 Serious Events Reported



(Figure 2 – Total Events per month June 2012 to June 2013)

Summary *The serious and potentially serious events this quarter comprised of the following:*

- *During a cylinder explosion demonstration given to fire fighters, the safety base of the cartridge was ejected through the slats of the safety cage.*
  ***Actions** – The cage was reinforced and trialled and the risk assessment revised. Training has resumed and no further issues have occurred.*

- *Whilst charging a fire fighting hose reel, the pump failed to deliver water. It took several attempts to release the valve to overcome the issue and provide water. The delay time was only seconds.*
  ***Actions** – A mechanic attended and serviced the valves. No further issues have occurred.*

- *Whilst using the pole drop to respond to a fire call a fire fighter landed awkwardly and injured his ankle.*
  ***Actions** – Investigation revealed that this is likely to be an isolated event.*

Report of the Monitoring Officer

13. Urgent Decision Taken (2013/001)

Purpose of report

1. To advise the Policy and Resources Committee of an urgent decision that has been taken since the last meeting of the Committee and to make changes to the Scheme of Delegations to address such matters in the future.

Recommendations

It is recommended that:

(i) the decision taken under the Urgent Decisions Procedure be noted; and

(ii) that the Scheme of Delegations be amended to authorise the Chief Fire Officer to approve early retirements, in consultation with the Chairman and Treasurer in the case of employees whose salary is less than £45,000 and where the pension costs do not exceed £45,000.

Introduction and Background

2. At the Authority's meeting on 28 September 2010 the Authority agreed an Urgent Decisions Procedure which was subsequently amended on 16 February 2011. The procedure is set out under Article 9.6 of the Authority's Constitution.

3. The Urgent Decisions Procedure has been adopted for occasions when it would be impractical to call a meeting of the Authority and in such cases the Monitoring Officer, in consultation with the Chairman, shall agree that the matter is urgent.

4. The Urgent Decisions Procedure requires the Chief Fire Officer to consult on the matter with Group Leaders. Then, the Chief Fire Officer, having regard to the consultation shall decide on the matter. 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 2013/001

5. During May 2013 a proposed restructuring was in progress within the Service Support Directorate. The target implementation date for this was 17 June 2013.

6. As part of the change management process a member of the Service Support Directorate submitted a request to leave the Service in line with the existing policy on Voluntary Early Retirement.

7. The Chief Fire Officer has delegated authority to consider and decide such requests for voluntary redundancy. However, the pension cost arising from early retirement requires Member approval for voluntary redundancy.

8. Normally, the matter would be reported to the Policy and Resources Committee but the next meeting of the Committee was not until 4 September 2013. Although there was a meeting of the Authority scheduled for 18 June 2013 I did not consider this item to be an appropriate item for that agenda and in my view a decision was required before then in order to implement the proposed changes.

9. This case highlights a wider issue regarding the extent to which the Committee needs to be involved in approving early retirement. Whilst it is right and proper for Members to be involved in scrutinising proposals involving senior staff, it is suggested that the Scheme of Delegations be amended to allow the Chief Fire Officer, in consultation with the Chairman and Treasurer to determine early retirements where the salary costs are less than £45,000 and the pension costs do no exceed £45,000.

Conclusion/Summary

10. Following consultation with the Chairman and Group Leaders, a decision was taken on 22 May 2013 by the Chief Fire Officer to approve the request for voluntary early retirement on the basis that this then avoided the need to make compulsory redundancies. No enhancement to pension benefits was proposed but there was a pension strain applicable in accepting the request. This totalled £16,785.63. In this case it was considered to be in the best interests of the Authority to approve the early retirement and for this to be agreed in order to facilitate the restructuring. In this case it was considered through the Urgent Decisions Procedure.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	Yes, redundancy and pension costs under Voluntary Early Retirement procedure.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
Risk Management/Health & Safety (identify any risks, the proposed control measures and risk evaluation scores.	None

Consultation (identify any public or other consultation that has been carried out on this matter).	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?	None – not applicable.

Supporting Information

Background papers – The Authority's Constitution

Contact Officer

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Hereford & Worcester Fire Authority
Policy and Resources Committee
4 September 2013

Report of the Head of Human Resources

14. Equality and Diversity Advisory Group Update

Purpose of report

1. To inform the Policy and Resources Committee of the key areas of discussion at the Equality and Diversity Advisory Group meeting on 16 July 2013.

