



# **HEREFORD & WORCESTER**

## **Fire and Rescue Authority**

### **Policy and Resources Committee**

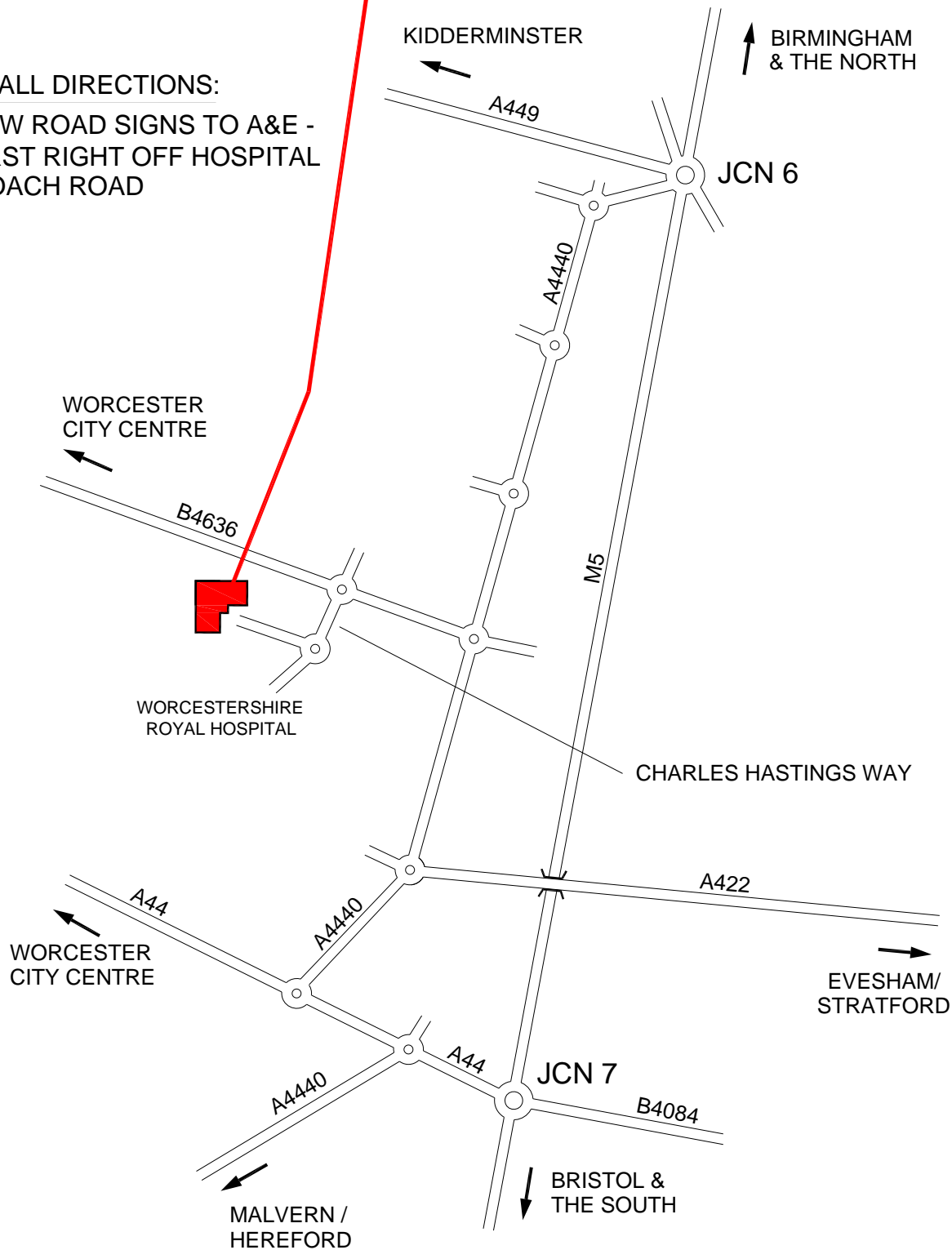
## **AGENDA**

10.30 am Wednesday 8 June 2011

Headquarters  
2 Kings Court  
Charles Hastings Way  
Worcester  
WR5 1JR

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE  
HEADQUARTERS  
2 KINGS COURT  
CHARLES HASTINGS WAY  
WORCESTER. WR5 1JR  
TEL: 0845 12 24454

FROM ALL DIRECTIONS:  
FOLLOW ROAD SIGNS TO A&E -  
HQ FIRST RIGHT OFF HOSPITAL  
APPROACH ROAD



## **ACTION ON DISCOVERING A FIRE**

- 1 Break the glass at the nearest **FIRE ALARM POINT**.  
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –  
**CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 4 Never re-enter the building – **GET OUT STAY OUT**.

## **ACTION ON HEARING THE ALARM**

- 1 Proceed immediately to the Assembly Point  
**CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.**
- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

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## 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.

8 June 2011

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## Agenda

### Members

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman),  
Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Cairns, Mr J Campion, Mr S Clee,  
Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor,  
Mr R Udall and Mr G Yarranton.

No	Item	Pages
1.	<b>Apologies for Absence</b> To receive any apologies for absence.	
2.	<b>Named Substitutes</b> To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3.	<b>Declaration of Interests (if any)</b>  The Members' Code of Conduct requires Members to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item.  This item allows the Chairman to invite any Member to declare an interest in any of the items on this Agenda.	
4.	<b>Confirmation of Minutes</b> To confirm the minutes of the meeting of the Policy and Resources Committee held on 24 March 2011 (copy attached).	1 - 5
5.	<b>Authority Plan 2010-2011 Fourth Quarter Performance Analysis</b> To provide the Policy and Resources Committee with a summary of the fourth quarter performance against the 2010-11 Authority Plan.	6 - 21
6.	<b>Authority Plan 2010-2011 Annual Performance Analysis</b> To provide the Policy and Resources Committee with a summary of the annual performance against the 2010-11 Authority Plan.	22 - 53
7.	<b>The Authority's Draft Annual Plan 2011/12</b> To consider the draft Authority Plan 2011/12 for approval and publication.  (Appendix 1- Draft Authority Annual Plan 2011/12 to follow)	54 - 55

<b>8. Provisional Financial Results 2010/11</b>	<b>56 – 62</b>
To brief the Policy and Resources Committee on provisional financial results for the year ended 31 March 2011.	
<b>9. Fire Control Project Update</b>	<b>63 – 66</b>
1. To inform Members of progress in the procurement of a new Command and Control system.	
2. To update Members on progress in the development of collaborative arrangements with Shropshire FRS, particularly the submission of a joint request for funding to DCLG officials.	
<b>10. Adjustments to Conditions of Service for staff on the Retained Duty system</b>	<b>67 – 74</b>
To inform the Policy and Resources Committee of the implications of recent changes to the Scheme of Conditions of Service for staff on the Retained Duty system.	
<b>11. Update from the Equality and Diversity Steering Group</b>	<b>75 – 76</b>
To provide the Policy and Resources Committee with a report on the work undertaken through the Service's Equality and Diversity Steering Group.	
<b>12. Update from the Joint Consultative Committee</b>	<b>77 – 78</b>
To inform the Policy and Resources Committee of the JCC Meetings.	
<b>13. Update from the Health and Safety Liaison Panel</b>	<b>79 – 81</b>
To provide the Policy and Resources Committee with a report on the work undertaken through the Service's Health and Safety Liaison Panel.	
<b>14. Policy and Resources Committee Work Programme 2011/2012</b>	<b>82 - 85</b>
To put forward a draft work programme for the Committee to consider and amend as appropriate, prior to approval.	
<b>15. Asset Management Strategy: Malvern Fire Station</b>	<b>86 – 88</b>
To gain approval for budget allocation to replace the fire station at Malvern.	
(Appendix 1 and 2 for this item are not for publication as the Clerk considers that they disclose information relating to the financial business of the Authority)	
<b>Glossary</b>	<b>89 - 92</b>



## Minutes

### Members

Mr A I Hardman, (Chairman), Mr K Taylor (Vice-Chairman), Mrs P Andrews, Mr T Bean, Mrs M Bunker, Mr J Champion, Mr J Goodwin, Mrs L Hodgson, Brigadier P Jones CBE, Mrs J Potter, Mr D Taylor, Mr R Udall and Mr G Yarranton.

### No Item

#### 1. Apologies for Absence

Mr J Cairns and Mr S Clee

#### 2. Named Substitutes

None

#### 3. Declaration of Interests (if any)

The Chairman invited Members to declare any personal or prejudicial interests against any of the Agenda items; Brigadier P Jones CBE declared his interest in re Bromsgrove Fire Station as his step-son was employed at that station.

#### 4. Confirmation of Minutes

**RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 26 January 2011 be confirmed as a correct record and signed by the Chairman.**

#### 5. Authority Plan 2010-2011 Third Quarter Performance Analysis

The Committee was provided with a summary of the third quarter performance against the 2010-11 Authority Plan. The Committee considered the analysis and the following points were noted:

- The increase in the overall number of incidents in the third quarter was caused by the severe weather of December 2010, reflected in the increase in chimney fires, automatic false alarms and special services incidents.
- The increased number of chimney fires over the quarter was also due to the growing use of wood-burning stoves. The Service had extensive campaigns advising the community how to reduce these incidents.
- The increase in the number of special services incidents resulted from flooding to premises caused by burst water pipes. The Committee heard that the Service will have a community safety campaign in the Autumn to address chimney fires and burst water pipes.
- Despite a reduction in the number of dwelling fires, there was an increase in the number of persons injured at such incidents which might be partly explained by the way these incidents are now recorded. The Service would continue to review this matter.

- A Member requested that social housing providers in Hereford be reminded of fire safety requirements and maintenance of fire alarms.
- The Committee considered the performance for the quarter in relation to attendance standards; it was noted that the standard was being considered for review and that this indicator is largely determined by the distance between the stations and the incidents.
- The consideration for review was in consultation with Shropshire Fire and Rescue Service.

**RESOLVED *that the report be noted.***

## **6. Update on the 'Total Place' initiative**

The Chief Fire Officer informed the Committee of the change in title of the Total Place initiative to the Capital and Asset Pathfinder and updated the meeting on the Service's involvement in Partnership working.

The meeting heard that Herefordshire and Worcestershire were at the forefront of the Capital and Asset Pathfinder initiative, which was supported by Government and CLG. The CFO informed the Committee that the initiative proposed more efficient methods of working on a collaborative basis. Specifically, that more collaboration with West Mercia Police would ensure better use of Fire Station assets, improving efficiency for public assets in both Herefordshire and Worcestershire as well as potential income for H&WFRS.

**RESOLVED *that:***

- i) the Policy & Resources Committee notes the change in name from Total Place and supports the contribution being made to the newly titled Capital and Asset Pathfinder (CAP) initiative.***
- ii) the Policy & Resources Committee supports the initiative to collaborate with strategic partners with regard to building usage and sharing resources and supports ongoing work with the CAP Steering Group.***

## **7. Fire Control Consultation Response**

The Chief Fire Officer told the Committee that following the demise of the Regional Control project that the Local Authority Company established to operate the RCC for this region was being dissolved.

Following the decision to terminate the project, The Government published a consultation document: *'The future of Fire and Rescue Control Services in England'* on 13 January 2011, with consultation responses due by 8 April 2011. The CFO said that the consultation document asks Fire and Rescue Authorities to consider a range of issues emerging from the termination of the national project including:

- The legacy assets from the FiReControl project and how they might best be used;
- The lessons learnt from the FiReControl project;
- Whether the aims of the project – improving national resilience, efficiency and the technology available to the Fire and Rescue Services – are still valid and how these might be achieved; and
- The principles for allocating any funding available.



The CFO told the Committee that the draft response circulated for consideration informed DCLG of HWFRA's collaboration with Shropshire and Wrekin's FRA and that there may be funding available for this work. The Committee welcomed the proposals to co-ordinate fire control services for the West Mercia region, which would mirror the region covered by West Mercia Police.

The CFO said that if the Committee approved the draft response it would be submitted to the Department for Communities and Local Government on behalf of the Fire and Rescue Authority before the deadline of 8 April 2011.

**RESOLVED that the Policy and Resources Committee:**

- i. note the contents of this report, and***
- ii. approve the proposed consultation response attached at Appendix 1***

**8. Community Right to Challenge Consultation**

The Chief Fire Officer told the Committee that the Localism Bill set a framework for the introduction of a Community Right to Challenge, which would allow voluntary and community groups, employees of relevant authorities and parish councils to challenge and deliver local public services on behalf of the authority that they feel could be better delivered by the community. Relevant authorities would have a duty to consider any such expressions of interest. Although combined Fire and Rescue Authorities were not specifically included as 'relevant authorities' in the Bill, the provision stated that the Secretary of State may specify by regulation the inclusion of "such other person or body carrying on functions of a public nature."

Further to that provision, the Committee heard that the Government published a consultation document on 4 February 2011 to assist in developing the detail of how the regulations would apply. The consultation stated that the Government was "minded to extend the Community Right to Challenge to make all Fire and Rescue Authorities relevant authorities in regulations, whilst excluding certain core services." (*Consultation paper – para. 3.9*)

The CFO told the meeting that responses to the consultation were required by 3 May 2011, and, subject to Parliamentary approval, it was expected that the provisions would commence from either April or October 2011.

He pointed out that there were two main implications of note for the Fire and Rescue Authority:

- i) the proposal to make all Fire and Rescue Authorities subject to the Community Right to Challenge (*Consultation paper – Section 3*); and
- ii) The proposal to exempt certain services from challenge under the Community Right to Challenge.

Fire and Rescue Authorities were invited to give their views on these proposals. At the February meeting of the FRA a member expressed interest in this consultation and recommended that a draft response be prepared for consideration by the Policy and Resources Committee. It was felt that Members would wish to give their views on the proposals set out in the consultation and, in particular, to consider the potential implications of which services were effected by the Community Right to Challenge.

The Committee considered the draft response and

**RESOLVED to**

- i) note the report on the Community Right to Challenge consultation; and***
- ii) agree to the proposed response to the consultation being submitted on its behalf.***

**9. Budget Monitoring Report**

The Treasurer informed the Committee of the position on Budgets for 2010-11 at the end of February 2011.

On the revenue side, he told the meeting that the anticipated surplus of £560,000 reported to the FRA in December had been revised to £495,000 mainly due to one potential non-compliance on a technical matter of calculation of employer's NI contributions, estimated to cost around £70,000.

85% of the £2.916M allocated to the capital budget had been spent or committed.

***RESOLVED that the budget monitoring report be noted.***

**10. Exclusion of Public and Press**

The Clerk told the Committee that in her opinion the meeting should not be open to the public and press at the time item 11 was considered, as it disclosed information relating to the financial or business affairs of the authority. The meeting was attended by Mr Chris Chapman, Assistant Director Law and Governance of Herefordshire Council, and with that exception, it was

***RESOLVED that the public and the press be excluded from the Meeting for the consideration of Item number 11: Approval of Asset Management Strategy***

**11. Approval of Asset Management Strategy**

The Chief Fire Officer presented the Asset Management Strategy for consideration by the Committee.

He told the meeting that the fire station condition surveys highlighted as a priority for replacement: Bromsgrove, Hereford, Redditch, Worcester and Malvern. In addition there was a need to provide four Strategic Training Facilities across Herefordshire and Worcestershire, which he regarded as urgent and of vital importance.

The CFO asked the Committee to approve an indicative allocation of a budget for schemes to allow officers to carry out options appraisals within specified financial parameters. This process would not remove the need for the Chief Fire Officer and Treasurer to formally seek approval from the Committee for scheme approval, including land acquisition and disposal, once investigations have been completed. Agreeing the concept of the approval of indicative budgets for each building scheme would enable H&WFRS officers to negotiate more effectively and secure opportunities as they arise which would maximise efficiencies for the FRA. When officers were in a position to provide specific options for each scheme the approval of the Policy and Resources Committee would be sought prior to land acquisition and/or building refurbishment.

(Mr J Campion left the meeting at 11.30 am)

**RESOLVED that the Policy & Resources Committee agree:**

- i) the indicative budget allocations for each of the capital building schemes, including five fire stations and four strategic training facilities, as presented; and***
- ii) that the Chief Fire Officer and Treasurer seek this Committee's approval for specific scheme allocations once all investigative work and analysis had been completed.***

**12. Cllr. John Goodwin**

The Chairman told the Meeting that Herefordshire Council elections were due to take place on 5 May and, as Cllr John Goodwin was not standing for re-election that this was the last Authority meeting he would attend. The Chairman, the Chief Fire Officer and all of the Members present thanked Cllr Goodwin for his service to the Authority and his contribution to the communities of Herefordshire and Worcestershire.

The meeting concluded at 11.40 am.

Signed: \_\_\_\_\_  
Chairman.

Date: \_\_\_\_\_

## **5. Authority Plan 2010-2011 Fourth Quarter Performance Analysis**

### **Purpose of report**

1. To provide the Policy and Resources Committee with a summary of the fourth Quarter performance against the 2010-11 Authority Plan.
- 

### **Recommendation**

***The Deputy Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.***

### **Introduction**

2. The fourth quarterly report for 2010-2011 on the Service's performance against the 2010-2011 Authority Plan is attached at Appendix 1. It provides an update on the performance of Hereford & Worcester Fire and Rescue Service during the fourth Quarter 2010-2011.
3. The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance.
4. With the removal of the National Indicator Set, the Service took the opportunity to review the performance indicators we measure ourselves against. A new suite of primary and secondary indicators was developed with the aim of covering more parts of the Service than were previously covered by the Best Value Performance Indicators. External guidance from CIPFA and CFOA informed the choice of new indicators and on all of our indicators, where possible, stretch targets were set.
5. The target setting process involved the Performance and Information section and the relevant departments working in collaboration, informed by previous years' data and trend forecasts. This, together with the development of an explicit performance framework and the increased visibility of our IT based performance management system, CorVu, has enhanced our performance culture.
6. At the time of writing this report, Family Group 4 data for benchmarking purposes was not available for the fourth Quarter 2010-11.

### **Summary**

7. Both the Authority Plan 2010-2011 and IRMP 2009-2012 made clear that our focus remains on home safety for our most at risk groups. The need for such focus was evident again this quarter when the potential for loss of life is highlighted at each accidental dwelling fire that the Service attends.

8. The Service has succeeded in improving outcomes across a wide range of indicators through the fourth quarter and met monthly targets for all three months of the quarter in the following key corporate indicators, and as a result, achieved annual performance targets:
  - Deaths from accidental dwelling fires
  - Deliberate primary fires excluding vehicles
  - Deliberate secondary vehicle fires
  - Total malicious calls not attended and attended
  - Fires in non-domestic premises
  - False alarms calls caused by automatic fire detection in non domestic properties
  
9. The Service intends to continue to increase its focus on other key corporate indicators where monthly performance targets were missed and as a result annual performance targets have not been achieved:
  - Number of accidental dwelling fires
  - Injuries from accidental dwelling fires
  - Percentage of fires attended where no smoke alarm was fitted
  - 1<sup>st</sup> attendance at fires in buildings within 10 minutes
  - Working shifts lost to sickness absence for wholetime staff

### Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

### Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

### Additional Considerations

10. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	N	
<b>Consultation with Representative Bodies</b>	N	

### Conclusion/Summary

11. The Senior Management Board will continue to receive reports with detailed information on the measures the Service is taking to achieve its targets and where improvements are required.

### Supporting Information

Appendix 1 - Authority Plan 2010-2011 4th Quarter Analysis - Performance Indicators

### Contact Officer

Lucy Phillips, Deputy Chief Fire Officer  
(01905 368256)  
Email: [lphillips@hwfire.org.uk](mailto:lphillips@hwfire.org.uk)

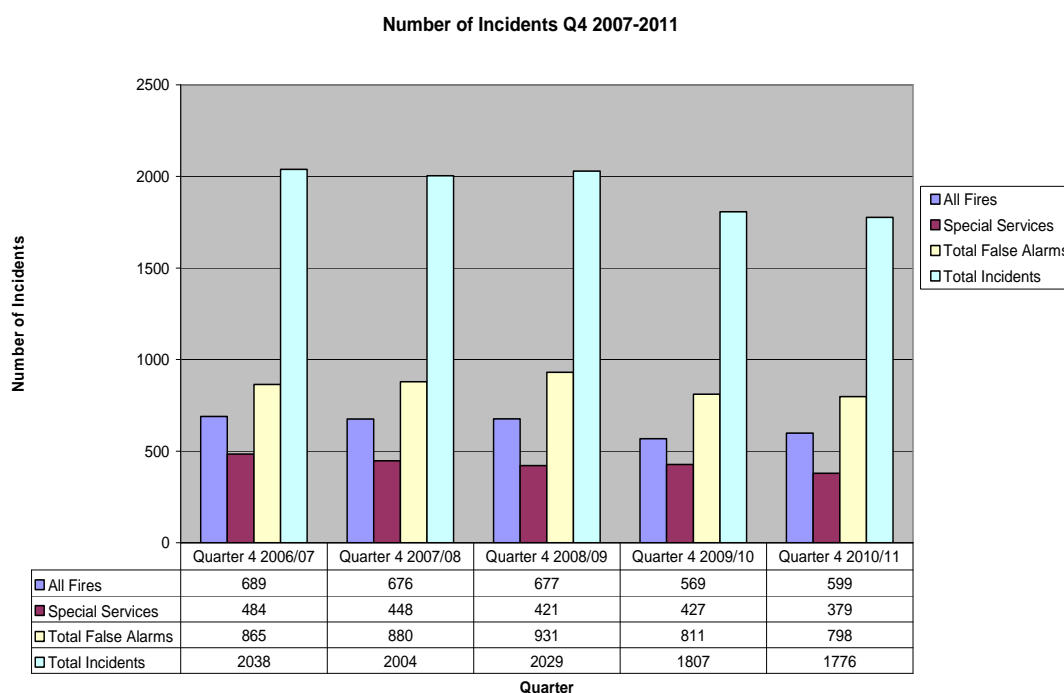
## Authority Plan 2010-2011 4th Quarter Analysis - Performance Indicators

### 1. Strategic Direction: Community

- 1.1. *We will improve the safety of the community by targeting 'at risk' groups, improving the environment within which we live and by working and engaging with the people we serve.*

### Operational Incidents and Total Number of Fires Attended

- 1.2. Figure 1 below demonstrates overall operational activity during Quarter 4 2010-2011 compared with the fourth quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q4 2007-2011)

- 1.3. Total incident numbers for Quarter 4 2010-2011 show a decrease on the same quarter last year. This is due to decreases in the number of false alarms and special services attended. The total number of incidents has decreased from 1807 in Quarter 4 2009-2010 to 1776 in Quarter 4 2010-2011, (-1.7%) and is the lowest number of incidents attended in the fourth quarter in the last five years.
- 1.4. The number of fires has increased slightly from 569 in Quarter 4 2009-2010 to 599 in Quarter 4 2010-2011, (+5.3%).

	Quarter 4 2009-10	Quarter 4 2010-11	Percentage change
Primary Fires	288	310	+7.6%
Secondary Fires	152	190	+25.0%
Chimney Fires	129	99	-23.3%
<b>Total Fires</b>	<b>569</b>	<b>599</b>	<b>+5.3%</b>

(Table 1 – Total Fires Q4 09-10 and Q4 10-11)

- 1.5. Table 1 above demonstrates that the increase in total fires is mainly due to an increase in secondary fires in Quarter 4 2010-2011 compared with Quarter 4 2009-2010. Secondary Fires tend to be more prevalent in the summer periods but the table below illustrates that there have been increases in the number of secondary fires attended in each of the three months of the quarter when compared with the same quarter last year.

	Jan	Feb	Mar	Quarterly Total
Secondary Fires Q4 09-10	21	44	87	152
Secondary Fires Q4 10-11	29	60	101	190
<b>Percentage Change</b>	<b>+38.1%</b>	<b>+36.4%</b>	<b>+16.1%</b>	<b>+25.0%</b>

(Table 2 – Secondary Fires per month Q4 09-10 and Q4 10-11)

- 1.6. Further analysis indicates that there has been an increase in secondary fires starting in loose refuse, small refuse/rubbish containers and tree scrub in Quarter 4 2010-11 compared with the same quarter last year. There were 52 loose refuse fires in Quarter 4 2010-11 compared with 45 in the same quarter last year, 45 small refuse/rubbish container fires compared with 32 in the same quarter last year and 25 tree scrub fires compared with 17 in the same quarter last year. The total proportion of secondary fires caused accidentally has increased in Quarter 4 2010-11 compared with the same quarter last year, 85 out of 190 or 44.7% were caused accidentally compared with 61 out of 152 or 40.1% of secondary fires caused accidentally in Quarter 4 2009-10.
- 1.7. However, the number of secondary fires attended in both Quarter 4 2010-11 and Quarter 4 2009-10 are a significant reduction on the number of secondary fires attended in the same quarter in previous years. The average number of secondary fires attended in Quarter 4 2006-07 to Quarter 4 2008-09 was 236 incidents.
- 1.8. The number of special service incidents has decreased in Quarter 4 2010-11 compared with the same quarter last year with 379 incidents attended in Quarter 4 2010-2011 compared with 427 in Quarter 4 2009-2010, (-11.2%).

