



HEREFORD & WORCESTER Fire Authority

Policy and Resources Committee

AGENDA

Wednesday, 03 May 2023

10:30

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

Wyre Forest House Location Map

SAT NAV: DY11 7FB

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

From Stourport:

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

From Kidderminster:

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



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

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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 Fire Authority

Policy and Resources Committee

Wednesday, 03 May 2023, 10:30

Agenda

Councillors

Mr R J Phillips (Chairman), Mr C B Taylor (Vice Chairman), Mr D Chambers, Mr A Ditta, Mr J Hardwick, Mrs K Hey, Ms J Monk, Mr D Morehead, Ms L Robinson, Mr L Stark, Mr R M Udall, Mr T Wells

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
4	Confirmation of Minutes To confirm the minutes of the meeting held on 1 March 2023.	1 - 3
5	Budget Update 2023-24 To update Members on the 2023/24 Budget following the settlement of the Grey Book Pay Award.	4 - 7
6	Pensions Board Update (Fire Pension Schemes) To provide an update on the establishment and activities of the Pensions Board.	8 - 11
7	Efficiency and Productivity Plan 2023/24 To bring Members attention to the Efficiency and Productivity Plan submitted by the Treasurer on behalf of the Authority.	12 - 31

8	Serious Violence Duty Update	32 - 34
	To provide an overview of the introduction of the Serious Violence Duty and the impact on Fire and Rescue Services.	
9	Modern Slavery & Human Trafficking Statement 2022/2023	35 - 41
	To recommend adoption of the Modern Slavery & Human Trafficking Statement 2022/2023.	
10	2022-23 Performance Report: Q4 (01 January – 31 March 2023)	42 - 58
	This report summarises the Service's performance for Quarter 4, 2022-23.	
11	Update from the Joint Consultative Committee	59 - 62
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since the last update provided on 15 November 2022.	



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 01 March 2023, 10:30

Chairman: Mr R J Phillips

Vice-Chairman: Mr C B Taylor

Minutes

Members Present: Mr D Chambers, Mrs K Hey, Ms J Monk, Mr R J Phillips, Ms L Robinson, Mr L Stark, Mr C B Taylor, Mr R M Udall, Mr T Wells

0214 Apologies for Absence

Apologies were received from Cllr J Hardwick and Cllr D Morehead.

0215 Named Substitutes

There were no named substitutes.

0216 Declarations of Interest (if any)

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

0217 Confirmation of Minutes

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

0218 Budget Monitoring 2022/23 – Quarter 3

The Treasurer informed Members of the current position on the revenue and capital budget for 2022/23.

Members approved the transfer of £0.513m from the Budget Reduction Reserve to fund the forecast Revenue Budget over-spend, which included the impact of the last pay offer to 'Grey Book' staff and which

would be partially offset by a budget surplus in 2023/24 as set out in the Budget and Medium Term Financial Plan approved by the Authority on 13 February 2023.

Members were disappointed to learn that no further funding was available from the Home Office to cover the cost of the increased pay offer.

RESOLVED that the Committee approved a transfer from the Budget Reduction Reserve to fund the forecast Revenue Budget over-spend of £0.513m.

0219 Fire Pensions Administration and Payroll Arrangements

The Treasurer presented a report to seek an exception to Contract Standing Orders in respect of the Fire Pensions Administration and payroll contract.

Members were informed that the current contract with West Yorkshire Pension Fund was due to expire on 31 September 2023. Normally this would be retendered however the present time was not opportune for changing supplier.

Members were in agreement to allow the Treasurer, in conjunction with the Head of Legal Services, to extend the contract based on current arrangements for a further appropriate period.

RESOLVED that the Committee approves and exception to Contract Standing Orders under paragraph 3.1 (g).

0220 Property Update

The Assistant Chief Fire Officer presented an update on the current property programme.

Members were pleased to note the development of the property programme, in particular the Redditch and Hereford fire station builds.

Members also noted that all property related matters were progressing as quickly as resources permitted in order to mitigate the rapidly increasing costs of materials wherever possible.

RESOLVED that the property update and progress be noted.

0221 2022-23 Performance Report: Q3 (01 October – 31 December 2022)

The Assistant Chief Officer of Prevention presented Members with the Service's performance for Quarter 3, 2022-23.

Members noted that there were a total of 2,011 incidents attended in Quarter 3, an increase of 11% on last year, and higher than the five year average of 1,774 incidents. Home Fire Safety checks had increased by 217% which reflected the commitment to increase prevention activity.

Members also noted the increase in calls to false alarms and that this was now the single largest category of calls attended. The Chief Fire Officer explained this was a complex issue and that the Service did not mobilise to known false alarms. The category included good intent calls where people thought there was a fire as well as calls to automated fire alarms. In relation to the latter, there were no multiple repeat offenders. The number of hoax calls received was also extremely low. Officers were nonetheless undertaking a review of false alarm calls and the Chief Fire Officer intended to bring a report on this to a future meeting.

Noticing the proportion of female staff in the Service, Members raised questions about the culture within the organisation in light of revelations in some other Fire and Rescue Services. The Chief Fire Officer indicated that in light of events elsewhere, the Service had now implemented an independent reporting hot-line 'Say-So' for all staff, to supplement the existing staff reporting arrangements. The Chief Fire Officer had also commissioned a firm to undertake an independent cultural review of the organisation.

RESOLVED that the Q3 2022-23 performance headlines set out in Section 4 of the report, with further details available in Appendix 1, be noted.

The Meeting ended at: 11:54

Signed:.....

Date:.....

Chairman

Report of the Treasurer

Budget Update 2023/24

Purpose of report

1. To update Members on the 2023/24 Budget following the settlement of the Grey Book Pay Award.

Recommendation

The Treasurer recommends that the Committee approves the revised budget.

Introduction and Background

2. When the Fire Authority approved the 2023/24 Budget and Medium-Term Financial Plan (MTFP) in February, there was still some uncertainty regarding settlement of the Grey Book pay award. This has now been resolved and this is the first opportunity to bring the consequential changes before Members.

Budget Changes

3. Members are reminded of the budget and MTFP that was approved and is set out below:

	2023/24 Budget	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	£	£	£	£
EXPENDITURE per MTFP	39,396,800	40,713,800	41,705,000	42,744,700
FUNDING per MTFP	(40,114,700)	(40,500,700)	(41,577,600)	(42,688,000)
	(717,900)	213,100	127,400	56,700
Tax Income Guarantee	(46,000)			
Capital Projects Reserve	289,900			
Deficit/(Surplus)	(474,000)	213,100	127,400	56,700

4. Since that meeting of the Fire Authority there have been five changes that have an impact on the budget:
 - a. The Grey Book pay award has been settled at 7% for July 2022 and 5% for July 2023
 - b. An offer has been made to Green Book staff for April 2023 (which has been rejected). The offer is estimated as costing £90,000 more than the 5% overall increase in the support staff payroll cost provided in the budget and nearer to the 6.8% of the April 2022 award.

- c. There were some late changes to the Retained Business Rate information provided by two of the Billing Authorities.
 - d. In the final settlement the distribution of grants was slightly different. The Rural Services Grant was increased by 12% (£13,500) and the Services Grant by £9,100. However, there was a balancing reduction in the Funding Guarantee Grant leaving the total grant unchanged.
 - e. The New Dimensions USAR grant has been amended upwards slightly, but the Authority has been unofficially notified that the cessation of the grant has been deferred for 12 months to end at 31st March 2025.
5. The net impact of these changes is summarized below and the revised budget is shown in Appendix 1.

	2023/24 Budget	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	£	£	£	£
EXPENDITURE per MTFP	39,396,800	40,713,800	41,705,000	42,744,700
Grey Book Award	485,000	583,000	583,000	583,000
Green Book Offer	90,000	91,800	93,600	95,500
Delayed loss of USAR		238,000		
	39,971,800	41,626,600	42,381,600	43,423,200
FUNDING per MTFP	(40,114,700)	(40,500,700)	(41,577,600)	(42,688,000)
New Dimensions Grant	(4,200)			
Business Rate Changes	19,500	10,800	11,000	11,200
New Dimensions Grant		(824,000)		
	(40,099,400)	(41,313,900)	(41,566,600)	(42,676,800)
Tax Income Guarantee	(46,000)			
Capital Projects Reserve	289,900			
	243,900			
Deficit/(Surplus)	116,300	312,700	815,000	746,400

6. In accordance with the established reserves policy these short-term budget gaps can be met from the Budget Reduction Reserve. Based upon expected use in 2022/23 the reserve could meet all of the gap to 2025/26 and about half of the 2026/27 gap.
7. However, by 2026/27 the Authority will need to have identified on-going savings of around £750,000.

Conclusion

8. Whilst it would not be prudent to rely on the use of reserves to close a budget gap in the long term, the planned use to avoid unnecessarily early service impacts, whilst developing a cost reduction plan can be seen as a sensible use of these reserves

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	No immediate direct implications not already included in original budget approval
Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	N/A
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A.

Supporting Information

Appendix 1 – Revised Revenue Budget – 2023/24

Hereford & Worcester Fire Authority
Policy & Resources Committee: May 2023
Revenue Budget Allocation 2023/24

Col. Line		(2) 2023/24 FRA Allocation £	(3) Rellocation £	(4) 2023/24 Revised Allocation £
1	Wholetime Firefighter Pay/NI/Pension	14,056,500		14,056,500
2	Retained Fire-fighter Pay	4,145,900		4,145,900
3	Control Pay	915,700		915,700
4	Support Pay	4,929,000		4,929,000
5	Other Employee Costs	90,000		90,000
6	Unfunded Pension Costs	1,035,000		1,035,000
7	Employee Related	25,172,100	0	25,172,100
8	Strategic Management	107,600		107,600
9	New Dimensions	55,300		55,300
10	Operational Policy	41,100		41,100
11	Protection	47,000		47,000
12	Prevention	289,700		289,700
13	Training	679,800		679,800
14	Operational Logistics	1,149,300		1,149,300
15	Fleet Maintenance	650,600		650,600
16	Property/Facilities Management	2,379,100		2,379,100
17	PCC Charges	461,500		461,500
18	PCC Charges - Capitalised	(99,700)		(99,700)
19	Information & Comms Technology	2,091,900		2,091,900
20	Policy & Information	81,600		81,600
21	Corporate Communications	48,200		48,200
22	Human Resources/Personnel	513,400		513,400
23	Authority Costs	59,200		59,200
24	Legal Services	39,000		39,000
25	Insurances	447,100		447,100
26	Finance (FRS)	140,700		140,700
27	Finance SLA	88,200		88,200
28	Running Costs	9,270,600	0	9,270,600
29	Capital Financing	2,833,000		2,833,000
30	Capital Financing	2,833,000	0	2,833,000
31	Pay Award Provision Jul 2022 (2%)	281,100		281,100
32	Pay Award Additional Provision Jul 2022 (to 5%)	674,800	485,000	1,159,800
33	Pay Award Provision Apr 2023 (5%)	243,000	90,000	333,000
34	Pay Award Provision Jul 2023 (4%)	602,200		602,200
35	General Inflation Contingency 2023/24	320,000		320,000
36	Provisions/Contingencies	2,121,100	575,000	2,696,100
37	Core Budget	39,396,800	575,000	39,971,800
38	(RSG) Revenue Support Grant	(2,361,600)		(2,361,600)
39	(BRTUG) Business Rate Top Up Grant	(3,401,700)		(3,401,700)
40	S31 - under indexation of multiplier	(1,005,100)		(1,005,100)
41	Services Grant	(220,900)	(9,100)	(230,000)
42	Funding Guarantee Grant	(114,000)	22,600	(91,400)
43	(RSDG) Rural Services Delivery Grant	(114,500)	(13,500)	(128,000)
44	S31: Fire Revenue Grant - New Dimensions	(820,000)	(4,200)	(824,200)
45	S31: Fire Revenue Grant - Firelink	(136,500)		(136,500)
46	S31: Pension Grant	(1,568,000)		(1,568,000)
47	Council Tax Precept - with £5 increase	(27,216,300)		(27,216,300)
48	Council Tax Collection Fund	(29,700)		(29,700)
49	Business Rates baseline	(2,498,800)		(2,498,800)
50	Local Forecasts (to NNDR1)	101,700	19,700	121,400
51	S31 - Business Rate Reliefs	(634,100)	(9,100)	(643,200)
52	Business Rate Collection Fund	(95,200)	8,900	(86,300)
53	Total Funding	(40,114,700)	15,300	(40,099,400)
54	Structural Deficit/(Surplus)	(717,900)	590,300	(127,600)
55	from TIG Grant Reserve	(46,000)		(46,000)
56	to Capital Projects Reserve	289,900		289,900
57	Use of Reserves	243,900	0	243,900
58	Net Deficit/(Surplus)	(474,000)	590,300	116,300
59	to/(from) Budget Reduction Reserve	474,000	(590,300)	(116,300)
60	Net Deficit/(Surplus)	0	0	0

Report of the Deputy Chief Fire Officer

Pensions Board Update (Fire Pension Schemes)

Purpose of report

1. To provide an update on the establishment and activities of the Pensions Board.
-

Recommendations

It is recommended it be noted that:

- (i) the Pensions Board continues to be compliant with the Public Services Pensions Act 2013;***
- (ii) in line with the recommendations of The Pensions Regulator, the Pensions Board now meets four times a year; and***
- (iii) progress continues to be made on a range of issues as described in the report.***

Introduction and Background

2. The Public Sector Pensions Act 2013 requires Scheme regulations to provide for the establishment of a Pensions Board from 1 April 2015 to assist the Scheme Manager in:
 - Securing compliance with the Scheme regulations and other legislation relating to the governance and administration of the Scheme.
 - Securing compliance with any requirements imposed by The Pensions Regulator.
 - Any other matters as detailed by the regulations.
3. The Authority established its Pensions Board at the Policy and Resources Committee on 25 March 2015. The authority to implement the Pensions Board and make appointments to the Board was delegated to the Head of Legal Services, in consultation with the Chairman of the Policy and Resources Committee.