Recommendation

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

Background

2. The core function of the Equality and Diversity Advisory Group is to promote equality of opportunity and thereby help to eliminate unlawful discrimination within Hereford and Worcester Fire and Rescue Service and to develop a working environment where individual diversity is valued. The Group meets quarterly and is represented by each department of the Service in order to mainstream equality and diversity across the whole Service. The Group's main activities is to:

    a. Act in an advisory capacity to the Fire and Rescue Authority (FRA), Senior Management Board (SMB) and other interested parties and drive the mainstreaming of Equality and Diversity as much as possible, with Human Resources (HR) retaining a specialist role.

    b. Support the need for Equality and Diversity to be viewed as a cross-organisational priority to be incorporated into day to day activity as far as possible.

    c. Provide feedback to both the Senior Management Board and the FRA's Policy and Resources Committee.

    d. Advise SMB and the FRA to ensure that the Authority meets the legal requirements of the Equality Act 2010.

    e. Review the Service's Equality Objectives and Action Plan to ensure they meet organisational needs.

f. Examine opportunities for development of activity to meet local, regional and national needs.

g. Respond to local concerns, and ensure systems are in place to allow concerns to be raised by stakeholders. The group will develop and co-ordinate effective and appropriate responses.

h. Establish sub-groups / working groups on an issue-basis, with a view that they will exist for a finite period, with clear objectives for completion.

i. Identify and disseminate good practice and organisational learning.

Quarterly Update

3. The fourth meeting of the Equality and Diversity Advisory Group was held on 16 July 2013. The Group was chaired by the Chief Fire Officer.

4. The Equality Action Plan, which supports the monitoring and delivery of the Service's Equality Objectives, was approved. The Action Plan is attached to this report at Appendix 1. This will now be published and made available to managers to deliver their responsibilities in embedding equality and diversity within all aspects of service delivery and support functions.

5. The Terms of Reference for the Positive Action Sub Group and advert to recruit to this were approved. The terms of reference are attached to this report at Appendix 2. The core function of the Positive Action Sub Group will be to recommend positive action initiatives to the Equality and Diversity Advisory Group in order to seek improvements in recruitment and retention of underrepresented parts of the community and within service delivery practices.

6. The Employment Monitoring Data Report 2012/13 was approved. This report provides data in relation to the Service's employment profile and monitoring data from 1 April 2012 to 31 March 2013 in relation to eight of the protected characteristics as required by the Equality Act 2010. This report will be brought to the next meeting of this Committee on 19 November 2013.

7. The Ethical Framework refresher training has been rolled out Service-wide. The Ethical Framework identifies the Service's values, purpose and the roles and responsibilities of all staff. The session for Authority Members on their role will incorporate equality and diversity and the Ethical Framework.

8. The National Health Service (NHS) Personal Fair and Diverse Charter was discussed and it was agreed the Service should support its ethos but not formally sign up to the Charter as the Service's strategy and values in relation to equality and diversity are contained in the Ethical Framework document. The Personal Fair and Diverse campaign originates from the NHS and was launched in November 2011. It has around 3,500 Champions nationally. The campaign helps bring the core values of the NHS Constitution to life. It does this through embedding equality and diversity into everything an organisation does, rather than making it a stand-alone function. It was previously identified by the NHS that there was a need for this as traditional approaches have raised general

awareness amongst employers and employees, they have also raised anxiety, highlighted differences and generally led to cultures where people are unsure, or afraid, to honestly talk about difference.

9. The Equality and Diversity Advisory Group will continue to meet on a quarterly basis in order to provide ongoing governance and scrutiny of Equality and Diversity issues. An update following this meeting will be provided to the Policy and Resources Committee meeting.

Corporate Considerations

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

Supporting Information

Appendix 1: The Equality Action Plan, and Equality Objectives.

Appendix 2: The Terms of Reference for the Positive Action Sub Group.