	Quarter 4 2009-10	Quarter 4 2010-11	Percentage change
RTC Incidents	164	164	0.0%
Flooding	37	23	-37.8%
Other Special Services	226	192	-15.0%
<b>All Special Services</b>	<b>427</b>	<b>379</b>	<b>-11.2%</b>

(Table 3 – Special Services Q4 09-10 and Q4 10-11)

- 1.9. The number of false alarm incidents has decreased in Quarter 4 2010-11 with 798 incidents attended in Quarter 4 2010-2011 compared with 811 in Quarter 4 2009-2010 (-1.6%):

	Quarter 4 2009-10	Quarter 4 2010-11	Percentage change
Malicious False Alarms	11	18	+63.6%
False Alarm Good Intent	179	187	+4.5%
Automatic False Alarms	621	593	-4.5%
<b>Total False Alarms</b>	<b>811</b>	<b>798</b>	<b>-1.6%</b>

(Table 4 – False Alarms Q4 09-10 and Q4 10-11)



- 1.10. Although there has been a large percentage increase in malicious false alarms when compared with the same quarter last year (+63.6%), in real terms there has only been an increase of 7 incidents. There is no discernable trend or pattern emerging from this increase in incidents. Fire Control continue to call challenge suspected malicious calls and 35 hoax calls were challenged and no attendance made in Quarter 4 2010-11.
- 1.11. The 4.5% reduction in automatic false alarms compared with the same quarter last year has resulted in the overall reduction in false alarms comparing the same quarter.

### **Information Requests**

- 1.12. The Service collects and maintains information and data to enable the organisation to undertake our statutory duties and a large amount of information on the Service is already available in the public domain through our Publication Scheme. The public have the right to request information under the Freedom of Information Act 2000, which gives them a general right of access to recorded information held by the Service. The table below shows the number of data requests received in Quarter 4 2010-11.

<b>Q4 2010-11</b>	<b>FOIA Requests received and completed</b>	<b>DPA Requests received and completed</b>	<b>EIR Requests received and completed</b>	<b>Requests received to date</b>
Jan 2011	16	1	0	17
Feb 2011	24	1	0	25
Mar 2011	21	0	0	21
<b>Total</b>	<b>61</b>	<b>2</b>	<b>0</b>	<b>63</b>

*(Table 7 – Freedom of Information Act (FOIA)/Data Protection Act (DPA)/Environmental Information Regulations (EIR) Requests Q4 2010-11*

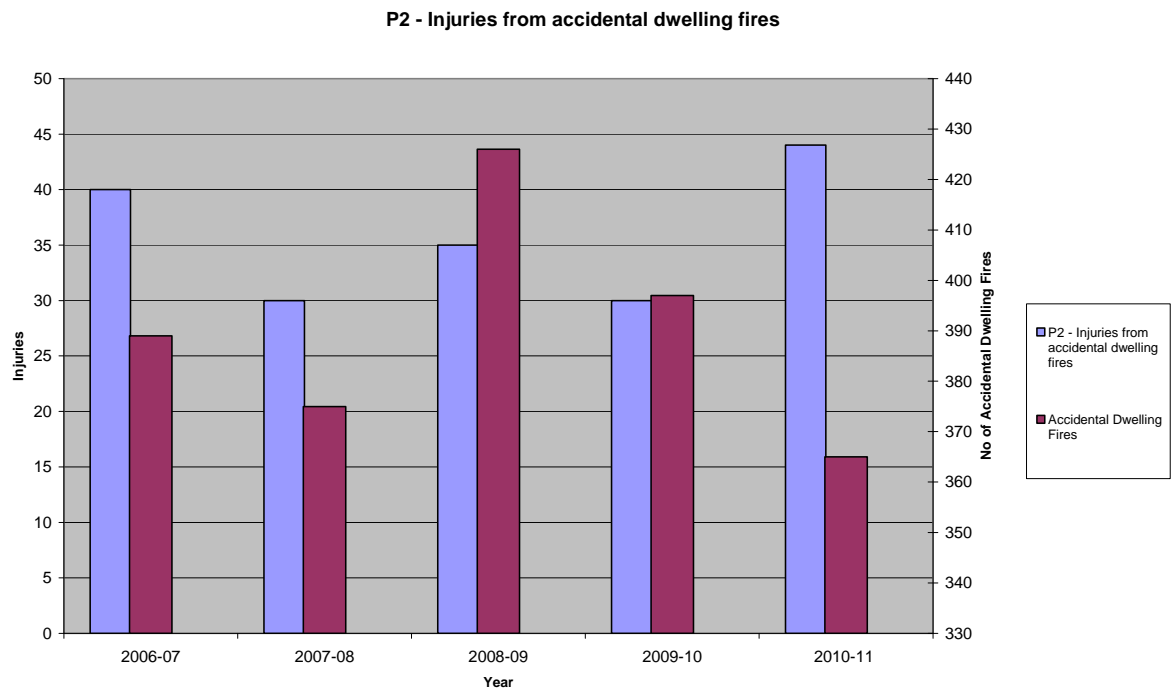
- 1.13. 34 out of the 61 FOIA requests (55%) were concerning the provision of individual fire incident reports and the remaining 27 were requests regarding all parts of the organisation including operational, establishment, welfare, equality and diversity and work wear issues.

### **Deaths from accidental dwelling fires**

- 1.14. There were no fatalities from accidental dwelling fires in Quarter 4 2010-11 and therefore only one fatality during 2010-11, this occurred during Quarter 1.

### **Injuries from accidental dwelling fires**

- 1.15. There were 9 injuries from accidental dwelling fires in Quarter 4 2010-2011 compared with 7 injuries in the same quarter last year. 5 of the 9 injuries were casualties suffering from smoke inhalation; one casualty was taken to hospital with breathing difficulties other than from smoke inhalation; one suffered from slight burns; one casualty had cuts/lacerations and one casualty had a combination of burns and smoke inhalation. There were two single incidents with more than one injury in Quarter 4 2010-2011, one in Worcester and one in Ledbury.



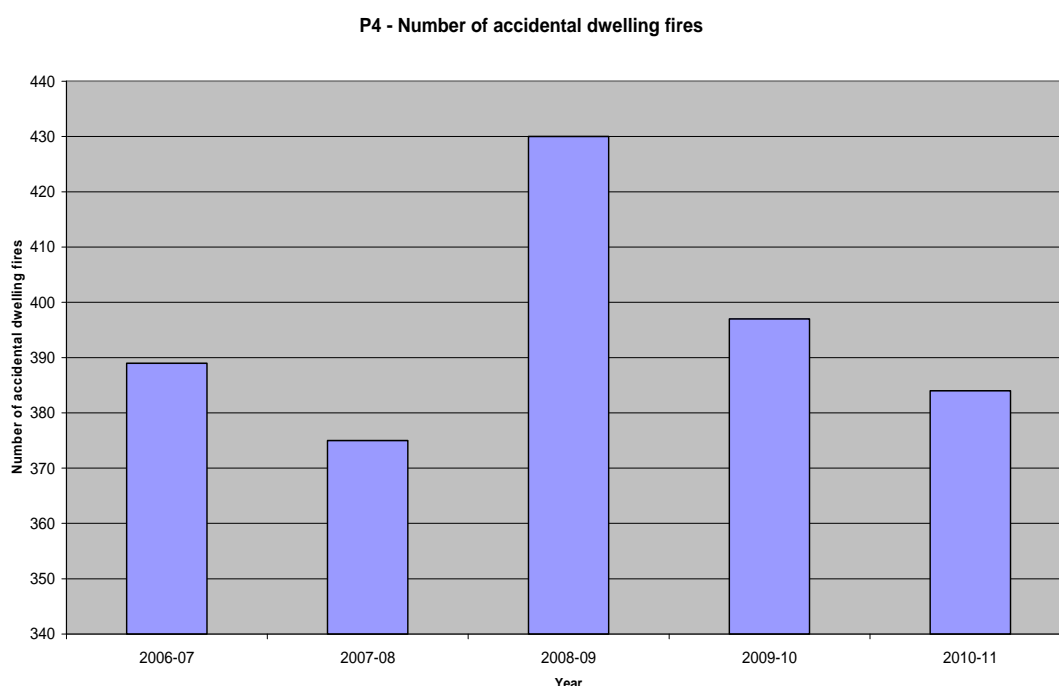
*(Figure 2 – Injuries from accidental dwelling fires 2006-07 to 2010-11)*

- 1.16. As a result we have missed our end of year target set for 2010-2011. The total number of injuries from accidental dwelling fires at the end of the 2010-2011 year was 44 compared with our internally set target based on 27 injuries. The main reason for missing the target by such a large factor was the 22 injuries from accidental dwelling fires in Quarter 3, which was the highest number of injuries per quarter recorded on CorVu which holds data since 2004.
- 1.17. One of the 9 injuries from accidental dwelling fires in Quarter 4 occurred in January, 5 in February and 3 in March. 3 out of the 9 injuries were in Worcester, 2 in Ledbury, and 1 injury only occurred in Bewdley, Bromsgrove Hereford and Kidderminster respectively. Two of the properties involved had received a Home Fire Safety Check prior to the incident.

### **Accidental Dwelling Fires**

- 1.18. There were 121 accidental dwelling fires in Quarter 4 2010-2011 compared with 120 accidental dwelling fires in the same quarter last year.
- 1.19. As a result, at the end of the 2010-2011 year the Service has attended 384 accidental dwelling fires exceeding the annual target which equated to 377 accidental dwelling fires. The overall number of accidental dwelling fires has a direct effect on several other indicators and is key to the overall aim of making Herefordshire and Worcestershire safer from fires.
- 1.20. 64 out of the 121 accidental dwelling fires were in wholetime station grounds with Worcester the highest with 19 incidents. 26 out of the 121 incidents were in day crewed station grounds with Malvern the highest with 12 incidents and the remaining 31 incidents occurring within retained areas with 5 in Bromyard and 4 in Pershore and Stourport.

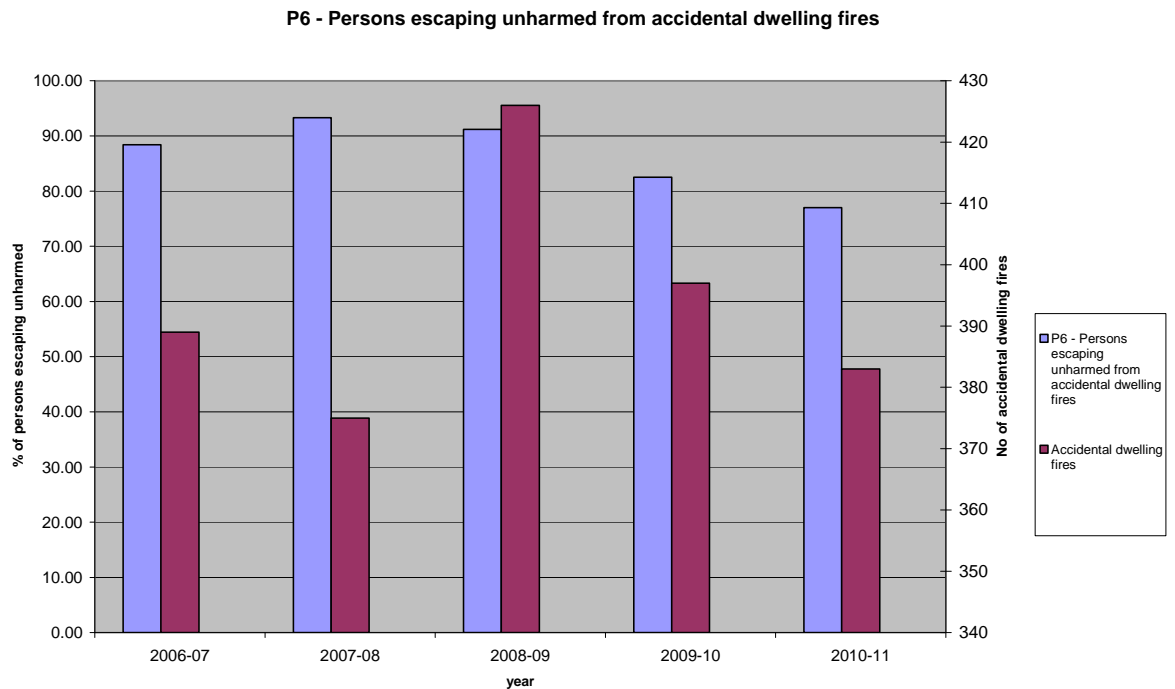
- 1.21. Kitchen fires accounted for 59 out of the 121 accidental dwelling fires, 25 out of these 59 kitchen fires started in a cooker, 10 in a grill or a toaster and 6 on a ring or hot plate. 10 of the 121 accidental dwelling fires started in the bedroom, with electrical wiring or lighting the source of 4 out of the 10 bedroom fires.
- 1.22. Kitchen and Home Safety forms a large part of our Community Fire Safety Strategy. Our Press Office have continued to issue monthly media releases warning of the dangers of chimney fires and the Service has reissued kitchen safety advice regarding the dangers of leaving cooking unattended after a number of incidents during the fourth quarter.



*(Figure 3 –Number of Accidental Dwelling Fires 2006-07 to 2010-11)*

### **Persons escaping unharmed from accidental dwelling fires**

- 1.23. In Quarter 4 2010-2011, 132 out of 156 people escaped unharmed from accidental dwelling fires (84.6%). Out of the remaining 24 people, 15 were evacuated or rescued with FRS assistance, and the remaining 9 were casualties. 105 out of 121 people escaped unharmed in the same quarter last year (86.8%).

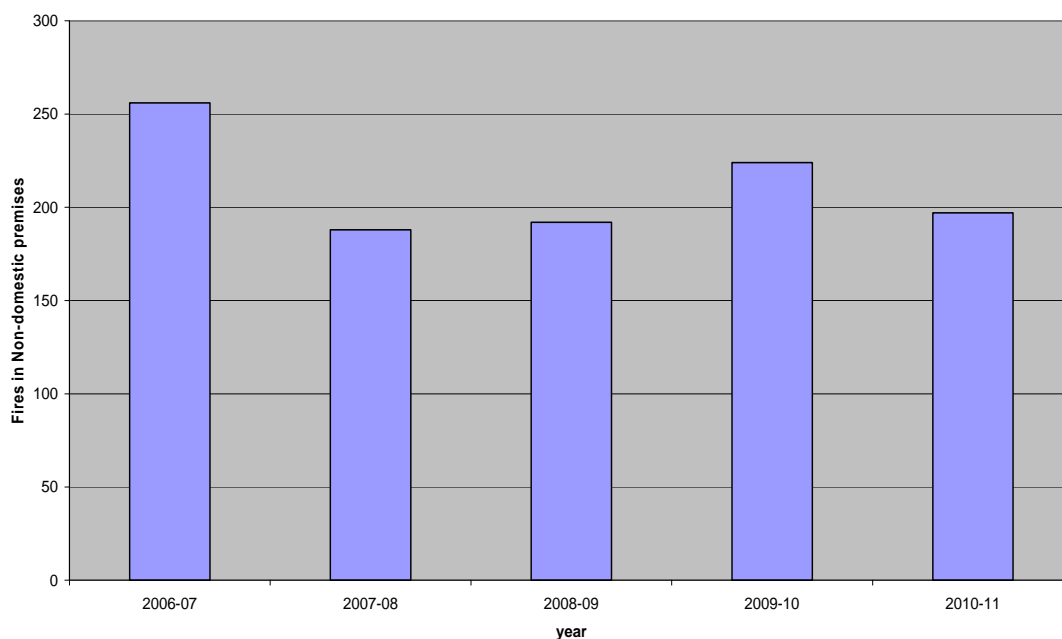


*(Figure 4 – Persons Escaping Unharmed from Accidental Dwelling Fires 2006-07 to 2010-11)*

- 1.24. Out of the 24 people who failed to escape unharmed in Quarter 4 2010-11, 2 failed to escape unharmed in January, 11 in February and 11 in March. Out of these 24, 7 were in Redditch and 5 were in Worcester, 4 were in Stourport and 2 were in Ledbury. The remainder were single escapees in Bewdley, Bromsgrove, Hereford, Kidderminster, Leominster and Malvern. 14 out of the 24 people were in Wholtime station grounds, 9 in Retained station grounds and 1 in a Day Crewed station ground.
- 1.25. At the end of the year, 76.1% (302 out of 397) of people escaped unharmed from fires compared with a target of 82.5%, which would equate to 327 out of 397 people.

### **Non-Domestic Fires**

- 1.26. We attended 57 non-domestic Fires in Quarter 4 2010-2011 compared with 67 in the same quarter last year. Out of the 57 incidents, 54 were accidental or of unknown cause and 3 were of deliberate intent. As a result, at the end of the year the Service has attended 197 fires at non-domestic premises compared with a target of 213 fires.



(Figure 5 – Fires in Non-Domestic premises 2006-07 to 2010-11)

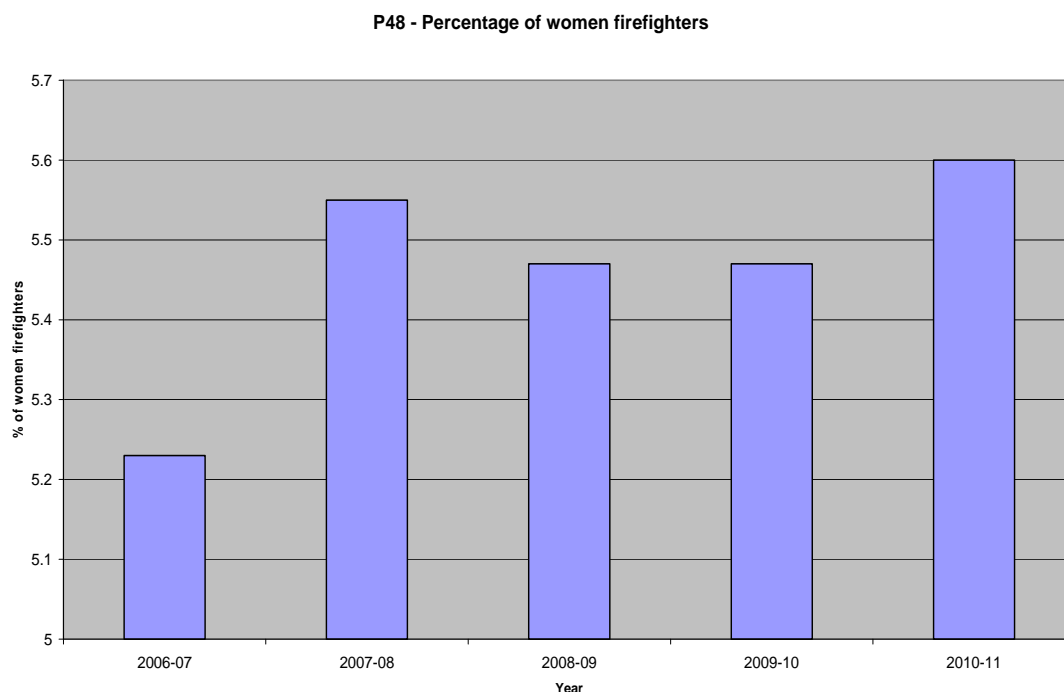
- 1.27. The IRMP commitment for the reduction in the number of fires in non-domestic premises is to reduce the number of fires to 220 premises averaged over the 3 year plan period. The 2009-2010 actual figure was 224 but the end of year 2010-2011 total was 197 and therefore the IRMP achievement is on track. We will need to focus firmly on the existing actions and Performance Indicators that support reduction in the number of fires in non-domestic premises.
- 1.28. 21 out of 57 non-domestic fires were caused by electrical faults or misuse, and the Technical Fire Safety department continue to focus on electrical safety as part of the Technical Fire Safety audit process. In addition, recent prohibition notices have identified a risk with accommodation above fast food restaurants and the Technical Fire Safety department are working in collaboration with the Local Authority Environmental Health Departments to identify and assess these properties.

## 2. Strategic Direction: People

- 2.1. ***We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.***
- 2.2. The decision was made earlier this year to report progress against the KPIs for this area on an annual basis against our own internal targets as experience has shown that the rate of change is so small. It should also be noted that the requirements set out in the Department for Communities and Local Government (CLG) Equality and Diversity Strategy 2008-2018 have been removed, however the Service recognise the importance of collating this data.

## **Women Firefighters**

- 2.3. At the end of Quarter 4 and hence end of the year, the percentage of women firefighters stood at 5.6% (33.8 women Full Time Equivalent-FTE). This just missed the target set for 2010-11 of 6%. This figure is for wholetime and retained female staff and does not include Fire Control staff.



*(Figure 6 – Percentage of Women Firefighters 2006-07 to 2010-11)*

## **Top 5% of Earners**

- 2.4. There are three indicators which measure the number of women, the number of people from Black and Minority Ethnic communities (BME) and the number of disabled people included in the top 5% of earners in the organisation. As the flexi-duty allowance is included when calculating the top 5% of earners this is at present restricted to uniform staff only.
- 2.5. The percentage of the top 5% of earners from BME communities at the end of Quarter 4 2010-2011 and hence at the end of the year remains at zero.
- 2.6. The percentage of the top 5% of earners who consider themselves as disabled at the end of Quarter 4 2010-2011 is zero compared with 6.0% at the end of 2009-2010. This reduction is due to a number of staff retirements over the last year.
- 2.7. The percentage of the top 5% of earners who are women at the end of Quarter 4 2010-2011 and hence at the end of the year remains 3.13% and achieves the target of 3.03%.

### **Percentage of Staff from BME Communities**

- 2.8. The Service currently measures the number of staff from BME communities as a percentage of the total workforce and how close this mirrors the percentage of people from BME communities within the total population of Hereford & Worcester. This indicator was introduced at the start of 2009-2010.
- 2.9. At the end of Quarter 4 2010-2011, the percentage of staff from BME communities was 2.75%, this is comparable to the 5% overall population from BME communities for Hereford & Worcester.

### **3. Strategic Direction: Business Process and Organisational Development**

- 3.1. ***We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.***

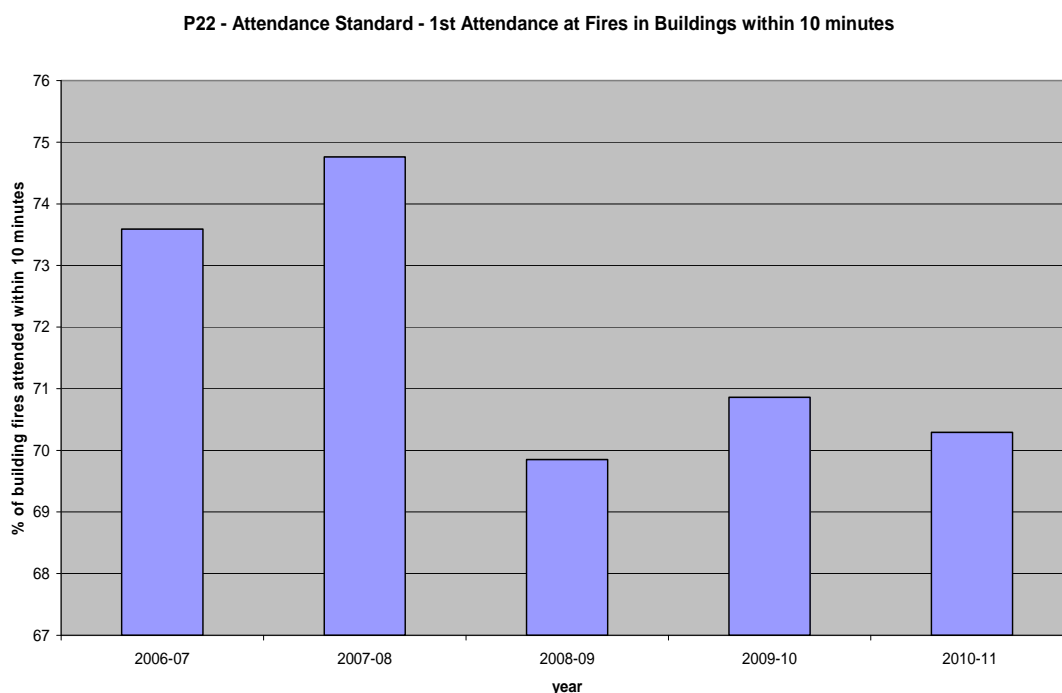
### **Attendance Standards – Fires in Buildings**

- 3.2. In Quarter 4 2010-2011, 157 out of 220 building fires were attended within 10 minutes, a percentage of 71.4% compared to 76.5% or 153 out of 200 building fires in the same quarter last year. We achieved the target of 75% in under 10 minutes 45 seconds and the average time taken to attend incidents was 8 minutes 43 seconds.
- 3.3. Travel distance to the incident was the main reason entered (28 out of 63) for incidents which did not meet the standard and the remaining 35 incidents were spread over 13 other reasons broken down as follows:

Travel distance to the incident	28	Incorrect or insufficient information passed to control on initial call	2
Turn in time (Retained and day crew only)	6	Training event delaying turn out i.e. drilling	2
Difficulty in locating incident address	5	Appliance breakdown/Off the Run	1
Traffic conditions causing delayed turn in time to stations (Retained and Day Crewed only)	5	Control intervention i.e. 1st pump re-directed	1
Mobilised from other location (not on home station)	4	Incident out side station turnout area	1
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	3	Known False Alarm	1
Weather conditions/Road conditions	3	Not on home station i.e. school visit, HFS check	1
		Total	63

(Table 8 – Attendance Standards Fire in Buildings- Reasons for standard not met Q4 10-11)

- 3.4. 23 of the 63 incidents which did not meet the standard were first attended by wholtime appliances, 31 were first attended by a retained pump and 8 by a day crewed appliance, 1 incident was first attended by an appliance from another FRS. This can be compared with Quarter 4 2009-10 where 16 of the 47 which did not meet the standard were wholtime appliances, 25 were first attended by a retained pump and 5 by a day crewed appliance, with 1 incident first attended by an appliance from another FRS.
- 3.5. February 2011 demonstrated the lowest levels in terms of performance this quarter with the standard being achieved only 66.2% of the time. 45 incidents out of 68 building fires were attended within 10 minutes in February. This is compared with 70.0% in January 2011 and 77.8% in March 2011. March was the first time since May 2010 that the target of 75% had been achieved on a monthly basis. As a result, the percentage of fires in buildings first attended within 10 minutes in the full year 2010-11 was 70.29%.