Update

4. Since the last update delivered to the Policy and Resources Committee on 4 May 2022, the Board has met on four occasions: 26 April 2022, 26 July 2022, 8 November 2022 and 22nd February 2023.

Pension Board Training Needs

5. Recommendations from The Pensions Regulator have been supported to enable the Board to have sufficient knowledge of the pension schemes and their roles as Board members. The Pensions Officer circulated the following training-related documents to members for information:
 - Quick guide to personal development (issued by the Pensions Regulator).
 - A 'learning needs analysis' for each member.
6. In addition to the above training related materials, all members have access to The Pensions Regulators (TPR) online e-learning modules to enable members to actively participate and discuss Board issues; the training covers all pension schemes as well as our role as a Pension Board member.

Composition of Scheme Membership

7. At each meeting, the Board receives and reviews data on the scheme membership across the Service. Membership has stayed consistently high and no trends have been identified.

Scheme Advisory Board Update

8. The role of the Pensions Board is to receive updates from the Scheme Advisory Board and a factsheet has been published regarding the McCloud/Sargeant Remedy. The Pension Ombudsman has acknowledged the action the Government is taking to address the discrimination retrospectively and has indicated they will not be getting involved.
9. The Government has created a Pensions Dashboard, similar to the Government Gateway. It gives details of every pension scheme anyone has ever been a member of. The staging deadline for public service schemes has been extended to September 2024 with the deadline for providing figures pushed back to April 2025.
10. The Board ensured that the Service was considering the legal implications of implementing the Immediate Detriment and that the reasons for the decisions made were documented.

Risk Register Update

11. The Board is required to compile, update and report on any significant risks or issues related to pensions. The Pensions Board Risk Register has now been finalised and aligned to the Service Strategic Risk Register (SRR).
12. Two items that are worthy of note are:
 - An increase in the risk rating for the likelihood, and risk, of a cyber-attack (PEN002) was agreed. The Board also agreed to consider the measures that WYPF have in place in order to determine if this needs to be further increased and controlled.

- A new risk has also been added around the failure to comply with Pensions Dashboard requirements outlined above.

Breaches

13. The Board is required to be made aware of any breaches to the law where that breach is likely to be of material significance. Since the last report, there have been no conflicts of interest or breaches which required to be reported to The Pensions Regulator.

Matthews Remedy

14. The *Matthews* case concerned on-call firefighters who, prior to 2006, were not eligible for membership of the firefighters' pension scheme. This issue was partially addressed in 2006 by the creation of the 2006 Modified Scheme and on-call firefighters who were within scope were given the option to purchase backdated pension benefits (the 'first options exercise'). As a result of the *Matthews* decision, the range of firefighters (and former on-call firefighters) who are within scope has been significantly broadened. It has also become apparent that a significant number of people who should have been in scope did not appear within the first exercise. This is a national issue and not one specific to Hereford & Worcester.
15. Subject to regulations that are expected to be made later this year, there will be a 'second options exercise' to allow eligible individuals the opportunity to purchase pension entitlement as a special member of the 2006 Scheme.
16. The Board noted that forms to support data collection are now available on the LGA website for members to complete in order to determine whether or not they are in scope for the second exercise.
17. There will be three blocks of staff within the exercise: current employees, former employees (with last known addresses) and others for whom addresses have been archived. Given the amount of work involved, particularly in terms of identifying addresses, additional support will be required. Current staff have been updated by the Pensions Officer via a Bulletin article with a link to the FPS form.

Sargeant Remedy Update

18. Relevant legislation is being amended by Parliament which will put in place all of the remedy measures previously discussed. When enacted, this will deliver options for individuals who were moved out of the 1992 and 2006 legacy schemes to have their service during the remedy period (April 2015 – April 2022) recalculated as though it were still members of the legacy scheme for that period. All firefighters will move into the 2015 Scheme from 1 April 2022. The legislation will also set out to resolve the various tax implications around issues such as Authority's payment charges or lump sum payments and other such issues.

Decisions Log

19. A number of decisions have been taken and recorded by the Board that are worthy of note:
- To release a revised Bulletin item to attract new Board members.
 - Add an additional sentence around the use of shadow representatives under the quorum section of the Board's Terms of References.
 - Amend risk register scores and include payroll provider risks as additional risks.
 - Support an uplift in administrative support for the Pension Officer to support the additional workload created by both the Matthews and Sargeant cases. A supporting paper has been presented to SLB who agreed the additional support.

Conclusion/Summary

20. This paper provides an update on the activities of the Pensions Board for the Firefighter Pension Schemes (FPS) to assist the Scheme Manager in securing compliance with the Public Services Pensions Act 2013.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	The local Pensions Board has been implemented in accordance with the Public Sector Pensions Act 2013 which is a new burden on Fire Authorities.
Strategic Policy Links & Core Code of Ethics (identify how proposals link in with current priorities and policy framework and align to the Core Code of Ethics)	None.
Risk Management/Health & Safety (identify any risks, the proposed control measures and risk evaluation scores.	A risk register is in place with an additional one for the Sargeant ruling added to the Strategic Risk Register
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
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling).	N/A – all data is processed via third parties (e.g. WYPF)

Report of the Treasurer

Efficiency and Productivity Plan 2023/24

Purpose of report

1. To bring Members attention to the Efficiency and Productivity Plan submitted by the Treasurer on behalf of the Authority.
-

Recommendation

The Treasurer recommends that the Committee notes that the Efficiency and Productivity Plan was published on the Authority we-site on 31st March 2023.

Introduction and Background

2. As part of the joint Home Office/Local Government Association (LGA)/National fire Chiefs Council (NFCC) submission to the last Comprehensive Spending Review (CSR), the sector committed to providing 2% efficiencies in non-pay budgets and a 3% increase in Wholetime Firefighter productivity.
3. Under the National Framework each standalone Fire Authority was required to publish and submit to the Home Office, an Efficiency and Productivity Plan by 31st March 2023. This is part of the evidence gathering exercise for the home Office to demonstrate to HN Treasury that the sector has delivered on commitments and it is important that it is supported.
4. This plan is different to the report on closing the budget gap, which the Chief Fire Officer/Chief Executive will be bringing to the Fire Authority later in the year.

Home Office Guidance

5. The Home Office issued some broad and some detailed guidance, and the plan is required to provide details of:
 - a. The budget and the rationale for the £5 precept increase (if taken)
 - b. Reserves and how they are planned to be used
 - c. Collaboration and procurement plans
 - d. Whether the authority will be contributing to the productivity target
 - e. Any investment in technology to improve productivity
6. As with many “efficiency” regimes the focus tends to be on what has changed in the period being measured, rather than how intrinsically efficient an

organisation is. Whilst it can never be said that there is no scope for further efficiencies the Plan does set out in some detail what has already been achieved and which is therefore not available to claim as an Efficiency going forward.

7. These can be seen in the Plan which is attached as Appendix 1.
8. Broadly the Plan requires the identification of around £0.5m of which £0.3m have been identified so far.
9. In respect of productivity, the Authority has been ahead of the pack and in 2021/22 carried out a time and motion exercise to allow the identification of time to support additional Prevention and Protection activity, which was targeted from 2022/23.
10. In the last week the Home Office has instigated a national data gathering exercise on Whole-time Firefighter activity.
11. The Home Office guidance included a template, which the Treasurer did not use in the Plan. This was because it was felt to be confusing, complicated and didn't align with the format of information that Members are used to receiving (this view was shared with other Fire Treasurers in the region). Following submission of the Plan, the Home Office requested that the template be completed (and made the same request of other Treasurers as well).
12. To complete this template some grossing up of efficiencies was required and some of the numbers may not be immediately familiar to Members. This template was submitted, but has not been published and is included at Appendix 2 for information.

Conclusion

13. The Authority has met the obligation to produce, publish and submit an Efficiency and Productivity Plan by 31st March 2023.

Corporate Considerations

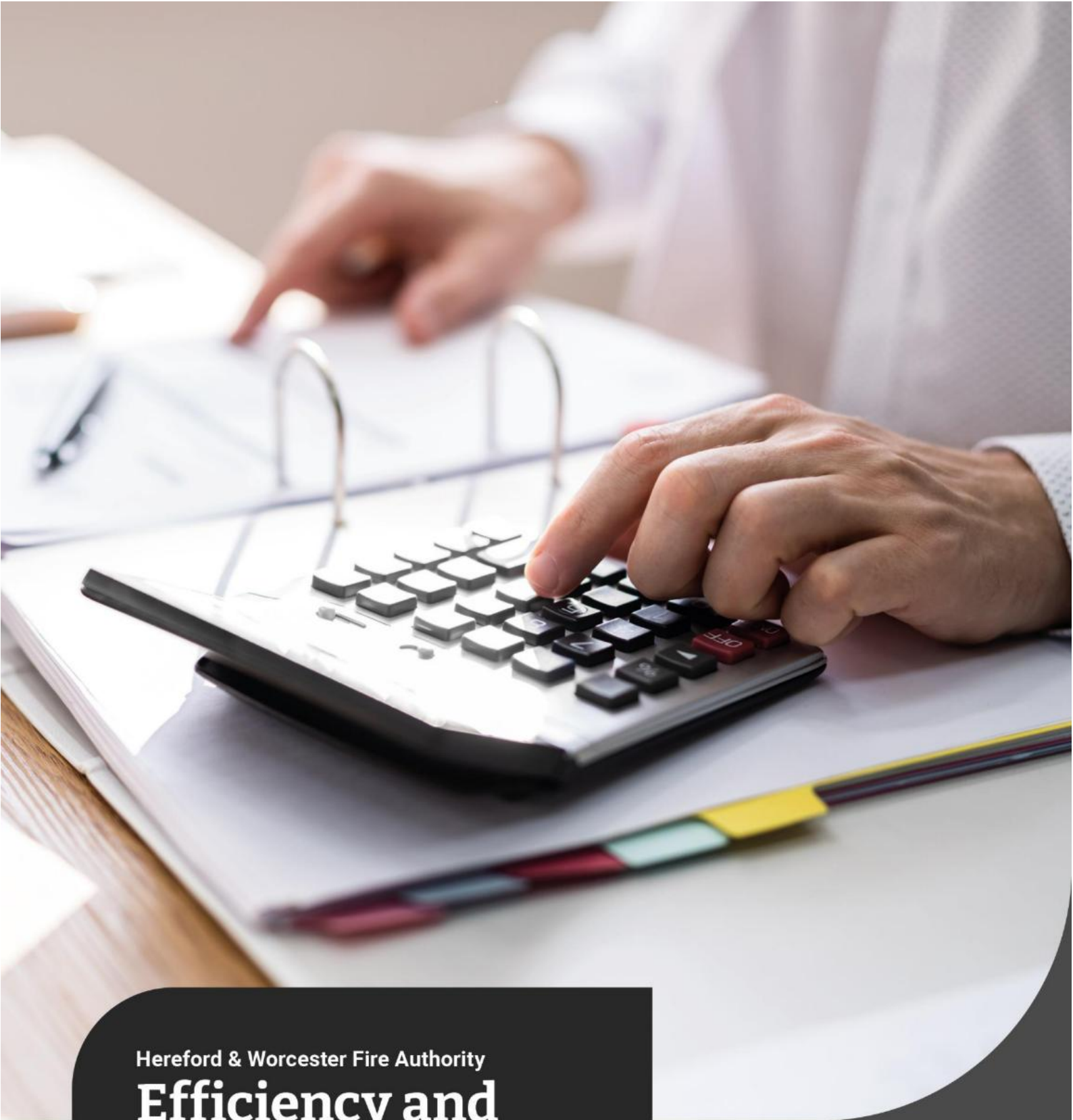
Resource Implications (identify any financial, legal, property or human resources issues)	No immediate direct implications not already included in original budget approval
Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	N/A
Risk Management / Health & Safety (identify	N/A

any risks, the proposed control measures and risk evaluation scores).	
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A.

Supporting Information

Appendix 1 – Efficiency and Productivity Plan – 2023/24

Appendix 2 – Home Office Efficiency and Productivity Plan Template



Hereford & Worcester Fire Authority

Efficiency and Productivity Plan

2023/24



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Hereford & Worcester Fire Authority
Efficiency & Productivity Plan 2023/24

Background	Page 2
Budget & Medium Term Financial Plan	Page 2
Reserves	Page 3
Precept	Page 6
Collaboration	Page 7
Investment in Technology	Page 8
Resourcing	Page 8
Efficiency	Page 8
Productivity	Page 9

Appendix 1:	Medium Term Financial Forecasts
Appendix 2:	2023/24 Budget
Appendix 3:	Reserves Strategy



Background

This Productivity and Efficiency Plan sets out the ongoing financial challenge currently faced by the Authority and illustrates the recent transformation savings that have been delivered by the Service.