Contact Officer

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APPENDIX 1: Equality Scheme Objectives and Action Plan

	Action No.	Key Actions	Lead Officer(s)	Start Date	Target Date	Outcome	Monitoring and Measurement
To continue to embed equality and diversity within all aspects of service delivery and support functions • Embed equality impact assessments of all relevant service policies into core business • Appropriately target community engagement in response to our available data • To analyse recruitment and employment data for trends and take appropriate action							
	1	Review the Service's equality and diversity impact assessment process to ensure that it continues to meet the requirements of the Equality Act 2010. Following the completion of this to provide recommendations, if appropriate, to the Equality and Diversity Group which should then be approved by the Senior Management Board prior to implementation.	**Head of Human Resources**	**16/07/2013**	**30/10/2013**	Embed equality impact assessments of all service policies into core business	
	2	Following the completion of (1) to provide Operational Support with confirmation of the Service's equality and diversity impact assessment process.	**Head of Human Resources**	**30/10/2013**	**30/10/2013**	Embed equality impact assessments of all service policies into core business	

	3	Ensure that all relevant policies and Services have been equality impact assessed prior to documentation being issued for consultation, and forwarded to the Senior Management Board for approval. This includes ensuring that appropriate assurance systems are in place to monitor this.	**Head of Corporate Services**	**On-going**	**On-going**	Embed equality impact assessments of all service policies into core business	
	4	Ensure that appropriate community fire safety systems are in place to gather intelligence on operational and communities' activity, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.	**Area Commander for Community Risk and Training**	**On-going**	**On-going**	Appropriately target community engagement in response to our available data	
	5	To monitor recruitment and employment data for trends, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.	**Head of Human Resources**	**16/07/2013**	**On-going**	To analyse recruitment and employment data for trends and take appropriate action	
To develop partnerships to promote equality • Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders • This Sub Group will recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.							

	6	Senior HR Advisor responsible for Equality and Diversity to provide the Equality and Diversity Advisory Group with draft Terms of Reference for the Positive Action Sub Group for approval.	**Head of Human Resources**	**16/07/2013**	**16/07/2013**	Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders.	
	7	Positive Action Sub Group to meet on a quarterly basis, or as necessary, and recommend positive action initiatives relating to recruitment, employment and service delivery to the Equality and Diversity Advisory Group	**Head of Human Resources**	**1/4/2013**	**On-going**	Positive Action Sub Group to recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.	

Hereford & Worcester Fire and Rescue Service

Positive Action Sub Group
Terms of Reference

1. Core Function

The core function of the **Positive Action Sub Group** will be to recommend positive actions and initiatives to the Equality and Diversity Advisory Group in order to seek improvements in (1) recruitment and retention of underrepresented parts of the community (2) service delivery practices.

2. Main Activities

The Group's main activities will be to:

a. Recommend positive actions and initiatives to the Equality and Diversity Advisory Group which focus on recruitment, employment and service delivery.
b. Support the need for Equality & Diversity to be viewed as a cross-organisational priority to be incorporated into day to day activity as far as possible.
c. Provide feedback to the Equality and Diversity Advisory Group.
d. Proactively highlight issues to the Equality and Diversity Advisory Group to ensure that the Authority exceeds the legal requirements of the Equality Act 2010.
e. Examine opportunities for development of activity to meet local, regional and national needs.
f. Identify and disseminate good practice and organisational learning.

3. Membership

Membership of the Group will ensure that individuals who are involved with recruitment, employment, service delivery and the local community are represented. Membership is as follows:

- Senior HR Advisor responsible for Equality and Diversity
- Recruitment Officer
- Station Commander – South Worcestershire Cluster
- Station Commander –TDC
- Station Commander – Community Fire Safety
- Representative(s) from the Community
- Service Volunteer Representative(s)
- Staff Representative(s) from Hereford and Worcester Fire and Rescue Service
- Representative Bodies (FBU, RFU, GMB, Unison)

One representative from each of the Representative Bodies is invited to attend the meetings although they may elect to nominate one representative to attend on behalf of all the Representative Bodies

If a nominated Officer is unable to attend a meeting, they will identify someone else from their area to attend on their behalf.

There is flexibility for subject representatives to attend as required.

4. Format of Meetings

Meetings will normally be chaired by the Senior HR Advisor responsible for Equality and Diversity.

In the absence of the Senior HR Advisor responsible for Equality and Diversity, meetings will be chaired by an individual nominated by the Chair.

The Group shall meet on a quarterly basis.

The agenda will consist of key subjects for discussion and information.

Agenda items may be added by notifying the Senior HR Advisor Equality and Diversity.

Hereford & Worcester Fire Authority
Policy and Resources Committee
4 September 2013

Report of the Assistant Chief Fire Officer – Service Support

15. Joint Consultative Committee Update

Purpose of report

1. To inform the Policy and Resources Committee of the activities of the Joint Consultative Committee (JCC) since March 2013.