(Figure 7 – 1st Attendance at Fires in Buildings within 10 minutes 2006-07 to 2010-11)

## **Strategic Direction: Finance and Resources**

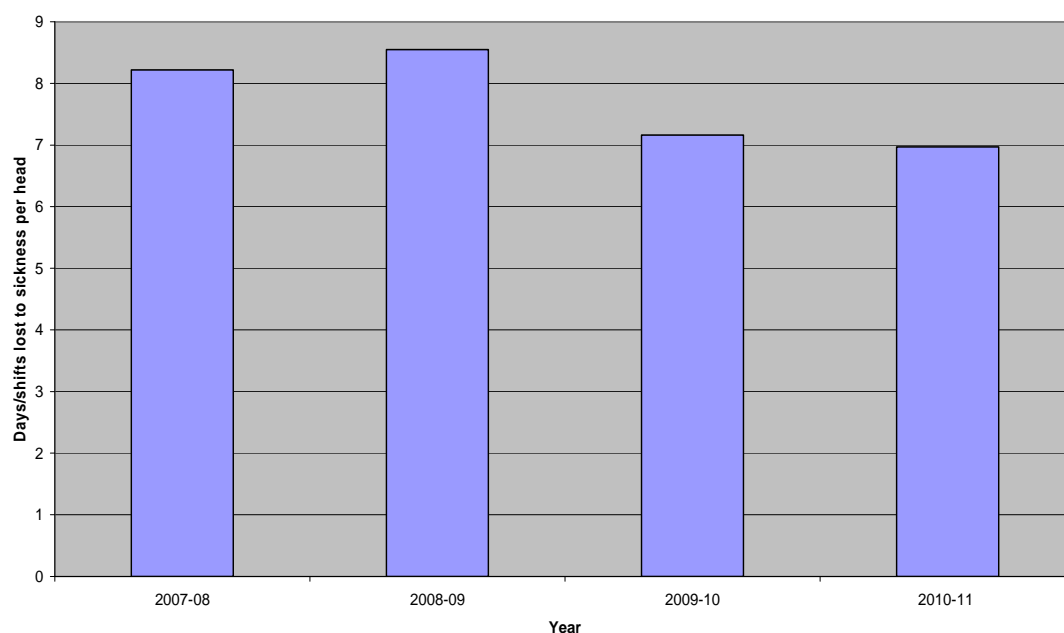
- 4.1. ***We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.***

## **Sickness**

- 4.2. In Quarter 4 2010-2011, 744.79 working days/shifts were lost to all staff sickness (1.62 days lost per head of staff) compared with 908.05 working days/shifts lost in the same quarter last year (2.98 days lost per head of staff), a decrease of 163.26 working days/shifts. As a result, the total shifts lost for 2010-2011 year for all staff sickness is 6.97 days/shifts per head, and therefore we have achieved the target of 7.0. There is an average of 458.79 staff employed at the end of Quarter 4 2010- 2011 compared with 481.445 staff employed at the end of last year.



P33 - Working days/shifts lost to sickness absence per head - All Staff



(Figure 8 – Working days/shifts lost to sickness 2007-08 to 2010-11)

- 4.3. 280.76 out of the total of 744.79 working days/shifts lost in Quarter 4 were lost in January compared with 223.3 working days/shifts lost in February and 240.73 working days/shifts lost in March. The increase in January is mainly due to an increase in long term sickness which accounted for 173 working days/shifts lost of the 280.76 working days/shifts lost in that month.

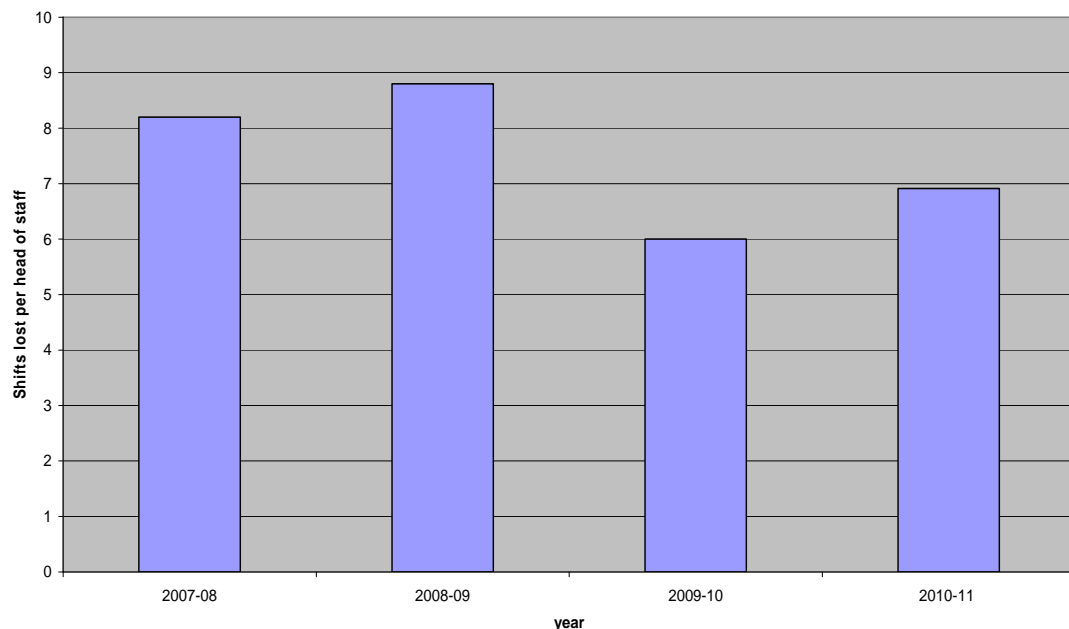
	Quarter 4 2010-11		
	Total Days/Shifts lost	Average Establishment	Days/shifts lost per head
Short Term Sickness Non-Uniformed staff	99.62	124.79	0.8
Short Term Sickness Wholetime Staff	215	334	0.6
Short Term Sickness All Staff	314.62	458.9	0.7
	Quarter 4 2010-11		
	Total Days/Shifts lost	Average Establishment	Days/shifts lost per head
Long Term Sickness Non-Uniformed staff	73.17	124.79	0.6
Long Term Sickness Wholetime Staff	357	334	1.1
Long Term Sickness All Staff	430.17	458.79	0.9

(Table 9 – Short Term and Long Term Sickness Absence Q4 10-11)

- 4.4. Although the target has been achieved for all staff sickness, there are three Performance Indicators which have missed our internal targets set for 2010-11. These are the shifts lost to all wholetime sickness; the shifts lost to wholetime long term sickness; and the working days/shifts lost to long term sickness for all staff.

- 4.5. In Quarter 4 2010-2011, 572 shifts were lost to wholetime sickness (1.7 shifts lost per head of staff) compared with 518 shifts lost in the same quarter last year (1.48 shifts lost per head of staff) an increase of 54 shifts lost. There was an average of 334 staff employed in Quarter 4 2010-2011 compared with 350.5 wholetime staff employed in the same quarter last year. As a result, there have been 6.91 shifts lost to wholetime staff sickness in 2010-2011 which has missed the internal target set of 6.5.

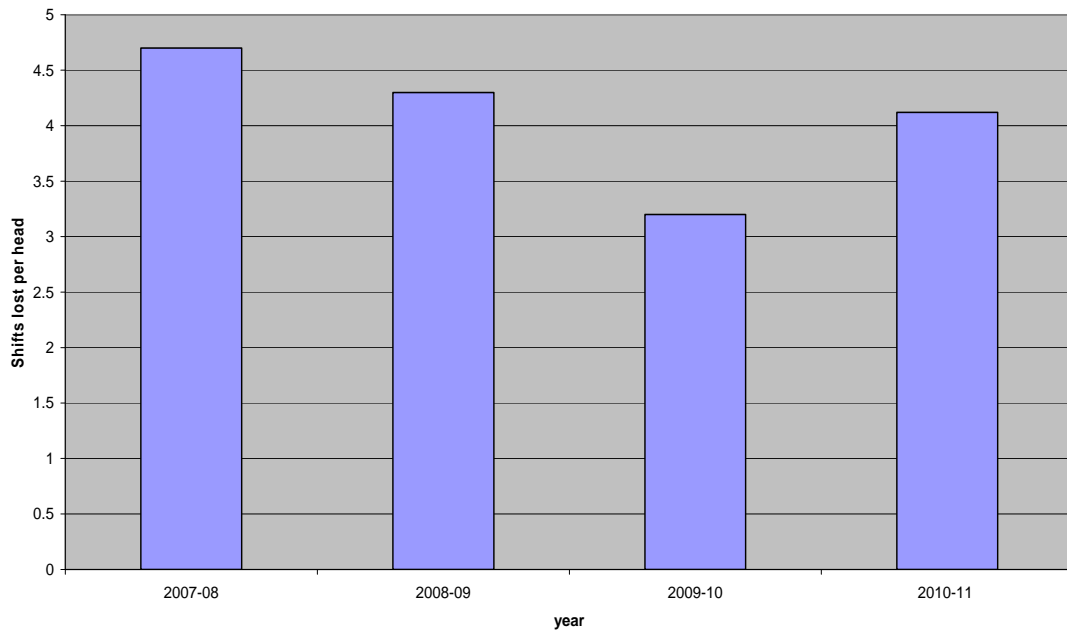
P32 - Shifts lost to sickness absence per head - Wholetime



(Figure 9 – Shifts lost to Wholetime sickness 2007-08 to 2010-11)

- 4.6. A contributory factor to the increase in wholetime sickness is long-term wholetime sickness. In Quarter 4 2010-2011, 357 shifts were lost to long term wholetime sickness (1.1 shifts lost per head of staff) compared with 238 shifts lost in the same quarter last year (0.7 shifts lost per head of staff) an increase of 119 shifts. As a result, there have been 4.12 shifts lost to long term wholetime staff sickness in the year 2010-2011 which has missed the internal target set of 3.7.

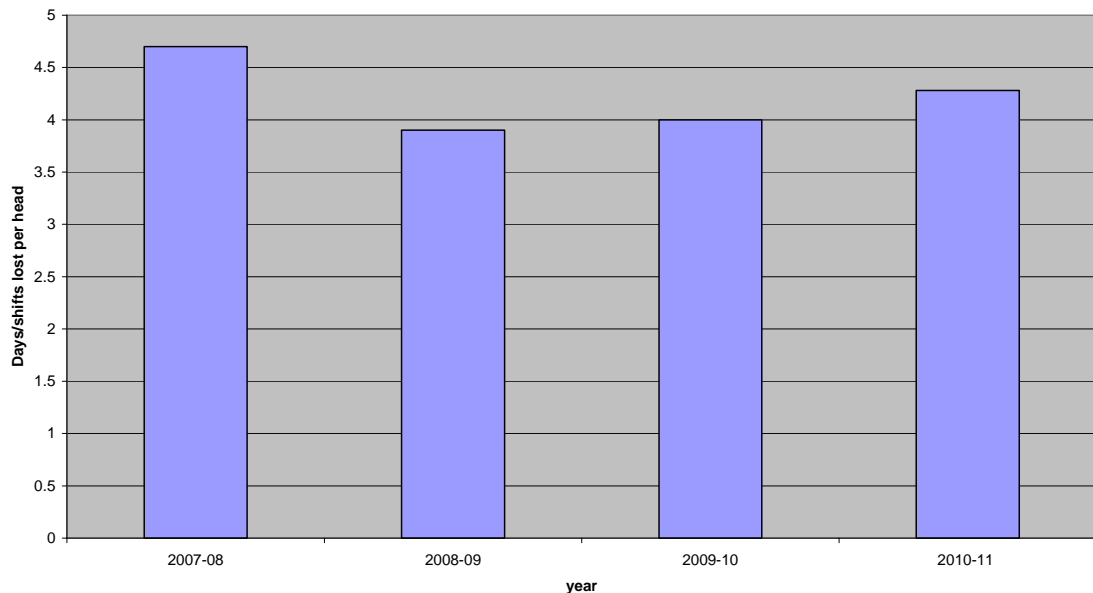
S106 - Shifts lost to long term sickness absence per head - Wholetime Staff



(Figure 10 – Shifts lost to Long Term Wholetime Sickness 07-08 to 10-11)

- 4.7. The target for long term sickness for all staff also has not been achieved. In Quarter 4 2010-2011, 430.17 working days/shifts were lost to long term all staff sickness (0.94 working days/shifts lost per head of staff) compared with 521 shifts lost in the same quarter last year (1.5 working days/shifts lost per head of staff) a decrease of 90.83 working days/shifts. Despite this reduction, there have been 4.28 working days/shifts lost to long term all staff sickness in the year 2010-2011 which has missed the internal target set of 3.9.

S104 - Days/shifts lost to long term sickness absence per head - All staff



(Figure 11 – Shifts lost to All Staff Long Term Sickness 07-08 to 10-11)

- 4.8. It is important to recognise that these missed internal sickness targets should be seen in context of the overall improvement in sickness taken following the changes to the absence management policy, with return to work procedures and HR meetings with department heads, which added depth to the local monitoring processes.

## **6. Authority Plan 2010-2011 Annual Performance Analysis**

### **Purpose of report**

1. To provide the Policy and Resources Committee with a summary of the annual performance against the 2010-11 Authority Plan.
- 

### **Recommendation**

***The Deputy Chief Fire Officer recommends that the Policy and Resources Committee note the content of this report.***

### **Introduction**

2. The document attached at Appendix 1 sets out the performance of Hereford & Worcester Fire and Rescue Service during 2010-2011. It enables us to summarise our performance over the past year and details the results of external assessments over the same period.
3. The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance together with maps and charts. At the back of the document, each aim has a table which gives the primary set of indicators and measures so that you can see our performance in 2010-2011 against targets and whether or not targets have been met.

### **Summary**

4. Both the Authority Plan 2010-2011 and IRMP 2009-2012 made clear that our focus remains on home safety for our most at risk groups. The need for such focus was evident again this year when the potential for loss of life is highlighted at each accidental dwelling fire that the Service attends.
5. 2010-2011 was a productive year for assessments including the external Annual Audit Letter from the Audit Commission, the Quality Management System for the Provision of Training from BSI and the internal review of the Operational Assurance of the Management of Health and Safety.
6. The Service has succeeded in improving outcomes across a wide range of indicators through the year and met annual performance targets in the following key corporate indicators:
  - Primary fires – recorded 1188 which was 3% under the target of 1227
  - Number of fires in non-domestic premises – recorded 197 which was 10% under the target of 220
  - Home Fire Safety Checks – recorded 3060 which was 13% over the target of 2700
  - Malicious calls attended as a percentage of all malicious calls – percentage was 37% which was 8% under the target of 45%

- False alarms caused by automatic fire detection equipment in non-domestic properties – recorded 1776 which was 3% under the target of 1832
- Number of Killed or Serious Injuries (KSIs) on our roads in Herefordshire (61 which was 44% under the target of 108) and Worcestershire (131 which was 54% under the target of 283)
- Sickness - all staff – recorded 6.97 days lost per head which was under the target of 7 days lost per head

7. We completed over half of our Corporate Objectives (68 out of 133).
8. The Service intends to continue to increase its focus on other key corporate indicators where annual performance targets were missed:
  - Number of injuries from accidental dwelling fires – recorded 44 which was over the target of 27
  - Percentage of fires attended where no smoke alarm fitted – percentage was 28% which was 7% over the target of 21%
  - Response standards for fires in buildings – percentage of 1st appliance in 10 minutes – percentage was 70% which was 5% under the target of 75%
  - Working shifts lost to Wholetime uniformed staff sickness absence per head – recorded 6.91 shifts lost per head which was over the target of 6.5 shifts lost per head
9. The Service should complete outstanding objectives and projects from 2010-2011 that have been carried forward for completion into 2011-2012, e.g. the introduction of the Combined Aerial Rescue Platform (CARP)

### Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	N	

### Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	

### Additional Considerations

10. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Annual Performance Report for the 2010-2011 Authority Plan
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	N	
<b>Consultation with Representative Bodies</b>	N	

### Conclusion/Summary

10. The Senior Management Board will continue to receive reports with detailed information on the measures the Service is taking to achieve its targets and where improvements are required.

### Supporting Information

Appendix 1 - 2010-2011 Annual Performance Report

### Contact Officer

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# **Annual Performance Report 2010-2011**

**Performance and Information**

## **ANNUAL PERFORMANCE REPORT 2010 – 2011**

### **ABOUT THIS DOCUMENT**

This document sets out the performance of Hereford & Worcester Fire and Rescue Service from April 2010 to March 2011.

The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance together with maps and charts. Each one has a table which gives the complete set of indicators and measures so that you can see our performance in 2010-2011 against targets and whether or not targets have been met.

Our overall objectives for 2010-2011 were set out in:

- The Integrated Risk Management Plan (IRMP) 2009-2012
- The Authority Plan 2010-2011

These documents are available on our website at <http://www.hwfire.org.uk>.

You can also get a copy by calling the Performance and Information Department on 0845 12 24454 or emailing [info@hwfire.org.uk](mailto:info@hwfire.org.uk).

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Key to Maps: - darker colours indicate higher numbers)



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# HOW WE HAVE PERFORMED IN 2010-2011

## OUTCOMES

Below are the highlights of the initiatives that the Authority completed last year:

### Community

- A joint outline business proposal for the formation of a shared resilient control room infrastructure has been developed with Shropshire Fire and Rescue Service (SFRS) and approved by both Authorities. This paves the way for possible closer future collaboration between the two organisations. Implementation would lead to provision of a consistent and efficient mobilising service across West Mercia with potential benefits including improved service resilience and capacity, achieving economies of scale and greater operational effectiveness.
- We initially piloted and subsequently rolled out a volunteer programme across the two counties. There are now 36 volunteers supporting community safety initiatives and providing role-playing capability in operational training exercises.
- We developed local strategies/campaigns for community safety advice targeted at high risk areas and vulnerable people within the community and delivered increased numbers of Home Fire Safety Checks (HFSCs) including the installation of smoke alarms.

### People

- Our operational crews have been provided with and trained in the use of the best breathing apparatus on the market. This new equipment enables the air capacity within every breathing cylinder to be monitored continuously from outside of an incident thereby significantly improving firefighter safety and effectiveness.
- Firefighters are now wearing new state-of-the-art lightweight protective clothing which can withstand temperatures reaching hundreds of degrees Centigrade which makes them safer.
- We invested a lot of time and effort into increasing support to our 'on call' firefighters. This included the introduction of an electronic system to record availability of appliances and personnel across the Service. 'On call' firefighters can now manage their availability and work life balance much more flexibly and easily through access by internet, mobile

phone or station computer when compared with the previous paper based system. This was combined with a number of additional improvements designed to enhance the effectiveness and efficiency of the 'on call' system.

### Organisational Development

- On 1st January 2011, the number of Assistant Chief Fire Officers was reduced by one in order to move to a leaner senior structure. Each of the three remaining Directors has been asked to review all of their departments with a view to becoming more efficient and identifying potential savings, some of which have already been realised.
- A replacement Environmental Protection Unit was delivered for operational use at Stourport.
- In support of our continuous improvement in service delivery, operational staff were provided with enhanced operational intelligence on high risk premises; a Service-wide internal audit process was implemented to ensure compliance with relevant Health & Safety and training policies and instructions; and a programme of Service-wide District exercises reflecting high priority Service needs was delivered to ensure delivery of an effective and competent level of intervention and response at incidents.

### Finance and Resources

- The new fire station at Pebworth became fully operational on 11th March 2011. These premises remove the flooding problems suffered by the old location, provide training facilities and offer improved health and safety and equality and diversity arrangements.
- Our vehicle fleet was improved with the replacement of six old fire appliances with up-to-date modern vehicles. These were stationed at Worcester, Tenbury, Bromyard, Ross, Droitwich and Malvern.
- The FRA Policy and Resources Committee approved indicative budget allocations to meet building needs that will enable the Service to proceed with land acquisition, building refurbishment or replacement for identified priority Fire Stations over the next 5 years. They have also agreed finance for four strategically placed hot fire training facilities across our two counties which will provide a controlled and safe working environment in which to train operational crews in correct gas cooling and firefighting techniques. At these facilities, crews are exposed to realistic fire behaviour conditions that include real fire, hot gases and products of combustion.

### EXTERNAL AUDITS

HWFRS prides itself on being a learning organisation, with a positive attitude towards continuous improvement. We value innovation and recognise the value of training and learning. We encourage creative thinking and welcome constructive challenge.

#### Audit Commission Annual Audit Letter 2009/10

In their annual audit letter to the FRA the Audit Commission reported that the Authority continued to focus on delivering good value services in line with its plans and priorities. The Authority reported its best annual performance in terms of the lowest total number of incidents together with delivering a number of five year performance records in key areas. It also reported a further reduction in 2009-2010 in the number of accidental fire related deaths and non-fatal injuries in the home compared to the previous year.

#### Operational Assurance of the Management of Health and Safety

This internal audit was based around the national Health and Safety Executive Consolidated Report. Its objective was to ensure that we have processes in place to ensure our operational staff have proper and adequate training and systems in place to provide for their own and others' safety.

The final report contained 35 recommendations, the main ones covering breathing apparatus, training, risk information and operational command, which were accepted in their entirety by the Senior Management Board (SMB).

An action plan has been agreed with each recommendation being championed by a Principal Officer and this will be used to inform the future of Health and Safety within HWFRS.

#### Quality Management System for the Provision of Training

The Training and Development Centre has again passed the British Standards Institute (BSI) ISO 9001:2008 inspection for the provision of training to both the Fire Service and commercial sectors. This demonstrates our ongoing commitment to continuous improvement.

## PERFORMANCE IN 2010-2011

The boxes below show how we performed against our key targets. Where they have been met they are coded green and where the target was missed, coded amber or red. The arrows show where performance is under or over target.



**P2 (IRMP 4)-Number of injuries from accidental dwelling fires/100,000 population**

**5.98 (44); over target of 3.7 (27); up by 63%**



**P3 (IRMP 1)-Primary fires/10,000 population**

**16.15 (1188); under target of 16.68 (1227); down by 39 (-3%)**



**P4-Accidental dwelling fires/10,000 dwellings**

**12.17 (384); just over target of 11.96 (377); up by 7 (+2%)**



**S49 (IRMP 5)-Number of Home Fire Safety Checks (HFSCs) undertaken**

**3060; over target of 2700; up by 360 (+13%)**



**P9 (IRMP 6)-Percentage of fires attended where no smoke alarm fitted**

**27.83% (118/424); over target of 21.05%; up by 7%**



**P17 (IRMP 14)-Malicious calls attended as a percentage of all malicious calls**

**37.44% (76/203); under target of 45%; down by 8%**



**P18 (IRMP 15)-False Alarms caused by automatic fire detection equipment/ 1000 non-domestic properties**

**69.81 (1776); under target of 72 (1832); down by 56 (-3%)**

## Hereford & Worcester Fire and Rescue Service

▼	<b>P21-Percentage of accidental fires in dwellings confined to the room of origin</b> 91.58% (348/380); just under target of 92%; down by 0.42%
▼	<b>P12&amp;13 (IRMP 9)-Deliberate primary fires including vehicles/10,000 population</b> 3.68 (271); under target of 3.95 (291); down by 20 (-7%)
▼	<b>P22 (IRMP 11)-Attendance Standards – Fires in Buildings – Percentage of 1<sup>st</sup> Appliance in 10 minutes</b> 70.29% (537/764); under target of 75%; down by 4.71%
▲	<b>P32-Working shifts lost to Wholetime uniformed staff sickness absence per head</b> 6.91 (2356/341); over target of 6.5 (2217/341); up by 139 (+6%)
▼	<b>P33-Working days lost to all staff sickness absence per head</b> 6.97 (3272/469); under target of 7.0 (3283/469); down by 11 (-0.3%)
▼	<b>S47-Percentage of uniformed staff from ethnic communities</b> 2.2% (14/640); under target of 4.1%; down by 1.9%
▲	<b>P51-Percentage of top 5% of earners that are women</b> 3.13% (1/32); over target of 3.03%; up by 0.1%
▼	<b>P34-Percentage of invoices paid within 30 days</b> 97.33% (6744/6929); just under target of 98%; down by 0.7%

## IRMP PERFORMANCE

The Integrated Risk Management Plan (IRMP) 2009-2012 sets out a broad set of strategic objectives and targets for Service improvement to be delivered over the three-year period of the plan.