The Fire and Rescue National Framework sets a requirement that Fire and Rescue Authorities (FRAs) produce and publish annual efficiency plans. There is a specific requirement from the Minister of State for Crime, Policing and Fire that in 2023/24, FRAs produce plans that not only cover planned efficiencies, but also their plans for increasing productivity.

As part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to increase productivity by 3% by 2024/25. This 2023/24 Productivity and Efficiency Plans will help the NFCC, LGA and Home Office to collate evidence and to assess likely progress at national level against the agreed Spending Review Goals.

This plan is an amalgam of information already provided in the public domain and brings these together to meet the specific requirements of the National Fire Framework.

It sets out the appropriate information as requested, puts this into the local context and sets out the Authorities approach to efficiency and productivity.

Budget & Medium Term Financial Plan

In February 2023 the Fire Authority approved the MTFP as set out in Appendix 1, but was mindful of the potential for additional costs arising from the pending Grey book (uniformed staff) pay settlement. In addition, there were also changes to the final distribution of grants and late adjustments to retained business rate information This changed position now forms the Budget and will be reported to the next appropriate committee in May 2023. The impact is summarised below:

	2023/24 Budget	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	£	£	£	£
EXPENDITURE per MTFP	39,396,800	40,713,800	41,705,000	42,744,700
Grey Book Award	485,000	583,000	583,000	583,000
Green Book Offer	90,000	91,800	93,600	95,500
	39,971,800	41,388,600	42,381,600	43,423,200
FUNDING per MTFP	(40,114,700)	(40,500,700)	(41,577,600)	(42,688,000)
New Dimensions Grant	(4,200)			
Business Rate Changes	19,500	10,800	11,000	11,200
	(40,099,400)	(40,489,900)	(41,566,600)	(42,676,800)
Tax Income Guarantee	(46,000)			
Capital Projects Reserve	289,900			
	243,900			
Deficit	116,300	898,700	815,000	746,400



The detail budget, as approved by the Fire Authority is set out in Appendix 2, with an additional column showing the impact of the subsequent changes.

The Authority's strategy for dealing with the budget deficit in the short to medium term is outlined further in the following sections regarding reserves.

NFCC guidance suggests a template that could be used to identify budget movements over the period however, it is not a format used by the Authority in carrying out its governance duties and contains information already set out in Appendix 1, albeit in a different format. For that reason the template has not been used.

Reserves

The Authority holds reserves for a number of reasons and these can be summarised as:

Future Expenditure Reserves: Monies set aside to fund long life equipment (e.g. cutting gear, breathing apparatus, fire control etc.) which negates the need for capital financing costs in the medium term.

Other Specific Reserves: Held to cover the costs of known events where timing is uncertain.

Budget Reduction Reserves: Monies to be used to smooth the transition of significant efficiency measures.

General Reserve: unallocated and held to meet the "unknown unknowns".

Future Expenditure Reserves will be spent as necessary to meet the costs of the agreed items as they are procured and an anticipated expenditure profile is included in the relevant budget appendices. It should be noted however, that ESMCP project is a centrally managed project covering all Emergency Services and has been subject to a number of programme delays and uncertainty regarding what additional elements individual Authorities may need to fund. It has recently been subject to a further two-year delay.

Funding these projects from reserves saves the equivalent of £0.9m in annual capital financing charges which would otherwise have to be added to the expenditure requirement and hence to the structural budget gap.

In approving the strategy in relation to reserves in February 2017, the Authority has confirmed that the Budget Reduction Reserve is used to close the budget gaps in the MTFP period, until major efficiencies come fully on-line. This strategy was re-approved in February 2022 and is proposed to be extended and modified to the extent that any unallocated part of the reserves will be held until there is some certainty over future funding.

Although there is no guidance as to the exact level of balances that an Authority should hold, the Home Office has now asked Authorities to explain any general balances



above 5% of budget. At the end of 2022/23 general balances are expected to stand at £1.538m or 3.9% of the 2023/24 Core Budget.

The Authority has to be mindful of the opportunity to quickly replenish balances if they are called upon and this becomes much harder in a financial regime where central government controls grants, business rate levels and council tax levels.

Whilst this level of balances is desirable, there is an opportunity to cost of holding balances. They could be used to finance one off expenditure or temporarily reduce the Council Tax precept, which itself will have an impact on the long term financial position. The risk of using up balances is, however, that any unforeseen expenditure could not be met.

A brief explanation of each reserve is given below:

- **C&C Reserve** – to fund the cyclical upgrade/replacement of the mobilising system. The current system was largely funded by specific government grant.
- **ICT Replacements Reserve** – to fund replacement of key ICT systems principally equipment, safety monitoring and tracking, Intel (Intelligence on Operational Risks) and station end equipment for alerting.
- **ESMCP Reserve** – to fund the as yet unknown, costs associated with the implementation of the Emergency Services Mobile Communications Project (ESMCP), the new national radio/communications system, as and when the significantly delayed project requires.
- **Organisational Excellence Reserve** – to embed National Operational Guidance (NOG), enhance Command Training and achieve statutory accreditation of the Fire Investigation function.
- **On Call Recruitment Reserve** – to provide an in-depth sustained and targeted approach to On-Call recruitment over the next four years.
- **RPE Reserve** – to fund the future costs of replacing Respiratory Protective Equipment (RPE).
- **Broadway Reserve** – to fund the replacement of the Fire Station at Broadway.
- **Capital Projects Reserve** – to provide funds to complete the North Herefordshire Training Facility and continue to move training facilities from the cramped site at Droitwich.
- **Property Maintenance Reserve** – to be utilised in future years to ensure the completion of planned station maintenance.
- **Pension Tribunal Reserve** – to meet the potential costs of HMRC challenge relating to employment of Fire fighters on the retained fire fighter duty system who had retired from whole time posts before reaching the age of 55.
- **Development Reserve** – to provide funding for capacity building or “invest to save” type initiatives to prepare for future grant reductions.
- **Sustainability Reserve** – for targeted actions with the Environmental Sustainability Plan
- **Fire Prevention Reserve** – monies set aside for targeted increases in prevention activities.



- **Pensions Reserve** – to meet the potential back cost of any matters arising from pensions including grant given at the end of 2020/21 for 2021/22 administration costs.
- **Protection Grants Reserve** – specific government grant to improve protection arrangements, being used over next two years to embed and extend capabilities.
- **Equipment Reserve** – to fund additional equipment required within the service, when it falls due, (including the remaining costs of mobile data terminals and fire-ground radios) as well as allowing investment in new equipment on an “invest to save” basis.
- **Safety Initiatives Reserve** – monies set aside for targeted increases in protection activities.
- **Budget Reduction Reserve** – this reserve is held as part of the MTFP in response to the extreme uncertainty about future funding. It can meet short term costs as necessary or be released for future investment if future funding becomes sustainable.
- **Tax Income Guarantee Reserve** – Government grant to support tax losses over next three years (and included in the Medium Term Financial Plan).
- **Operational Activity Reserve** – to fund exceptional activity costs arising from spate conditions e.g. prolonged fires in the Malvern Hills or flooding.
- **Insurance Reserve** – this reserve is created to fund the excess on any long-tail claims

The planned use of ear-marked balances in the MTFP period is set out in a summary of the Reserves Strategy in Appendix 3.

In respect of the budget reduction reserve the strategy is outlined above and arises from two factors

- The Authority has always been at the forefront of cost savings and there is no remaining “low-hanging” fruit, thus savings have to come from more radical reductions which take much longer to deliver.
- The Authority’s experience in 2013/14 when grant cuts forced service reductions that the Authority would not have been able to meet in sufficient time without the opportunity to second staff to other services. An option no longer available.

The planned use of the Budget reduction reserve is given in more detail below and shows that a short-fall of £169,000 remains in 2025/26, rising to a structural figure of £746,000 from 2026/27.

	£
Balance at 31-Mar-2022	1,836,000
anticipated use 2022/23	(175,000)
Expected at 31-Mar-2022	1,661,000
Planned use 2023/24	(116,300)
Planned use 2024/25	(898,700)
Expected at 31-Mar-2025	646,000



Precept

The Authority's approach to precept flexibility was outlined in the requested letter to the Minister, which is quoted below.

The, much welcomed, precept flexibility offered by the £5 referendum limit gave, for the first time in many years, a real choice to the Authority (albeit only about the size of potential service reductions) and it was only after debate at the Authority meeting on 13th February that a clear direction was agreed. Hence the lateness of this response.

The decision needs to be taken in context of the overall balance of funding for the Authority where over 70% of funding comes from the local council tax-payer. Although the significant net increase in grant was very welcome it was less than a third of overall funding. The £5 increase in precept equates to 5.69% which is significantly less than the prevailing rates of inflation. In making the decision the Authority also has to have mind to the future budget and is well aware of its future option to freeze or reduce Council tax if conditions improve.

In respect of efficiency there is no doubt that the sector can achieve further efficiencies, but the degree to which this can be delivered at individual Services varies. There is no doubt that Hereford & Worcester is already an efficient Service. Financial pressures, beginning way before "Austerity" have meant that many things have been done here way before they were done elsewhere. For example:

- 82% of operational appliances are crewed by on-call staff – only paid when they are required
- No special appliances are primary crewed
- All whole-time appliances are based on watches of 5 to provide 4 personnel
- In the last twenty years whole-time uniform numbers have reduced by 38%.

Our recent HMICFRS inspection identified that we did not spend sufficient resources on prevention, but did not identify over provision in any other areas.

In 2021/22 the Service undertook a study of the activities of whole-time operational staff and identified an average of 23% of time that could be re-directed to prevention and protection activities. For 2022/23 this was targeted at specific objectives deriving from the Core Service Strategies and is now subject to review to take forward into 2023/24.

Without the flexibility of the £5 increase the Authority would be looking at a budget gap of around £1.3m and no amount of efficiency is going to close this gap without service reductions, and the flexibility reduces this to a more manageable £0.6m.

The Authority was already exploring further changes to Service provision to release resources to improve investment in prevention and protective activities but these released resources will not necessarily now be used to balance the budget. At the recent Authority meeting the Chief Fire Officer/Chief Executive undertook to provide a full plan to the Authority by the end of the calendar year



Collaboration

The Authority has always actively engaged in collaboration, where it serves the needs of our communities, primary partners being West Mercia Police and Shropshire & Wrekin Fire Authority. West Midlands Ambulance Service is a much more difficult partner. Many of these collaborations have been in place for some time and they are therefore not available for future efficiencies.

Some examples of this are given below:

- Joint Fire/Police station at Bromsgrove
- Construction starting on joint Fire/Police station at Redditch
- Fire HQ moved to Police HQ site in 2018 – saving £0.3m p.a. in capital financing costs
- Fire Control has been located with Police Control in same period.
- Fire operational policy/planning and emergency planning functions are co-located with police and work together to protect our communities
- Police share Peterchurch and Tenbury Wells fire stations
- North Herefordshire Strategic Training facility is being built on vacant land at Leominster police station and converting a dis-used custody facility.
- British Transport Police share Worcester Fire station
- Wyre Forest Hub is shared with West Mercia Police and Severn Area Rescue Association (*a skilled voluntary body providing water rescue*)
- Fire provide drone cover to police and also assist with missing persons and gaining entry
- A number of PCSO have been recruited who also provide on-call cover in rural areas
- Until April 2022 the Authority was part of a joint property and facilities management arrangement with West Mercia Police, Worcestershire County Council, Worcester City Council and Redditch Borough Council. Withdrawal of the County Council made this un-viable so the function is now carried out jointly with the Police & Crime Commissioner.
- The Authority is a full member of the Worcestershire Internal Audit Shared Service

The Authority embedded approach to procurement is that wherever it is possible (and practical) it will procure with partners in a national/regional/local triage approach. Some examples of this are:

- Replacement BA with 3 of the other 4 services in the region
- Replacement fire control with 3 other services



- Routine appliances replacement and other vehicles procured from national frameworks
- Recent collaboration with Shropshire Fire to procure three identical and interchangeable Command Support Unit, appropriate to our risks.

More details of these and other collaborations can be found in our Collaboration Brochure 2022 at:

[22062-collaboration-brochure-2022-final.pdf \(hwfire.org.uk\)](https://www.hwfire.org.uk/22062-collaboration-brochure-2022-final.pdf)

Asset Management & Investment in Technology

As would be expected staff test and check safety critical operational equipment on an appropriately regular basis. The time this takes varies from station to station dependent on the distribution of special appliances and the number of On-call appliances (there are On-call units at every station).

The Authority has already made efficiencies in On-call pay by having these checks carried out by WT personnel on those stations and the employment of mobile On-Call technicians for On-Call only stations.

As part of the initial “time and motion” study prior to 2022/23 it was identified that on average 11% of WT station personnel time was spent on equipment and inventory checks. There is a current project underway to introduce replace the life expired equipment recording system with a new IT based equipment tracking system. This will reduce time spent on this process (and the project will quantify the expected gain) but it should be recognized that this system will not remove the need for safety critical testing and will only ease the administrative burden.

Resourcing

The Authority has always been a largely On-Call (*Retained*) service and 82% of appliances are crewed by this method. This is very efficient but the changing socio-demographics of communities mean that this is becoming less cost effective than previously.

Wholtime appliances are crewed with watches of 5 to provide 4 riders at any one time. The Authority uses a Resilience Register to allow WT and On-Call personnel to provide additional shifts to fill any unexpected gaps e.g. arising from sickness. This Register has been in place for many years.