Recommendation

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

Background

2. The Joint Consultative Committee (JCC) acts as the main route for employee consultation. It comprises managers and employee representatives who meet on a monthly basis to discuss issues of mutual concern. The JCC is not a decision making body.

3. Employees are represented on JCC by members from each of the Representative Bodies (RBs) in Hereford & Worcester Fire and Rescue Service, namely the Fire Brigades Union (FBU), Fire Officers' Association (FOA), GMB, Retained Firefighters' Union (RFU) and Unison.

4. The Committee is chaired by the Principal Officer responsible for industrial relations – currently the Assistant Chief Fire Officer, Service Support. Other management representatives include the Head of Human Resources and the Area Commanders responsible for Operations and Operations Support.

5. Prior to each meeting, members of the group are asked to submit any new items for discussion and these are added to the JCC 'tracker' which is circulated ahead of the meeting. Each new item is allocated a unique reference number.

6. A 'summary of discussions' is issued after each meeting noting the key points discussed, any agreement reached and identifying any actions agreed.

7. Once all parties agree an item is closed, it is formally signed off by both the JCC Chair and the appropriate Representative Body (or Bodies). This record is retained and forms the 'JCC Consultation Register and Decision Log'.

Update

8. Since its last update to the Policy and Resources Committee, the Joint Consultative Committee has met on three occasions – 25th April, 23rd May and 27th June. The meeting scheduled for 24th July was cancelled due to a significant number of apologies and the fact that no new items for discussion had been submitted.

9. There are currently only a small number of items still under discussion and these include the following:

- Review of allowances for non-uniformed staff – part of a wider review of both uniformed and non-uniformed allowances. Meetings between representative bodies (RBs) and management are ongoing.
- Review of the job evaluation process – a new Job Evaluation (JE) process is currently being trialled and a number of posts have been identified for review. A formal report will be issued on completion of the trial.
- Time allocated to staff for fitness training – this is part of an ongoing process and whilst the Fitness Policy is currently on hold, the Service is implementing a number of measures to encourage staff wellbeing and fitness.
- Use of driver / Officers in Charge (OICs) on appliances – this has now been incorporated into the recently reviewed Mobilising Policy which is currently out for consultation.

10. Since the Policy and Resources Committee was last updated, a number of items have been closed down; these include:

- Use of station based instructors – initial concerns regarding changes to current practice now less of an issue as the Service is looking to establish instructor contracts and formalise arrangements.
- Crewing protocols for whole-time staff covering RDS – new protocols have been developed following a period of formal consultation with RBs
- Requests for information regarding numbers of agency staff and staff on temporary contracts – the information requested has been provided

Only a small number of new items are currently being raised for discussion.

11. The JCC Chair continues to keep JCC members updated on any key issues such as Sir Ken Knight's 'Facing the Future' report and how the Service intends to respond to this, progress with the Community Risk Management Plan (CRMP) and Fire Cover Review, and issues associated with the ongoing change management process.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Items set out in paragraphs 9 and 10 identify specific resource issues.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The JCC Chairman had updated the JCC on strategic issues such as the CRMP and Fire Cover review.
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)	The JCC acts as the main vehicle for employee consultation. All meetings incorporate involvement of the relevant representative bodies.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, not required – information only.

Supporting Information
None

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Report of Area Commander - Head of Operations Support

16. Health and Safety Committee Update

Purpose of report

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

Recommendation

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

Introduction

2. Hereford & Worcester Fire and Rescue Authority's aim is ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work.

3. The Health and Safety Committee (the Committee) is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to health and safety (H&S), and to act as a forum for liaison on all matters relating to health and safety for key stakeholders and departments. The Committee provides the opportunity for the Service to discuss the general H&S matters on which it must consult the workforce with employee representatives.

4. The membership of the Committee has been recently reviewed and meetings are chaired by a Principal Officer (the Assistant Chief Fire Officer Service Support).

5. The Committee has the facility to task work to the Health & Safety Working Group (H&SWG), which sits beneath it and is chaired by the Area Commander Operations Support. The group meets as and when required but at least 6 monthly.

6. The Committee last met on 12 August 2013. Agenda items included: Quarterly H&S performance report, H&S Working Group Update, Workplace Inspections Report, Human Resources (HR Update), Training Update and National H&S Activities.