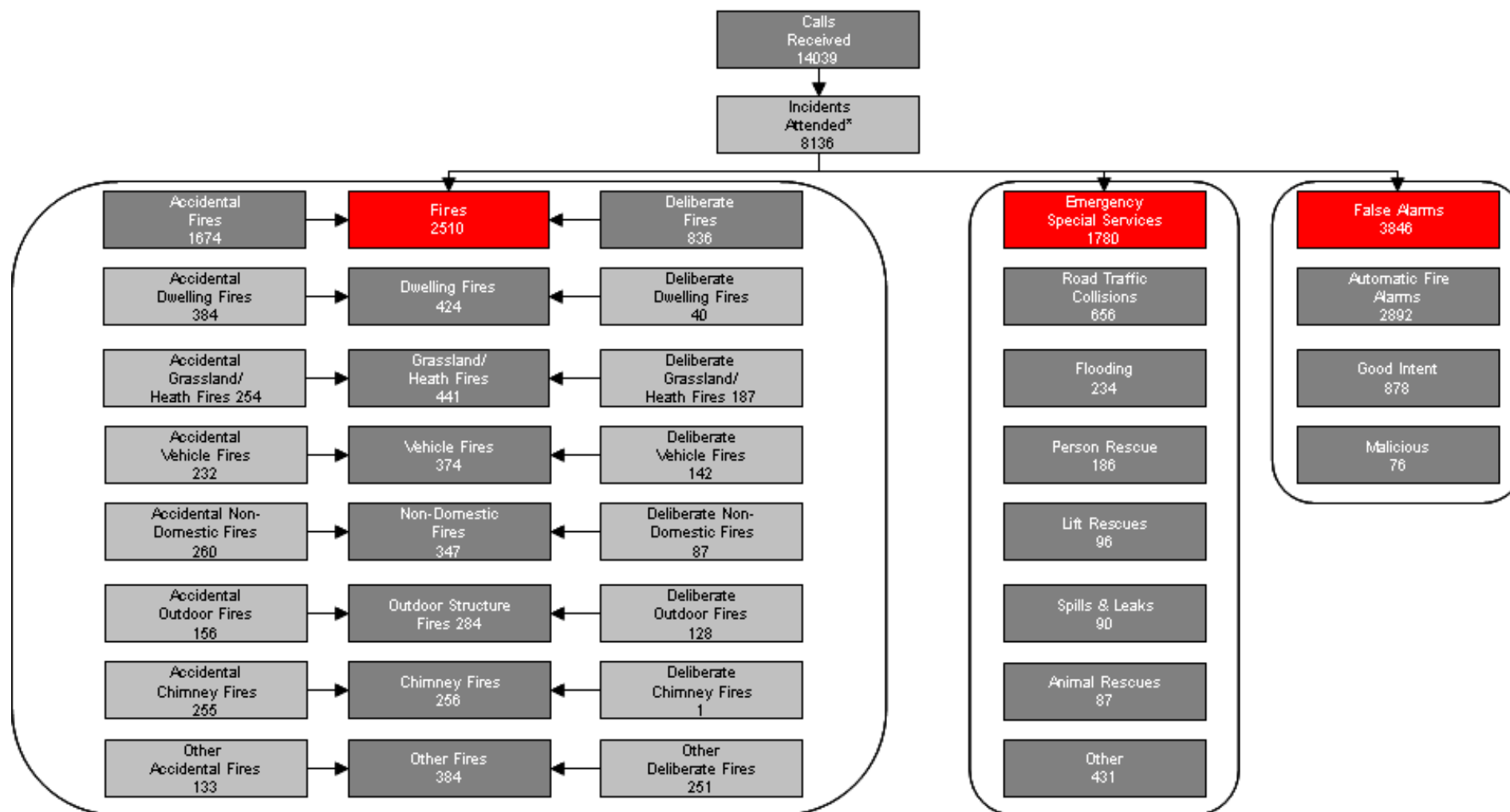
Several of the IRMP areas are already highlighted above. Please see below for additional measures.

▼	<b>IRMP 7-Number of Killed or Serious Injuries (KSI's) on our roads in Worcestershire</b> 131; under target of 283; down by 152 (-54%)
▼	<b>IRMP 8-Number of Killed or Serious Injuries (KSI's) on our roads in Herefordshire</b> 61; under target of 108; down by 47 (-44%)
▼	<b>IRMP 10 (P5)-Number of fires in non-domestic premises per 1000 non-domestic premises</b> 7.74 (197); under target of 8.66 (220); down by 23 (-10%)

For further information/full statistics, please see Appendix 2 – Tables of Indicators and Service Measures.

## Hereford & Worcester Fire and Rescue Service

### Statistical Breakdown of 2010-2011 Incidents



(\*Incidents attended within Hereford and Worcester only - the Service also attends incidents in other FRS areas)

## Hereford & Worcester Fire and Rescue Service

### Breakdown of 2010-2011 Incidents

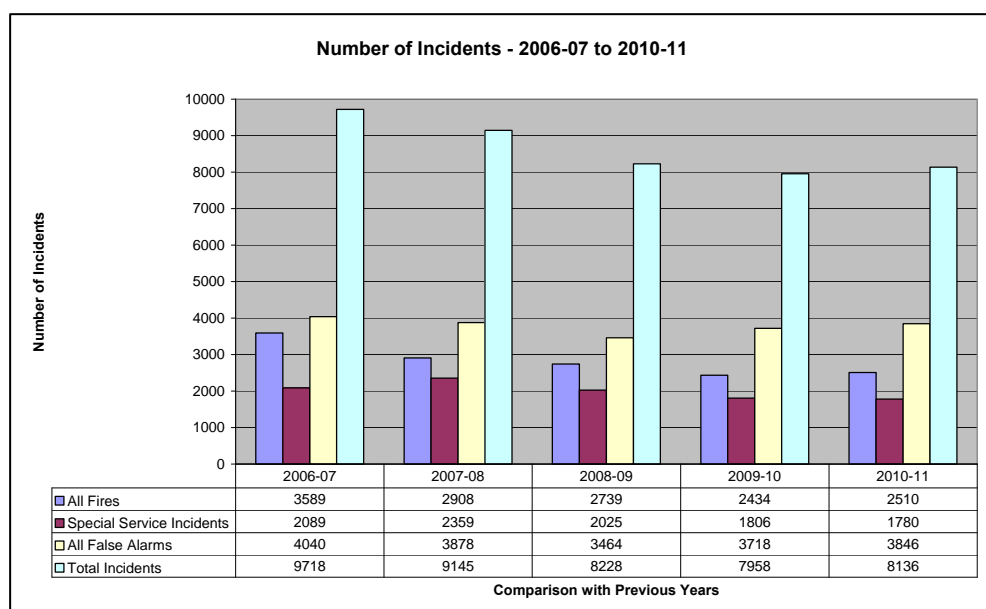
Please see below a table of our incident totals by station over the past four years. Incidents are classed by which station ground the incidents occurred in not which station attended the incident.

**Key:** W=Wholetime - Shift / D=Wholetime - Day Crewed / R=Retained

Station  Name / Area	Type  W/D/R	Total Attended Incidents					Incidents mobilised to other HWFRS station grounds 2010-2011
		2006 - 2007	2007 - 2008	2008 - 2009	2009 - 2010	2010 - 2011	
Worcester	W	1656	1610	1424	1325	1520	308
Stourport	R	381	342	311	267	271	119
Bewdley	R	152	144	130	114	146	82
Kidderminster	W	1057	953	990	904	861	221
Bromsgrove	W	836	794	748	685	612	189
Droitwich	D	553	479	418	458	460	214
Redditch	W	1462	1288	1118	1096	1100	70
Evesham	D	456	452	411	380	413	157
Pebworth	R	46	42	35	29	21	20
Broadway	R	64	72	57	54	61	31
Pershore	R	190	212	158	157	155	51
Upton	R	174	186	109	121	122	44
Malvern	D	515	421	397	411	412	136
Ledbury	R	190	211	163	167	162	29
Fownhope	R	24	31	27	32	26	27
Ross on Wye	R	206	178	171	180	179	71
Whitchurch	R	70	77	75	82	76	33
Hereford	W	1017	933	920	931	961	105
Ewyas Harold	R	33	30	35	34	32	16
Eardisley	R	46	48	42	47	51	21
Kington	R	39	40	38	37	26	27
Leintwardine	R	26	28	29	28	30	8
Kingsland	R	62	55	45	56	58	41
Leominster	R	223	189	143	146	176	42
Tenbury Wells	R	63	138	82	50	47	25
Bromyard	R	120	145	110	127	123	13
Peterchurch	R	57	47	42	40	35	53
<b>Total</b>		<b>9718</b>	<b>9145</b>	<b>8228</b>	<b>7958</b>	<b>8136</b>	<b>2153</b>

The graph illustrates that although there has been an increase year on year in total activity, 2010-2011 continues the downward improvement in performance over the last five years:

**Figure 1: Incidents Attended**



## Hereford & Worcester Fire and Rescue Service

### Summary of 2010-2011 Incidents

The Service attended a total of 8136 incidents in Hereford and Worcester in 2010-2011. The incidents were 2510 fires, 1780 special services and 3846 false alarms and these figures form the basis of our operational performance indicators.

**...2010-2011 saw a 16% reduction in all incidents from 2006-2007 in Hereford and Worcester**

In terms of activity in 2010-2011, Fire Control received 14039 calls in total throughout the year.

**...2010-2011 saw a 3% increase in calls received from 2009-2010 in Hereford and Worcester**

Part of this increase is due to the exceptionally cold weather in December/January this year. Fire Control took 623 calls in the period 19th December to 31st December 2010 compared with 395 in the same period in December 2009. During that period 19 - 31 December the Service responded to 463 incidents compared with 275 and 264 during the same period in 2009 and 2008 respectively.

In total for the year 3064 calls out of the 14,039 calls or 22.8% of all calls were regarding incidents already in the system. These duplicate calls have to be responded to by Fire Control like any other call. Duplicate calls occur mostly on highly visible incidents such as RTCs on the motorway or large building fires.

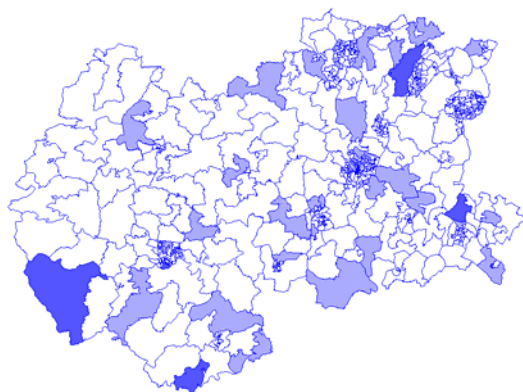
Major incidents attended by the Service in 2010-2011 include:

- A Fire at Malvern College on 10th April 2010. The fire took hold of one of the accommodation blocks and was attended by 11 fire appliances including the Aerial Ladder Platform from Worcester Fire Station and the Environmental Protection Unit from Stourport Fire Station.
- A Fire at Hard Anodising Factory Kidderminster on 23rd August 2010. This was a fire involving a number of vats and chemicals within the factory unit and was attended by 8 fire appliances from Hereford & Worcester as well as two from the West Midlands area. The Environmental Protection Unit (EPU)

from Evesham, the Command Support Unit (CSU) from Malvern and Urban Search and Rescue (USAR) also attended.

- The city centre fire in Hereford on 21st October 2010. This was a large fire in several shops in High Town involving three four-storey buildings, some with heritage importance. It was attended by twenty fire engines at the scene at the height of the fire, most of them from across Herefordshire, plus support from neighbouring Service areas.
- A gas explosion at a Christmas Tree Farm in Leigh Sinton on 18th December 2010. This was a fire following an explosion in an outbuilding and was attended by 10 appliances. Bulk foam was required to extinguish the fire which had spread to a number of cars and had resulted in the building collapsing. A worker at the farm was injured at the incident.

Map 1: **Large Incidents (5 pumps or more)**



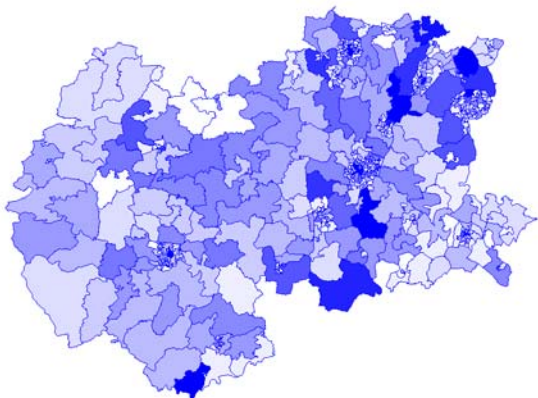
In terms of overall activity within the Hereford and Worcester area, the 8136 incidents attended in 2010-2011 represents an overall increase of 2.23% compared with 7958 incidents attended in 2009-2010.

Although there were a number of incidents regarding isolating power supplies and other flooding related issues brought on by the exceptionally cold weather in December and January, the overall number of non-fire related incidents classed as Special Services has reduced when compared with the previous year. The Service attended 1780 special service incidents in 2010-2011 compared with 1806 in 2009-2010, a decrease of 1.4%. The increase in activity has been in fires and false alarm incidents.



## Hereford & Worcester Fire and Rescue Service

Map 2: **Special Services**

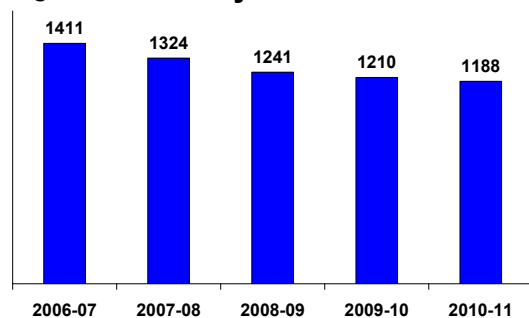


The Service attended 2510 fires in 2010-2011 compared with 2434 in 2009-2010, an increase of 3.12%. The long term trend however is downwards.

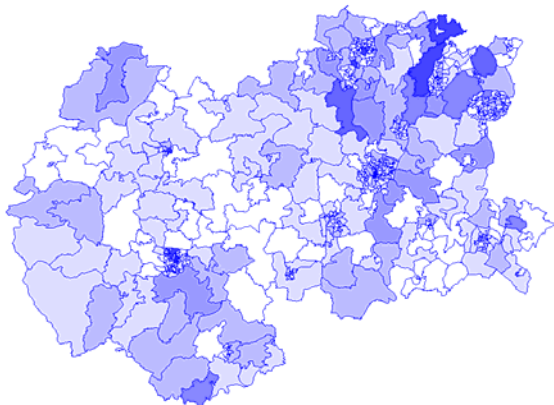
***...2010-2011 saw a 30% reduction in all fires from 2006-2007 in Hereford and Worcester***

Primary Fires are house or car fires, fires with casualties or fires attended by five or more appliances. We attended 1188 primary fires in 2010-2011, compared with 1210 primary fires in 2009-2010, a decrease of 1.8%.

Figure 2: **Primary Fires**

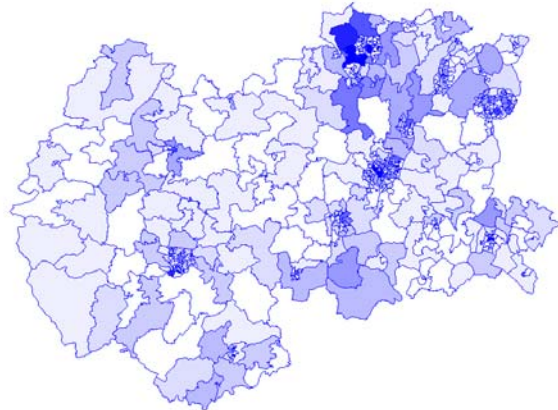


Map 3: **Primary Fires**



Secondary fires are smaller fires such as grass, heath land or rubbish fires. 1066 secondary fires were attended in 2010-2011 compared with 970 secondary fires in 2009-2010, an increase of 9.9%. The Service attended 256 chimney fires in 2010-2011 compared with 254 fires in 2009-10, an increase of 0.8%.

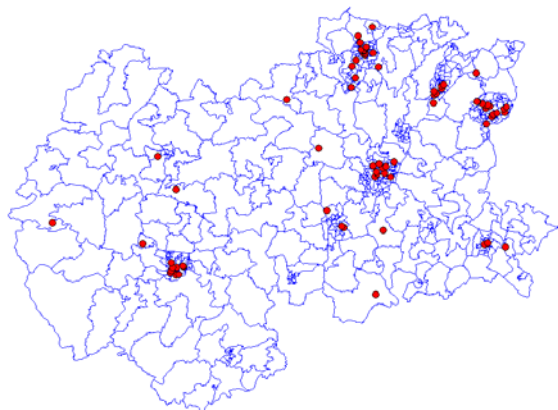
Map 4: **Secondary Fires**



In 2010-2011, the Service attended 3846 false alarms compared with 3718 false alarms incidents in 2009-2010, an increase of 3.4%.

False alarms include malicious alarms where on attendance there was no sign of fire, good intent where fire was suspected and automatic false alarms. We attended 878 good intent false alarms in 2010-2011 compared with 879 in 2009-2010, a slight decrease of 0.1%.

Map 5: **Malicious False Alarms**



The Service attended 76 malicious false alarms in 2010-2011 compared with 94 in 2009-2010, a decrease of 19.1%. The majority of false alarms however are automatic false alarms which have increased from 2745 in 2009-2010 to 2892 in 2010-2011, an increase of 5.3%.



## Hereford & Worcester Fire and Rescue Service

### Information Requests

The Service collects and maintains information and data to enable the organisation to undertake our statutory duties and a large amount of information on the Service is already available in the public domain through our Publication Scheme. The public have the right to request information under the Freedom of Information Act 2000, which gives them a general right of access to recorded information held by the Service. The table below shows the number of data requests received in 2010-2011.

<b>Requests</b>	<b>Received and completed</b>
FOIA	221
DPA	10
EIR	1
<b>Grand Total</b>	<b>232</b>

*(Table 3 –Freedom of Information Act (FOIA)/ Data Protection Act (DPA)/ Environmental Information Regulations (EIR) Requests 2010-2011*

A large proportion of FOIA requests were concerning the provision of individual fire incident reports and the remainder were regarding all parts of the organisation including operational, establishment, welfare, equality and diversity and work wear issues.

# OUR CORPORATE OBJECTIVES

## What the Authority sought to achieve in 2010-2011

The main objectives that the Authority set out to achieve were:

### Community

- **Reduce Risk in the Community**
  - from fire
  - on our roads
  - from the consequences of terrorism or natural disaster
  - from hazards in or around the water
  - in the home

### People

- **Deliver the People Strategy**
- **Achieve Excellence in Equality and Diversity**
- **Improve Support to and Management of Retained Staff**
- **Further Improve Workforce Training and Development**

### Business Process and Organisational Development

- **Ensure Operational Assurance of Service Delivery**
- **Enhance Organisational and Cultural Development**
- **Embed the Performance Management Framework**
- **Strengthen Business Continuity and Emergency Planning**
- **Consolidate Organisational Resilience**
- **Embrace Environmental Sustainability And Impact**

### Finance and Resources

- **Provide Value for Money and Deliver Efficiency**

---

## What has been achieved?

A summary of our progress against corporate objectives is provided on the following pages:

## COMMUNITY

**We will improve the safety of the community by targeting 'at risk' groups, improving the environment within which we live and by working and engaging with the people we serve.**

### **OBJECTIVE 1: REDUCE RISK IN THE COMMUNITY**

- from fire
- on our roads
- from the consequences of terrorism or natural disaster
- from hazards in or around water in the home

**We work to reduce the risks in our communities by ensuring that we have effective prevention, response and partnership arrangements.**

### **DELIVER THE 2009-2012 IRMP**

The Authority's 2009-2012 IRMP was published on 1st April 2009. This set out a broad set of strategic objectives for Service improvement to be delivered over the 3 year period.

The IRMP evaluates risk to our communities from fire, dangers on our roads, consequences of terrorism or natural disasters. Each year we develop an Action Plan to deliver our strategy following a process of identifying existing and potential risks and an evaluation of our current arrangements.

### **Our Achievements in 2010-2011**

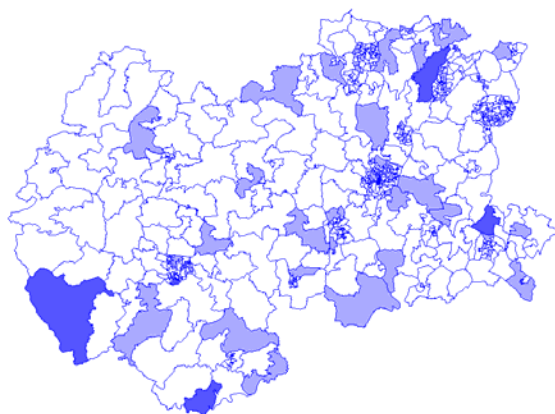
- We reviewed our revised management arrangements at our day crewed stations.
- The IRMP Action Plan 2011-2012 was consulted on during 2010 and approved by the FRA on 17th December 2010.
- All Districts delivered the Service-wide Local Risk Identification Process (L.R.I.P).



### **IRMP Performance**

We stated that we intended to reduce the number of primary fires by 10% averaged in 2009-2012 compared with the average recorded in the five year period to 31st March 2008. We are on track to do this based on 2010-2011 outturn figures. Achieving the 2011-2012 target would produce an improvement of 18% against the 10% commitment.

### **Map 6: Primary Fires Resulting in Injuries and Fatalities**



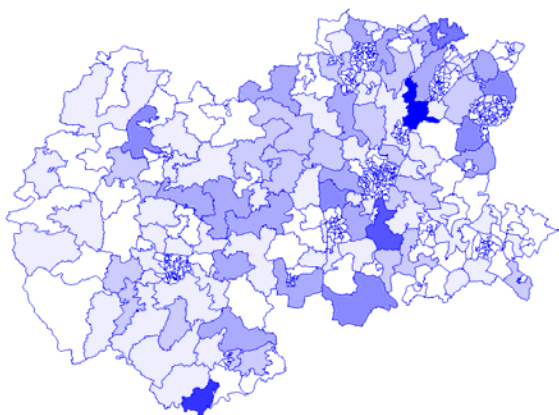
For Accidental Fire Related Deaths in the Home, the IRMP commitment is to achieve below 1.25 times the national average. We have achieved this objective in six out of the last seven years where national data is available and the IRMP achievement is on track. The national average has been fairly static over the past seven years of available data and would have to reduce dramatically in the future for us to not meet our commitment but we will continue to focus firmly on the existing actions and performance indicators that support reducing accidental fire related deaths in the home.

We stated that we intended to reduce the percentage of fires attended in buildings where no smoke alarm was fitted by 25% averaged in 2009-2012 compared with the average recorded in the three year period to 31st March 2008. We are on track to do this based on 2010-2011 outturn figures. Achieving the 2011-2012 target would produce an improvement of 50% against the 25% commitment.

## Hereford & Worcester Fire and Rescue Service

For the number Killed or Serious Injuries (KSIs) on our Roads in Worcestershire, the IRMP commitment is to reduce KSIs to a maximum of 283 by the end of 2010. KSIs were 276 in 2007, 249 in 2008, 190 in 2009 and 131 in 2010. The IRMP commitment has been achieved and exceeded.

Map 7: **RTCs**



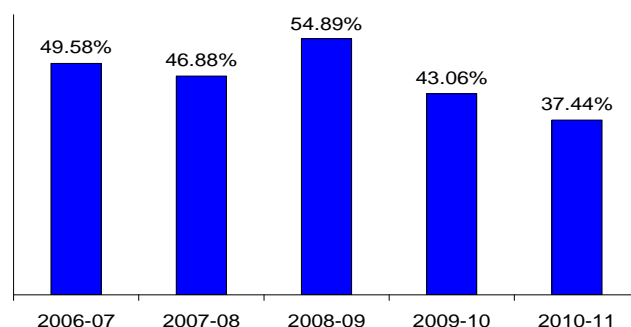
For the number Killed or Serious Injuries (KSIs) on our Roads in Herefordshire, the IRMP commitment is to reduce KSIs to a maximum of 108 by the end of 2010. KSIs were 133 in 2007, 93 in 2008, 105 in 2009 and 61 in 2010. The IRMP commitment has been achieved and exceeded.

We stated that we intended to achieve a 10% reduction in deliberate primary fires including vehicles by 31 March 2010 compared with the baseline year of 2001/02. This was taken from the commitment within the National Framework to nationally reduce the number of deliberate fires on this basis. The IRMP commitment was achieved and exceeded in 2009-2010 with an improvement of 70.69% against the 10% commitment and we have achieved a 7% reduction on the target set for 2010-2011.

For the Reduction in the Number of Fires in Non-Domestic Premises, the IRMP commitment is to reduce the number of fires to a maximum of 8.66/1,000 non-domestic premises averaged over the 3 year plan period. The 2010-2011 actual was 7.74 and the IRMP achievement is on track. Achieving the 2011-2012 target would produce an improvement of 18% against the 10% commitment but we will need to focus firmly on the existing actions and PIs that support reduction in the number of fires in non-domestic premises.