The Authority made a determined attempt to introduce new shift patterns and went through the whole national negotiation mechanism all the way to approval by the Technical Advisory Panel (TAP), however the current national position allowed the FBU to veto this. The proposed 10-hour shift would have been more effective and efficient than the 12-hour shift that was finally agreed.

Efficiency

The efficiency target as set out in the sector CSR submission was 2% of non-pay budgets, and based on the information in Appendix 2, these can be summarized as:



	2023/24 Budget £	2024/25 Forecast £
Running Costs 2023/24	9,270,600	9,270,600
Capital Financing Costs	2,833,000	2,833,000
Inflation provision 2023/24	320,000	320,000
Inflation provision 2024/25		298,800
Capital Financing 24/25		181,000
	12,423,600	12,903,400
2% Target	248,500	258,100

Potential efficiencies identified to date are shown in the table below, with some details yet to be identified. But, for example, if the Fire Control collaboration includes all four Authorities, further savings of around £45,000, could be realised.

	2023/24 £	2024/25 £
Rationalizing Software Licences	50,000	50,000
Collaborative Change Management	40,000	40,000
Collaborative Estates - Leominster	11,000	11,000
Collaborative Estates - Redditch		137,500
Collaborative Fire Control		67,500
to be identified	147,500	200,600
	248,500	506,600
less prior year		-248,500
	248,500	258,100

Productivity

The Authority had begun to look at wholetime productivity prior to the Spending Review target being established and will be pursuing the national target with the caveat that any prior gains may not be counted against this future target.

The adopted approach has several stages:

- Prior to the start of 2022/23 a study was undertaken to estimate what time was spent on a number of categories of activity to identify what time should be available to undertake Prevention (HFSC) and Protection (BFSC) activities. This time was to provide individual targeted actions for each station to improve outcomes.
- Actual activity in 2023/24 (and continually) will be monitored against the initial estimates to ensure productivity is maintained as expected. Or to recognise the impact of increased operational activity or training requirements.
- A review of station routines to ensure time allocated to various activities is used effectively and efficiently.



- Investment in technology to reduce administrative time of equipment checking.
- A review of the Authority approach to Unwanted Fire Signals is being undertaken to try to reduce attendance and increase time available for prevention and protection activities. The review will factor in
 - Current directions from the Fire Authority about what premises it wishes to provide an attendance
 - The increasing number of such installations
 - There is no “repeat offender” problem.

The Authority will be able to provide data for the forthcoming sector wide utilisation survey.



Hereford & Worcester Fire Authority: Feb 2023 Medium Term Financial Forecasts

Col Row	(2) 2023/24 Budget	(3) 2024/25 Forecast	(4) 2025/26 Forecast	(5) 2026/27 Forecast
1	Assumed Business Rate increase	2.00%	2.00%	2.00%
2	Assumed Increase in funding Grants	3.00%	2.00%	2.00%
3	Assumed Tax-base Increase	0.80%	1.20%	1.20%
4	Assumed Band D Tax Increase	5.59%	2.99%	1.99%
	£	£	£	£
5	2023/24 CORE BUDGET	39,396,800	39,396,800	39,396,800
6	Pay Awards - Jul 2023 PYE (4%)	200,700	200,700	200,700
7	Pay Awards - Apr 2024 (2%)	102,100	102,100	102,100
8	Pay Awards - Jul 2024 (2%)	313,200	417,600	417,600
9	Pay Awards - Apr 2025 (2%)		104,100	104,100
10	Pay Awards - Jul 2025 (2%)		319,400	425,900
11	Pay Awards - Apr 2026 (2%)			106,200
12	Pay Awards - Jul 2026 (2%)			325,800
13	General Inflation Contingency	298,800	602,100	903,300
14	FFPS Revaluation (estimate)	400,000	400,000	400,000
15	Revised Audit Fees - new PSAA Contracts	60,000	60,000	60,000
16	USAR Cost Savings	(238,800)	(238,800)	(238,800)
17	Ill Health Pension Charges	0	(40,000)	(40,000)
18	Capital Programme	181,000	381,000	581,000
19	GROSS BUDGET	39,396,800	40,713,800	41,705,000
	Funding			
20	(RSG) Revenue Support Grant	(2,361,600)	(2,432,400)	(2,481,100)
21	(BRTUG) Business Rate Top Up Grant	(3,401,700)	(3,503,800)	(3,573,900)
22	S31 - under indexation of multiplier	(1,005,100)	(1,035,300)	(1,056,000)
23	Services Grant	(220,900)	(227,600)	(232,100)
24	Funding Guarantee Grant	(114,000)	(117,400)	(119,800)
25	(RSDG) Rural Services Delivery Grant	(114,500)	(117,900)	(120,300)
26	S31: Fire Revenue Grant - New Dimensions	(820,000)		
27	S31: Fire Revenue Grant - Firelink	(136,500)	(91,000)	(46,000)
28	S31: Pension Grant	(1,568,000)	(1,568,000)	(1,568,000)
29	Council Tax Precept	(27,216,300)	(28,365,400)	(29,276,800)
30	Council Tax Collection Fund	(29,700)	0	0
31	Business Rates baseline	(2,498,800)	(2,550,600)	(2,603,400)
32	Local Forecasts (to NNDR1)	101,700	105,600	109,500
33	S31 - Business Rate Reliefs	(634,100)	(646,900)	(659,700)
34	Business Rate Collection Fund	(95,200)	50,000	50,000
35	PROJECTED RESOURCES	(40,114,700)	(40,500,700)	(41,577,600)
36	Balance	(717,900)	213,100	127,400
37	from Taxation Income Guarantee Grant Reserve	(46,000)		
38	to Capital Projects Reserve	289,900		
39		(474,000)	213,100	127,400
40	Potential Use of Budget Reduction Reserve	474,000	(213,100)	(127,400)
41		0	0	0



Hereford & Worcester Fire Authority: Feb 2023
Revenue Budget Allocation 2023/24

Col Line	(4) 2022/23 Base Allocation £	(5) 2023/24 Funding Changes £	(6) 2023/24 Appendix 2 Changes £	(7) 2023/24 Total Allocation £	(3) 2021/22 Approved Relocation £	(4) 2022/23 Base Allocation £
1	14,148,600		(92,100)	14,056,500		14,056,500
2	4,180,000		(34,100)	4,145,900		4,145,900
3	922,300		(6,800)	915,700		915,700
4	4,613,400		315,600	4,929,000		4,929,000
5	90,000			90,000		90,000
6	1,035,000			1,035,000		1,035,000
7	24,969,300	0	192,900	25,172,100	0	25,172,100
8	107,600			107,600		107,600
9	55,300			55,300		55,300
10	41,100			41,100		41,100
11	47,000			47,000		47,000
12	289,700			289,700		289,700
13	679,800			679,800		679,800
14	1,149,300			1,149,300		1,149,300
15	575,600		75,000	650,600		650,600
16	1,939,100		440,000	2,379,100		2,379,100
17	461,500			461,500		461,500
18	(99,700)			(99,700)		(99,700)
19	2,091,900			2,091,900		2,091,900
20	81,600			81,600		81,600
21	48,200			48,200		48,200
22	513,400			513,400		513,400
23	59,200			59,200		59,200
24	0			0		0
25	39,000			39,000		39,000
26	447,100			447,100		447,100
27	140,700			140,700		140,700
28	98,200			98,200		98,200
29	0			0		0
29	8,755,600	0	515,000	9,270,600	0	9,270,600
30	2,827,000		8,000	2,833,000		2,833,000
31	2,827,000	0	6,000	2,833,000	0	2,833,000
32	0			0		0
33	0			0		0
34	281,100			281,100		281,100
35	0			0		0
36	0		674,800	674,800	485,000	1,159,800
37	0		243,000	243,000	90,000	333,000
38	0		602,200	602,200		602,200
39	0		320,000	320,000		320,000
40	281,100	0	1,840,000	2,121,100	675,000	2,696,100
41	36,653,000	0	2,543,800	39,396,800	575,000	39,971,800
42	(2,144,100)	(217,500)		(2,361,600)		(2,361,600)
43	(3,372,300)	(29,400)		(3,401,700)		(3,401,700)
44	(562,300)	(442,800)		(1,005,100)		(1,005,100)
45	(392,100)	171,200		(220,900)	(9,100)	(230,000)
46	0	(114,000)		(114,000)	22,600	(91,400)
47	(114,500)	0		(114,500)	(13,600)	(128,000)
48	(820,000)	0		(820,000)	(4,200)	(824,200)
49	(182,000)	45,500		(136,500)		(136,500)
50	(1,568,000)	0		(1,568,000)		(1,568,000)
51	(25,568,100)	(1,648,200)		(27,216,300)		(27,216,300)
52	(253,500)	223,800		(29,700)		(29,700)
53	(2,315,400)	(193,400)		(2,498,800)		(2,498,800)
54	185,800	(84,100)		101,700	19,700	121,400
55	(554,500)	(79,600)		(634,100)	(9,100)	(643,200)
56	648,600	(743,800)		(95,200)	8,900	(86,300)
57	(37,012,400)	(3,102,300)	0	(40,114,700)	15,300	(40,099,400)
61	(159,400)	(3,102,300)	2,543,800	(717,900)	590,300	(127,600)
62	(49,000)	3,000		(46,000)		(46,000)
63	208,400		81,500	289,900		289,900
64	(159,400)	0	81,500	47,400	(590,300)	(116,300)
65	(159,400)	(3,099,300)	2,625,300	0	0	0



Hereford & Worcester Fire Authority: Feb 2023**Reserves Strategy**

Col Row	(2)	(3) Actual at 31-Mar-22 £m	(4) Probable 2022/23 £m	(5) Budget 2023/24 £m	(6) MTFP 2024/25 £m	(7) MTFP 2025/26 £m	(8) MTFP 2026/27 £m	(9) Estimate at 31-Mar-27 £m
<u>Future Expenditure Reserves</u>								
1	Capital Projects Reserve	2.015		(0.600)	(1.415)			0.000
2	C&C Reserve	1.527	(0.050)	(0.777)	(0.700)			0.000
3	Broadway Reserve	1.402		(1.050)	(0.352)			0.000
4	ICT Replacements Reserve	1.315	(0.115)	(0.700)	(0.500)			0.000
5	ESMCP Reserve	1.032					(1.032)	0.000
6	RPE Reserve	1.000		(0.150)	(0.850)			0.000
7	On Call Recruitment Reserve	0.995	(0.362)	(0.611)	(0.022)			0.000
8	Organisational Excellence Reserve	0.908	(0.141)	(0.291)	(0.398)	(0.046)		0.032
9	Property Maintenance Reserve	0.534	(0.240)	(0.150)	(0.144)			0.000
10	Pension Tribunal Reserve	0.400						0.400
11	Development Reserve	0.310	(0.040)	(0.155)				0.115
12	Sustainability Reserve	0.310		(0.310)				0.000
13	Pensions Reserve	0.260						0.260
14	Protection Grants Reserve	0.249	(0.147)	(0.102)				0.000
15	Fire Prevention Reserve	0.230	(0.160)	(0.070)				0.000
16	Equipment Reserve	0.190						0.190
17	Safety Initiatives Reserve	0.138	(0.030)	(0.027)	(0.027)	(0.027)	(0.027)	0.000
18		12.815	(1.285)	(4.993)	(4.408)	(0.073)	(1.059)	0.997
<u>Other Specific Reserves</u>								
19	Operational Activity Reserve	0.600						0.600
20	Insurance Excess Reserve	0.130						0.130
21		0.730	0.000	0.000	0.000	0.000	0.000	0.730
<u>Budget Reduction Reserves</u>								
22	Budget Reduction Reserve	1.836	(0.175)	(0.116)	(0.898)	(0.647)		0.000
23	TIG Reserve	0.095	(0.049)	(0.046)				0.000
24		1.931	(0.224)	(0.162)	(0.898)	(0.647)	0.000	0.000
25	Total Earmarked Reserves	15.476	(1.509)	(5.155)	(5.306)	(0.720)	(1.059)	1.727
26	General (Un-earmarked) Reserves	1.538						1.538
27	Total Reserves	17.014	(1.509)	(5.155)	(5.306)	(0.720)	(1.059)	3.265
<u>Earmarked Reserves</u>								
28	This MTFP	15.476	13.967	8.812	3.506	2.786	1.727	
29	MTFP - Feb 2022	13.742	9.768	4.395	3.538	n/a	n/a	
30	MRFP - Jun 2021	12.314	7.474	3.256	1.841	n/a	n/a	