Significant Issues Discussed

7. A review of the previous quarter's H&S performance was discussed in detail (Appendix 1). Overall, reporting levels and staff awareness continue to be good and in general, any injuries reported continue to be predominantly minor in nature.

8. It was noted that there was a 'spike' in incidents involving exposure to contaminated water occurred whilst firefighting at the Lawrence Recycling incident in Kidderminster in December 2012 (29 in total), with a further 'spike' in reporting occurring again in May 2013 following the fire at the Sims Recycling Centre and June 2013 following another fire at Lawrence Recycling (11 in total). Whilst minor in nature, these incidents also provided an ideal opportunity to clarify with crews what 'exposure' means and when they need to report these incidents.

9. In 2011, following two health and safety incidents, a wide scale audit of breathing apparatus was instigated and a number of measures were introduced. The Committee has tasked the H&SWG with reviewing the effectiveness of these measures and the H&SWG provided an interim update at this meeting. The complete report along with any recommendations will be presented at the next H&S Committee meeting.

10. A programme of unified workplace inspections across the Service was piloted in February this year involving the Health and Safety Officer, representatives from Property and Operational Logistics and the Representative Bodies. A paper was presented highlighting the benefits of this co-ordinated response and reduced impact on stations.

11. A number of health and wellbeing initiatives are being promoted across the Service in order to encourage staff to be more proactive with regard to their personal fitness. These include a partnership with Worcestershire Works Well that has increased the number of fitness instructors available across the Service

12. The Service follows an H&S training programme to ensure that staff at all levels across the organisation receive the appropriate level of H&S input. Personnel at Crew and Watch Command level receive the Institution of Occupational Safety and Health (IOSH) qualification and at Station Command level receive the National Examination Board in Occupational Safety and Health (NEBOSH) qualification. Furthermore, representatives from Property Department and the Service H&S advisor have recently attained a NEBOSH Construction qualification.

13. The Health and Safety Laboratory (HSL) have been commissioned by the Health and Safety Executive (HSE) to review the effectiveness of HSE's FRS inspection programme that occurred in 2008 and the subsequent Consolidated Report they produced. The HSL is an Agency of the Health and Safety Executive which supports the HSE in evidence and control of risks to people at work. HSE are particularly interested in the impact that the inspections, reports and consolidated report have had across all Fire and Rescue Services (FRS). The HSL will be speaking to Hereford & Worcester Fire and Rescue Service (HWFRS) as part of this process.

14. The H&S Committee will continue to meet on a quarterly basis in order to provide ongoing monitoring and governance of health, safety and wellbeing within the Service.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No – not required, information only.

Supporting Information
Appendix 1: Quarterly Health & Safety Performance Report

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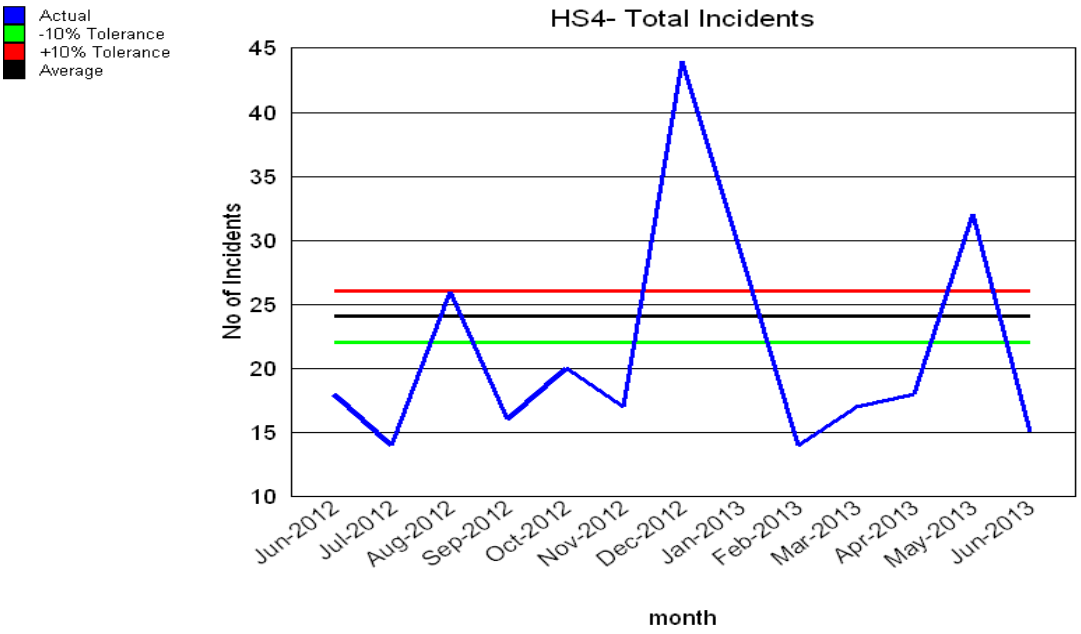
APPENDIX 1