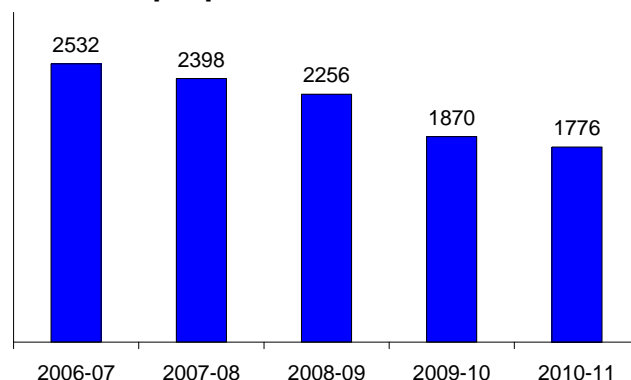
For the Reduction in the Number of Malicious Calls Attended, the IRMP commitment is to reduce the number of malicious calls attended to a maximum of 0.252/1,000 population averaged over the 3 year plan period. The 2010-2011 actual was 0.13 and the IRMP achievement is on track. Maintaining 2009-2010 performance in 2011-2012 would achieve an improvement of 56.36% against the 10% commitment.

Figure 3: **Malicious calls attended as a percentage of all malicious calls**



For the Reduction in the Number of False Alarms Caused by Automatic Fire Detection Equipment in Non-Domestic Properties, the IRMP commitment is to reduce the number to a maximum of 87.67/1,000 non-domestic properties averaged over the 3 year plan period. The 2010-2011 actual was 69.71 and the IRMP achievement is on track. Achieving the 2011-2012 target would produce an improvement of 31.33% against the 15% commitment.

Figure 4: **False Alarms caused by automatic fire detection equipment in non-domestic properties**



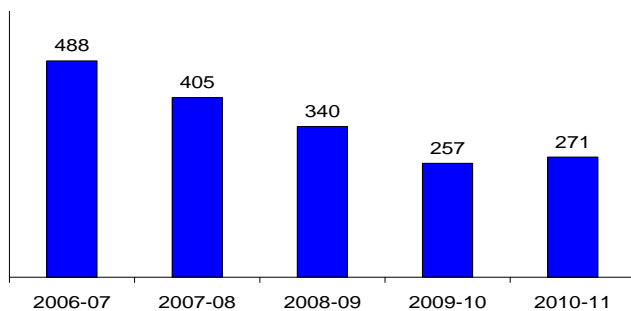
## PREVENTION

We will work with our communities to prevent fires and other incidents through our Community Safety Strategy and community education measures, particularly with 'at risk' and hard to reach groups.

### Our Achievements in 2010-2011

- We delivered targeted community safety advice/campaigns to vulnerable people within the community via locally developed station/cluster Community Fire Safety (CFS) strategies.
- The Volunteering project was rolled out Service-wide.

Figure 5: **Deliberate primary fires including vehicles**



Map 8: **Deliberate Fires**

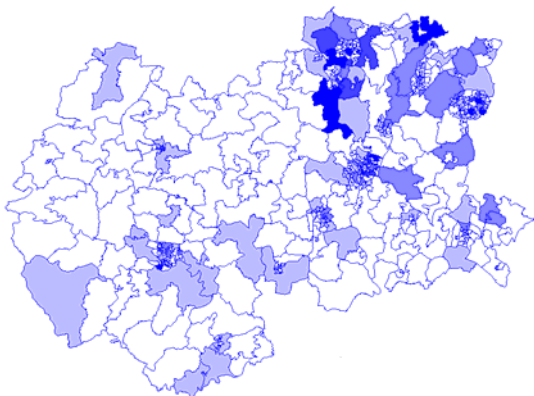
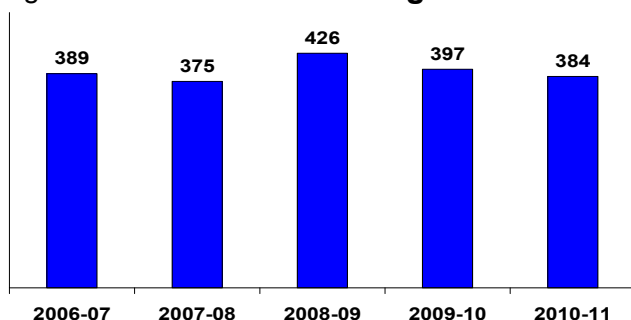
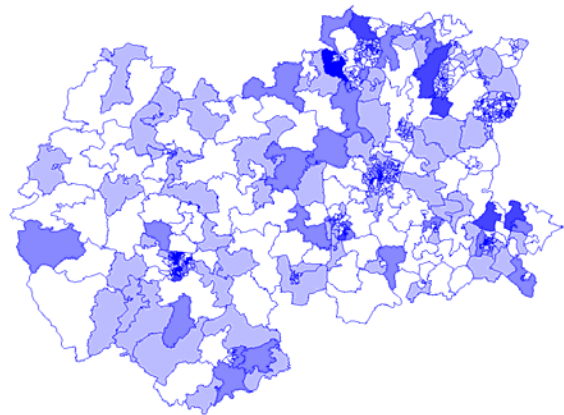


Figure 6: **Accidental Dwelling Fires**

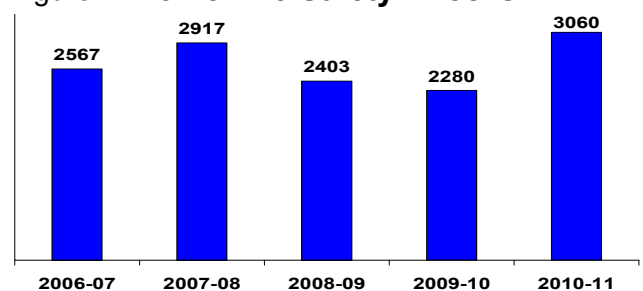


Map 9: **Accidental Dwelling Fires**



We set a target of 2,700 Home Fire Safety Checks (HFSCs) to be completed by Service personnel in 2010-2011 which we achieved (3060, +13% HFSCs and 34% above last year's figure). A key part of the HFSC scheme is the installation of smoke alarms when required which were targeted at high risk output areas.

Figure 7: **Home Fire Safety Checks**



Map 10: **Home Fire Safety Checks**

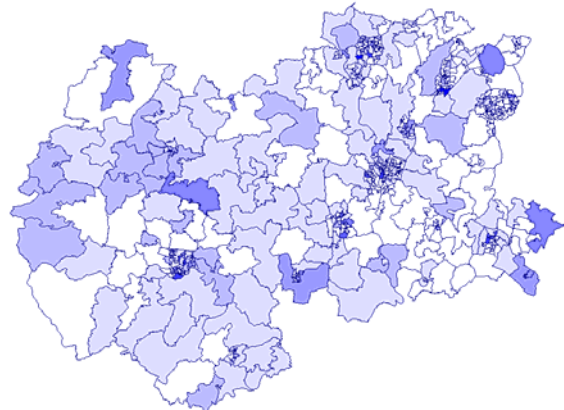
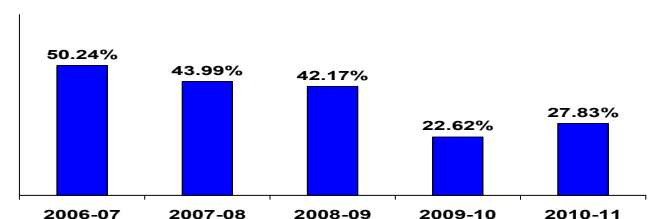


Figure 8: **Percentage of fires attended where no smoke alarm fitted**



## Hereford & Worcester Fire and Rescue Service

### PROTECTION

We will ensure that our public buildings and workplaces are protected from the risks of fire.

#### Our Achievements in 2010-2011

- The recommendations from the CFOA Guidance Note 4 on risk based audit programmes for non domestic premises have been introduced and implemented.
- A Technical Fire Safety (TFS) Management System containing a central reference resource for all TFS partnership protocols/agreements was developed and implemented.
- We introduced audit systems to assist TFS Station managers to assess staff effectiveness.
- We delivered Post Fire Audit (PFA) training to operational crews, monitoring impact and providing support.
- A TFS Complaints/Concerns Process with agreed performance indicator targets was developed and implemented.
- We completed a HR Strategy and succession planning for TFS Department.
- We designed, populated and implemented a TFS departmental Sharepoint site on the Service intranet.

### EFFECTIVE RESPONSE/INTERVENTION

Our Operational Intervention department provides our crews with the necessary skills and equipment to provide an effective and efficient operational response whilst ensuring the safety of our crews and the community.

#### Our Achievements in 2010-2011


During this year, a number of policies were reviewed and updated such as:

- Water Rescue Documentation - reviewed and reissued to ensure safe systems of work for all staff involved in water rescue activity.
- Fighting Fires in Buildings Policy - revised and issued taking account of the recommendations from the Operational Assessment of Service Delivery (OASD) report.

Also:

- All Districts delivered an annual programme of Team Development Reviews (TDRs).
- All Districts delivered a programme of Service-wide District exercises in line with agreed protocols which reflect high priority Service need.
- We procured 6 new pumping appliances.

Welcome to the Technical Fire Safety Sharepoint Site!



Mike Cunningham, Group Commander.  
Head of Technical Fire Safety

Free TFS Advice is available on [www.hwfire.org.uk](http://www.hwfire.org.uk) or by calling

**0800 032 1155**

Background Information

The aim of the **Technical Fire Safety** department is to "advise, educate and enforce".

The legislation that is enforced is the **Regulatory Reform (Fire Safety) Order 2005**, which applies to most premises other than single private dwellings.

Mike Cunningham, Group Manager, heads up the Department at SHQ Worcester. The three TFS Offices are geographically located one in each of the Districts.



### RESPONDER SAFETY

#### Our Achievements in 2010-2011

- We raised the level of Health and Safety competence within the Service.

#### Respiratory Protective Equipment (RPE)

During December 2010, the Service introduced the Draeger RPE. The Draeger PSS 7000 has been procured using the FireBuy Framework in collaboration with other Regional Fire and Rescue Services and was the first to be undertaken nationally. The Draeger PSS 7000 provides firefighters with a BA set that is technologically advanced to ensure that their safety is maintained under the most arduous of conditions.



#### Integrated Clothing Project (ICP)

HWFRS ended 2010-2011 with the total provision of Station work wear and firefighting Personal Protective Equipment (PPE) in place. This project represents a significant step forward in the provision of clothing which is comfortable, durable and fulfils the needs of the Service by providing a strong corporate image, as well as everyday functionality.

Station work wear provides an innovative response to moisture and temperature management and complements the new PPE.



### FIRE CONTROL – NEW SHARED RESILIENT CONTROL ROOM

A joint outline business case proposal for the formation of a shared resilient West Mercia control room infrastructure has been developed with Shropshire Fire and Rescue Service (SFRS) and approved by both Authorities. This paves the way for greater and closer collaboration between the two organisations leading to the harmonisation of many functions/procedures both direct and indirect to Fire Control and will lead to provision of a consistent and efficient mobilising service across West Mercia.

Potential benefits include improved service resilience and capacity; achieving economies of scale and greater operational effectiveness. New technology will improve Control Room efficiency in call handling, and advance the functionality and effectiveness of the Control Room function. For example, the use of Automatic Vehicle Location will mean that the nearest resource will be quickly identified and proposed, improving the emergency response and service we deliver to the public.

### EFFECTIVE PARTNERSHIP ENGAGEMENT

We place a high value on partnership working, and are committed to working with partner organisations, with members of the local community, and with other stakeholders who have a shared interest in reducing risk, improving community safety and increasing overall community wellbeing.

We continue to work with partners who add value to our service, particularly where they help to:

- enable us to identify and target our community priorities
- improve and strengthen how we deliver our quality services
- achieve more efficient use of resources and provide value for money
- improve our overall performance

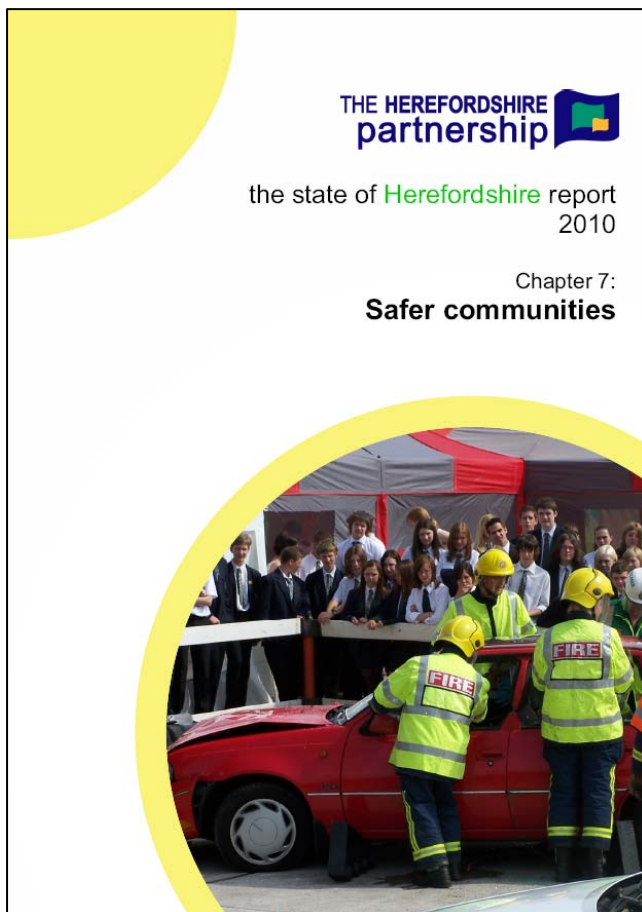
The Authority works in partnership at all levels; ranging from major multi-agency emergency planning across the two counties to targeted community safety initiatives in local neighbourhoods.

Key strategic partnerships we work with include:

- all eight Local Strategic Partnerships across the two counties.
- all five Community Safety Partnerships.
- Safer Roads Partnership in West Mercia.
- West Mercia Local Resilience Forum.

We are building on our achievements:

- We have established a Partnership Management Group to oversee and drive our partnership working. This group is led by the Deputy Chief Fire Officer, and has agreed terms of reference and a code of governance.
- A new Partnership Framework document has been drawn up which sets out why we work in partnerships and the structures and processes in place to support this work.
- The Chair and Vice-Chair of the Authority provide high level representation at the two key strategic partnerships - Herefordshire Partnership Board and Worcestershire Partnership Board.



## PEOPLE

**We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.**

### OBJECTIVE 2: DELIVER THE PEOPLE STRATEGY

#### Our Achievements in 2010-2011

- Although we were slightly above the target for working shifts lost to Wholetime uniformed staff sickness absence, we achieved a 25% reduction from 2005-2006 with the saving equivalent to 4.5 Wholetime firefighters or £160k.

Figure 9: **Working days lost to all staff sickness absence**

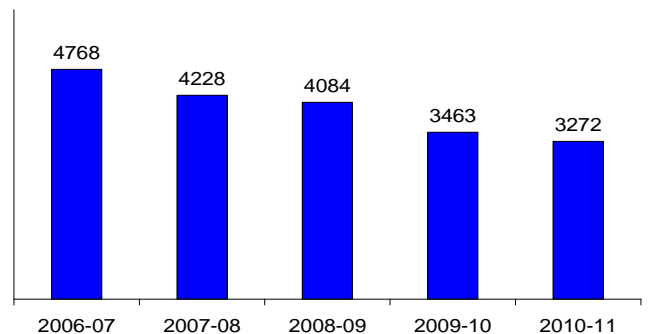
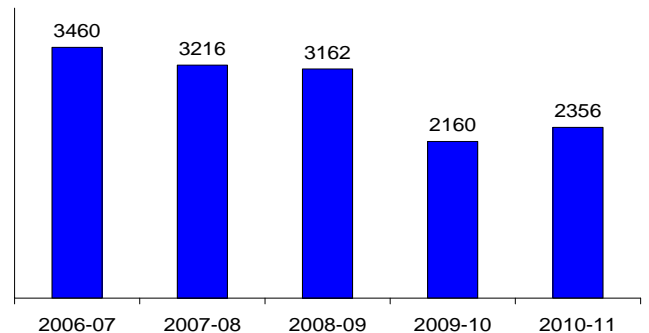


Figure 10: **Working shifts lost to Wholetime uniformed staff sickness absence**



#### HR Connect (HR Information System - HRIS)

Throughout 2010-2011, HR Connect was successfully embedded into the Service within time and budget. This computerised HR system allows for the timely provision of reports and evaluation of personnel information which benefits the Service in terms of managing people, identifying trends and introducing appropriate intervention measures. In addition, HRIS has helped to meet the needs of a modernised Fire Service by enabling day-to-day processes to be streamlined and automated allowing for real time information, as well as reducing the paper flow and speeding up communications across the Service.



### OBJECTIVE 3: ACHIEVE EXCELLENCE IN EQUALITY AND DIVERSITY

Progress for this area is reported on an annual basis against our internal targets as experience has shown that the rate of change is small. It should also be noted that the requirements set out in the Department for Communities and Local Government (CLG) Equality and Diversity (E&D) Strategy 2008-2018 have been removed, however the Service recognise the importance of collating this data.

#### Our Achievements in 2010-2011

- Delivery of a Positive Action Plan in accordance with the Best Value Policy and Performance tool for measuring and challenging recruitment processes and the Service's Equality targets. We are currently undertaking a review of the E&D Steering Group which will incorporate a review of the function of positive action activities for the future.
- We delivered an E&D training programme (including Ethical Framework refresher training).

Figure 11: **Percentage of uniformed staff from ethnic communities**

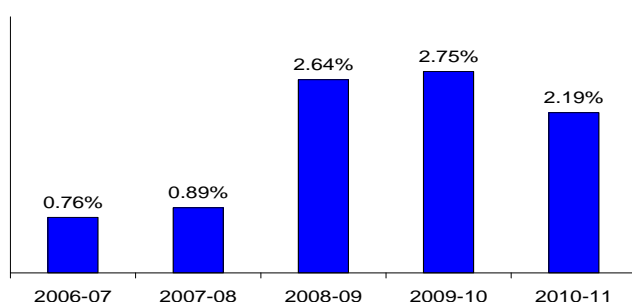
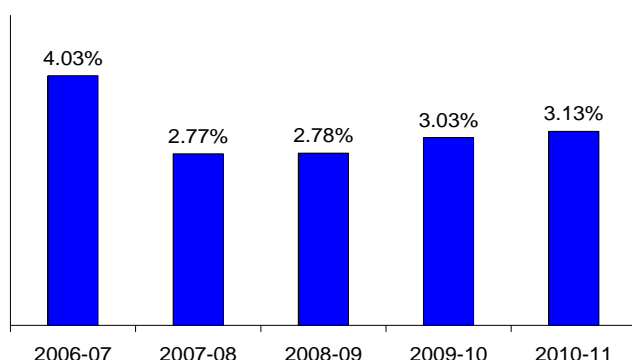


Figure 12: **Percentage of top 5% of earners that are women**



### OBJECTIVE 4: IMPROVE SUPPORT TO AND MANAGEMENT OF RETAINED STAFF

We invested a lot of time and effort into increasing support to our 'on call' firefighters who make up over half our operational workforce. During 2010-2011, a restructure of West District allowed for the creation of an RDS Manager's position to oversee the RDS Year 1 Implementation Plan and to work with RDS colleagues and departments to assess the impact of new policies, procedures and processes. This also consisted of regular visits to each station/cluster to provide updates and to gain feedback and suggestions.

#### Our Achievements in 2010-2011

- New banded contracts have been negotiated and will be issued following the assimilation process which is linked to the implementation of the RDS Management policy.
- In support of the RDS implementation plan, a full equality and diversity impact assessment of the results of national fire-fighter selection tests has been conducted and communicated. This was to establish whether National Firefighter Selection Tests (NFFST) supports our diversity targets, RDS recruitment objectives and are fit for purpose.

#### Retained Electronic Availability and Pay Roll System

A bespoke computer based system designed by 'Gartan Technologies' for RDS availability and payroll management has been successfully integrated into the Service. Gartan is a pivotal tool that is linked to both Fire Stations and Fire Control which identifies individual, appliance and station availability patterns, where crewing thresholds are set and monitored.

Personnel can manage this process from their respective Stations and Control Staff can access the same data to assist them in deciding which stations to mobilise during an incident. Reports are available to analyse emerging availability patterns and provide Control (and Commanders) with a real time view of when an appliance is on or off the run, along with the available crewing levels. The system has the added benefit of automatically alerting the person and Control when their change causes a deficiency.

## OBJECTIVE 5: FURTHER IMPROVE WORKFORCE TRAINING AND DEVELOPMENT

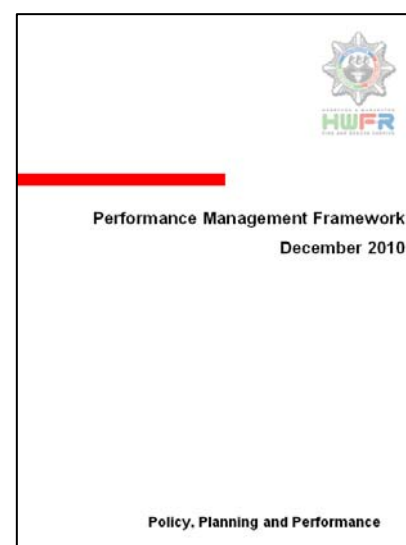
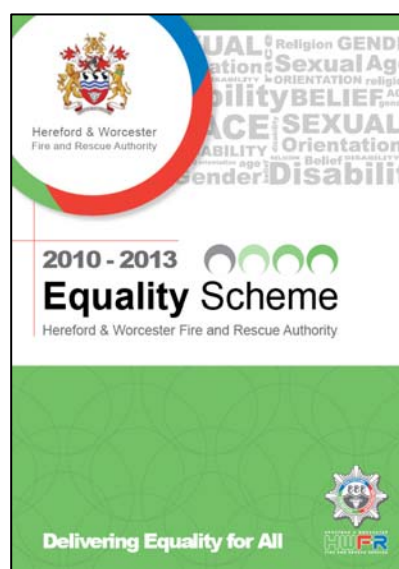
Our Training and Development Centre (T&DC) supports the implementation of the Service's IRMP by designing courses and providing training to ensure that operational staff possess the necessary skills to ensure an efficient operational response and safe systems of work.

### Our Achievements in 2010-2011

- We developed Officers' training to support maintenance of Operational competency.
- We developed and delivered a training programme to ensure role relevant levels of competency in the new Draeger PSS 7000 BA Set and related equipment.
- We organised and delivered specialised Driver Training Courses to meet the requirements of the Service's Fleet Strategy Roll Out.
- A Training Delivery strategy (prospectus) was developed to discharge the organisational training needs of the Individual Performance and Development Review (IPDR) and Station Skills profile.
- Crew Manager-Watch Manager/Station Manager-Group Manager In Band Process – A repeatable process was introduced that will help deliver a fully competent workforce relevant to role, in support of the workforce development programme.
- Development Plans were reviewed for personnel in the development phase and consolidated including evaluation of the use of Institute of Fire Engineers (IFE) exams and alternatives.
- Six weekly local training was embedded with T&DC moving towards support of local instructors. A schedule was approved, resources allocated and arrangements reviewed.
- The Individual Development Record (IDR) requirements relating to water rescue and awareness were reviewed with subsequent training fully integrated into T&DC normal business within 6-weekly local training.

## BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT

**We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.**



### OBJECTIVE 6: ENSURE OPERATIONAL ASSURANCE OF SERVICE DELIVERY

#### Our Achievements in 2010-2011

- A targeted review of operational capability for Health and Safety and Breathing Apparatus was undertaken with findings reviewed and appropriate actions taken.
- All Districts implemented a Service-wide Peer Review process to incorporate practical elements to underpin operational assurance.

### OBJECTIVE 7: ENHANCE ORGANISATIONAL AND CULTURAL DEVELOPMENT

#### Our Achievements in 2010-2011

- We published a revised three year Single Equality Scheme.
- We implemented a development programme to improve the training of Members and also considered how the FRS can engage with Elected Members from constituent Authorities who are not Members of the FRA.
- We reviewed and revised our Media and Communications Strategy and explored and established new media and social marketing opportunities to enhance our Community Safety activity.

### OBJECTIVE 8: EMBED THE PERFORMANCE MANAGEMENT FRAMEWORK

#### Our Achievements in 2010-2011

- We updated and ratified the Authority's governance arrangements.
- We identified performance management system development requirements and implemented improvements to meet organisational/user needs.
- We revised and refreshed our Performance Management Framework.

### Performance Management System (CorVu)

We reviewed our suite of primary/secondary indicators that we measure ourselves against to reflect changing national/local priorities and external guidance from CIPFA/CFOA. On all of our indicators, where possible, stretch targets were set. The target setting process involved Performance and Information and the relevant departments working in collaboration, informed by previous years' data and trend forecasts. This, together with the increased visibility of our IT based performance management system, CorVu, has enhanced our performance culture.

Further training on CorVu took place with users to ensure the system is further embedded into the organisation. This has expanded our use of CorVu, including the monitoring of progress against Departmental, District and Station plans.