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	Budget			
	2021-22	2022-23	2023-24	2024-25
Revenue Support Grant	-2,080	-2,144	-2,362	-2,432
Retained income from Rate Retention Scheme	-5,688	-5,688	-5,901	-6,054
Settlement Funding Assessment (SFA) Total	-7,768	-7,832	-8,263	-8,486
Specific and special grants inside AEF	-3,379	-3,639	-3,983	-3,157
Appropriations to(+)/ from(-) reserves	-109	160	128	-900
Other Income	680	280	-608	-481
Sub-Total	-2,808	-3,199	-4,463	-4,538
Collection fund surplus (-)/ deficit(+)	120	-254	-30	0
Council Tax Base	280,582	285,996	288,296	291,705
Band D Precept (£)	87.68	89.40	94.40	97.24
Increase in Council Tax Base	-0.74%	1.90%	0.80%	1.20%
Increase in Band D Precept	1.97%	1.96%	5.59%	2.99%
Council Tax Requirement	-24,600	-25,568	-27,216	-28,365
Total Income and Funding	-35,056	-36,853	-39,972	-41,389
Opening Revenue Expenditure Budget		35,056	36,853	39,972
Investment/Cost Pressures				
Direct Employee				
Pay Awards		707	2,342	716
Employers Pension Contributions				400
Increase in Prevention/Protection/Response Staff				
Increase in Support Staff				
Indirect Employee (e.g. training, travel etc.)				
All Indirect Employee Costs				
Premises				
Utilities		135	300	
Rent/Rates				
Other Premises Costs				
Transport				
Fleet				
Fuel - Inflation		61	75	
Other Transport Costs				
Supplies and Services				
Increased Usage/Enhanced Provision			140	
Other Non-Pay Inflation (not included in other lines)		270	370	299
Capital Financing				
Revenue Expenditure Charged to Capital				
Net Borrowing Costs		410	17	386
Other				
NI Contribution Increase		212	-164	
LGPS Rates		2		
Business Rates Revaluation			140	
Revised Audit Fees				60
Other Cost Pressures			148	53
Total Cost Pressures		1,797	3,368	1,914
Efficiency Savings				
Direct Employee				
Reduction in Prevention/Protection/Response Staff				
Reduction in Support Staff				
Indirect Employee (e.g. training, travel etc.)				
All Indirect Employee Costs				
Premises				
Utilities				
Rent/Rates				
Other Premises Costs				
Shared Premises				
Transport				
Fleet				
Fuel				
Other Transport Costs				
Supplies and Services				
Procurement Savings			-50	
Other Technology Improvements				
Decreased Usage				
Capital Financing				
Revenue Expenditure Charged to Capital				
Net Borrowing Costs			-11	-206
Other				
Collaboration			-40	
USAR				-238
Other Savings 3 (Please Specify)				
Savings to be identified			-148	-53
Total Efficiency Savings		0	-249	-497
Closing Revenue Expenditure	35,056	36,853	39,972	41,389
Check	0	0	0	0
Efficiency Savings as a Percentage of Revenue Expenditure		0.00%	0.68%	1.24%
Non-Payroll Budgets (please overwrite with correct figures)		10,628	12,424	12,903
Efficiency Savings as a Percentage of Non-Payroll Budgets		0.00%	2.00%	3.85%
Efficiency Savings Target		2.00%	2.00%	2.00%

Forecast Efficiency Savings
(Percentage of Non-payroll budgets)

Year	Efficiency Savings (%)	CSR Target (%)
2022-23	0.00%	2.00%
2023-24	0.68%	2.00%
2024-25	1.24%	2.00%

Report of Assistant Chief Officer: Director of Prevention

Serious Violence Duty Update

Purpose of report

1. To provide an overview of the introduction of the Serious Violence Duty and the impact on Fire and Rescue Services.
-

Recommendation

It is recommended that the introduction of the new Serious Violence Duty and the Fire and Rescue Service involvement are noted.

Introduction and Background

2. Following public consultation in July 2019, the Government announced that it would bring forward legislation to introduce a new Serious Violence Duty (the Duty) on a range of specified authorities. The Serious Violence Duty therefore came in to effect in January 2023.
3. The Duty is a key part of the Government's programme of work to collaborate and plan to prevent and reduce serious violence.
4. The introduction of the Duty requires the police, fire and rescue authorities, councils, youth offending teams, specified Clinical Commissioning groups Integrated Care Systems, and probation services to work together to prevent and reduce serious violence as part of core service provision.
5. This includes working together to produce and implement a strategy detailing how they will prevent and reduce serious violence.
6. The National Fire Chiefs Council (NFCC) supports the development of the fire sector to strengthen its statutory functions of the Duty whilst supporting and promoting excellence and innovation in service delivery.
7. The NFCC is well positioned to co-design and develop joined up responses to the Duty through the development of national programmes of work that can further be supported by the research and development capacity of the NFCC.

Fire and Rescue Service Statutory Duty

8. Each Fire and Rescue Service has identified a lead representative for the Duty. The representative will be responsible for compliance with the requirements of the Duty and holds responsibility for ensuring full participation with the partnership arrangements. The Assistant Chief Officer: Prevention, is the nominated lead representative for the Service.
9. Statutory partners across Herefordshire and Worcestershire have developed Serious Violence Duty Partnerships. The Partnerships will report into the West Mercia Crime Reduction Board and local Community Safety Partnerships (CSPs).
10. The Assistant Director: Prevention represents the Service at these meetings and the Head of Prevention is the Service representative for Community Safety Partnerships. Key messages are communicated to the Services' lead officer.
11. The Home Office has provided funding for the West Mercia area with the intention to provide partnerships with sufficient funds to assist in the delivery of the Duty. The expectation is that the funding is spent on early intervention and prevention activity across the health, justice, local authority, policing, fire and rescue sectors. Discussions are currently ongoing between local authorities to consider expenditure for funding for 2023 / 2024.

Conclusion/Summary

12. This paper presents an overview of the introduction of the Serious Violence Duty and the statutory role of the Fire and Rescue Service.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	N/A
Strategic Policy Links & Core Code of Ethics (identify how proposals link in with current priorities and policy framework and align to the Core Code of Ethics).	CRMP 2021 – 25 Prevention Strategy 2021 – 25 Protection Strategy CCoE Putting our Communities First
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A

Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A

Report of the Assistant Chief Officer: Director of Prevention

Modern Slavery & Human Trafficking Statement 2022/2023

Purpose of report

1. To recommend adoption of the Modern Slavery & Human Trafficking Statement 2022/2023.

Recommendation

It is recommended that the Modern Slavery & Human Trafficking Statement 2022/2023 is approved and published on the Service website.

Introduction and Background

2. The Modern Slavery Act 2015 requires certain organisations to produce an annual statement setting out the steps they have taken to ensure there is no modern slavery in their own business and their supply chains.
3. The statement made is in line with the ethical principles of the NFCC Core Code of Ethics for Fire and Rescue Services.
4. This statement sets out the steps that HWFA has taken to prevent modern slavery in its supply chains and own business. This statement relates to the financial year 1st April 2022 to 31st March 2023.

Purpose of the Statement

5. A key purpose of this statement is to prevent modern slavery in our organisation and supply chains. A means to achieve this is to increase transparency by ensuring the public, employees and stakeholders know what steps the Service is taking to tackle modern slavery. The Service is required to build on what it is doing year on year and publish a statement annually on the Service website. The expectation is that the statements evolve and improve over time.

Content of the Statement

6. A statement should aim to include information about:
 - a. the organisation's structure, its business and its supply chains;
 - b. its policies in relation to slavery and human trafficking;
 - c. its due diligence processes in relation to slavery and human trafficking in its business and supply chains;

- d. the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk;
 - e. its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate;
 - f. the training and capacity building about slavery and human trafficking available to its staff.
7. The Modern Slavery Act requires a slavery and human trafficking statement to be approved and signed by an appropriate senior person in the organisation. This ensures senior level accountability, leadership and responsibility for modern slavery and gives it the serious attention it deserves. An organisation's senior leaders are best placed to foster a culture in which modern slavery is not tolerated in any form and are expected to lead and drive awareness.
 8. The statement summarises the structure of the Service, policies applicable to modern slavery and the relevant steps the Service has taken to date in relation to modern slavery and highlights how we do this in relation to procurement and safeguarding.

Training

9. In order to build understanding and awareness of modern slavery and human trafficking, the existing Safeguarding e-learning training packages have been updated to include reference to modern slavery and are now mandatory for all staff.

Conclusion/Summary

10. To conclude, HWFA has made a Modern Slavery & Human Trafficking statement publicly available in order to raise awareness and ensure there no modern slavery in our own business and supply chains.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There may be a financial implication to fund training provided to staff members.
Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	The statement directly supports our safeguarding and procurement workstreams and links to the Prevention strategy. The statement directly supports the Core Code of Ethics in particular the ethical principle of Putting our Communities First.

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	There is a risk to members of the public if we do not raise awareness.
Consultation (identify any public or other consultation that has been carried out on this matter)	Staff and trade union colleagues will be advised of the decision to voluntarily produce a statement.
Equalities (has an Equalities Impact Assessment been completed?)	Yes, no impact.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	Not required.

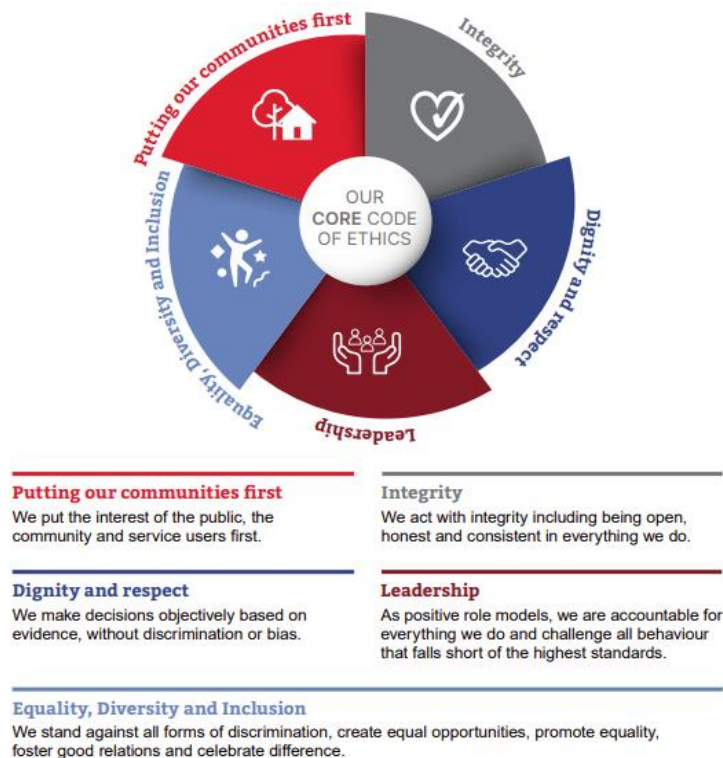
Supporting Information

Appendix 1 – Modern Slavery & Human Trafficking Statement 2022/2023

Modern Slavery and Human Trafficking Statement 2022/2023

The Modern Slavery Act 2015 requires certain organisations to produce an annual statement setting out the steps they have taken to ensure there is no modern slavery in their own business and their supply chains.

As a public sector organisation Hereford & Worcester Fire Authority (HWFA) is committed to the principles of the Modern Slavery Act 2015 and the abolition of modern slavery and human trafficking. We are making the statement in line with the ethical principles of the [NFCC Core Code of Ethics for Fire and Rescue Services](#).



This statement sets out the steps that HWFA has taken to prevent modern slavery in its supply chains and own business.

About Us

The Fire Authority is composed of 25 Members, all of whom are local councillors appointed by Worcestershire County Council and Herefordshire Council in proportion to the size of the population of those two counties currently as follows:

Herefordshire Council	6
Worcestershire County Council	19



HWFA has a constitution which sets out how it operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local communities. Some of these processes are required by the law and others HWFA has chosen to implement.

HWFA oversees Hereford & Worcester Fire and Rescue Service which serves a population of approximately 791,700 across the two counties of Herefordshire and Worcestershire. HWFA employs 693 members of staff, working in 770 roles and in 2021/22 had a budget of £35.3 million.

Information about our Service structure, the Senior Leadership Board and their areas of responsibility can be found at <https://www.hwfire.org.uk/about-us/the-fire-service/service-structure/>

The [Annual Service Plan](#) sets out our purpose and values along with the priorities for 2022/23 to help to deliver the [Community Risk Management Plan 2021-25](#), which sets out our medium-term priorities to keep people safe, support our workforce and deliver value for money.

Policies in relation to Modern Slavery and Human Trafficking

Procurement

Due to the nature of our organisation, we assess ourselves to have a low risk of modern slavery in our business and supply chains. Our supply chains are limited and we procure goods and services from a restricted range of UK and overseas suppliers through the open market and via UK government frameworks. Our due diligence requirements are set out in our procurement terms and conditions, which include:

- [Contract Standing Orders](#) - when assessing the appropriateness of suppliers, e.g. those to whom the requirements of the Modern Slavery Act 2015 apply, we consider the supplier's Anti-Slavery and Human Trafficking Statement, their Whistleblowing Policy and Ethical Framework and Code of Conduct and evidence of compliance.
- Ethical Code in Relation to Procurement - HWFA colleagues are advised not use suppliers whose own corporate procurement practices and conduct whether directly or indirectly are deemed to be in breach of the Modern Slavery Act 2015.
- Contract Terms - our contracts contain terms for default events and breaches of contract which could be invoked should a supplier be found to have failed to meet their obligations under the Modern Slavery Act 2015 or other applicable laws.

Our Policies

As an equal opportunities' employer, we are committed to creating and ensuring a non-discriminatory and respectful working environment for our colleagues. We want all colleagues to feel confident that they can expose wrongdoing without any risk to themselves.



Our recruitment and people management processes are designed to ensure that all prospective employees are legally entitled to work in the UK and to safeguard employees from any abuse or coercion.