Quarterly H&S performance report

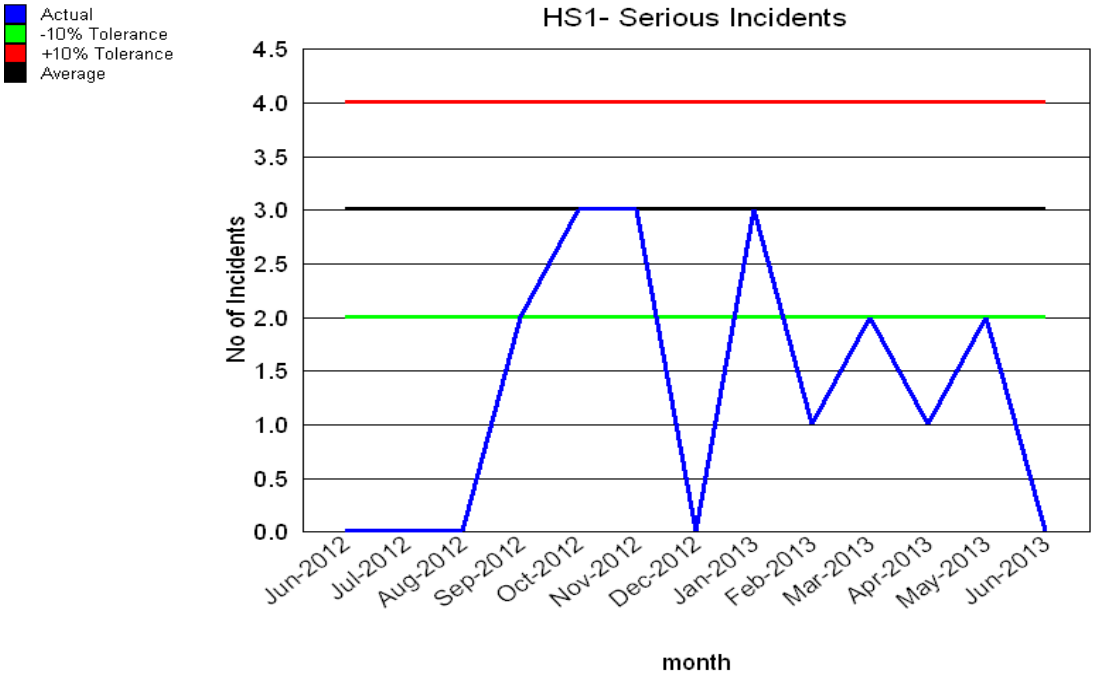
Quarter 1 Total Reported H&S Events



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

Summary *Total H&S events for this first quarter are significantly higher than the preceding quarter, peaking in May, when twenty-two fire appliances were mobilised to a refuse fire. Several incidents of exposure to smoke or other hazardous substances were reported, the total number accounting for 31% of all H&S events reported in May.*

Quarter 1 Serious Events Reported



(Figure 2 – Total Events per month June 2012 to June 2013)

Summary *The serious and potentially serious events this quarter comprised of the following:*

- *During a cylinder explosion demonstration given to fire fighters, the safety base of the cartridge was ejected through the slats of the safety cage.* ***No Injuries.***
  Actions *– The cage was reinforced and trialled and the risk assessment revised. Training has resumed and no further issues have occurred.*

- *Whilst charging a fire fighting hose reel, the pump failed to deliver water. It took several attempts to release the valve to overcome the issue and provide water. The delay time was only seconds.* ***No Injuries.***
  Actions *– A mechanic attended and serviced the valves. No further issues have occurred.*

- *Whilst using the pole drop to respond to a fire call a fire fighter landed awkwardly and injured his ankle.*
  Actions *– Investigation revealed that this is likely to be an isolated event.*