Where appropriate, peer analysis within Family Group 4 is also presented in our performance reports to assess Service performance against other Fire and Rescue Services. This group was originally formed from 'similar' Fire and Rescue Services based upon factors such as funding, population and fire calls. The overall aim of Family Group 4 is to encourage and share performance improvement between members.



### Project Management

The Programme Management Support Office (PMSO) and Performance Management Framework have been designed to ensure that all projects are linked to either Corporate or Departmental Objectives and ensure that resources are focused on the strategic objectives of the organisation.

Our Project Management System aims to make processes and techniques more accessible and easier to use, without losing any of the core features. During 2010-2011, the Programme Management Support Office reviewed and evaluated our processes/procedures and updated the forms and in-house guidance.

## OBJECTIVE 9: CONSOLIDATE ORGANISATIONAL RESILIENCE

### Our Achievements in 2010-2011

- We strengthened and consolidated our Emergency Planning Response and Resilience via exercises such as Watermark.
- We developed and implemented a revised Service Policy and Instructions Strategy and Framework.
- We produced quality management processes for the management of data in the Knowledge Department.

## OBJECTIVE 10: EMBRACE ENVIRONMENTAL SUSTAINABILITY AND IMPACT

### Our Achievements in 2010-2011

- We delivered a replacement Environmental Protection Unit (EPU) on the run at Stourport.
- We introduced and disseminated Compressed Air Foam System (CAFS) to all North District stations and South/West District Command teams.

## FINANCE AND RESOURCES

**We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.**

### What the service costs

	2010/11 Budget £m
Employees	23.6
Running costs	3.4
Fleet and equipment	1.6
Premises	1.6
Capital financing	2.0
<b>Total</b>	<b>32.2</b>

### How the service is paid for

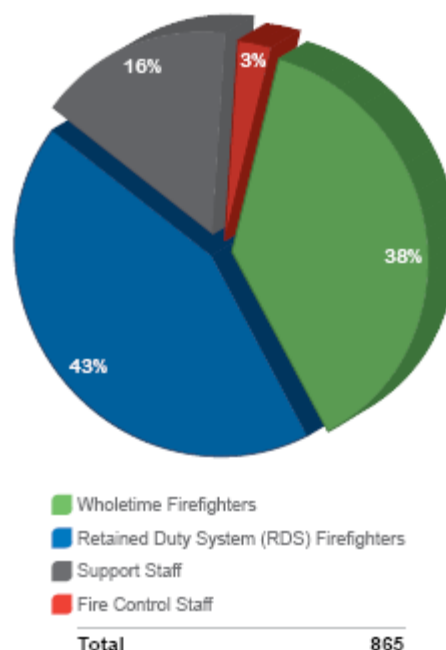
Council tax	19.9
National non-domestic rates	8.6
Revenue support grant	2.0
Other income	1.7
<b>Total</b>	<b>32.2</b>

Cost of the fire service to the average household in Worcestershire and Herefordshire (band D council tax) £73.64

In common with other public services, the fire service is facing major cuts in funding over the next four years which will result in major changes in the way the service is provided. It is likely therefore, that the cost of the service will reduce significantly over this period.

### Summary of our workforce

(as at end of March 2011)



## Hereford & Worcester Fire and Rescue Service

### Summary of our resources

(as at end of March 2011)

- 27 fire stations
- 43 front line fire engines
- 15 specialist appliances plus all terrain vehicles and boats
- Training centre
- Fire service headquarters
- Mobilising Centre
- Urban Search and Rescue Centre

### Capital investment

This table provides details of the authority's investment in major capital schemes such as major building works and purchase of fire appliances. Unlike revenue expenditure which is mostly funded through grant, this is funded through borrowing with only a small proportion funded through central government grants.

	2010/11 £m
Vehicles and equipment	2.2
Premises	0.4
ICT systems	0.3
<b>Total</b>	<b>2.9</b>

The Fire and Rescue Service along with all other public sector and local government organisations is currently subject to funding constraints. Over the next four financial years, our grant from government will reduce by 25% and when that fact is coupled with other unavoidable pressures in the Service (inflation, and essential investment in fleet and property) we may need to save around 12.5% of our budget, which is approximately £4m.

Considering the level of savings required we cannot promise that we won't reduce the number of firefighters we employ, it is almost inevitable. However, we can promise that the firefighters of the Service will have appropriate personal protective equipment, operational equipment and training - on these three things we do not compromise. We can also promise that the Authority will consider the impact of any savings or cuts on the communities we serve.

The Authority and our Officers will be examining every location and every aspect of the Service and in four years' time our Service may look significantly different to how it looks now.

### OBJECTIVE 11: PROVIDE VALUE FOR MONEY AND DELIVER EFFICIENCY

The Authority remains committed to delivering high quality, efficient services to its local communities and continues to demonstrate an impressive track record. We have a legal duty to deliver quality services in the most cost effective

way using the resources that we have available. This means ensuring that we balance our budgets within the constraints of current and future funding mechanisms, whilst providing the best possible service.

### Our Achievements in 2010-2011

- On 1st January 2011, the number of Assistant Chief Fire Officers was reduced by one in order to move to a slimmer senior structure. Each of the three remaining Directors has been asked to review their entire Directorate with a view to becoming more efficient and identifying potential savings.

## STRENGTHEN FINANCIAL SYSTEMS

We will continue to develop and implement improved financial systems and procedures that will support the needs of the Service.

### Our Achievements in 2010-2011

- We assessed counter fraud and corruption arrangements against good practice to strengthen systems, processes and training.
- We developed and implemented systems necessary for BACS payments.
- We moved the basis of the Authority's financial statements to International Financial Reporting Standards (IFRS).

## STRENGTHEN REPORTING MECHANISMS TO DEMONSTRATE OUTCOMES AND VALUE FOR MONEY

The Authority will review its financial reporting mechanisms to improve focus on practical impact and value for money (VfM).

### Our Achievements in 2010-2011

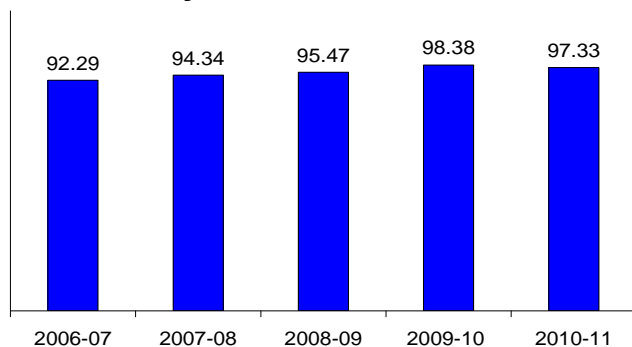
- We evaluated opportunities for benchmarking to improve VfM and now compare performance against other Fire Services from Family Group 4.
- We sought stakeholder's views using the Worcestershire Joint Citizens Panel (Viewpoint) to develop improved and better focused external reporting of the Authority's financial performance in an accessible and understandable format.



## Hereford & Worcester Fire and Rescue Service

- We achieved 97% in our percentage of invoices paid within 30 days. Although this is slightly down on last year's figure of 98%, it is still above the previous three years figures (see below)

Figure 13: **Percentage of invoices paid within 30 days**



## DELIVER THE ASSET MANAGEMENT PLAN

The Authority has in place a comprehensive Asset Management Plan from 2009 which provides strategic direction for improving and maintaining our buildings and facilities.

Our Asset Management Plan ensures the procurement and replacement in a timely manner of the necessary equipment and vehicles to maintain our operational performance and ensure the safety of the community and our staff whilst minimising the impact to the environment and addressing sustainability issues.

### Our Achievements in 2010-2011

- During 2010-2011, we integrated new water vehicles and USAR support vehicles into the operational fleet.
- Operational Logistics completed a feasibility study into the introduction of a quality management process for its departmental functions.
- We ensured that the future ICT infrastructure meets the needs of the Fire Service by replacing key ICT hardware.

### Pebworth Fire Station

With construction work, which began in June 2010, completed and all fixtures and fittings in place, Pebworth Fire Station became fully operational on 11th March 2011.

The successful relocation delivered to scope, time and budget. There was an official opening ceremony on 10th May 2011 performed by the Lord-Lieutenant of Worcestershire.

This was a high specification build project designed to meet the needs of the fire crews and the local community. Pebworth Fire Station has many benefits; it includes two appliance bays fitted with rapid response doors, a drill tower, a large retention pond for water collection, as well as a generous hard-standing area that can be used for both parking and training purposes. The new Fire Station is also fully compliant with disability requirements under the Equality Act 2010 and has a ground source heat pump and solar photovoltaic (PV) panels to help keep future energy consumption and costs to a minimum.



### Business Cases for Fire Stations

A series of building condition surveys have been carried out to establish the condition of all Service buildings and to ascertain which Stations were the most suitable for renewal, in terms of cost and location. In respect of the findings, the following Fire Stations have been identified as a priority for replacement: Bromsgrove, Hereford, Redditch, Worcester and Malvern, over the subsequent 5 years. In addition, there is a need to provide four Strategic Training Facilities across Herefordshire and Worcestershire within the financial year 2011-2012. This is in line with the aim of improving training facilities to support the Operational Assurance review which recommended more realistic training scenarios for operational staff.

The 2009 Asset Management Plan met the FRA's desire to examine options to provide the future property requirements of the Service. To this end, approval was sought from the FRA Policy and Resources Committee on 24th March 2011 to gain agreement for indicative budget allocations that will enable the Service to proceed with land acquisition, building refurbishment or replacement.

## Appendix 1 - TRAFFIC LIGHT KEY

<b>GREEN</b>	Project/objective on track to be delivered to time and budget. All milestones achievable. All required staff/resources available. Issues managed and will not affect progress.
<b>AMBER</b>	Project/objective at risk of not being delivered to time and budget. Milestones under threat. Resources missing/staff leaving – may impact delivery. Issues likely to impact progress (costs/timescales/quality).
<b>RED</b>	Project/objective will not be delivered to time and budget. Milestones no longer achievable. Critical resources missing causing delays. Issues will impact progress (costs/timescales/quality).

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## Appendix 2 – TABLES OF INDICATORS AND SERVICE MEASURES

The following pages contain tables of our 2010-2011 outturn Indicators and Service Measures organised according to the four strategic aims agreed as part of our Authority Plan for 2010-2011.

The tables detail our Primary Measures and are traffic lighted as above so that you can see our performance in 2010-2011 against targets and whether or not targets have been met.

## Hereford & Worcester Fire and Rescue Service

**TABLE 1 – COMMUNITY INDICATORS AND SERVICE MEASURES, 2010-2011**

### PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
<b>Fin Yr : 2011</b>														
P1 - No. of deaths from accidental dwelling fires per 100,000 Popn	0	1	0	0	0	0	0	0	0	0	0	0	0.14 (1)	0.27
P2 - No. of injuries from accidental dwelling fires per 100,000 Popn	5	1	1	0	4	2	10	2	10	1	5	3	5.98 (44)	3.66996
P3 - No. of primary fires per 10,000 Popn	89	88	100	117	110	97	99	97	81	118	94	98	16.15 (1188)	16.68
P4 - No. of accidental fires in dwellings per 10,000 dwellings	22	32	25	28	33	26	27	32	38	47	42	32	12.17 (384)	11.9604
P5 - Fires in non-domestic premises per 1,000 non-domestic premises	17	11	12	18	15	18	18	20	11	21	15	21	7.74 (197)	8.388
P6 - Percentage of persons escaping from fires unharmed	10 / 20	19 / 29	11 / 17	25 / 26	46 / 57	19 / 22	15 / 27	8 / 14	17 / 29	55 / 57	48 / 59	29 / 40	76.07% (302)	82.5
P8 - Percentage of dwelling fires where a smoke alarm did not activate when expected to	7 / 24	3 / 33	3 / 31	5 / 29	7 / 39	3 / 28	1 / 32	4 / 37	6 / 39	8 / 52	7 / 45	3 / 35	13.44% (57)	15
P9 - Percentage of fires attended in dwellings where no smoke alarm was fitted	2 / 24	9 / 33	11 / 31	6 / 29	10 / 39	7 / 28	10 / 32	10 / 37	13 / 39	19 / 52	13 / 45	8 / 35	27.83% (118)	21.05
P11 - Percentage of persons making complaints satisfied with the handling of those complaints	2 / 2	2 / 2	0 / 0	0 / 1	0 / 1	1 / 1	0 / 0	2 / 5	0 / 1	0 / 0	1 / 1	1 / 2	56.25%	85



## Hereford & Worcester Fire and Rescue Service

**TABLE 2 – PEOPLE INDICATORS AND SERVICE MEASURES, 2010-2011**

**PRIMARY**

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
<b>Fin Yr : 2011</b>														
P48 - Percentage of women firefighters	34 / 621	35 / 629	35 / 627	35 / 623	35 / 626	35 / 621	36 / 624	36 / 621	36 / 622	36 / 623	34 / 623	34 / 618	5.60%	5.7
P49 - Level of the Equality Framework to which the Authority conforms	3	3	3	3	3	3	3	3	3	3	3	3	3.00	4
P51 - Percentage of top 5 per cent of earners that are women	1	1	1	1	1	1	1	1	1	1	1	1	3.13	3.03
P52 - Percentage of top 5 per cent of earners from black and minority ethnic communities	0	0	0	0	0	0	0	0	0	0	0	0	0.00	3.03
P53 - Percentage of top 5 per cent of earners that are disabled	2	2	2	1	0	0	0	0	0	0	0	0	0.00	6.06
P54 - Percentage of wholetime and retained employees meeting the Disability Discrimination Act 1995	12	12	12	10	9	8	8	8	8	8	8	8	1.29	1.69
P55 - Percentage of control and non-uniformed employees meeting the Disability Discrimination Act 1995	5	5	5	5	5	5	5	5	5	5	5	5	3.18	3.6
P58 - Ratio of employees (full time equivalents) to HR staff	775	782	781	777	778	772	774	771	773	774	771	763	104.00	107
P60 - Percentage of leavers in the last year as a percentage of average total staff	4	3	2	4	5	7	3	6	0	1	8	7	6.45% (50)	5
P142 - Percentage of Black and Minority Ethnic staff across the whole workforce representative of community	22	22	22	21	21	21	21	20	20	20	21	21	2.75	5

## Hereford & Worcester Fire and Rescue Service

**TABLE 3 – BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT INDICATORS AND SERVICE MEASURES, 2010-2011**  
**PRIMARY**

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
<b>Fin Yr : 2011</b>														
P12 - No. of deliberate primary fires excluding vehicles per 10,000 Popn	10	9	12	15	17	15	13	11	5	6	10	10	1.81 (133)	1.8192
P13 - No. of deliberate primary vehicle fires per 10,000 Popn	8	11	10	20	12	6	20	12	2	15	12	10	1.88 (138)	2.1504
P14 - No. of deliberate secondary fires excluding vehicles per 10,000 Popn	85	61	63	64	53	35	39	38	18	16	37	51	7.61 (560)	8.28
P15 - No. of deliberate secondary vehicle fires per 10,000 Popn	0	1	1	0	0	1	0	0	0	0	0	1	0.05 (4)	0.21
P16 - No. of malicious calls not attended as a % of all malicious calls	7 / 15	10 / 17	10 / 18	9 / 17	8 / 17	14 / 19	17 / 22	13 / 16	5 / 10	9 / 19	11 / 16	14 / 17	62.56% (127)	55
P17 - No. of malicious calls attended as a % of all malicious calls	8 / 15	7 / 17	8 / 18	8 / 17	9 / 17	5 / 19	5 / 22	3 / 16	5 / 10	10 / 19	5 / 16	3 / 17	37.44% (76)	45
P18 - No. of False Alarms caused by automatic fire detection equipment per 1,000 non-domestic properties	107	138	131	172	158	159	140	171	209	139	119	133	69.81 (1776)	72
P19 - No. of properties with > 1 attendance due to false alarms caused by automatic fire detection	13	27	24	38	33	26	29	28	39	23	17	20	317	339.9996
P20 - Percentage of false alarms calls caused by automatic fire detection to a non-domestic property with > 1 attendance	36 / 107	78 / 138	78 / 131	135 / 172	131 / 158	117 / 159	120 / 140	144 / 171	182 / 209	122 / 139	104 / 119	113 / 133	76.58%	68.44
P21 - Percentage of accidental fires in dwellings confined to the room of origin	18 / 22	32 / 32	23 / 25	24 / 27	31 / 33	24 / 26	27 / 27	30 / 32	32 / 37	41 / 47	41 / 42	25 / 30	91.58% (348)	92
P22 - Stds of fire cover - 1st Appliance 10 mins - Fires in building	39 / 56	40 / 53	43 / 53	49 / 69	54 / 74	33 / 55	37 / 59	45 / 66	40 / 59	56 / 80	45 / 68	56 / 72	70.29% (537)	75
P23 - Stds of fire cover - 1st Appliance 10 mins - RTC	31 / 43	21 / 57	22 / 58	33 / 57	26 / 56	26 / 58	30 / 55	28 / 72	23 / 58	35 / 79	22 / 51	20 / 44	46.08% (317)	75
P24 - Stds of fire cover - 2nd Appliance 5 mins - Fires in buildings	25 / 35	30 / 41	26 / 34	40 / 51	38 / 47	30 / 41	31 / 46	33 / 50	26 / 42	42 / 62	36 / 49	35 / 57	70.63% (392)	75
P25 - Stds of fire cover - Enhanced Rescue capability 20 mins	34 / 34	48 / 49	44 / 46	40 / 41	47 / 47	46 / 49	44 / 45	60 / 61	39 / 45	62 / 64	37 / 39	37 / 38	96.42% (538)	85
P26 - Stds of fire cover - firefighters (5 & 4)	103 / 103	77 / 78	81 / 82	95 / 95	101 / 104	91 / 95	106 / 109	99 / 102	113 / 121	113 / 116	102 / 105	105 / 110	97.21% (1186)	90
P27 - Total Number of malicious calls attended and unattended	15	17	18	17	17	19	22	16	10	19	16	17	203	315.996

## Hereford & Worcester Fire and Rescue Service

**TABLE 4 – FINANCE AND RESOURCES INDICATORS AND SERVICE MEASURES, 2010-2011**

### PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
<b>Fin Yr : 2011</b>														
P32 - Working shifts lost to wholetime uniformed staff sickness absence per head	158	154	150	150	162	215	291	234	270	207	171	194	6.91 (2356)	6.4992
P33 - Working days lost to all staff sickness absence per head	230	215	240	226	251	287	354	327	397	281	223	241	6.97 (3272)	6.9996
P34 - Percentage of undisputed invoices paid within 30 days	424 / 431	574 / 584	535 / 547	731 / 745	552 / 576	557 / 567	440 / 449	576 / 590	551 / 558	533 / 589	525 / 541	746 / 752	97.33% (6744)	98
P37 - FIN Management Reporting indicator	12	12	12	12	12	12	12	12	12	11	12	12	11.70	8
P39 - Cost of providing support per workstation	481	481	481	481	481	481	481	481	481	481	481	481	481.00	450
P40 - Percentage of incidents resolved within agreed service levels.	130	174	200	178	180	170	157	138	119	181	144	122	98.40	90
P41 - User satisfaction indicator to be developed via ICT user group	4	4	4	4	4	4	4	4	4	4	4	4	3.94	3.9
P42 - ICT Management Practice indicator	8	8	8	8	8	8	8	8	8	8	8	8	8.00	8
P61 - Cost of Finance Function as a percentage of organisational running costs (expenditure)	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0		0
P62 - Percentage of variation between the forecast outturn at month 6 and the actual outturn at month 12	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0		0

## 7. The Authority's Draft Authority Plan 2011-12

### Purpose of report

1. To consider the draft Authority Plan 2011/12 for approval and publication.
- 

### Recommendation

***The Deputy Chief Fire Officer recommends that the Policy and Resources Committee approves the draft Authority Plan 2011/12 for publication.***

### Summary

2. As part of our corporate planning process the Service produces an annual Fire Authority Plan. (The draft Plan is attached as a separate enclosure).
3. The plan provides an overview of the Authority, including strategic objectives and priorities for 2011-12. It also details our key achievements during 2010-11.
4. The document aims to communicate our achievements and plans to all of our stakeholders and it also serves to inform other agencies in the public, private and voluntary sectors that will be looking for opportunities to engage in local partnership initiatives supporting the Fire and Rescue Service.

### Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	The whole report

### Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	The whole report

### Additional Considerations

5. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	The whole report

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	The whole report
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	N	
<b>Consultation with Representative Bodies</b>	N	

### Supporting Information

Appendix - Hereford & Worcester Fire and Rescue draft Authority Plan 2011/12  
(Separate enclosure)

#### Contact Officer

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Email: [lphillips@hwfire.org.uk](mailto:lphillips@hwfire.org.uk)

## **8. Provisional Financial Results 2010-11**

### **Purpose of report**

1. To brief the Policy and Resources Committee on provisional financial results for the year ended 31 March 2011.
- 

### **Recommendations**

***The Chief Fire Officer and Treasurer recommend that the Committee:***

- i) Notes the provisional financial results for 2010-11;***
- ii) Recommends that the Authority approves the re-phasing of capital budgets from 2010-11 to 2011-12;***
- iii) Recommends that the Authority approve the use of revenue resources as suggested in the Report; and***
- iv) Notes that the Audit Committee will consider the annual Statement of Accounts in detail.***

### **Introduction and Background**

2. The recent change to the Authority's Committee structure now allows a report, on financial results, to be brought to the appropriate Committee in advance of the next full Authority meeting.
3. Detailed budget monitoring reports have been presented to the Committee throughout the year, and Members will be aware that officers have been very active in seeking to minimise expenditure in anticipation of the very tight financial settlement.
4. The detailed Statement of Accounts will be presented to the Audit Committee for detailed scrutiny in due course, but the provisional results (subject to Audit) are provided here.

### **Use of Revenue Resources**

5. The approved budget for 2010-11 was £31.395m.
6. In the last monitoring report presented to this Committee, in March 2011, the net underspending expected to be transferred to the Organisational Development Reserve was £0.495m.

7. The make up and funding of the budget is shown below:

	<b>£m</b>
Net Expenditure on Services	31.123
less: expected under-spending	- 0.495
	<b>30.628</b>
Strengthening General Reserves	0.272
Organisational Development Reserve	0.495
	<b>31.395</b>

	<b>£m</b>	<b>%</b>
Council Tax	20.727	66%
Business Rates	9.315	30%
Revenue Support Grant	1.353	4%
	<b>31.395</b>	<b>100%</b>

8. Since the date of the March projection, budget-holders have continued to minimise expenditure and the out-turn position, detailed in Appendix 1 shows a significant further underspending.
9. For information the Appendix also shows where there are changes from the previous forecast (the Revised Budget).
10. The net underspending of £1.040m represents 3.3% of the budget, but should be considered as part of the Service preparation for the implications of the significant budget gaps contained in the Medium Term Financial Strategy 2011-12 to 2013-14.
11. As Members will be aware, from the revised Medium Term Financial Strategy approved in February 2011, whilst the immediate position is not quite so severe the future position is potentially significantly worse.
12. The existing Committee approval is that the underspending is transferred to a Development Reserve to be used for capacity building and other invest to save measures to help prepare for the future financial position.
13. However, given the size of the final position it is suggested that this decision is amended to place some of the monies into an Operational Activity Reserve (to meet any staff costs arising from spare conditions) and the balance into general reserves.

	<b>£m</b>
Development Reserve	0.550
Operational Activity Reserve	0.300
General Reserve	0.190
	<b>1.040</b>

14. As the Out-turn is still provisional and subject to Audit it is suggested that any variation is made in the General Reserves figure.
15. The transfer to General Reserves will increase them from around 3.7% of budget to around 4.3%, which is still not extreme. (The recent Audit Commission VFM tool-kit shows an average figure for FRA at 31 March 2010 was 8%).

### Use of Capital Resources

16. As Members will be aware a distinction is made between:
  - Capital Strategy – representing the overall funding provided within the budget.
  - Capital Budget – representing the amount which has been authorised to be spent.
17. The Capital Strategy is split into 3 main blocks:
  - Vehicle renewal.
  - Major Building Works.
  - Minor Schemes – for which detailed allocation is made by the service Senior Management Board (SMB).
18. The Capital Strategy for 2010-11 was approved as below:

		£m
FRA - Feb 2010	2010-11 Strategy	3.980
FRA - Jun 2010	Re-phased from 2009-10	3.050
		<b>7.030</b>
USAR Retentions	from USAR Reserve	0.033
ex Lease Pumps	from Lease provision	0.132
Vehicle replacement	from Lease provision	0.324
Software	Revenue Contribution	0.005
<b>Capital Strategy</b>		<b>7.524</b>
not allocated to budget (IRMP)		- 4.134
<b>Capital Budget</b>		<b>3.390</b>

19. Of the £3.390m capital budget £2.714m (80%) has been expended, giving an underspend of £0.676m. This is partially due to the pause caused by the re-assessment of priorities following the appointment of a new Chief Fire Officer and the same caution on spending exhibited in the Revenue Budget.
20. It has previously been reported that the revenue cost of small overspendings on vehicle schemes and Betony Road retentions totalling £0.059m will be contained within the future revenue budget; it is therefore proposed to re-phase the remaining unspent balances of £4.869m into 2011-12 (including the un-allocated strategy).