HWFA consults with trade unions on the development of policies and has the following policies in place to help it meet the requirements of the Modern Slavery Act:

- Whistleblowing Policy - HWFA is committed to the highest possible standards of openness, probity and accountability. We expect colleagues who have serious concerns about any aspect of the Service's work to come forward and voice those concerns. The policy can be viewed at:
<https://www.hwfire.org.uk/assets/files/whistleblowing-policy-v4-01.docx>
- Employee Code of Conduct – the Code of Conduct identifies our values, purpose and the roles and responsibilities of all colleagues.
- Dignity at Work policy – this policy promotes a positive and supportive working environment which is free from harassment, bullying and victimisation; where individuals are confident, if they bring a complaint in good faith, that the matter will be dealt with according to the agreed procedures without fear of subsequent victimisation or disadvantage.
- Recruitment policy– HWFA has a robust policy in place to ensure colleagues have a right to work in the UK, with checks made before employment including appropriate reference checks, and that they are paid directly into an appropriate, personal bank account.
- Pay Policy - pay for all HWFA colleagues is determined by the Local Government Employers with the Employers' Sides of the National Joint Council for Local Authority Fire and Rescue Services, the Middle Managers' Negotiating Body, the NJC for Brigade Managers of Local Authority Fire and Rescue Services, the Fire and Rescue Authority locally and representative bodies nationally. Pay awards are considered annually for all colleagues. Our Pay Policy Statement can be viewed at
<https://www.hwfire.org.uk/assets/files/pay-policy-statement-2020-21.pdf>

Safeguarding

HWFA is committed to safeguarding adults with care and support needs as well as children and young people across the two counties. HWFA has guidance in place for all colleagues who engage with the public, whether operational colleagues through the emergency response provided or by colleagues and volunteers in respect of our protection and prevention work.

The guidance includes a reporting process and safeguarding training is in place for all Service personnel including volunteers.



HWFA is also involved in various Multi Agency Targeted Enforcement (MATE) operations, with partners such as Trading Standards, Environmental Health, Housing, West Mercia Police and Home Office Immigration Enforcement. The information generated through the initiative helps to target the enforcing agencies resources to help protect those who may be at risk of slavery or human trafficking.

This statement has been approved by the Fire Authority.

Jon Pryce

Chief Fire Officer / Chief Executive

Cllr. C.Taylor

Chairman

Report of the Assistant Chief Officer: Director of Prevention

2022-23 Performance Report: Q4 (01 January – 31 March 2023)

Purpose of report

1. This report summarises the Service's performance for Quarter 4, 2022-23.
-

Recommendation

It is recommended that the Fire Authority note the Q4 2022-23 performance headlines set out in Section 4 of this report, with further details available in Appendix 1.

Introduction and Background

2. The Service gathers performance data relating to incidents attended and activities carried out, and reports to the Policy and Resources Committee and the Strategic Leadership Board on a quarterly basis. The Q4 2022-23 Performance Report is attached as Appendix 1, and provides information on overall incident numbers, Prevention, Protection and Response activities and an overview of the Service workforce. A cumulative summary of performance is reported separately in the Annual Service Review.
3. The Performance Report relates closely to the Prevention, Protection and Response strategies as well as the Community Risk Management Plan 2021-25.

Incident Overview

4. A total of 1,737 incidents were attended in Q4 2022-23, a decrease of 7% on Q4 2021-22, and close to the five-year average of 1,762 incidents. More context is provided later in the report however analysis shows this is made up of:
 - a. 340 Fires: the 340 fires attended in Q4 were 5% lower than Q4 2021-22, but is still lower than the five-year average of 364.
 - b. 599 Special Services: although this is 9% lower than Q4 2021-22, it is a decrease of 25% compared to 799 incidents recorded in Q4 2019-20.
 - c. 794 False Alarms: the 794 false alarms attended in Q4 were 5% lower than Q4 2021-22, and continues to average at 796 per Q4 over the last five years (Fire alarm due to apparatus; Good intent false alarm and Malicious false alarm).

Prevention

5. 1878 Home Fire Safety Visits (HFSV) were completed in Q4 2022-23, a 243% increase over the same period in 2021-22, which reflects the various restrictions on working arrangements in place during 2021. Out of 1878 HFSVs, 584 were delivered by Prevention department Technicians and 1294 were delivered by Wholetime crews. HSFV's are targeted at those at greater risk of fire based on data and analysis as outlined in the Prevention Strategy. Trends are monitored on a monthly basis and fed into adjusting and focusing prevention activity as required.

Protection

6. The easing of restrictions has enabled the Risk Based Inspection Programme (RBIP) to increase the number of inspections of business premises. In Q4 2022-23 379 inspections were completed compared to 241 in Q4 2021-22. In addition to Covid-19 restrictions easing, the increase of 157% reflects the appointment of two additional Fire Safety Inspectors in January 2022, and operational staff now completing audits.
7. All fires in commercial premises are subject to a Post Fire Audit, the number of audits have increased from 40 to 47 in Q4 2022-23, when compared to Q4 2021-22. Total Enforcement Activities have remained at the same level with Q4 in 2021/22 and 2022/23 both having 20 occurrences.
8. New building safety legislation has been introduced, and the department is proactively identifying business leads to highlight their fire safety responsibilities and offer support and signposting to other assistance where needed.

Response

Fires

9. The numbers of Primary Fires attended in Q4 2022-23 were up by 2%, and Secondary Fires were down by 25% over the same period in 2021-22. While the number of Primary Fires slightly rose to 208, this was due to the number of Primary Building Fires increasing by 9%, its affects are counteracted by the number of Outdoor Fires decreasing significantly (36%). During this timeframe there was 1 life lost and 2 victims went to hospital where an injury appeared serious. 83% of the Primary Building Fires were classified as accidental and most of them started in the kitchen area (36%). Unfortunately, 32% of occupancy types for these incidents was not recorded however of that which were, a high proportion of these fires occurred in houses of a single occupancy with the person under pensionable age (12%) or single occupancy with the person over pensionable age (12%). This information is fed back into the Prevention and Protection departments to further focus relevant activity and for trend analysis.

10. There were 10 incidents in Q4 2022-23 where more than 5 pumps attended, 9 primary fires and 1 special service.
11. There was a 25% decrease to 94 Secondary Fires from 125 in Q4 2021-22. Although there was no identifiable pattern to cause this overall decrease, there was an increase of 100% in outdoor equipment & machinery incidents from 2 incidents to 4.

Road Traffic Collisions

12. In terms of Road Traffic Collisions (RTCs), there were 165 incidents during the quarter, a 2% decrease compared to Q4 2021-22. Prior to the pandemic, 137 RTCs were recorded in Q4 2019-20, with an overall slightly upward trend over the last five years, returning to pre-COVID levels.
13. With the increase in road use during the quarter, injuries in RTCs increased; overall, there were 4 fatalities and 15 serious injuries in the RTCs attended by the Service, a slight increase on the Q4 2021-22 figures. Information related to RTC's is fed into the Response Department for review and to inform future training and awareness activities.

Attendance Performance Measure

14. In Q4 2022-23 the Service attended 136 Primary Building Fires. The average attendance time decreased from 11 minutes 59 seconds recorded in Q4 2021-22 to 10 minutes 26 seconds in Q4 2022-23. This was largely due to travel distance to the incidents. In addition, there was a reduction of 13 seconds in call handling, which continues to remain within the target of 2 minutes and a further reduction of 1 minute 7 seconds for turnout time during the Q4 2022-23.
15. Out of 136 examined Primary Building Fires, 57 incidents reported that the attendance performance measure was not met. The main reasons given were travel distance (29 incidents) and turn in time (9 incidents).

On Call Appliance Availability

16. The First on Call appliance availability reduced by 1.62% to 83.81% during the quarter, compared to the same quarter of 2021-22. Availability for all On Call appliances reduced by 1.79% to 73.30%. However, for the first On Call appliance 52% of fire stations (13 stations) remained at over 85% availability.

People

17. In terms of workforce diversity, the proportion of female employees has increased slightly to 19% of the workforce, this is a 1% increase since Q4 2021-22. This is likely to be attributed to a minor increase in the proportion of women in corporate staff roles, and a small increase in the overall number of women in operational roles due to recent campaign processes. There has been no change in the ethnic minority representation in the workforce since Q4 2021-22, and it is currently at 6%. The Service continues to monitor employment trends and in the coming year will focus on positive action for under-

represented groups, as well as exploring development opportunities to support career progression for women.

18. Overall absence due to staff sickness increased to 6.38 days per person compared to 1.34 days in Q4 2021-2022. This is largely due to Covid sickness now being recorded in line with other sickness types and because of the reduction in testing being recorded as Respiratory (Cold/Cough/Influenza). For comparison, the year 2019-20 the overall sickness was 5.71 days per person. All staff showed increases during the quarter. In terms of the split between long- and short-term absence, long-term absence represents 45.33% of all staff sickness absence in this quarter. and Respiratory (Cold/Cough/Influenza), Respiratory – Other and Gastro-Intestinal were the most common reasons for absence in this quarter. These figures and trends are monitored by the Health & Safety Committee who meet on a quarterly basis.

Conclusion/Summary

19. Further information on the headlines set out above is included in Appendix 1.
20. The Strategic Leadership Board will continue to receive performance reports and oversight of the measures being taken to address any issues arising. Where improvements are required any necessary action will be reported to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None at present.
Strategic Policy Links & Core Code of Ethics (identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics).	The areas included link with the Annual Service Review and Annual Service Plan and the strategic objectives of the Service as outlined in the CRMP and three core strategies. The data considered directly links with the ethical principle of Putting Our Communities First.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Relevant data is fed into the Health & Safety Committee as appropriate.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.

Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, the report concerns operational activity and other areas of general performance data.,
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	Not required – no personal data is identified.

Supporting Information

Appendix 1 – Performance Report: Quarter 4 2022-23

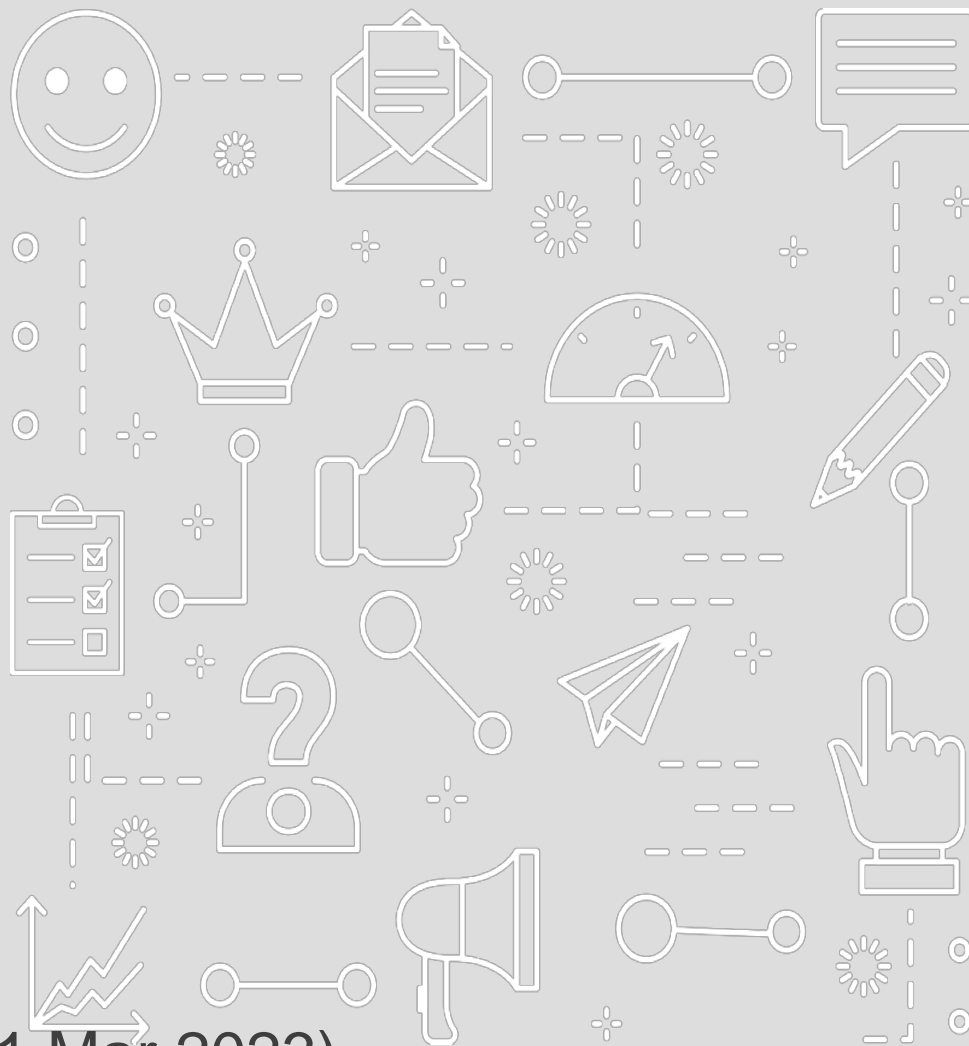


HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Performance Report

Quarter 4 2022-23 (01 Jan – 31 Mar 2023)

Report of the Assistant Chief Officer: Director of Prevention



Incident Overview

Q4 2022-23 (01 Jan – 31 Mar 2023)



All Incidents

Total
1,733

Change since Q4 2021-22

↓ -7%

Decrease on Q4 2021-22, aligning more with the average 1,762 incidents per Q4 over the last 5 years. The Service also attended 15 'Over The Border' incidents.



Fires

340

↓ -5%

Decrease on Q4 2021-22, appearing to be drifting from the 5-year average of 364 incidents per year, however this is skewed by the 425 incidents of 2018/19, using the value from the year prior in the 5 year average calculation returns an average of 364 incidents.



Special Services

599

↓ -9%

Largest decrease on Q4 2021-22 across incident types, however this isn't surprising as the Q4 the year prior saw large scale flooding events incidents, in combination with the driest Februarys in 30 years. This years figure is more in line with the 5 year average of 602.



False Alarms

794

↓ -5%

Decrease on Q4 2021-22, and continues to average 796 per Q4 over the last 5 years.

District Overview

Incidents per District Q4 2022-23



Fire



Special
Service



False
Alarms

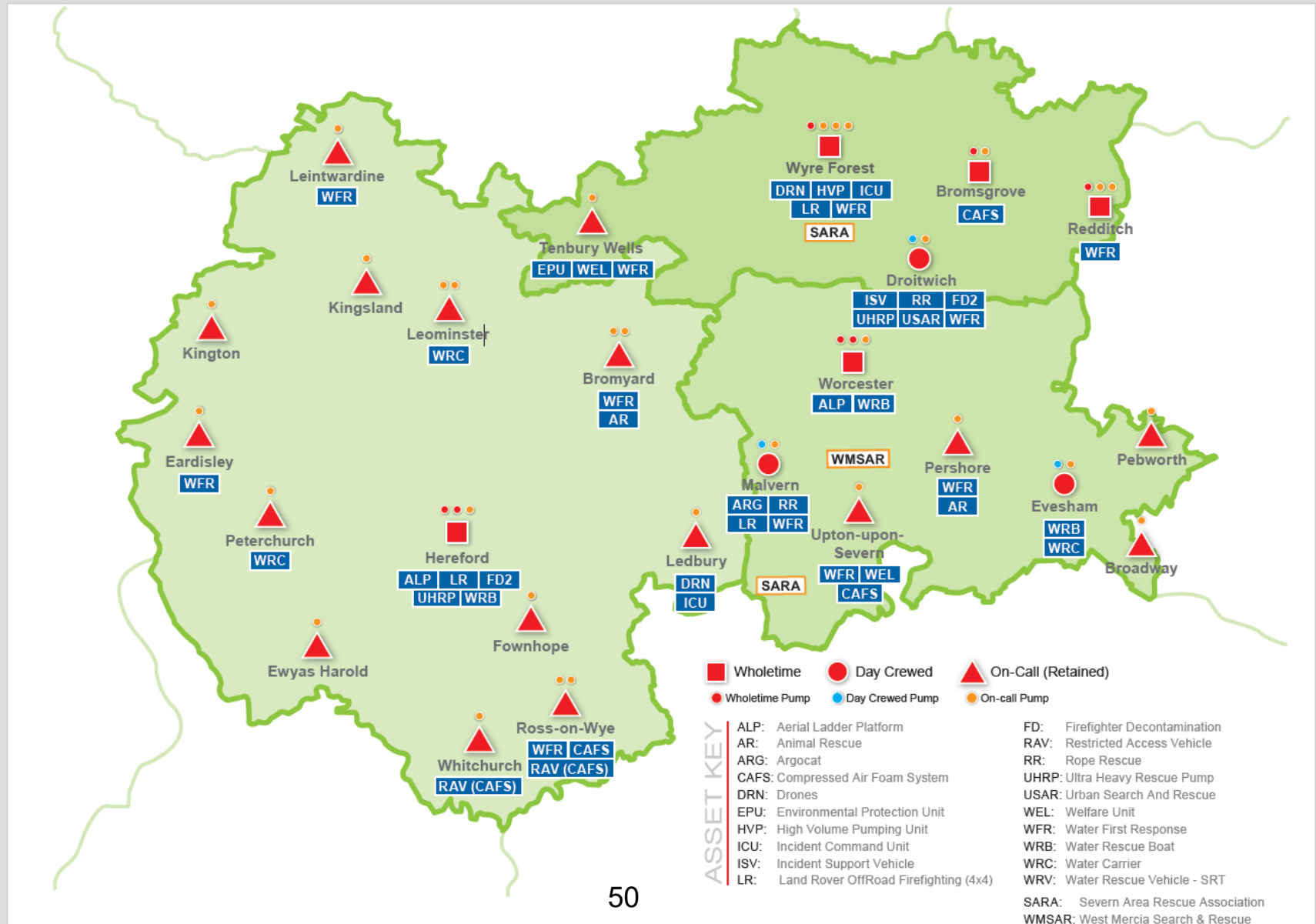


All
Incidents

Change since
Q4 2021-22

North District	155	233	347	735	↑ 3%
South District	102	194	281	577	↓ -13%
West District	83	172	166	421	↓ -11%
Total	340	599	794	1,733	↓ -7%

Asset location – Updated April 2023



Prevention

Fire Prevention Checks Completed

Q4 2022-23

Q4 2021-22

Home Fire
Safety Visits

1307

544

Equipment
Only Checks

571

230

Total Checks

1878

774

Safe and Well Check Survey Q4 2022-23

Proportion of Positive
Responses

100%

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

The increased capacity within the prevention department is really starting to show its value, with a significant increase in the amount of checks able to be completed. During Q4 2022-23 1878 fire safety checks and 571 equipment checks were completed, an increase of 240% and 248% respectively.

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

Protection

Inspections Completed

Q4 2022-23 Q4 2021-22

Risk Based Inspection Programme	379	241
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.....

Total Enforcement Activity	20	20
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.....

Specific Post Fire Audit	47	40
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Post Fire Audit Survey Q4 2022-23

Proportion of Positive Responses

88.89%

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

In Quarter 4 2021/22 Protection has recently introduced a new 0808 dedicated phone number for business safety related queries.

This quarter has seen a total of 13 telephone consultations.

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

Response - Fires



Primary Fires

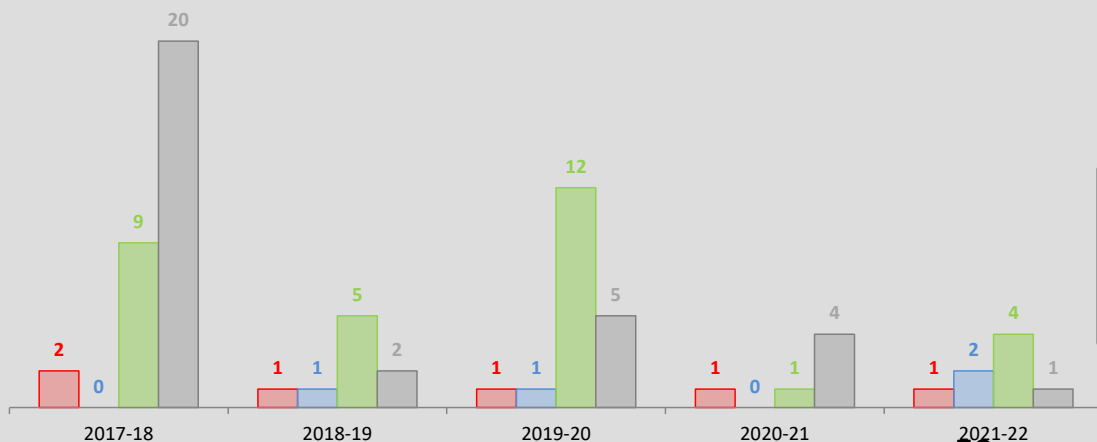
208

Primary Fires	Q4 2022-23	Q4 2021-22	Change	
Building Fires	148	136	+12	+9%
Outdoor Fires	14	22	-8	-36%
Vehicle & Transport Fires	46	45	1	+2%
Total	208	203	+5	+2%

The number of Primary Building Fires has risen by 9% compared to Q4 2021-22. Vehicle and Transport Fires have remained similar to Q4 2021-22, Outdoor Fires has significantly decreased by 8 compared to last year.

Primary Fire Injuries and Fatalities

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



Secondary Fires

94



Secondary Fires	Q4 2022-23	Q4 2021-22	Change	
Grassland, Woodland and Crop	34	54	-20	-37%
Other Outdoors (including land)	30	39	-9	-23%
Outdoor Structures	20	20	0	0%
Buildings & Transport	6	10	-4	-40%
Outdoor Equipment & Machinery	4	2	2	+100%
Total	94	125	-31	-25%

There was a 18% increase in Secondary Fires compared to Q4 in 2021-22. There was no identifiable pattern to the overall increase. However, there in a increase in outdoor equipment & machinery incidents by 100%.

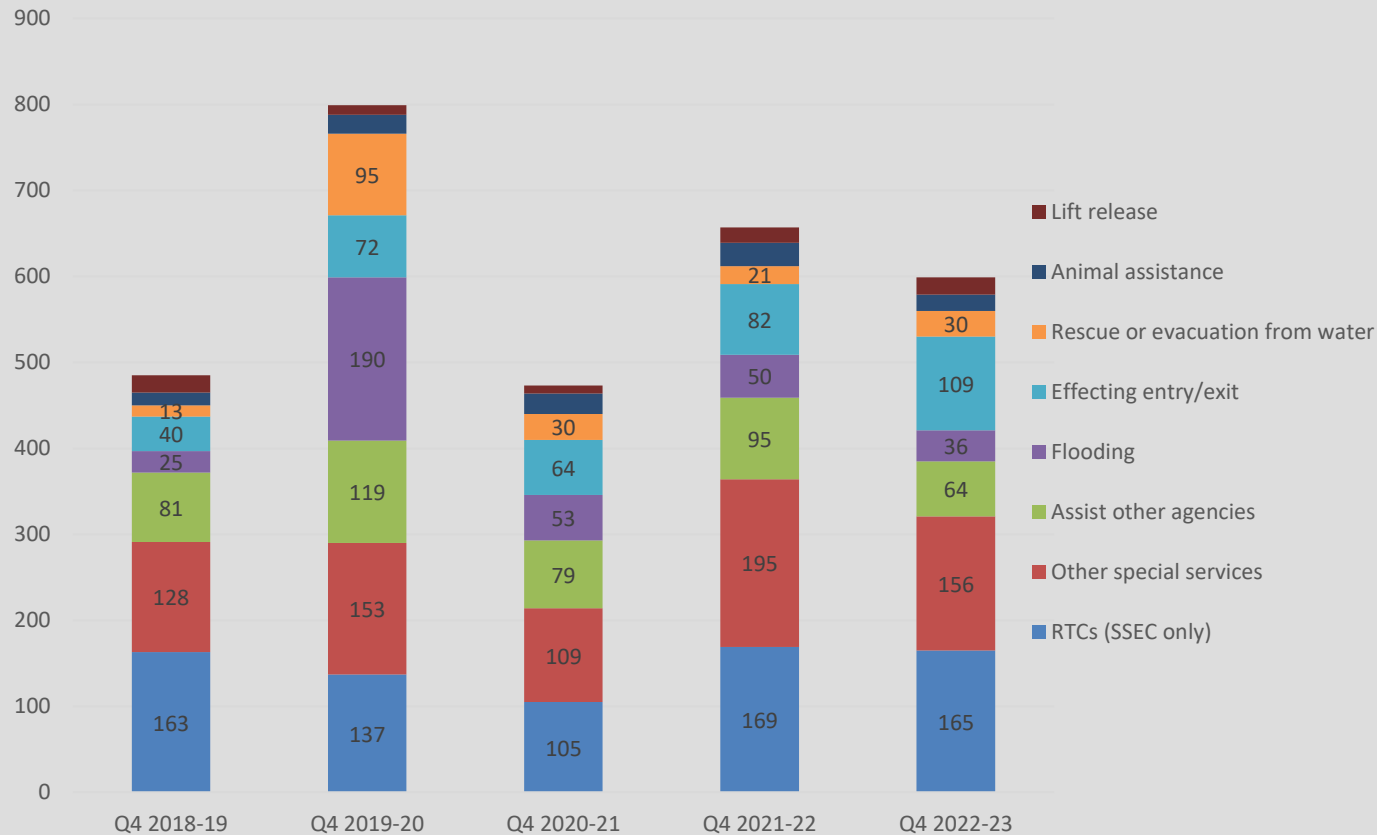
There were 10 incidents in Q4 2022-23. where more than 5 pumps attended, 9 primary fires and 1 special service.

There was 1 fatality in primary fires recorded in Q4 2022-23, 2 victims had to visit hospital with a serious injury and there were 4 victims who had to visit hospital with slight injuries.