21. This will not have a detrimental effect on the future revenue budget, as provision for financing costs has been made assuming the capital expenditure had been made in 2010-11.

### **Role of the Audit Committee**

22. As a result of major changes to the accounting arrangements; i.e. the implementation of International Financial Reporting Standards (IFRS) and changes to arrangements under the Accounts and Audit Regulations 2011 (issued 31 March 2011); the Audit Committee will not be asked to approve the Statement of Accounts until the Audit is completed in September.
23. The Accounts will be prepared in accordance with IFRS and will show the true economic cost of providing the service. This will differ significantly from the position shown by this report, which is prepared on the statutory basis on which the budget, grant and precept are prepared, and to which Members are accountable for managing.
24. This is because there are some significant items:
- Those which are required to be charged by statute, but are not permitted under IFRS.
  - Those which are required to be charged under IFRS but not allowed by statute.
25. The Statement of Accounts will reconcile these differences and the Audit Committee will scrutinise this reconciliation as well as the Accounts themselves.

### **Financial Considerations**

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Statutory review of financial position

### **Legal Considerations**

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	See Financials above

### **Additional Considerations**

26. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	No	
<b>Consultation with Representative Bodies</b>	No	

### Supporting Information

Appendix 1 – Revenue Budget

Appendix 2 –Capital Budget

Background papers - none

### Contact Officer

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**Hereford & Worcester Fire and Rescue Authority**  
**PROVISIONAL REVENUE OUT-TURN : 2010-11**

	Original Budget £m	Forecast Out-turn £m	Total Variance £m		Budget Transfers £m	March Variance £m	Sub-Total £m		Final Variance £m	Total Variance £m
WT FF Pay	14.031	13.681	(0.350)		(0.150)	(0.164)	(0.314)		(0.036)	(0.350)
RDS FF Pay	3.038	3.078	0.040			0.047	0.047		(0.007)	0.040
Control Pay	0.711	0.738	0.027			0.025	0.025		0.002	0.027
Support Pay	3.918	4.019	0.101		0.047	0.050	0.097		0.004	0.101
Pay Contingency	0.170	0.000	(0.170)		(0.150)	(0.020)	(0.170)		0.000	(0.170)
Other Employee Costs	0.036	0.111	0.075			0.070	0.070		0.005	0.075
Unfunded Pensions	0.738	0.729	(0.009)			0.006	0.006		(0.015)	(0.009)
	22.642	22.356	(0.286)		(0.253)	0.014	(0.239)		(0.047)	(0.286)
Strategic Management	0.020	0.022	0.002			(0.001)	(0.001)		0.003	0.002
	0.020	0.022	0.002		0.000	(0.001)	(0.001)		0.003	0.002
USAR - Total	0.880	0.760	(0.120)			(0.106)	(0.106)		(0.014)	(0.120)
HQ - Comm. Safety	0.374	0.226	(0.148)		(0.014)	(0.094)	(0.108)		(0.040)	(0.148)
HQ - Ops Support	0.068	0.037	(0.031)						(0.031)	(0.031)
Distinct - Comm. Safety	0.000	0.003	0.003						0.003	0.003
Training Dept	0.627	0.509	(0.118)			(0.020)	(0.020)		(0.098)	(0.118)
Approved Centre	0.009	0.005	(0.004)			(0.001)	(0.001)		(0.003)	(0.004)
	1.958	1.540	(0.418)		(0.014)	(0.221)	(0.235)		(0.183)	(0.418)
PPP - Perf Mngt	0.132	0.048	(0.084)			(0.064)	(0.064)		(0.020)	(0.084)
PPP - Org Dev	0.240	0.143	(0.097)			(0.029)	(0.029)		(0.068)	(0.097)
PPP - FRA Costs	0.126	0.149	0.023			(0.003)	(0.003)		0.026	0.023
Personnel	0.304	0.183	(0.121)			(0.088)	(0.088)		(0.033)	(0.121)
	0.802	0.523	(0.279)		0.000	(0.184)	(0.184)		(0.095)	(0.279)
Ops Logistics	0.949	0.878	(0.071)			(0.014)	(0.014)		(0.057)	(0.071)
Fleet	0.527	0.533	0.006			(0.039)	(0.039)		0.045	0.006
ICT	0.931	0.927	(0.004)			(0.002)	(0.002)		(0.002)	(0.004)
Facilities Mngt	1.363	1.342	(0.021)			0.079	0.079		(0.100)	(0.021)
HQ Catering	0.000	0.001	0.001			0.004	0.004		(0.003)	0.001
Legal Services	0.061	0.030	(0.031)			(0.003)	(0.003)		(0.028)	(0.031)
Insurances	0.312	0.288	(0.024)			(0.017)	(0.017)		(0.007)	(0.024)
Service Wide	0.301	0.290	(0.011)						(0.011)	(0.011)
Capital Financing	2.205	2.148	(0.057)			0.020	0.020		(0.077)	(0.057)
	6.649	6.437	(0.212)		0.000	0.028	0.028		(0.240)	(0.212)
RCC Project	0.238	0.180	(0.058)			(0.068)	(0.068)		0.010	(0.058)
Other Funded Projects	0.000	0.089	0.089			0.089	0.089		0.000	0.089
Special Grants	(1.186)	(1.186)	0.000						0.000	0.000
	(0.948)	(0.917)	0.031		0.000	0.021	0.021		0.010	0.031
	31.123	29.961	(1.162)		(0.267)	(0.343)	(0.610)		(0.552)	(1.162)
to/(from) Earmarked Reserves		0.122	0.122		(0.033)		(0.033)		0.155	0.122
to/(from) General Balances - planned	0.272	0.272	0.000			0.148	0.148		(0.148)	0.000
	31.395	30.355	(1.040)		(0.300)	(0.195)	(0.495)		(0.545)	(1.040)
to Development Reserve		1.040	1.040		0.300	0.195	0.495		0.545	1.040
	31.395	31.395	0.000		0.000	0.000	0.000		(0.000)	0.000

## Hereford & Worcester Fire and Rescue Authority

### PROVISIONAL CAPITAL OUT-TURN : 2010-11

Scheme	Budget	Actual	Variance	Potential Re-phasing to 11/1	
				Major	Minor Works
<b>Vehicles</b>					
045 - Routine Replacement 08/09 4WD	23,954	23,957	3		
047 - Specialist Replacements Environmental	60,400	60,351	(49)		
048 - Specialist Replacements ISU	42,900	35,848	(7,052)		
062 - 4 Wheel Drive Water Rescue	93,199	93,102	(97)		
090 - Toyota HI Lux	0	(60)	(60)		
	220,453	213,198	(7,255)	0	0
014 - Routine Pump Replacement 2009/10	322,398	350,337	27,938		
085 - Routine Pump Replacement 2010/11	615,000	629,090	14,090		
	937,398	979,427	42,028	0	0
046 - Specialist Replacements - Water Carrier	68,029	82,268	14,239		
091 - Pinzgauer Routine Replacement 4WD	150,000	0	(150,000)	150,000	
092 - Argocat Routine Replacement Off Road	15,000	0	(15,000)	15,000	
	233,029	82,268	(150,761)	165,000	0
086 - Ex Leased Appliances	131,500	131,500	0		
104 - Ancillary Vehicles	324,100	324,102	2		
	455,600	455,602	2	0	0
<b>Totals</b>	<b>1,846,480</b>	<b>1,730,494</b>	<b>(115,986)</b>	<b>165,000</b>	<b>0</b>
<b>Major Building</b>					
008 - Betony Road	-	10,522	10,522		
013 - New Dimensions USAR	33,300	33,300	0		
012 - IRMP Pebworth	683,038	603,465	(79,573)	79,573	
082 - IRMP Kidderminster	49,656	-	(49,656)	49,656	
<b>Totals</b>	<b>765,994</b>	<b>647,287</b>	<b>(118,707)</b>	<b>129,229</b>	<b>0</b>
<b>Minor Schemes - Property</b>					
023 - Legionella Engineering Works	15,000	7,872	(7,128)		7,128
049 - Malvern Pre Design Scheme	6,214	6,214	0		0
054 - Motorised Bay Doors	22,000	7,789	(14,211)		14,211
068 - Evesham Flat Roof	640	-	(640)		640
069 - Stourport Flat Roof	550	-	(550)		550
070 - Window Replacements	-	130	130		
071 - Leominster Resurface Yard	585	825	240		
072 - Ewyas Harold Resurface Yard	2,241	-	(2,241)		2,241
083 - SRT Storage Worcester	71,500	340	(71,160)		71,160
084 - RPE Cylinder Strategy	86,953	29,026	(57,927)		57,927
095 - Diversity Compliant Rest Facilities Kidderminster-Hereford	62,000	3,120	(58,880)		58,880
096 - Property Work from Health and Safety Audit	36,700	54	(36,646)		36,646
097 - Air Conditioning ICT Work	12,000	9,394	(2,606)		2,606
100 - Evesham Refurbishment	60,000	51,221	(8,779)		8,779
<b>Totals</b>	<b>376,383</b>	<b>115,985</b>	<b>(260,398)</b>	<b>0</b>	<b>260,767</b>
<b>Minor Schemes - IT</b>					
004 - Comp Systems Computer Purchases	34,715	27,459	(7,256)		7,256
005 - Comp Systems Computer Software	8,090	8,324	233		
034 - Developments	4,281	3,814	(467)		467
063 - PBX Digital Telephony	20,510	20,428	(81)		81
076 - HQ Network Infrastructure Enhancements	1,253	1,191	(62)		62
094 - Computer Aided Design up grades	3,000	3,229	229		
<b>Totals</b>	<b>71,849</b>	<b>64,445</b>	<b>(7,404)</b>	<b>0</b>	<b>7,866</b>
<b>Minor Schemes - Equip</b>					
009 - Water Rescue Equipment	3,987	3,295	(692)		692
078 - Respiratory Protective Equipment	76,000	66,934	(9,066)		9,066
102 - Water Rescue PPE	25,000	-	(25,000)		25,000
<b>Totals</b>	<b>104,987</b>	<b>70,229</b>	<b>(34,759)</b>	<b>0</b>	<b>34,759</b>
<b>Minor Schemes - PPP</b>					
038 - Performance Management Software	4,800	4,800	0		
040 - Incident Reports System	10,905	8,000	(2,905)		2,905
059 - Active Software	2,510	-	(2,510)		2,510
<b>Totals</b>	<b>18,215</b>	<b>12,800</b>	<b>(5,415)</b>	<b>0</b>	<b>5,415</b>
<b>Minor Schemes - Other</b>					
001 - IT VMDS	41,000	24,616	(16,384)		16,384
011 - Finance System	12,918	10,107	(2,811)		2,811
051 - Human Resource Information System	14,304	3,498	(10,806)		10,806
060 - Retained Duty System Pay System	42,000	24,997	(17,003)		17,003
093 - CFRMIS 5 Web based package	13,400	9,850	(3,550)		3,550
101 - Intel Application	13,700	-	(13,700)		13,700
999 - Unallocated	68,645	-	(68,645)		67,813
<b>Totals</b>	<b>205,967</b>	<b>73,068</b>	<b>(132,899)</b>	<b>0</b>	<b>132,067</b>
<b>Totals Minor Schemes</b>	<b>777,402</b>	<b>336,527</b>	<b>(440,875)</b>	<b>0</b>	<b>440,875</b>
<b>Capital Budget</b>	<b>3,389,876</b>	<b>2,714,308</b>	<b>(675,568)</b>	<b>294,229</b>	<b>440,875</b>
<b>Not yet allocated</b>					
998 - IRMP Unallocated	4,134,000	-	(4,134,000)	4,134,000	
<b>Totals</b>	<b>4,134,000</b>	<b>0</b>	<b>(4,134,000)</b>	<b>4,134,000</b>	<b>0</b>
<b>Capital Strategy</b>	<b>7,523,876</b>	<b>2,714,308</b>	<b>(4,809,568)</b>	<b>4,428,229</b>	<b>440,875</b>
					<b>4,869,104</b>

## **9. Fire Control Project Update**

### **Purpose of Report**

1. To inform Members of progress in the procurement of a new Command and Control system.
  2. To update Members on progress in the development of collaborative arrangements with Shropshire FRS, particularly the submission of a joint request for funding to DCLG officials.
- 

### **Recommendations**

***The Chief Fire Officer recommends that the Policy and Resources Committee notes:***

- i. the completion of the tender process and contract award to Computacentre, in partnership with Telent; and***
- ii. the progress of discussions on the collaborative arrangements with Shropshire, including the submission of a joint case for funding to the Department of Communities and Local Government (DCLG).***

### **Introduction and Background**

3. Members will recall that, following the termination of the national FireControl project, Authority approval was given to progress with the procurement of a turnkey Command and Control system solution as a matter of urgency. Early progress on this was sought as the Service's current system was becoming increasingly obsolescent.
4. Approval was also given to progress collaborative arrangements with Shropshire Fire and Rescue Service to include:

*The formation of a shared resilient control room infrastructure with common operating, technological and procedural standards/practices operated from two remote locations.*

### **Contract Award**

5. The Command and Control system tender process was progressed through the Office of Government Commerce Buying Solutions framework. A rigorous evaluation process was used to test tenders against the Service's detailed specification and to ensure any proposed solution proved to be fit for purpose.

6. The Project Board considered the outcome of the tender process and recommended that the contract be awarded to Computacentre working in partnership with Telent.
7. Detailed negotiations on contractual matters, supported by the Authority's legal team were successfully completed and the Chief Fire Officer signed the contract on 4 May 2011. Work is now ongoing to finalise the agreement on the project programme and works will commence in due course.

### **Shropshire Fire and Rescue Collaboration**

8. Early discussions on the development of a shared resilient control room infrastructure with Shropshire have been in progress. The most immediate issue has been to request access to additional funding from Government following the termination of the previous national project.
9. Informal discussions were held with DCLG which led to a formal meeting with Departmental officials, Chairmen and Chief Fire Officers of both Authorities in Shropshire on 28 March 2011.
10. A joint presentation was made to set out the case for funding. In addition, an outline business case has been developed which was submitted to the DCLG with the Authority's response to the Government's consultation on the future of Control Services in England.
11. A response to this request for funding is still awaited. Whilst the Authority has agreed funding for the core system, key risk critical components such as Mobile Data Terminals, originally due to be supplied as part of the national project, remain unfunded. This issue continues to be pursued by officers with DCLG as a matter of urgency.

### **Conclusion/Summary**

12. Good progress has been made in the procurement of a new Command and Control system. The Service is now entering the development and implementation phase of the project programme. The Project Board will continue to meet regularly to oversee progress and ensure the effective delivery of the new system, with programme updates being reported to Committee through the Service's routine performance reporting process.

### **Financial Considerations**

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Para 10 & 11. Response to funding application awaited from DCLG.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	Contractual issues which have been scrutinised by Authority's legal advisors from Herefordshire.

## Additional Considerations

13. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	Resourcing issues are being reviewed as part of programme development and implementation phases.
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Y	Set out to the Authority in previous reports
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Y	Risk register maintained at project Board level. This project addresses a key strategic risk on the Authority's risk register.
<b>Consultation with Representative Bodies</b>	Y	Ongoing – a key work package in the project programme.

## **Background Information**

Response by Hereford & Worcester FRA to Department of Communities and Local Government's Consultation on the Future of Fire and Rescue Control Services in England, as approved by the Policy and Resources Committee on 24 March 2011.

## **Contact Officer**

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## **10. Adjustments to Conditions of Service for staff on the Retained Duty system**

### **Purpose of report**

1. To inform the Policy and Resources Committee of the implications of recent changes to the Scheme of Conditions of Service for staff on the Retained Duty system.

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### **Recommendation**

***The Chief Fire Officer recommends that the Policy and Resources Committee note the implications of the changes to the Scheme of Conditions of Service for staff on the Retained Duty system.***

### **Background**

2. Members may be aware of the recent Employment Tribunal test cases against two Fire Authorities, Kent and Berkshire, which were submitted in 2001 under the Part-time Workers (Prevention of less favourable treatment) Regulations. Those test cases have been subject to the Employment Tribunal, Employment Appeal Tribunal, Court of Appeal and House of Lords processes, returning finally at the request of the House of Lords to the original Employment Tribunal for re-consideration and determination.
3. The Tribunal found in favour of the retained firefighters and a settlement has been negotiated with the Fire Brigades Union and the Retained Firefighters Union. The settlement includes withdrawal of approximately 14,500 Employment Tribunal cases. The compensation payable is up to a maximum of £750 per retained firefighter which amounts to a total cost of £209,182 to Hereford & Worcester Fire and Rescue Service.
4. The remaining aspect of the Employment Tribunal cases is that of the position of pension scheme access which is a separate matter between DCLG and the Retained Firefighters Union.
5. In accordance with the outcome of the cases there are a number of amendments to the Scheme of Conditions of Service (commonly referred to as the Grey Book) that have been agreed to by the National Joint Council in order to ensure Grey Book compliance with the Part-Time Worker Regulations. Circular NJC 4/11 is attached at Appendix 1.

### **Impact of the Changes to the Scheme of Conditions of Service**

6. Relevant managers are working with the Representative Bodies on the practicalities of implementing the changes.
7. There are three key changes that will have a financial impact on Hereford & Worcester Fire and Rescue Authority. These are effective from 1 July 2010 and relate to acting up, a day in lieu for working on a public holiday and reimbursement of NHS charges.

## Conclusion/Summary

8. The Chief Fire Officer recommends that Members of the Policy and Resources Committee note the financial impact on the Authority.

## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Paragraph 7

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paragraph 2, 3 and 5

## Additional Considerations

9. The table below sets out any additional issues contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Paragraph 6
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	No	
<b>Consultation with Representative Bodies</b>	Yes	Paragraph 6

## Supporting Information

Appendix 1 – Circular NJC 4/11

## Contact Officer

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## **NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES**

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**To: Chief Fire Officers  
Chief Executives/Clerks to Fire Authorities  
Chairs of Fire Authorities  
Directors of Human Resources at Fire Authorities**

**Members of the National Joint Council**

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8 March 2011

### **CIRCULAR NJC/04/11**

Dear Sir/Madam

#### **PART-TIME WORKERS (PREVENTION OF LESS FAVOURABLE TREATMENT) REGULATIONS - AMENDMENTS TO THE SCHEME OF CONDITIONS OF SERVICE (GREY BOOK)**

1. Authorities will be aware from circular NJC/03/11 that a settlement has now been identified in the matter of the Employment Tribunal cases brought by the Fire Brigades Union under the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations which covers the period from 1 July 2000 to 30 June 2010.
2. In accordance with the outcome of further discussion with the respective legal representatives, a number of amendments to the Scheme of Conditions Service (Grey Book) have been agreed by the National Joint Council in order to ensure Grey Book compliance with the Regulations from that point onwards.
3. It is recognised that individual fire and rescue services may also need to review any local practices e.g. training, and policies to consider whether additional change is needed at local level.
4. This circular deals specifically with the amendments referred to in paragraph 2 above, which are effective from 1 July 2010. Affected paragraphs are listed below with changes shown in *italics*.

## **SECTION 4 - PART B - PAY**

### **Attendance at training centres**

5. Existing paragraph 14 is amended to state:  
"An employee who is required to attend a course at a training centre shall receive the appropriate basic weekly rate of pay in respect of each week of the course, *pro rated as appropriate. For the avoidance of doubt, the appropriate basic weekly rate of pay for an employee working on the retained duty system will be the same basic weekly rate of pay as a wholetime employee in the same role.*

### **Acting up and temporary promotion**

6. There is no change in the wholetime position which is reflected in a new paragraph 20:  
"For wholetime employees the payment shall be for a minimum of one shift".
7. A new paragraph 21 states:  
"*For retained duty system employees who are required to undertake the duties of a higher role for an operational incident payment shall be for:*
  - a. *the full duration of that attendance; and*
  - b. *the full duration of any further attendances (whether or not the employee is required to undertake the duties of a higher role), up to the expiry of the period of continuous cover being provided, subject to that period not exceeding 24 hours from the commencement of the attendance referred to in (1) above.*"
8. A new paragraph 22 states:  
"*Further in respect of retained firefighters undertaking the duties of a higher role for any pre-defined period, such as duties referred to in paragraph 16(1) of Part A of this section, payment shall be made in respect of that period only.*
9. The existing paragraph 20 is *renumbered to paragraph 23.*

### **Renumbering of existing paragraphs 21 to 32**

10. As a consequence of the changes relating to acting-up and temporary promotion above, there are number changes to the remaining paragraphs in Part A:

Existing paragraph 21 *becomes 24*  
Existing paragraph 22 *becomes 25*  
Existing paragraph 23 *becomes 26*  
Existing paragraph 24 *becomes 27*  
Existing paragraph 25 *becomes 28*  
Existing paragraph 26 *becomes 29*  
Existing paragraph 27 *becomes 30*  
Existing paragraph 28 *becomes 31*  
Existing paragraph 29 *becomes 32*

Existing paragraph 30 *becomes* 33  
Existing paragraph 31 *becomes* 34  
Existing paragraph 32 *becomes* 35

## **SECTION 4 - CONDITIONS OF SERVICE FRAMEWORK - PART C - LEAVE**

### **Annual leave for employees on the retained duty system**

15. The existing paragraph 6 is replaced by a new paragraph 6:

*“A week’s pay during a period of annual leave shall be the average weekly wage as defined in Appendix C, paragraph C.”*

### **Public holiday leave**

16. The existing paragraph 13 is amended to state:

*“For employees who work on a shift system or the retained duty system, Christmas Day, 26<sup>th</sup> December and New Year’s Day will be treated as public holidays on whichever days of the week they fall, irrespective of alternative public holidays announced by the Government.*

### **Public holiday arrangements for employees on the retained duty system**

17. The existing paragraph 25 is amended to state:

*“An employee in the role of Station Manager or below (but not on the flexible duty system) who is required to work on a public holiday shall be paid double the disturbance and activity payments at Part B paragraphs 10 to 13 of this Section (which shall not be pensionable). In addition, the employee shall be granted a day’s leave in lieu in respect of which the employee shall not be required for duty and shall receive 1/7<sup>th</sup> of their average weekly wage. Average weekly wage shall have the meaning given to it in Appendix C, paragraph C. A volunteer carrying out operational fire fighting duties shall be paid at double the appropriate hourly rate.*

### **End of course leave**

18. The existing paragraph 26 is amended to state:

*“Fire and rescue authorities should put in place reasonable arrangements for paid leave for employees returning from a residential training course, including retained duty system employees. The amount of leave should have regard to:*

- c. the length of the course (including travel time);*
- d. the nature of the course; and*
- e. the employee’s working pattern.*

### **Trade union facilities**

19. The existing paragraph 27 is amended to state:

*“The NJC has a strong commitment to joint consultation and negotiation. Fire and rescue authorities shall therefore provide officials of recognised*

trade unions, *regardless of which duty system they work under*, with reasonable facilities necessary for them to carry out their trade union duties, including paid leave to attend meetings of the NJC and other relevant fire and rescue service national committees.

20. The existing paragraph 28 is amended to state:

*“Where a part-time employee (including an employee on the retained duty system) is required by the authority to attend a joint consultative or negotiating meeting outside of his or her normal working time the time spent at the meeting should be paid or time off in lieu granted. Where a retained duty system employee attends such a meeting and receives payment instead of time off in lieu they shall be paid at the appropriate basic hourly rate for his/her role.*

### **Leave for public duties**

21. The existing paragraph 29 is amended to read:

*“Paid leave shall be granted to employees (including an employee on the retained duty system where he or she would otherwise have been providing retained cover at that time) undertaking jury service and, in appropriate cases, serving on public bodies for undertaking public duties. Where an allowance is payable for loss of earnings this should be claimed by the employee and repaid to the fire and rescue authority. “*

## **SECTION 4 - CONDITIONS OF SERVICE FRAMEWORK - PART D - MATERNITY, CHILDCARE AND DEPENDENCY**

22. The existing paragraph 36 is amended to state:

*“For employees on the retained duty system a week’s pay during a period of maternity leave shall have the meaning given to it in Appendix C, paragraph C.”*

## **SECTION 5 - HEALTH ISSUES – PART B – OCCUPATIONAL HEALTH**

23. The existing paragraph 16 is amended to state:

*“Where an employee on the retained duty system is on authorised sick leave ‘full pay’ shall be calculated on a daily basis. Employees shall receive 1/7<sup>th</sup> of their average weekly wage per day. Weekly wage shall have the meaning given to it in Appendix C, paragraph C.*

24. The existing paragraph 17 is amended to state:

*“Where an employee on the retained duty system (or a volunteer carrying out operational firefighting duties) is on authorised sick leave as a result of an illness or injury arising out of authorised duty and can provide satisfactory evidence that, as a direct result of the illness or injury, he or she is suffering a financial loss in respect of his or her usual occupation, ‘full pay’ means the amount of the actual loss (including his or her average weekly wage as defined in Appendix C, paragraph C) subject to the maximum basic weekly rate of an Area Manager.*

25. The existing paragraph 18 is amended to state:

:

*“For employees on the retained duty system (or volunteers) and for the purposes of paragraph 17 above, ‘authorised duty’ includes occasions on which the employee (or volunteer) is responding directly and promptly to an emergency call. It shall not include travelling to the station for any other purpose. Where the fire and rescue authority is satisfied that the employee (or volunteer) has been injured as a result of returning directly to his or her home or work immediately after attending the station in response to an emergency call the authority may treat the journey as authorised duty. Any decision to regard such a journey as authorised duty shall concern only the question of calculating entitlement to sick pay. It shall not be regarded as determining whether the employee (or volunteer) was on duty for any other purpose.”*

## **SECTION 6 – GRIEVANCE AND DISCIPLINARY**

### **Suspension**

26. The existing paragraph 73 is amended to state:

*“Full pay for those employees on the retained duty system will be calculated on a daily basis. Employees shall receive 1/7<sup>th</sup> of their average weekly wage per day. Average weekly wage shall be as defined in Appendix C.”*

## **APPENDIX C**

27. Insert new paragraph C:

*“For an employee working on the retained duty system where the “average weekly wage” (or “remuneration”) applies this shall mean the employee’s average weekly wage or remuneration in the previous 12 weeks excluding any week in which she or he has been on sick leave or received no pay. Where there has been an increase in the rates of fees or payments during that 12 week reference period, the new rate shall be used to make the calculation as if it applied throughout the reference period. Further, given that the annual retainer will continue to be paid during periods of paid sick leave or other paid authorised absences (subject to any reduction to half payment in accordance with Section 5, Part B, paragraph 10), payment of the retainer should be disregarded when calculating average weekly wage.”*

## **INTERIM AND PROTECTION ARRANGEMENTS SECTION**

### **Medical charges and expenditure**

28. The existing paragraph 8 is amended to state:

*“A fire and rescue authority shall reimburse an employee (other than one ~~on the retained duty system~~ or in a control-specific role) whose continuous service under this scheme of conditions of service commenced prior to 1st November 1994 any charges incurred under Sections 77, 78 or 79 of the National Health Service Act 1977. An employee who refuses or neglects to*

undergo a medical examination required by the authority shall not be entitled to such reimbursement.”