Response – Special Services



599
Special
Service
incidents
in Q4
2022-23



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

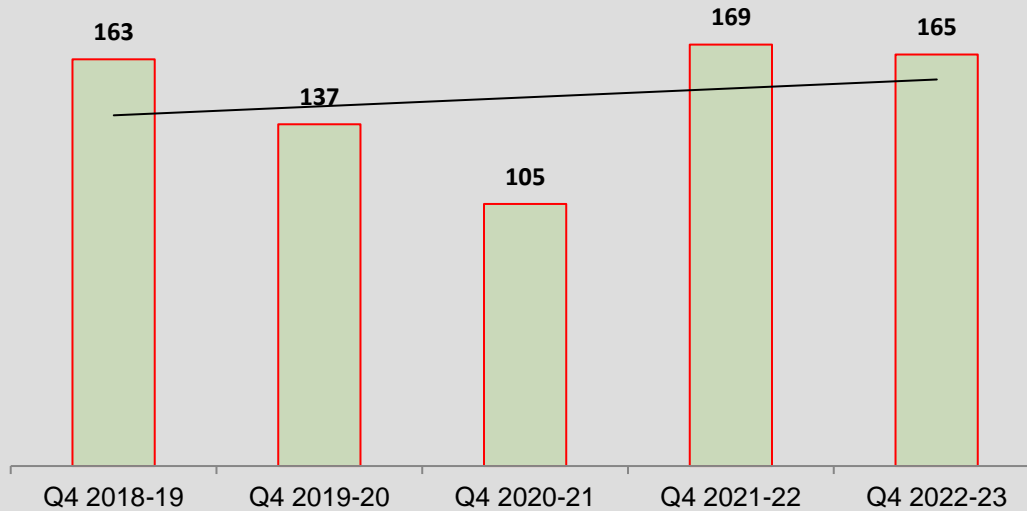
Other special services include following categories: Other Transport incident, Other rescue/release of persons, Making Safe (not RTC), Removal of objects from people, Removal of people from objects, Suicide/attempts, Medical Incident - First responder, Medical Incident - Co-responder, Evacuation (no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

Response – Road Traffic Collisions

RTC - Injuries and Fatalities



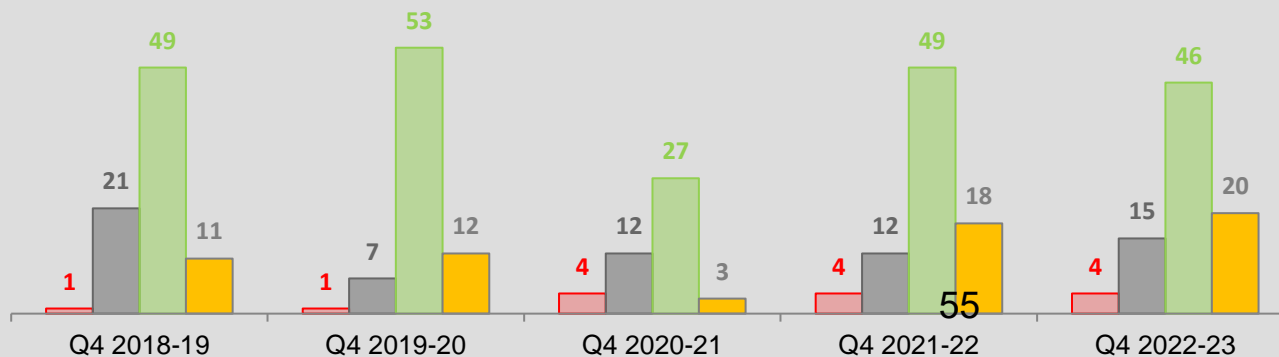
165
RTCs



The number of RTC incidents remained almost identical to the year prior, confirming that the number of RTC incidents are returning to pre-lockdown levels.

RTC - Injuries and Fatalities

■ Fatal
■ Victim went to hospital, injuries appear slight
■ Victim went to hospital, injuries appear serious
■ First aid



The number of serious injuries and the amount of first aid given, slightly increased in Q4 2022-23, however these increases are not statically significant for concern and these values are also returning to pre-lockdown levels.

Response – Attendance Standard



	Q4 2022-23	Q4 2021-22
Primary Building Fires	148*	136*

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



Attendance within 10 minutes	68 46.02%	78 57.35%
Attendance outside 10 minutes	79	57

* One report was discarded due to missing information.

Average Attendance time** (min:sec)	11:37***	10:26***
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** Time of call to arrival at scene.

Call handling time	01:55	01:49
Turnout time	02:29	02:13
Travel time	07:13	06:23

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

Reasons for not meeting Attendance Standard

Travel distance to the incident
Turn in time (On-Call and Day crew only)
Responding at normal road speed (AFAs)
Appliance not booked in attendance
Road Obstruction/ works / closure

No. of incidents

47
14
8
7
3

Response - On Call Appliance Availability



First On Call Appliance **83.81%**

All On Call Appliances **73.30%**

**First On Call
Appliance
Availability
Q4 2021-22** **85.43%**

On Call Appliance Availability Q4 2022-23

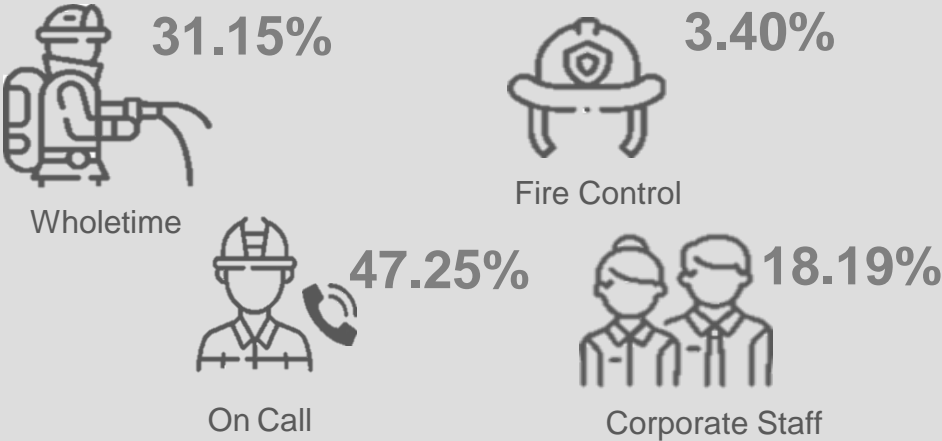
For Q4 2022-23, the first On Call appliance availability was 83.81%.

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

- The following stations have all increased availability from Q4 21/22: Tenbury Wells, Pershore, Evesham, Droitwich, Broadway, Whitchurch, Leominster, Leintwardine, Hereford and Ewyas Harold.
- Evesham, Hereford increased above 85%.
- Upton, Redditch and Malvern's availability have dropped around 20% from Q4 21/22.
- Wyre Forest and Fownhope have decreased to below 85%.
- Peterchurch, Pebworth, Redditch, Upton and Bromsgrove has dropped below 75%.
- Broadway continued to have the lowest availability, 52.25 % however this has increased from 47.56% Q4 21/22.
- Ross-on-Wye continued to achieve the highest availability 100%.

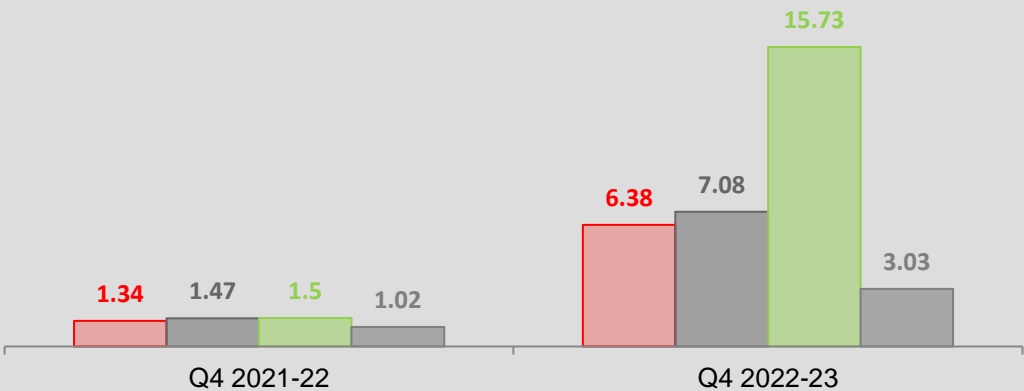
People

Overall Workforce Profile



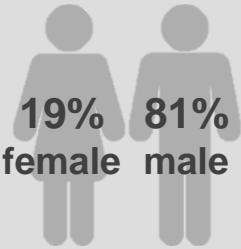
Days/Shifts Lost Per Person

■ All Staff ■ Wholetime ■ Fire Control ■ Support Staff



*Long Term Sickness is 28 calendar days or more

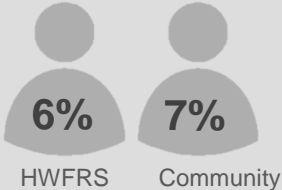
Equalities






1% increase in female representation since Q4 2021-22

Ethnicity

Same level of ethnic minority representation as Q4 2021-22



Total Days/Shifts Lost

	 Wholetime	 Fire Control	 Corporate Staff
Short Term Absence	4.07 57.41%	3.94 28.91%	2.24 65.66%
Long Term Absence *	3.01 42.59%	11.79 71.09%	0.79 34.34%

Top 3 Reasons for Absence

- Respiratory - Cold/Cough/Influenza
- Respiratory - Other
- Gastro-Intestinal

Report of the Assistant Chief Fire Officer - Director of Protection and Assets

Update from the Joint Consultative Committee

Purpose of report

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since the last update provided on 15 November 2022.
-

Recommendation

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

- (i) Urban Search and Rescue (USAR) Contracts/Policy - Outcome of National Review*
- (ii) Duty Systems - 12hr days and Day Crewing*
- (iii) Fitness and Attendance Management Policies*
- (iv) Promotion Processes*
- (v) Industrial Action*
- (vi) Core Code of Ethics Steering Group*
- (vii) Safeguarding Training Competency Framework*
- (viii) Time in Motion Review*
- (ix) Staff Survey Update*
- (x) Property Update*
- (xi) Project Updates - National Operational Guidance (NOG), On-Call, and Unwanted Fire Signals*
- (xii) Mid-term Financial Plan (MTFP) Update*

Background

2. The JCC acts as the main route for formal employee consultation. It consists of managers and employee representatives who meet every six weeks to discuss issues of mutual interest. The JCC is not a decision-making body.
3. Employees are represented on JCC by members from each of the Representative Bodies (RBs) in Hereford & Worcester Fire and Rescue Service, namely the FBU, FOA, FRSA and Unison.
4. The Committee is chaired by the Assistant Chief Fire Officer who is currently responsible for industrial relations. Other management representatives include the Assistant Directors / Area Commanders responsible for Protection, Prevention, Response and Assets, as well as the Head of HR and Development.

Update

5. The Joint Protocol for Industrial Relations SPI provides the framework for communicating, consulting and negotiating with all Trade Unions.
6. Following a review of how the JCC operates, all new items raised at JCC meetings are now categorised under one of the following headings thus enabling a more structured flow of information between management and RBs:
 - For consultation
 - For negotiation
 - Service Policy and Instructions (SPI) undergoing formal consultation
 - Items for information / updates for TU Reps
 - Requests for information / issues raised by TU Reps
 - Other Items
7. The JCC has met on 3 occasions since the previous update delivered to the Committee on 15 November 2022 (16 January 2023, 8 March 2023, and 20 April 2023).

New issues under discussion since the last update

USAR Contracts / Policy - Outcome of National Review

8. The USAR contracts and policy has gone through formal consultation and been agreed. However, much of this will depend on the National Review of USAR. The Service has now received formal notification that a decision to defer a reduction in USAR teams for at least another year has been made by the Minister, to April 2025.

Policies

9. The main focus over the coming months in terms of policies is currently as follows:
 - Fitness Policy - The Health & Safety Working Group have been working alongside HR on the Fitness Policy. The focus is to ensure that support is in place for individuals if they fail a fitness test.
 - Attendance Management Policy - Formal consultation has now been completed and comments are being reviewed.
 - Day Crewing Policy. With the agreed move to introduce a revised Day Crewing model at Evesham, Droitwich and Malvern Fire Stations, the Day Crewing Policy has been agreed.
 - 12hr Duty Systems Policy. Following a successful trial of a variation of the 12hr Duty system, an amendment to the existing policy to include the variation as an agreed duty system within the Service has been through formal consultation, with comments currently being reviewed.

Promotion Processes

10. Following the last Committee update, the proposed 2023 programme for promotion processes was published. Since January the following processes have been completed; Principle Officers, Area Commander / Assistant Director, and Group Commander. A wholetime Fire Fighter recruitment campaign has also commenced and is due to complete by July 2023, and a Crew Commander (Control) process is also on-going.

Industrial Action

11. Discussions have been held locally concerning industrial action, and the subsequent pay offers.

Core Code of Ethics Steering Group

12. JCC members have been updated concerning the work of the Core Code of Ethics Steering Group, alongside the Cultural Review being completed by Dr Willoughby, and the introduction of a confidential reporting line into the Service.

Safeguarding Training Competency Framework

13. An update has been provided concerning competency training plans, legislation and frameworks concerning safeguarding, and the formation of a Safeguarding Group which will meet quarterly to review work in this area.

Time in Motion Review

14. A brief update has been discussed with the group concerning the fire station(s) 'time in motion' review that has completed its first 12 months. It was noted that once the data has been studied it would be shared with the group.

Staff Survey Update

15. JCC members were provided with a brief update concerning the recent results of the staff survey completed by the consultancy 'People Insight'. Additionally, it was confirmed that an online all staff presentation would be recorded for staff to view.

Property Update

16. A brief overview was provided concerning the progress made in the capital property programme, specifically; Broadway, Redditch and Hereford Fire Stations, and the Strategic Training Facility at Leominster.

Project Updates

17. The main focus over the coming months in terms of projects is as follows:
 - NOG Competence and Command Excellence - There will be a launch in June and then materials rolled out over the next 12 months.

- On-Call - This project is progressing with an internal team now led by a Group Commander. Station specific recruitment profiles and a rebranding exercise is being completed by a specialist consultancy to target local demographics and assist with on-call recruitment.

Mid-term Financial Plan Update

18. The Director of Finance attended JCC on the 16 January 2023 to provide an overview of the Mid-term Financial Plan (MTFP).

Conclusion

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None.
Strategic Policy Links & Core Code of Ethics (identify how proposals link in with current priorities and policy framework and align to the Core Code of Ethics)	The JCC forum links to the successful discharge of the People 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)	Consultation has been carried out on all significant policy changes as per Service procedures.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	All significant policy changes are fully supported by EIAs.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A