Yours faithfully

**SARAH MESSENGER**

**MATT WRACK**

Joint Secretaries



## **11. Update from the Equality and Diversity Steering Group**

### **Purpose of report**

1. To provide the Policy and Resources Committee with a report on the work undertaken through the Service's Equality and Diversity Steering Group.
- 

### **Recommendation**

***The Chief Fire Officer recommends that this report is noted by the Policy and Resources Committee.***

### **Introduction and Background**

2. The Service has a dedicated and sustained commitment to all aspects of Equality and Diversity both with its employees and towards the communities it serves. This group meets quarterly, is chaired by the Deputy Chief Fire Officer and fulfils the Service's statutory responsibility in this area.

### **Update from the Equality and Diversity Steering Group**

3. The Equality and Diversity Steering Group last met on 18 April 2011.
4. A review of the current structures for sub-groups is being conducted, in line with the changes to the Equality Act, to ensure that the duties of each sub-group are in line with the requirements of the Act. This review will also consider more practical issues of organisational priorities.
5. The group reviewed an update on the national Chief Fire Officers' Association (CFOA) Equality and Diversity innovations event which took place on 16 March 2011 in Birmingham. This event highlighted CFOA's commitment to maintaining the momentum on Equality and Diversity. It showcased a number of Fire and Rescue Services which had been assessed against the new Fire and Rescue Service Equality Framework. Two further events are planned for September 2011 and March 2012.
6. The Service is also working on a range of local events with partners from the public and voluntary sectors. These include:
  - Black History Month
  - Deaf Awareness Week
  - Disability Awareness Day

## Conclusions/Summary

7. Equality and Diversity matters from the Steering Group will be reported after each meeting to the Senior Management Board.

## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Paragraph 6.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paragraph 4

## Additional Considerations

8. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Paragraph 6
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Paragraph 4
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Yes	Paragraph 4
<b>Consultation with Representative Bodies</b>	No.	

## Contact Officer

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## 12. Update from the Joint Consultative Committee (JCC)

### Purpose of report

1. To inform the Policy and Resources Committee of the JCC meetings for March 2011.
- 

### Recommendation

***The Chief Fire Officer recommends that the Policy and Resources Committee notes the contents of this report.***

### Update

2. The last meeting of the JCC was on 18 March 2011.
3. Key subjects currently open which are under discussion and development include:
  - Use and availability of spare appliances
  - Station refurbishments
  - Part-time workers (protection from less favourable treatment) regulations and the result of RDS Employment Tribunal cases
  - Leave for training courses
  - USAR contractual issues
  - Filling of Watch Commander roles
4. A range of items have been closed down, following resolution of the issues raised and confirmation from all sides of this.
5. New areas brought to the JCC for discussion at this meeting include:
  - IRMP engagement
  - Establishment figures and the resilience register
  - Relocation of Fire Control to SHQ

### Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Paragraph 3, 5 and 6.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	Paragraph 3, 5 and 6.

## Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Paragraph 3, 5 and 6.
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	Paragraph 3, 5 and 6.
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	No	
<b>Consultation with Representative Bodies</b>	Yes	Paragraph 3, 5 and 6.

## Contact Officer

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### **13. Update from the Health and Safety Liaison Panel**

#### **Purpose of report**

1. To provide the Policy and Resources Committee with a report on the work undertaken through the Service's Health and Safety Liaison Panel.

---

#### **Recommendation**

***The Chief Fire Officer recommends that this report is noted by the Policy and Resources Committee.***

#### **Introduction and Background**

2. The Service has a dedicated and sustained commitment to all aspects of Health and Safety both with its employees and towards the communities it serves. Whilst these commitments are many and numerous the Service captures this wealth of activity through its Health and Safety Liaison Panel that consists of the respective key managers, specialists and the representative bodies. This group meets quarterly, is chaired by the Deputy Chief Fire Officer and fulfils the Service's statutory responsibility in this area.

#### **Update from the Health and Safety Liaison Panel**

3. The Health and Safety Liaison Panel last met on 5 May 2011.
4. The following matters were raised and addressed:
  - Specialist Health and Safety Accident Investigations: these were all currently up to date and had been debriefed. The outcomes had identified no significant implications. The quality and thorough nature of these investigations was noted.
  - Quarterly Health and Safety Performance and the relevant data were reviewed. An increase in the levels of reported verbal abuse towards Firefighters from the public was noted and will be monitored in the future. Whether this is a trend due to increased reporting and awareness or an actual increase in numbers of incidents is unclear based upon the current information.
  - The Health and Safety training plan for this financial year was presented, which included enhanced training for middle managers and a continuing increase in the levels of training for supervisory managers and commanders. Specialist bespoke training for those requiring it has also been programmed (such as Fleet Technicians). This has been developed and planned through the Health and Safety Working Group.
  - A review of the recorded Service vehicle impacts and collisions for the previous year was presented. The numbers of low level collisions (including reversing) and the potential for these to cause injury, as well as the financial

impact of these repairs and the time lost for vehicles being unavailable during repair was raised. It is important not to penalise drivers or create a negative culture around this issue, however increased managerial attention is required to raise awareness.

- The Health and Safety Working Group has developed a Manager's Handbook which will be issued throughout the Service. This will provide concise information to all managers and commanders in the Service on the broad range of Health and Safety responsibilities. The Handbook will also enable managers to effectively plan their duties relating to Health and Safety in the workplace. The document signposts where more detailed information and training on these issues can be found. This was developed as a result of the audits carried out last year where effective guidance and planning regarding Health and Safety duties was found to need support across the Service.

## Conclusions/Summary

5. Health and Safety matters from the Liaison Panel will be reported after each meeting to the Senior Management Board.

## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	Para 4 points 3, 4 & 5 all have cost implications.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	Whole document based upon legislative requirements of Health and Safety.

## Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Y	As above for training
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	N	
<b>Consultation with Representative Bodies</b>	N	Rep Bodies involved at Working Group and Liaison Panel

### Contact Officer

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## **14. Policy and Resources Committee Work Programme 2011/2012**

### **Purpose of report**

1. To put forward a draft work programme for the coming year for the Policy and Resources Committee to consider and amend as appropriate, prior to approval.
- 

### **Recommendation**

***The Clerk recommends that the Policy and Resources Committee approves the attached draft work programme for 2011/12.***

### **Introduction and Background**

2. The Authority agreed a new Committee structure in September 2010, which incorporated the new Policy and Resources Committee in replacement of the previous Budget Committee and Best Value Policy and Performance (BVPP) Committee to ensure a more integrated approach between finance and policy.
3. It was also agreed at the Authority meeting on 28 September, that: *'Members approve the work programme for each Committee'*. Following on from this resolution, Officers have drafted a work programme for discussion by and input from Committee Members.

### **Draft Work Programme 2011/2012**

4. The draft is attached at Appendix 1 and takes the Committee up to the end of this financial year in March 2012. The programme incorporates those items that sit within the responsibilities as set out in the terms of reference for the Policy and Resources Committee.
5. The work programme is not intended to be prescriptive and it is envisaged that an element of flexibility will be retained so that additional items can be included as issues arise throughout the year. Any future changes to the work programme would be brought to the Committee for approval.

### **Conclusion/Summary**

6. The Authority previously agreed that Members should approve the work programme for each Committee as set out in the Committee structure that was approved in September 2010. A draft programme for 2011/12 for the Policy and Resources Committee has been drafted by Officers and is put forward for consideration to provide an opportunity for Members to have an input into the planned work of the Committee.



## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	No	

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	No	

## Additional Considerations

7. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	No	
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	No	
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	No	
<b>Consultation with Representative Bodies</b>	No	

## Supporting Information

Appendix 1 – Draft Work Programme 2011/2012

### Contact Officer

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**Draft Policy and Resources Committee Work Programme 2011/12**

Meeting	Item	Purpose of Item	Refer item to FRA
7 September 2011, 10.30am, SHQ	<p>Authority Plan Quarterly Performance Report (Q1 April –June)</p> <p>Budget Monitoring – current budget position</p> <p>Treasury Activities</p> <p>Governance Review – Scheme of Delegation to Officers</p>	<p>To note / monitor</p> <p>To note</p> <p>To review Treasury Activities for 2010/11 To report the Prudential Code Indicators for 2011-12</p> <p>To consider amendments for approval to the FRA</p>	Yes
23 November 2011, 10.30am, SHQ	<p>Budget Monitoring – Revenue and Capital</p> <p>Medium Term Financial Plan Review (Financial Prospects and Future Planning)</p> <p>Authority Plan Quarterly Performance Report (Q2 July – Sept)</p> <p>Draft IRMP Action Plan and consultation feedback</p> <p>Annual review of Publication Scheme</p> <p>Updates from the:</p> <ul style="list-style-type: none"> <li>Equality and Diversity Steering Group</li> <li>Joint Consultative Council</li> <li>Health and Safety Liaison Panel</li> </ul> <p>Update on Fire Control</p> <p>Property and Assets Update</p>	<p>For first half (to 30 Sept) of 2011/12</p> <p>To note current revenue expenditure and resource projections</p> <p>To note</p> <p>To consider for recommendation to FRA</p> <p>To consider for recommendation to FRA</p> <p>To note</p> <p>To note</p> <p>To note</p>	<p>Yes</p> <p>Yes</p>

Meeting	Item	Purpose of Item	Refer item to FRA
25 January 2012, 10.30am, SHQ	Budget 2011/12 and Precept	To consider for recommendation to FRA	Yes
	Authority Plan Quarterly Performance Report (Q3 Oct-Dec)	To note	
	Fees and Charges	To note income received for the special services as agreed by the FRA in December 2010 and to consider any issues arising	
	Updates from the: <ul style="list-style-type: none"> <li>• Equality and Diversity Steering Group</li> <li>• Joint Consultative Council</li> <li>• Health and Safety Liaison Panel</li> </ul>	To note	
7 March 2012, 10.30am, SHQ	Draft Authority Plan	To consider for recommendation to FRA	Yes
	Property and Assets Update	To note	
	Updates from the: <ul style="list-style-type: none"> <li>• Equality and Diversity Steering Group</li> <li>• Joint Consultative Council</li> <li>• Health and Safety Liaison Panel</li> </ul>	To note	
	Work Programme 2012/13		

## **15. Asset Management Strategy: Malvern Fire Station**

### **Purpose of report**

1. To gain approval for budget allocation to replace the fire station at Malvern.
- 

### **Recommendation**

***The Chief Fire Officer and Treasurer recommend that the Policy and Resources Committee approve the overall budget allocation detailed in Appendix 1 and 2 for the capital building scheme to re-provide Malvern fire station.***

### **Introduction and Background**

2. The Policy and Resources (P&R) Committee approved the overall direction of the Asset Management Strategy at its meeting on 24 March 2011. This meeting agreed the principle of approving an indicative allocation of budget for each proposed scheme to allow officers to carry out options appraisals within specified financial parameters. This Committee also agreed the requirement for the Chief Fire Officer and Treasurer to formally seek approval for each scheme, including land acquisition and disposal, once investigations have been completed.
3. Since approval was gained for this principle further work on the specific projects has progressed and a full cost plan for the replacement of Malvern Fire Station (including enabling works/temporary fire station) has now been produced. These are summarised in Appendix 1 and 2 attached to this report.
4. The replacement of Malvern Fire Station is based upon extensive feasibility work undertaken during 2009-10. At that time there were planning issues which are being addressed and it was hoped that an alternative location could be secured. However, due to the unavailability of appropriate land in the Malvern area the feasibility has been revisited with an option to temporarily decant operations of Malvern Fire Station to the Operational Logistics site in Betony Road (the Service's Fleet Maintenance and Stores Centre) whilst the existing station is completely refurbished.
5. The scheme for Malvern now proposes to provide enabling works at Betony Road which will create a temporary fire station which will have no significant impact on response times and retained duty system mobilisation. Upon completion of the rebuild of the current fire station, the facility at Betony Road will be improved providing enhanced vehicle flexibility to support operations at the site. The planning issues have been resolved subject to an approved application. Therefore this amended scheme will provide both a new fire station facility and also a much enhanced Betony Road facility.

6. It is proposed that construction works for the refurbishment and the decant will be procured through the West Midlands contractor framework on which Hereford & Worcester Fire and Rescue Service sit on the managing board. This partnership between key public sector organisations and key contractors will provide a secure procurement route with the opportunity to maximise financial efficiencies with contractors prior to construction commencement. **Therefore the figures contained in Appendices 1 and 2 are indicative and subject to the contractual tender process.** However, it is anticipated that the tender process will realise reductions on the figures stated. The partnership will also provide clear performance targets for the contractors and frequent performance measurement through the monitoring of Key Performance Indicators by the board.

## Conclusion/Summary

7. It is recommended that the Policy and Resources Committee approve the allocation detailed in Appendix 1 and 2 to re-provide a new fire station at Malvern.

## Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Yes	Whole document.

## Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Yes	The scheme will require legal advice regarding contracts and procurement which will be sought at the appropriate time.

## Additional Considerations

8. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Resources</b> (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	Yes	Assets – whole document.
<b>Strategic Policy Links</b> (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	Yes	The replacement of fire stations has been highlighted by our IRMP strategy.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
<b>Risk Management / Health &amp; Safety</b> (e.g. risk management and control measures, risk register score).	Yes	Whole document. The replacement of this fire station will remove a significant risk from the Estates portfolio.
<b>Consultation with Representative Bodies</b>	No	Not currently appropriate as matters are commercially sensitive. RBs will be consulted during the project planning stage.

**In the opinion of the Clerk to the Authority the supporting information will not be, or is likely not to be, open to the public and press at the time item 15 is considered, for the reason stated:**

***The supporting information is likely to disclose information relating to the financial or business affairs of the Authority.***

### **Supporting Information**

Appendix 1 – Summary Cost Plan for Betony Road Enabling Works.

Appendix 2 – Summary Cost Plan for Malvern Fire Station.

### **Contact Officer**

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# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>ACAS</b>	Advisory Conciliation and Arbitration Service
<b>ACFO</b>	Assistant Chief Fire Officer
<b>AFA</b>	Automatic Fire Alarm
<b>AFD</b>	Automatic Fire Detection
<b>ALP</b>	Aerial Ladder Platform
<b>AC</b>	Area Commander
<b>AMP</b>	Asset Management Plan
<b>ARCC</b>	Aeronautical Rescue Co-ordination Centre
<b>BA</b>	Breathing Apparatus
<b>BACS</b>	Bankers' Automated Clearance System
<b>BCM</b>	Business Continuity Management
<b>BCP</b>	Business Continuity Plan
<b>BME</b>	Black and Minority Ethnic
<b>BVPI</b>	Best Value Performance Indicator
<b>BVPP</b>	Best Value Performance Plan
<b>CAA</b>	Combined Area Assessment
<b>CAFS</b>	Compressed Air Foam Systems
<b>CARP</b>	Combined Aerial Rescue Pump
<b>CBRN</b>	Chemical Biological Radiological Nuclear
<b>CCA</b>	Civil Contingencies Act
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CERMIG</b>	County Emergency Response to Major Incidents Group
<b>CFA</b>	Combined Fire Authority
<b>CFO</b>	Chief Fire Officer
<b>CFOA</b>	Chief Fire Officers Association
<b>CFRMIS</b>	Community Fire Risk Management System
<b>CFS</b>	Community Fire Safety
<b>CIMAH</b>	Control of Industrial Major Accident Hazards
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy
<b>CLG</b>	Department for Communities and Local Government
<b>CC</b>	Crew Commander
<b>COSHH</b>	Control of Substances Hazardous to Health
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPS</b>	Chemical Protection Suits
<b>CRE</b>	Commission for Racial Equality
<b>CRR</b>	Community Risk Register
<b>CS</b>	Community Safety
<b>CSR</b>	Current Spending Review
<b>CSU</b>	Command Support Unit
<b>DC</b>	District Commander
<b>DCFO</b>	Deputy Chief Fire Officer
<b>DDA</b>	Disability Discrimination Act
<b>DIM</b>	Detection, Identification and Monitoring
<b>DOF</b>	Director of Finance
<b>DoH</b>	Department of Health
<b>DoT</b>	Direction of Travel
<b>DPA</b>	Data Protection Act

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>EA</b>	Environment Agency
<b>EAS</b>	Electronic Availability System
<b>ECS</b>	Enhanced Command Support
<b>EIR</b>	Environmental Information Regulations
<b>EPU</b>	Environmental Protection Unit
<b>ESLG</b>	Equality Standard for Local Government
<b>FBU</b>	Fire Brigades Union
<b>FDR</b>	Fire Damage Report
<b>FDS</b>	Flexible Duty System
<b>FireLink</b>	The National Project for the introduction of a National Fire Service Radio System
<b>FOIA</b>	Freedom of Information Act
<b>FRA</b>	Fire and Rescue Authority
<b>FRD</b>	Fire Resilience Directorate
<b>FRS</b>	Fire and Rescue Service
<b>FRSNCC</b>	Fire and Rescue Service National Co-ordination Centre
<b>FSC</b>	Fire Service College
<b>FSCA</b>	Fire Service Consultation Association
<b>FSEC</b>	Fire Services Emergency Cover
<b>FSNBF</b>	Fire Service National Benevolent Fund
<b>FSPA</b>	Fire Service Procurement Association
<b>GC</b>	Group Commander
<b>HAZMAT</b>	Hazardous Materials
<b>HERMIT</b>	Herefordshire Emergency Response to Major Incidents Team
<b>HFSC</b>	Home Fire Safety Check
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<b>HMI</b>	Her Majesty's Inspector or Inspectorate
<b>HPA</b>	Health Protection Agency
<b>HR</b>	Human Resources
<b>HRIS</b>	Human Resources Information System
<b>HSE</b>	Health & Safety Executive
<b>HWFRS</b>	Hereford & Worcester Fire and Rescue Service
<b>ICP</b>	Integrated Clothing Project
<b>ICS</b>	Incident Command System
<b>ICT</b>	Information and Communications Technology
<b>IEG</b>	Implementing Electronic Government
<b>IIP</b>	Investors in People
<b>IOSH</b>	Institute of Occupation Safety and Health
<b>IPDR</b>	Individual Performance and Development Review
<b>IPDS</b>	Integrated Personal Development System
<b>IRMP</b>	Integrated Risk Management Plan
<b>IRS</b>	Incident Recording System
<b>IRU</b>	Incident Response Unit
<b>ISU</b>	Incident Support Unit
<b>JERA</b>	Joint Emergency Response Arrangements
<b>JFS</b>	Juvenile Fire-setters Scheme
<b>KPI</b>	Key Performance Indicator
<b>KLOE</b>	Key Lines of Enquiry



## Hereford & Worcester Fire and Rescue Authority

### GLOSSARY OF TERMS

<b>LASER</b>	Learning about Safety by Experiencing Risk
<b>LEA</b>	Local Education Authority
<b>LFF</b>	Leading Fire Fighter
<b>LGA</b>	Local Government Association
<b>LGV</b>	Light Goods Vehicle
<b>LIBID</b>	London Interbank Bid Rate
<b>LPG</b>	Liquid Petroleum Gas
<b>LPSA</b>	Local Public Service Agreement
<b>LRF</b>	Local Resilience Forum
<b>LRI</b>	Learning Resource International
<b>LSGCM</b>	Long Service and Good Conduct Medal
<b>LSP</b>	Local Strategic Partnership
<b>LTCM</b>	Long Term Capability Management
<b>LTf</b>	Local Training Facilities
<b>MDT</b>	Mobile Data Terminals
<b>MIS</b>	Management Information Systems
<b>MISAR</b>	Mercia Inshore Search and Rescue
<b>MMFE</b>	Management of Major Flood Emergencies
<b>MoU</b>	Memorandum of Understanding
<b>MTFP</b>	Medium Term Financial Plan
<b>NCFSC</b>	National Community Fire Safety Campaign
<b>NEBOSH</b>	National Examination Board in Occupational Safety and Health
<b>NEET</b>	Not in Education, Employment or Training
<b>NFST</b>	National Flood Support Team
<b>NJC</b>	National Joint Council for Local Authorities' Fire Brigades
<b>NOS</b>	National Occupational Standard
<b>NVQ</b>	National Vocational Qualification
<b>OASD</b>	Operational Assessment of Service Delivery
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>OJEU</b>	Official Journal of the European Union
<b>ORS</b>	Opinion Research Services
<b>PDR</b>	Personal Development Review
<b>PFI</b>	Private Finance Initiative
<b>PI</b>	Performance Indicator
<b>PMM</b>	Principal Management Members
<b>PMSO</b>	Project Management Support Office
<b>PO</b>	Principal Officer
<b>PPE</b>	Personal Protective Equipment
<b>PPP</b>	Policy, Planning and Performance
<b>PSA</b>	Public Service Agreement
<b>PSHE</b>	Personal, Social, Health Education
<b>PSRP</b>	Public Services Radio Project
<b>PWLB</b>	Public Works Loans Board
<b>QSA</b>	Quality Systems Audit

# Hereford & Worcester Fire and Rescue Authority

## GLOSSARY OF TERMS

<b>R2R</b>	Rank to Role
<b>RB</b>	Representative Body
<b>RBIP</b>	Risk Based Inspection Programme
<b>RCC</b>	Regional Control Centre
<b>RCCC</b>	Regional Civil Contingencies Committee
<b>RDS</b>	Retained Duty System
<b>RHSCG</b>	Regional Health and Safety Collaboration Group
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
<b>RMB</b>	Regional Management Board
<b>RoSPA</b>	Royal Society for the Prevention of Accidents
<b>RPE</b>	Respiratory Protective Equipment
<b>RRF</b>	Regional Resilience Forum
<b>RRO</b>	Regulatory Reform Order
<b>RRT</b>	Regional Resilience Team
<b>RSIG</b>	Road Safety Implementation Group
<b>RTA</b>	Road Traffic Accident
<b>RTC</b>	Road Traffic Collision
<b>SAP</b>	Systems Application and Products
<b>SARA</b>	Severn Area Rescue Association
<b>SBE</b>	Standards Board for England
<b>SCC</b>	Strategic Command Centre
<b>SCE</b>	Supported Capital Expenditure
<b>SCG</b>	Strategic Command Group
<b>SDA</b>	Service Delivery Agreement
<b>SFSO</b>	Senior Fire Safety Officer
<b>SFU</b>	Small Fires Unit
<b>SHA</b>	Strategic Holding Area
<b>SHEBA</b>	Safety in the Home and Electric Under Blanket Assessment
<b>SLA</b>	Service Level Agreement
<b>SC</b>	Station Commander
<b>SOLACE</b>	Society of Local Authority Chief Executives
<b>SoRP</b>	Statement of Recommended Practice
<b>SPI</b>	Service Policy Instruction
<b>SRT</b>	Swift Water Rescue Team
<b>SSI</b>	Special Service Incidents
<b>TDC</b>	Training and Development Centre
<b>UoR</b>	Use of Resources
<b>USAR</b>	Urban Search and Rescue
<b>UWFS</b>	Unwanted Fire Signal
<b>VMDS</b>	Vehicle Mounted Data System
<b>WAN</b>	Wide Area Network
<b>WC</b>	Watch Commander
<b>WMRMB</b>	West Midlands Regional Management Board
<b>YFA</b>	Young Firefighters' Association